

# Minutes

## ORDINARY COUNCIL MEETING

**22 September 2020**

*By signing these minutes I certify that they were confirmed at the Ordinary Meeting of Council held on Tuesday, 27 October 2020, by resolution of Council.*

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**CR DAN BULL, MAYOR  
CHAIRPERSON**



### **Meeting Procedures**

1. All Council meetings are open to the public, except for matters dealt with under 'Confidential Items'.
2. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a City Staff Member.
3. Members of the public may ask a question during 'Public Question Time'.
4. Meeting procedures are in accordance with the City's Standing Orders Local Law 2018.
5. To facilitate smooth running of the meeting, silence is to be observed in the public gallery at all times, except for 'Public Question Time'.
6. This meeting will be audio recorded in accordance with the resolution of Council of 17 May 2016.
7. Persons are not permitted to record (visual or audio) at the Council meeting without prior approval of the Council.
8. In the event of an emergency, please follow the instructions of City of Bayswater Staff.

### **City of Bayswater**

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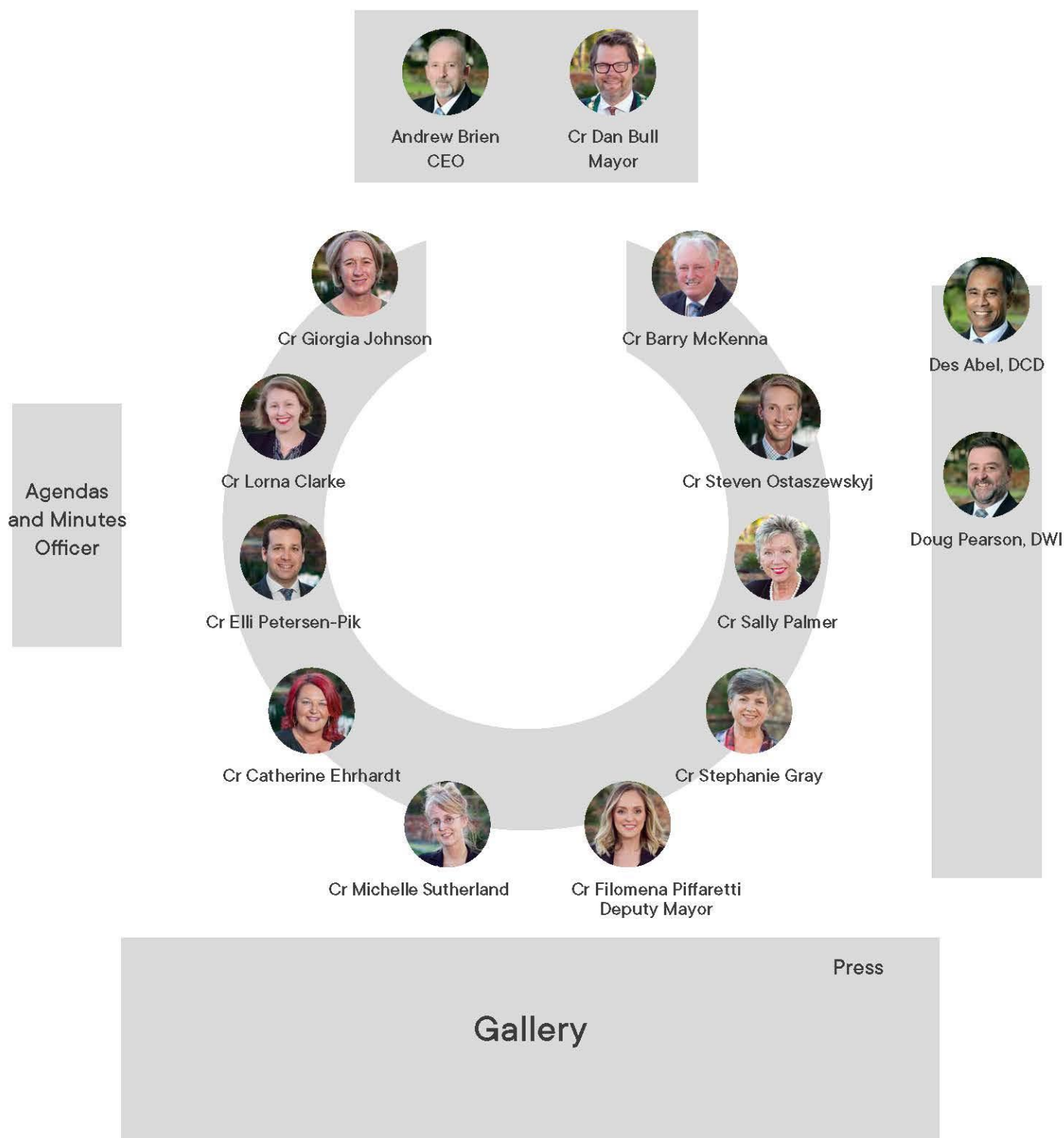
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# Council Chambers

## Seating Plan



## **Nature of Council's Role in Decision Making**

**Advocacy:** When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive/Strategic:** The substantial direction setting and oversight role of the Council, e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

**Legislative:** Includes adopting local law, town planning schemes and policies.

**Review:** When Council reviews decisions made by officers

**Quasi-Judicial:** When Council determines an application/matter that directly affects a persons rights and interests. The Judicial character arises from the obligations to abide by the principles of natural justice.

Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits/licenses (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.

## ***City of Bayswater Standing Orders Local Law 2018***

### **6.9 Deputations**

- (1) Any person or group wishing to be received as a deputation by the Council or a Committee open to the public is to either –
  - (a) apply, before the meeting, to the CEO for approval; or
  - (b) with the approval of the Presiding Member, at the meeting.
- (2) Upon receipt of a request for a deputation the CEO must refer the request to the relevant decision making forum, either Council or a Committee, to decide by simple majority whether or not to receive the deputation.
- (3) Deputations in relation to a decision which requires absolute or special majority should be made to Council, in all other circumstances Deputations should be referred to the forum making the final decision on the matter.
- (4) Unless Council or the Committee meeting resolves otherwise, a deputation invited to attend the meeting is not to address the meeting for a period exceeding 5 minutes.
- (5) Unless given leave by the Presiding Member, only two members of the deputation may address the meeting, although others may respond to specific questions from Members.
- (6) For the purposes of this clause, unless Council or the Committee resolves otherwise, a deputation is taken to comprise all those people either in favour of, or opposed to, the matter which is the subject of the deputation.
- (7) Unless Council or the Committee resolves otherwise, any matter which is the subject of a deputation to the Council or a Committee open to the public is not to be decided by Council or the Committee until the deputation has completed its presentation.
- (8) The Presiding Member may require deputations to leave the meeting while other deputations are being heard in relation to that matter.

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## MINUTES

**Minutes** of the Ordinary Meeting of the Bayswater City Council which took place in the Council Chambers, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on **Tuesday, 22 September 2020**.

### 1. OFFICIAL OPENING

The Chairperson, Cr Dan Bull, Mayor, declared the meeting open at 6:32pm.

### 2. ACKNOWLEDGEMENT OF COUNTRY

In accordance with the City of Bayswater's Reflect Reconciliation Action Plan November 2019-November 2020, the Presiding Member will deliver the Acknowledgement of Country.

Noongar Language

*Ngalla City of Bayswater kaatanginy baalapa Noongar Boodja baaranginy, Whadjuk moort Noongar moort, boordiar's koora koora, boordiar's ye yay ba boordiar's boordawyn wah.*

English Language Interpretation

*We acknowledge the Traditional Custodians of the Land, the Wadjuk people of the Noongar Nation, and pay our respects to Elders past, present and emerging.*

The Chairperson, Cr Dan Bull, Mayor, acknowledged the Traditional Custodians of the land, the Whadjuk people of the Noongar nation, and paid respects to Elders past, present and emerging.

### 3. ANNOUNCEMENTS FROM THE PRESIDING MEMBER

Nil.

### 4. ATTENDANCE

Members

West Ward

Cr Dan Bull, Mayor (Chairperson)  
Cr Lorna Clarke  
Cr Giorgia Johnson

Central Ward

Cr Barry McKenna  
Cr Steven Ostaszewskyj  
Cr Sally Palmer

North Ward

Cr Stephanie Gray  
Cr Filomena Piffaretti, Deputy Mayor (from 8:11pm)  
Cr Michelle Sutherland

South Ward

Cr Catherine Ehrhardt  
Cr Elli Petersen-Pik

**Officers**

Mr Andrew Brien	Chief Executive Officer
Mr Doug Pearson	Director Works and Infrastructure
Ms Linnet Solomons	Acting Director Corporate and Strategy
Mr Michael Worthington	Acting Director Community and Development
Mr George Rimpas	Manager Engineering Works
Ms Helen Smith	Manager Development Approvals
Mr Darren Beltman	Manager Governance and Organisational Strategy
Mr Matt Turner	Manager Strategic Planning and Place
Ms Cindy Brown	Senior Communications Officer
Ms Stephanie Gavlak	Communications Officer
Ms Cassandra Flanigan	Executive Support/Research Officer
Ms Jelena Misic	Mayor and Council Support Officer

**Observers**

Press - 1  
Public - 30

**Leave of Absence**

**4.1 Apologies**  
Nil

**4.2 Approved Leave of Absence**

<b>Councillor</b>	<b>Date of Leave</b>	<b>Approved by Council</b>
Cr Catherine Ehrhardt	25 September 2020	Ordinary Council Meeting 25 August 2020
Cr Stephanie Gray	26 September 2020 to 9 October 2020 inclusive	Ordinary Council Meeting 25 August 2020
Cr Filomena Piffaretti, Deputy Mayor	12 October 2020 and 17 October 2020	Ordinary Council Meeting 25 August 2020

**4.3 Applications for Leave of Absence****COUNCIL RESOLUTION**

That Leave of Absence be granted as follows:

Cr Catherine Ehrhardt from 6 October 2020 to 9 October 2020 inclusive and on 29 October 2020;

Cr Barry McKenna from 5 October 2020 to 10 October 2020 inclusive and on 20 October 2020; and

Cr Dan Bull, Mayor from 25 September 2020 to 2 October 2020 inclusive.

**CR SALLY PALMER MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED UNANIMOUSLY: 10/0**

## 5. DISCLOSURE OF INTEREST SUMMARY

In accordance with section 5.65 of the *Local Government Act 1995*:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

The following disclosures of interest were made at the meeting:

Name	Item No.	Type of Interest	Nature of Interest
Cr Barry McKenna	10.2.2	Financial	I am Chairman of Bayswater Community Financial Services (Bendigo Bank) and Council money is invested in the bank.
Cr Steven Ostaszewskyj	10.5.3.2	Impartiality	Morley Windmills Sports Club is located at Wotton Reserve. I am a member of the club and Wotton Reserve is mentioned in the report.
	10.2.8	Impartiality	My name and training I have undertaken is mentioned in the report.
Cr Giorgia Johnson	10.2.3	Impartiality	I am a social member of Bayswater Bowling and Recreation Club, which is mentioned in the report.
	10.2.8	Impartiality	I am mentioned in the report.
Cr Michelle Sutherland	10.4.2	Impartiality	I know the applicant.
	10.4.3	Impartiality	I know the applicant.
Cr Sally Palmer	10.2.3	Impartiality	I am a social member of Bayswater Bowling and Recreation Club and Bedford Bowling Club.
	10.2.8	Impartiality	I am named as a trainee within this item as a Councillor in mandatory training.
The Chief Executive Officer, Mr Andrew Brien	14.1.1.1	Financial	The item affects my conditions of employment.
	14.1.2.1	Financial	The item affects my conditions of employment.
	14.1.2.2	Financial	The item affects my conditions of employment.
Cr Dan Bull, Mayor	8.1*	Proximity	My home backs onto the road reserve that is the subject of Mr Kevin Mack's petition regarding the Tonkin Gap Project.
Cr Catherine Ehrhardt	10.4.9**	Impartiality	I know one of the applicants through our children attending the same school.
Cr Filomena Piffaretti, Deputy Mayor	10.2.6***	Financial	I am the Contract Principal for one of Communicare's contracts.

\*Cr Dan Bull, Mayor declared his proximity interest in the item when the subject petition was tabled.

\*\*Cr Catherine Ehrhardt declared her impartiality interest in the item during debate on the matter, prior to voting.



\*\*\*Cr Filomena Piffaretti, Deputy Mayor declared her financial interest in the item prior to debate on the matter and voting.

## 6. PUBLIC QUESTION TIME

In accordance with the *Local Government Act 1995*, the *Local Government (Administration) Regulations 1996* and the *City of Bayswater Standing Orders Local Law 2018* the following procedures relate to public question time:

1. A member of the public who raises a question during question time, is to state his or her name and address.
2. Each member of the public with a question is entitled to ask up to 3 questions.
3. The minimum time to be allocated for public question time is 15 minutes.
4. Questions from the public must relate to a matter affecting the local government. Questions relating to matters of business listed on the minutes will be considered in the first instance, followed by questions relating to Council business not listed on the minutes.
5. A summary of each question raised by members of the public at the meeting and a summary of the response to the question will be included in the minutes of the meeting.
6. Where a question is taken on notice at the meeting, a summary of the response to the question will be provided in writing to the member of public and included in the minutes for the following meeting.

### 6.1 Responses to Public Questions Taken on Notice at the Ordinary Council Meeting of 25 August 2020

**Mr Tony Green – on behalf of the Bayswater City Residents' Association – PO Box 1639, Morley**

#### Question 1

**My first question, Mr Mayor, relates to laneways in the City of Bayswater. Why is the City allowing development along the laneways when those laneways do not even have names? Two examples spring to mind – the laneway from Railway Parade to Alma, where there are at least 12 houses and the laneway from Leake Street to Roberts, where there's four to five houses. How do emergency services get there and that sort of thing?**

#### Answer 1

Residential development fronting onto laneways provides casual surveillance of the laneways and is encouraged by the State Government's Residential Design Codes.

Prior to a laneway being named it is required to be dedicated as a road. In accordance with State Government policies (Liveable Neighbourhoods) road dedications for laneways will generally not be supported unless they have a minimum width of 6m. The City is progressively obtaining the additional land required for the minimum 6m width through land acquisition when development occurs along the laneways.

Until the laneway is dedicated as a road and named, new development constructed along the laneway is addressed and numbered to the primary street and is required to have pedestrian

access to the primary street to allow for emergency services to access the property. This is what is occurring along the laneways mentioned in the question.

### **Question 2**

**Will the restored Waterland still only be open for six months of the year, unlike the Waves, which is open all year round?**

### **Answer 2**

Please note that as part of the Stage 1 Waterland redevelopment, the parkland area and public amenity will be accessible all year round, however, the water play components will not be heated, therefore, the water features are anticipated to be operable from Spring through to Autumn (weather dependent). Notwithstanding this, the Stage 2 pool is planned to be heated and may potentially operate, subject to demand, through the cooler months.

## **6.2 Public Question Time**

**Public Question Time commenced at 6:38pm.**

**The following questions were submitted verbally:**

**Mr Terry Gaunt – 30 Kirkham Hill Terrace, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

### **Question 1**

**Item 11.1 and other recent decisions of Council have created unprecedented controversy and division in the local community of Maylands. And my question is, can the Council ensure that controversial and divisive Notices of Motion that affect the lifestyle and wellbeing of local residents, such as 11.1, do not proceed without proper public consultation and that Councillors are better advised and informed to avoid repercussions such as angry, hostile and disappointed ratepayers?**

### **Answer 1**

Cr Dan Bull, Mayor advised that there is a process that Councillors go through in terms of lodging a Notice of Motion and putting that forward as part of an Ordinary Council Meeting agenda that is governed by the Standing Orders. The question around whether consultation would occur prior to Council passing a resolution that was the subject of a Notice of Motion, given that Council hasn't resolved to request the CEO to do anything, the City would probably not be in a position to be able to run consultation prior to that Notice of Motion. He thought that it was incumbent on all Councillors to think very carefully around the motions that they do put forward. He believed that he could speak on behalf of the Councillors to say that they were all aware that they need to make decisions that are in the best interests of the district as a whole. How each individual Councillor views that and undertakes their obligations as Councillors is obviously a matter for each of them. That being said, he also heard the sentiment of Mr Gaunt's question, as did all other Councillors who were here this evening.

### **Question 1A**

**This sort of action also does untold damage to your Council. There is a move afoot, I might tell you now, from residents in Maylands, and I didn't instigate it, but there is a movement afoot to see if Maylands can be transferred back to Stirling. Now the first time I've heard anything like this in 20 years. I was at a ratepayers meeting a week ago and it was mentioned that this is happening and as I've said, I didn't have anything to do with it**

but the first response I had when I heard it mentioned, I said ‘where do you go to get on the queue?’

Answer 1A

Cr Dan Bull, Mayor advised that he would leave Mr Gaunt’s question there.

**Mr Geoff Trott – 23 Tourer Court, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

**I would just like to ask if any Councillors accepted the invitation put out by Stella Grey to come down on the weekend and have a walk through the stretch of road in question, in terms of Swan Bank Road, and get a feel for what it is that the community is endeavouring to defend?**

Answer 1

Cr Dan Bull, Mayor advised that he was happy to let any Councillors who wanted to take that question to do so. Mayor Bull advised that he responded to the invitation, unfortunately he couldn’t make it at that time on Sunday, although that being said, he does know the area very well and spends a lot of time walking in and around that area, so although he couldn’t make it on Sunday, he feels like he does know the area quite well.

Cr Stephanie Gray advised that she popped down for a little while and met a few people.

Cr Steven Ostaszewskyj advised that he came down on Saturday; he couldn’t come on Sunday so he came on Saturday and the weather was better anyway, and he had a good walk from the Brickworks through to Kittyhawk View, up through the gazebo there, around the lakes, down on the foreshore, back up through Clarkson and back up to the Brickworks. So he got to see the area and he thoroughly enjoyed his walk.

Cr Catherine Ehrhardt advised that she responded to Stella’s invitation – unfortunately she was unable to make it as she was about 350km away.

Cr Lorna Clarke advised that she was unfortunately unable to make it at the time, but she had spoken to Stella previously about how to create a process, particularly for the Brickworks to be rejuvenated within a way that the majority of the community in that area support.

Cr Sally Palmer advised that she was very pleased to be down there and also to see the turtle runs and what the tree situation was too.

**Question 2**

**Would any of the Councillors care to advise as whether or not those that attended got some benefit in terms of getting a good feel for what it is we’re defending, as a result of their visit?**

Answer 2

Cr Dan Bull, Mayor advised that he would ask if any Councillors wished to respond.

Cr Stephanie Gray advised that she had been there lots of times before; she rides through there regularly, but it was nice to pop down and meet people, so she did enjoy it.

Cr Sally Palmer advised that it rained and it was beautiful.

Cr Steven Ostaszewskyj advised that he did get benefit because he was able to go down there and actually look at the area for himself. There's been a lot of commentary on Facebook, on social media, through emails, in regards to this situation, and it was nice to actually to be able to go down there and actually, he supposed, see it for himself and understand what all those people have been talking about. So he guessed he could call it an objective point of view; he got an objective point of view.

**Mr Francesco Lombardo, JP – 45 Clarkson Road, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

**My first question is, does the Council agree that it is responsible for the care, control and the management of Clarkson Road and Tranby Road, being access roads as shown on the City of Bayswater Town Planning Scheme?**

**Question 2**

**Does the Council accept that the ratepayers and residents that are on and abutting Clarkson Road and Tranby Road have a legitimate concern with regards to safety, traffic volumes, traffic speeds, wellbeing, enjoyment, amenity and their property values on these roads as a result of the current and future improvements and uses in the Peninsula?**

**Question 3**

**Will the Council guarantee the safety and amenity, wellbeing, enjoyment and the property values of the ratepayers' properties on and abutting Clarkson Road and Tranby Road due to any current and future improvements and uses within the Peninsula, with particular reference to the City of Bayswater Town Planning Scheme 24 and the Department of Planning Liveable Neighbourhood Policy?**

**Answers 1, 2 & 3**

Doug Pearson, Director Works and Infrastructure, advised that yes, the City is well aware that it is responsible and it has care and control of the roads in question which Mr Lombardo mentioned. The City is also aware that a number of ratepayers and residents have concerns with road safety in that area.

**The following questions were submitted in writing prior to the meeting; during the meeting, Mr Greg Haughey read out the questions and Cr Dan Bull, Mayor read out the responses:**

**Mr Greg Haughey – 1 Sopwith Elbow, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

**Has the City of Bayswater contacted WA Police to ascertain the nature and level of existing and future activities and their impact on the peaceful enjoyment and safety of the residents of Clarkson and Tranby Roads and the users of the river foreshore including Waterland? If so, what were the outcomes of these discussions?**

**Answer 1**

The City has not previously received any concerns from the WA Police in relation to traffic in the vicinity during the previous operation of Waterland and as peak numbers are not anticipated to significantly increase during stage one of the development, no comment has been sought from them to date.

**Question 2**

**Is the City of Bayswater planning to release the results of the traffic flow counters (that's my term, they've probably got some technical name) currently monitoring the traffic at the bottom end of Tranby Road and on Clarkson Road just past Waterland to the public? And if they are, when might we be able to obtain these results?**

**Answer 2**

The City can release the data on request, however, please note that the counters are still currently out and not due to be retrieved until the end of this week, prior to the commencement of school holidays with a further two weeks to allow analysis of the raw data collected.

**Question 3**

**Is Council aware of the high volume of traffic entering the Police complex from 5:30am to 7:00am daily and the considerable number of large trucks and specialist vehicles transiting Tranby Road and Clarkson Road on a daily basis to and from the Police complex? How does Council intend to mitigate the disturbance caused to local residents and the risk to young children by this traffic, noting that more than 74 residents living on these roads have signed a petition seeking a resolution to these problems, including investigating the extension of Clarkson Road to Swan Bank Road?**

**Answer 3**

The data collected would enable the reporting of traffic volumes, vehicle types, peak periods and speed of vehicles. Dependent on the result, consideration would be given to proposed mitigation if necessary.

**Mr William Healy – 1 Amherst Road, Swan View**

**Item 10.4.3 – Proposed Five Multiple Dwellings – Lot 89, 11 Conroy Street, Maylands**

**Question 1**

**I'd like to draw your attention to the proposed building at 11 Conroy Street, Maylands. Are all Councillors aware that if the Officer's Recommendation is adopted, my property – unit 6/5 Conroy Street, Maylands – will be condemned to overshadowing of 99.7 per cent and I would like to put my question to the Councillors – do you think that is a fair outcome for me?**

**Answer 1**

Cr Dan Bull, Mayor advised that this item is going to be considered by Council soon within the Council meeting. In terms of those particular matters, the report does talk about overshadowing and Councillors have heard Mr Healy's question this evening and so may address that as part of the debate.

**The following questions were submitted in writing and were read out by Cr Dan Bull, Mayor:**

**Mr Mark Jackson – 41 Clarkson Road, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

**Has the Council consulted with WA Police in regards to the anticipated increased traffic the new Waterland Park will create and how this will/can affect their operations? If not, why not?**

Answer 1

The City has not previously received any concerns from WA Police in relation to traffic in the vicinity during the previous operation of Waterland and as peak numbers are not anticipated to significantly increase during stage 1 of the development, no comment has been sought from them to date.

Question 2

**Has the Council ascertained WA Police's view on the benefits of having through traffic from the Police Complex to Peninsula Road? If not, why not? If it has, can the information please be provided?**

Answer 2

No, because until the Notice of Motion was raised there was no suggestion that a road of this nature would be considered.

Question 3

**If a decision is made to submit an application to change the zoning of Swanbank Road, can the application be delayed pending the resultant traffic issues foreseen on Clarkson Road to after Stage One of the Waterland Park redevelopment is completed and community consulted subsequent to Stage One being completed and patronized? If not, why not?**

Answer 3

This will be dependent on Council further consideration.

The following questions were submitted verbally:

**Mr Ross Underwood – Planning Solutions, Level 1, 251 St George's Terrace, Perth (representing the Applicant for item 10.4.2)**

**Item 10.4.2 – Proposed Two Storey Single House and Street Tree Removal – Lot 765, 33 Hudson Street, Bayswater**

Question 1

**Is Council aware that we, as the Applicant, have worked closely with the City's officers to investigate all possible ways in which we can retain the two existing street trees on the site and our request to replace one of the trees with a mature tree was only put forward after we had exhausted all opportunities to keep both of those trees and that our new mature tree to replace the street tree plus the another mature tree that we're proposing in the front yard will result in a net gain of tree canopy at the site?**

Answer 1

Cr Dan Bull, Mayor advised that he was unsure how in depth Councillors were in terms of the ongoing toing and froing in between Mr Underwood and his Applicant and the City. As he was sure that Mr Underwood could appreciate, Councillors are not involved at that level, however, Councillors had heard the thrust of Mr Underwood's question and would no doubt take that into consideration.

Question 2

**Our office had undertaken some analysis to look at the comparison between a side-by-side development versus a battle-axe subdivision. There was a plan which was emailed yesterday to Councillors – you may be aware of it. What it demonstrates is that in a battle-axe subdivision or a development, the driveway hard space is more than double what you would receive on a side-by-side configuration and that results in say an extra 75 or so square metres of driveway space that can't be put to a garden use. My question in relation**

to that is that, can Council confirm that under Development Control Policy 2.2 Residential Subdivision, the use of battle-axe lot configuration is not favoured, and therefore it is not appropriate to promote a battle-axe subdivision as an alternative to our proposal?

Answer 2

Mr Michael Worthington, Acting Director Community and Development advised that the City generally only supports side-by-side subdivision configurations where they do not impact an existing street verge tree. When assessing development proposals, the City is also required to take into consideration the requirements of the City's Trees on Private Land and Street Verges Policy and State Planning Policy 7.3 (R-Codes) which requires that crossovers are to be located to avoid street trees unless street tree removal is demonstrated to be unavoidable. There are also negative impacts on the streetscape associated with narrow side-by-side lot subdivisions with separate crossovers. The advantages of not having individual vehicle access directly from the primary street are identified in clauses 5.3.5 and 6.3.5 of the R-Codes and these include:

- the streetscape will be less dominated by carports, garages and parked vehicles;
- there will be fewer driveways and so more useable space for street trees and kerbside parking for visitors; and
- there will be fewer conflicting movements of vehicles, pedestrians and cyclists.

Fewer conflict points with the street allows for greater on street car parking, and allows greater opportunities for street trees with their subsequent contribution to urban amenity. This is consistent with the intentions of the Residential Design Codes and offers a best practice solution to urban development with regards to streetscape amenity and functionality.

Question 3

**Given notwithstanding what was just said, the Development Control Policy 2.2 Residential Subdivision still favours side-by-side subdivision, and that our proposal results in a net gain in tree canopy, will Council approve this development subject to appropriate conditions including a condition requiring the planting of a new mature street tree at the proponent's cost to the City's specifications?**

Answer 3

Cr Dan Bull, Mayor advised that, as Mr Underwood would know, this item will be coming up fairly shortly where Council will consider it and he guessed at that point that question will be answered upon the vote by Councillors.

**Ms Marie Cloughley – 43 Clarkson Road, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

Question 1

**Can the Council please refuse to accept the online Change.org petition created by Stella Grey on behalf of Maylands Green Zone due to scaremongering? The image associated with the petition shows a completed road and does not reference a feasibility study. The signatures to this online petition should not be accepted.**

Answer 1

Cr Dan Bull, Mayor advised that this was the first that he had heard of this petition, so it was hard for him to answer that. There are some parameters around petitions and what can be tabled but also what the effect of them have been. Traditionally, he has been very supportive of accepting petitions even if they don't directly meet the terms of the Standing Orders. He has tried to be very consistent with that, and he was concerned that if this petition that Ms Cloughley had mentioned does not strictly fall within the parameters of the Standing Orders and he was to rule that it can't be accepted, then he would start to be inconsistent with how he has approached petitions in an

ordinary sense. That being said, the thrust of Ms Cloughley's question has been heard by all Councillors here this evening as well.

**Question 2**

**Can the Council guarantee that it will adequately protect the safety of my children and those children of families visiting the redevelopment of Waterland, which has \$3.5 million spent on it, not to increase the traffic from traffic dangers on Clarkson Road if it has not conducted a thorough traffic impact study and safety audit taking into consideration the existing traffic and potential traffic from the proposed \$3.5 million development on Clarkson Road?**

**Answer 2**

Mr Doug Pearson, Director Works and Infrastructure advised that, as previously stated in one of the other answers, the City doesn't expect traffic to significantly increase during stage one of the redevelopment. Notwithstanding that, the City has already commenced investigations in relation to traffic and will be undertaking further studies in that regard. He supposed that the bottom line is that the City can never guarantee safety – it can only look at mitigating to the best of its ability.

**Mr Steve Cloughley – 43 Clarkson Road, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

**Can you confirm that representatives of the City have had discussions, either written or verbal, with WA Police representatives in relation to access and/or safety concerns around the Police complex, and a request by WA Police to alter Clarkson Road or Swan Bank Road in any way?**

**Answer 1**

Mr Doug Pearson, Director Works and Infrastructure advised that the City has had discussions with the Police in charge of the complex down there looking at issues they've had with trucks accessing their site. So not with traffic on the road per se, but more access to their facility.

**Question 2**

**Has the Council obtained or considered any legal advice in relation to its potential legal liability for any damage, injury or death occurring to any individual or property as a result of not passing this Motion, or not adequately investigating traffic impacts on roads as a result of the combined Waterland development, new 23 Lot residential development, boat ramp traffic, Police traffic and current traffic in the locality? If it has, can a copy of that advice please be provided? If it has not, why not?**

**Answer 2**

Mr Doug Pearson, Director Works and Infrastructure advised that the City has not received any legal advice to date as it was not considered warranted.

**Question 3**

**If Motion 11.1 is not passed, what other measures has the Council planned to deal with increased traffic on Clarkson Road, Maylands, to mitigate the safety risk to residents, their children, and the patrons of Waterland development, including young children and families?**

**Answer 3**

Cr Dan Bull, Mayor advised that the City is doing some traffic count studies at the moment. So, he was interested to see what the outcome of that data will be. Once that data has been



received, then the Director and the officers will do the analysis and there will be, no doubt, items come to Council if and when they are needed.

**Mr Warren Lance – 21 Watervista Place, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

I've heard questions and information about traffic counters on Clarkson Road. Has there been any traffic counts done on Swan Bank Road? In other words, as it feeds into Peninsula Road, because only from what I've observed, there's a lot of traffic comes in and out of the golf course, and besides that there is, I don't know, 60 to 70 properties along Swan Bank Road, the roads that feed into it, Mary Street and probably some of Fogerthorpe. So I think for Council to get a better assessment of how the traffic is now, surely they should consider doing a traffic count on Swan Bank?

**Answer 1**

Mr Doug Pearson, Director Works and Infrastructure advised that he was not aware if there has been a traffic count in that area; the question would be taken on notice and a written response provided.

**Item 10.2.3 – List of Payments for the Month of August 2020**

**Question 2**

I have one other question, but I don't know what item number it is. It's to do with the expenses for the end of August; the list of payments. 10.2.3? Thank you. Specific about the credit card use. I notice on the August statement for the CEO, there are actually three payments made – one of them is to Myfonts – a subscription of \$296.69. There's also a payment to Audible Australia – a subscription for \$16.45. And an Apple.com subscription for \$4.49. Now that totals \$317.63, and by the way, those three subscriptions have been on many other monthly statements. Can I please find out what they are specifically for?

**Answer 2**

Mr Andrew Brien, Chief Executive Officer advised that the payment in relation to the fonts used to appear on the Director of Corporate and Strategy's credit card – that's one that's done for Media and Communications with all the City's brochures and marketing, and that is something that the City is required to pay every month. In relation to the Audible, that is for purchase of books – management books et cetera – and they're listed each month as to what books they are that have been purchased in there. The Apple is for online storage for Council agendas and so forth used associated with the iPads.

**Question 2A**

**Can I get a copy of the books and the stuff that had been bought, please?**

**Answer 2A**

Mr Andrew Brien, Chief Executive Officer advised that he was happy to provide them.

**Ms Josie Ginnane Della – 7 Swan Bank Road, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Preamble**

We have been a ratepayer in Swan Bank for 20 years, a ratepayer in Bayswater for 30 years. I just need to apologise before I start – we couldn't hear everything in the other

room, so some of the statements I'm going to make, question statements, may mirror what other people have said.

**Question 1**

Does the Council accept responsibility for the safety of people in Swan Bank Road with the increase in traffic? I know that's a question I was going to ask before about other roads.

**Question 2**

In the time we've lived there, we have noticed an increase in traffic. Has the Council done a count of traffic (I think I heard that being asked)? There was one done in one road, we'd like it done in our road as well – Swan Bank Road.

**Question 3**

The third one – there is a high volume of traffic going to the golf course on a daily basis. On weekends it increases quite a lot – I can't give you numbers because there's been no count done. But getting in and out of our driveway can be quite a nightmare, so I suspect with that bend in the road, if you've got Police wagons, horses, wagons going up that road, it's going to be even harder, so they're my three questions, really – similar to what's been asked, I think.

**Answers 1, 2 & 3**

Cr Dan Bull, Mayor advised that in terms of the increased traffic and the traffic counts, really this is about the volume of traffic and knock on effect of that and potential increase road safety and danger to pedestrians. Mayor Bull advised that the Director had indicated that he would take it on notice as to where the previous traffic counts have occurred. Mayor Bull asked the Director whether the City should look at doing a traffic count in that area, if that would be possible, if one hasn't been done recently.

Mr Doug Pearson, Director Works and Infrastructure advised that if a traffic count hadn't been done, the City could look at that, keeping in mind that school holidays are upon us, so the City didn't really like to do them during school holidays because it impacts on some of the figures.

Cr Dan Bull, Mayor stated that he thought it would be good to have a look at that data.

**Ms Dolores Kinsman – 15 Sopwith Elbow, Maylands**

**Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**

**Question 1**

I have been a tax payer in the City of Bayswater for over 20 years. I would like to ask Council how you justify the requirements of ratepayers who buy houses on a road where they know that a water park exists; where they know a Police academy is, where they know there is a boat ramp? With people like myself who are on a cul de sac, we are now about to lose public space over our back fence and now we are also faced with losing a green zone that has been there for us for 20 years. I'd like to know how you justify one set of ratepayers' needs and what they lose against what another ratepayer loses? In addition to that, I've had a very cursory look at your Annual Report as of yesterday and there seem to be a number of Council strategic outcomes which are not being met by this proposal: the tree canopy count, the management of roads. The reasons why people are happy to live in Bayswater is because we've got such a beautiful environment. Other things that ratepayers don't want you doing is wasting money; it would feel, for me, like this is a waste of money. I just really want to understand how Council can think it is okay to do this to people who have been there for 20 years, when there are people on that road who bought into the area knowing exactly what they were buying into?

Answer 1

Cr Dan Bull, Mayor advised that it was hard for him to speak on behalf of each Councillor. He thought that probably the best way for him to respond was to say that this will be dealt with this evening, Councillors will be considering it this evening and they will have an opportunity in the debate to be able to put their views forward. All Councillors had heard Ms Kinsman's questions and would be able to respond to those questions if they thought they needed to in terms of their debate.

**Ms Stella Grey – Friends of Maylands Brickworks****Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**Question 1

**As you can see, the people who have turned up today are very passionate about the area that they live in. This walk and cycle pathway is actually widespread. Will the Mayor and Councillors accept the online petitions, as those who use this area have a right to be heard and their opinions considered regardless of where they live around Perth?**

Answer 1

Cr Dan Bull, Mayor advised that if a Councillor tables the petition it will be accepted. Under the Standing Orders, if it is a compliant petition then that can result in certain things like a report. He did not know whether Ms Grey's petition is compliant or not under the Standing Orders, but it could be tabled this evening if a Councillor does so.

Question 2

**Also, the second question is when and who actually requested the installation of the traffic counters on two of the four roads that will be affected? Because Mary Street and Swan Bank Road should have been included in the overall picture.**

Answer 2

Mr Doug Pearson, Director Works and Infrastructure advised that he was not sure if there was any particular request or it was just instigated by officers – he would have to confirm that – the question would be taken on notice and a written response provided.

Question 2A

**If we could get the full picture on how and why that happened?**

Question 3

**And the third question is, if this Motion doesn't go ahead tonight, we ask the Mayor and the Councillors to support changing this area into a protected zone so this can be protected for future generations?**

Answer 3

Cr Dan Bull, Mayor advised that Councillors had heard that question and so it would be up to each Councillor to consider that.

**Ms Angeline O'Neill – 52 Peninsula Road, Maylands****Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**Question 1

**I just have three quite simple questions really, and I'm asking these questions on behalf of myself and also of the future generations. Firstly, has anyone thought to consult with the traditional owners of this land?**

Answer 1

Cr Dan Bull, Mayor advised that in terms of where the Motion is at, it contemplates particular consultation and that's been tabled. Council hasn't made a decision on it and therefore there is no action at this stage which includes consultation. So the short answer is no. But part of the reason is because Council hasn't yet dealt with the item itself. To explain, with Notices of Motion, they will come to Council before any consultation has occurred because Council hasn't resolved to ask the Administration to do anything, so if it were to be adopted, then that might be part of the consultation process depending on what the outcome of the resolution is.

Questions 2 & 3

**My other two questions, perhaps then you may partly have answered them, but I'll ask them anyway. Has anyone consulted with an expert in the historical value of that given land?**

**And also, has anyone thought to consult with an expert regarding the archaeological value of that land? So I suspect you answered those two final questions in your answers for the first?**

Answers 2 & 3

Cr Dan Bull, Mayor advised that Ms O'Neill raised an interesting point around what kind of consultation the Councillors and the City should be considering with these kinds of proposals, and it is most definitely food for thought at a minimum. As he said, in terms of the arc of the process, a Notice of Motion is at the very start of that process. And depending on what Council decides this evening, it may progress or it may not. And that would, he suspected, without anticipating any decision on Council, but knowing how this Council views consultation, it would more likely than not include some kind of consultation and Council has heard the thrust of Ms O'Neill's questions this evening, and so it would have an opportunity to take that into account this evening as well.

**Ms Emma Gray – 120A Peninsula Road, Maylands****Item 11.1 – Cr Catherine Ehrhardt – Opening of Roadway – Swan Bank Road, Maylands**Question 1

**Would Council consider instead of considering just building a road and then considering the effects of that, why not consider alternative options to building a road? So, identifying that traffic congestion potentially is an issue, although I personally don't believe it is a valid issue; traffic noise I do believe is a valid issue. So, dealing with that, instead of building a road, which urban planning studies have shown, building roads does not reduce traffic, it just redirects it and often encourages more traffic because having more roads means more cars, or it's easier to drive. So, considering that, would Council consider alternatives to the problem? So, I would be in support of pedestrian crossings on Peninsula Road, and of course Clarkson, which seems to be the main issue. Pedestrian crossings which make pedestrian access easier and stops cars from speeding. I don't know if that's an issue with the Police needing access without stop streets or pedestrian crossings, but I just wanted to say, would Council be willing to, instead of just proposing a road, consider actual solutions to the problem that we are having in Maylands, rather than the problem that a few ratepayers have raised which is specific to Clarkson?**

Answer 1

Cr Dan Bull, Mayor stated that Ms Gray had raised really interesting points there and advised that in terms of the particular Notice of Motion that is being considered this evening, Council will consider that Motion, however, from Ms Gray's comments and the feedback that he was garnering from many of the questions that have been raised, it seemed to him that it was probably something that Council may want to have some kind of workshop on in the first

instance, to have a discussion around the precinct and what traffic looks like within the precinct. There were some studies done back in 2014 across the entire district in terms of traffic management and there are some plans around that, so it may be worth having that and some of those actions under that have started to be rolled out, but maybe it's worth Council having another look at that with a slightly different lens and starting some discussions around thinking about that whole precinct.

***Ms Gray stated that that would be welcome, and just to have it more transparent.***

**Public Question Time was closed at 7:23pm.\***

**\*The following questions were submitted in writing prior to the meeting, however, were not read out during the meeting:**

**Mr Josh Eveson – josh@josheveson.com**

**Item 10.5.3.2 – METRONET Morley Ellenbrook Line – Skate Park Relocation – Wotton Reserve**

**Question 1**

**Can the City assist the Bayswater Skate Park Community Group with further understanding of the two proposed sites (Broun Park and Wotton Reserve North), by answering the assisting with information on the below “unknowns” in our location selection criteria matrix?**

- Is the proposed site free of existing land use implications, covenants, easements, service access requirements and/or underground/overhead power lines, water and gas?**

**Answer 1**

As far as the City is aware, there are no elements detailed above that would preclude development of a skatepark at either site. Further investigation will be necessary to confirm the suitability of any site chosen.

**Question 1A**

- Is the site encumbered by the implications of geotechnical conditions, ground water, drainage?**

**Answer 1A**

As far as the City is aware, there are no elements detailed above that would preclude development of a skatepark at either site. There is stormwater drainage infrastructure that may be impacted at Broun Park. Further investigation will be necessary to confirm the suitability of any site chosen.

**Question 1B**

- Is the site encumbered by existing heritage items, native title claims or items of cultural significance?**

**Answer 1B**

As far as the City is aware there are no elements detailed above that would preclude development of a skatepark at either site. Neither site is listed on the City's Local Heritage Survey. Further investigation will be necessary to confirm the suitability of any site chosen.

**Question 1C**

- Is the location consistent with the strategic land use, master planning, planning scheme and zoning?

**Answer 1C**

As far as the City is aware, there are no elements detailed above that would preclude development of a skatepark at either site. Both sites are zoned 'Local Public Open Space', which can include a skatepark. Further investigation will be necessary to confirm the suitability of any site chosen.

**Question 2**

Would the Council support the Bayswater Skate Park Community Group by giving guidance applying for the 2021/22 February Small Grants Round of the CSRFF, for the costs associated with delivery of a Skate and Bike strategy for the City of Bayswater (as covered in the terms of reference of the recently established Skate and Bike Committee)?

Link: <https://www.dlgsc.wa.gov.au/funding/sport-and-recreation-funding/community-sporting-and-recreation-facilities-fund/timeframes>

**Answer 2**

This would be subject to Council consideration.

**Question 3**

Given the current timeline of State Budget release and the potential demolition date of the Bayswater Skate Park, what options does the City have for the earliest possible access to the State Government provided funds so they can commence concept design for the most preferred location?

**Answer 3**

The City is unable to answer this until further clarity has been received from the State in relation to any proposed funding agreement.

**7. CONFIRMATION OF MINUTES****7.1 Ordinary Meeting: 25 August 2020****MOTION**

That in accordance with clause 14.1 of the *City of Bayswater Standing Orders Local Law 2018*, the Minutes of the Ordinary Council Meeting held on 25 August 2020 which have been distributed, be confirmed as a true and correct record with the following amendment to the voting outcome on the first motion in Item 10.3.3 (Feasibility of Permanent Community Stage):

“LOST: 3/8

*For: Cr Dan Bull Mayor, Cr Catherine Ehrhardt, and Cr Giorgia Johnson.*

*Against: Cr Filomena Piffaretti Deputy Mayor, Cr Barry McKenna,  
Cr Steven Ostaszewskyj, Cr Sally Palmer, Cr Stephanie Gray,  
Cr Michelle Sutherland, Cr Elli Petersen-Pik and Cr Lorna Clarke.”*

**CR STEVEN OSTASZEWSKYJ MOVED, CR DAN BULL, MAYOR SECONDED**

**CARRIED UNANIMOUSLY: 10/0**

**8. PRESENTATIONS****8.1 Petitions**

Council noted and received the following eight petitions:

**Tabled by Cr Catherine Ehrhardt:**

1. A petition with 249 signatures from Mr Craig Mauger, of Bootlegger Coffee Co., asking the City of Bayswater “to address the following: we support the provision of a semi-permanent café at Riverside Gardens”.
2. A petition with 25 signatures from Mr Michael Heap, owner of Esteban’s on Whatley, asking the City of Bayswater “that any parking bays which are to be newly marked and signposted from July 2020, in Ninth Avenue, Warnes Street, George Street, Rowlands Street, Roxy Lane and Greenslade Lane, be allocated and marked as either 3 hour or 4 hour bays, without ticketing machines and free of any fee, with the exception of parking bay allocations for loading and taxi bays. Also, that wherever practicable, all bays be re-marked to this standard. This is to:
  - a) facilitate success of local businesses and services
  - b) provide useful parking to visitors without unreasonable risk of parking infringement
  - c) discourage all day parking by commuters
  - d) discourage all day parking from residential overflow
  - e) establish Maylands as a progressive and inviting and thriving town centre destination”.
3. A petition with 74 signatures from Mr Steve Cloughley, asking the City of Bayswater to “address the following:
  1. Traffic increases on Clarkson Road and Swan Bank Road (opposite Police complex) Maylands due to:
    - (a) The proposed redevelopment of Waterland.
    - (b) The increase in usage and personnel at the Maylands Police Complex as a result of it being declared and utilised as a command facility by WAPOL.
    - (c) The increased usage of the Clarkson Road boat ramp.
    - (d) The forthcoming sale of 23 lots and development of those lots opposite the Police Complex on Swanbank Road.
  2. We the petitioners propose the opening and extension of Swanbank Road through to the golf course to create a second entry/exit of Clarkson Road to alleviate traffic build up and usage on Clarkson Road.
  3. We the petitioners propose the redevelopment of Maylands Waterland does not proceed until the traffic issues on Clarkson Road have been resolved.”

**Tabled by Cr Lorna Clarke:**

4. A petition with 335 signatures from Mr Kevin Mack, Friends of Claughton Reserve, asking the City of Bayswater “ to assist us wherever possible in our endeavour to convince the Minister for Transport and Planning, to install noise abatement walls adjacent to Claughton Reserve and across the Redcliffe Bridge as part of the Tonkin Gap Project”.

**CR DAN BULL, MAYOR DECLARED A PROXIMITY INTEREST**

*In accordance with section 5.60b of the Local Government Act 1995, Cr Dan Bull, Mayor declared a proximity interest in this item as his home backs onto the road reserve that is the subject of Mr Kevin Mack's petition regarding the Tonkin Gap Project. Cr Dan Bull, Mayor remained in the room during this item.*

**Tabled by Cr Elli Petersen-Pik:**

5. A petition with 448 signatures from Mr Geoffrey Trott, asking the City of Bayswater "to address the following: rezoning of the section of Swan Bank Road, which is currently a walk/cycle path (between the existing southern and northern portions) to 'nature reserve' in perpetuity".
6. A petition with 376 signatures from Mr Mark Hogan, Friends of Maylands Brickworks, asking the City of Bayswater "to preserve the green zone/nature walk/cycling area south of the Maylands Lakes which borders the Maylands Golf Course...as a Nature Reserve forever".
7. A petition with 407 signatures from Mr Richard Hall, asking the City of Bayswater "to deny the Motion to rid a popular walk/cycle path and nature trail into a road".

**Tabled by Cr Giorgia Johnson:**

8. A petition with 116 signatures from Ms Allana Kaye, asking the City of Bayswater "to address the following: more prominent signage stating 'no cyclists' is needed at both ends of the pedestrian path, as well as in the middle as too many cyclists are using the path, endangering both children and dogs".

The petitions will be forwarded to City Officers to be included in their deliberations and report on the matters that are the subject of the petition.

**8.2 Presentations**

Nil.

**8.3 Deputations**

The following deputations were heard at the Agenda Briefing Forum on **Tuesday, 15 September 2020**:

1. **East Street and Eighth Avenue Roundabout - Additional Traffic Calming Measures**  
In relation to Item 10.3.1, Ms Shannon Leigh (owner of 4B Margaret Street, Maylands) was in attendance speaking against this item.
2. **Proposed Two Storey Single House and Street Tree Removal – Lot 765, 33 Hudson Street, Bayswater**  
In relation to Item 10.4.2, Mr Ross Underwood (Associate, Planning Solutions Urban & Regional Planning, Level 1, 251 St Georges Terrace, Perth on behalf of the applicant Mr Danny Psaros, Unit 15, 110 Cambridge Street, West Leederville) was in attendance speaking against the officer's recommendation.



3. **Proposed Five Multiple Dwellings - Lot 89, 11 Conroy Street, Maylands**  
In relation to Item 10.4.3, Ms Rosa Robinson (owner of 11 Conroy Street, Maylands and on behalf of family members Brad Robinson, Scott Robinson and Allana Robinson) was in attendance speaking in support of the officer's recommendation.
4. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Steve and Mrs Marie Cloughley (owners of 43 Clarkson Road, Maylands) were in attendance speaking in support of the recommendation.
5. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Greg and Mrs Kate Houghey (owners of 1 Sopwith Elbow, Maylands) were in attendance speaking in support of the recommendation.
6. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Ms Stella Grey, on behalf of the Friends of Maylands Brickworks was in attendance speaking on the item.
7. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Geoff Trott on behalf of the Friends of Maylands Lakes, was in attendance speaking against the proposal.
8. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Ms Ebony Fitzgerald, on behalf of Kerry and Ross Fitzgerald, and Keefer Smith was in attendance speaking on the item.
9. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Terry Gaunt, (owner of 30 Kirkham Hill Terrace, Maylands) was in attendance speaking on the item.
10. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Bevan and Mrs Patricia Marshall, (owners of 35A Hillside Crescent, Maylands) were in attendance speaking against the item.
11. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Robert Johnson (owner of 4 Sopwith Elbow, Maylands) was in attendance speaking against the item.
12. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Michael Edmon (owner of 18 Hinkler Loop, Maylands and on behalf of Michael Edmon and Dianne Akhtar) was in attendance speaking against the item.
13. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Warren Lance (owner of 21 Watervista Place, Maylands) was in attendance speaking on the item.

#### WRITTEN DEPUTATIONS

14. **Proposed Five Multiple Dwellings - Lot 89, 11 Conroy Street, Maylands**  
In relation to Item 10.4.3, Ms Linda Dillon (resident of 7/14 Conroy Street, Maylands) submitted a written deputation in relation to the item.
15. **Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Andrew and Mrs Helen Joyce (owners of 25 Kittyhawk View, Maylands) have both submitted written deputations objecting to the proposal.

- 16. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Sean and Mrs Josephine Middleton (owners of 9 Watervista Place, Maylands) submitted a written deputation objecting to the proposal.
- 17. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Jason and Mrs Rachael Woodlee (owners of 27 Watervista Place, Maylands) submitted a written deputation objecting to the proposal.
- 18. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Ms Belinda Cobby (owner of 57 Hillside Crescent, Maylands) submitted a written deputation objecting to the proposal.
- 19. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Ms Krish How and Mr Diego Gomez (owners of 19 Watervista Place, Maylands) submitted a written deputation objecting to the proposal.
- 20. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Ms Lynda and Mr Tom Rovis-Hermann (long term residents in close proximity to the proposed) submitted a written deputation objecting to the proposal.
- 21. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Peter Robinson (owner of 20 Sopwith Elbow, Maylands) submitted a written deputation objecting to the proposal.
- 22. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mrs Chloe and Mr Daniel Bush (owners of 25 Watervista Place, Maylands) submitted a written deputation objecting to the proposal.
- 23. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Darren and Mrs Jennifer Kester (owners of 25 Mary Street, Maylands) submitted a written deputation objecting to the proposal.
- 24. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Frank and Mrs Karen Pola (residents for 56 years) submitted a written deputation supporting the proposal.
- 25. Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands**  
In relation to Item 11.1, Mr Mark and Mrs Marissa Hinchliffe (owners of 11 Wing Court, Maylands) submitted a written deputation objecting to the proposal.

#### **8.4 Delegates Reports**

Nil.

**9. METHOD OF DEALING WITH MINUTES BUSINESS**

With the exception of items identified to be withdrawn for discussion, the remaining reports will be adopted by exception (enbloc).

An adoption by exception resolution may not be used for a matter:

- (a) that requires a 75% majority or a special majority;
- (b) in which an interest has been disclosed;
- (c) that has been the subject of a petition or deputation;
- (d) that is a matter on which a Member wishes to make a statement; or
- (e) that is a matter on which a Member wishes to move a motion that is different to the recommendation.

Withdrawn items:

- 10.2.2 An interest has been disclosed.
- 10.2.3 An interest has been disclosed.
- 10.2.4 A matter on which a Member wishes to move a motion that is different to the recommendation.
- 10.2.5 A matter on which a Member wishes to make a statement.
- 10.2.6 A matter on which a Member wishes to make a statement.
- 10.2.7 A matter on which a Member wishes to make a statement.
- 10.2.8 An interest has been disclosed, and is a matter on which a Member wishes to make a statement.
- 10.3.1 Has been the subject of a petition or deputation, and is a matter on which a Member wishes to make a statement.
- 10.4.2 An interest has been disclosed, has been the subject of a petition or deputation, and is a matter on which a Member wishes to move a motion that is different to the recommendation.
- 10.4.3 An interest has been disclosed, has been the subject of a petition or deputation, and is a matter on which a Member wishes to make a statement.
- 10.4.8 A matter on which a Member wishes to make a statement.
- 10.4.9 A matter on which a Member wishes to make a statement.
- 10.5.3.2 An interest has been disclosed, and is a matter on which a Member wishes to move a motion that is different to the recommendation.

**10. REPORTS****10.1 Chief Executive Officer Reports****10.1.1 Working Groups**

<b>Applicant/Proponent:</b>	City of Bayswater	
<b>Responsible Directorate:</b>	Office of the Chief Executive Officer	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Preliminary working drafts of Working Groups Policy and Framework.	
<b>Refer:</b>	Item 10.1.3 OCM 28.01.2020 Item 10.4 COVID-19 AC 16.04.2020	

**SUMMARY**

For Council to note the cessation of the development of the Policy and Framework for the establishment of working groups in light of recent legislative amendments.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council

1. Notes the cessation of the development of the Policy and Framework for the establishment of working groups in light of recent legislative amendments; and
2. Notes that a final report on any working groups established prior to the legislative changes will be provided to Council.

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

At the Ordinary Council Meeting on 28 January 2020, a report was presented to Council seeking direction as to whether any or all of the working groups established during the last term of Council would continue. At the meeting, Council resolves as follows:

**"COUNCIL RESOLUTION****(PROCEDURAL MOTION)**

***That this item be deferred to a future Council Meeting following development of the draft Policy, Guidelines and an Operating Framework in relation to working groups.***

**CR DAN BULL, MAYOR MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY: 9/0**

**REASON FOR CHANGE**

***Council changed the officer's recommendation as it felt that Councillors will be better placed to consider the value and future of working groups after a Policy, Guidelines and Operating Framework in relation to working groups has been developed.***

It was noted in the report that the guidelines would cover the following aspects:

- Functions and purposes of working groups;
- Involvement of City officers; and
- How information discussed by working group members would be communicated to both staff and Elected Members.

City Officers began progressing the Policy and Guidelines following the meeting, however this work was put on hold due to the need to respond to the COVID-19 Coronavirus pandemic.

At the COVID-19 Advisory Committee Meeting on 16 April 2020, the Committee resolved as follows:

“...

5. ***Approves the deferral of the final report to Council on the development of a policy, guideline and operating framework of Working Groups to the Ordinary Council Meeting in September.***

**CHIEF EXECUTIVE OFFICER, MR ANDREW BRIEN MOVED, CR DAN BULL, MAYOR SECONDED**

**CARRIED: 5/1”**

#### **EXTERNAL CONSULTATION**

Nil.

#### **OFFICER'S COMMENTS**

Officers have been progressing with the Policy and Guidelines to present to Council in September, with the preliminary working draft documents that have been prepared to date included in **Attachment 1**.

On 14 August 2020, amendments were gazetted to the *Local Government (Rules of Conduct) Amendment Regulations 2020* which removed a portion of regulation 9(1). The effect of the amendments are:

#### **“9. Prohibition against involvement in administration**

- (1) *A person who is a council member must not undertake a task that contributes to the administration of the local government ~~unless authorised by the council or by the CEO to undertake that task.~~*
- (2) *Subregulation (1) does not apply to anything that a council member does as a part of the deliberations at a council or committee meeting.”*

City officers have reviewed the legislative amendment with reference to working groups and make the following comments:

- Working groups can consist of either Elected Members only, Elected Members and Officers or Elected Members, Officers and community members
- Working group recommendations are referred to staff to prepare a report for formal Council consideration
- Working groups often request Officers to investigate and report back on specific issues

In light of the above and following discussions with other Local Governments, it can be considered that working groups are seen as undertaking or contributing to the work of the administration via a Council resolution to establish a working group. As such, it is recommended that to ensure compliance with the legislative amendments, working groups cease.

It is noted that there is no legislative impediment to Councillors meeting together informally to discuss strategic issues, however the amendment prohibits Officers being directed to take action following these discussions. Any outcome of these informal meetings would need to be addressed as a Notice of Motion.

The following working groups were previously established by Council:

- Maylands Waterland Working Group
- Morley Commercial Precinct Anti-Social Behaviour Working Group
- Local Road Safety Trial Reference Group
- Waste Working Group
- Facilities Working Group
- Audit and Risk Management Committee Environmental Asset Management Working Group
- Audit and Risk Management Committee Red Tape Reduction Working Group
- Audit and Risk Management Committee Legal Services and Spending Working Group
- Audit and Risk Management Committee Community Engagement Working Group

Of these Working Groups, the Local Road Safety Trial Reference Group and the Morley Commercial Precinct Anti-Social Behaviour Working Group have not completed their desired work and continue to meet. It is recommended that a report be provided to Council on their work to date and any outstanding matters.

### **LEGISLATIVE COMPLIANCE**

The cessation of working groups and development of the Policy and Framework will ensure compliance with the recently gazetted amendments to the *Local Government (Rules of Conduct) Amendment Regulations 2020*.

### **OPTIONS**

Not applicable.

### **FINANCIAL IMPLICATIONS**

Nil.

### **STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance  
Aspiration: Open, accountable and responsive service  
Outcome L1: Accountable and good governance

The cessation of working groups ensures good governance in accordance with the recently gazetted legislative amendments.

**CONCLUSION**

It is recommended that Council cease all working groups to ensure compliance with recently gazetted amendments to the *Local Government (Rules of Conduct) Amendment Regulations 2020*.

**Attachment 1**

# Governance of Council Working Groups Policy



<b>Responsible Division</b>	Office of the Chief Executive Officer
-----------------------------	---------------------------------------

<b>Responsible Business Unit/s</b>	Office of the Chief Executive Officer
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<b>Responsible Officer</b>	Chief Executive Officer
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<b>Affected Business Unit/s</b>	All branches
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<b>Document Ref</b>	[TBA]
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## Purpose

To provide guidance on the governance of Council Working Groups, including requirements for establishment, membership, operation and remuneration.

## Policy Statement

The City of Bayswater recognizes the importance of engaging with its community and ensuring that its citizens are able to participate and influence the decision making process. The establishment of working groups are intended to give community members an avenue to advise Council and City officers on specific matters which may include strategic, special interest and/or operational activities.

## Establishment of Working Group

1. To establish a Working Group, Council must:
  - a) Resolve to establish a Working Group for a specific purpose;
  - b) Set the purpose and objective of the group;
  - c) Determine the length of the group's term;
  - d) Endorse the criteria for membership and composition of the group; and
  - e) Give public notice relating to the establishment of the group and its vacancies.

## Membership of Working Group

2. There are three types of members that may be appointed to working groups, being community members, elected members and officers.
3. Where Working Group membership includes representatives to stakeholder organisations, the City will seek written nomination(s) from the organisation(s).
4. Where working Group membership includes representatives from members of the community, the City will publicly advertise and call for nominations to be received within a defined period. Members are to be appointed on the basis of demonstrated knowledge, skills and/or understanding relevant to the purpose for which the Working Group has been established.



5. Following receipt of nominations, the City will assess and provide a recommendation to Council on proposed membership of the Working Group for endorsement.

### Delegation

6. A Working Group has no decision making powers and does not have any authority to act on behalf of the City.
7. A Working Group cannot direct employees, call tenders, award contracts, expend City funds, direct volunteers or do anything which is the responsibility of the City.

### Operation of Working Group

8. The role of a Working Group is to provide the City officers and Council with its views and/or proposals relevant to the objective for which the group was established.
9. The Working Group will only consider matters referred to it by Council.

### Chairperson of Working Group

10. The Working Group is to appoint a Chairperson at their first meeting.
11. The Chairperson will preside at all meetings.
12. In the absence of the Chairperson, a person elected by the quorum will assume the Chair for that meeting.
13. The Chairperson (in liaison with the relevant Director) will ensure that the Working Group operates in accordance with this Policy at all times.

### Meeting procedures

14. Meeting frequency and meeting location shall be at the discretion of the Working Group.
15. As a courtesy, members should tender an apology when they know in advance they cannot attend a meeting. This avoids delaying the opening of a meeting pending the arrival of members, and enables Council officers to determine if a quorum is able to be reached.

### Agenda/Summary Notes

16. City Officers will prepare an agenda which will be distributed to Working Group members at least two (2) days prior to the meeting.
17. Following the meeting, Summary Notes will be prepared by City Officers and distributed to Working Group Members within five (5) days of the meeting.
18. Items considered at the meeting will not be voted upon. The Summary Notes will record consensus on agreement on actions and any points of agreement/disagreement. They will not reflect verbatim discussion on issues or matters discussed during debate prior to consensus agreement.
19. The Summary Notes will accurately record the details of any disclosure of interest and the extent of such interest.

### Administrative Support and Action

20. A City Officer will be assigned to provide administrative support to the Working Group. The officer will be responsible for:
- a) Issuing of the Agenda;
  - b) Recording of Apologies prior to the meeting;
  - c) Recording of Conflicts of Interest;
  - d) Preparation of the Summary Notes;
  - e) Room booking; and
  - f) Catering requirements (if needed).
21. Any items which have been considered by the Working Group will not be implemented by the City until a report has been submitted to Council for a decision.

### Vacancies

22. Vacancies shall be filled by calling for nominations of either the Council or community representatives. Members filling a vacated position will hold the position for the remainder of the term of the Working Group.

### Code of Conduct

23. The City's *Code of Conduct 2018 – Council Members and Committee Members* will apply to members of a Working Group.
24. A copy of the Code of Conduct will be provided to each member upon their appointment.
25. The Chief Executive Officer is available to provide any assistance or guidance concerning the Code or any matters of interest.

### Conflict of Interest

26. a) Whilst the financial, proximity and impartiality interest provisions of the Local Government Act 1995 (WA) do not apply to Working Groups (as they are not Committees established under Section 5.8 of the *Local Government Act 1995* (WA) and do not have any legal status), all members need to be aware that any conflicts of interest need to be recognised, to ensure transparency and accountability is maintained at all times.
- b) Generally, if a matter is being discussed by the Working Group and a member has an interest in the matter then the member is required to declare the interest and, if appropriate, remove themselves from the meeting whilst discussion on that issue is taking place.
- c) If a member discloses a financial or proximity interest in a matter under consideration by the Working Group and wishes to remain and participate in the meeting, the member may seek approval from the Chairperson and meeting to determine whether the interest is:

- i) Trivial or insignificant; or
  - ii) An interest in common to a significant number of electors or ratepayers.
  - d) The Summary Notes will record the member's disclosure of interest and the extent of the interest. They will also record the times a Disclosing Member has departed and/or re-entered the meeting and/or is absent from the meeting during the item of interest.
  - e) If a Member is unsure whether they have an interest in a matter, they are encouraged to raise the issue with the relevant Director in attendance at the meeting.
27. Subject to clause 26 above, any person who has a financial or a proximity interest in a matter should exclude themselves from the room and not participate in that part of the meeting.

### Remuneration and expenses

28. Members appointed to a Council-established group are not entitled to a sitting fee, or any such type of remuneration, unless otherwise considered by Council.

### Confidentiality

29. Working Group members either collectively or individually are not permitted to speak on behalf of the City or provide comment to the media, post to social media or speak to other persons in respect of any matter being considered by the Working Group.
30. A Working Group member must not in any way disclose, record, retain or reproduce confidential information or permit other non-members to do so.

### Legislation

31. Working Groups established pursuant to this Policy are not, and are not intended to be, Committees established under Section 5.8 of the *Local Government Act 1995* (WA).

### Definitions

*Financial Interest* has the same meaning as given by section 5.60A of the Local Government Act 1995 (WA)

*Impartiality Interest* means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having interest arising from kinship, friendship or membership of an association.

*Proximity Interest* has the same meaning as given by section 5.60B of the Local Government Act 1995 (WA)

*Quorum* means simple majority plus one.

*Working Groups* means a group established by a resolution of Council which may consist of Elected Members, community members and officers, for the purpose of providing advice on a specific matter.

### Related Legislation

*Local Government Act 1995 (WA)*

### Related Documentation

*Code of Conduct 2018 – Council Members and Committee Members*

PRELIMINARY WORKING DRAFT

Relevant Delegations Nil.

Council Adoption

Review/Modified

Review/Modified

Review/Modified

PRELIMINARY WORKING DRAFT

[COVER PAGE]

PRELIMINARY WORKING DRAFT

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## Introduction

Decision-making is the most important activity undertaken by the City, both by Council and City employees. Effective decision-making processes will increase the likelihood that the decisions themselves will be in the best interests of the entire community. Council can only make decisions by resolution – that is, a motion being considered at a properly convened meeting and passed by the required majority vote.

Council and Committee meetings are governed by the *Local Government Act 1995* (WA) ('the Act'), associated regulations and the City's *Standing Orders Local Law 2018*.

A Council is not obligated to have a committee system (except where specified in the Act). Under the legislation, Council is required to have:

- Audit and Risk Management Committee
- Disability Access and Inclusion Plan (DAIP) Advisory Committee (currently the Access, Inclusion and Walkability Advisory Committee)

In addition to the above, the City has established a number of other Committees.

The City also have a number of Working Groups, which are informal groups that may involve members of the public to provide advice on a certain project etc. These Working Groups are not Committees as defined in the Act.

## Overarching Framework for Committees and Working Groups

	Working Groups	Committees	Council
<b>Meeting frequency</b>	As required	As set out in the Terms of Reference (usually monthly, bimonthly, quarterly, annually or as required)	Monthly
<b>Agendas/Minutes</b>	Informal Agenda and summary documents prepared  No formal reports prepared  Documents are available to staff, Councillors and members of the working group only – not to be publically distributed	Formal reports, agendas and minutes prepared.  Published on City's website.	Formal reports, agendas and minutes prepared.  Published on City's website and hard copies available in Council Chambers and the City's libraries.
<b>Level of Authority</b>	Purpose and objective to be determined by Council when established.	Terms of Reference specifies the purpose of the Committee and remit.	Full authority of Council.



	No authority to make recommendations to Council or to make decisions – purely for discussion purposes relevant to a specific topic.	Can make recommendations to Council.	
<b>Membership</b>	Can be a mixture of Councillors, staff and community representatives.  Staff membership is purely in advisory capacity.	Terms of Reference will outline how many Councillors and if there will be an external Committee members.  Relevant staff will attend as required.	All Councillors.
<b>Structure</b>	Informal meeting structure.	Formal meeting structure.	Formal meeting structure.
<b>Stakeholders</b>	Selected Councillors, staff, community members (if applicable)	Selected Councillors, staff, residents, ratepayers	All Councillors, staff, residents, ratepayers, neighboring Councils, State Government etc.,

### Council Meetings

Council meetings are formal meetings of Council as defined under the Act and are required to be open to the public, although under certain circumstances, meetings can be closed when Council considered certain items of business as prescribed by the Act.

In order to promote transparency and accountability, the closure of meetings is applied as infrequently as possible.

### Committees

To assist with decision-making responsibilities, Council is able to establish Committees from time to time.

Councils establish Committees to:

- Inquire into matters and make recommendations to the Council on matters within the Committee's responsibilities
- Carry out a specific project or task on behalf of the Council
- Oversee the management of property, facilities or activities on behalf of Council
- Oversee works on behalf of Council
- Exercise, perform or discharge delegated powers, function or duties on behalf of Council

#### Governance of Committees

Section 5.8 of the *Local Government Act 1995* (WA) provides that Council can establish committees of three (3) or more persons. An Absolute Majority decision is required to establish a Committee.

#### Composition of Committee

Section 5.9 provides that a Committee can comprise:

- a) Elected Members only
- b) Elected Members and Employees
- c) Elected Members and Employees and other persons
- d) Elected members and other persons
- e) Other persons only

Council have established committees with a mixture of membership as outlined above. For example, the Reconciliation Advisory Committee consists of both Elected Members and Committee members and the COVID-19 Advisory Committee consist of Elected Members and the Chief Executive Officer.

#### Tenure of Committee Membership

Where a person is appointed as a member of a Committee under the Act, their membership of the committee is valid until:

- a) The person no longer holds the office by virtue of which the persons becomes a member, or is no longer the Chief Executive Officer, or the Chief Executive Officer's representative as the case may be;
- b) The person resigns from membership of the Committee;
- c) The committee is disbanded; or
- d) The next ordinary elections day

#### Election of Presiding Member and Deputies

The members of a committee are to elect a presiding member and deputy presiding member from amongst themselves in accordance with the Act.

#### Quorum

The quorum for the meeting of a committee is at least 50% of the number of offices whether vacant or not.

#### Presiding at Committee Meetings

The presiding member elected by the committee is to preside at meetings of the committee.

If, in relation to the presiding member of a committee:

- a) The office of presiding member is vacant; or
- b) The presiding member is not available or is unable or unwilling to perform the functions of presiding member,

Then the deputy presiding member, if any, may perform the functions of the presiding member.

If, in relation to the presiding member of a committee:

- a) The office of presiding member and the office of deputy presiding member is vacant;  
or
- b) The presiding member and the deputy presiding member, if any, are not available or are unable or unwilling to perform the functions of presiding member,

Then the committee members present at the meeting are to choose one of themselves to preside at the meeting.

#### Delegation of some powers and duties to certain committees

Under and subject to the Act, Council may delegate to a committee any of its powers and duties other than the power of delegation. An absolute majority decision of Council required.

A delegation is to be in writing and may be general or as otherwise provided in the instrument of delegation.

Any delegation has effect for the period of time specified in the delegation or if no period has been specified, indefinitely.

Any decision to amend or revoke a delegation is to be made by an absolute majority.

Although Council may have delegated authority to a committee, nothing prevents the Council from performing any of its functions by acting through another person.

#### Membership on the City's Committees

Current membership of the City's committees can be accessed on the City's website via: <https://www.bayswater.wa.gov.au/online-services/forms-and-publications/registers/2019/committee-register>.

#### Working Groups

Council has established a number of working groups. Working groups do not have any authority and staff are not members of working groups.

These groups relate to a single issue and are less formal than Committees. Administrative support is provided to book meeting rooms, prepare agenda and Summary Notes, arrange catering as required and arrange guest speakers. Meeting frequency is at the discretion of the group.

All working groups are required to operate in accordance with the *Governance of Council Working Groups Policy* [\[hyperlink\]](#).

#### Current Working Groups

The City currently has the following working groups:

- Local Road Safety Trial Reference Group
- Maylands Waterland Working Group

#### External Committees

The City is represented on a range of external boards and working groups.

Representation on external boards and working groups provides an opportunity for the views of the City to be presented. In most instances, appointed members must exercise their vote

independently, based on information provided. They must not be affected by the policy or positions adopted by other organizations to which they belong. All decisions and voting made by a member must be made on its merits and in the interests of the particular board, and not the organisation which they represent or are associated with.

Appointments to these external boards and working groups will occur at a Council meeting following an election.

#### Membership on External Committee

Current membership of the City's committees can be accessed on the City's website via: <https://www.bayswater.wa.gov.au/online-services/forms-and-publications/registers/2019/committee-register>.

PRELIMINARY WORKING DRAFT

**10.2 Corporate and Strategy Directorate Reports****10.2.1 Financial Reports for the Period 1 August 2020 to 31 August 2020**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Monthly Financial Statements (with supporting information). 2. Cash Backed Reserve Report Reserve Fund. 3. Capital Acquisitions & Non-Operating Grants Report. 4. Economic Stimulus Projects as at 31 August 2020	

**SUMMARY**

This report presents the financial reports for the period 1 August to 31 August 2020 including, Monthly Financial Statements with supporting information (**Attachment 1**), Cash Backed Reserve Report (**Attachment 2**), Capital Acquisitions & Non-Operating Grants Report (**Attachment 3**) and Economic Stimulus Projects (**Attachment 4**) as at 31 August 2020.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council notes the financial reports for the period 1 August to 31 August 2020, comprising:

1. Monthly Financial Statements with supporting information (**Attachment 1**).
2. Cash Backed Reserve Report Reserve Fund (**Attachment 2**).
3. Capital Acquisitions & Non-Operating Grants Report (**Attachment 3**).
4. Economic Stimulus Projects as at 31 August 2020 (**Attachment 4**).

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

The *Local Government Act 1995* in conjunction with regulation 34(1) of the *Local Government (Financial Management) Regulations 1996* requires a monthly Financial Activity Statement to be presented to Council. This Statement is to include:

- (a) Annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c) of the *Local Government Act 1995*;
- (b) Budget estimates to the end of the month to which the statement relates;
- (c) Actual amounts of expenditure, revenue and income to the end of the month to which these statements relate;
- (d) The material variances between the comparable amounts referred to in paragraphs (b) and (c); and
- (e) The net current assets at the end of the month to which the statement relates.

At its meeting on 30 June 2020, Council adopted the Annual Budget for the 2020/21 financial year. The figures in this report are compared to the adopted budget and subsequent amendments as approved by Council throughout the financial year.

Regulation 34(5) determines the mechanism required to ascertain the definition of material variances which are required to be reported to Council as part of the monthly report. It also requires Council to adopt a 'percentage or value' for what it will consider to be material variances on an annual basis.

The material variance adopted by the Council for the 2020/21 Budget is \$50,000 or 10% of the appropriate base, whichever is the higher.

As part of the City's commitment to continuous improvement, the presentation of the monthly statutory reports has been revised. These reports are intended to not only meet the City's regulatory obligations in a form that is easy to understand, but also to enhance accountability, governance and financial management. These reports will continue to be refined, having regard to these principles and any feedback.

## EXTERNAL CONSULTATION

In accordance with section 6.2 of the *Local Government Act 1995*, the adopted budget was prepared having regard to the Community Strategic Plan, prepared under section 5.56 of the *Local Government Act 1995*, which was made available for public comment.

## OFFICER'S COMMENTS

The financial statements for the reporting period are submitted in the form of:

- Monthly Financial Statements with supporting information (**Attachment 1**);
- Cash Backed Reserve Report (**Attachment 2**); and
- Capital Acquisitions & Non-Operating Grants Report (**Attachment 3**).
- Economic Stimulus Projects as at 31 August 2020 (**Attachment 4**).

The Financial Activity Statement reports the financial position of the City to program level. It discloses the current liquidity position of the City after adjustment for non-cash items (accruals, depreciation, provisions, etc.).

The Detailed Statement of Comprehensive Income by Nature or Type Classifications discloses reportable variances.

All of the reserve accounts are cash-backed and supported by funds held in financial institutions as set out in the City's Investment Policy.

The Monthly Financial Statement Snapshot (**Attachment 1**) summarises total capital and operating expenditure.

The projects summarised in the Capital Acquisitions & Non-Operating Grants Report (**Attachment 3**) detail the capital (actual and committed) expenditure for the period 1 August to 31 August 2020.

**Attachment 4** outlines the economic stimulus projects and the current financial position of each project as at 31 August 2020, with some of these projects spanning over multiple financial years.

## LEGISLATIVE COMPLIANCE

Section 6.4 of the *Local Government Act 1995* requires a local government to prepare an annual financial report for the preceding year and such 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 each month a statement of financial activity reporting on the source and application of funds as set out in the annual budget.

**FINANCIAL IMPLICATIONS**

All amounts quoted in this report are exclusive of GST.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.

Aspiration: Open, accountable and responsive service.

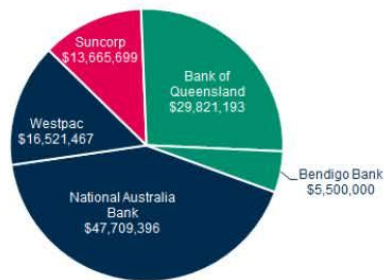
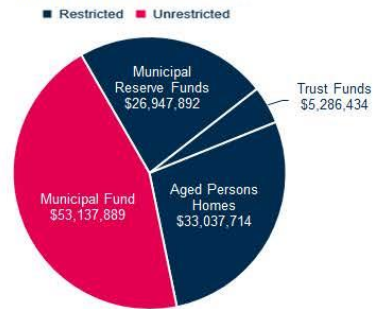
Outcome L1: Accountable and good governance.

**CONCLUSION**

That Council notes the financial reports for the period 1 August to 31 August 2020.

**Attachment 1****Monthly Financial Statement Snapshot**

August 2020

**Term Deposits by Bank**  
(refer to investment report)**Total Cash and Cash Equivalents**  
(including cash at bank and term deposits)

	Debtors				Trade Creditors
	Sundry	Infringement	Recreation	Total	
Total Outstanding	\$314,393	\$353,463	\$510,805	\$1,178,660	\$3,311,445
Not yet due	0%	0%	82%	36%	0%
Current	83%	4%	6%	26%	98%
Over 30 days	14%	2%	4%	6%	1%
Over 60 days	3%	94%	8%	32%	1%

**Rates & Charges**

Collected	60%
Total Outstanding	\$28,810,133
Deferred Rates	\$743,711

Payment Options	YTD 2020/21	2019/20
Payment in Full	16,059 to date	14,318 by 16/08/19
Instalment	9,858	9,715
Rates Smoothing	1,815	1,522
Arrangement	243	648
None Selected	4,339	5,831

**Capital**

	Annual Budget	YTD Budget	YTD Actual	YTD % Spent
Expenditure	\$30,687,452	\$784,863	\$1,698,842	216%
	Annual Budget	YTD Budget	YTD Actual	YTD % Received
Revenue	\$5,810,926	\$192,000	\$192,000	100%

**Operating**

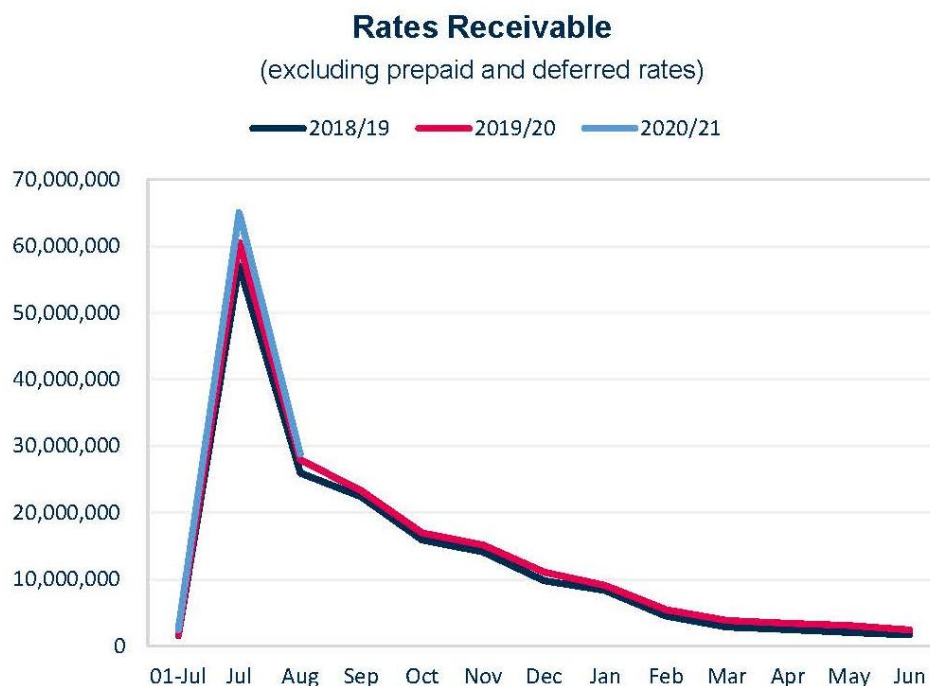
	Annual Budget	YTD Budget	YTD Actual	YTD % Spent
Expenditure	\$87,738,199	\$13,920,645	\$13,760,263	99%
	Annual Budget	YTD Budget	YTD Actual	YTD % Received
Revenue *excludes rates	\$30,908,030	\$14,710,095	\$15,387,537	105%



## City of Bayswater Executive Summary for the period 1 July 2020 to 31 August 2020

### Revenue

During August 2020 the City has seen a large increase in cash from rates payments as the first due date has past. To date over 16,000 properties have paid in full with just over 11,900 properties nominating a payment option. Currently there are over 4,339 properties where no payment option has been selected, though the amount outstanding is comparable to the last two financial years. Final notices will be sent out in early September to ratepayers who have not paid in full or selected one of our payment options.



### Sundry Debtors

Currently there's \$1.18m outstanding for sundry debtors with 32% of this balance sitting over 60 days outstanding. The majority of this balance relates to infringements, where majority have been lodged with the Fines Enforcement Registry who proceed with the debt recovery of these fines. For recreation the majority of overdue debts have payment arrangements in place. The portion relating to sundry debtors consists of two leaseholders with payment arrangements in place, court imposed fines and a reimbursement of veterinary expenses.

### Capital

Capital expenditure is currently above the year-to-date budget which is due to an earlier commencement date on projects. The major capital expenditure variances were caused from additional spending towards plant equipment replacements (\$580k), footpath construction (\$162k) and other infrastructure projects (street light upgrade \$96k and passive light replacement program \$43k).

### Operating

Operating revenue and expenditure are similar to the amended budgets with both showing high year to date percentages. A favourable variance is shown for both the year-to-date operating revenue and expenditure, resulting in an overall favourable operating result (excluding rates) of \$1.63m. In operating revenue there is a favourable variance for fees and charges and other revenue. This can be attributed

to income for Bayswater Waves and The RISE as facilities were originally predicted to be closed a credit provided by the Local Government Insurance Scheme WA and a settlement amount received from Cleanaway. There is an unfavourable variance under operating grants, subsidies and contributions which is attributed to aged persons' care subsidies received is lower than anticipated. For operating expenses the employee costs are tracking as per budget however there is a large underspend in materials and contracts though it is anticipated that spending will increase in the coming months.

**City of Bayswater  
Financial Activity Statement  
Significant Variances  
for the period 1 July 2020 to 31 August 2020**

**Operating activities****Revenue from operating activities (excludes rates)**

<b>Program</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>	<b>Variance Positive/ (Negative) \$</b>
General purpose funding <ul style="list-style-type: none"> <li>Local Government Insurance Scheme WA provided a contributions assistance package credit related to COVID-19 that was not budgeted.</li> </ul>	564,458	655,048	90,590
Governance <ul style="list-style-type: none"> <li>Reimbursement for workers compensation claims in August was higher than the expected budget amount.</li> </ul>	15,449	26,289	10,840
Law, order, public safety <ul style="list-style-type: none"> <li>The income for animal infringements has exceeded what was budgeted as there have been two dog act prosecutions and debt recovery has recommenced.</li> </ul>	23,960	52,152	28,193
Health <ul style="list-style-type: none"> <li>Invoices for food licence permits were issued later than anticipated due to staff transitioning, which has caused a variance to budget. It is anticipated to be on budget in the coming months once payment is receipted.</li> </ul>	133,467	96,660	(36,807)
Education and welfare <ul style="list-style-type: none"> <li>Lease income is higher than budget which is a result of an accrual.</li> </ul>	10,897	19,828	8,931
Housing <ul style="list-style-type: none"> <li>Aged persons' care subsidies, which is for residents receiving government subsidised aged care, is lower than anticipated. This is related to the aged care budget.</li> </ul>	1,517,664	1,377,803	(139,860)
Community amenities <ul style="list-style-type: none"> <li>Immaterial variance</li> </ul>	11,866,576	11,898,475	31,899
Recreation and culture <ul style="list-style-type: none"> <li>Income for Bayswater Waves and The RISE are over budget as facilities were originally predicted to be closed due to COVID-19. The budget will be amended later in the year.</li> </ul>	260,157	1,032,092	771,936
Transport <ul style="list-style-type: none"> <li>Crossover contributions received is lower than budget due to the difference in budget spread.</li> </ul>	124,358	72,314	(52,044)
Economic services <ul style="list-style-type: none"> <li>Swimming pool inspection fees were reduced by 50%. The budget for this item will be amended later in the year.</li> </ul>	168,266	122,860	(45,406)
Other property and services <ul style="list-style-type: none"> <li>There has been a high amount of credit card payments made by customers which has generated an increase in the surcharge collected.</li> </ul>	24,844	34,016	9,172
<b>Total</b>	<b>14,710,095</b>	<b>15,387,537</b>	<b>677,443</b>

**Expenditure from operating activities**

<b>Program</b>	<b>Amended Budget YTD \$</b>	<b>Actual YTD \$</b>	<b>Variance Positive/ (Negative) \$</b>
General purpose funding <ul style="list-style-type: none"> <li>Immaterial variance</li> </ul>	(149,696)	(153,287)	(3,591)
Governance <ul style="list-style-type: none"> <li>Immaterial variance</li> </ul>	(925,165)	(913,430)	11,735
Law, order, public safety <ul style="list-style-type: none"> <li>Staff costs are lower as less additional hours have been required and has caused a budget timing variance.</li> </ul>	(531,010)	(479,654)	51,356
Health <ul style="list-style-type: none"> <li>Immaterial variance</li> </ul>	(292,592)	(278,562)	14,030
Education and welfare <ul style="list-style-type: none"> <li>Building maintenance spending for the buildings under this program is less than anticipated and has caused a budget timing variance. It is expected that spending will increase in the coming months.</li> </ul>	(404,945)	(325,787)	79,158
Housing <ul style="list-style-type: none"> <li>Aged persons' care subsidies, which is for residents receiving government subsidised aged care, is lower than anticipated. This is related to the aged care budget.</li> </ul>	(1,535,068)	(1,422,866)	112,201
Community amenities <ul style="list-style-type: none"> <li>Waste collection services is higher than the budget phasing estimate for the period.</li> </ul>	(2,862,906)	(3,123,788)	(260,883)
Recreation and culture <ul style="list-style-type: none"> <li>Building maintenance and parks &amp; gardens spending under this program is less than anticipated and has caused a budget timing variance. It is expected that spending will increase in the coming months.</li> </ul>	(4,407,329)	(4,180,806)	226,523
Transport <ul style="list-style-type: none"> <li>Budget variance is a result of the plant operating costs being higher than anticipated for this period.</li> </ul>	(2,537,831)	(2,657,051)	(119,220)
Economic services <ul style="list-style-type: none"> <li>Immaterial variance</li> </ul>	(188,221)	(182,347)	5,874
Other property and services <ul style="list-style-type: none"> <li>This expenditure variance can be attributed to plant overhead adjustments.</li> </ul>	(85,882)	(42,684)	43,198
<b>Total</b>	<b>(13,920,645)</b>	<b>(13,760,263)</b>	<b>160,383</b>

**Non-cash operating activities excluded from the budget**

<b>Description</b>	<b>Amended Budget YTD \$</b>	<b>Actual YTD \$</b>	<b>Variance Positive/ (Negative) \$</b>
Non-cash operating activities <ul style="list-style-type: none"> <li>Movements in deferred rates, sundry debtors and leave provisions.</li> </ul>	1,460,826	1,780,023	319,198



**Investing activities**

<b>Description</b>	<b>Amended Budget YTD \$</b>	<b>Actual YTD \$</b>	<b>Variance Positive/ (Negative) \$</b>
Non-operating grants, subsidies and contributions <ul style="list-style-type: none"> <li>Immaterial variance.</li> </ul>	192,000	192,000	0
Purchase of property, plant and equipment <ul style="list-style-type: none"> <li>Purchases are above the year-to-date budget which is due an earlier commencement date on projects.</li> </ul>	(376,653)	(840,993)	(464,340)
Purchase of construction and infrastructure <ul style="list-style-type: none"> <li>Purchases are above the year-to-date budget which is due an earlier commencement date on projects.</li> </ul>	(408,210)	(857,949)	(449,639)
Proceeds from disposal of assets <ul style="list-style-type: none"> <li>Immaterial variance.</li> </ul>	167,000	167,020	20

**Financing activities**

<b>Description</b>	<b>Amended Budget YTD \$</b>	<b>Actual YTD \$</b>	<b>Variance Positive/ (Negative) \$</b>
Repayment of borrowings <ul style="list-style-type: none"> <li>Immaterial variance.</li> </ul>	(1,167)	(1,167)	0
Proceeds from self-supporting loans <ul style="list-style-type: none"> <li>Immaterial variance.</li> </ul>	1,167	1,167	0
Payment for principal portion of lease liability <ul style="list-style-type: none"> <li>New accounting standard requires recognition of leases as a liability.</li> </ul>	0	(14,463)	(14,463)
Transfer to reserves <ul style="list-style-type: none"> <li>Aged care transfers to reserves were not required.</li> </ul>	(284,217)	(82,198)	202,020
Transfer from reserves <ul style="list-style-type: none"> <li>Variance is a result from the expected timing of reserve funded projects being undertaken and therefore funds not being recouped.</li> </ul>	1,592,300	767,979	(824,321)
Rates <ul style="list-style-type: none"> <li>Immaterial variance.</li> </ul>	48,974,989	48,969,665	(5,324)

**City of Bayswater**  
**Financial Activity Statement**  
**for the period 1 July 2020 to 31 August 2020**

	Budget	YTD Budget	YTD Actual	Variance	Variance
	\$	\$	\$	\$	%
<b>Net current assets at start of year - surplus/(deficit)</b>	9,370,740	9,370,740	12,167,790	2,797,050	30%
<b>Operating activities</b>					
<b>Revenue from operating activities (excludes rates)</b>					
General purpose funding	2,184,733	564,458	655,048	90,590	16%
Governance	119,810	15,449	26,289	10,840	70%
Law, order, public safety	334,620	23,960	52,152	28,193	118%
Health	288,202	133,467	96,660	(36,807)	(28%)
Education and welfare	199,963	10,897	19,828	8,931	82%
Housing	10,235,725	1,517,664	1,377,803	(139,860)	(9%)
Community amenities	12,340,392	11,866,576	11,898,475	31,899	0%
Recreation and culture	3,632,838	260,157	1,032,092	771,936	297%
Transport	857,988	124,358	72,314	(52,044)	(42%)
Economic services	597,189	168,266	122,860	(45,406)	(27%)
Other property and services	116,571	24,844	34,016	9,172	37%
	30,908,030	14,710,095	15,387,537	677,443	5%
<b>Expenditure from operating activities</b>					
General purpose funding	(839,335)	(149,696)	(153,287)	(3,591)	2%
Governance	(6,189,640)	(925,165)	(913,430)	11,735	(1%)
Law, order, public safety	(3,338,805)	(531,010)	(479,654)	51,356	(10%)
Health	(1,862,068)	(292,592)	(278,562)	14,030	(5%)
Education and welfare	(2,104,891)	(404,945)	(325,787)	79,158	(20%)
Housing	(9,070,773)	(1,535,068)	(1,422,866)	112,201	(7%)
Community amenities	(18,079,431)	(2,862,906)	(3,123,788)	(260,883)	9%
Recreation and culture	(28,079,250)	(4,407,329)	(4,180,806)	226,523	(5%)
Transport	(16,514,357)	(2,537,831)	(2,657,051)	(119,220)	5%
Economic services	(1,403,274)	(188,221)	(182,347)	5,874	(3%)
Other property and services	(256,375)	(85,882)	(42,684)	43,198	(50%)
	(87,738,199)	(13,920,645)	(13,760,263)	160,383	(1%)

	Budget	YTD Budget	YTD Actual	Variance	Variance
	\$	\$	\$	\$	%
<b>Operating activities excluded from budget</b>					
	11,335,849	1,460,826	1,780,023	319,198	22%
<b>Amount attributable to operating activities</b>	(36,123,579)	11,621,015	15,575,088	3,954,073	34%
<b>Investing activities</b>					
Non-operating grants, subsidies and contributions	5,810,926	192,000	192,000	(0)	(0%)
Purchase of property, plant and equipment	(15,016,582)	(376,653)	(840,993)	(464,340)	123%
Purchase of construction and infrastructure	(15,228,272)	(408,210)	(857,849)	(449,639)	110%
Purchase of intangible assets	(442,598)	0	0	0	No Budget
Proceeds from disposal of assets	520,000	167,000	167,020	20	0%
<b>Amount attributable to investing activities</b>	(24,356,526)	(425,863)	(1,339,822)	(913,959)	215%
<b>Financing activities</b>					
Repayment of borrowings	(4,785)	(1,167)	(1,167)	(0)	0%
Proceeds from self-supporting loans	4,785	1,167	1,167	0	0%
Payment for principal portion of lease liability	0	0	(14,463)	(14,463)	No Budget
Transfer to reserves	(1,864,964)	(284,217)	(82,198)	202,020	(71%)
Transfer from reserves	16,115,318	1,592,300	767,979	(824,321)	(52%)
<b>Amount attributable to financing activities</b>	14,250,354	1,308,083	671,318	(636,765)	(49%)
<b>Budget deficiency before general rates</b>	(46,229,751)	12,503,235	14,906,584	2,403,349	19%
<b>Estimated amount to be raised from general rates</b>	49,074,989	48,974,989	48,969,665	(5,324)	(0%)
<b>Adjusted net current assets at the end of the year - surplus/(deficit)</b>	2,845,238	61,478,224	63,876,249	2,398,026	4%

**City of Bayswater**  
**Statement of Comprehensive Income**  
**by Nature or Type**  
**for the period 1 July 2020 to 31 August 2020**

	Budget	YTD Budget	YTD Actual	Variance	Variance
	\$	\$	\$	\$	%
<b>Revenue</b>					
Rates	49,074,989	48,974,989	48,969,665	(5,324)	(0%)
Operating grants, subsidies and contributions	9,822,008	1,785,240	1,584,943	(200,297)	(11%)
Fees and charges	18,017,799	12,543,349	13,266,455	723,106	6%
Interest earnings	1,283,095	354,129	372,132	18,002	5%
Other revenue	1,725,054	27,377	164,008	136,631	499%
	79,922,945	63,685,084	64,357,203	672,119	1%
<b>Expenses</b>					
Employee costs	(32,105,030)	(5,014,671)	(5,061,733)	(47,062)	1%
Materials and contracts	(30,683,301)	(4,664,609)	(4,426,117)	238,492	(5%)
Utility charges	(3,381,265)	(550,215)	(548,982)	1,232	(0%)
Depreciation and amortisation	(11,253,872)	(1,877,826)	(1,873,480)	4,346	(0%)
Insurance expenses	(956,252)	(541,834)	(542,419)	(585)	0%
Interest expenses	(3,037)	(197)	(278)	(81)	41%
Other expenditure	(8,963,390)	(1,438,294)	(1,307,252)	131,041	(9%)
	(87,346,147)	(14,087,645)	(13,760,263)	327,383	(2%)
<b>Operating result</b>	(7,423,202)	49,597,438	50,596,940	999,502	2%
Non-operating grants, subsidies and contributions	5,810,926	192,000	192,000	(0)	(0%)
Profit on asset disposals	60,075	0	0	0	No Budget
(Loss) on asset disposals	(392,052)	167,000	0	(167,000)	(100%)
	5,478,949	359,000	192,000	(167,000)	(47%)
<b>Net result</b>	(1,944,253)	49,956,439	50,788,940	832,502	2%
<b>Total other comprehensive income</b>	0	0	0	0	No Budget
<b>Total comprehensive income</b>	(1,944,253)	49,956,439	50,788,940	832,502	2%



**City of Bayswater  
Net Current Assets  
as at 31 August 2020**

<b>Municipal and Aged Persons Homes</b>	<b>Opening Balance</b>	<b>Closing Balance</b>
	<b>\$</b>	<b>\$</b>
<b>Current assets</b>		
Cash and cash equivalents	81,983,661	113,123,494
Trade and other receivables	6,614,523	32,865,406
Inventories	152,139	183,025
Prepayments	96,386	17,287
<b>Total</b>	<b>88,846,709</b>	<b>146,189,212</b>
<b>Current liabilities</b>		
Trade and other payables	(32,438,250)	(38,519,863)
Other financial liabilities at amortised costs	(4,785)	(3,617)
Lease liabilities	(16,227)	(30,691)
Provisions	(6,457,539)	(6,632,801)
Clearing accounts	(11,497)	(90,665)
<b>Total</b>	<b>(38,928,298)</b>	<b>(45,277,637)</b>
<b>Net current assets</b>	<b>49,918,411</b>	<b>100,911,575</b>
Restricted - Reserves	(45,996,681)	(45,310,900)
Cash backed employee provisions	1,561,327	1,564,177
Restricted - Aged Persons Homes	6,684,734	6,711,397
	<b>12,167,790</b>	<b>63,876,249</b>

**Attachment 2**

**City of Bayswater  
Cash Backed Reserves  
for the period 1 July 2020 to 31 August 2020**

	Budget				Actual			
	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Aged Persons Homes - General Reserve	14,682,112	1,360,011	(1,404,415)	14,637,708	15,679,372	26,007	(26,455)	15,678,924
Aged Persons Homes - Prudential Requirements Reserve	2,678,179	206,826	0	2,885,005	2,678,353	5,731	0	2,684,084
Bayswater Bowling Club Capital Improvements Reserve	10,238	182	0	10,420	10,243	19	0	10,261
Bayswater Tennis Club Reserve	159,481	2,438	(22,500)	139,419	159,553	291	0	159,844
Bayswater Waves Aquatic Centre Reserve	780,509	3,573	(579,812)	204,270	778,040	1,420	0	779,460
Bore and Reticulation Reserve	169,464	168	(160,000)	9,632	169,540	310	(149,259)	20,590
Building Furniture and Equipment Reserve	172,292	2,504	(31,600)	143,196	172,370	315	0	172,685
City Buildings and Amenities Reserve	1,503,233	8,446	(1,028,700)	482,979	1,562,316	2,852	(9,298)	1,555,870
Civic Centre Reserve	153,229	761	(110,400)	43,590	153,297	280	0	153,577
Economic Stimulus Reserve	7,952,471	46,163	(5,359,062)	2,639,572	7,232,207	13,204	(300,693)	6,944,718
Eric Singleton Bird Sanctuary Reserve	1,213,145	21,594	0	1,234,739	1,213,691	2,216	0	1,215,907
Footpath and Cycleway Reserve	84,670	82	(80,000)	4,752	84,709	155	0	84,863
General Waste Management Reserve	28,159	501	0	28,660	28,171	51	0	28,223
Golf Courses Reserve	1,698,580	24,823	(304,000)	1,419,403	1,699,343	3,102	(10,024)	1,692,422
Information Technology Reserve	800,920	50,030	(849,312)	1,638	801,280	1,463	(35,934)	766,808
Landfill Restoration Reserve	432,224	6,277	(150,000)	288,501	429,584	784	0	430,369
Les Hansman Centre Development Reserve	5,131,110	39,713	(2,900,000)	2,270,823	5,133,416	9,372	0	5,142,788
Long Service Leave and Entitlements Reserve	1,560,625	27,779	0	1,588,404	1,561,327	2,850	0	1,564,177
Major Capital Works Reserve	1,293,915	13,593	(530,321)	777,187	1,245,669	2,274	(104,622)	1,143,321
Maylands Lakes Reserve	4,681	82	0	4,763	4,683	9	0	4,691
Maylands Waterland Reserve	425,322	7,572	0	432,894	425,513	777	0	426,290
Morley City Centre Reserve	606,572	9,018	(70,000)	545,590	606,844	1,108	0	607,952
Morley Sport and Recreation Centre Reserve	521,257	9,279	(30,000)	500,536	521,505	952	0	522,457
Noranda Netball Club Reserve	614,850	1,153	(550,000)	66,003	615,126	1,123	0	616,249
Plant and Works Equipment Reserve	128,439	42	(126,000)	2,481	128,496	235	(126,000)	2,731
Playground and Parks Reserve	436,960	568	(405,000)	32,528	437,157	798	(1,860)	436,095
River Restoration Reserve	334,030	3,810	(120,000)	217,840	129,599	237	(2,000)	127,836
Roads and Drainage Reserve	131,863	212	(120,000)	12,075	131,923	241	0	132,163
Senior Citizens Building Reserve	91,937	105	(86,000)	6,042	91,979	168	0	92,147
Strategic Land Acquisition Reserve	11,840	212	0	12,052	11,846	22	0	11,867
Streetscapes Reserve	683,065	3,258	(500,000)	186,323	698,329	1,275	(1,834)	697,769
Sustainable Environment Reserve	167,615	483	(140,436)	27,662	172,926	316	0	173,242
The RISE Reserve	606,572	2,649	(457,760)	151,461	606,844	1,108	0	607,952
Workers Compensation Reserve	621,151	11,057	0	632,208	621,430	1,135	0	622,565
<b>Total</b>	<b>45,890,710</b>	<b>1,864,964</b>	<b>(16,115,318)</b>	<b>31,640,356</b>	<b>45,996,681</b>	<b>82,198</b>	<b>(767,979)</b>	<b>45,310,900</b>

**Attachment 3**

**City of Bayswater**  
**Capital Acquisitions & Non-Operating Grants**  
**for the period 1 July 2020 to 31 August 2020**

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Non-operating grants, subsidies and contributions - summary</b>					
1622 Buildings	(2,000,000)	0	0	(140,000)	(1,860,000)
1702 Roads	(1,278,172)	(192,000)	(192,000)	0	(1,086,172)
1712 Footpath	(640,000)	0	0	0	(640,000)
1732 Park development	(1,892,754)	0	0	(242,594)	(1,650,160)
	<u>(5,810,926)</u>	<u>(192,000)</u>	<u>(192,000)</u>	<u>(382,594)</u>	<u>(5,236,332)</u>
<b>Capital acquisitions - summary</b>					
<b>Purchase of property, plant and equipment</b>					
1622 Buildings	11,612,193	266,373	174,471	1,025,633	10,412,089
1632 Furniture and equipment	572,476	60,280	35,934	92,240	444,302
1652 Plant and equipment	2,831,913	50,000	630,588	291,373	1,909,952
	<u>15,016,582</u>	<u>376,653</u>	<u>840,993</u>	<u>1,409,246</u>	<u>12,766,343</u>
<b>Purchase and construction of infrastructure assets</b>					
1702 Roads	3,747,861	0	69,785	152,080	3,525,996
1712 Footpath	1,815,324	0	162,162	140,703	1,512,460
1722 Drainage	639,223	12,611	31,495	21,985	585,743
1732 Park development	7,937,884	381,054	413,178	1,140,229	6,384,477
1742 Other infrastructure	1,087,980	14,545	181,230	213,700	693,050
	<u>15,228,272</u>	<u>408,210</u>	<u>857,849</u>	<u>1,668,697</u>	<u>12,701,726</u>
<b>Purchase of intangible assets</b>					
1852 Intangible assets	442,598	0	0	39,870	402,728
	<u>442,598</u>	<u>0</u>	<u>0</u>	<u>39,870</u>	<u>402,728</u>
	<u>30,687,452</u>	<u>784,863</u>	<u>1,698,842</u>	<u>3,117,814</u>	<u>25,870,796</u>

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Buildings</b>					
<b>Building</b>					
80691 Security access control - Upgrade	23,544	0	0	0	23,544
	23,544	0	0	0	23,544
<b>Building major capital works</b>					
80116 Hydrotherapy pool and spa refurbishment	61,657	0	0	0	61,657
80420 Maylands Town Centre Toilet Block	27,098	27,098	7,882	19,319	(103)
80469 MSRC - roof replacement	0	0	0	2,437	(2,437)
80474 Signage - renewal at various buildings	8,658	0	0	0	8,658
80481 The RISE - waterproofing rear landing	0	0	0	17,139	(17,139)
80596 Depot Offices Renovation	110,087	50,000	0	76,800	33,287
80598 Depot Upgrade Lighting	25,000	25,000	0	0	25,000
	232,500	102,098	7,882	115,695	108,923
<b>Building minor capital works</b>					
80461 Jamieson Frame Pav - replace rear doors	6,166	6,166	0	0	6,166
80464 Maylands TownH - renew toilet & switchboard	77,400	0	0	0	77,400
80482 Wotton Reserve - sewer connection	186,000	0	10,822	24,347	150,831
80570 Upper Hillcrest Reserve - Storage Shed	20,442	0	231	19,867	343
	290,008	6,166	11,053	44,215	234,740
<b>Aquatic facilities</b>					
80365 Bayswater Waves - refurbishment tender design	100,832	13,832	48,613	296,723	(244,504)
80602 Bayswater Waves - Repair Tiling	12,060	0	10,409	0	1,651
	112,892	13,832	59,022	296,723	(242,853)
<b>Aged care facilities</b>					
80401 Aged Care - Carramar Hostel	0	0	0	318	(318)
80410 Aged Care - Mertome Redevelopment Project	104,834	0	0	0	104,834
	104,834	0	0	318	104,516

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Community capital requests</b>					
80623 Hinds Reserve - Rowing Club Sheds - new grease trap	12,840	0	0	0	12,840
80625 Grand Prom Res - Bedford Bowling Club - refrigeration system	15,298	0	12,808	4,056	(1,566)
80626 Bayswater State Emergency Services - new storage area	31,818	0	0	0	31,818
80628 Maylands Tennis Club - toilet renewal	5,455	0	0	6,780	(1,325)
80629 Waltham Reserve - Club Rooms - shade patio	17,273	0	0	17,005	268
80630 Lightning Park - Pavilion - change rooms renewal	23,637	0	0	19,795	3,842
80631 Robert Thompson Reserve - Club Rooms - LED lights	18,600	0	450	16,910	1,240
80633 Noranda Sporting Complex - chairs	6,364	0	0	0	6,364
80634 Noranda Sporting Complex - bar floor renewal	10,909	0	0	9,645	1,264
80636 Frank Drago Reserve - Bayswater Tennis Club - grandstand	16,364	0	0	0	16,364
80637 Bayswater Elderly Community Help Org - new accessible toilet	36,364	0	0	0	36,364
80638 Bayswater ECHO - internal walls/floor renewal	27,273	0	0	0	27,273
	222,195	0	13,258	74,191	134,746
<b>Building renewal</b>					
80798 Maylands Sport & Rec - Maylands Bowling - toilet renewal	0	0	0	3,770	(3,770)
	0	0	0	3,770	(3,770)
<b>Golf course development</b>					
80643 Embleton GC Clubhouse -Roof replacement	64,933	0	0	0	64,933
80644 Embleton GC Club Hse- Upg & reno toilets	72,148	0	0	0	72,148
	137,081	0	0	0	137,081
<b>Other infrastructure construction</b>					
80550 The RISE - LED signage	0	0	1,230	10,399	(11,629)
	0	0	1,230	10,399	(11,629)
<b>COVID-19 \$5m Stimulus Package Projects</b>					
80532 Bayswater Library - lift	0	0	45,619	1,201	(46,820)
80604 Bayswater Bowling Cub - Replacement of external doors	0	0	4,470	0	(4,470)
80605 Depot - Roof replacement	0	0	0	34	(34)

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>COVID-19 \$5m Stimulus Package Projects Cont.</b>					
80606 Maylands Library - Workroom modification	0	0	9,967	0	(9,967)
80608 Pat O'Hara Rugby Club - security screens	7,200	7,200	0	0	7,200
80609 Morley Sport & Recreation Centre - emergency exit door	0	0	11,428	0	(11,428)
80611 Light Car Club - replace tiling	0	0	0	1,000	(1,000)
80612 Lower Hillcrest Clubrooms - carpet replacement	9,600	9,600	0	0	9,600
80613 Morley Sport & Recreation Centre - Basketball Crt Extension	5,500,000	100,000	0	198,280	5,301,720
80614 Bayswater Waves - Refurbish 25m pool, pool hall, plant room	1,569,500	0	0	0	1,569,500
80619 Energy Efficiency Projects	100,000	0	596	81,681	17,722
	7,186,300	116,800	72,079	282,196	6,832,025
<b>Administration Buildings</b>					
80663 Rangers & Sec- Install fencing back wall	17,315	0	432	11,138	5,744
80664 Ranger & Sec- Rnw Paint & Ceiling Replac	21,644	0	300	7,655	13,689
80666 Rangers and Security - Security system	8,658	0	0	0	8,658
80675 Civic Ctr (Embleton)- Aircon replacement	79,362	0	0	55,980	23,382
80676 Civic Ctr- Replace ceiling to plant room	10,101	0	0	0	10,101
	137,080	0	733	74,773	61,574
<b>Childcare &amp; Education Buildings</b>					
80648 2 Hudson St-Childcare Fac- Rpmt pm fence	57,718	0	0	0	57,718
	57,718	0	0	0	57,718
<b>Health Buildings</b>					
80682 Bayswater Infant Hlth-Aircon replacement	9,379	0	0	0	9,379
	9,379	0	0	0	9,379
<b>Halls &amp; Community Centres</b>					
80654 Mayl Hall - rep to tuckpointing of brick	13,468	0	0	10,050	3,418
80656 Morley Comm Centre - Ext upg - Stage 2	72,869	0	0	0	72,869
80658 Morley Scout Hall - Upgrade lighting	8,658	0	0	0	8,658
80659 Morley Scout Hall - Rpmt of ext doors	28,859	0	0	3,545	25,314



	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Halls &amp; Community Centres Cont.</b>					
80661 Olive Tree House - Aircon replacement	25,973	0	0	0	25,973
80677 Bays. Act Ctr- Rpmnt of asbestos fencing	11,544	0	0	8,840	2,704
80678 Bayswater Community Centre - Int upg	50,503	0	0	9,986	40,517
80679 Bayswater Community Centre - Upg kitchen	72,148	0	0	0	72,148
80680 Bayswater Community Centre- Lighting upg	13,227	0	0	0	13,227
80681 Bayswater Community Centre- Toilet upg	86,577	0	0	0	86,577
	383,826	0	0	32,421	351,405
<b>Residences</b>					
80650 Maylands Police station - Renov kitchen	36,074	0	0	0	36,074
80651 Maylands Police Station - Security syst	8,658	0	0	0	8,658
	44,732	0	0	0	44,732
<b>Water Facilities</b>					
80687 Bayswater Waves - Exterior renewal	72,148	0	0	0	72,148
80688 Bayswater Waves - Aircon replacement	17,315	0	0	0	17,315
80781 Bayswater Waves - Changeroom refurbish	280,000	0	0	0	280,000
80782 Bayswater Waves- Inst dry change cubicle	80,150	0	0	0	80,150
80785 Bayswater Waves- Repl outdoor brick pav	54,698	0	0	0	54,698
80787 Bayswater Waves - Unplanned capital exp	40,000	3,333	0	0	40,000
80797 Bayswater Waves - Electrical Works	0	0	7,750	0	(7,750)
	544,311	3,333	7,750	0	536,561
<b>Sport &amp; Recreation Facilities</b>					
80632 Cloughton Res- Minister sewer connection	12,024	0	0	0	12,024
80639 Crimea Res- Ext paint and roof sheeting	20,201	0	0	16,168	4,033
80645 Frank Drago Hall - Replace flooring	43,289	21,644	0	0	43,289
80646 Grand Prom Self Cln Toilet- Upg ext faç	62,047	0	0	0	62,047
80647 Houghton Park - Kitchen upgrade/Renov	72,148	0	0	0	72,148
80653 Maylands Spt and Rec Club - Lighting upg	14,430	0	0	0	14,430
80657 Morley Nor SC- Ints auto door to toilets	21,644	0	0	0	21,644

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Sport &amp; Recreation Facilities Cont.</b>					
80660 Noranda Little Athletic - Ext façade upg	36,074	0	0	0	36,074
80668 The RISE- Upg sports hall light with LED	97,400	0	0	31,764	65,636
80669 The RISE- Undercroft SR ventilation	14,430	0	0	0	14,430
80670 The RISE - Replacement of Air con units	170,269	0	0	0	170,269
80672 Wotton Reserve - External upgrades	42,086	0	0	0	42,086
80673 Wotton Reserve - Internal upgrades	42,086	0	0	0	42,086
80690 The RISE - Disability access ramp const	121,641	0	0	0	121,641
80764 Lightning Park Rec C- Spectator shelter	30,000	0	0	0	30,000
80779 Morley Sport Rec Ctr- aesthetic & safety	30,000	2,500	0	0	30,000
80788 The RISE- Upg security and monitoring	50,000	0	0	0	50,000
	879,769	24,144	0	47,932	831,837
<b>Heritage Buildings</b>					
80662 Peninsula Hotel - Fire system upgrade	95,235	0	1,463	43,000	50,772
	95,235	0	1,463	43,000	50,772
<b>Libraries</b>					
80683 Bayswater Library - Aircon Replacement	10,101	0	0	0	10,101
80684 Bayswater Library - External renewal	11,544	0	0	0	11,544
80685 Bays. Lib- Kitch upg & LED replacement	42,086	0	0	0	42,086
80686 Bays. Lib/Comm/Inf Hlt Centre- Sec sys	17,315	0	0	0	17,315
	81,046	0	0	0	81,046
<b>Other Buildings</b>					
80641 Dog Pound - Airconditioning replacement	7,215	0	0	0	7,215
80692 Dog Pound - Upgrade	62,528	0	0	0	62,528
	69,743	0	0	0	69,743
<b>Aged Persons Homes</b>					
80794 Aged Persons Homes - Capital works	1,000,000	0	0	0	1,000,000
	1,000,000	0	0	0	1,000,000
Total Buildings	11,612,193	266,373	174,471	1,025,633	10,412,089



	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Furniture and equipment</b>					
<b>Furniture and equipment</b>					
80385 The RISE - strength equipment replacement	35,000	0	0	0	35,000
80488 Bayswater Library - telephony upgrade	0	0	0	6,549	(6,549)
80597 Depot - replacement of ice machine	15,000	15,000	0	0	15,000
80698 Sound level mtr with logging capability	26,500	0	0	0	26,500
80758 Morley Library - Mobile shelving	5,100	5,100	0	0	5,100
	81,600	20,100	0	6,549	75,051
<b>IT capital</b>					
80090 Virtual Infrastructure Storage Replacement Program	0	0	0	32,631	(32,631)
80091 PC replacement program	178,612	28,180	29,492	32,093	117,028
80790 Firewall	48,500	0	0	0	48,500
80792 Network security infrastructure updates	45,000	0	0	0	45,000
80793 Business cont eqmt (replace tape drive)	45,000	0	0	0	45,000
	317,112	28,180	29,492	64,724	222,896
<b>IT renewal</b>					
80387 General IT Equipment Replacement Program	35,000	7,000	6,442	17,838	10,719
	35,000	7,000	6,442	17,838	10,719
<b>CCTV Renewal</b>					
80489 CCTV Servers - replacement	88,200	0	0	0	88,200
80524 MSRC - replace CCTV	0	0	0	3,128	(3,128)
	88,200	0	0	3,128	85,072
<b>Water Facilities</b>					
80780 Bayswater Waves- Rep 50m pool compress 1	5,000	5,000	0	0	5,000
80783 Bayswater Waves - Repl chem controllers	25,564	0	0	0	25,564
80784 Bayswater Waves- Repl 50m pool air scour	10,000	0	0	0	10,000
80786 Bayswater Waves - Repl pneumatic system	10,000	0	0	0	10,000
	50,564	5,000	0	0	50,564
Total Furniture and equipment	572,476	60,280	35,934	92,240	444,302

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Plant and equipment</b>					
<b>Furniture and equipment</b>					
80525 In-vehicle camera equipment and storage	50,000	50,000	21,080	0	28,920
	50,000	50,000	21,080	0	28,920
<b>Plant and equipment</b>					
80257 Plant and Fleet Replacement Program	2,737,413	0	609,508	291,373	1,836,532
80759 Lib Srv- Proc of commercial del vehicle	44,500	0	0	0	44,500
	2,781,913	0	609,508	291,373	1,881,032
Total Plant and equipment	2,831,913	50,000	630,588	291,373	1,909,952
<b>Roads</b>					
<b>Strategic Planning</b>					
80536 MorleyActivCtreCarPkgMgntPlan Implement	7,500	0	0	0	7,500
	7,500	0	0	0	7,500
<b>Road construction</b>					
80073 Crossovers	0	0	5,372	1,888	(7,261)
80198 Resurface ROWs	53,365	0	0	0	53,365
80245 Traffic management - general	50,000	0	0	10,812	39,188
80247 Traffic management - paving	26,682	0	2,244	0	24,438
80419 ROW Widening - 110 Milne St	8,500	0	0	0	8,500
80426 Design of slip lane at 60 Russell St cnr Walter Rd	150,321	0	22,067	32,468	95,787
	288,868	0	29,683	45,168	214,017
<b>Road renewal</b>					
80516 Resurface - McGilvray/Benara	170,000	0	0	0	170,000
80699 McGilvray Avenue Stage II upgrade	106,730	0	0	0	106,730
	276,730	0	0	0	276,730

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Roads to recovery</b>					
80739 Telstar Dr- Beechboro Rd N/Bottlebrush D	171,236	0	0	0	171,236
80740 Chaffers St- Ivanhoe St/Beechboro Rd Nth	76,845	0	0	0	76,845
80741 Paringa St- Ivanhoe St to Beechboro Rd N	70,442	0	0	0	70,442
80742 Maritana St- Ivanhoe St/Beechboro Rd Nth	70,442	0	0	0	70,442
80743 Hannans St- Ivanhoe St to Beechboro Rd N	70,442	0	0	0	70,442
80744 Hamersley Av- Abbey St to Beechboro Rd N	77,913	0	0	0	77,913
	537,320	0	0	0	537,320
<b>Black spot state</b>					
80748 Benara Road / Camboon Road	31,500	0	0	0	31,500
80749 Coode Street / Catherine Street	22,000	0	0	0	22,000
80750 Coode Street / Sixth Avenue	53,000	0	0	0	53,000
	106,500	0	0	0	106,500
<b>Black spot federal</b>					
80526 Eighth Ave and East St - Roundabout	114,175	0	0	98,961	15,214
80751 King Street / Raymond Avenue	214,000	0	0	0	214,000
	328,175	0	0	98,961	229,214
<b>Base road grant</b>					
80317 Drainage kerb renewal	0	0	3,746	1,356	(5,102)
80711 Newington St- Marconi St to Solas Road	40,557	0	0	0	40,557
80712 Drake St - Rudloc Road to Broun Avenue	54,432	0	0	0	54,432
80713 Hertz Way - Telstar Dr To Wheatstone Dr	61,903	0	0	0	61,903
80714 Cable Place - Hertz Way to Culdesac	16,009	0	0	0	16,009
80715 Beam Court - Hertz Way to Culdesac	16,009	0	0	0	16,009
80716 Kybra Court - Aerial Place to Culdesac	11,740	0	0	0	11,740
80717 Jenvey St- Telstar Dr to Wheatstone Dr	39,490	0	0	0	39,490
80718 Direction Place - Jenvey St to Culdesac	25,615	0	0	0	25,615
80719 Argosy Place - Aerial Place to Culdesac	14,942	0	0	0	14,942
80720 Aerial Place - Wheatstone Dr to Culdesac	32,019	0	0	0	32,019
80721 Croesus St- Ivanhoe St to Beechboro Rd N	70,442	0	0	0	70,442
80722 Turon St- Ivanhoe St to Beechboro Rd Nth	70,442	0	0	0	70,442

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Base road grant cont.</b>					
80723 Araluen St- Ivanhoe St to Beechboro Rd N	67,240	0	0	0	67,240
80724 Abbey St- Hamersley Avenue to Culdesac	11,740	0	0	0	11,740
80725 Lancefield Rd- Chaffers St to Paringa St	17,077	0	0	0	17,077
80726 Regent Grove- Maritana St to Hannans St	17,077	0	0	0	17,077
80727 Magro Place - Hannans Street to Culdesac	10,673	0	0	0	10,673
80728 Baileys Retreat- Croesus St to Turon St	17,077	0	0	0	17,077
80729 Oroya Close - Araluen St to Hamersley Av	17,077	0	0	0	17,077
80730 Beechboro Ct- Beechboro Rd N to Culdesac	10,673	0	0	0	10,673
80731 Mercury Place - Cassia Way to Culdesac	25,615	0	0	0	25,615
80732 Pan Close - Mercury Place to Culdesac	14,942	0	0	0	14,942
80733 Elettra Close - Cassia Way to Culdesac	25,615	0	0	0	25,615
80734 Scotia Place - Elettra Close to Culdesac	18,144	0	0	0	18,144
80735 Carpark - Clarkson Jetty	85,384	0	0	0	85,384
80736 Drainage & Kerbing - Various	76,845	0	6,435	1,555	68,855
80795 Crawford Road- York St to Railway Pde	99,259	0	0	0	99,259
80796 Oxford St- Crawford Rd to Kennedy St	22,947	0	0	0	22,947
	990,985	0	10,181	2,912	977,893
<b>Traffic management</b>					
80291 Citywide traffic implementation	220,000	0	0	275	219,725
80297 Traffic Management - Disability Access Committee	25,000	0	0	0	25,000
80752 Riverside Gardens - Carpark extension	50,000	0	0	0	50,000
	295,000	0	0	275	294,725
<b>Other road construction</b>					
80429 Wellington Rd/Walter Rd intersection upgrade	22,520	0	0	0	22,520
80745 Clarkson to Tranby - Resurface Cycleway	85,384	0	0	0	85,384
80746 The Strand, Arundel, Essex, May- Recons ROW	27,750	0	0	0	27,750
80747 Towns Development Program - Various	32,019	0	0	2,381	29,638
	167,673	0	0	2,381	165,292

		Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
		\$	\$	\$	\$	\$
<b>Arterial road construction</b>						
80707	Crimea Street, Morley	66,172	0	0	0	66,172
80708	Beaufort Street, Bedford	64,038	0	0	0	64,038
80709	Coode Street, Bedford	32,019	0	0	0	32,019
80710	Beechboro Road, Morley	42,692	0	24,826	0	17,866
		204,921	0	24,826	0	180,095
<b>Metropolitan Regional Road Group Projects</b>						
80737	Whatley C- Charles St to Caledonian Av	246,118	0	0	0	246,118
80738	Benara Rd - Camboon Rd to Millerick Way	120,071	0	0	0	120,071
		366,189	0	0	0	366,189
<b>Footpath renewal</b>						
80561	Resurface - Cycleway - Swan Bank/Clarkson Rd	28,000	0	0	0	28,000
		28,000	0	0	0	28,000
<b>COVID-19 \$5m Stimulus Package Projects</b>						
80621	Bayswater Waves - carpark resurfacing	150,000	0	5,096	2,384	142,520
		150,000	0	5,096	2,384	142,520
Total Roads		3,747,861	0	69,785	152,080	3,525,996
<b>Footpath</b>						
<b>Footpath construction</b>						
80063	New footpath construction and Local Bike Plan	640,372	0	4,379	2,541	633,453
80700	Deschamp Reserve - footpath upgrade	38,423	0	0	0	38,423
80702	Footpath Repair Program	320,189	0	103,432	103,569	113,188
80703	Arterial Road New Dual Use Path Program	576,340	0	1,952	0	574,388
80761	Emberson Res- ACROD bay and access path	30,000	0	0	0	30,000
		1,605,324	0	109,763	106,110	1,389,452
<b>Park development construction</b>						
80765	Maylands Tennis Club - ACROD pathway	10,000	0	0	0	10,000
80776	New Pathways within Reserves	200,000	0	27,318	33,866	138,816
		210,000	0	27,318	33,866	148,816

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>COVID-19 \$5m Stimulus Package Projects</b>					
80610 Bedford Bowling Club - path replacement	0	0	11,637	323	(11,959)
80620 Footpath Construction - arterial roads	0	0	13,445	404	(13,849)
	0	0	25,081	726	(25,808)
Total Footpath	1,815,324	0	162,162	140,703	1,512,460
<b>Drainage</b>					
<b>Drainage construction</b>					
80047 Russell Street Park - grant funds	23,379	0	0	5,450	17,929
80248 Urban water sensitive design	247,001	0	9,916	5,660	231,425
80249 Drainage grates	53,365	4,850	21,579	10,875	20,912
80697 Nora Hughes Park - Living Stream	70,000	0	0	0	70,000
	393,745	4,850	31,495	21,985	340,265
<b>Drainage renewal</b>					
80701 Grate Replacement Program	85,384	7,761	0	0	85,384
80705 Low Point Dual Gully Program	160,094	0	0	0	160,094
	245,478	7,761	0	0	245,478
Total Drainage	639,223	12,611	31,495	21,985	585,743
<b>Park development</b>					
<b>Building minor capital works</b>					
80537 Bert Wright Park Power Upgrade	0	0	0	625	(625)
	0	0	0	625	(625)
<b>Community capital requests</b>					
80627 North Inglewood Pre-School - play equipment	20,000	0	0	18,284	1,716
	20,000	0	0	18,284	1,716
<b>Entry statement</b>					
80534 Bayswater Library/Bert Wright Sculpture	30,000	0	0	0	30,000
	30,000	0	0	0	30,000



	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Other infrastructure construction</b>					
80569 Sculpture - Corner Ninth Avenue & Whatley Crescent Maylands	0	0	0	9,091	(9,091)
	0	0	0	9,091	(9,091)
<b>Park development construction</b>					
80015 Playground replacements	42,550	0	225	44,272	(1,947)
80049 Frank Drago Reserve - pitch levelling and fencing	0	0	630	0	(630)
80099 Playground replacements	60,000	0	94,544	99,182	(133,725)
80236 Irrigation control cubicles replacement	0	0	1,806	1,553	(3,359)
80242 Riverbank restoration	120,000	2,000	2,000	20,492	97,508
80259 Maylands Waterland redevelopment	50,000	0	0	0	50,000
80329 Irrigation upgrade/replacement program	41,409	2,000	19,513	11,364	10,532
80372 Cricket wickets	16,355	0	0	20,915	(4,560)
80379 Soccer goal post and sleeve replacement	25,000	0	0	0	25,000
80413 Hampton Tennis Court fencing	15,824	0	0	0	15,824
80438 Noranda Netball - renew court surfaces	42,998	0	0	0	42,998
80599 Lightning Park Green Waste Facility - Upgrade Fence	30,000	0	20,330	0	9,670
80600 Grand Prom - Shade Sail	20,000	0	0	16,380	3,620
80695 Bayswater Industrial Estate Imp Program	45,000	0	0	0	45,000
80757 Golf Course Development Program	149,559	9,559	10,225	0	139,334
80762 Embleton Golf C - Part perimeter fencing	65,000	0	0	28,200	36,800
80763 Frank Drago Reserve - Perimeter fencing	22,500	0	0	0	22,500
80766 Hampton Park Morley - New barbeque	15,000	0	0	0	15,000
80767 Noranda SC- Little Athletic timers stand	10,000	0	0	0	10,000
80769 P O'Hara/A Brooks/Wattle- PG Shade Sail	100,000	0	62	10,386	89,552
80770 Houghton Park - Replace barbeque	15,000	0	0	0	15,000
80771 Shadwell and Paterson Res-shade sails PG	35,000	0	0	0	35,000
80772 Tranby and Clarkson Res-Renew excs eqmt	50,000	0	0	0	50,000
80773 Robert Thompson Reserve - Exercise eqmt	20,000	0	0	0	20,000
80775 Dog Exercise Area - construction	80,000	0	0	0	80,000
80777 Gus Weimer- Play Space Redevelopment Prg	65,000	0	0	0	65,000
80778 Stanbury- Play Space Redevelopment Pgrm	50,000	0	0	0	50,000
	1,186,195	13,559	149,335	252,743	784,117

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Sustainable environment</b>					
80269 Baigup Wetland Stage 1 - Activity Centre and Interpretation	140,436	0	0	197,304	(56,868)
80270 Bayswater Brook Living Stream	35,481	0	0	0	35,481
80273 Maylands Lakes restoration Stage 2	935,512	0	11,322	253,441	670,749
80622 Russell St Living Stream Link Agreement	10,000	10,000	0	0	10,000
80696 Arbor Park upg- Greening Aust. Project	86,420	0	0	0	86,420
	1,207,849	10,000	11,322	450,744	745,783
<b>Tree management</b>					
80276 Streetscape upgrades	175,264	0	0	5,479	169,785
	175,264	0	0	5,479	169,785
<b>Golf course development</b>					
80433 Embleton Golf Course - tank upgrade	0	0	337	0	(337)
	0	0	337	0	(337)
<b>Drink fountains</b>					
80380 Drinks Fountains Replacement Program	48,591	0	902	1,090	46,598
80774 Noranda Nook - Water drinking fountain	6,000	0	0	0	6,000
	54,591	0	902	1,090	52,598
<b>Playground</b>					
80449 Play Space Developments	252,553	0	29,794	186,512	36,247
	252,553	0	29,794	186,512	36,247
<b>Other infrastructure construction</b>					
80486 Riverside Gardens - replace plaques	0	0	705	0	(705)
80595 Hinds Reserve - Construction of a multi-user access ramp	25,000	0	2,415	0	22,585
	25,000	0	3,120	0	21,880
<b>Other infrastructure renewal</b>					
80753 Bore and Pump Maintenance Program	299,118	150,118	152,244	30,812	116,062
80755 Critical Asset Renewal Program	358,937	0	621	23,340	334,976
	658,055	150,118	152,865	54,152	451,038



	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>COVID-19 \$5m Stimulus Package Projects</b>					
80235 Bore and pump maintenance program	50,000	50,000	17,091	0	32,909
80364 Maylands Waterland redevelopment	2,500,000	50,000	10,388	19,188	2,470,424
80370 Noranda Netball Court resurface	1,400,000	0	0	0	1,400,000
80615 Alf Brooks Park - Redevelopment	194,385	73,385	15,491	59,414	119,480
80616 Belstead Reserve - Redevelopment	183,992	33,992	22,533	82,907	78,552
	4,328,377	207,377	65,503	161,509	4,101,365
Total Park development	7,937,884	381,054	413,178	1,140,229	6,384,477
<b>Other infrastructure</b>					
<b>Building minor capital works</b>					
80527 Depot - improve access and security	0	0	12,074	1,222	(13,296)
	0	0	12,074	1,222	(13,296)
<b>Community capital requests</b>					
80624 Bayswater Pre School - play equip, fountain, goals, table	16,388	0	0	0	16,388
80635 Wotton Reserve - soccer goals - pitch C	9,291	0	0	0	9,291
	25,679	0	0	0	25,679
<b>Street lights</b>					
80250 Street light upgrade	128,075	0	96,460	19,285	12,330
	128,075	0	96,460	19,285	12,330
<b>Other infrastructure construction</b>					
80251 PAW gates and reserve lighting	85,384	0	0	7,162	78,222
	85,384	0	0	7,162	78,222
<b>Footpath construction</b>					
80431 Footpath - Bookham Street and Boag Place	15,000	0	0	0	15,000
	15,000	0	0	0	15,000

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Park development construction</b>					
80760 Bayswater Cricket Club - cricket nets	40,000	0	0	240	39,760
80768 Park signage renewals	20,000	0	440	0	19,560
	60,000	0	440	240	59,320
<b>Floodlights</b>					
80442 Wotton Reserve - renew sports floodlight	9,110	0	0	0	9,110
80443 Bayswater Bowling - renew floodlights	55,000	0	0	71,626	(16,626)
80444 Bayswater Croquet 2 - renew floodlights	40,000	0	0	51,618	(11,618)
	104,110	0	0	123,244	(19,134)
<b>Sports Goals</b>					
80445 Gibbney Reserve - renew sports goals	0	0	7,290	2,980	(10,270)
80446 Pat O'Hara Reserve - renew sports goals	0	0	8,605	0	(8,605)
	0	0	15,895	2,980	(18,875)
<b>Other infrastructure construction</b>					
80252 Bus shelters	48,028	0	0	11,140	36,888
80391 Noranda Town Centre City-led Infrastructure Activation	55,609	0	0	0	55,609
80392 Maylands Town Centre City-led Infrastructure Activation	40,000	0	0	9,975	30,025
80393 Bayswater Town Centre City-led Infrastructure Activation	45,000	0	0	0	45,000
80394 Morley Town Centre City-led Infrastructure Activation	50,000	0	0	0	50,000
80693 Bedford Shopping Precincts Regen Project	61,000	0	0	0	61,000
	299,637	0	0	21,115	278,522
<b>Other infrastructure renewal</b>					
80704 Drainage Sump Fencing Program	85,384	0	0	0	85,384
80706 Depot Upgrade/Lighting	53,365	0	8,908	0	44,457
	138,749	0	8,908	0	129,841
<b>COVID-19 \$5m Stimulus Package Projects</b>					
80617 Passive Light Replacement Program	71,346	0	43,087	7,375	20,884
80618 Town Centre Streetscape Works	160,000	14,545	4,366	1,702	153,932
	231,346	14,545	47,454	9,077	174,815

	Adopted Budget	YTD Budget	YTD Actual	Commitments	Funds Remaining
	\$	\$	\$	\$	\$
<b>Land</b>					
80007 Morley Activity Centre - Streetscape Enhancement Plan	0	0	0	29,375	(29,375)
	0	0	0	29,375	(29,375)
Total Other infrastructure	1,087,980	14,545	181,230	213,700	693,050
<b>Intangible assets</b>					
<b>IT capital</b>					
80528 Building Workflow Development	0	0	0	4,725	(4,725)
80531 Knowledge Management System	15,000	0	0	14,000	1,000
80554 Rating system improvements - stage 1	9,200	0	0	8,100	1,100
	24,200	0	0	26,825	(2,625)
<b>Software</b>					
80398 Software	169,398	0	0	13,045	156,353
80789 Corporate Performance System	200,000	0	0	0	200,000
80791 Implement eServices	49,000	0	0	0	49,000
	418,398	0	0	13,045	405,353
Total Intangible assets	442,598	0	0	39,870	402,728
<b>Total capital projects</b>	30,687,452	784,863	1,698,842	3,117,814	25,870,796

**Attachment 4****Economic Stimulus Projects  
Balance as at 31 August 2020**

	Amended Budget			Economic Stimulus Reserve		Actual *		Funds
	Municipal Funds	Grants & Contributions	Reserve Funds	Reserve	Total	Total	Commitments	Remaining
	\$	\$	\$	\$	\$	\$	\$	\$
35000 Roxy Theatre - external paint	0	0	0	12,000	12,000	7,872	0	4,128
35001 Riverside Gardens Reserve - Public Toilets - repaint	0	0	0	18,000	18,000	23,263	0	(5,263)
35002 Hampton Square Reserve - Scout Hall - internal paint	0	0	0	18,000	18,000	18,521	0	(521)
35003 Hinds Reserve Pavilion - External Paint	0	0	0	9,600	9,600	5,619	0	3,981
35004 Noranda Sporting Complex - external repaint	0	0	0	21,600	21,600	17,561	0	4,039
40011 Footpaths Maintenance - Stimulus projects	0	0	0	200,000	200,000	148,036	20,990	30,973
80235 Bore and pump maintenance program	100,000	0	0	87,000	187,000	189,369	0	(2,369)
80364 Maylands Waterland redevelopment	800,000	1,500,000	0	200,000	2,500,000	53,508	18,493	2,427,999
80370 Noranda Netball Court resurface	0	0	550,000	850,000	1,400,000	0	0	1,400,000
80532 Bayswater Library - lift	40,000	0	0	20,000	60,000	81,184	1,201	(22,385)
80604 Bayswater Bowling Club - Replacement of external doors	0	0	0	6,000	6,000	4,470	0	1,530
80605 Depot - Roof replacement	0	0	0	7,200	7,200	5,267	34	1,899
80606 Maylands Library - Workroom modification	0	0	0	7,800	7,800	10,742	0	(2,942)
80607 Morley Noranda Sport Complex - Roof Replacement	0	0	0	36,000	36,000	27,512	0	8,488
80608 Pat O'Hara Rugby Club - security screens	0	0	0	7,200	7,200	5,071	0	2,129
80609 Morley Sport & Recreation Centre - emergency exit door	0	0	0	13,200	13,200	19,011	0	(5,811)
80610 Bedford Bowling Club - path replacement	0	0	0	9,600	9,600	11,637	323	(2,359)
80611 Light Car Club - replace tiling	0	0	0	6,000	6,000	0	1,000	5,000
80612 Lower Hillcrest Clubrooms - carpet replacement	0	0	0	9,600	9,600	14,662	0	(5,062)
80613 Morley Sport & Recreation Centre - Basketball Crt Extension	0	2,000,000	2,900,000	600,000	5,500,000	0	78,030	5,421,970
80614 Bayswater Waves - Refurbish 25m pool, pool hall, plant room	0	0	0	1,569,500	1,569,500	0	0	1,569,500
80615 Alf Brooks Park - Redevelopment	34,385	35,000	0	140,000	209,385	19,555	59,414	130,415
80616 Belstead Reserve - Redevelopment	33,992	0	0	173,000	206,992	24,735	82,907	99,350
80617 Passive Light Replacement Program	21,346	0	0	100,000	121,346	79,078	7,375	34,893
80618 Town Centre Streetscape Works	0	0	0	200,000	200,000	4,366	1,702	193,932
80619 Energy Efficiency Projects	0	0	0	150,000	150,000	34,980	81,681	33,338
80620 Footpath Construction - arterial roads	0	0	0	200,000	200,000	242,357	404	(42,760)
80621 Bayswater Waves - carpark resurfacing	0	0	0	200,000	200,000	215,054	2,384	(17,438)
Community Grants	0	0	0	286,762	286,762	14,968	106,743	165,051
<b>Total</b>	<b>1,029,723</b>	<b>3,535,000</b>	<b>3,450,000</b>	<b>5,158,062</b>	<b>13,172,785</b>	<b>1,278,398</b>	<b>462,681</b>	<b>11,431,706</b>
<b>Community Capital Projects</b>								
35005 Wotton Reserve - Petanque Clubrooms - furniture	0	0	0	4,343	4,343	0	0	4,343
35006 Noranda Sporting Complex - internal painting	0	0	0	11,818	11,818	0	11,830	(12)
35007 Hampton Square Reserve - Toilets/Storage Room - ramp	0	0	0	2,727	2,727	0	2,438	289
80623 Hinds Reserve - Rowing Club Sheds - new grease trap	0	0	0	12,840	12,840	0	0	12,840
80624 Bayswater Pre School - play equip, fountain, goals, table	0	0	0	16,388	16,388	0	0	16,388
80625 Grand Prom Res - Bedford Bowling Club - refrigeration system	0	0	0	15,298	15,298	12,808	4,056	(1,566)
80626 Bayswater State Emergency Services - new storage area	0	0	0	31,818	31,818	0	0	31,818
80627 North Inglewood Pre-School - play equipment	0	0	0	20,000	20,000	0	18,284	1,716
80628 Maylands Tennis Club - toilet renewal	0	0	0	5,455	5,455	0	6,780	(1,325)
80629 Waltham Reserve - Club Rooms - shade patio	0	0	0	17,273	17,273	0	17,005	268
80630 Lightning Park - Pavilion - change rooms renewal	0	0	0	23,637	23,637	0	19,795	3,842
80631 Robert Thompson Reserve - Club Rooms - LED lights	0	0	0	18,600	18,600	2,160	16,910	(470)
80633 Noranda Sporting Complex - chairs	0	0	0	6,364	6,364	0	0	6,364
80634 Noranda Sporting Complex - bar floor renewal	0	0	0	10,909	10,909	0	9,645	1,264
80635 Wotton Reserve - soccer goals - pitch C	0	0	0	9,291	9,291	0	0	9,291
80636 Frank Drago Reserve - Bayswater Tennis Club - grandstand	0	0	0	16,364	16,364	0	0	16,364
80637 Bayswater Elderly Community Help Org - new accessible toilet	0	0	0	36,364	36,364	0	0	36,364
80638 Bayswater ECHO - internal walls/floor renewal	0	0	0	27,273	27,273	0	0	27,273
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>286,762</b>	<b>286,762</b>	<b>14,968</b>	<b>106,743</b>	<b>165,051</b>

\* The actual amount spent includes the end of month adjustments such as accruals and overhead allocations.

**10.2.2 Investment Report for the Period Ended 31 August 2020**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Investment Summary as at 31 August 2020	

**CR BARRY MCKENNA DECLARED A FINANCIAL INTEREST**

*In accordance with section 5.60A of the Local Government Act 1995, Cr Barry McKenna declared a financial interest in this item as he is Chairman of Bayswater Community Financial Services (Bendigo Bank) and Council money is invested in the bank. At 7:56pm, Cr Barry McKenna withdrew from the meeting.*

**SUMMARY**

This report presents the City's Investment Portfolio for the period 1 August to 31 August 2020.

**COUNCIL RESOLUTION****OFFICER'S RECOMMENDATION**

That Council notes the Investment Portfolio Report for the period 1 August to 31 August 2020 with investments totalling \$113,217,754.72.

CR GIORGIA JOHNSON MOVED, CR STEPHANIE GRAY SECONDED

CARRIED UNANIMOUSLY: 9/0

*At 7:57pm, Cr Barry McKenna returned to the meeting.*

*At 7:57pm, Cr Elli Petersen-Pik and Cr Catherine Ehrhardt left the meeting.*

**BACKGROUND**

The purpose of this report is for Council to note the Investment Portfolio detailed by Attachment 1.

In accordance with Regulation 34 of the *Local Government (Financial Management)*, a monthly report on the City's Investment Portfolio is to be presented to Council.

The City's Investment Policy details the manner in which the City is to manage the investment portfolio ensuring:

- a high level of security;
- an adequate level of diversification to spread risk; and
- sufficient liquidity to meet all reasonably-anticipated cash flow requirements (ready access to funds for daily requirements).

The City's investment portfolio (Attachment 1) is spread across several financial institutions in accordance with the risk management guidelines as contained in the policy.

- Maximum Risk Exposure - The City policy sets a portfolio credit framework which limits the credit exposure of the City's investment to the following Standard & Poor's (S&P) rated banking institutions.

<b>S&amp;P Long-Term Rating</b>	<b>S&amp;P Short-Term Rating</b>	<b>Maximum Risk Limit % Credit Rating</b>
AAA	A-1+	100%
AA	A-1	100%
A	A-2	80%

This report is intended to not only meet the City's regulatory and policy obligations, but also to summarise how the City's funds have been invested and with which financial institution.

### **EXTERNAL CONSULTATION**

Not applicable.

### **OFFICER'S COMMENTS**

Total investments for the period as at 31 August 2020 were \$113,217,754.72.

Of the total investment portfolio, \$57,109,202.29 is internally restricted and \$4,991,898.18 externally restricted, to satisfy the City's legislative responsibilities and to set aside funds for future projects. The balance of the investment funds represents working capital and funding required for the City's 2020/21 operating and capital expenditure requirements.

### **LEGISLATIVE COMPLIANCE**

Investment Policy applies. It is noted that the City currently has 31% in fossil fuel free investments.

### **FINANCIAL IMPLICATIONS**

Income earned from investments is recognised in the City's financial accounts.

### **STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.  
 Aspiration: Open, accountable and responsive service.  
 Outcome L1: Accountable and good governance.

### **CONCLUSION**

That Council receives the Investment Portfolio Report for the period 1 August to 31 August 2020 with investments totalling \$113,217,754.72.



**Attachment 1**

**City of Bayswater  
Investment Register  
Balance as at 31-Aug-2020**

Investment Number	Bank	Lodgement Date	Maturity Date	Rate %	Principal \$	Accrued Interest \$	Maturity Interest \$	Maturity Amount \$
200442	National Australia Bank	14/07/20	01/09/20	0.57	1,317,154.26	987.32	1,007.89	1,318,162.15
200443	National Australia Bank	21/07/20	08/09/20	0.58	728,352.33	474.53	567.12	728,919.45
200444	National Australia Bank	28/07/20	08/09/20	0.50	1,000,306.85	465.90	575.52	1,000,882.37
200445	National Australia Bank	29/07/20	15/09/20	0.54	1,829,950.34	893.42	1,299.52	1,831,249.86
200428	Westpac Bank	16/06/20	22/09/20	0.86	2,100,000.00	3,760.44	4,848.99	2,104,848.99
200446	National Australia Bank	28/07/20	22/09/20	0.58	2,500,000.00	1,350.68	2,224.66	2,502,224.66
200448	National Australia Bank	04/08/20	22/09/20	0.53	2,000,882.20	784.46	1,423.64	2,002,305.84
200431	Westpac Bank	23/06/20	29/09/20	0.71	2,500,000.00	3,355.48	4,765.75	2,504,765.75
200449	National Australia Bank	04/08/20	06/10/20	0.61	2,000,000.00	902.47	2,105.75	2,002,105.75
200450	National Australia Bank	04/08/20	13/10/20	0.64	2,200,000.00	1,041.53	2,700.27	2,202,700.27
200452	National Australia Bank	11/08/20	20/10/20	0.64	2,001,739.20	701.98	2,456.93	2,004,196.13
200451	National Australia Bank	11/08/20	27/10/20	0.67	2,200,975.79	808.03	3,110.91	2,204,086.70
200460	National Australia Bank	18/08/20	03/11/20	0.66	2,500,000.00	587.67	3,480.82	2,503,480.82
200453	National Australia Bank	11/08/20	10/11/20	0.75	1,700,000.00	698.63	3,178.77	1,703,178.77
200459	National Australia Bank	18/08/20	10/11/20	0.68	2,037,293.28	493.42	3,188.22	2,040,481.50
200461	Bank of Queensland	18/08/20	17/11/20	0.65	2,500,000.00	578.77	4,051.37	2,504,051.37
200462	National Australia Bank	18/08/20	24/11/20	0.70	2,000,000.00	498.63	3,758.90	2,003,758.90
200463	Suncorp Bank	25/08/20	01/12/20	0.65	2,500,000.00	267.12	4,363.01	2,504,363.01
200464	Suncorp Bank	25/08/20	08/12/20	0.65	2,000,000.00	213.70	3,739.73	2,003,739.73
200465	National Australia Bank	25/08/20	15/12/20	0.70	5,500,000.00	632.88	11,813.70	5,511,813.70
200466	Bendigo Bank	25/08/20	22/12/20	0.60	3,500,000.00	345.21	6,846.58	3,506,846.58
200467	Bendigo Bank	25/08/20	05/01/21	0.60	2,000,000.00	197.26	4,372.60	2,004,372.60
200468	Suncorp Bank	25/08/20	27/01/21	0.70	2,500,000.00	287.67	7,431.51	2,507,431.51
<b>Muni General Funds Total</b>					<b>51,116,654.25</b>	<b>20,327.18</b>	<b>83,312.16</b>	<b>51,199,966.41</b>
200393	National Australia Bank	31/03/20	01/09/20	1.30	2,132,058.00	11,618.26	11,694.19	2,143,752.19
200420	Westpac Bank	26/05/20	01/09/20	0.85	2,959,222.46	6,684.60	6,753.51	2,965,975.97
200427	Westpac Bank	10/06/20	15/09/20	0.85	3,806,466.40	7,268.79	8,598.44	3,815,064.84
200401	Suncorp Bank	22/04/20	20/10/20	1.30	1,764,226.86	8,231.45	11,373.22	1,775,600.08
200404	Bank of Queensland	28/04/20	27/10/20	1.55	915,639.99	4,860.42	7,076.77	922,716.76
200405	Westpac Bank	28/04/20	01/12/20	1.40	1,198,252.12	5,745.04	9,973.40	1,208,225.52
200416	Bank of Queensland	19/05/20	19/01/21	1.25	1,593,185.43	5,674.36	13,367.48	1,606,552.91
200429	National Australia Bank	16/06/20	16/02/21	0.93	5,309,768.65	10,282.04	33,146.05	5,342,914.70
200447	Bank of Queensland	28/07/20	16/02/21	0.80	1,007,728.77	750.97	4,483.70	1,012,212.47
200454	Bank of Queensland	11/08/20	09/03/21	0.80	2,514,136.86	1,102.09	11,571.92	2,525,708.78
200469	Bank of Queensland	25/08/20	30/03/21	0.75	4,425,966.43	545.67	19,734.96	4,445,701.39
<b>Muni Reserve Total</b>					<b>27,626,651.97</b>	<b>62,763.67</b>	<b>137,773.64</b>	<b>27,764,425.61</b>
200424	Westpac Bank	02/06/20	08/09/20	0.85	1,011,895.35	2,120.82	2,309.34	1,014,204.69
200389	Suncorp Bank	24/03/20	22/09/20	1.70	800,000.00	5,961.64	6,781.37	806,781.37
200400	National Australia Bank	21/04/20	22/09/20	1.08	435,456.96	1,700.79	1,984.25	437,441.21
200421	National Australia Bank	26/05/20	24/11/20	0.97	808,445.33	2,084.02	3,910.22	812,355.55
200432	National Australia Bank	23/06/20	19/01/21	0.88	584,137.86	971.75	2,957.50	587,095.36
200455	Bank of Queensland	11/08/20	09/03/21	0.80	500,000.00	219.18	1,994.52	501,994.52
200470	Bank of Queensland	25/08/20	09/03/21	0.75	851,962.68	105.04	3,431.19	855,393.87
<b>Trust Specific Total</b>					<b>4,991,898.18</b>	<b>13,163.23</b>	<b>23,368.39</b>	<b>5,015,266.57</b>
200390	Bank of Queensland	24/03/20	08/09/20	1.55	595,801.00	4,048.18	4,250.59	600,051.59
200391	Suncorp Bank	24/03/20	22/09/20	1.70	900,000.00	6,706.85	7,629.04	907,629.04
200396	Bank of Queensland	07/04/20	06/10/20	1.60	1,411,107.95	9,031.09	11,257.94	1,422,365.89
200411	Bank of Queensland	05/05/20	03/11/20	1.50	1,512,427.40	7,334.24	11,312.13	1,523,739.53
200406	Suncorp Bank	28/04/20	24/11/20	1.20	2,223,755.54	9,138.72	15,353.05	2,239,108.59
200407	Westpac Bank	28/04/20	01/12/20	1.40	801,747.88	3,844.00	6,673.18	808,421.06
200425	National Australia Bank	09/06/20	12/01/21	0.92	859,792.72	1,798.73	4,702.71	864,495.43
200433	National Australia Bank	23/06/20	02/02/21	0.88	626,006.86	1,041.40	3,380.78	629,387.64
200456	Bank of Queensland	11/08/20	16/03/21	0.80	2,162,680.32	948.02	10,286.06	2,172,966.38
<b>Aged General Funds Total</b>					<b>11,093,319.67</b>	<b>43,891.24</b>	<b>74,845.48</b>	<b>11,168,165.15</b>
200457	National Australia Bank	11/08/20	15/12/20	0.75	43,393.40	17.83	112.35	43,505.75
<b>Aged Mertome Gardens Total</b>					<b>43,393.40</b>	<b>17.83</b>	<b>112.35</b>	<b>43,505.75</b>
200430	Westpac Bank	16/06/20	22/09/20	0.86	1,062,434.10	1,902.48	2,453.20	1,064,887.30
200412	Bank of Queensland	05/05/20	03/11/20	1.50	1,021,854.07	4,955.29	7,642.91	1,029,496.98
200426	Bank of Queensland	09/06/20	08/12/20	1.05	597,685.93	1,427.08	3,129.25	600,815.18
<b>Aged Prudential Requirements Reserve Total</b>					<b>2,681,974.10</b>	<b>8,284.85</b>	<b>13,225.37</b>	<b>2,695,199.47</b>
200422	Westpac Bank	26/05/20	01/09/20	0.85	1,081,448.53	2,442.89	2,468.07	1,083,916.60
200397	Suncorp Bank	14/04/20	13/10/20	1.50	977,716.34	5,585.04	7,312.78	985,029.12
200414	National Australia Bank	13/05/20	05/01/21	1.00	5,393,681.71	16,254.93	35,021.99	5,428,703.70
200437	Bank of Queensland	30/06/20	02/02/21	0.95	3,013,446.36	4,862.79	17,019.78	3,030,466.14
200458	Bank of Queensland	11/08/20	02/02/21	0.80	823,019.40	360.78	3,156.79	826,176.19
200441	Bank of Queensland	08/07/20	13/04/21	0.90	4,374,550.81	5,824.74	30,094.51	4,404,645.32
<b>Aged General Reserve Total</b>					<b>15,663,863.15</b>	<b>35,331.17</b>	<b>95,073.92</b>	<b>15,758,937.07</b>
<b>Total</b>					<b>113,217,754.72</b>	<b>183,779.18</b>	<b>427,711.32</b>	<b>113,645,466.04</b>

**City of Bayswater  
Investment Summary  
Balance as at 31-Aug-2020**

**Investments By Maturity Date**

Maturity Dates	Principal	Portfolio %	Number of Investments
Less than 30 days	\$28,761,428.78	25%	18
Between 30 days and 60 days	\$13,471,406.13	12%	8
Between 61 days and 90 days	\$16,303,775.62	14%	9
Between 91 days and 180 days	\$40,351,847.09	36%	20
Between 181 days and 1 year	\$14,329,297.10	13%	5
<b>Total</b>	<b>\$113,217,754.72</b>	<b>100%</b>	<b>60</b>

**Allocation of Investments**

S&P Rating (Short-term)	Bank	Amount Invested	Amount Invested %	Threshold %
A-1+	National Australia Bank	\$47,709,395.74	42%	45%
A-1+	Westpac	\$16,521,466.84	15%	45%
A-1	Suncorp	\$13,665,698.74	12%	35%
A-2	Bank of Queensland **	\$29,821,193.40	26%	30%
A-2	Bendigo Bank **	\$5,500,000.00	5%	30%
<b>Total</b>		<b>\$113,217,754.72</b>	<b>100%</b>	

\*\* Fossil fuel free investment

**Average Return on Investment**





**10.2.3 List of Payments for the Month of August 2020**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Schedule of Accounts - Municipal Fund 2. Schedule of Accounts - Aged Persons Homes Account 3. Summary of Corporate Credit Card Expenses 4. Electronic Fund Transfers	

**CR GIORGIA JOHNSON DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Giorgia Johnson declared an impartial interest in this item as she is a social member of Bayswater Bowling and Recreation Club, which is mentioned in the report. Cr Giorgia Johnson remained in the room during voting on this item.*

**CR SALLY PALMER DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Sally Palmer declared an impartial interest in this item as she is a social member of Bayswater Bowling and Recreation Club and Bedford Bowling Club. Cr Sally Palmer remained in the room during voting on this item.*

**SUMMARY**

This report presents the list of payments, comprising **Attachments 1, 2, 3 and 4** made under delegated authority for the month of August 2020 in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council notes the list of payments for the month of August 2020 made under delegated authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* comprising:

1. Schedule of Accounts – Municipal Fund (**Attachment 1**);
2. Schedule of Accounts – Aged Persons Homes Account (**Attachment 2**);
3. Summary of Corporate Credit Card Expenses (**Attachment 3**); and
4. Electronic Fund Transfers (**Attachment 4**).

**CR GIORGIA JOHNSON MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED UNANIMOUSLY: 8/0**

**BACKGROUND**

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 addition to Aged Care accounts 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.

**EXTERNAL CONSULTATION**

Not applicable.

**OFFICER'S COMMENTS**

A list of payments is presented to Council each month for noting in accordance with the *Local Government (Financial Management) Regulations 1996*.

Payments drawn from the Municipal Account for the month of August 2020 are included in **Attachment 1**.

There was no payment drawn from the Trust Account for the month of August 2020.

Payments drawn from the Aged Persons Homes Account for the month of August 2020 are included in **Attachment 2**.

Payments made via credit cards are included in **Attachment 3**.

All other payments of a direct debit nature made from the Municipal and Aged Persons Homes Accounts including: bank fees; payroll payments; and other direct payment arrangements, are represented in **Attachment 4**.

All payments are summarised in **Table 1**.

**Table 1**

<b><i>Payment Type</i></b>	<b><i>Reference</i></b>	<b><i>Amount \$</i></b>
<b><i>Municipal Account</i></b>		
BPay Direct Credits	BP000040-45 DC000121, DC00124 - 132, EF053247-053781	
Electronic Fund Transfers (EFTs)		\$4,060,486.29
<i>Less cancelled:</i> EF053132		<u>\$612.00</u>
<b>Total</b>		<b>\$4,059,874.29</b>
<b><i>Aged Persons Homes</i></b>		
Direct Credits	DC000122	
Electronic Fund Transfers (EFTs)	EF053246, EF053782	
<b>Total</b>		<b>\$4,527.25</b>
	<b>Total</b>	<b>\$4,064,401.54</b>

The following EFT from previous months was cancelled in August.

- Municipal Fund:
  - EF053132 - \$612.00

**LEGISLATIVE COMPLIANCE**

Council Policy – Procurement.

Council has delegated to the CEO the exercise of its authority to make payments from the Municipal and Trust Funds and the Aged Care Homes accounts. Therefore, in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the CEO is prepared each month showing each account paid since the list was prepared.

The credit card for the Director Corporate and Strategy was cancelled in late August due to staff movement.

### **FINANCIAL IMPLICATIONS**

All accounts are for goods and services that have been duly incurred and authorised for payment in accordance with the budget allocation and statutory obligations. This provides for the effective and timely payment of the City's contractors and other creditors.

### **STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.  
Aspiration: Open, accountable and responsive service.  
Outcome L1: Accountable and good governance.

### **CONCLUSION**

That Council notes the List of Payments for the month of August 2020 comprising **Attachments 1, 2, 3 and 4.**

**Attachment 1****City of Bayswater****List of Payment - Municipal****for the period 1 August 2020 to 31 August 2020**

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<b>Payments</b>				<b>\$</b>
BP000040	05/08/20	Water Corporation	Water usage charges	9,594.47
BP000041	13/08/20	Aust Communications and Media Authority	Licence and permit renewal	5,380.00
BP000042	13/08/20	Water Corporation	Water usage charges	3,075.65
BP000043	21/08/20	Water Corporation	Water usage charges	6,027.59
BP000044	26/08/20	Department of Health	Refund licence fee	215.00
BP000045	26/08/20	Water Corporation	Water usage charges	1,379.96
DC000121	07/08/20	Easisalary Pty Ltd	Staff superannuation & other deductions	6,023.44
DC000124	12/08/20	Easisalary Pty Ltd	Payroll deduction	4,925.37
DC000125	12/08/20	Superchoice	Payroll deduction	161,539.55
DC000126	24/08/20	Bekle Holdings	Refund rates overpayment	1,345.16
DC000127	25/08/20	Karen R Henderson	Refund rates overpayment	201.19
DC000128	24/08/20	Bruna Bekle	Refund rates overpayment	1,791.09
DC000129	24/08/20	Jamie F Shackleton	Refund rates overpayment	219.21
DC000130	25/08/20	Gillian F Dartnall	Refund rates overpayment	950.39
DC000131	26/08/20	Easisalary Pty Ltd	Staff deductions	4,925.37
DC000132	26/08/20	Superchoice	Staff superannuation & other deductions	160,948.49
EF053247	05/08/20	A1 Locksmiths	Key / Lock Services	149.80
EF053248	05/08/20	Alinta Gas	Gas usage charges	281.15
EF053249	05/08/20	Boral Construction Materials Group Ltd	Construction and civil works tools and materials	2,714.89
EF053250	05/08/20	Bridgestone Aust Ltd	Plant and vehicle parts and materials	1,191.85
EF053251	05/08/20	Bunnings Group Ltd	Environmental services & supplies	1,665.33
EF053252	05/08/20	Capital Recycling	Tipping Fee	6,042.30
EF053253	05/08/20	Cleanaway	Waste collection and hygiene services	43,444.42
EF053254	05/08/20	Contraflow Pty Ltd	Traffic management	7,413.21
EF053255	05/08/20	Dowsing Concrete	Construction and civil works tools and materials	24,444.33
EF053256	05/08/20	Galvins Plumbing Supplies	Building supplies and hardware	1,399.62
EF053257	05/08/20	Hays Specialist Recruitment (Aust) Pty Ltd	Labour hire and temporary replacement	6,391.37
EF053258	05/08/20	JB Hi-Fi Group Pty Ltd	IT software/hardware upgrades & replacement	9,710.00
EF053259	05/08/20	Lawrence & Hanson	Building supplies and hardware	34.29
EF053260	05/08/20	McLeods	Legal expenses and court costs	17,007.80
EF053261	05/08/20	MPK Tree Services	Parks & gardens tree pruning & assoc. services	7,082.90
EF053262	05/08/20	Perth Recruitment Services	Labour hire and temporary replacement	4,577.48
EF053263	05/08/20	Repco	Plant and vehicle parts and materials	2,405.69
EF053264	05/08/20	State Wide Turf Services	Parks & gardens contract payments	3,960.00
EF053265	05/08/20	Telstra	Office telephone and communication expenses	1,280.48
EF053266	05/08/20	WC Innovations	Building maintenance and services	3,456.03
EF053267	05/08/20	Winc Australia Pty Ltd	Office stationery and consumables	208.21
EF053268	05/08/20	Work Clobber	Staff uniforms and protective equipment	125.60
EF053269	05/08/20	AAAC Towing Pty Ltd	Vehicle towing	264.00
EF053270	05/08/20	Access Icon Pty Ltd T/A Cascada Group	Parks & gardens materials	5,841.00
EF053271	05/08/20	Action Glass & Aluminium	Building maintenance and services	295.79
EF053272	05/08/20	Addstyle Constructions Pty Ltd	Refund residential verge deposit	1,400.00
EF053273	05/08/20	ADT Security	Building maintenance and services	2,927.27
EF053274	05/08/20	Aleksandra Michalczyk	Refund bond	5,000.00
EF053275	05/08/20	Allstamps	Office stationery and consumables	96.15
EF053276	05/08/20	ALS Library Services	Library book stock and materials	144.31
EF053277	05/08/20	AMS Installation & Maintenance Solutions	Building maintenance and services	391.42
EF053278	05/08/20	Anthony McKenna T/A Tonys Auto Electrics	Plant and vehicle repairs	467.50
EF053279	05/08/20	Bayswater News & Lotteries	Memberships and subscriptions	539.03
EF053280	05/08/20	Aquamoni Pty Ltd	Parks & gardens contract payments	990.00
EF053281	05/08/20	ASB Marketing	Environmental services & supplies	631.40
EF053282	05/08/20	ATC Work Smart	Trainee	407.39
EF053283	05/08/20	Auscorp IT	Information technology minor purchases	772.10
EF053284	05/08/20	Auswest Displays	Signage and banners	4,235.00
EF053285	05/08/20	Basic Approval Services	Building maintenance and services	385.00
EF053286	05/08/20	Bayswater Bowling & Rec Club	Environmental services & supplies	605.00
EF053287	05/08/20	Beaver Tree Services Australia Pty Ltd	Parks & gardens tree pruning & assoc. services	29,873.80
EF053288	05/08/20	Blackwoods Atkins	Parks & gardens materials	255.02
EF053289	05/08/20	Blueprint Homes Pty Ltd	Refund bond	1,400.00
EF053290	05/08/20	Boya Equipment Pty Ltd	Plant and vehicle parts and materials	671.29
EF053291	05/08/20	Brandon Hendroff	Refund planning fees	400.00
EF053292	05/08/20	Brandon Hendroff	Grants & funding	4,000.00
EF053293	05/08/20	Cat Haven	Animal supplies & services	1,781.00
EF053294	05/08/20	ChoiceOne Pty Ltd	Labour hire and temporary replacement	2,232.60

Reference	Date	Creditor Name	Invoice details	Amount Paid
Payments				\$
EF053295	05/08/20	Church Osborne Pty Ltd	Signage and banners	132.00
EF053296	05/08/20	Communicare Inc	Youth and seniors community activities	550.00
EF053297	05/08/20	Cornerstone Legal	Library book stock and materials	4,891.20
EF053298	05/08/20	Stihl Shop Osborne Park	Staff uniforms and protective equipment	1,281.00
EF053299	05/08/20	Curost Milk Supply	Staff Amenities	349.41
EF053300	05/08/20	Danish Patisserie	Functions and events catering expenses	93.30
EF053301	05/08/20	Decipha Pty Ltd	Postage and courier charges	1,209.68
EF053302	05/08/20	Diversity Council Australia Limited	Licence and permit renewal	5,092.00
EF053303	05/08/20	DS Workwear & Safety	Staff uniforms and protective equipment	129.90
EF053304	05/08/20	E Fire & Safety	Fire suppression and alarm monitoring	3,998.50
EF053305	05/08/20	Elders Midland Merchandise	Parks & gardens materials	599.25
EF053306	05/08/20	Enigma Business Products	Office stationery and consumables	341.00
EF053307	05/08/20	Epic Catering Services	Functions and events catering expenses	200.00
EF053308	05/08/20	Ergolink	Equipment purchases	686.40
EF053309	05/08/20	Exetel	Office telephone and communication expenses	1,250.00
EF053310	05/08/20	Espresso Crema Mobile Cafe	Functions and events catering expenses	275.00
EF053311	05/08/20	F4 Photographer	Photography / Video Production	260.00
EF053312	05/08/20	Finding Your Y	Professional consultancy services	6,600.00
EF053313	05/08/20	Flexi Staff	Labour hire and temporary replacement	3,664.78
EF053314	05/08/20	Forpark Australia	Parks & gardens contract payments	29,711.00
EF053315	05/08/20	Full Circle Feedback Pty Ltd	Youth and seniors community activities	330.00
EF053316	05/08/20	Les Mills Australia	Licence and permit renewal	1,272.19
EF053317	05/08/20	GFG Consulting	Professional consultancy services	29,746.84
EF053318	05/08/20	Hames Sharley (WA) Pty Ltd	Civil works design and technical support	6,809.00
EF053319	05/08/20	Hayten Construction	Refund residential verge deposit	1,400.00
EF053320	05/08/20	Hemsley Paterson	Professional consultancy services	1,320.00
EF053321	05/08/20	Hibah AlDhapeeri	Refund bond	842.00
EF053322	05/08/20	ibookingsystems	Licence and permit renewal	99.00
EF053323	05/08/20	Inglewood Primary School	Refund bond	675.00
EF053324	05/08/20	Institute of Public Administration Australia	Memberships and subscriptions	150.00
EF053325	05/08/20	IRP Pty Ltd	Labour hire and temporary replacement	3,635.28
EF053326	05/08/20	It's All About Flowers and Flour	Youth and seniors community activities	462.50
EF053327	05/08/20	Jackson McDonald	Legal expenses and court costs	2,293.05
EF053328	05/08/20	James Bennett Pty Ltd	Library book stock and materials	26.39
EF053329	05/08/20	Kaypac Fabrication	Building maintenance and services	220.00
EF053330	05/08/20	K-Line Fencing Group	Parks & gardens contract payments	4,265.80
EF053331	05/08/20	KS Black Pty Ltd	Parks & gardens reticulation repairs & upgrades	18,262.97
EF053332	05/08/20	Bedford-Dianella Vet Centre	Animal supplies & services	55.00
EF053333	05/08/20	Landgate	Gross rental valuation charges	805.49
EF053334	05/08/20	Landscape Elements Pty Ltd	Parks & gardens contract payments	17,279.44
EF053335	05/08/20	Living Turf	Parks & gardens materials	1,727.00
EF053336	05/08/20	Local Government Professionals Aust WA	Memberships and subscriptions	531.00
EF053337	05/08/20	Local Health Authorities Analytical Committee	Analytical and testing services	8,574.50
EF053338	05/08/20	Magicorp Pty Ltd T/A On Hold Magic	Memberships and subscriptions	134.86
EF053339	05/08/20	Marketforce Pty Ltd	Printing and graphic design expenses	1,150.95
EF053340	05/08/20	Vic's Smash Repairs	Plant and vehicle repairs	2,345.20
EF053341	05/08/20	Michael Page	Labour hire and temporary replacement	2,073.73
EF053342	05/08/20	NEC Australia Pty Ltd	IT systems licensing fees and support	42,752.77
EF053343	05/08/20	Perth Audio Visual - Sales & Installation	Information technology minor purchases	435.80
EF053344	05/08/20	Peter Cope	Grants & funding	250.00
EF053345	05/08/20	Pirtek Malaga	Plant and vehicle parts and materials	261.72
EF053346	05/08/20	Prestige Property Maintenance Pty Ltd	Parks & gardens contract payments	2,150.61
EF053347	05/08/20	Promolab	Staff uniforms and protective equipment	258.50
EF053348	05/08/20	PTCC International	Medical services and materials	700.00
EF053349	05/08/20	Quality Press	Printing and graphic design expenses	288.20
EF053350	05/08/20	Rentokil Initial Pty Ltd	Loan repayments	176.00
EF053351	05/08/20	Richgro Garden Products	Parks & gardens materials	2,651.04
EF053352	05/08/20	Ruth Kilpatrick	Refund facility hire bond	328.00
EF053353	05/08/20	Safemaster Safety Products Pty Ltd	Equipment purchases	283.80
EF053354	05/08/20	Sarah Susanne Jackson	Citizenship expenses	100.00
EF053355	05/08/20	Sharron Locke trading as Choffies	Refund miscellaneous	500.00
EF053356	05/08/20	Shenton Enterprises Pty Ltd	Parks & gardens reticulation repairs & upgrades	22.63
EF053357	05/08/20	Sports Turf Technology Pty Ltd	Parks & gardens contract payments	1,650.00
EF053358	05/08/20	Sprayline Spraying Equipment	Plant and vehicle repairs	138.46
EF053359	05/08/20	Stratco Pty Ltd	Building supplies and hardware	55.00
EF053360	05/08/20	Sunny Industrial Brushware	Depot stores and consumables	1,033.56
EF053361	05/08/20	Synergy	Electricity charges - Street lighting	2,971.15
EF053362	05/08/20	T J Depiazzi & Sons	Parks & gardens materials	13,428.80
EF053363	05/08/20	The Experience Lab Pty Ltd	Staff training, development and support	6,567.00

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<i>Payments</i>				<i>\$</i>
EF053364	05/08/20	Efficient Site Services	Parks & gardens contract payments	3,740.00
EF053365	05/08/20	Toll Transport Pty Ltd	Postage and courier charges	257.95
EF053366	05/08/20	Total Tools Malaga	Tools and minor plant	1,674.20
EF053367	05/08/20	Total Turf	Parks & gardens materials	1,963.45
EF053368	05/08/20	T-Quip	Plant and vehicle repairs	2,654.50
EF053369	05/08/20	Trisley Hydraulic Services Pty Ltd	Aquatic maintenance and services	165.00
EF053370	05/08/20	Turf Care WA Pty Ltd	Parks & gardens contract payments	396.00
EF053371	05/08/20	Viking Rentals	Equipment hire	293.26
EF053372	05/08/20	WA Local Government Association	Memberships and subscriptions	49,599.60
EF053373	05/08/20	WA Pump Control Systems Pty Ltd	Parks & gardens contract payments	4,254.38
EF053374	05/08/20	Walkers Pest Management	Building maintenance and services	1,100.00
EF053375	05/08/20	West Coast Turf	Construction and civil works payments	8,763.15
EF053376	05/08/20	West-Sure Group Pty - Petty Cash	Petty cash reimbursement	1,540.15
EF053377	05/08/20	Woolworths Ltd (WA)	Functions and events catering expenses	81.70
EF053378	05/08/20	Word of Mouth Technology	Equipment hire	5,030.00
EF053379	05/08/20	Workpower Inc	Parks & gardens contract payments	3,908.96
EF053380	05/08/20	Morley Sport & Recreation Centre	Building maintenance and services	374.00
EF053381	05/08/20	Youth Affairs Council of Western Australia	Memberships and subscriptions	275.00
EF053382	05/08/20	Zenien	Buildings and events security expenses	865.15
EF053383	05/08/20	Zettanet Pty Ltd	Office telephone and communication expenses	506.00
EF053384	05/08/20	Zipform Pty Ltd	Printing and graphic design expenses	4,125.42
EF053385	11/08/20	Cupcakes on Call	Functions and events catering expenses	315.00
EF053386	11/08/20	Minter Ellison Services Pty Ltd	Legal expenses and court costs	11,762.19
EF053387	13/08/20	Alinta Gas	Gas usage charges	390.05
EF053388	13/08/20	Commissioner of Taxation	Payroll deduction	290,588.00
EF053389	13/08/20	Boral Construction Materials Group Ltd	Parks & gardens contract payments	13,964.28
EF053390	13/08/20	Boyan Electrical Services	Parks & gardens contract payments	3,439.43
EF053391	13/08/20	Bunnings Group Ltd	Environmental services & supplies	1,595.06
EF053392	13/08/20	Capital Recycling	Tipping Fee	1,700.60
EF053393	13/08/20	Cleanaway	Waste collection and hygiene services	305.52
EF053394	13/08/20	Contraflow Pty Ltd	Traffic management	36,059.19
EF053395	13/08/20	Corsign WA Pty Ltd	Signage and banners	161.70
EF053396	13/08/20	Dowsing Concrete	Construction and civil works payments	2,836.09
EF053397	13/08/20	Fuel Distributors of WA Pty Ltd	Fuel and oil	20,139.14
EF053398	13/08/20	Hays Specialist Recruitment (Aust) Pty Ltd	Labour hire and temporary replacement	6,790.24
EF053399	13/08/20	The Watershed Water Systems	Parks & gardens reticulation repairs & upgrades	1,228.13
EF053400	13/08/20	McLeods	Legal expenses and court costs	14,994.62
EF053401	13/08/20	Telstra	Office telephone and communication expenses	232.95
EF053402	13/08/20	Winc Australia Pty Ltd	Office stationery and consumables	451.37
EF053403	13/08/20	Abco Products	Cleaning supplies	2,042.14
EF053404	13/08/20	Acurix Networks Pty Ltd	IT network maintenance	1,666.67
EF053405	13/08/20	Alexander Shevtsov	Refund bond	5,000.00
EF053406	13/08/20	ALS Library Services	Library book stock and materials	124.59
EF053407	13/08/20	Amgrow Australia Pty Ltd	Parks & gardens tree pruning & assoc. services	3,179.00
EF053408	13/08/20	Antonio Falcone	Crossover subsidy	612.40
EF053409	13/08/20	Asphaltech Pty Ltd	Construction and civil works payments	56,627.97
EF053410	13/08/20	Assured Certification Services	Signage and banners	165.00
EF053411	13/08/20	Australia Post	Postage and courier charges	3,499.47
EF053412	13/08/20	Australian Services Union	Payroll deduction	386.50
EF053413	13/08/20	BOC Limited	Gas usage charges	267.04
EF053414	13/08/20	Boya Equipment Pty Ltd	Plant and vehicle repairs	224.48
EF053415	13/08/20	Bruce L Russell	Functions and events entertainment expenses	150.00
EF053416	13/08/20	Cardno WA Pty Ltd	Sitting Fee	9,218.00
EF053417	13/08/20	Carramar Resource Industries	Construction and civil works payments	3,960.00
EF053418	13/08/20	Chemistry Centre of WA	Environmental services & supplies	5,836.06
EF053419	13/08/20	Children's Book Council of Australia	Library book stock and materials	293.00
EF053420	13/08/20	COB - Sundowner Club	Payroll deduction	88.00
EF053421	13/08/20	Cornelius & Margaret Arkeveld	Refund rates overpayment	259.23
EF053422	13/08/20	Telford Industries	Aquatic chemicals and consumables	907.50
EF053423	13/08/20	Child Support Agency	Payroll deduction	652.57
EF053424	13/08/20	Curost Milk Supply	Functions and events catering expenses	130.41
EF053425	13/08/20	Dept of Water & Environmental Regulation	Licence and permit renewal	1,623.55
EF053426	13/08/20	Diana Kudsee	Youth and seniors community activities	330.00
EF053427	13/08/20	E Fire & Safety	Building maintenance and services	715.00
EF053428	13/08/20	Maylands Park Lottery Centre & News	Memberships and subscriptions	193.22
EF053429	13/08/20	Elan Tzabary	Staff allowances and reimbursements	59.15
EF053430	13/08/20	Epic Catering Services	Functions and events catering expenses	132.00
EF053431	13/08/20	Estate J E Moon	Crossover subsidy	612.00
EF053432	13/08/20	Flexi Staff	Labour hire and temporary replacement	3,257.58

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<i>Payments</i>				<i>\$</i>
EF053433	13/08/20	Fuji Xerox (Aust) Pty Ltd	Photocopying contract charges	157.08
EF053434	13/08/20	Galaxy 42 Pty Ltd	Professional consultancy services	1,705.00
EF053435	13/08/20	GFG Temporary Assist	Labour hire and temporary replacement	6,578.00
EF053436	13/08/20	GHD Pty Ltd	Parks & gardens contract payments	10,323.50
EF053437	13/08/20	GP Environmental Solutions	Parks & gardens materials	4,499.00
EF053438	13/08/20	Health Insurance Fund of WA	Payroll deduction	332.40
EF053439	13/08/20	Hospital Benefit Fund of WA	Payroll deduction	1,555.10
EF053440	13/08/20	Institute of Public Administration Australia	Conference expenses	580.00
EF053441	13/08/20	Kee Surfacing Pty Ltd	Construction and civil works payments	12,728.25
EF053442	13/08/20	KLMedia Pty Ltd T/A All Access Australasia	Library book stock and materials	397.80
EF053443	13/08/20	KS Black Pty Ltd	Construction and civil works payments	14,399.00
EF053444	13/08/20	Landgate	Gross rental valuation charges	682.47
EF053445	13/08/20	LGISWA	Equipment purchases	763.40
EF053446	13/08/20	Linda M Barry	Refund rates overpayment	1,500.00
EF053447	13/08/20	Living Turf	Parks & gardens contract payments	9,152.00
EF053448	13/08/20	Local Government Professionals Aust WA	Memberships and subscriptions	531.00
EF053449	13/08/20	Maddington Concrete Products Pty Ltd	Parks & gardens materials	10,642.72
EF053450	13/08/20	Manheim Pty Ltd	Vehicle towing	55.00
EF053451	13/08/20	Maria Russo	Grants & funding	185.81
EF053452	13/08/20	Markus Pitter	Grants & funding	250.00
EF053453	13/08/20	McMullen Nolan Group Pty Ltd	Photography / Video Production	8,415.00
EF053454	13/08/20	Meter Australia Pty Ltd	Library book stock and materials	141.90
EF053455	13/08/20	Michael Page	Labour hire and temporary replacement	1,651.21
EF053456	13/08/20	Mills Corporation Pty Ltd	Labour hire and temporary replacement	7,973.59
EF053457	13/08/20	Natural Area Management & Services	Parks & gardens contract payments	5,491.37
EF053458	13/08/20	New Look Drycleaners & Laundry Service	Cleaning services	341.55
EF053459	13/08/20	Paywise	Payroll deduction	623.55
EF053460	13/08/20	Perth Bin Hire	Building supplies and hardware	240.00
EF053461	13/08/20	Platinum Community Taekwon Do Inc	Refund facility hire bond	380.00
EF053462	13/08/20	Play Check	Parks & gardens contract payments	550.00
EF053463	13/08/20	Resource Recovery Solutions Pty Ltd	Tipping Fee	2,090.00
EF053464	13/08/20	Westbooks	Library book stock and materials	178.95
EF053465	13/08/20	RSEA Pty Ltd	Staff uniforms and protective equipment	594.65
EF053466	13/08/20	RW Consulting Services Pty Ltd	IT network maintenance	15,180.00
EF053467	13/08/20	Sai Global Ltd	Licence and permit renewal	44.31
EF053468	13/08/20	Sanax Medical & First Aid Supplies	Medical services and materials	411.40
EF053469	13/08/20	Sarah Susanne Jackson	Functions and events entertainment expenses	100.00
EF053470	13/08/20	Synergy	Electricity charges (other than street lighting)	28,400.55
EF053471	13/08/20	The Book Cover Co	Office stationery and consumables	172.00
EF053472	13/08/20	Efficient Site Services	Parks & gardens contract payments	20,421.50
EF053473	13/08/20	Total Tools Malaga	Tools and minor plant	1,275.00
EF053474	13/08/20	Total Turf	Parks & gardens materials	11,616.44
EF053475	13/08/20	Trisley Hydraulic Services Pty Ltd	Aquatic maintenance and services	411.13
EF053476	13/08/20	VendorPanel	Staff training, development and support	550.00
EF053477	13/08/20	WA Hino Sales and Service	Plant and vehicle purchasing	78,584.76
EF053478	13/08/20	WA Police Service	Licence and permit renewal	459.20
EF053479	13/08/20	WA Pump Control Systems Pty Ltd	Parks & gardens contract payments	17,500.00
EF053480	13/08/20	LGRCEU	Payroll deduction	820.00
EF053481	13/08/20	Woolworths Ltd (WA)	Functions and events supplies	240.72
EF053482	13/08/20	Morley Sport & Recreation Centre	Venue hire	1,053.00
EF053483	13/08/20	Zircodata Pty Ltd	Document management and archiving	338.72
EF053484	20/08/20	Alinta Gas	Gas usage charges	216.85
EF053485	20/08/20	Boral Construction Materials Group Ltd	Construction and civil works tools and materials	9,149.14
EF053486	20/08/20	Boyan Electrical Services	Parks & gardens contract payments	5,012.00
EF053487	20/08/20	Bunnings Group Ltd	Tools and minor plant	772.82
EF053488	20/08/20	Capital Recycling	Waste collection and hygiene services	1,265.00
EF053489	20/08/20	Contraflow Pty Ltd	Traffic management	9,332.64
EF053490	20/08/20	Corsign WA Pty Ltd	Signage and banners	2,767.60
EF053491	20/08/20	Dowsing Concrete	Parks & gardens contract payments	29,019.23
EF053492	20/08/20	East Metro Regional Council	Waste collection and hygiene services	405,889.58
EF053493	20/08/20	Harley Dykstra Pty Ltd	Parks & gardens contract payments	1,210.00
EF053494	20/08/20	Hays Specialist Recruitment (Aust) Pty Ltd	Labour hire and temporary replacement	5,417.79
EF053495	20/08/20	MPK Tree Services	Parks & gardens tree pruning & assoc. services	12,826.55
EF053496	20/08/20	Perth Recruitment Services	Labour hire and temporary replacement	8,627.84
EF053497	20/08/20	Repco	Plant and vehicle repairs	18,786.92
EF053498	20/08/20	Sonic Health Plus Pty Ltd	Medical services and materials	71.50
EF053499	20/08/20	Telstra	Office telephone and communication expenses	8,587.01
EF053500	20/08/20	WC Innovations	Building maintenance and services	606.31
EF053501	20/08/20	Winc Australia Pty Ltd	Office stationery and consumables	212.14



Reference	Date	Creditor Name	Invoice details	Amount Paid
<b>Payments</b>				<b>\$</b>
EF053502	20/08/20	Work Clobber	Staff uniforms and protective equipment	161.05
EF053503	20/08/20	33 Slade Pty Ltd	Refund bond	3,300.00
EF053504	20/08/20	Abco Products	Cleaning supplies	168.12
EF053505	20/08/20	Tempfence WA	Fencing	2,112.00
EF053506	20/08/20	Access Icon Pty Ltd T/A Cascada Group	Parks & gardens materials	13,523.95
EF053507	20/08/20	Addstyle Constructions Pty Ltd	Refund bond	1,200.00
EF053508	20/08/20	ALS Library Services	Library book stock and materials	341.84
EF053509	20/08/20	Alyssa Callaway	Refund health centre memberships	616.55
EF053510	20/08/20	Andrew Wragg	Refund bond	500.00
EF053511	20/08/20	Ashmy Pty Ltd	Refund residential verge deposit	1,400.00
EF053512	20/08/20	ATC Work Smart	Trainee	460.68
EF053513	20/08/20	Baileys Fertilisers	Parks & gardens contract payments	4,465.40
EF053514	20/08/20	Bayswater Bowling & Rec Club	Parks & gardens contract payments	3,750.00
EF053515	20/08/20	Bayswater Croquet Club (Inc.)	Parks & gardens contract payments	1,875.00
EF053516	20/08/20	Bayswater Primary School	Refund bond	550.00
EF053517	20/08/20	Bedford Bowling Club ( Inc. )	Parks & gardens contract payments	5,625.00
EF053518	20/08/20	Bioscience Pty Ltd	Depot stores and consumables	2,365.00
EF053519	20/08/20	BOC Limited	Aquatic chemicals and consumables	200.49
EF053520	20/08/20	Brady Australia Pty Ltd t/a Seton Australia	Building supplies and hardware	39.82
EF053521	20/08/20	Bucher Municipal Pty Ltd	Plant and vehicle purchasing	411,400.00
EF053522	20/08/20	Cai Fences	Fencing	8,019.00
EF053523	20/08/20	Cameron Chisholm & Nicol (WA) Pty Ltd	Sitting Fee	425.00
EF053524	20/08/20	Charlotte Wilson	Refund swimming lessons	124.80
EF053525	20/08/20	Chau True Ly Pham	Refund health centre memberships	67.31
EF053526	20/08/20	Chemistry Centre of WA	Environmental testing and sampling	567.69
EF053527	20/08/20	Cherry Court Vet Clinic	Animal supplies & services	165.00
EF053528	20/08/20	ChoiceOne Pty Ltd	Labour hire and temporary replacement	4,254.58
EF053529	20/08/20	Chris McKenna	Refund bond	1,400.00
EF053530	20/08/20	Classic Hire	Equipment hire	2,178.00
EF053531	20/08/20	Common Ground Trails Pty Ltd	Professional consultancy services	4,400.00
EF053532	20/08/20	Cornerstone Legal	Legal expenses and court costs	3,286.80
EF053533	20/08/20	Cupcakes on Call	Functions and events catering expenses	315.00
EF053534	20/08/20	Curost Milk Supply	Functions and events catering expenses	201.78
EF053535	20/08/20	CVC Linemarking	Aquatic maintenance and services	4,582.16
EF053536	20/08/20	Department of Transport - Vehicle Search	Vehicle searches	689.60
EF053537	20/08/20	Diana Kudsee	Youth and seniors community activities	410.00
EF053538	20/08/20	Direct Communications Pty Ltd	Plant and vehicle repairs	132.00
EF053539	20/08/20	Drainflow Services Pty Ltd	Parks & gardens contract payments	3,102.00
EF053540	20/08/20	Epic Catering Services	Functions and events catering expenses	210.00
EF053541	20/08/20	Exteria	Fencing	5,284.40
EF053542	20/08/20	Fleetspec Hire	Vehicle & plant hire	5,731.44
EF053543	20/08/20	Forrest and Forrest Games	Staff training, development and support	4,400.00
EF053544	20/08/20	Fuji Xerox (Aust) Pty Ltd	Printing and graphic design expenses	34,615.15
EF053545	20/08/20	Gamal Ahmed	Refund facility hire bond	552.00
EF053546	20/08/20	Geoffrey Savourey	Refund health centre memberships	997.50
EF053547	20/08/20	GFG Temporary Assist	Labour hire and temporary replacement	5,225.00
EF053548	20/08/20	GHD Pty Ltd	Parks & gardens contract payments	837.54
EF053549	20/08/20	Grasstrees Australia	Parks & gardens plants and trees	1,985.00
EF053550	20/08/20	Hannah Harris	Grants & funding	750.00
EF053551	20/08/20	Ixom Operations Pty Ltd	Aquatic chemicals and consumables	3,596.42
EF053552	20/08/20	Jackson McDonald	Legal expenses and court costs	1,421.20
EF053553	20/08/20	Jaycar	Environmental services & supplies	2,103.40
EF053554	20/08/20	Josh Byrne and Associates	Professional consultancy services	11,426.80
EF053555	20/08/20	JSA Contracting Pty Ltd	Refund bond	1,400.00
EF053556	20/08/20	JSA Contracting Pty Ltd	Refund bond	1,400.00
EF053557	20/08/20	Jubilee Pools and Landscapes	Aquatic maintenance and services	5,420.00
EF053558	20/08/20	Karen Carr	Refund health centre memberships	25.77
EF053559	20/08/20	K-Line Fencing Group	Fencing	4,918.10
EF053560	20/08/20	Led Signs Pty Ltd	Signage and banners	594.00
EF053561	20/08/20	Lee Symington Architects	Sitting Fee	467.50
EF053562	20/08/20	Life Active Podiatry	Podiatry services and materials	1,005.00
EF053563	20/08/20	Linemarking WA Pty Ltd	Construction and civil works technical support	1,265.00
EF053564	20/08/20	Living Turf	Parks & gardens materials	643.50
EF053565	20/08/20	M & M ACM Services	Waste collection and hygiene services	265.00
EF053566	20/08/20	M P Rogers & Associates Pty Ltd	Professional consultancy services	2,656.28
EF053567	20/08/20	Maddington Concrete Products Pty Ltd	Parks & gardens materials	6,051.76
EF053568	20/08/20	Majella Catholic Primary School	Refund facility hire bond	350.00
EF053569	20/08/20	Manheim Pty Ltd	Transport and storage charges	55.00
EF053570	20/08/20	Max Campbell	Refund bond	5,000.00



Reference	Date	Creditor Name	Invoice details	Amount Paid
Payments				\$
EF053571	20/08/20	Maylands Bowling Club	Parks & gardens contract payments	4,031.25
EF053572	20/08/20	McInerney Ford	Plant and vehicle repairs	3,035.60
EF053573	20/08/20	Melissa Paterniti	Refund health centre memberships	14.80
EF053574	20/08/20	Message Media	Memberships and subscriptions	33.00
EF053575	20/08/20	Meta Maya Group Pty Ltd	Environmental services & supplies	77.00
EF053576	20/08/20	Michael Page	Labour hire and temporary replacement	1,651.21
EF053577	20/08/20	Morley Bowling Club	Garden Maintenance	7,500.00
EF053578	20/08/20	Nestle Australia	Staff Amenities	939.11
EF053579	20/08/20	Noranda Primary School	Refund facility hire bond	675.00
EF053580	20/08/20	Park Motor Body Builders (W.A.) Pty Ltd	Plant and vehicle purchasing	24,354.00
EF053581	20/08/20	Pet City Morley	Animal supplies & services	25.98
EF053582	20/08/20	Platinum Community Taekwon-Do Inc	Memberships and subscriptions	120.00
EF053583	20/08/20	Taubmans Trade Centre	Parks & gardens materials	103.77
EF053584	20/08/20	Prestige Property Maintenance Pty Ltd	Parks & gardens contract payments	14,218.65
EF053585	20/08/20	Providence Church Inc;	Refund bond	550.00
EF053586	20/08/20	Qualtrain Australia	Refund bond	445.00
EF053587	20/08/20	Quy Nguyen	Refund health centre memberships	107.36
EF053588	20/08/20	Rentokil Initial Pty Ltd	Building supplies and hardware	2,101.67
EF053589	20/08/20	Rhys Cheetham	Refund rates overpayment	507.17
EF053590	20/08/20	Richgro Garden Products	Parks & gardens contract payments	450.00
EF053591	20/08/20	Ricoh Australia Pty Ltd	Photocopying contract charges	14,740.37
EF053592	20/08/20	Rid Australia	Medical services and materials	957.09
EF053593	20/08/20	Roma Barker	Refund health centre memberships	41.85
EF053594	20/08/20	Westbooks	Library book stock and materials	145.02
EF053595	20/08/20	RSEA Pty Ltd	Medical services and materials	424.75
EF053596	20/08/20	RTS Training	Staff training, development and support	600.00
EF053597	20/08/20	Ruth Kilpatrick	Community engagement framework	585.00
EF053598	20/08/20	Sanax Medical & First Aid Supplies	Medical services and materials	36.40
EF053599	20/08/20	Shenton Enterprises Pty Ltd	Parks & gardens materials	22.63
EF053600	20/08/20	Sigma Chemicals	Aquatic maintenance and services	2,188.95
EF053601	20/08/20	Signbiz WA	Signage and banners	836.00
EF053602	20/08/20	SJF Work Advice Pty Ltd	Professional consultancy services	1,155.00
EF053603	20/08/20	Soundpack Solutions	Office stationery and consumables	225.23
EF053604	20/08/20	Sportsworld of WA	Aquatic chemicals and consumables	2,006.95
EF053605	20/08/20	Spraymaster Spray Shop	Plant and vehicle parts and materials	1,137.40
EF053606	20/08/20	State Law Publisher	Advertising public notices	278.10
EF053607	20/08/20	Statewide Bearings	Plant and vehicle parts and materials	105.60
EF053608	20/08/20	Statewide Cleaning Supplies Pty Ltd	Cleaning supplies	107.80
EF053609	20/08/20	Susan Blatchford	Grants & funding	700.00
EF053610	20/08/20	Swallow Bar	Grants & funding	750.00
EF053611	20/08/20	Synergy	Electricity charges - Street lighting	110,349.48
EF053612	20/08/20	T J Depiazzi & Sons	Parks & gardens materials	5,405.79
EF053613	20/08/20	T IANNETTA	Refund bond	10,000.00
EF053614	20/08/20	Efficient Site Services	Parks & gardens contract payments	7,645.00
EF053615	20/08/20	Tima Pty Ltd	Refund bond	1,400.00
EF053616	20/08/20	Tima Pty Ltd	Refund bond	1,400.00
EF053617	20/08/20	Tima Pty Ltd	Refund bond	1,400.00
EF053618	20/08/20	Toll Transport Pty Ltd	Postage and courier charges	515.90
EF053619	20/08/20	Town Inn Pty Ltd T/A Miss Maud	Functions and events catering expenses	122.40
EF053620	20/08/20	T-Quip	Plant and vehicle repairs	844.70
EF053621	20/08/20	Trisley Hydraulic Services Pty Ltd	Aquatic maintenance and services	330.00
EF053622	20/08/20	Twins (WA) Pty Ltd	Functions and events catering expenses	130.00
EF053623	20/08/20	Tyre and Tube Specialists	Plant and vehicle parts and materials	1,100.00
EF053624	20/08/20	WA Premix	Construction and civil works payments	2,208.80
EF053625	20/08/20	Wade William Sidebottom	Plant and vehicle parts and materials	110.00
EF053626	20/08/20	Wendy Martin	Refund health centre memberships	33.60
EF053627	20/08/20	Wesfarmers Kleenheat Gas Pty Ltd	Gas usage charges	314.60
EF053628	20/08/20	West-Sure Group Pty - Petty Cash	Petty cash reimbursement	200.40
EF053629	20/08/20	West-Sure Group Pty Ltd	Postage and courier charges	2,180.09
EF053630	20/08/20	Woolworths Ltd (WA)	Functions and events bar stock	94.05
EF053631	24/08/20	Crest Personnel Pty Ltd	Legal expenses and court costs	32,500.00
EF053632	26/08/20	A1 Locksmiths	Key / Lock Services	159.50
EF053633	26/08/20	Alinta Gas	Gas usage charges	1,540.05
EF053634	26/08/20	Commissioner of Taxation	Payroll deduction	252,451.00
EF053635	26/08/20	Bolinda Digital Pty Ltd	Library book stock and materials	4,950.00
EF053636	26/08/20	Boral Construction Materials Group Ltd	Construction and civil works tools and materials	13,792.57
EF053637	26/08/20	Boyan Electrical Services	Parks & gardens contract payments	7,262.75
EF053638	26/08/20	Bridgestone Aust Ltd	Plant and vehicle parts and materials	808.30
EF053639	26/08/20	Bunnings Group Ltd	Office stationery and consumables	781.49

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<b>Payments</b>				<b>\$</b>
EF053640	26/08/20	Capital Recycling	Tipping Fee	3,241.04
EF053641	26/08/20	Combat Clothing Australia P/L	Staff uniforms and protective equipment	1,233.65
EF053642	26/08/20	Contraflow Pty Ltd	Traffic management	5,107.54
EF053643	26/08/20	Corsign WA Pty Ltd	Signage and banners	3,265.02
EF053644	26/08/20	Dowsing Concrete	Construction and civil works payments	14,795.22
EF053645	26/08/20	Fuel Distributors of WA Pty Ltd	Fuel and oil	11,821.20
EF053646	26/08/20	Galvins Plumbing Supplies	Construction and civil works tools and materials	2,884.27
EF053647	26/08/20	Hays Specialist Recruitment (Aust) Pty Ltd	Labour hire and temporary replacement	3,717.72
EF053648	26/08/20	JB Hi-Fi Group Pty Ltd	Information technology minor purchases	10,485.00
EF053649	26/08/20	The Watershed Water Systems	Parks & gardens reticulation repairs & upgrades	371.45
EF053650	26/08/20	McLeods	Legal expenses and court costs	7,803.40
EF053651	26/08/20	MPK Tree Services	Parks & gardens tree pruning & assoc. services	15,083.20
EF053652	26/08/20	Perth Recruitment Services	Labour hire and temporary replacement	14,914.70
EF053653	26/08/20	Repco	Plant and vehicle parts and materials	801.04
EF053654	26/08/20	Sonic Health Plus Pty Ltd	Medical services and materials	1,036.20
EF053655	26/08/20	State Wide Turf Services	Parks & gardens contract payments	7,423.47
EF053656	26/08/20	Telstra	Office telephone and communication expenses	778.78
EF053657	26/08/20	Winc Australia Pty Ltd	Office stationery and consumables	1,952.43
EF053658	26/08/20	Work Clobber	Staff uniforms and protective equipment	300.53
EF053659	26/08/20	AAAC Towing Pty Ltd	Vehicle towing	264.00
EF053660	26/08/20	AARCO Asbestos Solutions	Construction and civil works payments	1,485.00
EF053661	26/08/20	Action Glass & Aluminium	Building maintenance and services	2,155.12
EF053662	26/08/20	Active Discovery	Equipment purchases	98,852.60
EF053663	26/08/20	Air Liquide Australia Ltd	Equipment hire	174.96
EF053664	26/08/20	Commercial Air Solutions	Aquatic maintenance and services	8,525.00
EF053665	26/08/20	Allstamps	Office stationery and consumables	305.70
EF053666	26/08/20	ALS Library Services	Library book stock and materials	436.80
EF053667	26/08/20	Amgrow Australia Pty Ltd	Parks & gardens materials	7,920.00
EF053668	26/08/20	AMS Installation & Maintenance Solutions	Building maintenance and services	2,336.17
EF053669	26/08/20	Andrew and Liana Donnellan	Grants & funding	250.00
EF053670	26/08/20	Andrew Charlett	Grants & funding	250.00
EF053671	26/08/20	Annette Raison	Functions and events entertainment expenses	150.00
EF053672	26/08/20	Aquamonix Pty Ltd	Parks & gardens contract payments	2,253.90
EF053673	26/08/20	Associated & Catholic Colleges of WA	Refund bond	550.00
EF053674	26/08/20	Australian Services Union	Payroll deduction	386.50
EF053675	26/08/20	BCJ Plastic Products	Building supplies and hardware	466.40
EF053676	26/08/20	Be Media Group Pty Ltd	Marketing and promotional material	1,032.35
EF053677	26/08/20	Blackwoods Atkins	Parks & gardens materials	1,275.12
EF053678	26/08/20	Boya Equipment Pty Ltd	Plant and vehicle parts and materials	117.49
EF053679	26/08/20	Building Solutions (Aust) Pty Ltd	Refund residential verge deposit	1,400.00
EF053680	26/08/20	Building Solutions (Aust) Pty Ltd	Refund residential verge deposit	1,200.00
EF053681	26/08/20	Cai Fences	Parks & gardens contract payments	9,240.00
EF053682	26/08/20	Chemistry Centre of WA	Environmental testing and sampling	2,975.39
EF053683	26/08/20	Cherry Court Vet Clinic	Animal supplies & services	88.00
EF053684	26/08/20	Clare Richards	Grants & funding	239.08
EF053685	26/08/20	CNW Pty Ltd	Building supplies and hardware	999.03
EF053686	26/08/20	COB - Sundowner Club	Payroll deduction	88.00
EF053687	26/08/20	Comspark	Information technology minor purchases	334.40
EF053688	26/08/20	Child Support Agency	Payroll deduction	652.57
EF053689	26/08/20	Curost Milk Supply	Staff Amenities	104.04
EF053690	26/08/20	Diana Kudsee	Youth and seniors community activities	340.00
EF053691	26/08/20	Direct Communications Pty Ltd	Plant and vehicle parts and materials	484.00
EF053692	26/08/20	Donegan Enterprises Pty Ltd	Painting services	5,109.50
EF053693	26/08/20	Drainflow Services Pty Ltd	Parks & gardens contract payments	3,069.00
EF053694	26/08/20	Dynamic Planning and Developments Pty Ltd	Professional consultancy services	3,086.96
EF053695	26/08/20	E Fire & Safety	Fire suppression and alarm monitoring	567.60
EF053696	26/08/20	Evenflow Irrigation	Parks & gardens contract payments	2,992.00
EF053697	26/08/20	Finding Your Y	Staff training, development and support	6,600.00
EF053698	26/08/20	Flexi Staff	Labour hire and temporary replacement	2,035.99
EF053699	26/08/20	Green Crates	Grants & funding	750.00
EF053700	26/08/20	Health Insurance Fund of WA	Payroll deduction	332.40
EF053701	26/08/20	Hospital Benefit Fund of WA	Payroll deduction	1,555.10
EF053702	26/08/20	Indicina Pty Ltd	Parks & gardens contract payments	10,890.00
EF053703	26/08/20	Intelife Group Inc Formally Intework Inc.	Building maintenance and services	93.06
EF053704	26/08/20	IRP Pty Ltd	Labour hire and temporary replacement	4,062.58
EF053705	26/08/20	Josh Byrne and Associates	Professional consultancy services	9,091.50
EF053706	26/08/20	Jospeh D Benoit	Refund bond	150.00
EF053707	26/08/20	Julie Ambrosi	Grants & funding	250.00
EF053708	26/08/20	Kennards Hire - Malaga	Equipment hire	1,142.00

Reference	Date	Creditor Name	Invoice details	Amount Paid
Payments				\$
EF053709	26/08/20	KLMedia Pty Ltd T/A All Access Australasia	Library book stock and materials	1,140.97
EF053710	26/08/20	KS Black Pty Ltd	Parks & gardens contract payments	5,245.00
EF053711	26/08/20	Landfill Gas and Power Pty Ltd	Electricity charges (other than street lighting)	96,472.85
EF053712	26/08/20	Laurie & Holly Bežic	Grants & funding	4,000.00
EF053713	26/08/20	Leisure Institute of WA Aquatics Inc	Memberships and subscriptions	132.00
EF053714	26/08/20	Liquor Stax At Charlies	Kiosk stock	370.83
EF053715	26/08/20	Lynth Pty Ltd	Refund residential verge deposit	1,200.00
EF053716	26/08/20	Maia Financial Pty Ltd	Lease and rental payments	11,569.45
EF053717	26/08/20	Manheim Pty Ltd	Transport and storage charges	55.00
EF053718	26/08/20	Martins Trailer Parts	Plant and vehicle parts and materials	128.12
EF053719	26/08/20	Maureen Ann & Kim Stanley Pember	Crossover subsidy	612.40
EF053720	26/08/20	Maylands Tennis Club Inc	Parks & gardens contract payments	10,715.08
EF053721	26/08/20	McIntosh Holdings Pty Ltd	Plant and vehicle parts and materials	1,580.80
EF053722	26/08/20	Michael Page	Labour hire and temporary replacement	1,505.52
EF053723	26/08/20	Modern Teaching Aids P/L	Library book stock and materials	263.84
EF053724	26/08/20	Morley Mower Centre	Plant and vehicle parts and materials	1,006.05
EF053725	26/08/20	Morley Windmills Soccer Club Inc	Grants & funding	100.00
EF053726	26/08/20	Nestle Australia Ltd	Functions and events bar stock	522.50
EF053727	26/08/20	Nestle Australia	Staff Amenities	432.00
EF053728	26/08/20	Nilesh Vidhate	Refund bond	250.00
EF053729	26/08/20	Nintex Pty Ltd	IT network maintenance	25,740.00
EF053730	26/08/20	Noranda Netball Association	Donation	300.00
EF053731	26/08/20	Noranda Vet Clinic	Animal supplies & services	55.00
EF053732	26/08/20	Office Relocation Solutions Pty Ltd	Grants & funding	750.00
EF053733	26/08/20	Officeworks	Office stationery and consumables	530.86
EF053734	26/08/20	Orbit Health & Fitness Solutions	Office stationery and consumables	3,157.88
EF053735	26/08/20	Parker Black & Forrest Pty Ltd	Building supplies and hardware	547.20
EF053736	26/08/20	Paywise	Payroll deduction	587.70
EF053737	26/08/20	Perth Broncos American Football Club	Grants & funding	50.00
EF053738	26/08/20	Peter Dancewicz	Grants & funding	750.00
EF053739	26/08/20	Pirtek Malaga	Plant and vehicle repairs	1,221.72
EF053740	26/08/20	Play Check	Parks & gardens contract payments	275.00
EF053741	26/08/20	Taubmans Trade Centre	Parks & gardens materials	157.25
EF053742	26/08/20	Prestige Elevators Pty Ltd	Building supplies and hardware	35,843.50
EF053743	26/08/20	Quality Press	Printing and graphic design expenses	627.00
EF053744	26/08/20	Redfish Technologies Pty Ltd	Equipment purchases	23,188.00
EF053745	26/08/20	Reece Plumbing	Building supplies and hardware	218.39
EF053746	26/08/20	Ricoh Australia Pty Ltd	Photocopying contract charges	5,621.14
EF053747	26/08/20	Roof Safety Solutions Pty Ltd	Building maintenance and services	2,578.44
EF053748	26/08/20	Safety Barriers WA Pty Ltd	Construction and civil works payments	6,774.15
EF053749	26/08/20	Samir Djulbic	Crossover subsidy	612.40
EF053750	26/08/20	Floorcraft	Building maintenance and services	275.00
EF053751	26/08/20	Sigma Chemicals	Aquatic chemicals and consumables	2,426.95
EF053752	26/08/20	Silent Groove	Equipment hire	500.00
EF053753	26/08/20	Sornaya Price	Refund bond	1,000.00
EF053754	26/08/20	Sports Turf Technology Pty Ltd	Parks & gardens contract payments	3,795.00
EF053755	26/08/20	Sprayline Spraying Equipment	Plant and vehicle parts and materials	78.38
EF053756	26/08/20	Statewide Cleaning Supplies Pty Ltd	Cleaning supplies	249.91
EF053757	26/08/20	Stratco Pty Ltd	Depot stores and consumables	225.08
EF053758	26/08/20	Sunny Industrial Brushware	Plant and vehicle parts and materials	201.08
EF053759	26/08/20	Surun Services Pty Ltd	Construction and civil works payments	53,687.26
EF053760	26/08/20	Synergy	Electricity charges (other than street lighting)	329.12
EF053761	26/08/20	Tangent Nominees PTY LTD	Refund residential verge deposit	1,400.00
EF053762	26/08/20	Technology One	IT network maintenance	4,354.98
EF053763	26/08/20	The Goods Australia	Cleaning supplies	2,004.49
EF053764	26/08/20	The Morley Veterinary Hospital	Animal supplies & services	207.00
EF053765	26/08/20	Efficient Site Services	Parks & gardens contract payments	10,010.00
EF053766	26/08/20	Tim Lane	Grants & funding	250.00
EF053767	26/08/20	Toll Transport Pty Ltd	Postage and courier charges	515.90
EF053768	26/08/20	Total Packaging (WA) Pty Ltd	Animal supplies & services	3,432.00
EF053769	26/08/20	Total Tool Malaga	Tools and minor plant	1,050.00
EF053770	26/08/20	TPG Telecom	Office telephone and communication expenses	8,627.30
EF053771	26/08/20	T-Quip	Plant and vehicle parts and materials	397.65
EF053772	26/08/20	Twins (WA) Pty Ltd	Functions and events catering expenses	230.00
EF053773	26/08/20	Ultimo Catering and Events Pty Ltd	Functions and events catering expenses	1,141.00
EF053774	26/08/20	Urenco Supplies	Depot stores and consumables	273.74
EF053775	26/08/20	LGRCEU	Payroll deduction	820.00
EF053776	26/08/20	Wattleup Tractors	Plant and vehicle parts and materials	9,698.00
EF053777	26/08/20	Way Funky Company Pty Ltd	Kiosk stock	102.47

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<b>Payments</b>				\$
EF053778	26/08/20	Wesfarmers Kleenheat Gas Pty Ltd	Gas usage charges	16,038.13
EF053779	26/08/20	Weskerb Pty Ltd	Construction and civil works payments	4,356.72
EF053780	26/08/20	West-Sure Group Pty - Petty Cash	Petty cash reimbursement	73.95
EF053781	26/08/20	Zenien	IT network maintenance	4,566.10
				<hr/> 4,060,486.29
<b>Cancelled Payments</b>				
EF053132	06/08/20	Payment - EF053132		-612.00
				<hr/> -612.00

**Attachment 2****City of Bayswater****List of Payment - Aged****for the period 1 August 2020 to 31 August 2020**

<i>Reference</i>	<i>Date</i>	<i>Creditor Name</i>	<i>Invoice details</i>	<i>Amount Paid</i>
<i>Payments</i>				\$
DC000122	10/08/20	Water Corporation	Water usage charges	950.81
EF053246	05/08/20	Synergy	Electricity charges (other than street lighting)	276.44
EF053782	26/08/20	Asset Val Pty Ltd	Asset valuation changes	3,300.00
				<hr/>
				4,527.25
<i>Cancelled Payments</i>				
				0.00
				<hr/>
				0.00

**Attachment 3**

**City of Bayswater  
Corporate Credit Cards Transactions  
for the period 29 July 2020 to 28 August 2020**

<b>Date</b>	<b>Description</b>	<b>Amount</b>
		<b>\$</b>
<b>Chief Executive Officer</b>		
03/08/20	Myfonts - Subscription	296.69
17/08/20	Audible Australia - Subscription	16.45
24/08/20	Apple.com - Subscription	4.49
		<u>317.63</u>
<b>Director Community and Development</b>		
31/07/20	Australian Financial Security Authority - Vehicle search	2.00
31/07/20	Australian Financial Security Authority - Vehicle search	2.00
31/07/20	Australian Financial Security Authority - Vehicle search	2.00
31/07/20	Australian Financial Security Authority - Vehicle search	2.00
31/07/20	Australian Financial Security Authority - Vehicle search	2.00
03/08/20	Formstack - Website maintenance	26.91
03/08/20	Freepik & Flaticon - Subscription	150.23
04/08/20	Amazon - IT equipment	157.06
05/08/20	Zoom - Video conference for on demand meetings	23.45
05/08/20	WA Government DMIRS - Licence renewal	223.00
10/08/20	Sendgrid - Online forum	127.20
13/08/20	SP BW Tribal Pty Ltd - Promotions and marketing material	530.92
17/08/20	WAAMH - Promotions and marketing material	220.00
21/08/20	White Ribbon - Donation	218.85
26/08/20	SP BW Tribal Pty Ltd - Promotions and marketing material	160.00
		<u>1,847.62</u>
<b>Director Works and Infrastructure</b>		
13/08/20	Hafele Australia - Building Materials	210.03
17/08/20	City of Vincent - Parking	8.00
27/08/20	Western Power - Temp Disconnect/ Reconnect	497.92
		<u>715.95</u>
<b>Director Corporate and Strategy</b>		
03/08/20	Creatsend - Online business forum	163.90
04/08/20	Amazon - IT equipment	161.24
05/08/20	Practice Materials - Learning resources	96.68
11/08/20	Dropbox - Advertising	448.00
13/08/20	Facebook - Advertising	163.12
21/08/20	Motion Array - Stock images	42.46
		<u>1,075.40</u>
<b>Total amount debited from Municipal account</b>		<u><u>3,956.60</u></u>

**Statement for**  
**NAB Visa Purchasing**

*NAB Purchasing & Corporate Card Support - GPO Box 9992 Melbourne Victoria 3001  
Phone: 13 10 12 between 7am and 8pm AEST, Monday to Friday,  
8am and 8pm AEST, Saturday and Sunday  
Email: client.services@nab.com.au  
Fax: 1300 666 619  
Lost & Stolen Cards: 1800 033 103 (24 Hrs, 7 Days a Week)*

CITY OF BAYSWATER  
ATTN MANAGER FINANCIAL SERVICE  
61 BROUN AVENUE  
MORLEY WA 6062

Cardholder Name: MR ANDREW GEORGE BRIEN  
Account No:  
Statement Period: 29 July 2020 to 28 August 2020  
Cardholder Limit: \$10,000

**Transaction Record For: MR ANDREW GEORGE BRIEN**

Date	Amount A\$	Details	Explanation	Cost Coding	GST / FBT Paid	Reference
3 Aug 2020	\$296.69	MYFONTS	SALFORD			74662550213
17 Aug 2020	\$16.45	Audible Australia	MELBOURNE			74773880227
24 Aug 2020	\$4.49	APPLE.COM/BILL	SYDNEY			74564450237
<b>Total for this</b>						
<b>Period:</b>	<b>\$317.63</b>					

2410417/M20740/S034082/068163

National Australia Bank Limited ABN 12 004 044 937

**Statement for**  
**NAB Visa Purchasing**

NAB Purchasing & Corporate Card Support - GPO Box 9992 Melbourne Victoria 3001  
Phone: 13 10 12 between 7am and 8pm AEST, Monday to Friday,  
8am and 6pm AEST, Saturday and Sunday  
Email: client.services@nab.com.au  
Fax: 1300 656 519  
Lost & Stolen Cards: 1800 033 103 (24 Hrs, 7 Days a Week)

CITY OF BAYSWATER  
ATTN: MANAGER FINANCIAL SERVICE  
61 BROUN AVENUE  
MORLEY WA 6062

Cardholder Name: DESMOND K ABEL  
Account No:  
Statement Period: 29 July 2020 to 28 August 2020  
Cardholder Limit: \$10,000

**Transaction Record For: DESMOND K ABEL**

Date	Amount A\$	Details	Explanation	Cost Coding	GST / FBT Paid	Reference
31 Jul 2020	\$2.00	PPSR AFSA BARTON	-----	-----	-----	74940520212
31 Jul 2020	\$2.00	PPSR AFSA BARTON	-----	-----	-----	74940520212
31 Jul 2020	\$2.00	PPSR AFSA BARTON	-----	-----	-----	74940520212
31 Jul 2020	\$2.00	PPSR AFSA BARTON	-----	-----	-----	74940520212
31 Jul 2020	\$2.00	PPSR AFSA BARTON	-----	-----	-----	74940520212
3 Aug 2020	\$26.91	FORMSTACK, LLC 800-8456697 IN	-----	-----	-----	24497780215
		FRGN AMT: 19.00 US dollar	-----	-----	-----	
3 Aug 2020	\$150.23	FREEPIK & FLATICON MALAGA	-----	-----	-----	74208470214
		FRGN AMT: 89.99 Euro	-----	-----	-----	
4 Aug 2020	\$157.06	Amazon web services aws.amazon.coWA	-----	-----	-----	24692160216
		FRGN AMT: 110.00 US dollar	-----	-----	-----	

National Australia Bank Limited ABN 12 004 044 937

**Statement for**  
**NAB Visa Purchasing**

NAB Purchasing & Corporate Card Support - GPO Box 9992 Melbourne Victoria 3001  
Phone: 13 10 12 between 7am and 8pm AEST, Monday to Friday,  
8am and 6pm AEST, Saturday and Sunday  
Email: client.services@nab.com.au  
Fax: 1300 656 519  
Lost & Stolen Cards: 1800 033 103 (24 Hrs, 7 Days a Week)

**Transaction Record For: DESMOND K ABEL**

Date	Amount A\$	Details	Explanation	Cost Coding	GST / FBT Paid	Reference
5 Aug 2020	\$23.45	ZOOM.US 8887999666 CA	-----	-----	-----	24493980218
		FRGN AMT: 16.49 US dollar	-----	-----	-----	
5 Aug 2020	\$223.00	DMIRS EAST PERTH EAST PERTH	-----	-----	-----	74940520217
10 Aug 2020	\$127.20	SendGrid 1-877-969-8647 877-9698647 CO	-----	-----	-----	24906410222
		FRGN AMT: 89.95 US dollar	-----	-----	-----	
13 Aug 2020	\$530.92	SP * BW TRIBAL PTY LTD LOGANLEA	-----	-----	-----	74617630225
17 Aug 2020	\$220.00	WAAMH West Perth WA	-----	-----	-----	01172804895
21 Aug 2020	\$218.85	PAYPAL *WHITERIBBON 4029357733	-----	-----	-----	74766180233
26 Aug 2020	\$160.00	SP * BW TRIBAL PTY LTD LOGANLEA	-----	-----	-----	74617630239
<b>Total for this Period:</b>		<b>\$1,847.62</b>				

THE NATIONAL FOREIGN CURRENCY PROCESSING FEE IS THE SUM OF A  
VISA FEE OF 0.85% (CHARGED TO THE NATIONAL AND ON-CHARGED TO YOU)  
AND THE NATIONAL FOREIGN CURRENCY TRANSACTION FEE OF 1.50%



**Statement for**  
**NAB Visa Purchasing**

*NAB Purchasing & Corporate Card Support - GPO Box 9992 Melbourne Victoria 3001  
 Phone: 13 10 12 between 7am and 8pm AEST, Monday to Friday,  
 8am and 8pm AEST, Saturday and Sunday  
 Email: client.services@nab.com.au  
 Fax: 1300 666 619  
 Lost & Stolen Cards: 1800 033 103 (24 Hrs, 7 Days a Week)*

CITY OF BAYSWATER  
 ATTN MANAGER FINANCIAL SERVICE  
 61 BROWN AVENUE  
 MORLEY WA 6062

Cardholder Name: DOUGLAS H PEARSON  
 Account No:  
 Statement Period: 29 July 2020 to 28 August 2020  
 Cardholder Limit: \$10,000

**Transaction Record For: DOUGLAS H PEARSON**

Date	Amount A\$	Details	Explanation	Cost Coding	GST / FBT Paid	Reference
13 Aug 2020	\$210.03	HAFELE AUSTRALIA PTY L	DANDENONG SOU	---	---	74940520225
17 Aug 2020	\$8.00	CITY OF VINCENT	LEEDERVILLE	---	---	74229850227
27 Aug 2020	\$497.92	WESTERN POWER	PERTH	---	---	74940520239
<b>Total for this</b>						
<b>Period:</b>	<b>\$715.95</b>					

2410417N207405034081/068161

National Australia Bank Limited ABN 12 004 044 937

**Statement for**  
**NAB Visa Purchasing**

NAB Purchasing & Corporate Card Support - GPO Box 9992 Melbourne Victoria 3001  
Phone: 13 10 12 between 7am and 8pm AEST, Monday to Friday,  
8am and 8pm AEST, Saturday and Sunday  
Email: client.services@nab.com.au  
Fax: 1300 666 619  
Lost & Stolen Cards: 1800 033 103 (24 Hrs, 7 Days a Week)

CITY OF BAYSWATER  
ATTN MANAGER FINANCIAL SERVICE  
61 BROWN AVENUE  
MORLEY WA 6062

Cardholder Name: MR DAVID NICHOLSON  
Account No:  
Statement Period: 29 July 2020 to 28 August 2020  
Cardholder Limit: \$10,000

**Transaction Record For: MR DAVID NICHOLSON**

Date	Amount A\$	Details	Explanation	Cost Coding	GST / FBT Paid	Reference
3 Aug 2020	\$163.90	CREATESEND/COM SYDNEY	-----	-----	-----	01121855619
4 Aug 2020	\$161.24	Amazon web services aws.amazon.coWA	-----	-----	-----	24692160216
		FRGN AMT: 112.93 US dollar	-----	-----	-----	
5 Aug 2020	\$96.68	PRACTICE MATERIALS LONDON	-----	-----	-----	74208470217
		FRGN AMT: 67.99 US dollar	-----	-----	-----	
11 Aug 2020	\$448.00	Dropbox 4Y6J8J16541L db.tt/cchelp	-----	-----	-----	74987500223
13 Aug 2020	\$163.12	FACEBK VGDJRV69M2 fb.me/ads	-----	-----	-----	74987500225
21 Aug 2020	\$42.46	MOTION ARRAY MONTHLY MOTIONARRAY.CGA	-----	-----	-----	24492150233
		FRGN AMT: 29.99 US dollar	-----	-----	-----	
<b>Total for this Period:</b>		<b>\$1,075.40</b>				

National Australia Bank Limited ABN 12 004 044 937

2410417AN2074050340831068165

**Attachment 4**

**City of Bayswater  
Electronic Fund Transfers  
for the period 1 August 2020 to 31 August 2020**

<b>Date</b>	<b>Description</b>	<b>Amount</b>
		<b>\$</b>
<b>Municipal Account</b>		
04/08/20	New investments	4,200,000.00
05/08/20	NAB transaction fees	189.10
07/08/20	NAB Bpay batch fee	4.20
07/08/20	Wages	136,188.90
11/08/20	New investments	3,800,000.00
12/08/20	Wages	784,826.22
13/08/20	Wages	1,893.90
14/08/20	NAB Bpay batch fee	1.68
14/08/20	NAB account fees	131.91
18/08/20	New investments	7,000,000.00
19/08/20	Wages	2,318.87
21/08/20	NAB Bpay batch fee	2.73
24/08/20	NAB connect fee	219.55
25/08/20	New investments	18,000,000.00
26/08/20	Wages	785,958.63
27/08/20	NAB Bpay batch fee	0.63
31/08/20	NAB Bpay transaction fees	7,208.30
31/08/20	Interest charged	275.48
		<u>34,719,220.10</u>
<b>Aged Persons Account</b>		
11/08/20	New investments	2,162,680.32
11/08/20	NAB account fees	2.00
11/08/20	Aged care subsidies to Juniper	671,168.96
		<u>2,833,851.28</u>
<b>Total</b>		<u><u>37,553,071.38</u></u>

**10.2.4 Donations Granted Under Delegated Authority for the Month of August 2020**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. List of donations granted under delegated authority during August 2020.	

**SUMMARY**

This report presents the list of donations made under delegated authority for the month of August 2020.

**OFFICER'S RECOMMENDATION**

That Council receives this status report on the donations granted under delegated authority for the month of August 2020 as contained in Attachment 1.

**COUNCIL RESOLUTION**

**That Council:**

1. **Receives this status report on the donations granted under delegated authority for the month of August 2020 as contained in Attachment 1.**
2. **Requests the CEO to undertake a review of the eligibility criteria for the Community Grants Policy.**

**CR GIORGIA JOHNSON MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED: 7/1**

**For:** *Cr Dan Bull, Mayor, Cr Barry McKenna, Cr Steven Ostaszewskyj, Cr Sally Palmer, Cr Stephanie Gray, Cr Lorna Clarke, and Cr Giorgia Johnson.*  
**Against:** *Cr Michelle Sutherland.*

**REASON FOR CHANGE**

***Council considered that the policy should be reviewed.***

**BACKGROUND**

At its meeting of 22 May 2018, Council resolved:

*"That Council:*

*.....*

3. *Notes that Directors and Managers may make community funding contribution decisions under existing delegations, capped at \$5,000 in line with the new Community Grants Policy.*
4. *Notes that a monthly information report on community funding will be provided to Council for noting.*

*....."*

**EXTERNAL CONSULTATION**

Not applicable.

**OFFICER'S COMMENTS**

A list of donations granted under delegated authority for the month of August 2020 is attached for Councillors' information (**Attachment 1**).

**LEGISLATIVE COMPLIANCE**

Community Grants Policy applies.

**OPTIONS**

Not applicable.

**FINANCIAL IMPLICATIONS**

The Donations allocation in the 2020/21 Budget is \$30,000.00. To date, \$300.00 has been expended during the 2020/21 financial year.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 as amended, the following applies:

Theme: Leadership and Governance.  
Aspiration: Open, accountable and responsive service.  
Outcome L1: Accountable and good governance.

This report will assist Council in meeting its responsibilities in relation to governance of the City of Bayswater's finances.

**CONCLUSION**

That Council receives this status report on the donations granted under delegated authority for the month of August 2020, as contained in **Attachment 1**.

**Attachment 1*****REQUESTS FOR DONATIONS GRANTED UNDER DELEGATED AUTHORITY*****INDIVIDUALS**

*The following eligibility criteria have been met for each application:*

- *Support documentation provided*
- *All are residents of the City of Bayswater*
- *All applications were received at least 2 weeks prior to event*

Name and Address	Age	Event	Cost to Applicant	Previous financial assistance granted (date and amount)	Amount of Donation
Nil.					
					<b>\$0.00</b>

**ORGANISATIONS**

Name and Address	Purpose of Organisation	Reason for Request	Previous financial assistance granted (date and amount)	Amount of Donation
Noranda Netball Association	Sporting Club	Development of a Strategic Plan	\$0.00	\$300.00
				<b>\$300.00</b>

**Total for August 2020 \$300.00**

  
**Des Abel**  
**A/Director Corporate & Strategy**

**10.2.5 Exemption from Rates - WA Chin Emmanuel Church Inc**

<b>Applicant/Proponent:</b>	WA Chin Emmanuel Church Inc.	
<b>Owner:</b>	WA Chin Emmanuel Church Inc.	
<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil.	

**SUMMARY**

This report provides an outline of an application from WA Chin Emmanuel Church Inc. for an exemption from rates from 1 August 2020 for 30 Embleton Avenue, Embleton, having regard to s6.26(2)(d) of the *Local Government Act 1995* (the Act) and the use of the land.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council grants WA Chin Emmanuel Church Inc's application for rates exemption for 30 Embleton Avenue, Embleton from 1 August 2020 in accordance with section 6.26 (2)(d) of the *Local Government Act 1995*.

**CR SALLY PALMER MOVED, CR ELLI PETERSEN-PIK SECONDED**

**CARRIED: 8/3**

**For:** *Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor, Cr Barry McKenna, Cr Sally Palmer, Cr Stephanie Gray, Cr Elli Petersen-Pik, Cr Lorna Clarke, and Cr Giorgia Johnson.*

**Against:** *Cr Steven Ostaszewskyj, Cr Michelle Sutherland, and Cr Catherine Ehrhardt.*

**BACKGROUND**

The City has received an application from WA Chin Emmanuel Church Inc. for an exemption from rates under section 6.26(2)(d) of the *Local Government Act 1995* for 30 Embleton Avenue, Embleton.

Section 6.26 of the Act defines non-rateable land uses and includes Crown land, schools, places of worship and charitable purposes.

As per the City's Rate Exemption Policy, requests under section 6.26(2)(d) must be submitted to Council for deliberation.

WA Chin Emmanuel Church is registered with the Australian Charities and Non-for-profits Commission.

**EXTERNAL CONSULTATION**

Nil.

## OFFICER'S COMMENTS

WA Chin Emmanuel Church utilises the property as a place of worship and run a Sunday school for younger disciples. They plan to assist the community by helping the newly arrival of Chin refugee migrants and to provide food for the homeless.

30 Embleton Avenue, Embleton is classified as industrial single premise and the organisation has indicated that it occupies the whole residency. Property was transferred to WA Chin Emmanuel Church in March 2020.

This application can be considered under section 6.26(2)(d) of the Act, which states "land used or held exclusively by a religious body as a place of public worship or in relation to that worship, a place of residence of a minister of religion, a convent, nunnery or monastery, or occupied exclusively by a religious brotherhood or sisterhood", and "land used exclusively for charitable purposes" is not rateable. The words 'charitable purpose' are not defined in the Act.

The following is applied to clarify what is meant by the term 'charitable purpose'; the purpose must either fall within the list of purposes detailed in the *Charitable Uses Act of 1601* or within one of the following four categories of charitable purpose as set out under Pemsell's rule:

- (a) relief of poverty;
- (b) advancement of education;
- (c) advancement of religion; and
- (d) other purposes beneficial to the community not falling under any of the preceding categories.

A rates exemption for land used exclusively for charitable purposes under section 6.26(2)(d) of the *Local Government Act 1995* remains while the subject use continues on the property, and are reviewed every three years for continued eligibility.

With the use of the property being a place of worship it falls within the category advancement of religion and it is recommended that Council allow the rate exemption sought by WA Chin Emmanuel Church Inc.

## LEGISLATIVE COMPLIANCE

Section 6.26(2) of the *Local Government Act 1995* applies.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1			That Council grants WA Chin Emmanuel Church Inc's application for rates exemption for 30 Embleton Avenue, Embleton from 1 August 2020 in accordance with section 6.26 (2)(d) of the <i>Local Government Act 1995</i> .
Risk Category		Adopted Risk Appetite	Risk Outcome Assessment
Strategic Direction		Moderate	Moderate
Reputation		Low	Low
Governance		Low	Low
Community and Stakeholder		Moderate	Moderate
Financial Management		Low	Low
Environmental Responsibility		Low	Low
Service Delivery		Low	Low



Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Granting the rates exemption maintains a consistent approach to rating across the City.	

<b>Option 2</b>	<b>That Council does not grant WA Chin Emmanuel Church Inc's application for rates exemption for 30 Embleton Avenue, Embleton from 1 August 2020 in accordance with section 6.26 (2)(d) of the <i>Local Government Act 1995</i>.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Outcome Assessment</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Granting the rates exemption will not maintain a consistent approach to rating across the City.	

### FINANCIAL IMPLICATIONS

The loss of rates revenue for 2020/21 on 30 Embleton Avenue, Embleton, if the rate exemption were to be granted effective 1 August 2020, would be \$4,488.09. Subsequently in future the loss of rate revenue for of approximately \$4,905 per financial year. The applicant will still be liable for the Emergency Services Levy and other government charges.

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027, the following applies:

Theme: Leadership and Governance.  
 Aspiration: Open, accountable and responsive service.  
 Outcome L1: Accountable and good governance.

### CONCLUSION

It is recommended that rate exemption be granted to WA Chin Emmanuel Church Inc. as the land is being used exclusively as a 'place of public worship' pursuant to s6.26(2)(d) of the Act.

**10.2.6 Exemption from Rates - Communicare**

<b>Applicant/Proponent:</b>	Communicare	
<b>Owner:</b>	Communicare / Department of Housing	
<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil.	

**CR FILOMENA PIFFARETTI, DEPUTY MAYOR DECLARED A FINANCIAL INTEREST**

*In accordance with section 5.60A of the Local Government Act 1995, Cr Filomena Piffaretti, Deputy Mayor declared a financial interest in this item as she is the Contract Principal for one of Communicare's contracts. At 8:30pm, Cr Filomena Piffaretti, Deputy Mayor withdrew from the meeting.*

**SUMMARY**

This report provides an outline of an application from Communicare for an exemption from rates from 1 September 2020 for 6 Cambridge Street, Maylands, having regard to s6.26(2)(g) of the *Local Government Act 1995* (the Act) and the use of the land.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council grants Communicare's application for rates exemption for 6 Cambridge St, Maylands from 1 September 2020 in accordance with section 6.26 (2)(g) of the *Local Government Act 1995*.

**CR SALLY PALMER MOVED, CR ELLI PETERSEN-PIK SECONDED**

**CARRIED: 7/3**

**For:** Cr Dan Bull, Mayor, Cr Barry McKenna, Cr Sally Palmer, Cr Stephanie Gray, Cr Elli Petersen-Pik, Cr Lorna Clarke, and Cr Giorgia Johnson.

**Against:** Cr Steven Ostaszewskyj, Cr Michelle Sutherland, and Cr Catherine Ehrhardt.

*At 8:31pm, Cr Filomena Piffaretti, Deputy Mayor, returned to the meeting.*

**BACKGROUND**

The City has received an application from Communicare for an exemption from rates under section 6.26(2)(g) of the *Local Government Act 1995* for 6 Cambridge Street, Maylands.

Section 6.26 of the Act defines non-rateable land uses and includes Crown land, schools, places of worship and charitable purposes.

As per the City's Rate Exemption Policy, requests under section 6.26(2)(g) must be submitted to Council for deliberation.

Communicare is registered with the Australian Charities and Non-for-profits Commission.

**EXTERNAL CONSULTATION**

Nil.

**OFFICER'S COMMENTS**

Communicare is a not-for-profit, charitable organisation which runs a voluntary intensive men's behavioural change therapeutic program including counselling and intensive case management relating to domestic violence. This program serves as an alternative to removing women and children from their family home.

6 Cambridge Street, Maylands is classified as commercial multiple premises and is leased under a peppercorn Lease Agreement between the Department of Housing and Communicare effective 1 July 2019. It is stated that Communicare is responsible for all rates and charges for the property.

This application can be considered under section 6.26(2)(g) of the Act, which states "land used exclusively for charitable purposes" is not rateable. The words 'charitable purpose' are not defined in the Act.

An amount is payable by the residents to stay at the facility but the amount does not cover the full cost of the services provided. According to Communicare's 2018/19 financial statements, these takings only contributes to 30% of their total revenue.

The following is applied to clarify what is meant by the term 'charitable purpose'; the purpose must either fall within the list of purposes detailed in the *Charitable Uses Act of 1601* or within one of the following four categories of charitable purpose as set out under Pemsell's rule:

- (a) relief of poverty;
- (b) advancement of education;
- (c) advancement of religion; and
- (d) other purposes beneficial to the community not falling under any of the preceding categories.

A rates exemption for land used exclusively for charitable purposes under section 6.26(2)(g) of the *Local Government Act 1995* remains while the subject use continues on the property and are reviewed once a year for continued eligibility.

As the actual use of the property is to provide counselling and intensive care management relating to domestic violence within the community and on the basis of this use, it is recommended that Council allows the rate exemption sought by Communicare.

**LEGISLATIVE COMPLIANCE**

Section 6.26(2) of the *Local Government Act 1995* applies.

**OPTIONS**

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council grants Communicare's application for rates exemption for 6 Cambridge St, Maylands from 1 September 2020 in accordance with section 6.26 (2)(g) of the <i>Local Government Act 1995</i>.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk</b>	<b>Assessment</b>

		Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Granting the rates exemption maintains a consistent approach to rating across the City.	

<b>Option 2</b>	<b>That Council does not grant Communicare's application for rates exemption for 6 Cambridge Street, Maylands from 1 September 2020 in accordance with section 6.26 (2)(g) of the <i>Local Government Act 1995</i>.</b>	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Granting the rates exemption does not maintain a consistent approach to rating across the City.	

## FINANCIAL IMPLICATIONS

The loss of rates revenue for 2020/21 on 6 Cambridge St, Maylands, if the rate exemption were to be granted effective 1 September 2020, would be \$1,830.94. Subsequently in future the loss of rate revenue for of approximately \$2,206 per financial year. The applicant will still be liable for the Emergency Services Levy and other government charges.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.

Aspiration: Open, accountable and responsive service.

Outcome L1: Accountable and good governance.

## CONCLUSION

It is recommended that rate exemption be granted to Communicare as the use of this property is to provide counselling and intensive care management relating to domestic violence within the community, and as such the land is being used exclusively for 'charitable purpose' under s6.26(2)(g) of the Act.

**10.2.7 Exemption from Rates - The Potters House Christian Fellowship Church**

<b>Applicant/Proponent:</b>	Potters House Christian Centre Beechboro Inc.	
<b>Owner:</b>	Potters House Christian Centre Beechboro Inc.	
<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil.	

**SUMMARY**

This report provides an outline of an application from Potters House Christian Centre Beechboro Inc. for an exemption from rates from 1 September 2020 for 133 Russell Street, Morley, having regard to s6.26(2)(g) of the *Local Government Act 1995 (the Act)* and the use of the land.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council does not grant Potters House Christian Centre Beechboro Inc. application for rates exemption for 133 Russell Street, Morley from 1 September 2020 in accordance with section 6.26 (2)(g) of the *Local Government Act 1995*.

CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED

CARRIED: 10/1

**For:** Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor, Cr Barry McKenna, Cr Steven Ostaszewskyj, Cr Stephanie Gray, Cr Michelle Sutherland, Cr Catherine Ehrhardt, Cr Elli Petersen-Pik, Cr Lorna Clarke, and Cr Giorgia Johnson.

**Against:** Cr Sally Palmer.

**BACKGROUND**

The City has received an application from Potters House Christian Centre Beechboro Inc. for an exemption from rates under section 6.26(2)(g) of the *Local Government Act 1995* for 133 Russell Street, Morley.

Section 6.26 of the Act defines non-rateable land uses and includes Crown land, schools, places of worship and charitable purposes.

As per the City's Rate Exemption Policy, requests under section 6.26(2)(g) must be submitted to Council for deliberation.

Potters House Christian Centre is registered with the Australian Charities and Non-for-profits Commission.

**EXTERNAL CONSULTATION**

Nil.

## OFFICER'S COMMENTS

Potters House Christian Centre Beechboro uses the property predominately for their youth outreach program known as One80. The activities of this program include weekly theatre, such as drama (both live and pre-recorded), live music and live testimonials.

133 Russell Street, Morley is classified as commercial multiple premises and the organisation has indicated that it occupies the whole residency. Property was transferred to Potters House Christian Centre in December 2018.

This application can be considered under section 6.26(2)(g) of the Act, which states "land used exclusively for charitable purposes" is not rateable. The words 'charitable purpose' are not defined in the Act.

The following is applied to clarify what is meant by the term 'charitable purpose'; the purpose must either fall within the list of purposes detailed in the *Charitable Uses Act of 1601* or within one of the following four categories of charitable purpose as set out under Pemsell's rule:

- (a) relief of poverty;
- (b) advancement of education;
- (c) advancement of religion; and
- (d) other purposes beneficial to the community not falling under any of the preceding categories.

A rates exemption for land used exclusively for charitable purposes under section 6.26(2)(g) of the *Local Government Act 1995* remains while the subject use continues on the property, and are reviewed once a year for continued eligibility.

This application cannot be considered under section 6.26(2)(d) even though it is land held exclusively by a religious body because the property is not used as a place of public worship. The actual use of this land is predominantly for weekly theatre, live music and live testimonials. With the information provided in the application it is considered that most of the programs would benefit members and therefore the broader community benefit is not enough to grant rates exemption. On the basis of this use, it is not recommended that Council allows the rate exemption sought by Potters House Christian Centre Beechboro Inc.

## LEGISLATIVE COMPLIANCE

Section 6.26(2) of the *Local Government Act 1995* applies.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council does not grant Potters House Christian Centre Beechboro Inc. application for rates exemption for 133 Russell Street, Morley from 1 September 2020 in accordance with section 6.26 (2)(g) of the <i>Local Government Act 1995</i>.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Outcome Assessment</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low

Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Not granting the rates exemption maintains a consistent approach to rating across the City.	

<b>Option 2</b>	<b>That Council grants Potters House Christian Centre Beechboro Inc.'s application for rates exemption for 133 Russell Street, Morley from 1 September 2020 in accordance with section 6.26 (2)(g) of the <i>Local Government Act 1995</i>.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Granting the rates exemption will not maintain a consistent approach to rating across the City.	

## FINANCIAL IMPLICATIONS

The loss of rates revenue for 2020/21 on 133 Russell Street, Morley, if the rate exemption were to be granted effective 1 September 2020, would be \$18,874.58. Subsequently in future the loss of rate revenue for of approximately \$22,737 per financial year. The applicant will still be liable for the Emergency Services Levy and other government charges.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.

Aspiration: Open, accountable and responsive service.

Outcome L1: Accountable and good governance.

## CONCLUSION

It is recommended that rate exemption not be granted to Potters House Christian Centre Beechboro Inc., as the use of the property is for social activities for the church and as such the land is not being used exclusively for 'charitable purpose' under s6.26(2)(g) of the Act.

**10.2.8 Elected Members Training 2019-20**

<b>Responsible Branch:</b>	Governance and Organisational Strategy	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. 2019-20 Elected Members Conference and Travel Allowances Register	
<b>Refer:</b>	Nil	

**CR GIORGIA JOHNSON DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Giorgia Johnson declared an impartial interest in this item as she is mentioned in the report. Cr Giorgia Johnson remained in the room during voting on this item.*

**CR SALLY PALMER DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Sally Palmer declared an impartial interest in this item as she is named as a trainee within this item as a Councillor in mandatory training. Cr Sally Palmer remained in the room during voting on this item.*

**CR STEVEN OSTASZEWSKYJ DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Steven Ostaszewskyj declared an impartial interest in this item as his name and training he has undertaken is mentioned in the report. Cr Steven Ostaszewskyj remained in the room during voting on this item.*

**SUMMARY**

For Council to note a report on the training and development undertaken by Elected Members during the 2019-20 financial year.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council notes the report on training undertaken by Elected Members during the 2019-20 financial year as detailed in Attachment 1 to this report.

**CR MICHELLE SUTHERLAND MOVED, CR CATHERINE EHRHARDT SECONDED**

**CARRIED: 10/1**

**For:** Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor, Cr Barry McKenna, Cr Steven Ostaszewskyj, Cr Sally Palmer, Cr Stephanie Gray, Cr Catherine Ehrhardt, Cr Elli Petersen-Pik, Cr Lorna Clarke, and Cr Giorgia Johnson.

**Against:** Cr Michelle Sutherland.



**BACKGROUND**

New provisions were introduced within the *Local Government Legislation Amendment Act 2019* that require local governments to prepare a report for each financial year on the training completed by Elected Members in that financial year. There is also a legislative requirement to place the report on the City's website.

The required report highlights the mandatory training undertaken by Elected Members as part of the State Government's local government reform agenda. The annual report provided on Elected Member training, should include all training, inclusive of mandatory training and discretionary training.

**EXTERNAL CONSULTATION**

Nil

**OFFICER'S COMMENTS**

The conferences/training participated by Elected Members in 2019/20 are contained in **Attachment 1**. The *Council Member Essentials* training is prescribed as being the mandatory training, as per section 5.126(1) of the *Local Government Act 1995*. Elected Members must complete this training within their first 12 months of office. The *Council Member Essentials* training consists of the following modules:

- Understanding Local Government;
- Serving on Council;
- Meeting Procedures;
- Conflicts of Interest; and
- Understanding Financial Reports and Budgets.

Due to the COVID-19 pandemic, certain modules of the Council Member Essentials training were not offered for some time and most modules have only just become available through on-line learning. Other training and development opportunities have also been restricted.

WALGA has advised that the Understanding Financial Reports and Budgets course has now become available in the eLearning format. Each of the Elected Members should receive a certificate of completion from WALGA when they successfully complete a course.

It should also be noted that the mandatory training is only required to be completed within a period of 12 months, ending in October 2020, for those Elected Members that were elected in the 2019 Local Government Elections. Incumbent Elected Members can undertake the training if they so wish, but are not required to do so. Should incumbent Elected Members be re-elected at a future election, the training will be deemed mandatory at that time.

There is no requirement for Elected Members to undertake this training if they hold the qualification of a Diploma of Local Government. The City currently updates the Elected Members Conference and Travel Allowances Register on a monthly basis, and publishes the register on the City's website.

**LEGISLATIVE COMPLIANCE**

- *Local Government Act 1995.*
- *Local Government (Administration) Regulations 1996.*
- *Local Government Legislation Amendment Act 2019.*

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council notes the report on training undertaken by Elected Members during the 2019-20 financial year as detailed in <u>Attachment 1</u> to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option meets the legislative requirements for Council to note the report on Elected Members training.	

<b>Option 1</b>	<b>That Council does not note the report on training undertaken by Elected Members during the 2019-20 financial year as detailed in <u>Attachment 1</u> to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option does not meet the legislative requirements for Council to note the report on Elected Members training.	

## FINANCIAL IMPLICATIONS

The Elected Member Training is in accordance with the Council Policy on Elected Members Attendance at Conferences, Seminars, Training and Professional Development.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.  
 Aspiration: Open, accountable and responsible service.  
 Outcome L1: Accountable and good governance.

## CONCLUSION

The City is committed to operating accountably and transparently, reporting of registers such as the attached register, in a public forum supports both of these commitments. By Council noting this report relating to Elected Member training, legislative requirements will be met.

Attachment 1

## City of Bayswater - Conferences and Travel Register

This Register is published in accordance with Council Resolution of 27 March 2018 Policy Elected Members Conferences/Seminars Attendance and Authorised Travel. The allowance does not include GST.

Updated August 2020

MAYOR CR DAN BULL									
Mayor 2019-2021									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget Mayor 2019-2021	Balance Available
Mayor 2019-2021	19-Dec-19	Lush The Content Agency Media Training Workshop	847.50				847.50		
Councillor 2019-2023	11-Feb-20	WALGA Council Member Essentials Understanding Local Government eLearning course	195.00				195.00		
	11-Feb-20	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	11-Feb-20	WALGA Council Member Essentials Meeting Procedures eLearning course	195.00				195.00		
	08-May-20	WALGA Council Member Essentials Serving on Council eLearning course	195.00				195.00		
TOTAL			1,627.50	0.00	0.00	0.00	1,627.50	15,000.00	13,372.50

DEPUTY MAYOR CR FILOMENA PIFFARETTI									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021	19-Dec-19	Lush The Content Agency Media Training Workshop	847.50				847.50		
TOTAL			847.50	0.00	0.00	0.00	847.50	15,000.00	14,152.50

CR BARRY MCKENNA									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021	01-Jul-19	Melbourne Planning Summit	1,195.00	676.70	561.82	316.00	2,749.52		
TOTAL			1,195.00	676.70	561.82	316.00	2,749.52	15,000.00	12,250.48

CR STEVEN OSTASZEWSKYJ									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2019-2023	Balance Available
2019-2023	03-Jan-20	WALGA Council Member Essentials Understanding Local Government eLearning course	195.00				195.00		
	03-Jan-20	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	23-24 Jan-20	WALGA Council Member Essentials Serving on Council course	900.00				900.00		
	07-Apr-20	WALGA Council Member Essentials Meeting Procedures eLearning course	195.00				195.00		
TOTAL			1,485.00	0.00	0.00	0.00	1,485.00	15,000.00	13,515.00

CR SALLY PALMER									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2019-2023	Balance Available
2019-2023	10-Feb-20	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	10-Feb-20	WALGA Council Member Essentials Meeting Procedures eLearning course	195.00				195.00		
	14-15 May-20	WALGA Council Member Essentials Serving on Council course	900.00				900.00		
		Reimbursement (Serving on Council course cancelled due to COVID-19 pandemic)	-900.00				-900.00		
	22-May-20	Reimbursement (Understanding Financial Reports and Budgets face-to-face course cancelled)	-475.00				-475.00		
	08-May-20	WALGA Council Member Essentials Serving on Council eLearning course	195.00				195.00		
TOTAL			110.00	0.00	0.00	0.00	110.00	15,000.00	14,890.00

CR STEPHANIE GRAY									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021	09-Sep-19	WALGA Diploma of Local Government - Understanding Local Government eLearning course	195.00				195.00		
	18-Sep-19	WALGA Diploma of Local Government - Planning Practices The Essentials short course	525.00				525.00		
	22-Oct-19	ReConnecting Lives one day forum	198.00				198.00		
	6-7 Nov-19	Local Government Parking Summit 2019	1,450.00	752.37	1,070.27		3,272.64		
	13-14 Feb-20	WALGA Diploma of Local Government - Serving on Council course	900.00				900.00		
TOTAL 2017-2019			3,268.00	752.37	1,070.27	0.00	5,090.64	15,000.00	9,909.36

CR MICHELLE SUTHERLAND									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2019-2023	Balance Available
2019-2023	06-Feb-20	WALGA Council Member Essentials Understanding Local Government eLearning course	195.00				195.00		
	06-Feb-20	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	06-Feb-20	WALGA Council Member Essentials Meeting Procedures eLearning course	195.00				195.00		
	13-May-20	WALGA Council Member Essentials Serving on Council eLearning course	195.00				195.00		
	23-Jun-20	Australian Local Government Women's Association WA Branch membership fee for 2019/2020	50.00				50.00		
TOTAL 2017-2019			830.00	0.00	0.00	0.00	830.00	15,000.00	14,170.00

CR CATHERINE EHRHARDT									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2019-2023	Balance Available
2019-2023	Postponed Until Further Notice (due to COVID-19 concerns)	Planning Institute Australia (PIA) Planning Congress (Adelaide)	1,900.00				1,900.00		
TOTAL 2017-2019			1,900.00	0.00	0.00	0.00	1,900.00	15,000.00	13,100.00

CR ELLI PETERSEN-PIK									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021							0.00		
TOTAL 2017-2019			0.00	0.00	0.00	0.00	0.00	15,000.00	15,000.00

CR LORNA CLARKE									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021	01-Oct-19	WALGA Council Member Essentials Understanding Local Government eLearning course	195.00				195.00		
	01-Oct-19	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	06-Feb-20	WALGA Council Member Essentials Meeting Procedures eLearning course	195.00				195.00		
	13-May-20	WALGA Council Member Essentials Serving on Council eLearning course	195.00				195.00		
	25-May-20	WALGA Council Member Essentials Understanding Financial Reports and Budgets online course	450.00				450.00		
TOTAL 2017-2019			1,230.00	0.00	0.00	0.00	1,230.00	15,000.00	13,770.00

CR GIORGIA JOHNSON									
Term	Date	Conference Details	Registration	Travel	Accommodation	Allowance	Total	Budget 2017-2021	Balance Available
2017-2021	25-26 Sept-19	Waste & Recycle Conference 2019	726.36				726.36		
	07-Oct-19	WALGA Council Member Essentials Understanding Local Government eLearning course	195.00				195.00		
	07-Oct-19	WALGA Council Member Essentials Conflicts of Interest eLearning course	195.00				195.00		
	30-Oct-19	WALGA Meet the Waste Authority Breakfast	45.45				45.45		
TOTAL 2017-2019			1,161.81	0.00	0.00	0.00	1,161.81	15,000.00	13,838.19

**10.2.9 Enterprise Resource Planning Review**

<b>Responsible Branch:</b>	Information Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	

**SUMMARY**

The City's current Enterprise Resource Planning (ERP) system requires a review. Council endorsement is requested to form a partnership with an ERP vendor as part of the process of reviewing the City's current ERP.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

**That Council endorses the proposed approach that the City undertakes its review of the current Enterprise Resource Planning (ERP) system based on a partnership with an ERP vendor.**

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

An Enterprise Resource Planner or 'ERP' is an integrated suite of ICT systems that share a common process and data model supporting end-to-end business workflows. These integrated systems unite otherwise segregated processes in finance, human resources, procurement and operations to track information and gather insights from across an organisation.

ERP functions typically include:

- Accounting - financial transactions with general ledger, accounts receivable, accounts payable and payroll.
- Customer Relationship Management - interactions with internal and external stakeholders.
- Human Resources - recruiting, training, personnel and talent management.
- Asset Management - inventory, supply chain and works associated with maintaining assets.
- Business Intelligence - analytics to help facilitate decisions based on real-time performance data.

It is recommended that organisations should review their process, data models and their supporting systems every 7 to 10 years. This timeframe ensures organisations are utilising the best possible ERP for their current and future business requirements, with an appropriate vendor and support model and maximised performance for their available budget.

The City has utilised its current ERP, TechnologyOne, for over 14 years and it is therefore recommended for a review.

**EXTERNAL CONSULTATION**

Nil.

**OFFICER'S COMMENTS**

The purpose of the report is to provide Council with alternatives for providing a review of the ERP used by the City.

The sum of \$60,000 has been allocated in this year's operational budget to conduct a review of the current ERP used by the City. The purpose of this review is to provide a high level assessment of the ERP to ensure that it is fit for purpose, provides value for money and meets the City's business systems requirements. This assessment will also look at such factors as ease of use, customer service, mobility and cloud readiness.

Proposed are two different methods of conducting this review, and these are detailed below.

**ERP Review with Partnership**

An option available to the City is to investigate the opportunity to partner with an ERP vendor to develop business systems services for the City.

This partnership could involve working with a vendor to develop an ERP solution that specifically meets the City's business systems requirements. This solution could then be shared with smaller and regional local governments with business system support services and technical skills being offered for an income to the City in a market place arrangement. This could be particularly focused at those local governments with limited IT and business systems resources.

This joint venture arrangement would potentially provide an alternative stream of revenue and allow for the provision of an ERP that fulfils the City's business systems requirements.

Benefits of this approach include:

- Alternative stream of revenue - offers the opportunity to provide business systems services on a fee-for-service basis to smaller or regional councils. Local government's (LGs) may have a requirement for specialist IT skillset but are unable to afford commercial rates. This is an opportunity to sell high level skillsets to other LGs.
- Shared resources - the City may have a need for a part-time analyst, but could charge out the remaining time to other LGs, with an administrative cost.
- Provides a fit for purpose ERP solution with lower running costs.
- Allows the City the potential to influence the future development of the ERP to meet the City's requirements and not be subjected to the agenda and profit margins of a larger ERP.
- Ability to negotiate short term contracts rather than the longer terms of 5 -10 years which is typically offered by the larger ERP vendors.
- Development and implementation on-costs could be split between multiple LGs based on value, reducing the overhead costs to the City.
- Keeps the expenditure local with the majority of funds staying within the local community and not transferred interstate to an ERP vendor.
- Support costs - a substantial reduction in support costs may result from a shared services model.
- A value-added approach where all involved in the partnership benefits.
- Engaging with technical experts who live and breathe the business of local government.

Developing partnerships with an ERP vendor and other LGs would be a medium risk long term (3-5 years) proposal. The City would be required to create the partnerships and be heavily involved in the development of a fit for purpose ERP. The benefits of this approach would not be

realised initially; however, the mid-term goal would be that the City's ERP would not just be an expense, but an alternative stream of income.

#### ERP Review with Independent Consultancy

This option involves the City engaging a consultant to assist the City officers in undertaking a review of the existing ERP.

Regular reviews of an ERP's performance against organisational requirements help determine ERP inefficiencies early and deliver timely maintenance to maximise its useful lifespan. A review may also determine when replacing an ERP is optimal over maintaining the existing implementation.

The current ERP solution is overdue for review and the City is likely underutilising the current solution and potentially missing out on key functionalities provided by an alternate solution. A detailed review would maintain service continuity, data integrity and security; particularly with the increase in online services and access to City systems via the Internet.

Evaluation and selection of an ERP is considered complex and time consuming, particularly in a larger organisation where utilisation of the ERP in operations is far reaching.

Key drivers specifically driving the recommended timing for a review include:

- Stakeholder expectations - stakeholder expectations for performance and useability change with community adoption of technology and should be revisited regularly.
- New technologies - rapid changes in technology are a constant challenge for all ICT departments. With the age of the current ERP approaching 15 years, a review will ensure the City is utilising and providing the technology expected.
- Value - the City should regularly evaluate all ICT solutions and solution providers to ensure the service provided meets expectations for performance for their cost.
- Obsolescence - TechnologyOne is planning to phase out on premise installations of their product, requiring customers to migrate to their cloud platform. Any such move would result in the City's current installation eventually becoming obsolete.
- Support costs - support costs vary between products and vendors. A review into the costs of an ERP and the costs of its competitors ensures the City is maximising its spend on the right solutions.

The following factors should be considered as part of the ERP review:

- Business operating environment - rapidly changing organisations adapting to growth, competition or short product lifecycles may benefit from an ERP refresh or replacement more frequently.
- Support costs - a substantial increase in support costs may force an earlier review of an ERP's viability.
- New technologies - accessibility, mobility, remote services and performance requirements may all impact the shift to a new ERP.
- Operating platform - an organisational shift away from locally hosted or managed infrastructure towards cloud-based Software as a Service (SaaS) solutions.
- Value - the costs of changing over to a new higher performance ERP may be more economical in the long run than maintaining the existing system.
- Stakeholder expectations of performance and useability.



- Reporting and intelligent analytics functions.

Undertaking an ERP review with an independent consultant would be a 12 month engagement, with the output being a report of recommendations and a potential future road-map.

## LEGISLATIVE COMPLIANCE

Nil

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council endorses the proposed approach that the City undertakes its review of the current Enterprise Resource Planning (ERP) system based on a partnership with an ERP vendor.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Moderate
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option allows for the development of an ERP solution specifically tailored to the City's business systems requirements, enabling the City to create a relationship with an ERP provider to deliver a customisable fit for purpose solution. This option also considers providing these systems to other local governments as a potential alternative stream of revenue. This type of review uses a less prescribed ERP review process, which focuses heavily on long term benefits and outcomes and less on business processes.	

<b>Option 2</b>	<b>That Council endorses the approach that the City undertakes its review of the current Enterprise Resource Planning (ERP) system based on a review by an independent consultancy.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Moderate
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option is limited to a gap analysis of the City's business system functional requirements and an ERP marketplace assessment. This type of review uses industry defined processes, to determine well established and known outcomes and expectations.	

## FINANCIAL IMPLICATIONS

The following financial implications are applicable:

**Item 1:** ERP Review with Partnership

**Asset Category:** Other

**Source of Funds:** Municipal

**LTFP Impacts:** This is not itemised in the LTFP.

**Notes:** N/A

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$60,000	-	\$21,000	-	-	-	\$60,000

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance  
 Aspiration: Open, accountable and responsive services  
 Outcome L1: Accountable and good governance

### CONCLUSION

In light of the above it is recommended that Council undertake a review of the current ERP system based on partnership with an ERP vendor.

**10.2.10 Member and Executive Motions - WALGA 2020 Annual General Meeting**

<b>Responsible Branch:</b>	Governance and Organisational Strategy	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input checked="" type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Extracts from the WALGA Agenda Annual General Meeting 2020	
<b>Refer:</b>	Item: 10.2.7 OCM 25.08.2020 Item: 10.2.1 OCM 06.08.2019	

**SUMMARY**

The WALGA Annual General Meeting (AGM) will be held on Friday 25 September 2020. This report intends to assist Council to develop a position on the executive and member motions and inform the voting delegates at the WALGA AGM.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council supports the following motions to be presented by delegates at the WALGA Annual General Meeting on 25 September 2020 as detailed in Attachment 1 to this report:

- 3.1 Drought in Western Australia (Shire of Dundas); and
- 3.2 State Owned Unallocated Crown Land (UCL) House Blocks (Shire of Dundas).

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

The WALGA Annual General Meeting (AGM) will be held on Friday 25 September 2020 at the Perth Convention Centre.

At its Ordinary Council Meeting of 25 August 2020, Council resolved to nominate Cr Giorgia Johnson and the Mayor Cr Dan Bull as Voting Delegates with the CEO Mr Andrew Brien as the Proxy Delegate for the WALGA AGM.

There are two motions both from the Shire of Dundas on which Council may wish to develop a position on to inform the voting delegates at the WALGA AGM.

The Member and Executive Motions for the 2020 AGM are:

**3.1 Drought in Western Australia  
(Shire of Dundas Delegate to move)**

Requests assistance from the Federal Minister for Agriculture, Water and Environment, to reconsider the Federal Government's approach when determining the criteria on what areas are eligible and the whole of the Pastoral Range Lands be reconsidered for inclusion.

Requests the State Minister for Agriculture and Food, to reconsider the State Government approach of not assisting with the drought situation, and if the State cannot help under their Water Deficiency Program that is implemented to cart water, then an alternative assistance package be considered.

### 3.2 State Owned Unallocated Crown Land (UCL) House Blocks (Shire of Dundas Delegate to move)

That WALGA request the Minister for Local Government, Hon. David Templeman MLA to consider a review into the justification and fairness of the State Government not paying rates on Unallocated Crown Land (UCL).

#### EXTERNAL CONSULTATION

The City has not undertaken consultation with the public or other agencies on this matter.

#### OFFICER'S COMMENTS

As delegates are entitled to vote on these motions, Council may wish support, not support or to reach another position on these motions.

The detailed motions are as per the Agenda for the AGM on 25 September 2020 which is included in **Attachment 1** of this report.

The first motion with relation to drought affected land will not affect the City directly as the City does not currently have drought affected land within its boundaries.

The second motion relates to State Owned Unallocated Crown Land. The City has no house blocks, however does have a total of 19 lots that are State Owned Unallocated Land. While the number of lots is small in relation to the total number of lots within the City, there is a small amount of rates income that could potentially be raised.

It is considered that, should Council choose to vote against these motions, it will have little direct impact on the City. Council may wish to consider the reputational impact in voting against a matter that is affecting various other local governments.

#### LEGISLATIVE COMPLIANCE

- *Local Government Act 1995*

#### OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council supports the following motions to be presented by delegates at the WALGA Annual General Meeting on 25 September 2020 as detailed in <u>Attachment 1</u> to this report:</b> <ul style="list-style-type: none"> <li>• 3.1 Drought in Western Australia (Shire of Dundas); and</li> <li>• 3.2 State Owned Unallocated Crown Land (UCL) House Blocks (Shire of Dundas).</li> </ul>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	There are only low risks to the City associated with this option. This appears appropriate given that one motion does not affect the City and the other motion may	

have a minor financial benefit if successful.		
<b>Option 2</b>	<p>That Council does not support the following motions to be presented by delegates at the WALGA Annual General Meeting on 25 September 2020 as detailed in <u>Attachment 1</u> to this report:</p> <ul style="list-style-type: none"> <li>• 3.1 Drought in Western Australia (Shire of Dundas); and</li> <li>• 3.2 State Owned Unallocated Crown Land (UCL) House Blocks (Shire of Dundas).</li> </ul>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	A decision to vote against these motions will have little direct impact on the City. Council may wish to consider the reputation and community and stakeholder impacts in voting against a matter that is affecting various other Local Governments.	

Option 3	That Council makes another position in relation to the following motions to be presented by delegates at the WALGA Annual General Meeting on 25 September 2020 as detailed in Attachment 1 to this report: <ul style="list-style-type: none"><li>3.1 Drought in Western Australia (Shire of Dundas); and</li><li>3.2 State Owned Unallocated Crown Land (UCL) House Blocks (Shire of Dundas).</li></ul>		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Dependent on the other position adopted by Council.	
Reputation	Low		
Governance	Low		
Community and Stakeholder	Moderate		
Financial Management	Low		
Environmental Responsibility	Low		
Service Delivery	Low		
Organisational Health and Safety	Low		
Conclusion	The risks associated with this option will vary depending upon the other position adopted by Council.		

## FINANCIAL IMPLICATIONS

Nil.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.  
 Aspiration: We will provide responsible governance and be recognised for operating with integrity and delivering quality services.  
 Outcome L1: Accountable and good governance.  
 Outcome L3: An engaged and informed community.

**CONCLUSION**

The Member and Executive Motions for the 2020 AGM listed in this report are considered largely to not affect the City with no drought affected land in its boundaries and only a small amount of Unallocated Crown Land within the City. Accordingly, the motions are considered supportable.

Attachment 1

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# **AGENDA**

## **Annual General Meeting**

**Friday, 25 September 2020**

**Crown Perth**

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[www.walga.asn.au](http://www.walga.asn.au)



## **1 Annual General Meeting – Order of Proceedings**

### **1.1 Record of Apologies**

- Cr Brett McGuinness Shire of Quairading

#### **Announcements**

### **1.2 Adoption of Standing Orders**

#### **DRAFT MOTION**

That the AGM Association Standing Orders be adopted.

### **1.3 Confirmation of Minutes**

Minutes of the 2019 WALGA Annual General Meeting are contained within this AGM Agenda.

#### **DRAFT MOTION:**

That the Minutes of the 2019 Annual General Meeting be confirmed as a true and correct record of proceedings.

### **2.0 Adoption of Annual Report**

Annual Report including audited Financial Statements distributed to members separately.

#### **DRAFT MOTION:**

That the 2020 Annual Report including the 2019/20 Audited Financial Statements be received.

### **3.0 Consideration of Executive and Member Motions**

As per motions listed.

### **4.0 Closure**





### 3. Consideration of Executive and Member Motions

#### 3.1 Drought in Western Australia

*Shire of Dundas Delegate to move*

##### MOTION

That WALGA:

1. Requests assistance from the Federal Minister for Agriculture, Water and Environment, to reconsider the Federal Government's approach when determining the criteria on what areas are eligible and the whole of the Pastoral Range Lands be reconsidered for inclusion; and,
2. Requests the State Minister for Agriculture and Food, to reconsider the State Government approach of not assisting with the drought situation, and if the State cannot help under their Water Deficiency Program that is implemented to cart water, then an alternative assistance package be considered.

##### **IN BRIEF**

The Australian Government has released a drought response, resilience and preparedness plan.

The plan is focused on three themes:

- Immediate action for those in drought.
- Support for the wider communities affected by drought.
- Long-term resilience and preparedness.

Read the detail in the: [Australian Government's Drought Response, Resilience and Preparedness Plan](#).

Most regions in WA did not form part of the Drought Program

##### MEMBER COMMENT

In relation to the above the Hon David Littleproud MP, Minister for Agriculture, Drought and Emergency Management announced on 1 July 2020 that the Australian Government was investing \$3.9 billion (growing to \$5 billion) in the Future Drought Fund.

This long-term, sustainable investment will make \$100 million available each year to help farmers and communities become more prepared for, and resilient to, the impacts of drought. The first of the Future Drought Funds Programs were announced and began to roll out from July 2020, funding farm business planning, greater access to information for decision-making, adoption of research and technologies, and building the drought resilience of natural resources such as soil and vegetation in agricultural landscapes.

Communities will also benefit through improved regional planning, strengthening networks, leadership and community capabilities and small-scale infrastructure projects.

The eight programs, totalling \$89.5 million, are:

1. The \$20m Farm Business Resilience program will provide farm businesses with training to strengthen their strategic business management skills and develop a farm business plan to build risk management capacity and drought resilience.
2. The \$10m Climate Services for Agriculture program will fund the development and delivery of interactive digital 'climate information services' for the agriculture sector to assist farmers to make real-time decisions.



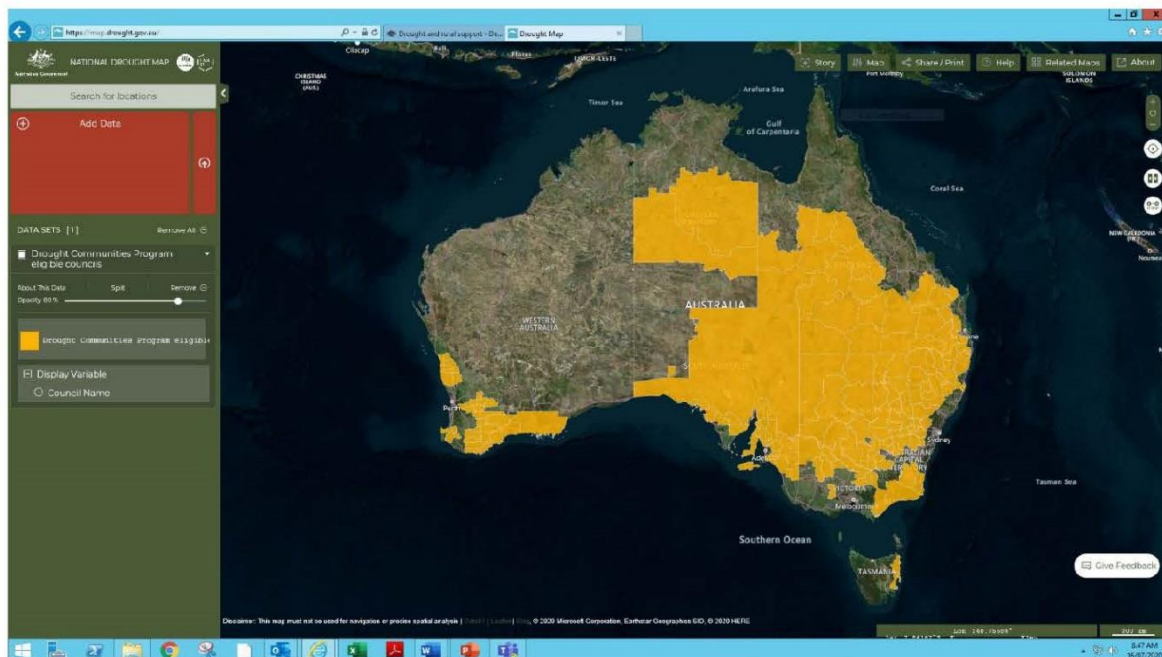
3. The \$3m Drought Resilience Self-Assessment Tool will provide an online self-assessment tool for farmers to self-identify drought risks based on a range of social, economic and environmental indicators, and take action to build the drought resilience of their farm business.
4. The \$20.3m Drought Resilience Research and Adoption program will establish two regionally located Drought Resilience Adoption and Innovation Hubs, and Innovation Grants will become available to research organisations, private sector, industry, not-for-profit organisations and community groups.
5. The \$15m Natural Resource Management (NRM) Drought Resilience program will fund regional NRM bodies to undertake projects to build drought resilience of natural resources on agricultural landscapes, and there will also be grants available to organisations, farmer groups and individuals to undertake NRM projects to build the drought resilience of natural resources on small scales.
6. The \$3.75m Networks for Building Drought Resilience program will support community-driven projects that enhance drought resilience and strengthen networks, including small-scale infrastructure projects to make community facilities drought resilient.
7. The \$7.45m Drought Resilience Leaders program will develop leadership capability in communities and include a mentoring component to foster uptake of innovative practices to build drought resilience of farmers and their businesses.
8. The \$10m Regional Drought Resilience Planning will provide funding to consortia of local councils or equivalent entities to develop Regional Drought Resilience Plans for agriculture and allied industries.

In response to the above announcements on the 1 July 2020, the Western Australian Government was critical of these as they had bypassed critical WA projects that had been presented in a WA Government submission. WA's submission included research and development projects to regenerate degraded and dehydrated lands, projects to prove and promote on-farm desalination, a boost to Strategic Community Water Supplies in the grainbelt and support for horticulture on the Gnangara Mound. While any Federal drought funding is welcomed by the State Government, they felt that this program represents a lost opportunity for WA farmers in need of long-term drought support.

Despite its disappointment with the outcome, the McGowan Government stated it will work with the Federal Government to deliver programs in WA and will continue to push for projects to deal with systemic dry conditions in WA.

Recently the State Government has also declared a water deficiency in another area of the Goldfields Esperance Region in the Shire of Esperance - Cascade area. This is the 12<sup>th</sup> declaration since May 2019. A declaration is made as a last resort, after continued dry conditions due to climate change have depleted on-farm and State Government managed community water supplies.

<https://map.drought.gov.au/>



The above map identifies the Shires or Regions eligible for this funding. Unfortunately most areas in WA are excluded from any assistance for these programs, and it is important to highlight the Western Australian position as severely impacted with a lack of understanding or support from both Federal and State Governments.

### SECRETARIAT COMMENT

The motion is in keeping with the State Council resolution of March 2020, requesting WALGA, in consultation with ALGA, to liaise with the WA State Government Ministers for Water, Agriculture and Environment to provide a coordinated holistic response in respect to the ongoing drying climate issues and access to the Drought Communities Funding Program. RESOLUTION 37.1/2020





### 3.2 State Owned Unallocated Crown Land (UCL) House Blocks

*Shire of Dundas Delegate to move*

#### MOTION

That WALGA request the Minister for Local Government, Hon. David Templeman to consider a review into the justification and fairness of the State Government not paying rates on Unallocated Crown Land (UCL).

#### MEMBER COMMENT

The Shire of Dundas is concerned that the State Government does not pay rates on Unallocated Crown Land. What is not considered is the roads in front of these properties still need to be sealed every ten years, the drains need repairs and verges need to be mowed, not to mention the portion of rates that contribute to the landfill, footy grounds, town-hall, public amenities, swimming pool and the general beautification of the Town.

The Shire of Dundas has 679 Town-site Properties.

The Shire of Dundas has 352 lots of Crown Land within the Town Boundary not paying rates or not vested to anyone to pay rates.

This is just over 50% of blocks in our community that does not pay rates while the infrastructure in-front of these blocks of land has to be maintained by the rest of our community. This equates to \$158,400.00 per year that the community has to find to maintain the infrastructure in front of these properties, which is 16% of the Shire's rates revenue.

The Shire of Dundas believes that the State should review the rate exemption provisions into the justification and fairness of the State Government not paying rates on Unallocated Crown Land (UCL).

An alternative may be for the State to pay a minimum annual maintenance charge on each block to Local Governments to mitigate fire risk and asset management costs for roads, footpaths, drainage etc.

#### SECRETARIAT COMMENT

The above motion is consistent with WALGA's current policy of requesting for a broad review to be conducted into the justification and fairness of all rating exemption categories currently prescribed under Section 6.26 of the Local Government Act. This would include the current exemption for State Government Unallocated Crown Land (UCL).

It is also worth noting that the Local Government Review Panel have recommended that "*The Economic Regulation Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions*".

#### **IN BRIEF**

Local Governments impose rates to raise revenue to fund the services and facilities.

The State Government do not pay rates on unallocated crown land.

Request a review into the justification and fairness of the State not paying rates on UCL land.

**10.3 Works and Infrastructure Directorate Reports****10.3.1 East Street and Eighth Avenue Roundabout - Additional Traffic Calming Measures**

<b>Responsible Branch:</b>	Engineering Services	
<b>Responsible Directorate:</b>	Works and Infrastructure	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required <b><i>ABSOLUTE MAJORITY REQUIRED Point 3</i></b>	
<b>Attachments:</b>	1. Consultation Letter	
<b>Refer:</b>	Item 10.3.1: OCM 21.04.20	

**SUMMARY**

For Council to consider the addition of speed cushions to the proposed roundabout at the intersection of Eighth Avenue and East Street, Maylands and to consider a reallocation of funds for the anticipated over expenditure due to variations to the project's original estimate.

At the Ordinary Council Meeting on 21 April 2020, Council requested that the City review the proposed design of the roundabout to improve pedestrian safety and include further measures to keep speeds low to provide greater safety for cyclists.

An amended design of the proposed roundabout incorporating speed cushions was developed and consultation with the community was undertaken.

Council's endorsement is sought for the reallocation of funds from the Citywide Traffic Implementation to the Eighth Avenue and East Street Roundabout account in the current 2020-21 Capital Budget.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

**That Council:**

- Approves the installation of speed cushions on all the approach legs as part of the construction of the roundabout at the intersection of East Street and Eighth Avenue, Maylands.**
- Notes that the costs associated with the installation of the speed cushions be funded from the Citywide Traffic Implementation Account (CWTS) 2020-21 budget.**
- Amends the 2020-21 Budget as follows:**

ACCOUNT NO.	CURRENT BUDGET	REVISED BUDGET	VARIATION
80291 – Citywide Traffic Implementation	\$266,114	\$162,212	(\$103,902)
80526 – Eighth Ave and East St – Roundabout	\$200,000	\$303,902	\$103,902
		<b>NET EFFECT</b>	<b>NIL</b>

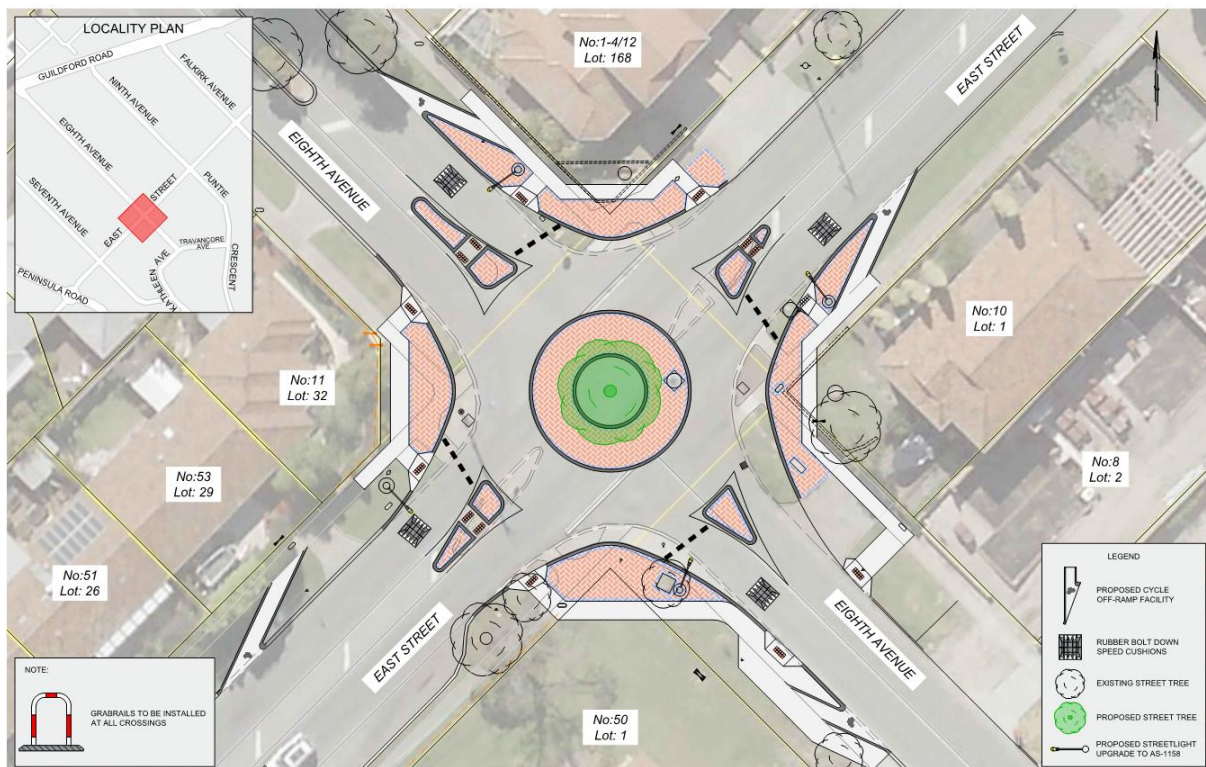
**CR ELLI PETERSEN-PIK MOVED, CR STEPHANIE GRAY SECONDED****CARRIED UNANIMOUSLY: 10/0****BACKGROUND**

The City was successful in securing funding to construct a roundabout at the intersection of East Street and Eighth Avenue, Maylands, under the 2019-20 State Government Black Spot Program.

The intersection of East Street and Eighth Avenue is an intersection that meets the Black Spot funding eligibility criteria as it consists of a proven history of crashes along with treatments that satisfy the benefit cost ratios as stipulated by Main Roads WA (MRWA). It has a higher than expected representation of right angle crashes including severe crashes over the last five year period. A number of these crashes required medical treatment as well as hospitalisation.

The funding for the construction of a roundabout was the treatment nominated under the Black Spot Program to address the high number of right angle crashes that are currently present at this intersection. A roundabout would remove the number of right angle (T-bone) crashes and right turn through crashes considerably. It would also improve safety to motorists turning and crossing at this intersection by reducing the number of conflict points. A roundabout can also provide benefits as a traffic speed calming measure as the treatment provides horizontal deflection to enforce approaching vehicles to slow down.

Subsequent to Council's request for the City to review the proposed design of the roundabout to improve pedestrian safety and include further measures to keep speeds low to provide greater safety for cyclists, traffic speed cushions were incorporated in the roundabout design on all of the four approach legs to the intersection. The proposed speed cushions would provide further reductions to the approach speed of the vehicles prior to entering the roundabout intersection. The amended design incorporating the speed cushions can be seen below:



A total funding of \$200,000 was acquired as part of the Blackspot Program for the construction of a roundabout at this intersection. At the time of original funding estimate it was not definitively known whether the final roundabout design would necessitate relocation of all of the underground



service assets as the design was in its infancy. It was anticipated however that the project would entail the relocation of services including power pole, communication pits, drainage pits, acquisition of land and associated civil works such as kerbing, pavement as part of the construction of a roundabout.

The detailed design and the acquisition of truncations are now finalised and community consultation with the residents living in close proximity to the intersection on the proposed roundabout design including the speed cushions have been undertaken.

### EXTERNAL CONSULTATION

Letters advising of the proposed construction of the roundabout and seeking residents' comments in relation to the installation of the proposed speed cushions were distributed to all residents and property owners within a 200m radius from the intersection of East Street and Eighth Avenue. A copy of the consultation letter can be seen in **Attachment 1**.



This equated to a total of 596 letters being sent out to the community to provide feedback on the proposed works.

Following the closing date of the consultation as stipulated in the letter, the City received a total of four responses.

### OFFICER'S COMMENTS

All of the responses received were in support of the roundabout.

Out of the 4, 1 did not support the inclusion of speed cushions and 1 response only wanted speed cushions on the East Street approaches and not on Eighth Avenue.

A summary of the responses received are as follows:

NO.	RESPONSE
1	<p><i>Regards the proposed speed cushions, I am totally against having them. There are none on the nearby roundabout at East Street and Peninsula Road, which is a much busier intersection than this one, so if they are not deemed necessary there, why should they be at this intersection. Also, the roads coming into this intersection are fairly short, not major highways, so cars are not usually travelling at any great speed, if at all.</i></p> <p><i>As I live at ■ Kathleen Avenue, I use this intersection all the time, and while I love roundabouts, having lived in Albany, the roundabout capital of Australia, I loathe speed humps or cushions. They are bad for wheel alignment, so if not necessary, why have them.</i></p> <p><i>So heads up for roundabout. Total NO for speed humps.</i></p>
2	<p><i>East Street is the issue here. Drivers speed down the hill, some travelling a little fast up the hill. Cars approaching the intersection on Eighth Avenue - either from the north or the south - are not speeding, they expect East Street to be busy.</i></p> <p><i>On that basis, I request that speed cushions only be placed on East Street and not on Eighth Avenue. Indeed rumble strips on the west side of East Street should be sufficient for drivers heading up the hill.</i></p> <p><i>I live at ■ Travancore Avenue. I have been here since October 2004. Consequently I traverse the intersection at East Street and Eighth Avenue usually twice a day and, on some days, on multiple occasions both driving and walking.</i></p> <p><i>Speed cushions on Eighth Avenue, as I've said, seem quite unnecessary and, for people like me with back issues, speed cushions are a significant nuisance causing considerable discomfort when driving and as a passenger. I assiduously try to avoid them wherever possible.</i></p>
3	<p><i>I am responding as a local resident, to the letter sent with plans for the proposed roundabout. I am very much in favour of this as a method to help try and calm the traffic on East Street.</i></p> <p><i>Throughout the day and often in late evenings, I witness vehicles going down the hill on East Street at some great speed. Hopefully this roundabout will help.</i></p>
4	<p><i>As the owner of both property numbers ■ and ■ East Street in Maylands (locates in close proximity to the new proposed roundabout). I wish to give my support in principle for this project as I have personally rendered assistance to at least 7 substantial traffic crashes and numerous minor incidents at the intersections of both Eighth and Ninth Avenues on East Street.</i></p> <p><i>Some vehicles drive with excessive speed along East Street and can be quite dangerous at times.</i></p> <p><i>I have lived in Maylands for more than 20 years and as Maylands is becoming more densely populated, obviously the traffic has increased drastically.</i></p> <p><i>Some of my neighbours and myself have often discussed the traffic issues and think that opening up Caledonian Avenue onto Guildford Road might alleviate some of the traffic concerns. Caledonian Avenue is also a major traffic artery into Maylands.</i></p> <p><i>I would be curious to hear if this is a possibility or if it has been ruled out previously. Thank you for the work so far and for your time.</i></p>

As no objections to the proposed roundabout at this intersection have been received, the City will progress with the construction of the roundabout works. Given the City had received two objections from the 596 letters that were sent out, and that Council wishes to include further measures to keep speeds low at this intersection, it is recommended that Council approves the installation of the speed cushions.

Speed cushions are considered to be the most appropriate traffic calming treatment for this intersection as both East Street and Eighth Avenue are Local Distributor roads and are on existing bus routes. The cushions were able to be incorporated into the design without the need to modify the geometry of the proposed roundabout.



It should be noted that although the CWTS identified a number of recommended improvements to several connecting side roads to East Street, it did not identify any excessive speeding issues on Eighth Avenue nor East Street. Furthermore, it should also be noted that there may be a portion of motorists who will attempt to avoid these speed cushions by driving around them. This will unfortunately create a negative impact on the effectiveness of this treatment as well as jeopardise the safety at this intersection.

The CWTS however did identify East Street and Eighth Avenue as a hazardous intersection with a high number of reported crash history and limited sight distances that warrants traffic measure intervention.

During the detailed design process, quotations were sourced from various State Government Utility Providers for the required relocation of their respective infrastructure in order to facilitate the construction of the roundabout.

During the quotation process, Telstra have advised that there are NBN infrastructure within their pit and pipe infrastructure and that a separate quotation would be provided to the City independently by them even though the telecommunication assets are within the same pit and pipe infrastructure. Although the scope of the original design estimate had taken into consideration the anticipated relocation of the Telstra infrastructure, the type of communication assets within the Telstra pits were however unknown at the time.

Additionally, across the majority of the Perth metropolitan area (including within the City of Bayswater), Telstra and NBN do sometimes share use of the same underground pit & pipe infrastructure which telecommunications cabling is run through. This was the case for the intersection of East Street and Eighth Avenue, where it could not have been known if either utility provider would be affected until they were contacted for comment after the design was sufficiently progressed.

During the sourcing of the quotation for the relocation of existing power poles from Western Power, they have requested that their low voltage overhead power be undergrounded. This resulted in an increase in the scope from a straightforward relocation of pole to undergrounding the cables and associated works including house connections to affected properties.

A detailed breakdown of the associated additional costs are as follows:

<i>Description</i>	<i>Budget Estimate</i>	<i>Revised Estimate</i>
<b>Preliminary Works</b>	\$ 20,000.00	\$ 20,000.00
<b>Service Relocations</b>		
Telstra Design	\$ 50,000.00	\$ 46,039.75
Telstra Construction	Included	Included
NBN Design	Included in Telstra	\$ 52,921.00
NBN Construction	Quote	Included
Western Power Design	\$ 5,000.00	\$ 7,380.00
Western Power Construction	\$ 90,000.00	\$ 116,562.00
Water Corporation	\$ 1,000.00	\$ 1,000.00
<b>Construction</b>		
Civil Works	\$ 34,000.00	\$ 40,000.00
Speed Cushions		\$ 20,000.00
<b>TOTAL</b>	<b>\$ 200,000.00</b>	<b>\$ 303,902.75</b>

\$ 303,902 is estimated to complete the required construction of the roundabout including the installation of speed cushions.

**LEGISLATIVE COMPLIANCE**

- Traffic Management Criteria Policy; and
- State Black Spot Program Development and Management Guidelines.

**OPTIONS**

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That Council:																											
	1. Approves the installation of speed cushions on all the approach legs as part of the construction of the roundabout at the intersection of East Street and Eighth Avenue, Maylands.																											
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Organisational Health and Safety	Low	Low																										
Conclusion	This option will satisfy Council's request to include further measures to keep speeds low at this intersection. Residents who have objected to this proposal will however be dissatisfied with the outcome.																											

Option 2	That Council:							
	1. Does not support the installation of speed cushions on all the approach legs as part of the construction of the roundabout at the intersection of East Street and Eighth Avenue, Maylands.							
	2. Amends the 2020-21 Budget as follows:							
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80291 – Citywide Traffic Implementation	\$266,114	\$182,212	(\$83,902)					

	80526 – Eighth Ave and East St – Roundabout	\$200,000	\$283,902	\$83,902
			NET EFFECT	NIL
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction		Moderate	Low	
Reputation		Low	Moderate	
Governance		Low	Low	
Community and Stakeholder		Moderate	Moderate	
Financial Management		Low	Moderate	
Environmental Responsibility		Low	Low	
Service Delivery		Low	Low	
Organisational Health and Safety		Low	Moderate	
Conclusion	Residents who have objected to this proposal will be satisfied with the outcome. The City can expend on traffic calming treatments on other higher priority locations.			

### FINANCIAL IMPLICATIONS

A total funding of \$103,902 to complete the works including \$20,000 for the addition of speed cushions is to be sourced from the Citywide Traffic Implementation Budget as it consists of sufficient carry forward funds from the 2019-20 budget.

**Item 1:** Citywide Traffic Management Implementation

**Asset Category:** Other

**Source of Funds:** Municipal

**LTFP Impacts:** NA

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$ 103,902		\$500		20		\$266,114

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment

Aspiration: A quality and connected built environment.

Outcome B1: Appealing streetscapes.

Outcome B2: A connected community with sustainable and well maintained transport.

Outcome B3: Quality built environment.

### CONCLUSION

Although the CWTS did not identify any excessive speeding issues on East Street and Eighth Avenue, the installation of a roundabout would provide benefits as a traffic speed calming measure to this intersection.

Given the City has only received two objections from the community consultation process and that Council wishes to include further measures to keep speeds low at this intersection, it is recommended that Council approves the installation of the speed cushions on all the approach legs to the proposed roundabout at this intersection.

The expected benefits that can be offered to various road users through this speed reduction initiative include:

- Further reduction to vehicle travel speeds;
- Increasing safety for pedestrians and cyclists using and crossing these roads; and
- Reducing the severity of crashes.

\$ 303,902 is estimated to complete the required construction of the roundabout including the installation of speed cushions which may be funded from the carry forward funds from the Citywide Traffic Implementation Account.

**Attachment 1**

6 July 2020

61 Broun Avenue, Morley WA 6062  
PO Box 467, Morley WA 6943

«Title» «Name» «Surname»  
«Owner\_Address»  
«Suburb»

P: (08) 9272 0622  
F: (08) 9272 0665  
mail@bayswater.wa.gov.au

National Relay Service:  
1800 555 660

www.bayswater.wa.gov.au

Dear «Salutation»

**NOTIFICATION OF WORKS - EAST STREET AND EIGHTH AVENUE ROUNDABOUT, MAYLANDS**

Please be advised that the City of Bayswater has successfully secured funding under the State Government's Black Spot Program to construct a roundabout at the intersection of East Street and Eighth Avenue, Maylands. This project will reduce the high number of recorded right angle vehicle accidents as well as improving public safety at the intersection.

The proposed works are shown on the attached diagram (Drawing No.: 61/19-3) which includes the following:

- Road pavement widening and kerb realignment;
- Modification of stormwater drainage;
- Relocation of existing underground services;
- Modification of streetlighting by Western Power;
- Signs and pavement markings;
- Landscaping and tree planting; and
- Footpath, pedestrian and cyclists ramp installations.

In addition to the above works, Council have requested the installation of additional traffic calming measures at this intersection, as such, the City is seeking residents' comments in relation to the installation of proposed speed cushions on all approaches to the roundabout. Accordingly, please provide comments back to the City via email to [mail@bayswater.wa.gov.au](mailto:mail@bayswater.wa.gov.au) or post to the Chief Executive Officer, City of Bayswater, PO Box 467, Morley WA 6943, by close of business, **Friday, 31 July 2020**.

These works are anticipated to commence in mid-August through to October 2020. Traffic management will be in place when and where required for the duration of the project. Some diversion of traffic will be necessary during certain phases of construction and detour signs will be erected to redirect traffic around these works. Short delays are expected, however, the City will endeavor to ensure any inconvenience will be kept to a minimum.

The City appreciates your support and cooperation during this construction. Should you wish to discuss this matter further or have any concerns, please contact the City's Coordinator Engineering and Waste, Clement Ch'ng, on 9270 4182.

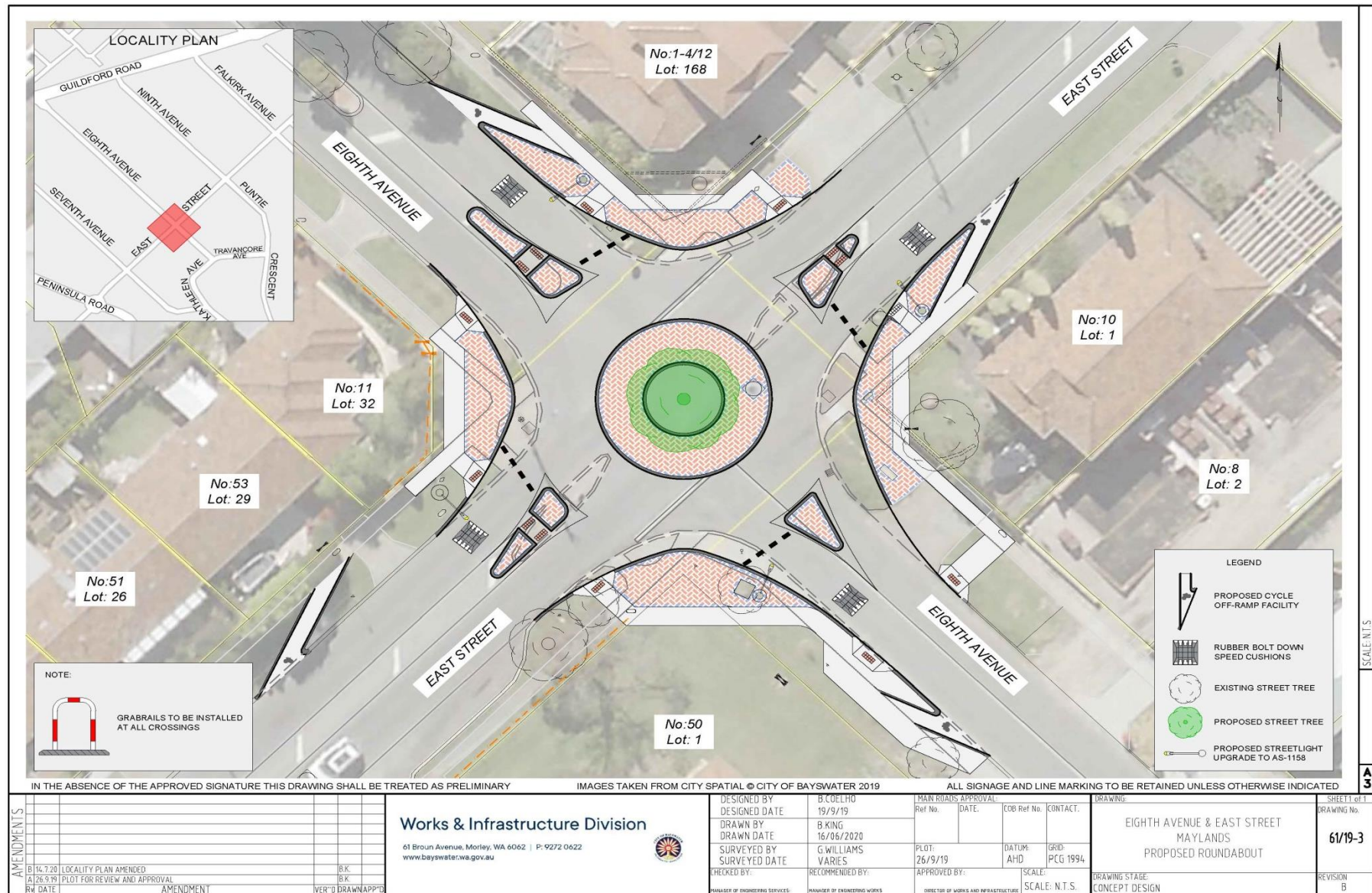
Yours faithfully

**BRYCE COELHO**  
**MANAGER ENGINEERING SERVICES**

Attach







**10.4 Community and Development Directorate Reports****10.4.1 Proposed Single-Storey Additions including Retrospective Patio to Single House - Lot 2, 106 Seventh Avenue, Maylands**

<b>Applicant/Proponent:</b>	Noel B Baker	
<b>Owner:</b>	Noel B Baker & Rossalin Baker	
<b>Responsible Branch:</b>	Development Approvals	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input checked="" type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Plans for Development	
<b>Refer:</b>	N/A	

**SUMMARY**

A planning application has been received for proposed single-storey additions including retrospective patio to single house at Lot 2, 106 Seventh Avenue, Maylands. Given the property is listed on the City's Local Heritage Survey (LHS) determination of the application falls outside officer's delegation, hence the application is referred to Council for determination.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council grants planning approval for the proposed single-storey additions including retrospective patio to single house at Lot 2, 106 Seventh Avenue, Maylands in accordance with the planning application dated 27 July 2020 and plans dated 6 February 2020, subject to the following conditions:

1. The development shall be carried out only in accordance with the terms of the application as approved herein, and any approved plan.
2. The approved parapet/boundary wall and footings abutting the boundary must be constructed wholly within the subject allotment. The external surface of the parapet/boundary wall shall be finished to a professional standard, to the satisfaction of the City of Bayswater.
3. A detailed schedule of external finishes (including materials and colour schemes and details) shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.
4. All stormwater and drainage runoff produced onsite is to be disposed of onsite to the satisfaction of the City of Bayswater.
5. On completion of construction, all excess articles, equipment, rubbish and materials being removed from the site and the site left in an orderly and tidy condition, to the satisfaction of the City of Bayswater.
6. A building approval certificate application in accordance with sections 51, 52 and 54 of the *Building Act 2011*, and regulation 4 of the *Building Regulations 2012* shall be submitted to, and to the satisfaction of the City of Bayswater.
7. All street tree(s) within the verge adjoining the subject property are to be retained and shall have measures consistent with AS 4970-2009 undertaken to ensure their protection during construction of the subject development to the satisfaction of the City, including but not limited to the following:

- (a) A minimum 2.0m radius tree protection zone (TPZ) shall be provided through 1.8m high fencing around the verge trees (chain mesh panels or other suitable material) during construction of the subject development.
- (b) The above fencing is not to be moved or removed at any period during construction, and this zone is not to be entered for any reason; signage notifying people of the TPZ and the associated requirements is to be placed on each side of the fencing.
- (c) All activities related to construction of the subject development, including parking of vehicles, storage of materials, and washing of concreting tools and equipment is prohibited within the designated TPZ.
- (d) Any roots identified to be pruned shall be pruned with a final cut to undamaged wood outside of the TPZ. Pruning cuts shall be made with sharp tools such as secateurs, pruners, handsaws or chainsaws. Pruning wounds shall not be treated with dressings or paints. It is not acceptable for roots to be 'pruned' with machinery such as backhoes or excavators.
- (e) The tree(s) shall be provided with supplemental water during any construction period falling over summer, with a minimum of 150 litres being provided per week.
- (f) Should any works be required to be undertaken within the TPZ, approval must be given by the City prior to entering this zone. You may be required to seek advice from an Arborist in regard to the type of works being undertaken, this information is to be assessed by the City as part of the approvals to enter.
- (g) Any new crossover shall maintain a minimum clearance of 2.0m from the base of a street tree(s).

**Advice Notes:**

1. To activate the planning approval, the development/use subject of this approval must be substantially commenced within a period of two years of the date of this approval notice. If the development is not substantially commenced within this period, this approval shall lapse and be of no further effect. Where an approval has lapsed, no development/use shall be carried out without the further approval of the City having first been sought and obtained.
2. This approval is not a building permit or an approval under any other law than the *Planning and Development Act 2005*. It is the responsibility of the applicant/owner to obtain any other necessary approvals, consents and/or licenses required under any other law, and to commence and carry out development in accordance with all relevant laws.
3. This approval is not an authority to ignore any constraint to development on the land, which may exist through contract or on title, such as but not limited to an easement or restrictive covenant. It is the responsibility of the applicant/owner to investigate any such constraints before commencing development.
4. Kerbs, roadways, footpaths, open drains, stormwater pits, service authority pits and verge areas must be adequately protected, maintained and reinstated if required, during and as a result of carting and all works associated with this development.

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

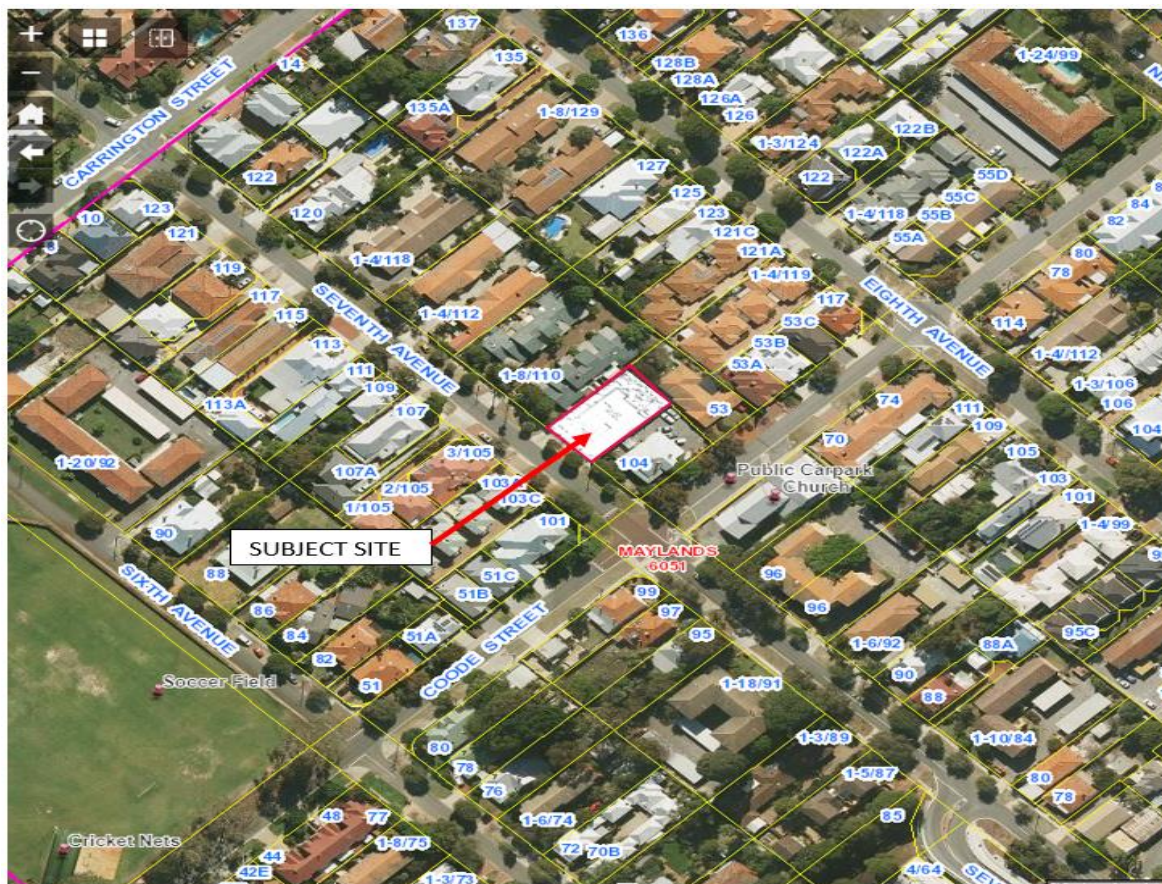
**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**



**BACKGROUND**

<b>Application Number:</b>	DA20-0394
<b>Address:</b>	Lot 2, 106 Seventh Avenue, Maylands
<b>Town Planning Scheme Zoning:</b>	Medium and High Density Residential, R40
<b>Use Class:</b>	Single House - 'P'
<b>Lot Area:</b>	668 m <sup>2</sup>
<b>Existing Land Use:</b>	Dwelling and Outbuildings
<b>Surrounding Land Use:</b>	Single Houses, Grouped Dwellings, Church
<b>Proposed Development:</b>	Single-Storey Additions including Retrospective Patio to Single House

A planning application was received on 27 July 2020 for proposed single-storey additions including retrospective patio to single house situated within the Maylands Character Protection Area (CPA). Given the property is listed on the City's LHS, determination of the application falls outside officer's delegation, hence the application is referred to Council for determination.





### EXTERNAL CONSULTATION

Community consultation was not undertaken given that the impact of the proposal on the heritage value of the place is the major focus of assessment and the proposal is not considered to have an undue impact on neighbouring properties.

The application was circulated to the Department of Planning, Lands and Heritage which advised there are no comments given the place is not in the State Register of Heritage Places, is not in the vicinity of a place on the Register, is not subject to a heritage agreement and is not identified as a place warranting assessment by the Heritage Council.

### OFFICER'S COMMENTS

Key Scheme Provisions	Required	Provided	Assessment
Minimum Setbacks:			
Front	2.0m	6.1m	Compliant
Side (North-West)			N/A
Side (South-East)			N/A
Rear	1.0m – 1.5m	2.5m – 2.8m	Compliant
Boundary Wall:			
Maximum Wall Height -			
Side (North-West)	3.5m	2.8m	Compliant
Maximum Average Wall Height -			
Side (North-West)	3.0m	2.7m	Compliant
Maximum Wall Length -			
Side (North-West)	20.8m	10.1m	Compliant
Minimum Open Space	45%	60.4%	Compliant
Maximum Overshadowing of Adjoining Property	35%	2.0%	Compliant
Minimum Parking	2 car bays	2 car bays	Compliant

Assessment of the proposal indicates that it meets the deemed-to-comply requirements of the WA Residential Design Codes. The proposal is also considered to meet the requirements of the

City's *Character Protection Areas Policy* given the additions are designed to complement the existing dwelling being of the same architectural style, materials, finishes and colours. Further the proposed additions are largely situated towards the rear of the site where they are generally not directly visible from the street.

### Heritage Assessment

The site is included on the City's Town Planning Scheme No. 24 Heritage List and it is listed under the City's LHS as a 'Management Category 3' heritage place. The LHS indicates that the original building was constructed circa 1914. Any alterations or additions to buildings on the site requires the approval of Council, and an assessment based on the merits of the application is required. The LHS states the following descriptions for the subject place:

#### *"Physical Description*

*A single storey brick house set behind a rendered brick pier and panel fence with timber picket infill and a paved driveway running along the left lot boundary. The house has a hipped and gabled roof with corrugated metal roofing replacing the original tiles. There is a central forward facing projecting bay with a gable above that has two evenly spaced sash windows with arched brick lintels. The roof extends at a pitch break forward below the gable and wraps around both sides to create a verandah, supported by simple square timber posts on rendered piers with brackets. Beyond the sides of the verandah is a central gabled roof section, with gables facing both side boundaries. The windows to the right of the projecting bay are also sash windows with arched brick lintels. On the left a section of the verandah has recently been infilled and the new forward facing wall has smaller leadlight window with an arched brick lintel, this window still aligns with the rendered band."*

*"Condition: Good*

*Integrity: High*

*Authenticity: Moderate'*

#### *"Historical Notes*

*The subdivision plan for this portion of Maylands was approved by the Department of Lands and Surveys in 1899. Development of this area was driven largely by the need to provide housing for the numbers of workers occupied in the vicinity. Two of the biggest employers were the Midland Railway Workshops and the Mephan Ferguson Factory. From the readily available information there is no indication this site was built on prior to 1914 when mine owner, Thomas King and his wife Hannah King lived at this residence they called 'Reynella'....Aerial photographs indicate that the place has not changed significantly in form or extent since the mid 20<sup>th</sup> century. In 2005, the tiled roof was changed to Colorbond and recent works have been undertaken within the original building envelope.'*

The LHS provides the following statement of significance for the subject place:

- *"The place has aesthetic value for its demonstration of the form and detail of a brick Federation Bungalow residence.*
- *The place has historic value for its association with the ongoing development of this portion of Maylands in the 1910s.*
- *The place has historic value for its association with the commitment by the state government to the provision of infrastructure for the growing community in Maylands.*
- *The place has social value as a demonstration of the scale and form of housing in the 1910s for professional men and their families."*

The place is classified as a 'Management Category 3' heritage place, whereby the level of significance of the place is classified as 'some/moderate significance' and the desired outcome is to conserve the place which 'contributes to the heritage of the locality. Has some altered or modified elements, not necessarily detracting from the overall significance of the item. Any



*alterations or extensions should reinforce the significance of the place, and original fabric should be retained wherever feasible.'*

The proposed additions comprise a garage and storeroom which will replace an existing flat-roofed carport situated on the north-west side of the lot between the dwelling and the side lot boundary, towards the rear of the property. Retrospective approval is also being sought for a patio situated to the rear of the dwelling and adjacent to an existing outbuilding on the south-east side of the lot.

It is considered that the original fabric of the dwelling is retained given no alterations are proposed to the structure of the main dwelling and the additions are limited to the rear and one side of the building. Further it is considered that the proposed design of the additions reinforce and are complementary of the significance of the place. In addition the detailed finishes including materials and colours are also all designed to complement those of the existing dwelling.

### LEGISLATIVE COMPLIANCE

- City of Bayswater Town Planning Scheme No. 24 and local planning policies; and
- City of Bayswater Local Heritage Survey.

### OPTIONS

The following options are available to Council:

1. Council approves the development application in accordance with the Officer's Recommendation. The risks associated with this option is considered to be reduced due to the reasons given for the Officer's Recommendation.
2. Council approves the development application subject to deleted or alternate condition(s). The risks associated with this option is considered dependent on the reasons given for the deleted/alternate condition(s) and the nature of the deleted/alternate condition(s).
3. Council refuses the development application. The risks associated with this option is considered dependent on the reasons given for the application to be refused.

### FINANCIAL IMPLICATIONS

Not applicable

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

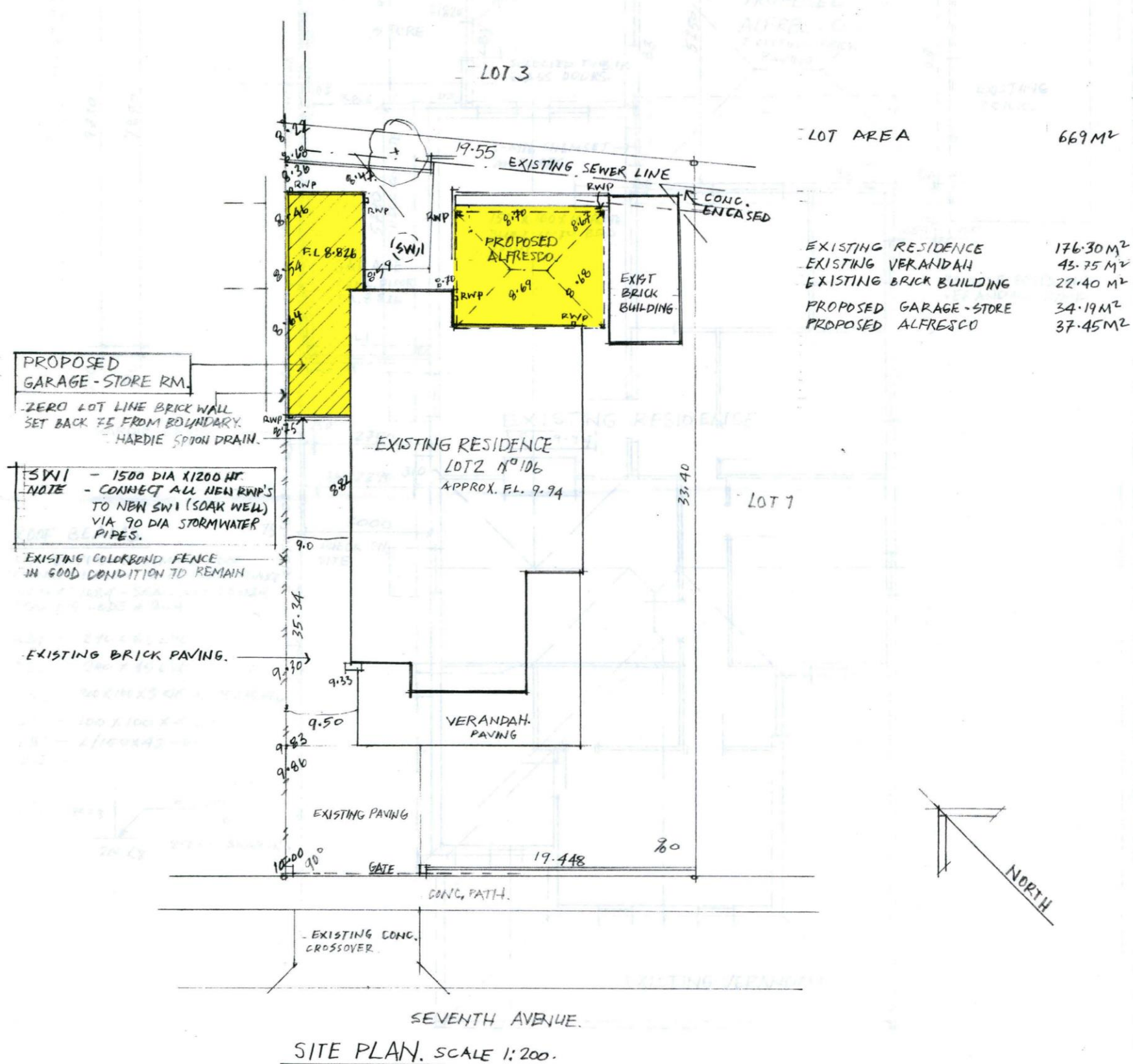
Theme: Our Built Environment  
Aspiration: A quality and connected built environment.  
Outcome B1: Appealing streetscapes.  
Outcome B3: Quality built environment.

The proposed development will contribute towards a quality built environment by retaining and further enhancing the heritage significance of an existing dwelling located in a character residential area in Bayswater.

### CONCLUSION

In light of the above assessment of the proposal, the application is recommended for approval subject to appropriate conditions.

## Attachment 1



**MRODIC**  
 & ASSOCIATES PTY LTD

**Milorad (Mick) Rodic**  
 Architect Reg No. 3215

165 SEVENTH AVENUE  
 INGLEWOOD, W.A. 6052  
 TEL: 9272 3533 FAX: 9370 3469  
 E-MAIL: mick@mrodic.com.au  
 ABN: 28 076 630 325

DocuSign ID: 3700740

rev	amendment	date	by
project:	PROPOSED GARAGE-STORE AND ALFRESCO ADDITIONS. LOT 2 (N°106) SEVENTH AVE MAYLANDS.		

client: MR N. BAKER.

notes: • check all levels and dimensions on  
site before commencing any work  
• all dimensions are in millimeters  
• dimensions shall take precedence  
over scale

dwg no.:

401

drawn: M.RODIC	checked: M.RODIC	date: 6-02-2020	scale: AS SHOWN	job no.: 2020-02
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JOB NO. :

#### 10.4.2 Proposed Two Storey Single House and Street Tree Removal - Lot 765, 33 Hudson Street, Bayswater

<b>Applicant/Proponent:</b>	Danny Psaros	
<b>Owner:</b>	Gurbeer Singh Bhabra	
<b>Responsible Branch:</b>	Development Approvals	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input checked="" type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Development Plans <b>Confidential Attachment</b> 2. Submission Map	
<b>Refer:</b>	N/A	

#### **CR MICHELLE SUTHERLAND DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Michelle Sutherland declared an impartial interest in this item as she knows the applicant. Cr Michelle Sutherland remained in the room during voting on this item.*

**Confidential Attachment(s)** - in accordance with Section 5.23(2) (b) of the Local Government Act 1995 – personal affairs of any person.

#### **SUMMARY**

A planning application has been submitted for a proposed two storey single house including street tree removal at Lot 765, 33 Hudson Street, Bayswater. The site is zoned Medium and High Density Residential R25 under the City's Town Planning Scheme 24. A two-lot freehold subdivision application has also been lodged to the Western Australia Planning Commission (WAPC) and is on hold pending Council's decision with respect to this development application.

The application is being referred to Council as the proposal includes the removal of a street verge tree, which does not comply with the criteria for removal as specified in the City's *Trees on Private Land and Street Verges Policy* and the City's *Urban Trees Policy*. The application is recommended for refusal.

#### **OFFICER'S RECOMMENDATION**

That Council refuses the development application dated 28 June 2020 and plans dated 13 August 2020 for the proposed two storey single house at Lot 765, 33 Hudson Street, Bayswater, for the following reasons:

1. The applicant has not demonstrated that the removal of the western-most street verge tree is warranted under the City's *Trees on Private Land and Street Verges Policy* as there is an alternative viable option to provide vehicle access for development on this site without necessitating the removal of a mature street verge tree.
2. The proposal does not satisfy the objectives of the City of Bayswater *Trees on Private Land and Street Verges Policy* as the proposal will result in the loss of tree canopy coverage and shade and the proposal does not mitigate the urban heat island effect.
3. The proposal does not satisfy the Design Principle P5.1 of *State Planning Policy 7.3 Residential Design Codes Volume 1* as the proposed vehicle access to the site does not



reduce the impact of access points on the streetscape and does not maintain the street verge tree, which is a high quality-landscaping feature.

4. The proposal would result in an additional crossover compared to a single crossover for a survey strata configured subdivision, which does not satisfy Clause 8.3.2.1 of the City of Bayswater Town Planning Scheme 24.
5. The proposal does not satisfy the matters to be considered under clause 67(a – c, f, g, n and x), of Schedule 2, Part 9 of the *Planning and Development (Local Planning Schemes) Regulations 2015*, as:
  - (a) The proposal is inconsistent with the aims and provisions of the Scheme.
  - (b) The proposal is inconsistent with the orderly and proper planning of the locality.
  - (c) The proposal is inconsistent with State Planning Policy 7.3 Residential Design Codes Volume 1.
  - (d) The proposal is inconsistent with City of Bayswater Local Planning Policy (Trees on Private Land and Street Verges).
  - (e) The proposal will have an undue impact upon the amenity of the streetscape of Hudson Street.
  - (f) The loss of the street verge tree will contribute to the urban heat island effect and tree canopy reduction.

#### **COUNCIL RESOLUTION**

**That Council grants planning approval for the two storey single house on Lot 765, 33 Hudson Street, Bayswater in accordance with the planning application dated 28 June 2020 and amended plans dated 13 August 2020, subject to the following conditions.**

1. **The development shall be carried out only in accordance with the terms of the application as approved herein, and any approved plan.**
2. **The approved boundary walls and footings abutting the lot boundary must be constructed wholly within the subject allotment. The external surface of the boundary wall shall be finished to a professional standard, to the satisfaction of the City of Bayswater.**
3. **Retaining walls on lot boundaries exceeding 500mm in height (above natural ground level) are to be designed by a suitably qualified practising engineer, to the satisfaction of the City of Bayswater.**
4. **Walls, fences and other structures are to be truncated or reduced to no higher than 0.75m within 1.5m of where the access leg/driveway meets the road reserve.**
5. **One standard tree and associated growth zone with a radius of 2.0m and minimum pot size of 35L is to be provided within the lot as indicated on the approved plans in accordance with the City's Trees on Private Land and Street Verges Policy to the satisfaction of the City of Bayswater.**
6. **The north-western most street tree proposed to be removed as indicated on the approved plans shall be removed to the satisfaction of the City of Bayswater. The owner/applicant is responsible for engaging a qualified contractor, the cost of removing the tree and any claims that may arise from the removal of the tree.**
7. **Prior to the removal of the north-western most street verge tree indicated on the approved plans, the owner/applicant is to pay the City of Bayswater the amount of \$2,880 as determined by the Helliwell Assessment undertaken by the City to compensate for the loss of amenity value provided by the tree.**
8. **The south-easternmost street tree within the verge adjoining the subject property is to be retained, and shall have measures consistent with AS 4970-2009 undertaken to**

ensure its/their protection during construction of the subject development to the satisfaction of the City, including but not limited to the following:

9. A minimum 2.0m radius tree protection zone (TPZ) shall be provided through 1.8m high fencing around the verge trees (chain mesh panels or other suitable material) during construction of the subject development.
10. The above fencing is not to be moved or removed at any period during construction, and this zone is not to be entered for any reason; signage notifying people of the TPZ and the associated requirements is to be placed on each side of the fencing.
  - (a) All activities related to construction of the subject development, including parking of vehicles, storage of materials, and washing of concreting tools and equipment is prohibited within the designated TPZ.
  - (b) Any roots identified to be pruned shall be pruned with a final cut to undamaged wood outside of the TPZ. Pruning cuts shall be made with sharp tools such as secateurs, pruners, handsaws or chainsaws. Pruning wounds shall not be treated with dressings or paints. It is not acceptable for roots to be 'pruned' with machinery such as backhoes or excavators.
  - (c) The tree(s) shall be provided with supplemental water during any construction period falling over summer, with a minimum of 150 litres being provided per week.
  - (d) Should any works be required to be undertaken within the TPZ, approval must be given by the City prior to entering this zone. You may be required to seek advice from an Arborist in regard to the type of works being undertaken, this information is to be assessed by the City as part of the approvals to enter.
  - (e) Any new crossover shall maintain a minimum clearance of 2.0m from the base of a street tree(s).
11. Prior to occupation, a total of one street tree(s) is to be planted on the Hudson Street verge in front of the subject site, at the full cost of the applicant/owner and to the specifications and satisfaction of the City of Bayswater.
12. Prior to the submission of a building permit application, the owner/applicant is to pay the City a bond in the amount of \$500.00 which will cover the cost of a replacement tree in the event that the replacement tree does not survive. The bond will be refunded if the tree survives after 24 months.
13. All stormwater and drainage runoff produced onsite is to be disposed of onsite to the satisfaction of the City of Bayswater.
14. All vehicle crossings being upgraded, designed and constructed to the satisfaction of the City of Bayswater.
15. The proposed driveway being constructed with brick paving or concrete to the satisfaction of the City of Bayswater.
16. On completion of construction, all excess articles, equipment, rubbish and materials being removed from the site and the site left in an orderly and tidy condition, to the satisfaction of the City of Bayswater.

**Advice Notes:**

1. To activate the planning approval, the development/use subject of this approval must be substantially commenced within a period of two years of the date of this approval notice. If the development is not substantially commenced within this period, this approval shall lapse and be of no further effect. Where an approval has lapsed, no development/use shall be carried out without the further approval of the City having first been sought and obtained.

2. This approval is not a building permit or an approval under any other law than the Planning and Development Act 2005. It is the responsibility of the applicant/owner to obtain any other necessary approvals, consents and/or licenses required under any other law, and to commence and carry out development in accordance with all relevant laws.
3. This approval is not an authority to ignore any constraint to development on the land, which may exist through contract or on title, such as but not limited to an easement or restrictive covenant. It is the responsibility of the applicant/owner to investigate any such constraints before commencing development.
4. This approval does not authorise any interference with dividing fences, nor entry onto neighbouring land. Accordingly, should the applicant/landowner wish to remove or replace any portion of a dividing fence, or enter onto neighbouring land, the applicant/landowner must first come to a satisfactory arrangement with the adjoining property owner. Please refer to the *Dividing Fences Act 1961*.

CR BARRY MCKENNA MOVED, CR STEPHANIE GRAY SECONDED

CARRIED UNANIMOUSLY: 10/0

#### REASON FOR CHANGE

*Although it was acknowledged that the Officer's Recommendation was in accordance with the City's Trees on Private Land and Street Verges Policy; it was considered that there needed to be some flexibility and that the application should be assessed on its merits. The additional information provided by the applicant in relation to a replacement tree and the potential increase in hardstand associated with a battle-axe lot configuration were taken into consideration.*

#### BACKGROUND

<b>Application Number:</b>	DA20-0325
<b>Address:</b>	Lot 765, 33 Hudson Street, Bayswater
<b>Town Planning Scheme Zoning:</b>	Medium and High Density Residential R25
<b>Use Class:</b>	Single House
<b>Lot Area:</b>	1011m <sup>2</sup>
<b>Existing Land Use:</b>	Existing Single Storey Single House to be Demolished
<b>Surrounding Land Use:</b>	Single and Two Storey Single Houses and Grouped Dwellings
<b>Proposed Development:</b>	Two Storey Single House and Street Tree Removal

A development application dated 28 June 2020 and amended plans dated 13 August 2020 have been received for a proposed two storey single house at Lot 765, 33 Hudson Street, Bayswater. There is an existing single storey single house and ancillary outbuilding, which is proposed to be demolished. Two Queensland Box street verge trees are located on the adjacent verge in front of the subject site. The proponent is seeking to remove the western-most street verge tree to facilitate vehicle access to the proposed dwelling.

The applicant has also lodged a two-lot freehold subdivision application to the WAPC, which was referred to the City for comment on 21 February 2020. The City responded to the WAPC on 1 April 2020 to advise that the City does not support the proposed side-by-side configuration of the proposed subdivision, as it would result in the loss of the western-most street verge tree. The subdivision is currently on hold pending the determination of the development application. The proposal includes some variations to the R-Codes, which are outlined below. However, the primary consideration for this proposal is the proposed street tree removal.



### EXTERNAL CONSULTATION

The applicant obtained two letters of support from adjoining landowners for the proposed development including the proposed side-by-side subdivision configuration and removal of the western-most street verge tree.

### OFFICER'S COMMENTS

Key Scheme Provisions	Required	Provided	Assessment
Minimum Setbacks:			
Ground Floor - Front	3m / 6m average	5.7m / 6m average	Compliant
First Floor – Front	3m / 6m average	14.9m / 14.9m average	Compliant
Ground Floor – South East Side			
Study – Library	1m	1.3m	Compliant
Laundry – Stairs	1m	1.3m	Compliant

Powder Room	1m	2.8m	Compliant
Kitchen – Alfresco	1.5m	4m	Compliant
First Floor – South East Side			
Bed 3 – Bath	1.2m	1.3m	Compliant
Sitting	1.2m	4m	Compliant
Ground Floor – Rear	2.2m	13.4m	Compliant
First Floor – Rear	3.5m	24.4m	Compliant
Boundary Wall:			
Maximum Wall Height - Side (South East)	3.5m	2.8m	Compliant
Maximum Average Wall Height - Side (South East)	3m	2.8m	Compliant
Maximum Wall Length - Side (South East)	14.7m	2.4m	Compliant
Maximum Wall Height – Side (North West)	3.5m	5.9m	Variation
Maximum Average Wall Height - Side (South East)	3m	4.2m	Variation
Maximum Wall Length - Side (South East)	14.7m	28.2m	Variation
Maximum Building Height:			
Wall Height	6m	6m	Compliant
Roof Pitch Height	9m	8.4m	Compliant
Minimum Open Space	50%	59.7%	Compliant
Maximum Overshadowing of Adjoining Property	25%	7.4%	Compliant
Minimum Parking:	2 car bays	2 car bays	Compliant
Minimum Outdoor Living Area:	30m <sup>2</sup>	221.2m <sup>2</sup>	Compliant
Minimum Visual Privacy Setbacks:			
First Floor Bed 3	4.5m	2.7m	Variation
Minimum Trees	1 standard tree and growth zone with a radius of 2m.	1 standard tree and growth zone with a radius of 2m.	Compliant
Vehicle Access	Minimum setback of 2m from driveways/cros sovers to the trunk of street	2.2m setback to easternmost street verge tree.	Compliant

Street Verge Trees	verge trees. Street tree are to be retained.	Westernmost street verge tree to be removed.	Variation
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### Boundary Walls

The development proposes variations to the R-Codes deemed-to-comply requirements for boundary walls in respect to the wall height and length along the future northwestern lot boundary. It is considered that the proposed boundary wall height and length are compliant with the R-Codes Design Principles as they make more effective use of space and do not have a detrimental impact upon any adjoining property as the walls abut an internal lot boundary only. Notwithstanding, the walls will eventually be screened from the view of the street by a new dwelling on the adjoining future lot as the proposed walls are located behind the front setback area. Any future dwelling on the adjoining future lot would likely be built to the boundaries similar to the dwelling subject to this application due to the narrow lot width. The boundary wall variations will not have a detrimental impact upon this dwelling as they do not contain any major openings that would result in a loss of visual privacy and they do not result in an overshadowing impact. The boundary wall variations are therefore supported.

### Visual Privacy

The development proposes a variation to the R-Codes deemed-to-comply requirements of visual privacy because of the window to Bedroom 3, which has a visual privacy cone of vision setback of 2.7m in lieu of 4.5m to 31 Hudson Street, Bayswater. It is considered that the window meets the R-Code Design Principles for visual privacy as the window is aligned parallel to the front boundary and results in indirect overlooking of a non-habitable side setback area only. It is considered that opaque screened windows are an undesirable outcome especially in the front façade of dwellings and that the proposed window will provide improved access to light and ventilation to bedroom 3. The affected adjoining landowner has been consulted about the proposed development and has raised no objections to the visual privacy variation.

### Street Verge Tree Removal

There are two existing street verge trees adjacent to the subject site, with the westernmost tree detrimentally impacted by the proposed vehicle access to the development. The City's *Trees on Private Land and Street Verges Policy* and the City's *Urban Trees Policy* specify that street verge trees are to be retained, unless in the opinion of the City of Bayswater the development meets the following criteria:

- (a) The tree is dead;
- (b) Where an unacceptable level of risk exists within the tree's structure and remedial techniques cannot rectify;
- (c) The tree is suffering from a disease where remedial techniques will not prevent further spread of the disease, and the removal will be of benefit to other trees around it;
- (d) The tree is causing significant damage to infrastructure and suitable documented evidence is provided by a suitably qualified currently practising arborist, at the expense of the applicant; and/or
- (e) To facilitate the placement of a permanent vehicle access crossing as a last resort, where there is no other viable option.

In this instance, both trees are in good health, are not causing any infrastructure damage and do not pose a safety risk. It is considered that there is 8m of unobstructed lot frontage towards the



northern corner of the site where an alternative vehicle access arrangement can be obtained via a battle-axe/common property driveway configuration. This means that the development would need to be redesigned as a two lot survey strata or battle-axe configuration, which would permit redevelopment of the lot whilst retaining the street verge trees.

The City has allocated significant resources into implementing a best practice approach to infill development through an *Urban Forest Strategy* and local planning policy to protect existing trees. Extensive research has been undertaken into the effects of the loss of tree canopy coverage as a result of infill development of which there are numerous documented negative impacts including the 'urban heat island effect'. Community feedback is consistently identifying the loss of mature trees as being of significant concern and the City is progressing towards an aspirational 20% urban green canopy by 2025. The unnecessary removal of a mature verge street tree does not contribute towards these objectives.

The City has also investigated as to whether or not a reduced setback of 1.6m in lieu than 2m to the trunk of the street tree could be considered. The trees have a low canopy, which means that extensive pruning would be required in order to achieve vehicle access between the two trees. The City's Consulting Arborist has advised that the regular pruning required, would result in half of the tree canopies being removed and would have a detrimental impact upon the ongoing health of the tree. Reduction of the crossover width was also considered, however the City requires a minimum crossover width of 3.4m where they connect to internal double width driveways to allow for adequate manoeuvring to the garage. Therefore, a reduced setback or narrower crossover cannot be supported in this instance.

Prior to the lodgement of this development application, the City responded to a WAPC subdivision application referral for the two-lot side-by-side subdivision on 1 April 2020. The City recommended that the subdivision be refused due to vehicle access not complying with the City's Trees on Private Land and Street Verges Policy for the reasons outlined above. The City also advised the applicant that a subdivision with a battle-axe/common property driveway configuration could be supported as an alternative option, which would facilitate redevelopment of the site and retain the street trees. Should Council determine to approve the removal of the street tree, proposed lot two (right hand side lot) which is proposed as part of the WAPC subdivision application has adequate verge space which is not impacted by street trees for vehicle access.

## **LEGISLATIVE COMPLIANCE**

- The City of Bayswater Town Planning Scheme 24;
- City of Bayswater local planning policies including Trees on Private Land and Street Verges Policy;
- City of Bayswater Urban Tree Policy; and
- State Planning Policy 7.3 Residential Design Codes Volume 1.

## **OPTIONS**

The following options are available to Council:

1. Council refuses the development application in accordance with the Officer's Recommendation. The risks associated with this option is considered to be low due to the reasons outlined in the Officer's Recommendation.
2. Council approves the development application subject to no or alternate condition(s). The risks associated with this option are dependent on the reasons given for the approval and any condition(s) and the nature of the condition(s).



**FINANCIAL IMPLICATIONS**

Nil.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment  
Aspiration: A quality and connected built environment.  
Outcome B1: Appealing streetscapes.  
Outcome B3: Quality built environment.

Street verge trees make an important contribution to appealing streetscapes and a quality built environment. The unnecessary removal for mature street verge trees in good health is contrary to the City's Strategic Community Plan. The Council has consistently refused applications for removal of street verge trees and support of this application would set an undesirable precedent.

**CONCLUSION**

Given the above, it is recommended that the application be refused.

**SITE AREAS**

TOTAL LOT AREA	505.92m <sup>2</sup>
BUILDING AREA (SITE COVER)	188.08m <sup>2</sup>
OPEN SPACE	316.84m <sup>2</sup>

**SHADOW AREAS**

NEIGHBOURS LOT AREA (APPROX.)	1011m <sup>2</sup>
SHADOW CAST (BY PROPOSED RESIDENCE)	74.83m <sup>2</sup>
TOTAL SHADED AREA (OF NEIGHBOURING BLOCK)	7.4%

**SEWER PROPERTY CONNECTION APPROXIMATE ONLY**

- SEWER INVERT LEVEL 22.17
- SEWER BROUGHT UP 0.0
- DEPTH TO CONNECTION 2.6

**FLOOR RL 26.88**

**WATER LINE**

**DATUM NAIL & PLATE AHD RL 27.75**

**HUDSON STREET**

**PROPOSED SITE PLAN**

**SCALE 1:200**

AMENDED PLANNING 13/06/2020

START DATE: JUNE 2020 DRAWN: TDT-SM

ISSUE DATE: 13/06/2020 JOB NO: 118-20

SCALE: AS SHOWN SHEET: 2 of 7

## PROPOSED BHABRA RESIDENCE

### AT : 33 HUDSON STREET, BAYSWATER

**Premium Developments**

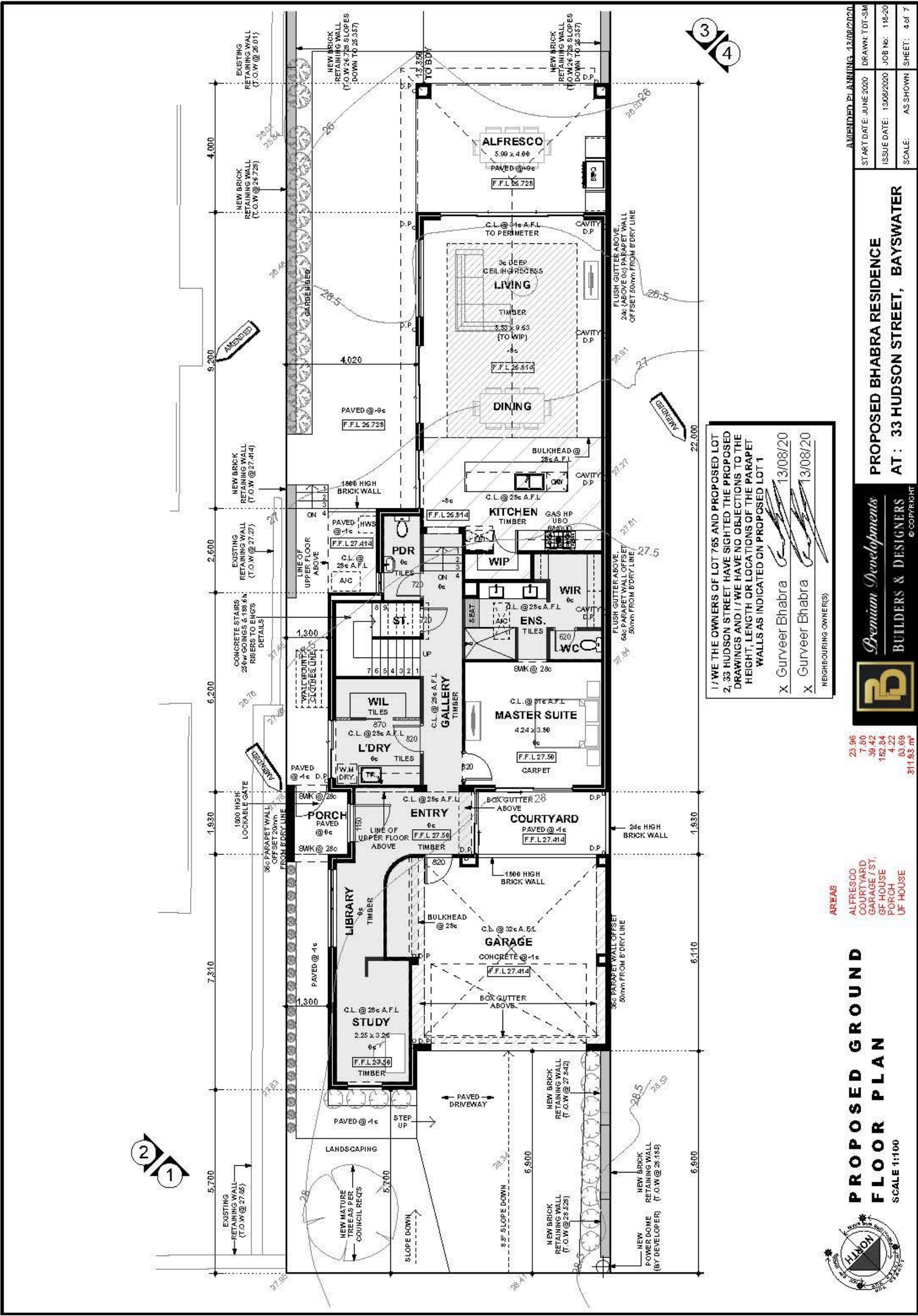
**BUILDERS & DESIGNERS**

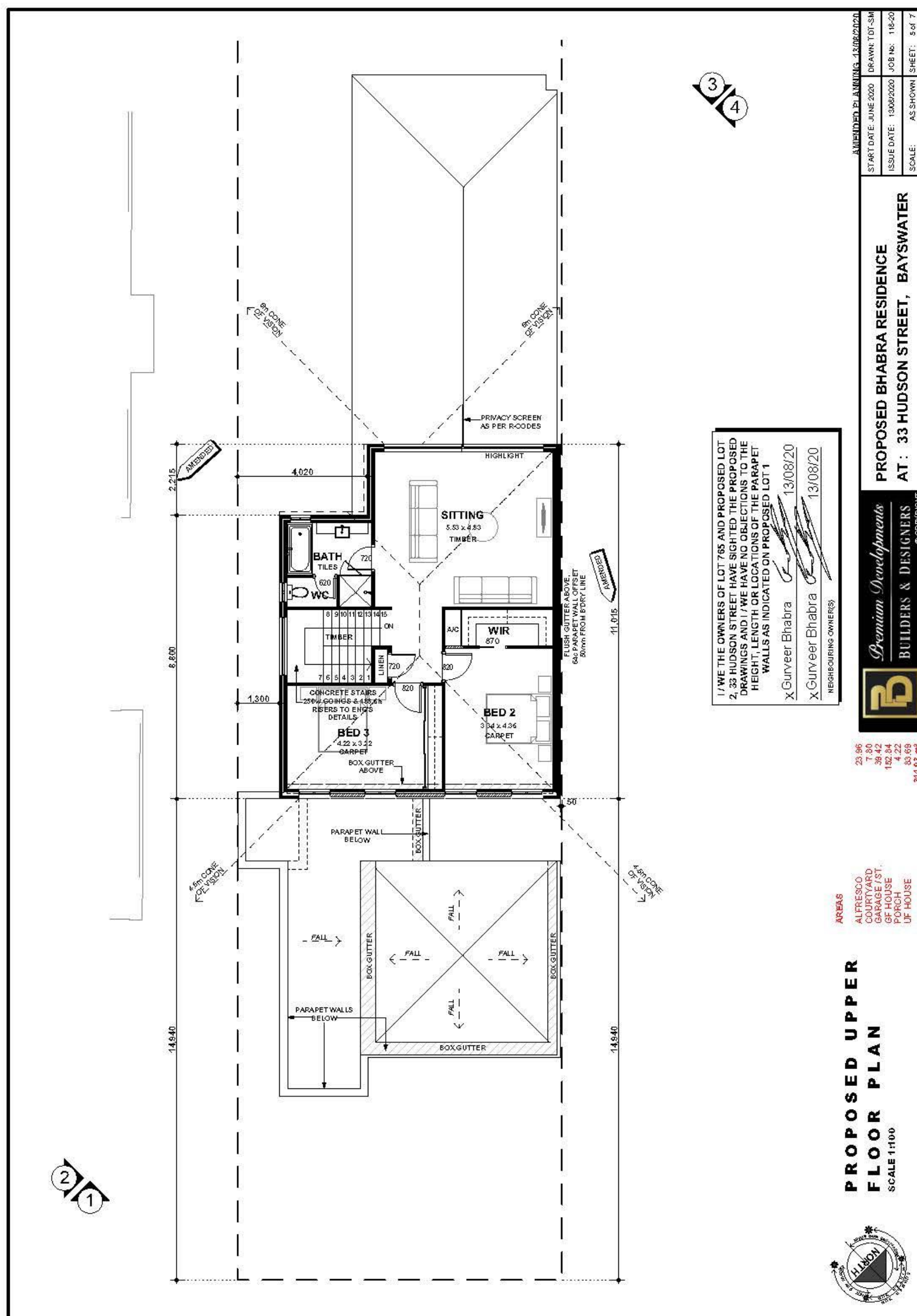
© COPYRIGHT

**PROPOSED SITE PLAN**

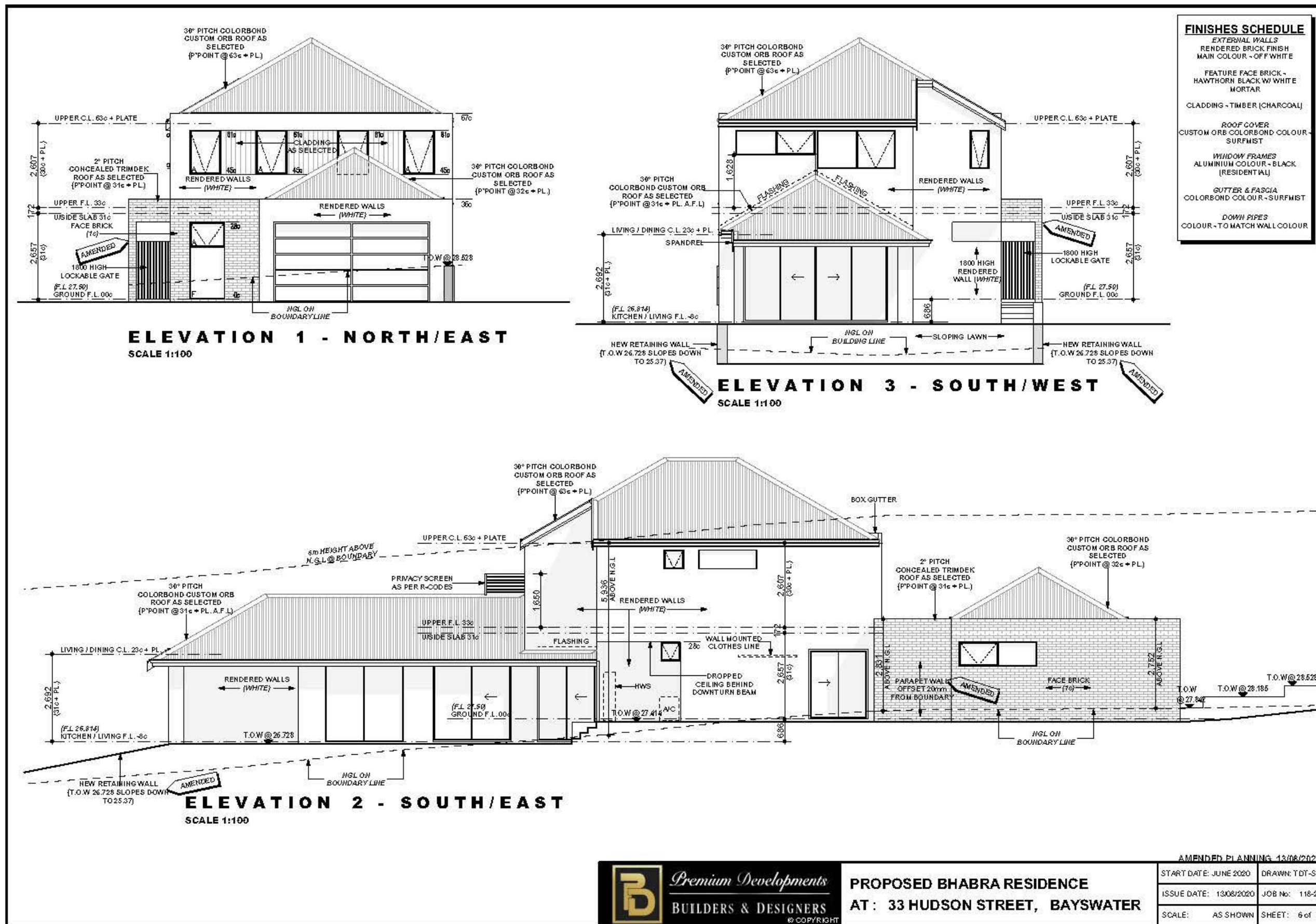
**SCALE 1:200**



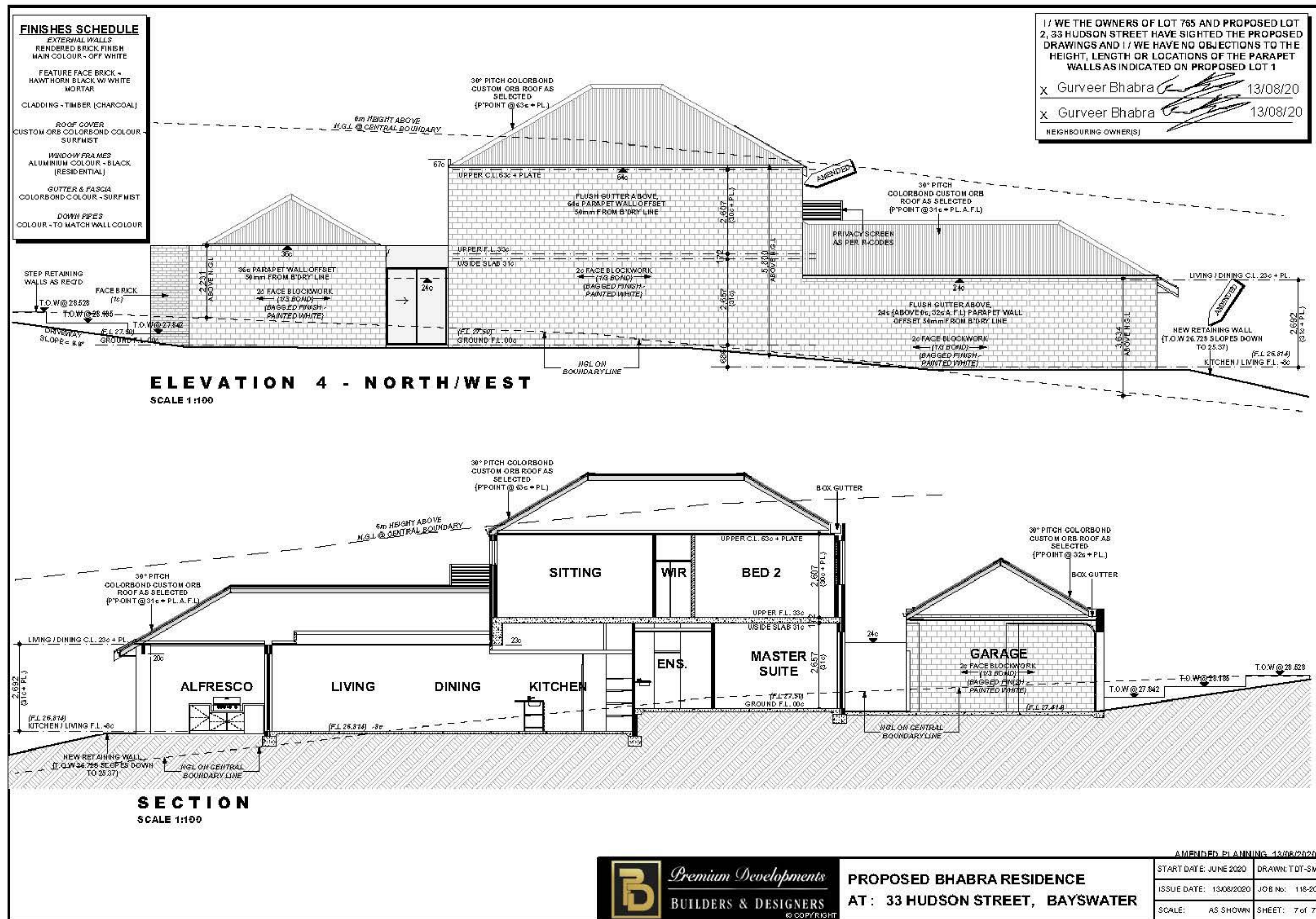












**10.4.3 Proposed Five Multiple Dwellings - Lot 89, 11 Conroy Street, Maylands**

<b>Applicant/Proponent:</b>	Germano Designs Pty Ltd	
<b>Owner:</b>	Bradley and Rosa Robinson	
<b>Responsible Branch:</b>	Development Approvals	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input checked="" type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Development Plans 2. Landscape Concept Plan 3. Location and Context 4. Proposed Overshadowing Diagram 5. Comparative Overshadowing Diagram 6. Solar Access and Ventilation Diagrams 7. Perspective Drawings 8. Planning Assessment Summary <b>Confidential Attachment(s)</b> 9. Submission Location Map	
<b>Refer:</b>	N/A	

**CR MICHELLE SUTHERLAND DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Michelle Sutherland declared an impartial interest in this item as she knows the applicant. Cr Michelle Sutherland remained in the room during voting on this item.*

**Confidential Attachment(s) - in accordance with Section 5.23(2) (b) of the Local Government Act 1995 – personal affairs of any person**

**SUMMARY**

A planning application has been received for five multiple dwellings at Lot 89, 11 Conroy Street, Maylands. The proposal includes variations to visual privacy, lot boundary setbacks, building height, plot ratio, landscaping and overshadowing 'acceptable outcomes' requirements of the State Planning Policy 7.3 Residential Design Codes Volume 2 – Apartments (R-Codes). Given that 16 submissions were received from adjoining properties during the community consultation period, this application is required to be referred to Council for determination.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

**That Council grants planning approval for the proposed five multiple dwellings on Lot 89, 11 Conroy Street, Maylands in accordance with the planning application dated 26 March 2019 and the amended plans dated 26 August 2020, subject to the following conditions:**

- 1. The development shall be carried out only in accordance with the terms of the application as approved herein, and any approved plan.**
- 2. A final 'Schedule of Colours and Materials' shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.**
- 3. Lighting plans detailing how outdoor lighting is to be designed, baffled and located to prevent any increase in light spill onto the adjoining properties shall be submitted**



to and approved to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.

4. An amended landscaping plan shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application. For the purpose of this condition, the plan shall be drawn with a view to reduce large areas of hard stand in passive areas and show the following:
  - (a) The location and species of all trees and shrubs to be retained or removed.
  - (b) The size and number of new plants to be planted.
  - (c) The location of any lawn areas to be established.
  - (d) Those areas to be reticulated or irrigated.
  - (e) All planter boxes or planting on structure as denoted on the plans containing trees including shall have a minimum soil depth of 1m.
  - (f) Details of permeable paving and location of deep soil areas.
  - (g) Details and maintenance arrangements for vertical landscaping.
  - (h) A minimum of two medium trees with a minimum pot size of 200 litres, as denoted on the indicative landscaping plans, with structural soil or root cells provided to each tree where necessary.
  - (i) All landscaped areas shall be separated from vehicle access, pedestrian paths and parking areas through the use of walls, kerbing or bollards to enable the protection of the landscaping.

Landscaping and reticulation shall be completed in accordance with the approved detailed landscape plan prior to occupation of the development and thereafter maintained to the satisfaction of the City of Bayswater.

5. The balconies denoted on the plans to be screened are to be screened to a minimum height of 1.6m above the finished floor level for visual privacy. The screens are to be partially permeable to ensure adequate cross ventilation to the units. Details of the screening are to be submitted to and approved by the City of Bayswater, prior to the submission of a building permit application.
6. The water meters shall be screened from view of any public street and/or surrounding development by landscaping or other screening. Details of the screening are to be submitted to and approved by the City of Bayswater, prior to the submission of a building permit application.
7. The air conditioning units on the roof shall be screened. Details of the screening are to be submitted to and approved by the City of Bayswater, prior to the submission of a building permit application.
8. A construction management plan, detailing how the construction of the development will be managed to minimise the impact on the surrounding area, shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.
9. The applicant is to offer the relevant submitters an independently prepared dilapidation survey prior to commencement of works and a close out report at the completion of the proposed construction works. Documents certifying that this requirement is met, are to be submitted to the satisfaction of the City of Bayswater prior to submission of a building permit application.
10. Prior to the submission of a building permit application, the applicant is required to undertake a transport noise assessment in accordance with the State Planning Policy 5.4 Road and Rail Noise" The noise assessment shall pay special consideration to addressing noise amelioration measures for dwellings, and the

recommendations of the noise assessment are to be implemented and thereafter maintained to the satisfaction of the City of Bayswater.

11. The development is to exceed the minimum requirements of the NCC, such as a rating under the AAAC Guideline for Apartments and Townhouse Acoustic Rating (or equivalent). Documents certifying that this requirement is met, are to be submitted to the satisfaction of the City of Bayswater prior to submission of a building permit application.
12. All of the dwellings shall be designed in accordance with the Platinum Level requirements or higher as defined in the Liveable Housing Design Guidelines (Liveable Housing Australia). Documents certifying that this requirement is met, are to be submitted to the satisfaction of the City of Bayswater prior to submission of a building permit application.
13. At least one significant energy efficiency initiative shall be incorporated within the development that exceeds minimum practice (refer State Planning Policy 7.3, DG4.15.1) or all dwellings are to exceed the minimum Nationwide House Energy Rating Scheme requirement for apartments by 0.5 star, to the satisfaction of the City of Bayswater. Documents certifying that this requirement is met, are to be submitted to the satisfaction of the City of Bayswater prior to submission of a building permit application.
14. Prior to occupation, a total of one additional street tree is to be planted on the Conroy Street verge in front of the subject site, at the full cost of the applicant/owner and to the specifications and satisfaction of the City of Bayswater. Any new crossover shall have a minimum clearance of 2.0m from the base of this tree.
15. A 1m wide brick-paved hard stand area is to be provided adjacent to the road verge on both sides of the crossover for bin collection prior to occupation of the development to the satisfaction of the City of Bayswater.
16. All stormwater and drainage runoff produced onsite is to be disposed of onsite to the satisfaction of the City of Bayswater.
17. A traffic management plan for the car parking area detailing how the car parking area will be managed, shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.
18. The vehicle parking area shall be constructed in asphalt, concrete or brick paving, drained, kerbed and line-marked, together with suitable directional signs, and thereafter maintained to the satisfaction of the City of Bayswater.
19. All vehicle crossings being upgraded, designed and constructed to the satisfaction of the City of Bayswater.
20. The existing crossover on the road reserve is to be removed and the verge be reinstated to the satisfaction of the City of Bayswater.
21. The proposed crossover and driveway being constructed with brick paving or concrete with grades in accordance with AS 2890.1 to the satisfaction of the City of Bayswater.
22. All vehicle parking to be line marked, and visitor car parking spaces shall be clearly signposted as dedicated for visitor use only, to the satisfaction of the City of Bayswater
23. Details of the design and layout of the bicycle parking facilities shall be submitted to, and to the satisfaction of the City of Bayswater prior to the installation of such facility.
24. Any services and utilities including building services fixtures located within the front setback and/or pedestrian entry and/or private open space and/or roof are to be

integrated into the design of the development and shall not detract from the amenity and visual appearance of the street frontage and/or the entry and/or private open space, to the satisfaction of the City of Bayswater.

25. The development is to be fibre-to-premises ready, including the provision for installation of fibre throughout the site and to every dwelling prior to occupation of the development. Documents certifying that this requirement is met are to be submitted to the satisfaction of the City of Bayswater at the completion of works.
26. The balconies are not to be used for the drying or airing of clothes and/or Manchester to the satisfaction of the City of Bayswater.
27. A soffit lining is to be provided to roof of the communal area on the ground floor to conceal hydraulic services as they descend through the floor slab from the apartment above to the satisfaction of the City of Bayswater.
28. Laundries provided to each unit are to be mechanically ventilated to the satisfaction of the City of Bayswater.
29. The approved boundary walls and footings abutting the lot boundaries must be constructed wholly within the subject allotment. The external surface of the boundary walls shall be finished to a professional standard, to the satisfaction of the City of Bayswater.
30. Retaining walls on lot boundaries exceeding 500mm in height (above natural ground level) are to be designed by a suitably qualified practising engineer, to the satisfaction of the City of Bayswater.
31. Walls, fences and other structures are to be truncated or reduced to no higher than 0.75m within 1.5m of where a driveway meets the road reserve.
32. Architectural design elements, including clear, legible directional signage, being incorporated into the proposal to adequately highlight the entrances to the proposed units and improve legibility for pedestrians, to the satisfaction of the City of Bayswater.
33. Each resident car parking bay is to be allocated to a dwelling, and this is to be registered on the strata plan for the development to the satisfaction of the City of Bayswater.
34. The approved waste management plan shall be implemented in its entirety to the satisfaction of the City of Bayswater. The bin storage area is to be provided with wash down facilities and must be well ventilated to the satisfaction of the City of Bayswater.
35. The owner shall execute and provide to the City of Bayswater, a notification pursuant to section 70A of the *Transfer of Land Act* to be registered on the title of the multiple dwelling property as notification to proprietors and/or (prospective) purchasers of the property of the following:
  - (a) The use or enjoyment of the property may be affected by noise, traffic, car parking and other impact associated with nearby non-residential activities; and
  - (b) The City of Bayswater will not issue a residential or visitor car parking permit to any owner or occupier of the residential units as at the time of assessment, the on-site car parking for the multiple dwelling was in accordance with the requirements of the Residential Design Codes.

The Section 70A Notification shall be prepared by the City's solicitors to the satisfaction of the City of Bayswater. All costs of, and incidental to, the preparation of and registration of the Section 70A Notification, including the City's solicitor's costs, shall be met by the applicant/owner of the land. This notification shall be

lodged and registered in accordance with the *Transfer of Land Act* prior to the first occupation of the respective multiple dwelling(s).

36. On completion of construction, all excess articles, equipment, rubbish and materials are to be removed from the site and the site left in an orderly and tidy condition, to the satisfaction of the City of Bayswater.

**Advice Notes:**

1. To activate the planning approval, the development/use subject of this approval must be substantially commenced within a period of two years of the date of this approval notice. If the development is not substantially commenced within this period, this approval shall lapse and be of no further effect. Where an approval has lapsed, no development/use shall be carried out without the further approval of the City having first been sought and obtained.
2. This approval is not a building permit or an approval under any other law than the *Planning and Development Act 2005*. It is the responsibility of the applicant/owner to obtain any other necessary approvals, consents and/or licenses required under any other law, and to commence and carry out development in accordance with all relevant laws.
3. This approval is not an authority to ignore any constraint to development on the land, which may exist through contract or on title, such as but not limited to an easement or restrictive covenant. It is the responsibility of the applicant/owner to investigate any such constraints before commencing development.
4. This approval does not authorise any interference with dividing fences, nor entry onto neighbouring land. Accordingly, should the applicant/landowner wish to remove or replace any portion of a dividing fence, or enter onto neighbouring land, the applicant/landowner must first come to a satisfactory arrangement with the adjoining property owner. Please refer to the *Dividing Fences Act 1961*.
5. Kerbs, roadways, footpaths, open drains, stormwater pits, service authority pits and verge areas must be adequately protected, maintained and reinstated if required, during and as a result of carting and all works associated with this development.

CR MICHELLE SUTHERLAND MOVED, CR STEPHANIE GRAY SECONDED

CARRIED UNANIMOUSLY: 10/0

**BACKGROUND**

<b>Application Number:</b>	DA19-0129
<b>Address:</b>	Lot 89, 11 Conroy Street, Maylands
<b>Town Planning Scheme Zoning:</b>	Medium and High Density Residential R50
<b>Use Class:</b>	Multiple Dwelling - 'P'
<b>Lot Area:</b>	695m <sup>2</sup>
<b>Existing Land Use:</b>	Two Storey Single House
<b>Surrounding Land Use:</b>	Grouped Dwellings and Multiple Dwellings
<b>Proposed Development:</b>	Five Multiple Dwellings

A planning application was received on 26 March 2019 for a four storey building with a roof terrace and basement car park comprising five multiple dwellings. All five units have been designed for universal access under the National Disability Insurance Scheme (NDIS).

The subject site at 11 Conroy Street, Maylands is zoned Medium and High Density Residential and has an R-Code of R50. There is existing two storey single house and ancillary outbuildings and swimming pool which are proposed to be demolished. The site is relatively flat but is situated on the ridge of a hill which falls away from the subject site to the north, east and south.

The area surrounding the site is characterised by two and three storey grouped and multiple dwellings along with single and two storey single houses which are of lower density than what the current R50 zoning permits. There is also an older style apartment building that is ten storeys high to the north of the subject site along Guildford Road. High frequency public transport is located in close proximity along Guildford Road and the Maylands train station is within 500m of the subject site.



## EXTERNAL CONSULTATION

The City sought comment for the proposal from the owners and residents of Conroy Street, Maylands for a period of 14 days. At the completion of the advertising period, 16 submissions were received comprising of 10 objections and six submissions in support. Details of the objections, applicant's responses and officer's comments are detailed in the table below.

ISSUE	NATURE OF CONCERN	APPLICANT RESPONSE	OFFICER COMMENT
Overshadowing	Concerns about excessive overshadowing and lack of natural light,	<i>"The shadow reaches its maximum in the first half of the day, with little to no overshadowing of the</i>	Refer to the Officer's Comments section relating to Orientation in this

	<p>especially during winter will and detrimentally impact the liveability and enjoyment of adjoining dwellings which already face south with limited sun exposure in winter.</p> <p>Concerns were raised that the shadow cast from the proposed building will also affect properties across the road.</p>	<p><i>adjoining property at 3pm on 21 June. This allows for the adjoining property to obtain afternoon sun during the winter period.</i></p> <p><i>The adjoining property (fronting Conroy Street) comprises a front outdoor living area that is generally orientated south, with poor access to winter sun. Given this, the outdoor living area for this dwelling is already overshadowed at 12 noon on 21 June (i.e. winter solstice) by the existing built form.</i></p> <p><i>The bulk of the shadow cast by the proposed development will strike the roof structure of the existing grouped dwelling development on the adjoining south-western property.</i></p> <p><i>The proposed development will not cast a shadow over the existing dwellings on the opposite side of the street”.</i></p>	<p>report.</p>
Construction Period	<p>Concerns were raised about potential structural damage to adjoining properties as a result of demolition, construction work and excavations on the boundary. Submitters requested that the proponent undertake dilapidation reports for adjoining properties before and after construction.</p> <p>Concerns were raised about amenity impacts during the construction process including noise, dust, waste disposal, obstruction of vehicle</p>	<p><i>“Any damage undertaken during construction will need to be addressed by the appointed builder. In addition, the appointed builder will need to consider the need to undertake a dilapidation report prior to the commencement of works.</i></p> <p><i>It is noted that most local authorities require the preparation and submission of a construction management plan prior to the commencement of works”.</i></p>	<p>A condition requiring dilapidation surveys to be offered and carried out by the applicant prior to commencement of works will be imposed on any recommendation for approval.</p> <p>Similarly, a construction management plan condition can be implemented to manage traffic and parking during construction.</p>



	sightlines, trades car parking and delivery trucks.		
Waste Management	Concerns that there is not enough room on the verge to accommodate an additional 10 bins.	<i>"The waste management plan indicates the need for nine (9) bins that will service the development. In addition, the plan outlines that there is sufficient space within the verge area to allow for verge pick-up."</i>	The City's Environmental Health Department has confirmed that there is enough room on the kerb for the bins to be collected kerbside.
Noise	Concerns were raised that the roof terrace is open and noise will travel from people using the roof terrace which will be a noise nuisance to neighbours.	<i>"Any issues regarding noise (potential from the roof terrace) is addressed/controlled under separate legislation and will be addressed by the City's Environmental Health Officers if there are any breaches."</i>	The future occupants of the development are required to comply with the Environmental Protection (Noise) Regulations 1997.
Privacy	Concerns about the visual privacy for adjoining lots given the amount of overlooking proposed from balconies and the roof top terrace.	<i>"The 'cone of vision' extending over the adjoining property predominantly strikes the roof structure of the grouped dwelling on the adjoining south-western property. Despite the technical noncompliance with the 'acceptable outcome' of the R-Codes, the extent of overlooking will have limited impact on any outdoor living areas on the adjoining lot."</i>  <i>"The roof terrace is located towards the front of the property and will comprise landscaping planters along the perimeter of the terrace to restrict access to the edges and therefore limit the extent of overlooking of the adjoining property. Given the location of the roof terrace, the extent of viewing from this area will be over the front setback area and street."</i>	Refer to the Officer's Comments section of this report.



		<i>These areas are already visible from the public realm."</i>	
Plot ratio	<p>Submitters objected to the plot ratio variation which they say is a reflection of all the other variations and that the proposed building is too big for the size of the lot.</p> <p>Many submitters suggested that the roof top terrace excessive in size and is unnecessary and should be removed from the proposal.</p> <p>The submitters said that the proposal does not comply with the planning requirements which are in place to protect neighbouring residents.</p>	<p><i>"In regard to plot ratio, the proposed development has been designed to accommodate the special needs of the occupants of the development (a family which are caring for person/s with disabilities). Given this, the additional floor area is a result of the need to comply with the specific requirements for disability access and accommodation."</i></p> <p><i>"Adequate separation has been provided with the adjoining properties through the provision of varying setbacks and the provision of greater setbacks to those being provided as part of the existing development on the land. In addition, the varying setbacks provide for articulation when viewed from the adjoining properties."</i></p>	Refer to the Officer's Comments section of this report.
Streetscape	<p>Submitters said that it is completely different to anything else in the area and does not fit in with the street or its current dwellings.</p> <p>Concerns were raised that the complex is too large and will be out of place in the street as no other property is as high.</p>	<p><i>"An observation of this part of Maylands has identified that the area comprises a selection of single storey dwellings and up to ten (10) storey residential developments. In addition, there a number of three (3) and four (4) storey developments within the area."</i></p> <p><i>"Given the density of the area, the existing character of the area will change and will transition into a more intensified type of development."</i></p> <p><i>"The proposed</i></p>	Refer to the Officer's Comments section of this report.

		<i>development will provide an active frontage to the street, improved passive surveillance of the street, will include the use of quality materials, varying setbacks/articulation and the inclusion of landscaping in the front setback area. Given this, the proposed development will enhance the streetscape."</i>	
Building Height	Objectors raised concerns about the building height variation and believed that the three storey height limit should be enforced as the proposed development will dominate the streetscape.	<i>"It should be noted that Volume 2 of the R-Codes is a performance based planning document and should not be applied as a rigid set of 'deemed to comply requirements'. The provisions of the RCodes Volume 2 outlines/permits the construction of a three (3) storey developments on land coded R50. In fact, the character description outlined in Appendix 2 of the R-Codes ('Medium Rise – Suburban Context') prescribes that the anticipated streetscape character within R50 coded areas envisages three (3) to four (4) storey developments. As such, the proposal meets the planning framework in terms of building height and the anticipated building height within the zone".</i>	Refer to the Officer's Comments section of this report.
Support	<i>"The development looks acceptable and will give a nice lift to the street".  "There are existing buildings higher than 4 stories in this area and therefore the proposed 4 storey development will not significant alter the look and amenity of</i>	No response required.	Noted.

	<p><i>the area.”</i></p> <p><i>“The hidden parking and greenery around the buildings will aesthetically enhance the street”.</i></p> <p><i>“We believe that council should support an innovative approach to allow individuals with a primary disability to have supported accommodation within the community”.</i></p> <p><i>“The design allows for older and younger residents with special requirements an opportunity to achieve equal living within the community”.</i></p>		
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#### City of Bayswater Design Review Panel (DRP)

The proposal was referred to the City’s DRP given it proposed an extraordinary development for the site including aspects to address the National Disability Insurance Scheme (NDIS) legislation and requirements. Further, the proposal included multiple dwellings and in August 2019 the Planning Policy 7.3 - Residential Design Codes Volume 2 Apartments (SPP7.3) had only recently been published in February 2019. The DRP indicated support for the proposed development subject to modifications in August 2019. The DRP’s comments are summarised as follows:

- *“The general appearance of the development as viewed from the street is supported.*
- *The units need to prioritise access to northern light. There are more opportunities for better access to northern light and ventilation. Larger windows could be incorporated into the northern aspect.*
- *The trees and courtyard landscaping under the building is not viable.*
- *The units have good amenity and outlook toward the river.*
- *The units are generous in size internally the size of the apartments is large.*
- *Car parking has been concealed in the basement which is supported however the layout of parking bays is not very good.*
- *The DRP suggest horizontal screening to the rear of Unit 4 to the south-western neighbours.*
- *More landscaping and planter boxes could be incorporated onto the balconies and roof top terrace.*
- *The communal open space does not interact well with the units.*
- *The pedestrian entry path is too long and narrow.*
- *There are more opportunities for deep soil zones around the perimeter of the basement which is set in from the lot boundaries (where the communal BBQ is).”*

In response to the comments received during community consultation and the DRP, the applicant has submitted amended plans which provide the following:

- *“Solar access diagrams which demonstrate access to northern light where possible.*
- *Revised landscaping plan including relocation of trees and additional deep soil areas at the front of the site.*
- *Revised basement car parking layout including relocation of the garage entrance and provision of a universal access visitor parking bay.*
- *Additional privacy screening and shading devices provided to upper floor balconies and courtyards.*
- *Reduced the size of the roof terrace and incorporation of larger planter boxes to the roof terrace.*
- *Reduced the size of Unit 2 and Unit 5 balconies.*
- *Redesigned the internal floor plan of Unit 1 to improve the relationship with the ground floor communal area.*
- *Redesigned the internal floor plans of all units around the reorientated staircase and lift shaft.*
- *Widened the main entry pedestrian path to minimum 1.5m for universal access.”*

#### OFFICER'S COMMENTS

A full assessment of the application against the relevant design elements of State Planning Policy 7.3 - Residential Design Codes Volume 2 Apartments (SPP7.3) is contained within **Attachment 7** of this report, and a summary is outlined below:

Design Element	Achieves 'Element Objectives'	Achieves 'Acceptable Outcomes'
Building Height	Yes	No
Boundary Wall Height and Length	Yes	No
Street Setback (Primary)	Yes	No
Side Setbacks	Yes	No
Plot Ratio	Yes	No
Building Depth	N/A	N/A
Building Separation	Yes	No
Orientation	Yes	No
Tree Canopy and Deep Soil Zones	Yes*	No
Communal Open Space	Yes	Yes
Visual Privacy	Yes	No
Public Domain Interface	Yes*	No
Pedestrian Access and Entries	Yes*	Yes*
Vehicle Access	Yes*	No
Car and Bicycle Parking	Yes*	No
Solar and Daylight Access	Yes	No
Natural Ventilation	Yes	Yes
Size and Layout of Dwellings	Yes	Yes
Private Open Space and Balconies	Yes	Yes
Circulation and Common Spaces	Yes*	Yes*

Storage	Yes	Yes
Managing the Impact of Noise	Yes*	No
Dwelling Mix	Yes	Yes
Universal Design	Yes	Yes
Façade Design	Yes	Yes
Roof Design	Yes	No
Landscape Design	Yes*	Yes*
Adaptive Reuse	N/A	N/A
Energy Efficiency	Yes	Yes*
Water Management and Conservation	Yes*	Yes*
Waste Management	Yes	Yes
Utilities	Yes*	Yes*

\*Indicates that imposing a condition will satisfy the 'Acceptable Outcomes' or 'Element Objectives'.

It is important to note that SPP7.3 is a performance based policy to evaluate development proposals. Applications for development need to demonstrate that the design achieves the objectives of each design element. While addressing the acceptable outcomes is likely to achieve the objectives, they are not a deemed-to-comply pathway and the proposal is required to be assessed in the context of the entire design solution to ensure the objectives are achieved. Proposals may also satisfy the objectives via an alternative means or solutions.

#### Building Height

The development proposes a building height variation of four storeys in lieu of three storeys at the rear of the development and a roof terrace with enclosed lift shaft and stair well for access to the roof terrace. The basement car park at the rear of the site has a ceiling height that is more than 1m above natural ground level and therefore is classified as a 'storey' in accordance with the definition of a 'storey' under the City's TPS24 as follows:

*"Storey: means a space within a building which is situated between one floor level and the floor level above, or if there is no floor level above, the ceiling or roof above, but does not include:*

- (a) *Mezzanines or lofts;*
- (b) *Rooftop area; or*
- (c) *Basement car parking or storage areas where the ceiling is not more than 1m above natural ground level at any point."*

The roof terrace is unenclosed and without a permanent roof cover and is not considered to be an additional storey in accordance with the definition.

SPP7.3 provides guidance on building height indicating a three storey building is approximately 12m in height; the proposed development has a maximum overall height of 13.5m to the top of the lift shaft. It is considered that the lift shaft comprises only a small portion of the building and is well setback from lot boundaries hence the majority of the building has an overall height of 12m. The four storey section of the building towards the rear has an overall maximum height of 10.6m which is less than the typical 12m height for a 3 storey building. It is therefore considered that the proposal has an overall height that is consistent with the height expected of a three storey building. It is also noted that the building presents as a three storey dwelling to the street which is consistent with the permitted three storey height limit within the R50 zone.

Furthermore, it is noted that there are existing three storey buildings within Conroy Street including the apartments directly opposite the subject site at 14 Conroy Street and the rear dwellings in the adjoining strata complex at 5 Conroy Street. There are also buildings up to ten

storeys high nearby along Guildford Road. It is considered that the proposed building height satisfies the relevant element objectives of SPP7.3 as the height of the development responds to the desired future scale and character of the street and local area. The provision of a roof terrace also satisfies element objective O 2.2.3 which requires developments to incorporate roof top communal open space where appropriate. Therefore the proposed building height is supported.

#### Boundary Wall Length

The development proposed boundary walls associated with the basement car park along the north and north-eastern lot boundaries for the full length of the boundaries in lieu of 2/3 of the boundary length as outlined in the acceptable outcomes for side and rear setbacks under SPP7.3. The boundary walls have been assessed against the relevant element objectives and are found to be compliant with the element objectives as they provide screening for the basement car park which will assist in limiting any noise and light intrusion impacts from vehicles providing adequate separation between neighbouring properties. It is also considered that the proposed boundary walls do not impact the amenity of adjoining dwellings as the walls abut a driveway on the adjoining strata complex. Therefore the proposed boundary wall length is supported.

#### Street Setback

The development proposes a primary street setback of 1.8m in lieu of 2m as detailed in SPP7.3 acceptable outcomes. The variation is considered to be minor given that only a small portion of building intrudes into the setback area, comprising of the corner of the unenclosed balconies, with the majority of the building setback more than 2m from the front boundary. The unenclosed balconies maintain passive surveillance of the street and a clear transition has been provided between the public realm and the street through the use of retaining walls, fence and landscaping. The building alignment also assists in the articulation of the building and creates architectural interest within the streetscape. Therefore the proposed street setback is supported.

#### Side Setbacks

The development proposes side boundary setbacks less than the minimum 3m as outlined in the acceptable outcomes of SPP7.3. The bulk of the building is setback a minimum of 2m from the south-west lot boundary, 2.6m to the north-eastern lot boundary, 0.9m to the northern lot boundary and 2.2m to the rear lot boundary. However, it is noted that the setbacks to the building are not continuous as the articulated building orientation and layout results in varying setbacks along the lot boundary which minimises the bulk and scale impact.

The building also proposes a setback of 1m to ancillary structures including the common BBQ area and communal store on the ground floor along the rear and south-western boundary. These setbacks are supported as the setback affects only a short section of wall and the position of the wall enhances privacy and the amount of functional space within the communal area. Furthermore, landscaping will be planted between the wall and the boundary and a fence will also be erected on the boundary line which will screen the majority of the walls from view.

The setbacks to the rear, north and north-eastern lot boundary abut a common driveway to the adjoining strata complex and do not have an impact upon the amenity of the adjoining dwellings to the north and north-east of the site. It is noted that reduced setbacks can result in increased overshadowing onto adjoining properties to the south of the subject site. The overshadowing associated with this development is discussed in the overshadowing section below.

The 2m setback to the south-western boundary is mostly associated with unenclosed balconies which are of lesser bulk and scale impact compared to solid walls. It is considered that the majority of the building achieves an average setback of 3.3m along the south-western boundary which is similar to the average setback of 3.5m as outlined in the acceptable outcomes of SPP7.3. The existing streetscape is also characterised by dwellings with nil setbacks or 1m setbacks on the side boundaries. Given the above, it is considered that the proposed lot

boundary setbacks achieve the element objectives by providing adequate separation between neighbouring properties.

#### Plot Ratio

The development proposes a plot ratio of 0.82 in lieu of 0.7. The plot ratio is calculated on the internal floor area of the apartments only and excludes balconies, common areas and the basement. The applicant has advised that the plot ratio variation has resulted from the apartments being designed to achieve the platinum level requirements for the fully accessible category of the NDIS. Information provided by the applicant's access consultant has confirmed that the proposed units are of larger than normal size in order to accommodate disability access requirements. This includes the need for wide corridors and additional manoeuvring space around furniture and fixtures to that people living with a disability can achieve independent living.

In accordance with Clause 2.8 of SPP7.3, development that addresses a community need such as universal access housing without resulting in adverse impacts on adjoining properties or the existing or desired streetscape character may be given greater flexibility in relation to development standards. Given that the proposed building height and setback have been assessed and found to meet the element objective for bulk and scale without adversely impacting neighbouring properties, it is considered that the plot ratio variation can be supported in this instance.

#### Orientation

The development proposes overshadowing to the adjoining properties to the south, which exceeds the maximum 50% of the site area of adjoining properties as identified in the acceptable outcomes of Clause 3.2 of SPP7.3. Overshadowing of up to 99.7% will affect 6/5 Conroy Street and overshadowing of up to 89.3% will affect 7/5 Conroy Street at 12pm on 21 June (the winter solstice) when overshadowing is required to be calculated under SPP7.3. The overshadowing diagram shows that the proposed development would overshadow the carport, driveway, roof top and private outdoor living areas on the adjoining properties at 6/5 and 7/5 Conroy Street, Maylands Refer to **Attachment 4**.

The existing dwelling at 6/5 Conroy Street has a south facing outdoor living area and the diagrams provided show that the outdoor living area is already significantly overshadowed by the existing dwellings at 11 Conroy Street and the dwelling itself at 6/5 Conroy Street. The diagrams indicate that the proposed overshadowing of the outdoor living area is similar to the overshadowing currently being experienced. Furthermore, it is noted that as the sun moves to the west in the afternoons, access to the sun will not be obstructed by the proposed development which sits to the north-east of the 7/5 Conroy Street. The proposed overshadowing onto 7/5 Conroy Street will mostly fall upon non-habitable spaces such as the carport and driveway and does not obstruct direct winter sun to the outdoor living area which is consistent with the element objectives of Clause 3.2 of SPP7.3.

The applicant has also provided diagrams based on a three storey building with a setback of 3m to compare the overshadowing impact Refer to **Attachment 5**. The diagrams show that the overshadowing impact would actually be worse if the building was compliant with the acceptable outcomes and built to the maximum permitted height of 3 storeys, aligned parallel to the street and provided with a 3m side setback to the south-western lot boundary. It is considered that the orientation of the building to the south-west has assisted to reduce the overshadowing impact as much as practical given the odd shape of the lot which is consistent with the element objectives of Clause 3.2 of SPP7.3. In view of the fact that the proposed overshadowing has been minimised where possible and the proposed development will result in minimal change the overshadowing currently experienced on the outdoor living areas of adjoining lots, the overshadowing variation is supported.



### Tree Canopy and Deep Soil Zones

The development proposes 7.5% of the site to be deep soil area (DSA) in lieu of the 10% recommended in the acceptable outcomes of Clause 3.3 of SPP7.3. It is considered that in order to comply with universal access requirements, more hardstand than usual is required as soft landscaping such as grass could obstruct access. To offset the shortfall in landscaping the proponent has attempted to maximise the area they have available for landscaping including vertical landscaping and planting on the roof adjoining the roof terrace.

It is noted that there are no existing trees worthy of retention on this site, and therefore a minimum of one medium tree is required to be provided on site. The applicant is proposing to plant 2 medium trees in the front setback area and five small trees throughout the communal courtyard area where practical given the footprint of the building. The two larger trees at the front setback area satisfy the acceptable outcome for trees under Clause 3.3 of SPP7.3.

The applicant has submitted a proposed landscaping plan, however the City has identified that some information is missing with respect to the depth of the proposed planter boxes. As outlined in SPP7.3, any planting areas over a structure such as the basement car park below require a minimum soil depth of 1m to ensure that trees can grow. The applicant has advised that they can achieve this and requested that a condition be imposed to require an amended landscaping plan prior to the submission of a building permit.

### Visual Privacy

The development proposes visual privacy cone of vision setback variations from a number of bedrooms and balconies as detailed in **Attachment 1** which have received objections from adjoining land owners. The variations affecting lots to the south-west of the site are as a result of unscreened balconies and roof terrace on the upper floors of the development. It is considered that the cone of vision from the balconies falls on non-habitable areas on the adjoining lots being the driveway and carports.

The difference in height from the upper floors and roof terrace will also mean that occupants will be looking outwards over the rooftops toward the view of the Perth city and Swan River to the south-west rather than downwards into neighbouring properties. The applicant has also amended their plans in response to the comments received during advertising to provide additional screening to the rear balconies and by adding a larger planter box to provide a greater setback to the usable portion of the roof terrace.

There are also bedroom windows and courtyards with a privacy variation to the units along the rear and north-eastern elevation. It is considered that these windows also overlook a non-habitable driveway and car parking area on the adjoining lot and therefore there is no adverse impact upon adjoining properties. Given that none of the major openings overlook habitable space and private outdoor living areas on the adjoining lots which is consistent with the element objective for visual privacy under Clause 3.5 of SPP7.3.

### Public Domain Interface

The development proposes that the ground floor level be 1.5m higher than the adjoining verge level. The reason for the height difference is due to the need to provide a suitable driveway gradient for vehicles to access the basement and universal access throughout the development for future residents. The City's Engineers have confirmed that the driveway gradient is already at the maximum gradient and therefore, the basement car park cannot be lowered any further without compromising compliant vehicle access.

To mitigate the impact upon the street, the applicant has terraced the retaining walls to provide a large planter box to the street and setback the front fence which is visually permeable to maintain an open streetscape. Therefore, it is considered that the development provides an appropriate

transition between the public and private domain and enhances the amenity of the street in accordance with the element objectives of Clause 3.6 of SPP7.3.

#### Solar and Daylight Access

The solar and daylight access requirements of SPP7.3 refer to the need to provide access to natural light for the proposed development rather than the impact on adjoining properties which is addressed in the orientation requirements of SPP7.3 above. The development meets all relevant acceptable outcomes with respect to window sizes and shading to the western elevation, however, the development does not provide any living rooms orientated north or north-east to access winter sunlight. The applicant has advised that this is due to the development being designed to maximise views to the south-west. The living rooms are also positioned to capture the prevailing breezes from the south-west which provides optimal natural ventilation to the development.

The applicant has provided solar access diagrams that demonstrate that the positioning of bedroom and kitchen windows to face north and east means that they will receive direct sunlight in the morning from the east and the north throughout the day along with shading to block direct sunlight to the western facing openings which satisfies the element objectives of Clause 4.1 of SPP7.3 to minimise heat gain and glare.

#### Managing the Impact of Noise

An acoustic report is required to demonstrate compliance with 4.7 of SPP7.3 along with State Planning Policy 5.4 – Road and Rail Noise. It is recommended that an appropriate conditions be imposed to ensure compliance.

#### Roof Design

The development proposes a usable communal roof terrace situated in the centre of the roof on the subject site. The roof terrace is not compliant with the acceptable outcomes of Clause 4.11 of SPP7.4 as it results in overlooking. However, as noted above, the visual privacy cone of vision shown on the development plans demonstrates minimal overlooking of adjoining properties, with the cone of vision falling onto non-habitable driveways and carports on the adjoining properties to the east and south-west. The applicant has also provided additional screening to the north-west and north-eastern sides of the roof terrace in response to the objections received.

The roof terrace is proposed to be landscaped using planter boxes and an open pergola which will make a positive contribution to the amenity of the development for future residents. With regard to the objections received in relation to the roof terrace being a potential noise source, the future occupants of the development are required to comply with the *Environmental Protection (Noise) Regulations 1997*. Therefore, it is considered that the roof terrace meets the element objectives of Clause 4.11 of SPP7.4 and the proposed roof terrace is supported.

#### Streetscape

Some of the objections received have raised concerns that the development is inconsistent with the existing streetscape. The development has been designed to address the street with balconies providing passive surveillance of the street and landscaping and trees provided to the front setback area to improve the amenity of the street. The proposal has also been reviewed by the City's Design Review Panel who support the appearance of the proposed development. The building alignment also assists in the articulation of the building and creates architectural interest within the streetscape.

This application is the first redevelopment proposal involving multiple dwellings within Conroy Street. It is noted that the majority of buildings within the existing streetscape were developed more than 20 years ago at a much lower density than what is currently permitted under the current R50 zoning. It is anticipated that as redevelopments occur in the street, the height and

scale of future buildings will align with the development subject to this application. Although the development may not be consistent with the existing streetscape, it is consistent with the expectations of the R50 zone and it will positively contribute and set a benchmark for the emerging streetscape.

### **LEGISLATIVE COMPLIANCE**

- State Planning Policy 7.3 Residential Design Codes Volume 2 – Apartments;
- City of Bayswater Town Planning Scheme No. 24; and
- City of Bayswater local planning policies.

### **OPTIONS**

The following options are available to Council:

1. Council approves the development application in accordance with the Officer's Recommendation. The risks associated with this option is considered to be reduced due to the reasons given for the Officer's Recommendation.
2. Council approves the development application subject to deleted or alternate condition(s). The risks associated with this option is considered dependent on the reasons given for the deleted/alternate condition(s) and the nature of the deleted/alternate condition(s).
3. Council refuses the development application. The risks associated with this option is considered dependent on the reasons given for the application to be refused.

### **FINANCIAL IMPLICATIONS**

Not applicable.

### **STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

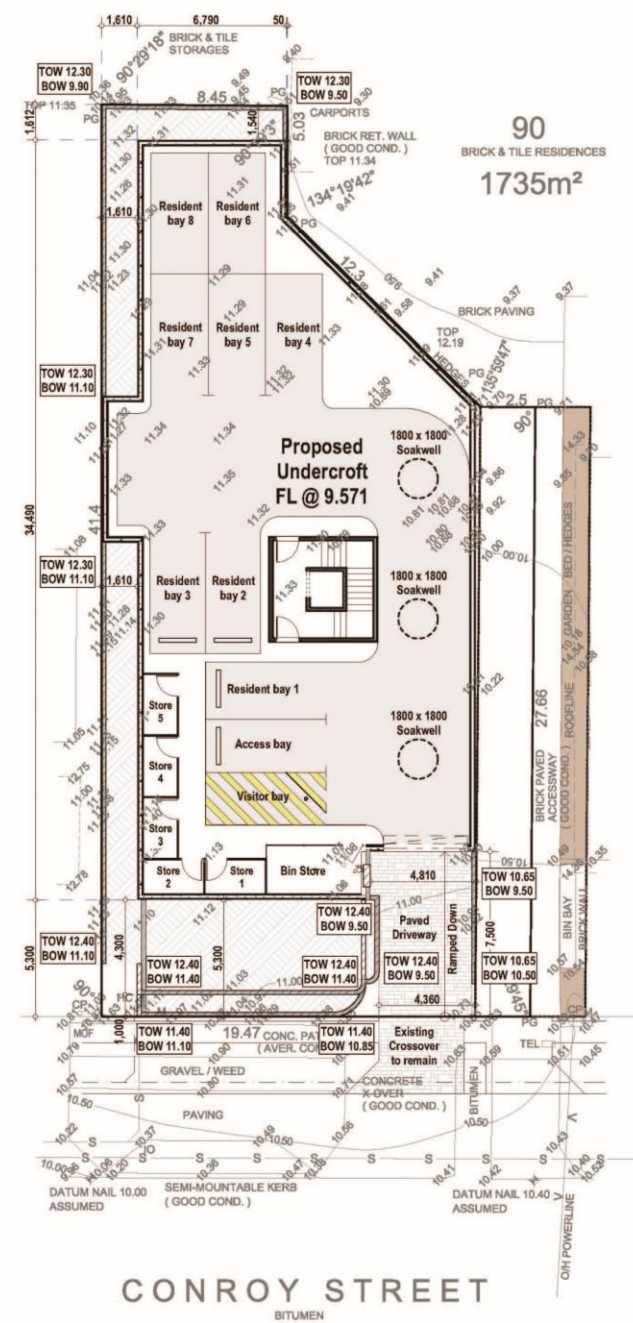
Theme: Our Built Environment  
Aspiration: A quality and connected built environment.  
Outcome B1: Appealing streetscapes.  
Outcome B3: Quality built environment.

The proposed development will provide dwelling diversity including universal access apartments to meet community demands. The development provides an appealing streetscape and will contribute a quality built environment.

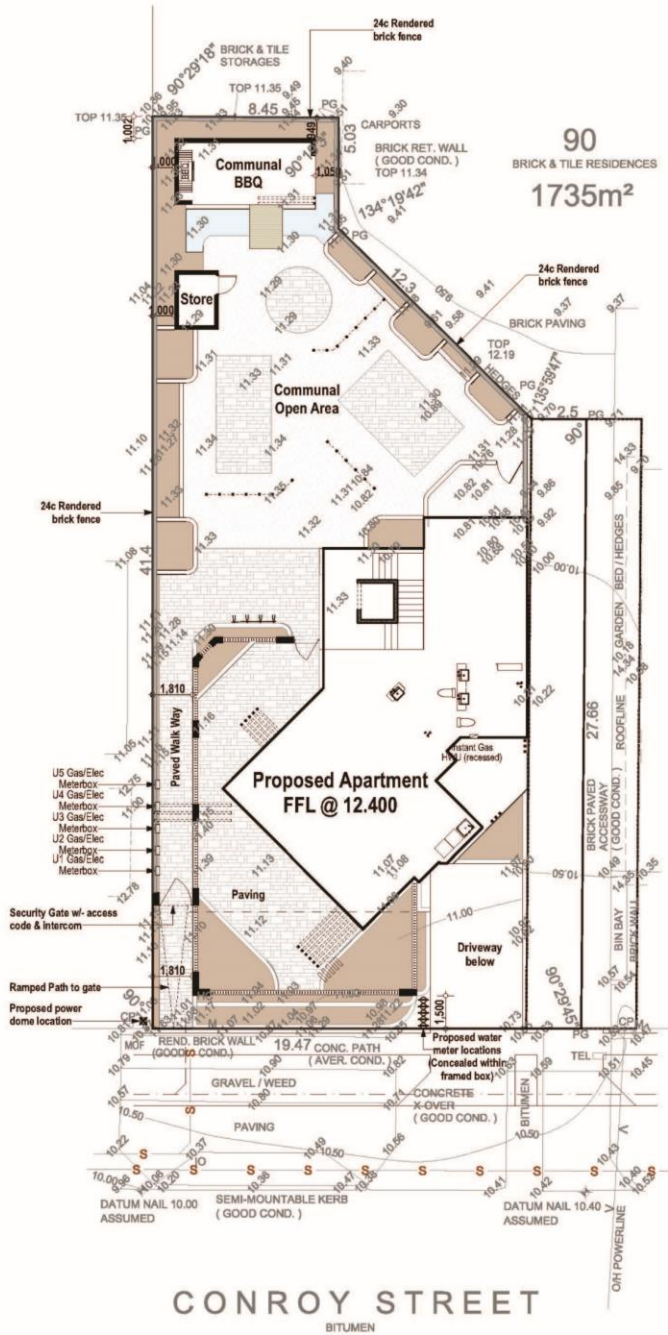
### **CONCLUSION**

Given the above assessment, it is recommended that the application be approved subject to appropriate conditions.

Attachment 1



Site Plan UC  
1:200



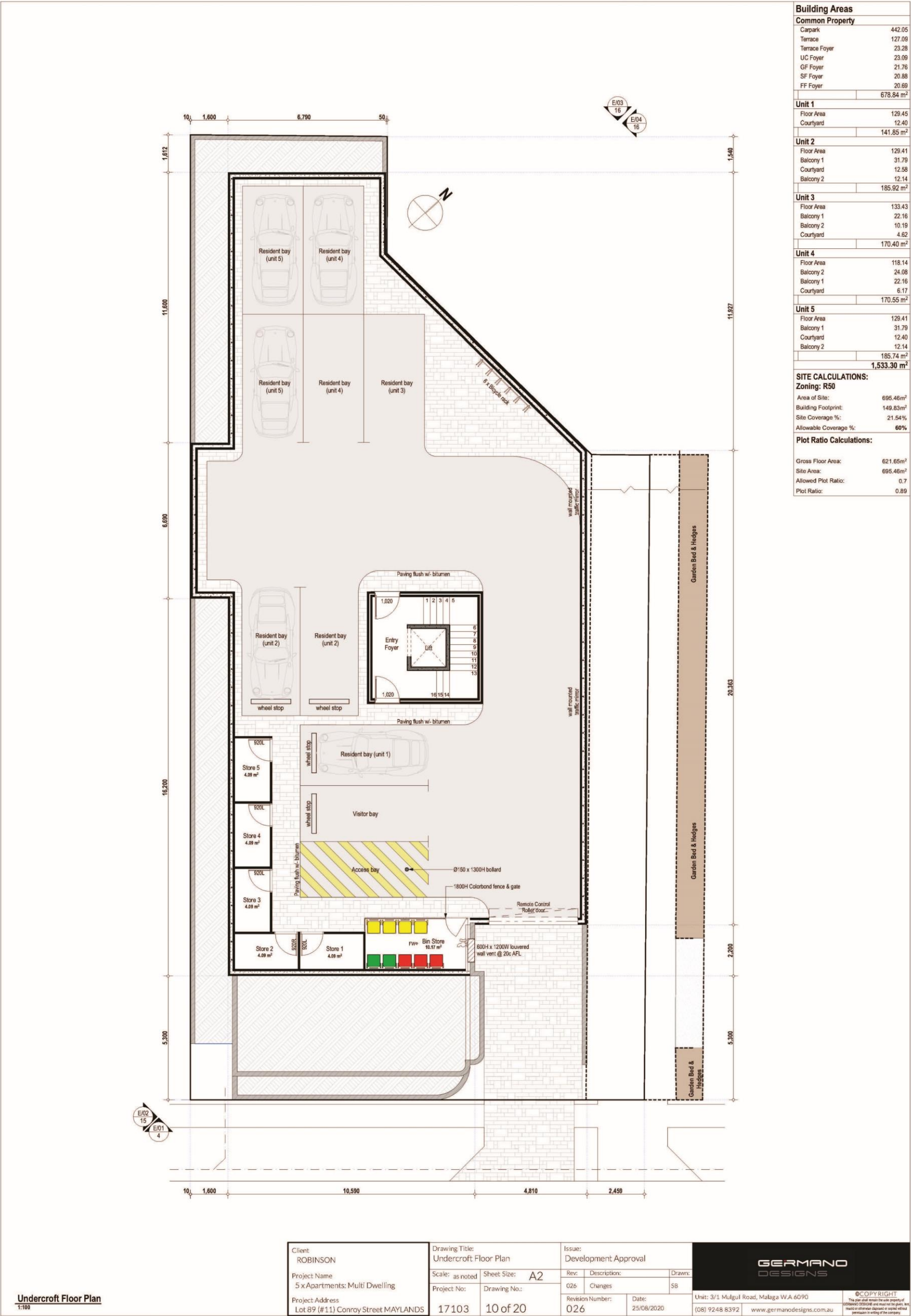
Site Plan GF  
1:200

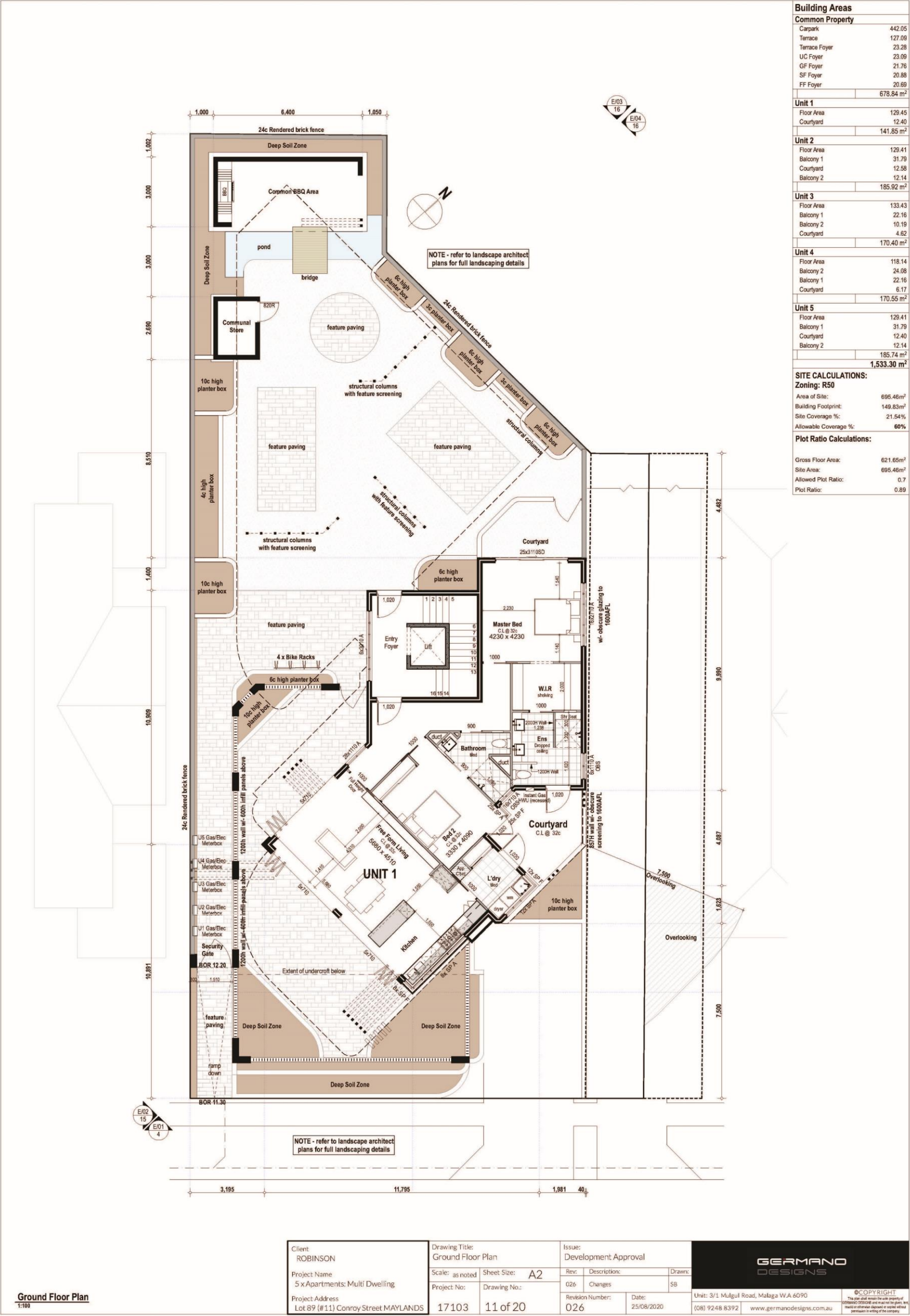
Building Areas	
Common Property	
Carpark	442.05
Terrace	127.09
Terrace Foyer	23.28
UC Foyer	23.09
GF Foyer	21.76
SF Foyer	20.88
FF Foyer	20.69
	678.84 m <sup>2</sup>
Unit 1	
Floor Area	129.45
Courtyard	12.40
	141.85 m <sup>2</sup>
Unit 2	
Floor Area	129.41
Balcony 1	31.79
Courtyard	12.58
Balcony 2	12.14
	185.92 m <sup>2</sup>
Unit 3	
Floor Area	133.43
Balcony 1	22.16
Balcony 2	10.19
Courtyard	4.62
	170.40 m <sup>2</sup>
Unit 4	
Floor Area	118.14
Balcony 2	24.08
Balcony 1	22.16
Courtyard	6.17
	170.55 m <sup>2</sup>
Unit 5	
Floor Area	129.41
Balcony 1	31.79
Courtyard	12.40
Balcony 2	12.14
	185.74 m <sup>2</sup>
	1,533.30 m <sup>2</sup>
SITE CALCULATIONS:	
Zoning: R50	
Area of Site:	695.46m <sup>2</sup>
Building Footprint:	149.83m <sup>2</sup>
Site Coverage %:	21.54%
Allowable Coverage %:	60%
Plot Ratio Calculations:	
Gross Floor Area:	621.65m <sup>2</sup>
Site Area:	695.46m <sup>2</sup>
Allowed Plot Ratio:	0.7
Plot Ratio:	0.89

Note:  
Provide site lighting to communal areas  
and walkways on switch with timer

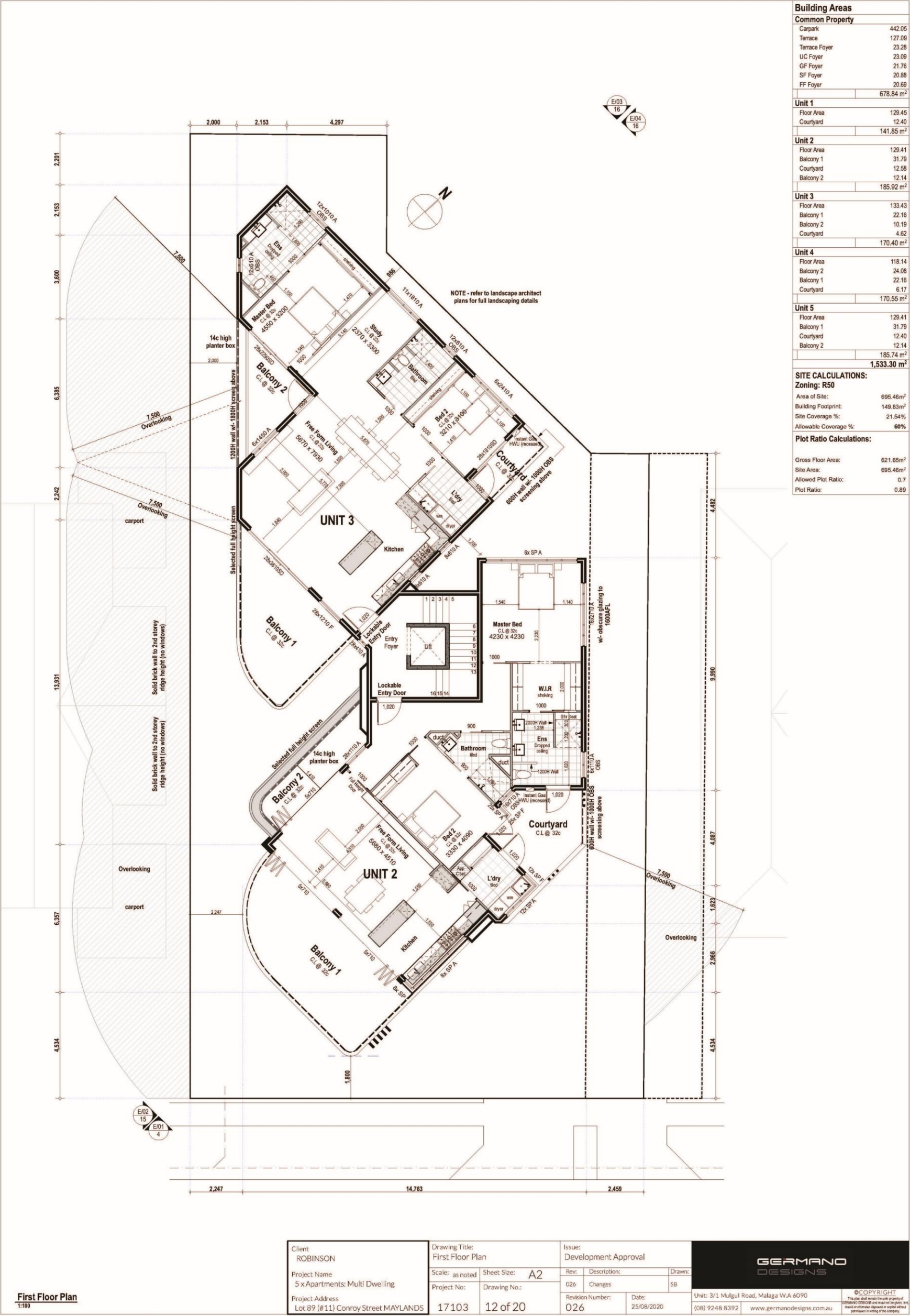
Client: ROBINSON  Project Name 5 x Apartments: Multi Dwelling  Project Address Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Site Plans		Issue: Development Approval		<div>GERMANO DESIGNS</div> <div>Unit: 3/1 Mulgill Road, Malaga WA 6090 (08) 9248 8392 www.germanodesigns.com.au</div> <div>©COPYRIGHT <small>This plan shall remain the sole property of GERMANO DESIGNS and may not be given, lent, hired or otherwise disposed or copied without permission in writing of the company.</small></div>		
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	Project No: 17103	Drawing No: 9 of 20	Revision Number: 026	Date: 25/08/2020			





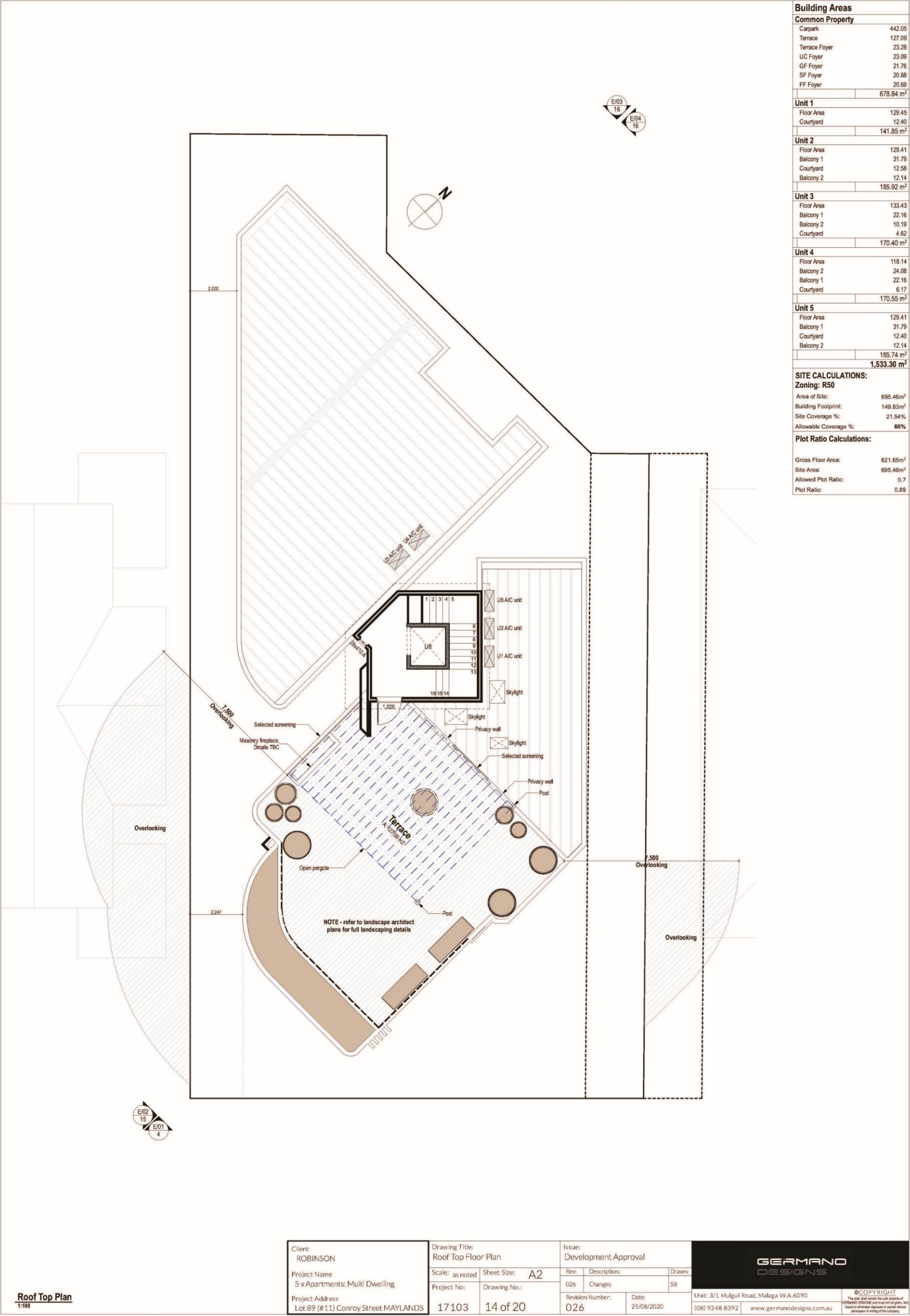




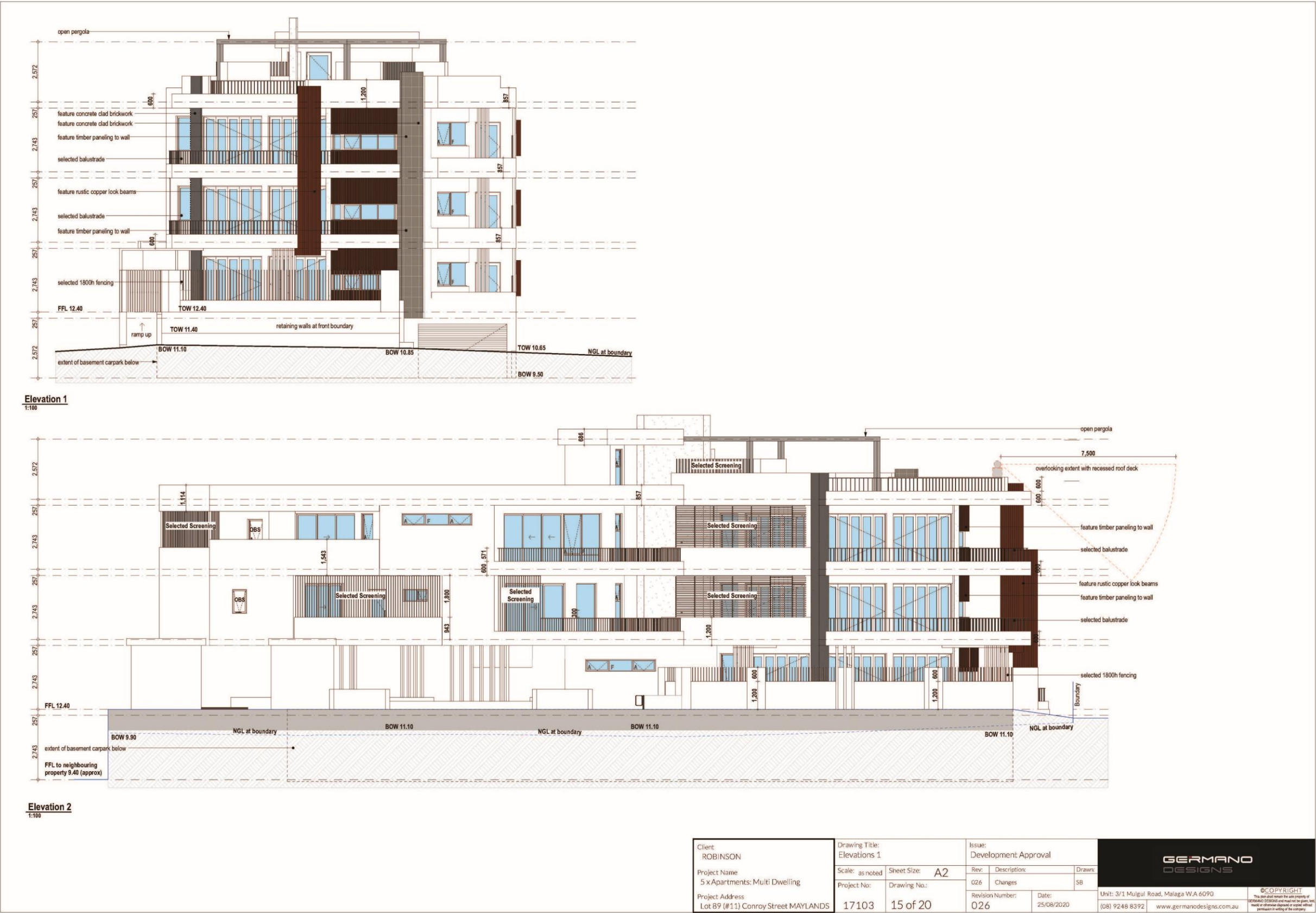


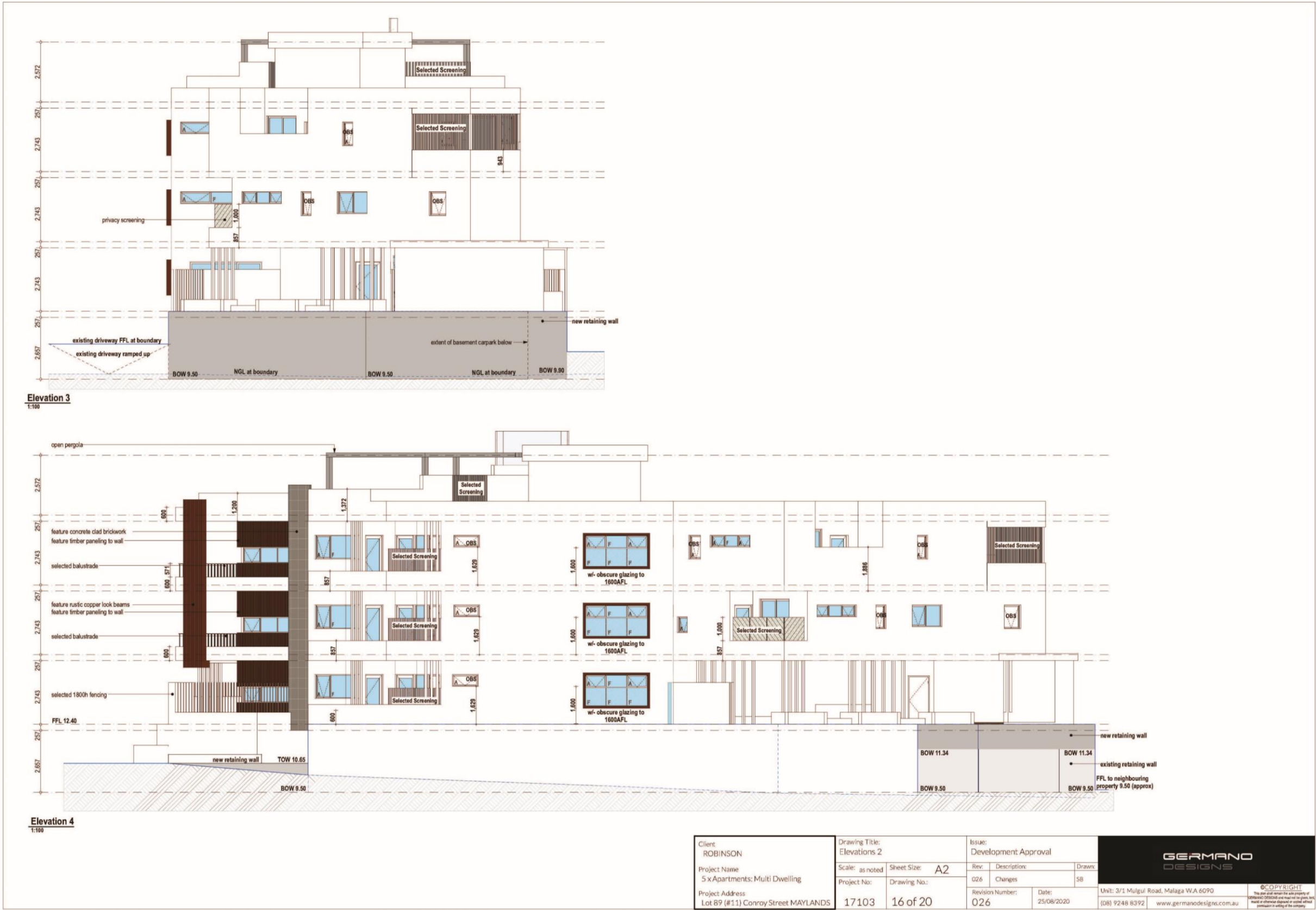














**GROUND FLOOR**  
SCALE 1:100

**ROOF TOP TERRACE**  
SCALE 1:100

**11 CONROY STREET, MAYLANDS,**  
LANDSCAPE CONCEPT PLAN - 1 OF 2

**PLANTING LIST TO DEEP SOIL AND PLANTER BOXES ONLY**

Botanical Name	Size	No	Ongoing Maintenance Req.	Mature size
<i>Chrysanthemum</i>	400mm	3	Prune after flowering	3m x 3m
<i>Chrysanthemum</i>	400mm	1	Underprune to shape in winter	15m x 10m
<i>Banksia laevigata</i>	1000L	1	Shape in winter	8m x 6m
<i>Lagerstroemia indica</i>	1000L	2	Shape in winter	4m x 3m
<i>Fraxinus</i>	1000L	2	Shape in winter	4m x 3m (var)
<i>Arthropodium cirratum</i>	200mm	40	Remove dead leaves and dead head flowers	60cm x 60cm
<i>Bougainvillea</i>	200mm	6	Prune to shape as required	6m x 5m
<i>Carissa ovata</i>	200mm	30	Prune regularly to max 400mm height	2m x 1m
<i>Dichondra Silver Falls</i>	180mm	68	Trim when required	6m x 150cm
Mixed Herbs	180mm	28	and replace as necessary	Varies
<i>Marrubium pedunculatum</i>	200mm	28	Lightly prune to shape	3m x 3m
<i>Phlomis</i>	180mm	25	Remove dead leaves when required	90cm x 70cm
<i>Leptocarpus</i>	200mm	33	Prune regularly to form hedge to max 400mm height	1m x 1m
<i>Banksia laevigata</i>	300mm	9	Remove dead leaves when required, prune to 1.8m max height	3m x 3m
<i>Neomartia officinalis</i>	200mm	14	Prune regularly to form hedge to max 800mm height	1.8m x 1m
<i>Thymus vulgaris</i>	180mm	18	Prune lightly to form hedge	30cm x 80cm
<i>Trachelospermum jasminoides</i>	180mm	61	Train to wires as required and remove dead leaves	40cm x 4m
<i>Trachelospermum jasminoides</i>	180mm	68	Prune lightly to shape as required. Liquid fertilizer to be applied quarterly and slow release fertilizer every 6 months. Top up mulch and soil wetter	40cm x 4m



Attachment 3



Client: ROBINSON  Project Name 5 x Apartments: Multi Dwelling  Project Address Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Site Context Plan		Issue: Development Approval	
	Scale: as noted	Sheet Size: A2	Rev:	Description:
	Project No: 17103	Drawing No: 2 of 20	026	Changes
			Revision Number: 026	Date: 25/08/2020
			GERMANO DESIGNS	
			Unit: 3/1 Mulgill Road, Malaga WA 6090 (08) 9248 8392 www.germanodesigns.com.au	
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Street Elevation  
1:200

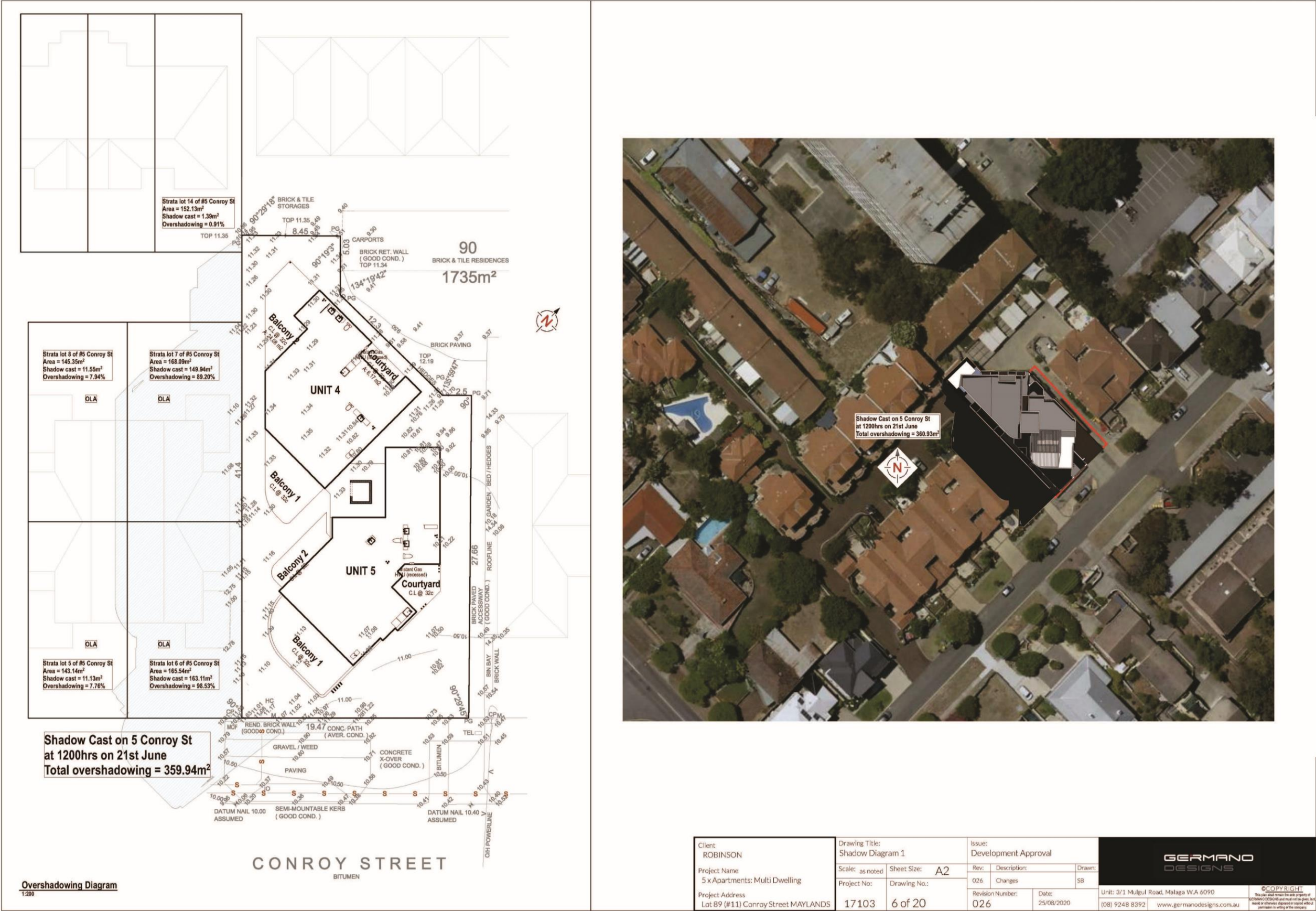


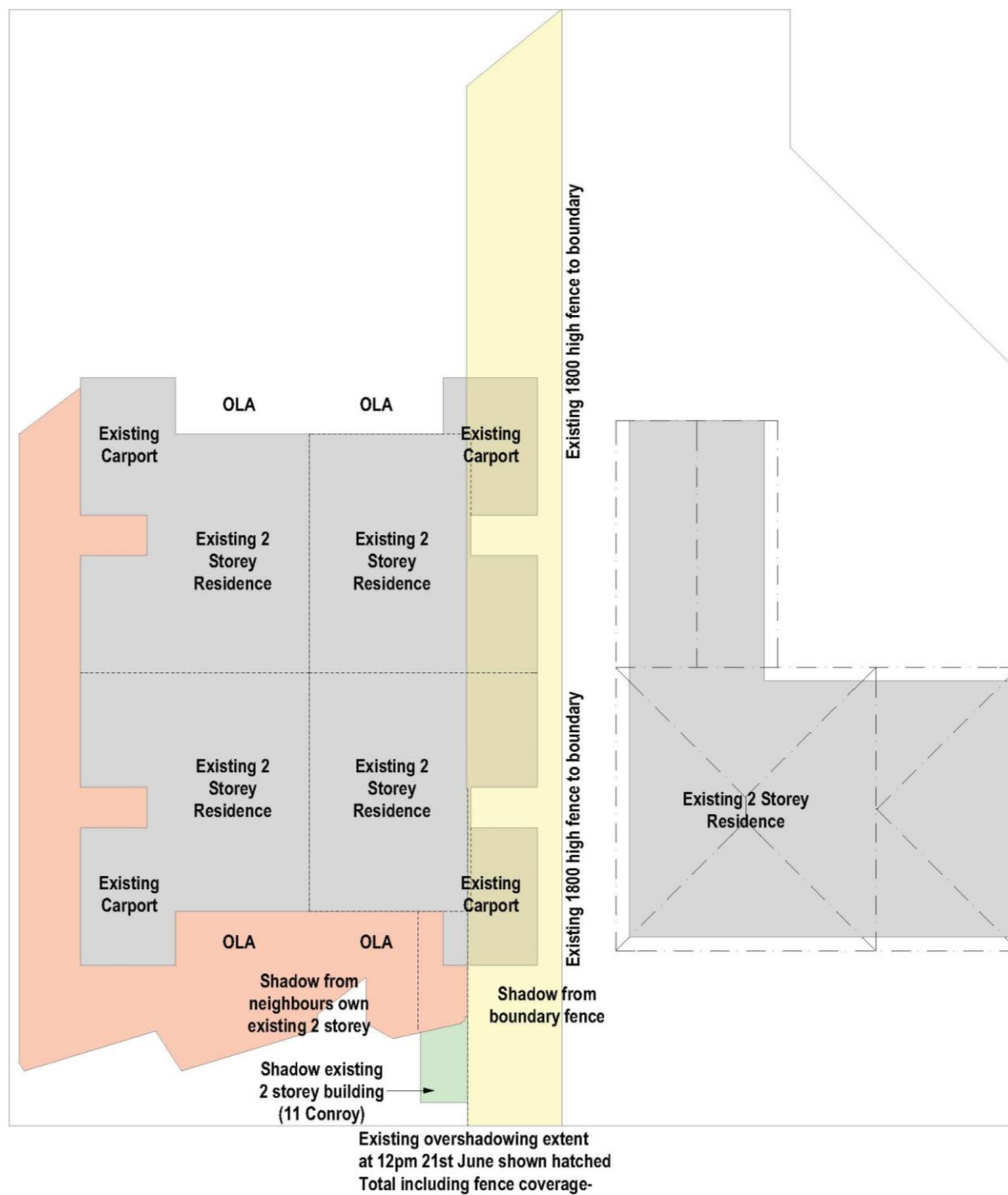
14-16 Conroy Street

Client ROBINSON Project Name 5 x Apartments; Multi Dwelling Project Address Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Building Form Streetscape		Issue: Development Approval		<b>GERMANO</b> DESIGNS Unit: 3/1 Mulgool Road, Malaga W.A 6090 (08) 9248 8392 www.germanodesigns.com.au	<small>©COPYRIGHT This plan and/or the site plan, or any part thereof, is the property of GERMANO DESIGNS and must not be reproduced, stored in a retrieval system, or copied, without permission in writing of the company.</small>
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	Project No:	Drawing No.:	026	Changes		
	17103	4 of 20	Revision Number:	Date:		



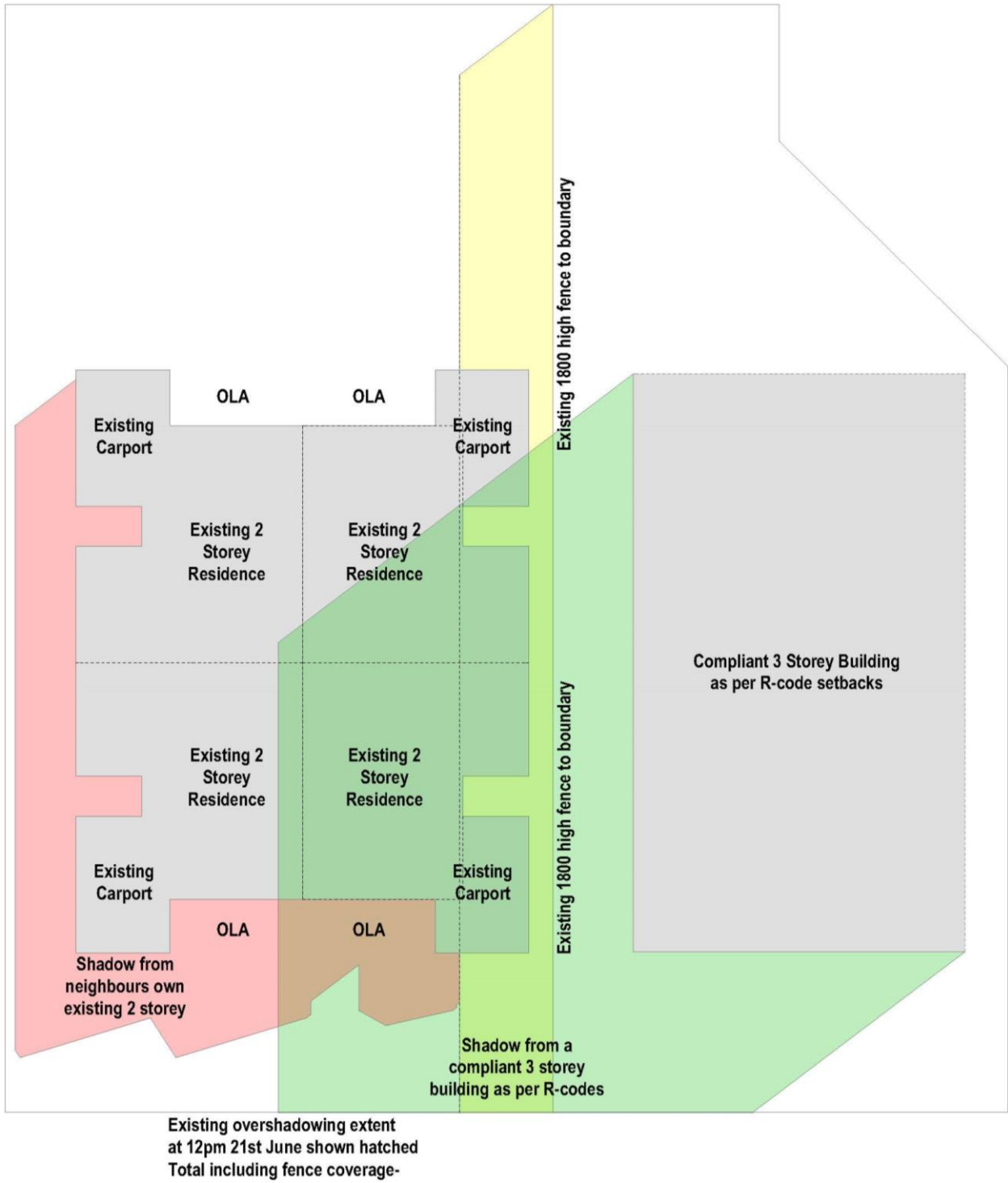
Attachment 4



**Attachment 5**

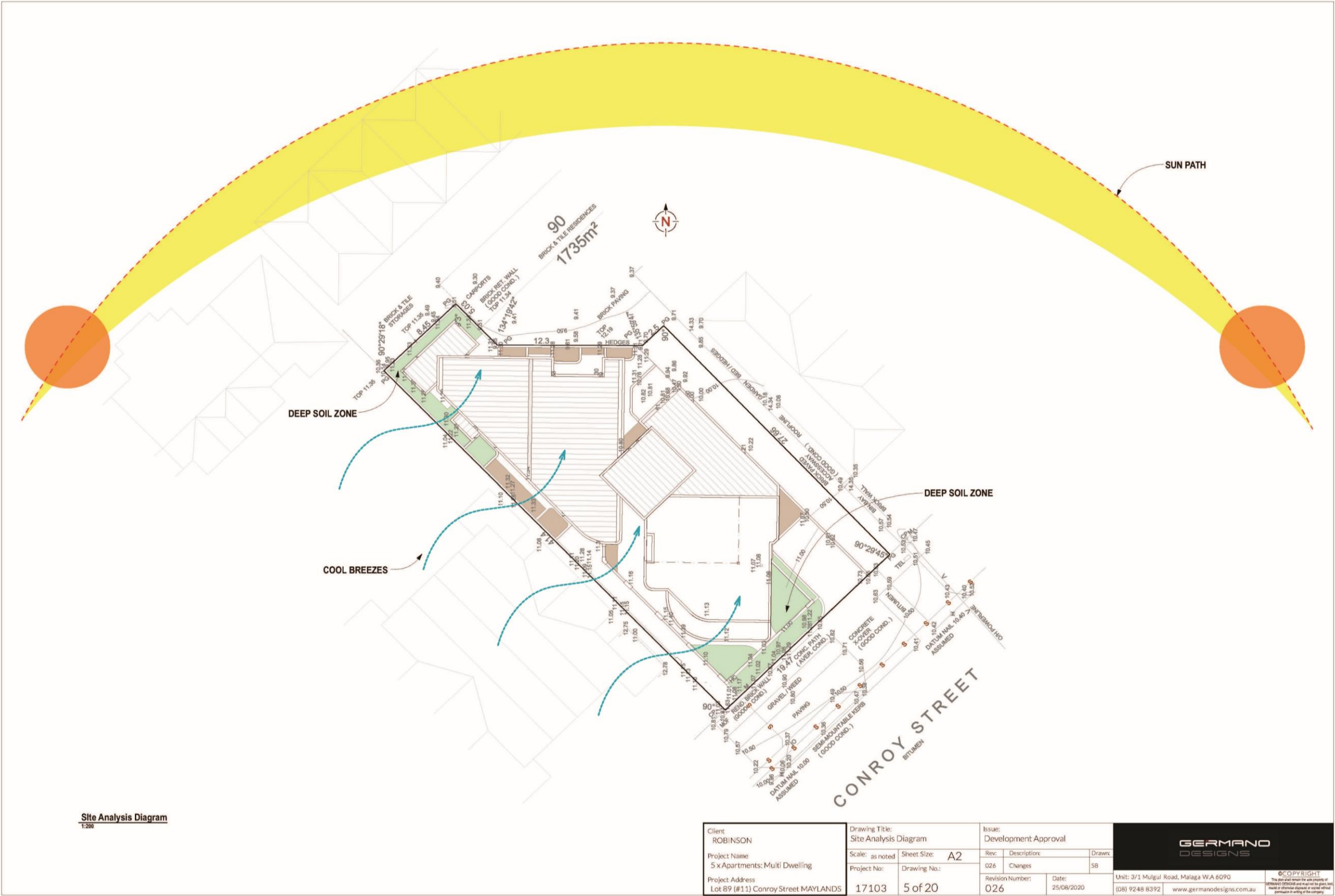
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	Project No: 17103	Drawing No.: 1 of 4	Revision Number: 026	Date: 26/08/2020	Unit: 3/1 Mulgool Road, Malaga W.A 6090 (08) 9248 8392    www.germanodesigns.com.au	
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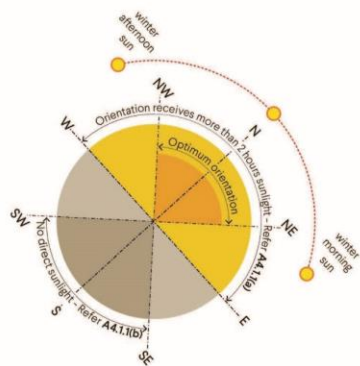




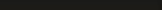
Client ROBINSON  Project Name 5 x Apartments: Multi Dwelling  Project Address Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Existing Overshadowing 4		Issue: Development Approval			<div>GERMANO DESIGNS</div>			
	Scale: as noted	Sheet Size: A3	Rev: 026	Description: Shire Letter	Drawn: SB				
	Project No: 17103	Drawing No.: 4 of 4	Revision Number: 026	Date: 26/08/2020	Unit: 3/1 Mulgul Road, Malaga W.A 6090		©COPYRIGHT		
					(08) 9248 8392 www.germanodesigns.com.au		This plan shall remain the sole property of GERMANO DESIGNS and must not be given, lent, resold or otherwise disposed or copied without permission in writing of the company.		

Attachment 6

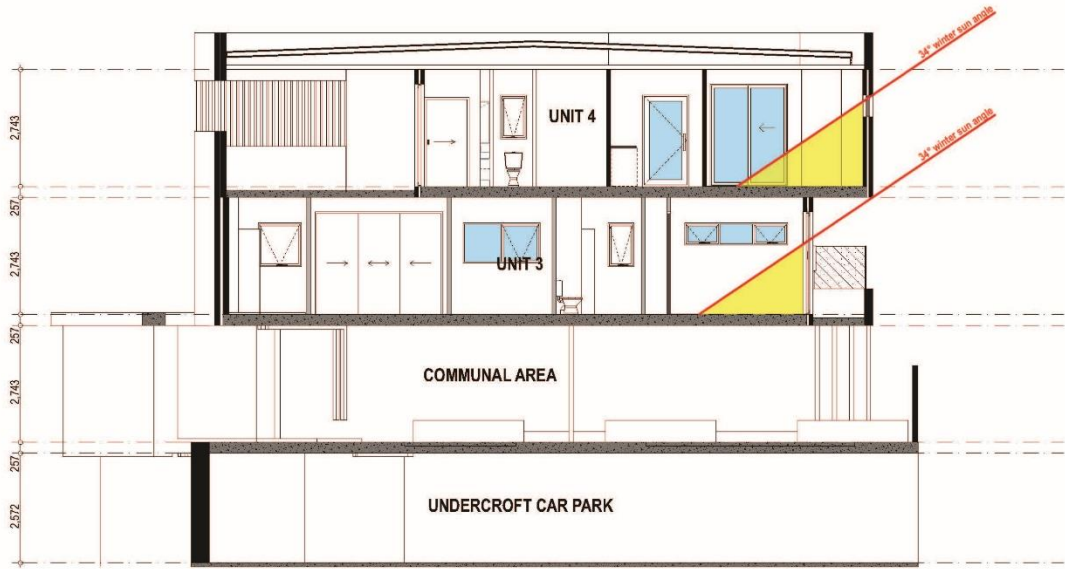




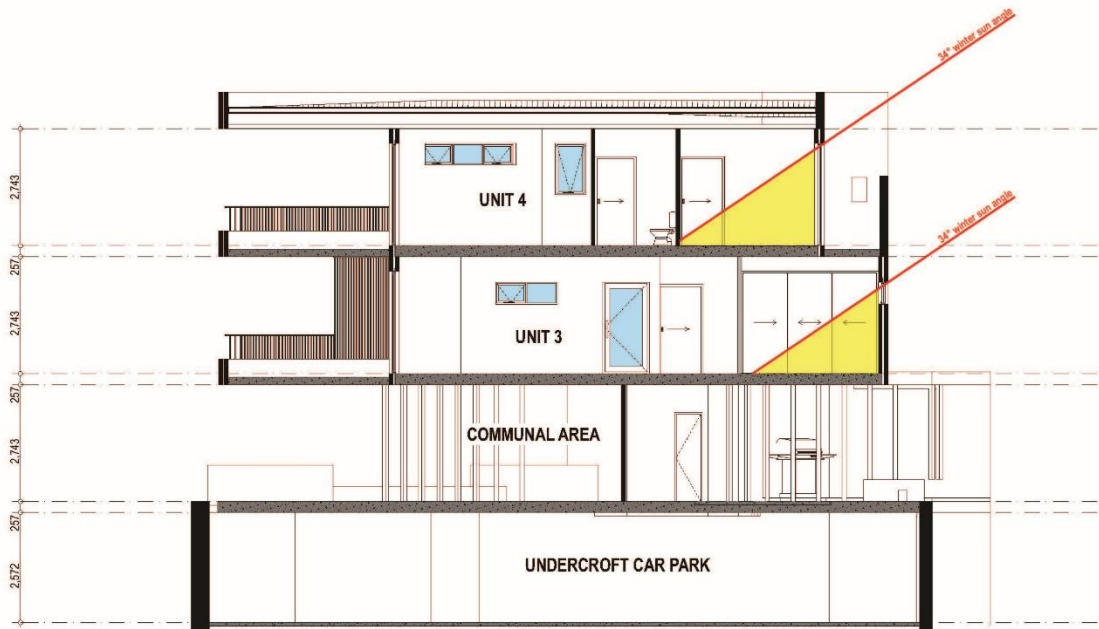
SOLAR ACCESS	
UNIT	ACCESS TO DIRECT SUNLIGHT BETWEEN 9am - 3pm
UNIT 1	9am - 12pm
UNIT 2	9am - 12pm
UNIT 3	9am - 3pm
UNIT 4	0
UNIT 5	9am - 12pm
TOTAL OF 4 UNITS (80%) ACHIEVES MIN. 2 HOURS DIRECT SUNLIGHT	

Client: ROBINSON  Project Name 5 x Apartments: Multi Dwelling  Project Address Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Solar Access Diagram		Issue: Development Approval			
	Scale: as noted	Sheet Size: A2	Rev: 026	Description: Changes		
	Project No: 17103	Drawing No: 18 of 20	Revision Number: 026	Date: 25/08/2020	Unit: 3/1 Muigul Road, Malaga WA 6090	
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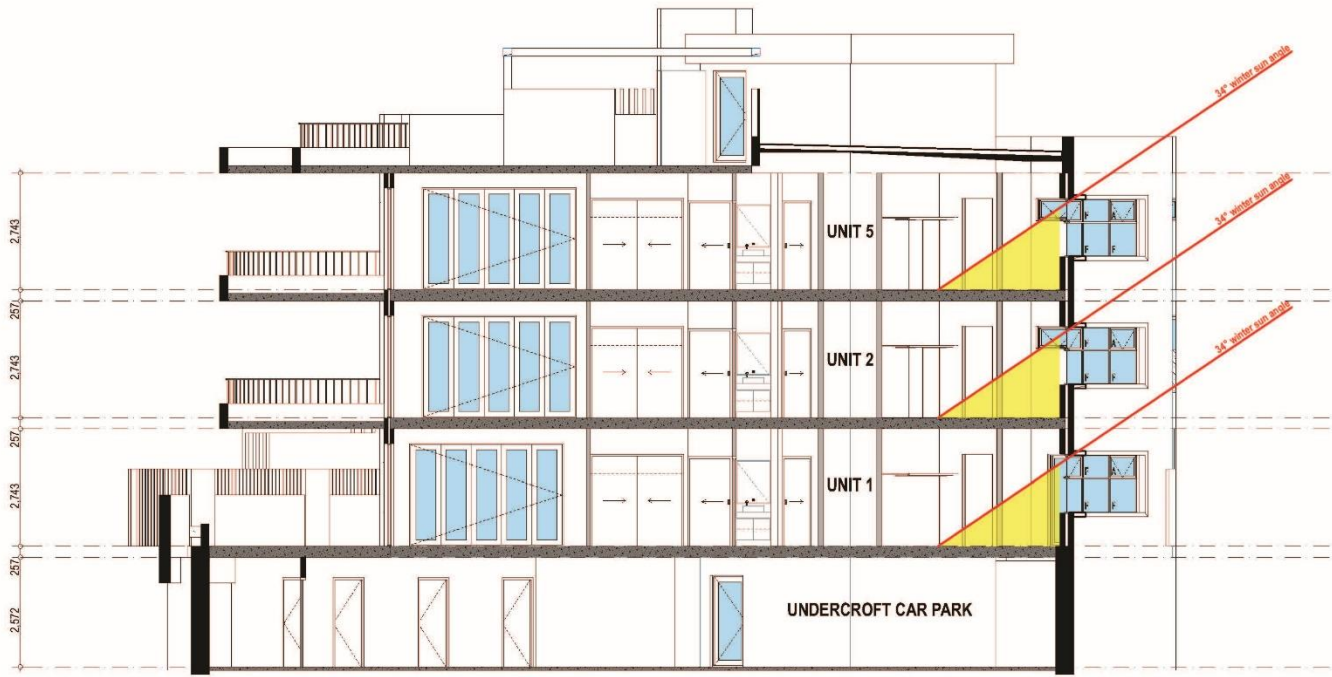




Section A-A  
1:100

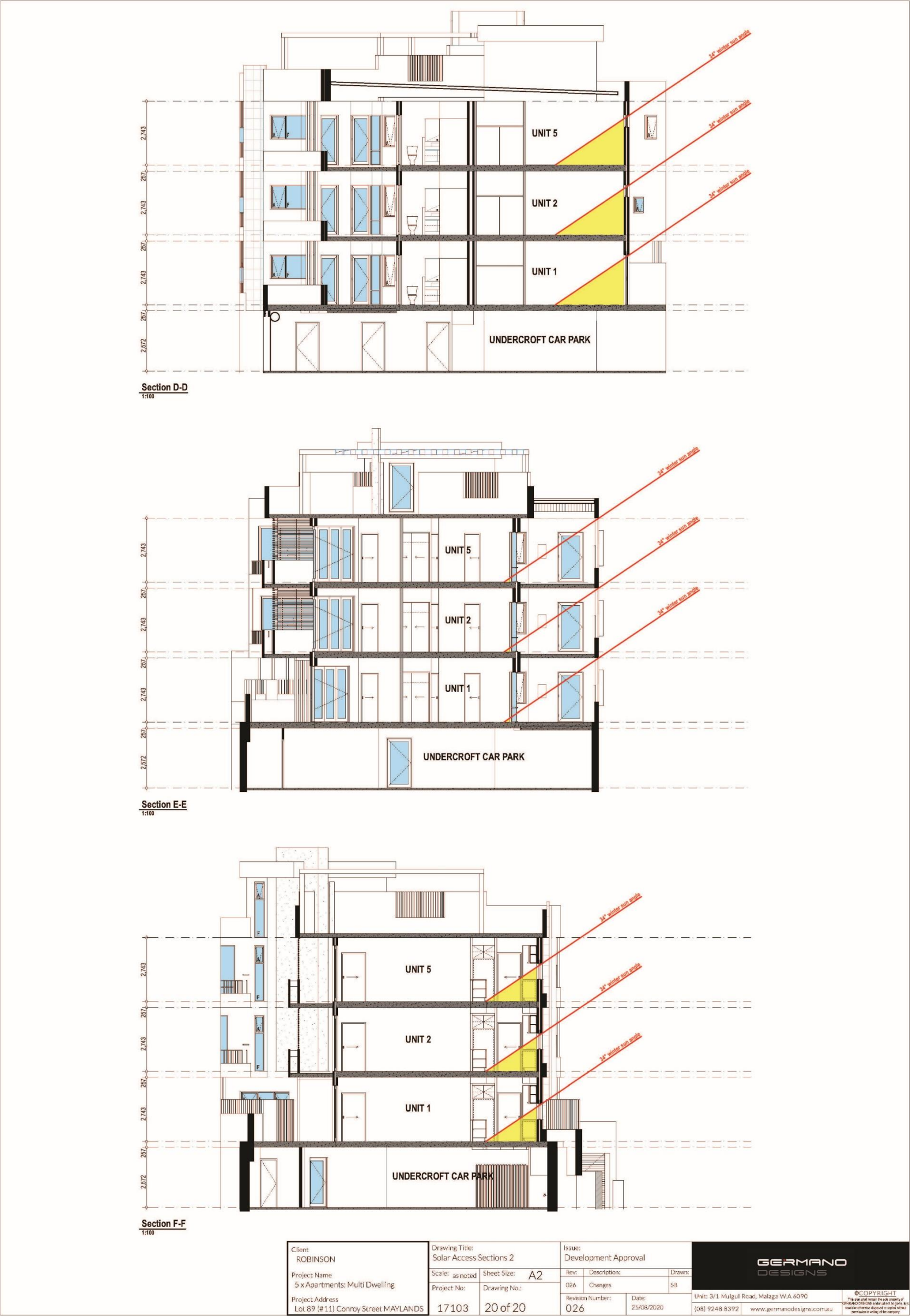


Section B-B  
1:100



Section C-C  
1:100

Client: ROBINSON Project Name: 5 x Apartments; Multi Dwelling Project Address: Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Solar Access Sections 1		Issue: Development Approval		<div>GERMANO DESIGNS</div> <div>Unit: 3/1 Mulgill Road, Malaga WA 6090</div> <div>(08) 9248 8392    www.germanodesigns.com.au</div>	<small>© COPYRIGHT</small> <small>This plan and report are the property of Germano Designs and are not to be used, copied, or otherwise disclosed or copied without permission in writing of the company.</small>
	Scale: as noted	Sheet Size: A2	Rev:	Description:		
	Project No:	Drawing No:	026	Changes	58	
	17103	19 of 20	Revision Number:	Date:		







BREEZE PATHS	
UNIT	ACHIEVES NATURAL CROSS VENTILATION
UNIT 1	YES
UNIT 2	YES
UNIT 3	YES
UNIT 4	YES
UNIT 5	YES
TOTAL OF 5 UNITS (100%) ACHIEVES NATURAL CROSS VENTILATION	

Client: ROBINSON  Project Name: 5 x Apartments Multi Dwelling  Project Address: Lot 89 (#11) Conroy Street MAYLANDS	Drawing Title: Breeze Path Diagram		Issue: Development Approval		<div>GERMANO DESIGNS</div> <div>Unit: 3/1 Mulgoi Road, Malaga WA 6090 (08) 9248 8392    www.germanodesigns.com.au</div> <div><small>©COPYRIGHT This plan and related the site property of GERMANO DESIGNS. All rights reserved. No part may be reproduced or stored in a retrieval system without prior written permission from the company.</small></div>
	Scale: as noted	Sheet Size: A2	Rev:	Description:	
	Project No:	Drawing No:	026	Changes	
	17103	17 of 20	Revision Number:	Date:	



Attachment 7







**Attachment 8****City of Bayswater SPP7.3 Assessment Summary**

Element	Objectives	Acceptable Outcome	Proposed	Comment
<b>2.2 Building height</b>	Achieved	3 storeys (12m)	<b>3-4 storeys (13.5m)</b>	Satisfied.
<b>2.4 Side and rear setbacks</b>	Achieved.	<p>3m*</p> <p>*Boundary walls with a nil setback are permitted to one lot boundary and shall not exceed 2/3 length of the boundary.</p> <p>Average Side Setback – 3.5m*</p> <p>*Only applies if building length is 16m+</p>	<p><u>Basement</u></p> <p>Rear – Nil / full length of boundary. N – Nil / full length of boundary. NE – Nil / ¼ length of boundary.</p> <p>Boundary walls to three lot boundaries.</p> <p><u>Ground Floor</u></p> <p>SW – 1m (store &amp; BBQ) Rear – 1m (BBQ) N – N/A NE – 2.6m</p> <p><u>First Floor</u></p> <p>SW- 2m Rear – 2.2m N – 0.9m NE – 2.6m</p> <p><u>Second Floor</u></p> <p>SW – 2m Rear – 2.2m N – 0.9m NE – 2.6m</p> <p><u>Roof Terrace</u></p> <p>SW – 2.2m Rear – 19.5m N – 7.6m NE – 3.2m</p> <p><u>Average Side Setbacks (applies to SW lot boundary only)</u> 3.3m</p>	Satisfied.
<b>2.5 Plot ratio</b>	Achieved	0.7	<b>0.82</b>	Satisfied
<b>2.6 Building depth</b>	N/A	N/A	N/A	N/A
<b>2.7 Building separation</b>	Achieved	12m between habitable rooms/balconies.	<p>Unit 2 &amp; 3 balconies – 1.6m Unit 2 Bed 1 &amp; Unit 3 Bed 2 – 4.2m Unit 4 &amp; 5 balconies – 1.6m Unit 5 Bed 1 &amp; Unit 4 Bed 2 - 4.2m</p>	Satisfied.
<b>3.2 Orientation</b>	Achieved	Buildings on street orientated to face public realm and incorporate direct access from the street.	The front units are orientated towards the street frontage. Direct street access is not feasible due to universal access requirements.	Satisfied



		<p>A 3.2.3 Development in climate zones 4, 5 and 6 shall be designed such that the shadow cast at midday on 21st June onto any adjoining property does not exceed: — adjoining properties coded R50 – R60 – 50% of the site area.</p>	<p>All units have been provided with separate pedestrian access to the street via the foyer.</p> <p><b>Overshadowing of 99.73% in lieu of 50% onto 6/5 Conroy Street, Maylands.</b></p> <p><b>Overshadowing of 89.33% onto 7/5 Conroy Street, Maylands.</b></p>	
<b>3.3 Tree canopy and deep soil areas</b>	Satisfied subject to an amended landscaping plan.	<p>Retention of trees.</p> <p>No detrimental impacts on canopy of adjoining trees.</p> <p>10% of the lot to be Deep soil area and provided conducive to tree growth and suitable for communal open space.</p> <p>1 large tree and 1 medium tree for each additional 400m2 in excess of 1000m2 OR 1 large tree for each additional 900m2 in excess of 1000m2 and small trees to suit area.</p>	<p>No existing trees.</p> <p>No trees close to boundary on adjoining lots.</p> <p><b>7.5% of the lot to be DSA and incorporated into communal space.</b></p> <p>2 medium and 5 small trees.</p>	<b>Depths of planter boxes not clear, additional information required.</b>
<b>3.4 Communal open space</b>	Although not required the communal open space would satisfy the element objectives.	<p>Universal Access</p> <p>50% direct sun</p> <p>Co-located with deep soil areas.</p> <p>Separated for screened from adverse amenity impacts.</p> <p>Well lot, minimises concealment and open space passive surveillance.</p>	<p>Universal access provided.</p> <p>&lt;50% direct sun.</p> <p>Co-located with DSA.</p> <p>Separated and screened.</p> <p>Passive surveillance from U1. Lighting plan required.</p>	Communal area not required for this development but applicant has opted to provide communal open space.
<b>3.5 Visual privacy</b>	Satisfied.	<p>Visual privacy setbacks:</p> <p>3m to open walkways.</p>	<p>Visual privacy setbacks:</p> <p><b>U1 Courtyard: 2.8m</b> <b>U2 balcony: 2.2m</b></p>	Satisfied.

		<p>6m to balconies. 3m to bedrooms</p> <p>Balconies unscreened at least 25%</p> <p>Living rooms have external outlook.</p> <p>Windows and balconies restrict direct overlooking.</p>	<p>U2 Courtyard: 2.8m U3 Balcony 1: 2.2m U4 Balcony 1: 2m U4 Balcony 2: 2m U5 Balcony: 2.2m U5 Courtyard: 2.8m Roof Terrace: 2.9m</p> <p>Balconies unscreened &gt;25%</p> <p>All living rooms have major opening with external outlook.</p> <p>Overlooking of habitable spaces on adjoining lots is minimised with no undue impact upon adjoining properties.</p>	
<b>3.6 Public domain interface</b>	Satisfied subject to a condition requiring that water meters be screened.	<p>Ground floor dwellings direct access from street.</p> <p>Car-parking not located within primary street setback area.</p> <p>Balconies and/or windows overlook public domain.</p> <p>Balustrading provides privacy for residents and achieves surveillance of adjoining public domain.</p> <p>Level changes to the street: 1m avg. 1.2m max.</p> <p>Front fencing visually permeable above 1.2m.</p> <p>Elements on frontage Eliminate opportunities for concealment.</p>	<p>Direct street access to U1 is not feasible due to universal access requirements.</p> <p>Car parking in basement.</p> <p>Balconies and/or windows overlook public domain.</p> <p>Balustrading is solid on lower half, side screening achieves privacy for residents and surveillance of public domain.</p> <p>Level changes: 1.4m av. 1.5m max</p> <p>Front fencing is visually permeable above 0.5m.</p> <p>Elements on frontage such as balconies overlooking the setback area eliminate opportunities for concealment.</p>	Satisfied.

		<p>Bins not located within primary street setback area.</p> <p>Services and utilities located within primary street setback area integrated into the development.</p>	<p>Bins located in basement.</p> <p>Applicant advises that water meters in front setback will be screened in a box. Details required.</p>	
<b>3.7 Pedestrian access and entries</b>	Achieved subject to condition for lighting plan.	<p>Pedestrian entries Connected.</p> <p>Pedestrian entries protected from weather.</p> <p>Pedestrian entries welllit, visible from public domain and enable casual surveillance.</p> <p>Pedestrian access via shared zone, path is clearly delineated and/or incorporated to prioritise pedestrian and constrain vehicle speed.</p> <p>Services and utilities located at pedestrian entry.</p> <p>Bins not located at primary pedestrian entry.</p>	<p>Pedestrian entries are connected.</p> <p>Entry to the foyer is covered. Entry into each unit is from an indoor lift well.</p> <p>The main entry door is not visible from the street but the entry path is visible. The entry path has casual surveillance from Unit 1.</p> <p>N/A</p> <p>Electric meter box is screened alongside pedestrian entry.</p> <p>Bin store located in basement.</p>	Satisfied.
<b>3.8 Vehicle access</b>	Achieved subject to a condition for a traffic management plan for the car park.	<p>Vehicle access one opening per 20m.</p> <p>Vehicle entries identifiable from the street, integrated with faced and/or located behind primary building line.</p> <p>Vehicle entries have adequate separation from street intersection.</p> <p>Vehicle circulation areas avoid headlights shining into habitable rooms within the development and</p>	<p>One vehicle access point.</p> <p>Access point clearly visible.</p> <p>Adequate separation provided.</p> <p>Vehicle circulation areas in the basement. Headlights may shine onto Unit 1 courtyard and laundry which is</p>	Satisfied.

		<p>adjoining properties.</p> <p>Driveway width minimum for functionality.</p> <p>Driveway designed for 2 way access.</p> <p>Compliance with vehicle sightlines.</p>	<p>a non-habitable space.</p> <p>Shared driveway is 4.2m wide which is one way access. Passing area provided inside basement door adjacent to visitor bays is acceptable to Tech Services. Low number of car bays means it's less likely that two cars will be entering/exiting at the same time.</p> <p>Mirrors are required to be provided within the car park as sightline are obstructed by the central stair well.</p>	
<b>3.9 Car and bicycle parking</b>	Achieved subject to a condition for a traffic management plan for the car park.	<p>2.5 (3) resident and Nil visitor bicycle bays accessed via a continuous path of travel from the entry.</p> <p>5 resident car parking bays required.</p> <p>1 visitor parking bays required.</p> <p>Maximum parking provision does not exceed double the minimum.</p> <p>Car parking areas and vehicle circulation areas designed in accordance with AS2890.1.</p> <p>Carparking areas not located within street setback and not visually prominent from the street.</p> <p>Car parking designed, landscaped or screened to mitigate visual impacts when viewed from the dwellings and private outdoor spaces.</p>	<p>6 secure resident bicycle parking bays provided in basement which is connected via a lift to the ground floor.</p> <p>8 residents parking bays proposed.</p> <p>1 visitor bays proposed.</p> <p>Does not exceed double the minimum.</p> <p>Car parking and circulation as per AS2890.1.</p> <p>Car parking in basement.</p> <p>Fully screened.</p>	Satisfied.

		Visitor parking clearly Visible from driveway, signed and accessible.	Visitor parking is not visible from street. Car parking management plan required to address how visitors will be notified via signage etc. of visitor parking location.	
<b>4.1 Solar and daylight access</b>	Achieved – refer to officer comments in report.	<p>Minimum 70% dwellings having living rooms and private open space obtaining at least 2 hours direct sunlight; and maximum 15% receiving no direct sunlight.</p> <p>Habitable rooms one window in external wall, visible from all parts of room, glazed area not less than 10% of floor area and minimum 50% clear glazing.</p> <p>Light wells and/or skylights not primary source of daylight to any habitable room.</p> <p>Building orientated and incorporates external shading devices.</p>	<p>None of the dwellings have living rooms or balconies oriented north.</p> <p>Windows provided &gt;10% of floor area with minimum 50% clear glazing.</p> <p>N/A</p> <p>Shading provided to western facing windows/balconies.</p>	Satisfied.
<b>4.2 Natural ventilation</b>	Achieved subject to condition.	<p>Habitable rooms have openings on at least two walls with straight line distance 2.1m.</p> <p>Minimum 60% of dwellings are naturally cross ventilated; and single aspect apartments included must have ventilation openings oriented to prevailing cooling winds; and room depth no greater than 3*ceiling height.</p> <p>No habitable room relies on light wells.</p>	<p>Provided to all habitable rooms.</p> <p>All units are naturally cross ventilated.</p> <p>N/A</p>	Satisfied.
<b>4.3 Size and layout of dwellings</b>	Achieved.	Dwellings internal floor areas as per Table 4.3a.	Adequate internal floor spaces provided.	Satisfied.



		<p>Habitable room floor areas as per Table 4.3b.</p> <p>Floor to ceiling height 2.7m for habitable rooms, 2.4m for non-habitable rooms, and other as per NCC.</p> <p>Maximum length of single aspect open plan living area 9m</p>	<p>Minimum room floor areas provided and compliant.</p> <p>Adequate ceiling heights provided.</p> <p>N/A</p>	
<b>4.4 Private open space and balconies</b>	Achieved subject to condition for water meter screening.	<p>Private open space to each dwelling as per Table 4.4.</p> <p>Entire open space not screened, and screening does not obscure outlook.</p> <p>Design detailing, materiality and landscaping of the private open space integrate with/compliments building.</p> <p>Services and fixtures located within private open space not visible from street/integrated into building design.</p>	<p>All units have been provided with a balcony or courtyard that exceeds the minimum area.</p> <p>Minimal screening provided to main balconies and does not obscure outlook.</p> <p>Planter boxes have been designed to integrate with the building.</p> <p><b>Water meters to be screened in a box.</b></p>	Satisfied.
<b>4.5 Circulation and common spaces</b>	Achieved subject to condition for lighting plan.	<p>Circulation corridor 1.5m min.</p> <p>Circulation and common space capable of passive surveillance.</p> <p>Circulation and common spaces lit without light spill to habitable rooms.</p>	<p>1.5m provided for all paths and internal landing areas.</p> <p>U1 provides surveillance to common area on ground floor. All other circulation areas are fully secure.</p> <p>Lighting plan required.</p>	Satisfied.
<b>4.6 Storage</b>	Achieved.	<p>Store sizes as per Table 4.6.</p> <p>Stores conveniently located, safe, well-lit, secure and subject to passive surveillance.</p>	<p>All stores are of compliant size.</p> <p>Stores are fully enclosed and lockable within the secure basement. All</p>	Satisfied.

		Stores provided separately from dwellings or within or adjacent to private open spaces.	stores are universally accessible with wide doors and entry path via access bay.  Stores are not visible from the street.	
<b>4.7 Managing the impact of noise</b>	Achieved via conditions.	Exceed NCC requirements.  Potential noise sources not adjacent external wall habitable room or within 3m of bedroom  Major openings Oriented away/shielded from external noise sources.	<b>Not demonstrated. Acoustic report required.</b>  <b>Garage door could be a noise source. This needs to be addressed in the acoustic report.</b>  <b>Not demonstrated. Acoustic report required.</b>	Satisfied.
<b>4.8 Dwelling mix</b>	Achieved.	Local housing strategy encourages housing choice. No specific dwelling types mentioned.	N/A	Not applicable all units exceed minimum requirements for universal access.
<b>4.9 Universal design</b>	Achieved via condition.	20% of dwellings meet Silver level requirements; or 5% of dwellings designed to Platinum Level.	100% pf dwellings will meet Platinum level requirements. Condition to comply.	Satisfied.
<b>4.10 Façade design</b>	Achieved subject to condition.	Façade design  Façade includes elements that relate to key datum lines of adjacent buildings.  Building services fixtures integrated in design and not visually intrusive from public realm.	Articulation and variety of materials and colours in the façade. Condition final schedule of colours and materials.  Existing adjacent buildings pre-dates zoning change. No comparable new developments on Conroy Street.  Condition to ensure soffit lining to the under croft communal area to conceal hydraulic services of unit above.	Satisfied.
<b>4.11 Roof design</b>	Achieved.	Roof form or top of building complements façade design and desired streetscape character.	Roof form acceptable.	Satisfied.

		<p>Building services located on roof not visually obtrusive from street.</p> <p>Useable roof space is safe for users and minimises overlooking and noise impacts on private open space and habitable rooms within the development and on adjoining sites.</p>	<p>AC's on roof not visible from street. Condition to ensure screening from adjoining properties.</p> <p>Usable roof terrace proposed with minimal privacy impact on private open space and habitable rooms of adjoining dwellings.</p>	
<b>4.12 Landscape design</b>	Achieved via a condition.	<p>Submission landscape plan by competent landscape designer.</p> <p>Landscaped areas are located and designed to support mature, shade producing trees to open space and the public realm, and to improve outlook and amenity to habitable rooms and open space areas.</p> <p>Planting on structures as per Table 4.12.</p> <p>Building services integrated in design of landscaping.</p>	<p>Landscaping plan submitted by qualified landscape designer and is generally supported.</p> <p><b>Planter boxes do not show depths. Minimum 1m required to support medium trees.</b></p> <p><b>Further information required for plants in planter boxes on roof terrace and upper floor balconies along with vertical landscaping.</b></p> <p>N/A – services will be screened by other methods.</p>	Satisfied.
<b>4.13 Adaptive reuse</b>	N/A	N/A	N/A	N/A
<b>4.14 Mixed use</b>	N/A	N/A	N/A	N/A
<b>4.15 Energy efficiency</b>	Achieved via a condition.	Incorporate at least one significant energy efficiency initiative; or all dwellings exceed minimum NATHERS requirements for apartments by 0.5 stars.	Ceiling fans to all habitable rooms and solar panels. Condition to ensure compliance.	Satisfied.
<b>4.16 Water management and conservation</b>	Achieved subject to conditions.	Dwellings are individually metered for water usage.	Individual water meters provided.	Satisfied.

		Storm water runoff is managed on-site.	Condition to comply.	
		Provision of an overland flow path for safe conveyance of runoff from major rainfall events to the local stormwater drainage system.	Condition to comply	
<b>4.17 Waste management</b>	Achieved.	Waste storage facilities.	Provided and acceptable.	Satisfied.
		Waste Management Plan.	Provided and acceptable.	
		Sufficient area for storage of green waste, recycling and general waste (separate).	Sufficient area provided.	
		Communal waste storage sited and designed to be screened from view from the street, open space and private dwellings.	Screened bin store provide.	
<b>4.18 Utilities</b>	Achieved via a condition.	Utilities located within front setback or on visible parts of room are integrated into design.	<b>Water meters in front setback not integrated. Applicant advised they will screen them inside a box. Details not submitted.</b>	Satisfied.
		Developments fibre-to-premises ready.	Condition to comply.	
		Hot water units, AC condenser units and clotheslines not visually obtrusive.	Condition to comply.	
		Laundries are designed and located to be convenient, weather protected and well ventilated and size appropriate.	Laundries conveniently located, weather protected and size appropriate. Condition to comply.	

Please note that the acceptable outcomes stated above is a summary only and when considering compliance with these requirements, please refer to the full requirement as detailed in *State Planning Policy 7.3 Residential Design Codes Volume 2 – Apartment*

#### 10.4.4 Proposed Carport and Shade Structure Addition to the Existing Office (former Maylands Post Office) - Lot 600, 160 Whatley Crescent, Maylands

<b>Applicant/Proponent:</b>	Stephen Carrick	
<b>Owner:</b>	Maria G Havilah	
<b>Responsible Branch:</b>	Development Approvals	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input checked="" type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Plans 2. Response to referral from Department of Planning, Lands and Heritage (DPLH)	
<b>Refer:</b>	Item 9.1.9: PDSC 15.8.2017	

#### SUMMARY

A planning application has been received for proposed alteration and addition of a carport and patio to office (former Maylands Post Office) at Lot 600, 160 Whatley Crescent, Maylands. Given the property is a State Heritage Listed Place and is also listed on the City's Local Heritage Survey (LHS), determination of the application falls outside officer's delegation, hence the application is referred to Council for determination.

#### COUNCIL RESOLUTION

##### (OFFICER'S RECOMMENDATION)

That Council grants planning approval for the proposed alterations and addition of a carport and patio to office (former Maylands Post Office) at Lot 600, 160 Whatley Crescent, Maylands, in accordance with the planning application dated 20 July 2020 and plans dated 26 August 2020, subject to the following conditions:

1. The development shall be carried out only in accordance with the terms of the application as approved herein, and any approved plan.
2. The approved boundary wall and footings abutting the south-west boundary must be constructed wholly within the subject allotment. The external surface of the parapet/boundary wall shall be finished to a professional standard, to the satisfaction of the City of Bayswater.
3. A detailed schedule of external finishes (including materials and colour schemes and details) shall be submitted to, and to the satisfaction of the City of Bayswater, prior to the submission of a building permit application.
4. The carport and patio shall be unenclosed on all sides, except to the extent where they abut a boundary fence/wall, to the satisfaction of the City of Bayswater.
5. The redundant crossover on the road reserve is to be removed and the verge be reinstated to the satisfaction of the City of Bayswater.
6. The car parking area(s) on the subject land shall be line marked in accordance with the approved plans prior to the first occupation of the development and maintained thereafter by the owner(s)/occupier(s) to the satisfaction of the City of Bayswater.
7. The Right of Way widening area shall not be used for parking, at any time, to the satisfaction of the City of Bayswater.
8. All stormwater and drainage runoff produced onsite is to be disposed of onsite to the satisfaction of the City of Bayswater.



9. On completion of construction, all excess articles, equipment, rubbish and materials being removed from the site and the site left in an orderly and tidy condition, to the satisfaction of the City of Bayswater.
10. The existing verge levels shall not be altered at any circumstances, to the satisfaction of the City of Bayswater.
11. All street tree(s) within the verge adjoining the subject property are to be retained and shall have measures consistent with AS 4970-2009 undertaken to ensure their protection during construction of the subject development to the satisfaction of the City, including but not limited to the following:
  - (a) A minimum 2.0m radius tree protection zone (TPZ) shall be provided through 1.8m high fencing around the verge trees (chain mesh panels or other suitable material) during construction of the subject development.
  - (b) The above fencing is not to be moved or removed at any period during construction, and this zone is not to be entered for any reason; signage notifying people of the TPZ and the associated requirements is to be placed on each side of the fencing.
  - (c) All activities related to construction of the subject development, including parking of vehicles, storage of materials, and washing of concreting tools and equipment is prohibited within the designated TPZ.
  - (d) Any roots identified to be pruned shall be pruned with a final cut to undamaged wood outside of the TPZ. Pruning cuts shall be made with sharp tools such as secateurs, pruners, handsaws or chainsaws. Pruning wounds shall not be treated with dressings or paints. It is not acceptable for roots to be 'pruned' with machinery such as backhoes or excavators.
  - (e) The tree(s) shall be provided with supplemental water during any construction period falling over summer, with a minimum of 150 litres being provided per week.
  - (f) Should any works be required to be undertaken within the TPZ, approval must be given by the City prior to entering this zone. You may be required to seek advice from an Arborist in regard to the type of works being undertaken, this information is to be assessed by the City as part of the approvals to enter.
  - (g) Any new crossover shall maintain a minimum clearance of 2.0m from the base of a street tree(s).

**Advice Notes:**

1. To activate the planning approval, the development/use subject of this approval must be substantially commenced within a period of two years of the date of this approval notice. If the development is not substantially commenced within this period, this approval shall lapse and be of no further effect. Where an approval has lapsed, no development/use shall be carried out without the further approval of the City having first been sought and obtained.
2. This approval is not a building permit or an approval under any other law than the *Planning and Development Act 2005*. It is the responsibility of the applicant/owner to obtain any other necessary approvals, consents and/or licenses required under any other law, and to commence and carry out development in accordance with all relevant laws.
3. This approval is not an authority to ignore any constraint to development on the land, which may exist through contract or on title, such as but not limited to an easement or restrictive covenant. It is the responsibility of the applicant/owner to investigate any such constraints before commencing development.

4. Kerbs, roadways, footpaths, open drains, stormwater pits, service authority pits and verge areas must be adequately protected, maintained and reinstated if required, during and as a result of carting and all works associated with this development.

CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED

CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0

#### BACKGROUND

<b>Application Number:</b>	DA20-0370
<b>Address:</b>	Lot 600, 160 Whatley Crescent, Maylands
<b>Town Planning Scheme Zoning:</b>	Maylands Activity Centre Zone (RAC0) - Special Control Area 1- Main Street Precinct
<b>Use Class:</b>	Office - 'P'
<b>Lot Area:</b>	450m <sup>2</sup>
<b>Existing Land Use:</b>	Office
<b>Surrounding Land Use:</b>	Residential, Educational and Commercial Uses and Maylands Train Station
<b>Proposed Development:</b>	Alterations and Additions Including Carport, Patio, Internal Fencing and Boundary Wall

A planning application was received on 20 July 2020 for proposed alterations and addition of a carport and patio to office (former Maylands Post Office) at Lot 600, 160 Whatley Crescent, Maylands. The subject property has been entered in the State Register of Heritage Places and the City's Heritage List prepared in accordance with Town Planning Scheme No. 24 (TPS 24) with a management category classification 1. Accordingly, determination of the application falls outside officer's delegation, hence the application is referred to Council for determination.





### EXTERNAL CONSULTATION

Community consultation was not undertaken given that the impact of the proposal on the heritage value of the place is the major focus of assessment and the proposal is not considered to have an undue impact on adjoining properties.

The application was referred to the Department of Planning, Lands and Heritage (DPLH) which advised *the proposal, in accordance with the plans submitted, is supported.*

### OFFICER'S COMMENTS

Key Scheme Provisions	Required	Provided	Assessment
Minimum Setbacks:			
Maximum Front	Nil	5.0m	No change
Minimum Side (north-east)	Nil	1.07m	Compliant
Maximum Side (Seventh Avenue)	Nil	0.6m- 0.9m	Variation
Minimum Rear (Sargents Lane)	1.0m	5.56m	Compliant
Maximum Site Coverage	60%	44.3%	Compliant
Maximum Building Height	Six storeys	One storey	Compliant
Minimum Parking Visitor	Provide on-site car bays to the extent reasonably possible	Three car bays	Compliant

Assessment of the application indicates that the proposal generally complies with the development standards of Special Control Area 1 (Main Street Precinct) of the City's Town Planning Scheme No. 24 (TPS24), except for the minimum nil setback requirement to Seventh Avenue.



The posts to the proposed patio and carport have a setback of 900mm and 600mm to Seventh Avenue boundary, respectively. The proposed setback of the patio and carport to the existing brick wall is however 600mm and 300mm, respectively. The proposed patio and carport are open structures which will not create a considerable façade facing the Seventh Avenue and they will further be mostly concealed behind the existing brick wall on Seventh Avenue boundary. Accordingly, the proposed setbacks in lieu of the required nil setback to Seventh Avenue boundary are not considered to have an undue impact on the streetscape of Seventh Avenue.

#### Development on Heritage Listed Place

The development proposes to add a patio and a carport to the property, as well as an extension to the existing boundary wall on Seventh Avenue, and further, it proposes to install a brick pier and steel infill fencing above the existing retaining wall behind the proposed carport. The proposal further intends to remove the c1950s store from the site. The applicant has stated that *"the c1950 store did have evidence of asbestos. The asbestos was removed earlier this year by a licenced removalist."*

The subject site is a State Registered Heritage Place and is also included on the City's Town Planning Scheme No. 24 Heritage List. The property is further listed under the City's LHS as a 'Management Category 1' heritage place. The LHS states that the original building on the property was constructed in 1910. Any alterations or additions to buildings on the site requires the approval of Council, and an assessment based on the merits of the application is required. The LHS states the following descriptions for the subject place:

#### *"Physical Description*

*Maylands Post Office (fmr), a face brick and terracotta tiled building in the Federation Free Classical architectural style. The main structure of the building is constructed of red face, stretcher bond brickwork with cream coloured mortar joints. There is no evidence of tuckpointing on any of the elevations.*

*Maylands Post Office (fmr) has been adapted internally, but externally remains largely as originally constructed, apart from the former mail room addition on the north-eastern corner of the building, built in the late 1950s, which is not visible from the street.*

*The entrance to the building addresses the Whatley Crescent-Seventh Avenue intersection and comprises a terracotta tiled porch with three tiled steps and a flat roof concealed behind brick parapet walls. The porch has two arched openings, one facing onto Whatley Crescent and the other Seventh Avenue.*

*The plan form of Maylands Post Office (fmr) is rectangular with gabled roofed wings facing both Whatley Crescent and Seventh Avenue on either side of the porch. The roofs of the two wings intersect at the ridge, giving the form of the building a well resolved appearance. The Whatley Crescent elevation is treated as the primary elevation. The corners feature rendered quoins and there is a decorative stucco sill detail under a pair of double hung sash windows. An original timber framed, diamond patterned metal awning extends over the windows. The gable is rendered with a panel where the words 'Post Office' were originally picked out in raised lettering, but which is now blank.*

*The Seventh Avenue elevation is simpler in detail with three double hung sash windows with stucco sills. The rendered gable has three vertical vents and was also previously face brick with rendered banding prior to the 1950s works. The rear part of the Seventh Avenue elevation features a smaller double hung sash window under a brick parapet with rendered coping featuring a small arched motif. There is a brick chimney with brick corbelling near the back window with a small decorative stucco bracket. The windows all have metal grilles on the outside, which are not original.*

*Overall the external appearance of Maylands Post Office (fmr) is of a very well resolved example of the Federation Free Classical style of architecture featuring gabled roofs, arched openings, contrasting textures to wall finishes and in particular the use of subtle stylised decorative*

treatments to curved window mullions, the chimney bracket and parapet details to the porch and rear section of the Seventh Avenue elevation.”

“Condition: Good

Integrity: High

Authenticity: High”

“Historical Notes

September 1895, investment company Gold Estates of Australia, was registered as proprietor of portions of Swan Location Y, 471 acres in area. In 1895-96, it began subdivision of part of this area, formerly named the Pine Apple Estate, under the name of Maylands Estate.

In 1898, Mephan Ferguson established a factory to supply pipes for the pipeline for the Goldfields Water Supply Scheme on land he purchased near the railway in the Maylands area and named Falkirk for his birthplace in Scotland; and work began on construction of Falkirk Siding to serve his factory. In October, as demand grew to provide affordable and convenient lots for blue collar workers at the factory, Gold Estates Australia Limited's third sub-division in Maylands Estate, extending north from Ninth Avenue, with the proposed railway station between Ninth Avenue and Ferguson Avenue, was offered for sale. In August 1899, tenders were called for construction of Falkirk Railway Station but it was subsequently named Maylands. As elsewhere, the railway station served as an impetus for suburban growth, and the population of Maylands increased to 'about 100' by 1900.

In the early 1900s, Maylands proved a popular residential suburb for workers. In about 1903, the first shop and residence was erected in Railway Terrace, at Lot 53 (HN172), across the road from the railway station, for Asher Salaman, who provided postal services in the district. After the Maylands Progress Association requested better postal facilities E. A. Pries, Inspector of Post and Telegraphs, Perth, inspected the area in July. He reviewed suitable lots and recommended the site on the corner of Railway Terrace and Seventh Avenue which was purchased for £80.

....

On 27 October 1909, tenders were called for erection of Maylands Post Office, and Silverlock & Hayes was awarded the contract at £750 in December. On 26 April 1910, Maylands Post Office, a 'large office and Letter Porch' with the

entrance at the street corner, and Post Master's Quarters at the rear, constructed of brick with cement dressings, was completed at a cost of £747 9s 11d. The Post Office transferred to the new building and commenced operation with Percy Sutcliffe continuing as Post Master.

In the pre-World War I period, Maylands continued to grow. As elsewhere, the Post Office provided an important service for the local population under Sutcliffe and his successors including Miss E. Hall, and her successor, Mrs M. H. Maguire. Probably consequent to appointment of a post mistress at Maylands the residential quarters at the rear of the Post Office ceased to be occupied for this purpose. Later postmasters did not reside there and the quarters were converted to other uses.

After World War II, Maylands began to grow rapidly and business passing through the Post Office increased proportionately, necessitating an increase in staff.

...

From the 1980s, the growing trend away from main street commercial areas to large shopping complexes in Australian towns saw a transition from the traditional post office to postal services operated more as a commercial business from small privately owned shops or kiosks as Post Office agencies. In this period, many Post Offices were decommissioned and sold by the Commonwealth, including Maylands Post Office (fmr), which was closed and sold in 1988. In 2000, the interior of the place was altered with partitioning and a mezzanine floor. Subsequent use of the premises have been for professional offices.”



The DPLH has reviewed the development and based on the following findings, it has supported the proposal:

- *“The referral is for the proposed construction of a shade structure, carport and modification to existing fencing located to the rear of Maylands Post Office & Quarters (fmr).*
- *The extant rear corrugated iron shed (estimated c.1950s) is to be demolished as part of the proposal to make room for the new shade structure. The structure was previously supported for removal in May 2017 as part of a Development Application. The structure is not noted as an element of significance in the register documentation.*
- *The proposed alterations and additions are to assist with the building’s ongoing use as an office for a legal practice.*
- *The new shade structure to be located directly behind the heritage building is of a low profile and below the height of the Post Office’s roof line. The existing boundary wall (proposed to be extended) also obstructs views to the new structures.*
- *The proposed structures and alterations to extant fencing will not have a negative impact on the cultural heritage significance of the place.”*

Schedule 2, Clause 12 of the *Planning and Development (Local Planning Schemes) Regulations 2015* allows the City to vary any site or development requirement specified in the Scheme to facilitate the built heritage conservation of a heritage listed place. The City’s officer considers the development a positive step to facilitate use of the office space for the tenants.

Further, it is considered that the proposed monument (black) colour for the roofing of the structures is a complementary colour to the existing heritage building and it is consistent with the colours which have been approved for the additions to the Bold Park Community School Advisory Council building, located behind the development property at 76 Seventh Avenue, Maylands.

It is further noted that the flat roof design of the proposed structure allows the existing heritage building to remain as the dominant building on site and will allow for continued legibility from the rear of the property to the heritage building on site.

### **LEGISLATIVE COMPLIANCE**

- City of Bayswater Town Planning Scheme No. 24 and local planning policies; and
- City of Bayswater Local Heritage Survey.

### **OPTIONS**

The following options are available to Council:

1. Council approves the development application in accordance with the officer’s recommendation. The risks associated with this option are considered to be reduced due to the reasons given for the officer’s recommendation.
2. Council approves the development application subject to deleted or alternate condition(s). The risks associated with this option is considered dependent on the reasons given for the deleted/alternate condition(s) and the nature of the deleted/alternate condition(s).
3. Council refuses the development application. The risks associated with this option is considered dependent on the reasons given for the application to be refused.

### **FINANCIAL IMPLICATIONS**

Not applicable.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

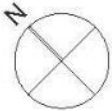
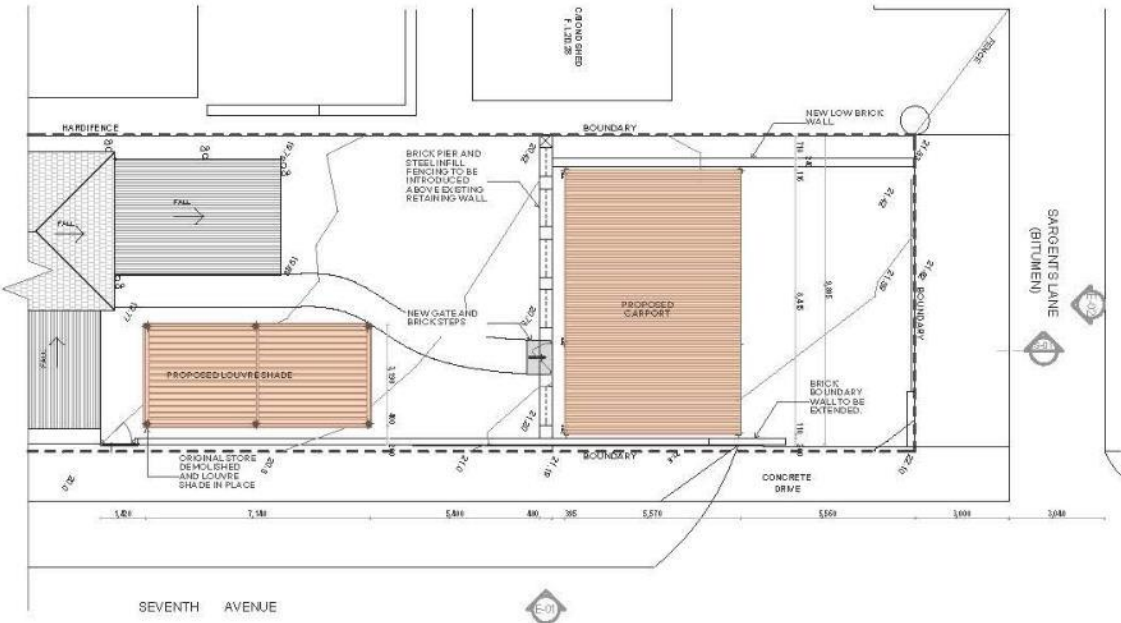
Theme: Our Built Environment  
Aspiration: A quality and connected built environment.  
Outcome B1: Appealing streetscapes.  
Outcome B3: Quality built environment.


The proposed development will contribute towards a quality built environment by retaining and further enhancing the heritage significance of an existing building located in the Maylands Activity Centre. It will further facilitate the development of Maylands Activity Centre as an activity node.

**CONCLUSION**

In light of the above assessment of the proposal, the application is recommended for approval subject to appropriate conditions.

Attachment 1





stephen  
carrick  
architects

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e stephen@stephencarrickarchitects.com.au  
w stephencarrickarchitects.com.au

**NOTES - GENERAL**

G.1 DRAWINGS TO BE READ IN CONJUNCTION WITH ALL ARCHITECTURAL AND OTHER CONSULTANT DRAWINGS AND SPECIFICATIONS

G.2 ALL DISCREPANCIES SHALL BE REFERRED TO THE ENGINEER FOR A DECISION PRIOR TO PROCEEDING WITH THE WORK

G.3 ALL DIMENSIONS AND LEVELS TO BE CHECKED ON SITE PRIOR TO THE COMMENCEMENT OF WORK

G.4 BUILDER OR CONTRACTOR SHALL ENSURE ALL WORK COMPLIES WITH THE LATEST AS CODES AND AMENDMENTS

G.5 DRAWINGS TO BE READ IN CONJUNCTION WITH ALL SCHEDULES AND SPECIFICATIONS

160 Whatley Crescent  
Maylands WA 6051

Project No. 7203

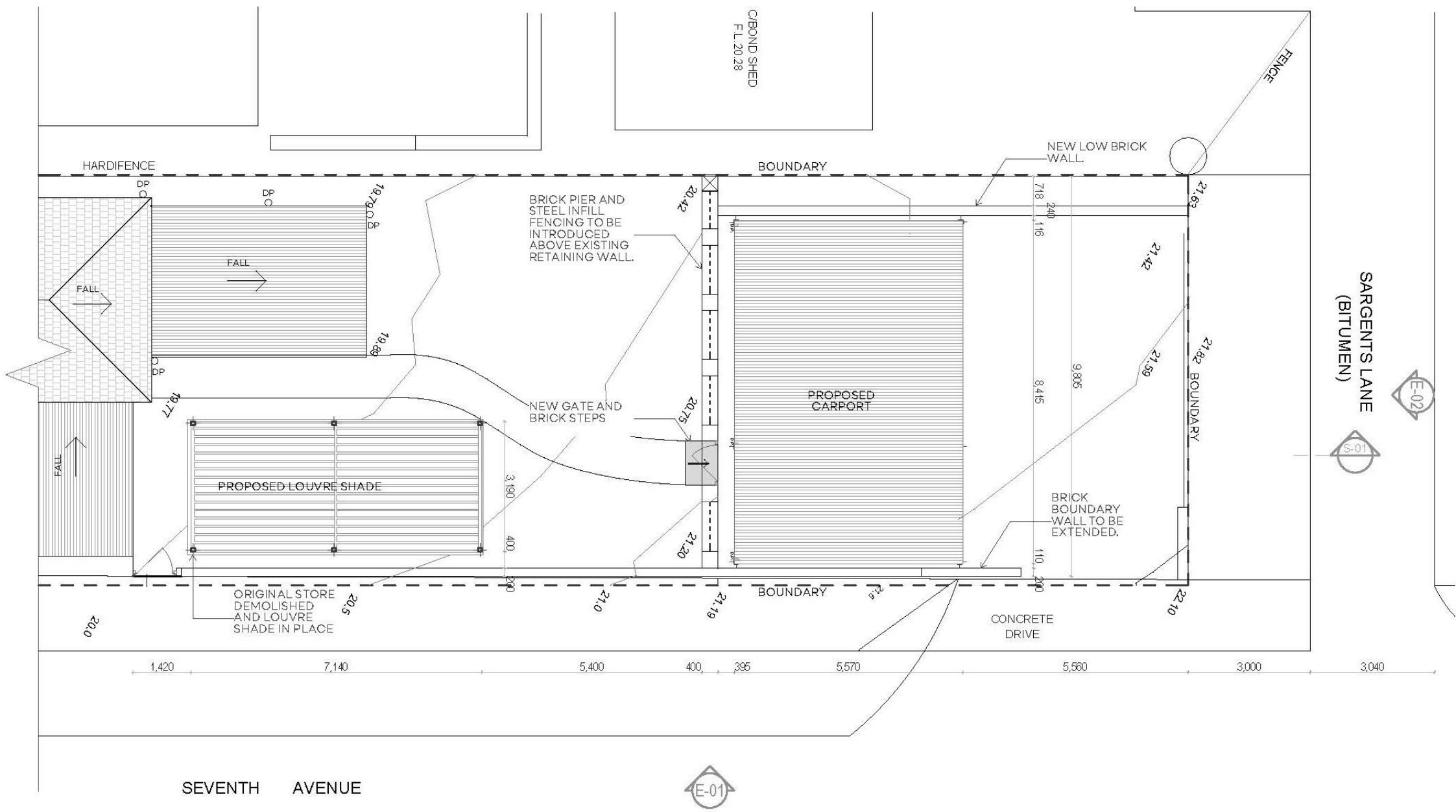
**DRAWINGS ARE NOT TO BE USED FOR CONSTRUCTION.**

Scale : 1:200 @ A3

REV.	DESCRIPTION	DATE
0	D.A. carport	July 2020
1	D.A. carport	7 August 2020
2	D.A. carport	26 August 2020

Site Plan

**A.01**



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160 Whatley Crescent  
Maylands WA 6051

Project No. 7203

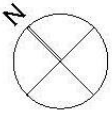
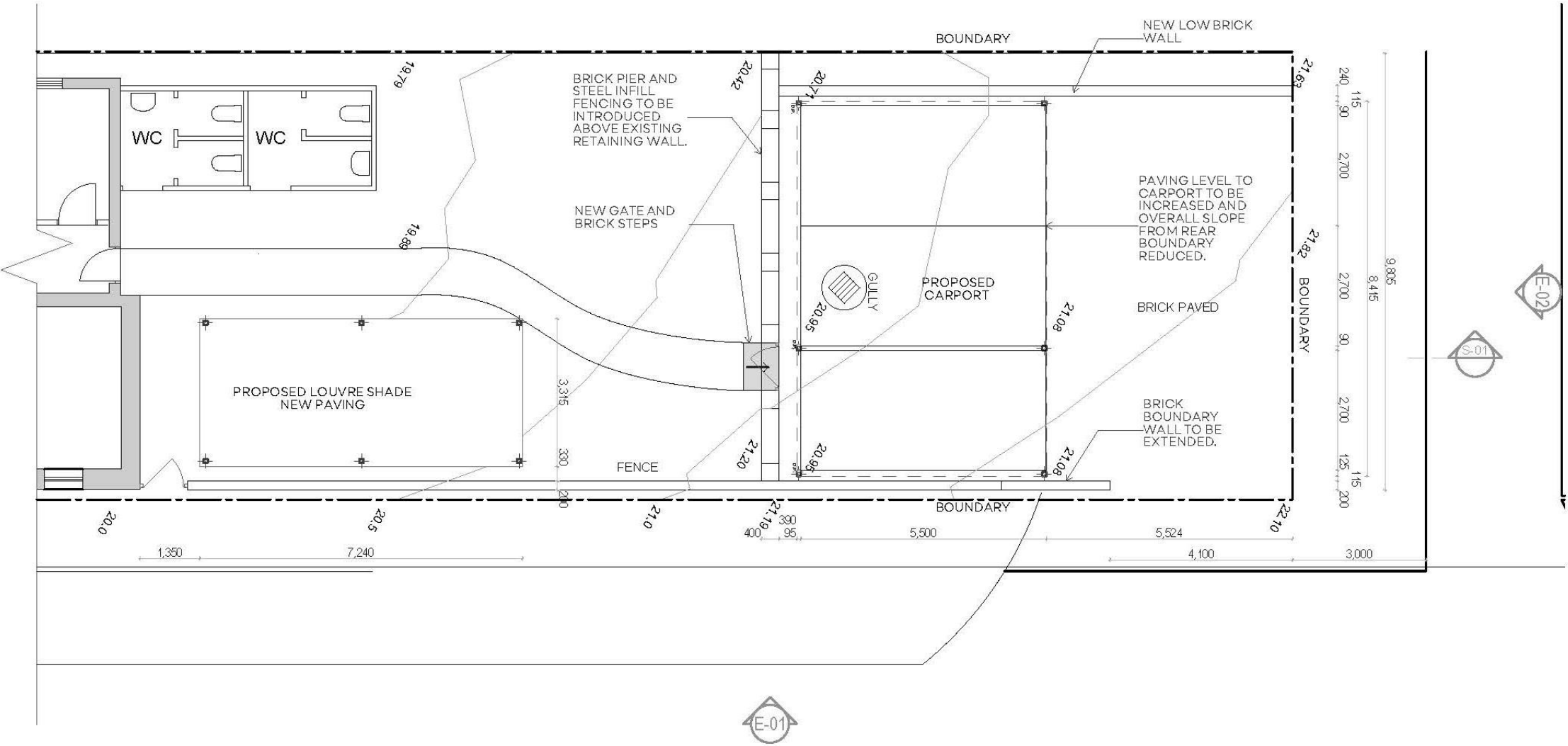
**DRAWINGS ARE NOT TO BE  
USED FOR CONSTRUCTION.**

Scale: 1:100 @ A3

REV.	DESCRIPTION	DATE
0	D.A. carport	July 2020
1	D.A. carport	7 August 2020
2	D.A. carport	26 August 2020

Roof Plan

**A.02**



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stephencarrickarchitects.com.au

**NOTES - GENERAL**  
G.1 DRAWINGS TO BE READ IN CONJUNCTION WITH ALL ARCHITECTURAL AND OTHER CONSULTANT DRAWINGS AND SPECIFICATIONS  
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G.5 DRAWINGS TO BE READ IN CONJUNCTION WITH ALL SCHEDULES AND SPECIFICATIONS

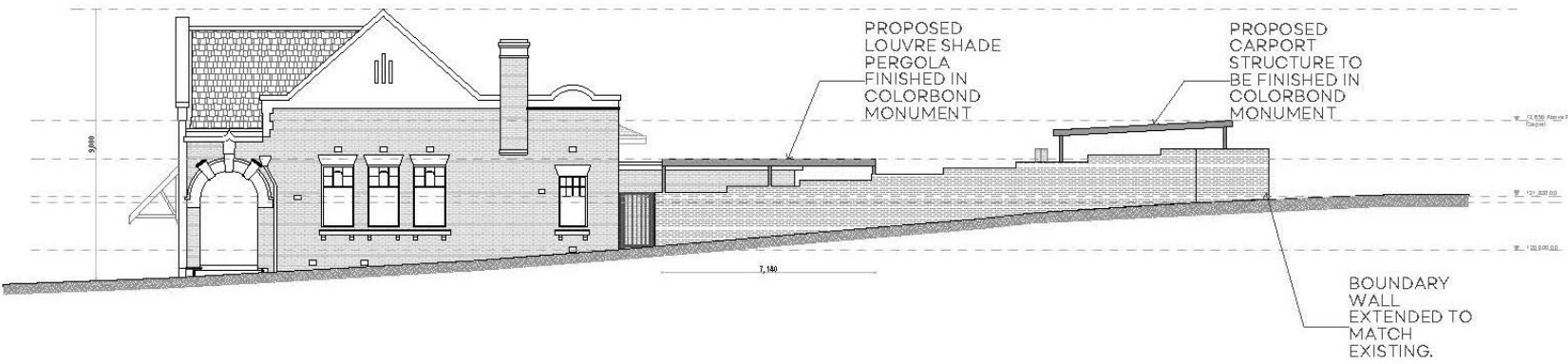
160 Whatley Crescent  
Maylands WA 6051

Project No. 7203  
**DRAWINGS ARE NOT TO BE USED FOR CONSTRUCTION.**  
Scale : 1:100 @ A3

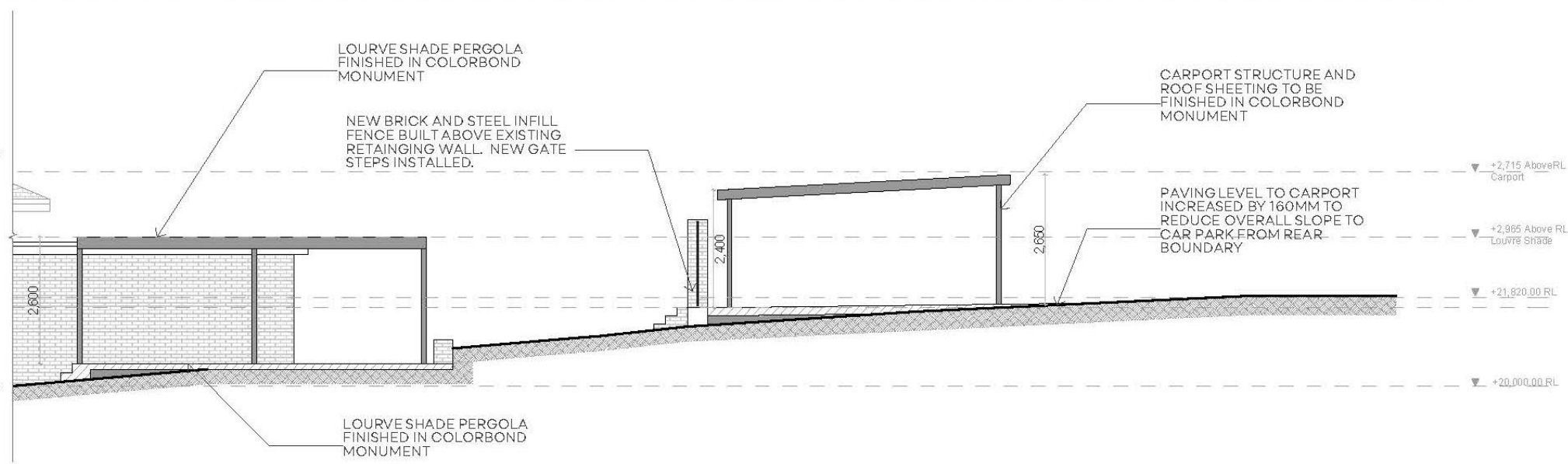
REV.	DESCRIPTION	DATE
0	D.A. carport	July 2020
1	D.A. carport	7 August 2020
2	D.A. carport	26 August 2020

Ground Floor Plan  
**A.03**





E-01 WEST ELEVATION  
1:200



S-01 SECTION  
1:100



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NOTES - GENERAL

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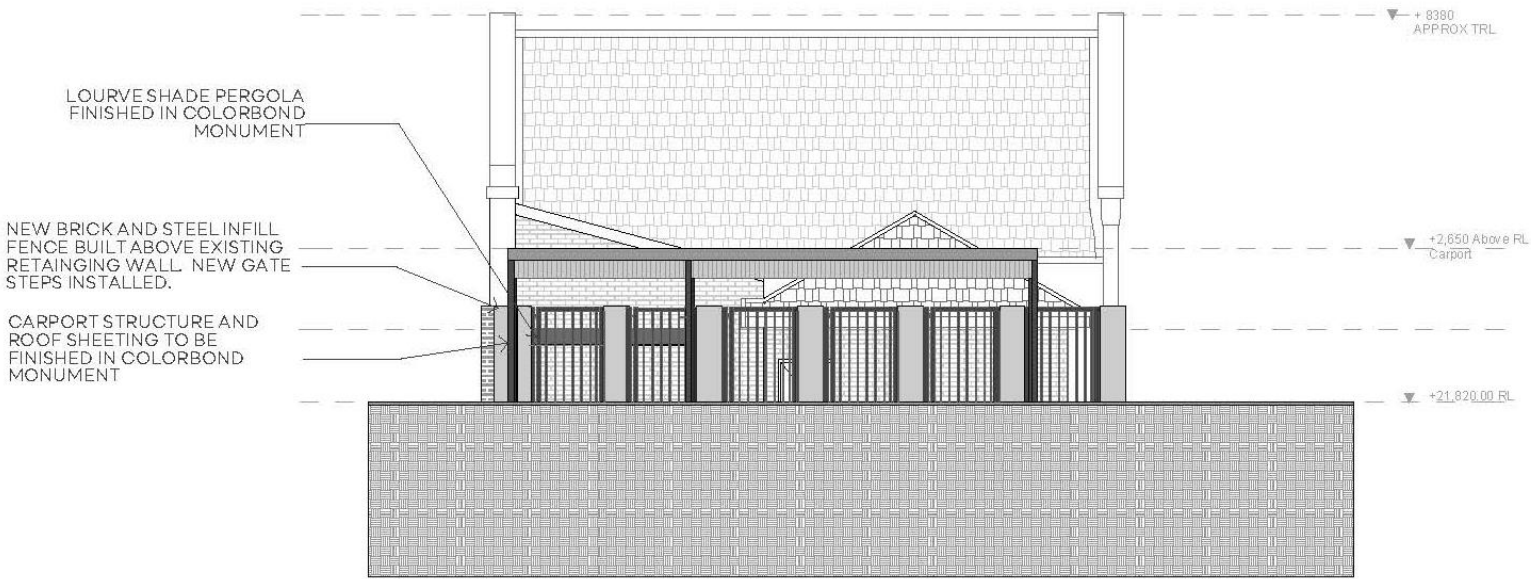
160 Whatley Crescent  
Maylands WA 6051

Project No. 7203  
**DRAWINGS ARE NOT TO BE USED FOR CONSTRUCTION.**  
Scale : 1:200, 1:100 @ A3


REV.	DESCRIPTION	DATE
0	D.A. carport	July 2020
1	D.A. carport	7 August 2020
2	D.A. carport	26 August 2020

West Elevation and Section

A.04



E-02 SOUTH ELEVATION  
1:100



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**NOTES - GENERAL**  
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G.5 DRAWINGS TO BE READ IN CONJUNCTION WITH ALL SCHEDULES AND SPECIFICATIONS

160 Whatley Crescent  
Maylands WA 6051

Project No. 7203

**DRAWINGS ARE NOT TO BE USED FOR CONSTRUCTION.**

Scale : 1:100 @ A3

REV.	DESCRIPTION	DATE
0	D.A. carport	July 2020
1	D.A. carport	7 August 2020
2	D.A. carport	26 August 2020

South Elevation

**A.05**

**Attachment 2****Department of Planning,  
Lands and Heritage**

Your ref: DA20-0370  
Our ref: P2422-47496  
Enquiries: Melissa Davis (08) 6552 4080

Chief Executive Officer  
City of Bayswater  
E: [Samin.eskandari@bayswater.wa.gov.au](mailto:Samin.eskandari@bayswater.wa.gov.au)

Attention: Samin Eskandari

Dear Sir

**MAYLANDS POST OFFICE & QUARTERS (FMR)**

Under the provisions of Section 73 of the *Heritage Act 2018*, the proposal as described below has been referred to the Heritage Council for its advice.

Place Number	P2422
Place Name	Maylands Post Office & Quarters (fmr)
Street Address	160 Whatley Crescent, Maylands
Referral date	22 July 2020
Proposal Description	Proposed carport and shade structure

We received the following information:

Copy of Letter from Stephen Carrick Architects to the City of Bayswater, dated 17 July 2020  
Application for Development Approval, dated 17 July 2020  
Certificate of Title  
Drawing A.01 Site Plan, prepared by Stephen Carrick Architects, dated July 2020  
Drawing A.02 Roof Plan, prepared by Stephen Carrick Architects, dated July 2020  
Drawing A.04 West Elevation & Section, prepared by Stephen Carrick Architects, dated July 2020  
Site Survey, prepared by Paterson Tudor Owe & Parker Consulting Surveyors, dated 20 July 2020  
Louvre Shade Product Sheet  
Certificate of Compliance Design, dated 29 June 2020  
Victory Verandahs Quotation dated 16 July 2020

The proposal has been considered in the context of the identified cultural significance of *Maylands Post Office & Quarters (fmr)* and the following advice is given:

**Findings**

- The referral is for the proposed construction of a shade structure, carport and modification to existing fencing located to the rear of *Maylands Post Office & Quarters (fmr)*.
- The extant rear corrugated iron shed (estimated c.1950s) is to be demolished as part of the proposal to make room for the new shade structure. The structure was previously supported for removal in May

Postal address: Locked Bag 2506 Perth WA 6001 Street address: 140 William Street Perth WA 6000  
Tel: (08) 6551 8002 [info@dplh.wa.gov.au](mailto:info@dplh.wa.gov.au) [www.dplh.wa.gov.au](http://www.dplh.wa.gov.au)  
ABN 68 565 723 484  
[wa.gov.au](http://wa.gov.au)



2017 as part of a Development Application. The structure is not noted as an element of significance in the register documentation.

- The proposed alterations and additions are to assist with the building's ongoing use as an office for a legal practice.
- The new shade structure to be located directly behind the heritage building is of a low profile and below the height of the Post Office's roof line. The existing boundary wall (proposed to be extended) also obstructs views to the new structures.
- The proposed structures and alterations to extant fencing will not have a negative impact on the cultural heritage significance of the place.

**Advice**

The proposal, in accordance with the plans submitted, is supported.

Please be reminded that you are required under r.42(3) of the *Heritage Regulations 2019* to provide us with a copy of your determination within 10 days after making the decision.

Should you have any queries regarding this advice please contact Melissa Davis at [Melissa.Davis@dplh.wa.gov.au](mailto:Melissa.Davis@dplh.wa.gov.au) or on 6552 4080.

Yours faithfully



Adelyn Siew  
Director Heritage Development

7 August 2020

cc: Nicola Marchesi, [arch2@stephencarrickarchitects.com.au](mailto:arch2@stephencarrickarchitects.com.au)

#### 10.4.5 Design Review Panel - Consideration of Extension of Panel Member Appointment Term until 2021

<b>Responsible Branch:</b>	Development Approvals	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input checked="" type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Existing Terms of Reference	
<b>Refer:</b>	Item 10.4.11: OCM 03.09.2019 Item 9.1.10: PDSC 13.03.2018 Item 9.2: OCM 25.07.2017	

#### SUMMARY

Council resolved to establish a Design Review Panel (DRP) and its Terms of Reference (TOR) on 27 June 2017. The inaugural panel were appointed for a term commencing on 1 April 2018 and concluding on 30 June 2020. The TOR was last reviewed by Council at its Ordinary Council Meeting held 3 September 2019. General feedback on the operation of the DRP received from the Chair of the DRP has also been included in this report.

#### COUNCIL RESOLUTION

##### OFFICER'S RECOMMENDATION

**That Council extends the current Design Review Panel members term of appointment until 1 September 2021 and thereafter reviews the panel every two years to coincide with the local government election cycle in accordance with the Terms of Reference.**

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

#### BACKGROUND

In February 2019 the Western Australian Planning Commission (WAPC) published the document 'Design Review Guide: Guidance for local governments to set up and operate design review processes' outlining best practice for establishment and operation of local government DRPs. The document specifies that panel members are to be appointed for an agreed term (usually two years). The current DRP term of reference states that *"the term of office for a panel member shall be two years and run concurrently with the Council election cycle. Council may appoint a pool of suitable persons to serve on the Panel however; each DRP meeting shall comprise a maximum of five members."*

Council considered the report on appointment of members to the Design Review Panel at its Ordinary Meeting held 13 March 2018, and resolved as follows:

*"That Council:*

*...*

4. *Appoints the following candidates to the City of Bayswater Design Review Panel for the term of 1 April 2018 to 30 June 2020 as follows:*

- (a) *Applicant 'O' as chairperson;*
- (b) *Applicant 'E' as member;*
- (c) *Applicant 'H' as member;*
- (d) *Applicant 'J' as member;*



- (e) Applicant 'M' as member; and
  - (f) Applicant 'F' as deputy member.
5. *Requires each Design Review Panel member to participate in an induction regarding their role in the Panel and Code of Conduct."*

As the term for the Design Review Panel members expired on 30 June 2020, Council is requested to consider two options with regard to extending the period of the term for panel members as outlined below along with an overview of the panel's achievements over the past two years.

## EXTERNAL CONSULTATION

Nil.

## OFFICER'S COMMENTS

The existing DRP members are well regarded and respected in the planning and architecture industry in Perth. The panel has greatly assisted the City in achieving better development proposals for the City, which have far-reaching impacts for the built form and living conditions amenity for residents in the City. The current chair of the DRP Philip Gresley provided the following overview of the panel's achievements over the past two years:

### *"Chairs Report*

*From the perspective of the inaugural Chair of the DRP, it has been a pleasure to see a positive series of outcomes and an evolution in the practice and management of the panel, since its inception.*

*In my opinion, the panel has fulfilled its ultimate objective and contributed to the improvement in quality of development outcomes in our City's community. Furthermore, we worked hard to provide a positive experience for proponents in an effort to promote a receptive, collaborative, and timely review process. Participants willing to enter into this positive design dialogue have generally achieved better design outcomes and achieved the panel's support in a shorter timeframe than those who are less willing. Overall, the Panel is working very effectively.*

*In reviewing approximately 30 projects over the last 2+ years we have delivered much independent advice and seen subsequent improvements relating to character and context of proposals, refinement of bulk and scale, increase in amount and quality of landscaping, more considered tree retention (or replacement strategies) and generally achieving more community focused outcomes. We have also seen an improvement in the quality of presentations and submissions over the 2+ years with proponents now formally acknowledging the 10 Design Principles under State Planning Policy (SPP)7.0 and providing us with detailed analysis and explanations of why they have made certain design decisions. This in itself is providing a better outcome as proponents design processes are becoming more sophisticated. As an example, upon inception the panel would generally be presented with proposals that did not acknowledge neighbouring sites or the local context at all. This was symptomatic of a lack of understanding from the proponent on the responsibility a new development has to its neighbours and context in contributing positively to the community. In August 2020, this is now unusual and submissions generally show a detailed analysis of the local context. A great result.*

*We have also:*

- *Improved the design quality of almost all of the proposals brought before us;*
- *Established a good working relationship with the Council staff enabling more effective understanding of design and an ongoing improvement of reporting;*
- *Made recommendations and assisted in the refinement of the Panel's Terms of Reference and reporting to further align with SPP 7.0 and SPP7.3. This has created more consistency for proponents, reviewers and staff.*

- *Conducted an Elected Member briefing to demonstrate the effectiveness of the panel and to discuss different fee models for the panel operations.*

*Some key projects / items to reflect upon and consider lessons learned.*

- *The proposal at 27 Crimea St has seen significant improvements and was ultimately supported, but through many meetings plus informal (single reviewer) mid-meeting reviews. This was ultimately not an ideal outcome and I am now not inclined to recommend the provision of any advice outside of formal panel meetings.*
- *Although I was not chairing this meeting due to absence, 1 Roseberry St received only pre-lodgement informal advice from the panel. This may have benefited from having a full report completed and additional DRP review(s).*

*Some short and long-term recommendations below:*

1. *Department of Communities projects should be required to commit to a full DRP process, including pre-lodgement and fee payment.*
2. *Full DRP reporting should be conducted for all relevant applications including pre or post lodgement.*
3. *Funding should be sought to provide council staff with training on how to most effectively write DRP reports /minutes. There is a careful and considered language and structure developing within the WA design review sphere that can bring both clarity and positivity to proponents and approval bodies. As Design Review in WA is itself a newish phenomenon, other municipalities are also grappling with this and I would recommend training for staff be seriously considered. This will also bring more efficiency to the process and more certainty to proponents.*
4. *In the next round of Panel member selection, additional expertise should be sought and include a landscape architect (plus a reserve), a heritage architect to be called upon when appropriate, and an urban designer (or architect with urban design experience / qualification). A total of 5 panellists per meeting would be selected based on appropriate skills required for matters being reviewed.*

*The panel members have brought professionalism and acumen to the City's panel, which should be acknowledged. As an advisory body only, we have found the relationship with the planning staff on all levels to be positive and collaborative and I trust that we are adding value to the broader planning application processes within the City and beyond. I would also like to personally acknowledge the continuing hard work Helen Smith (and her team) brings to the process of managing the panel successfully. As a broader team, we are now 'hitting our straps' and the panel is working effectively, briefings from planning staff are excellent, and DRP reporting is ever improving."*

Mr Gresley's recommendations for the future of the DRP are supported. In the past year, there have been a significant number of multiple dwelling developments being referred to the DRP by the Department of Communities prior to lodgement. The Department of Communities projects has required significant assistance from the DRP including informal advice on various proposal, which were not formally referred to a full DRP. If a proposal is not referred to a full DRP, it is not fully assessed by the planning officer until lodgement when additional issues such as the front boundary setback variation to the development at No. 1 Roseberry Street, Bayswater are identified.

An informal process of preliminary consideration of Department of Communities proposals was commenced in response to a growing number of proposals being brought to the City for advice. Notwithstanding the benefits brought about by "piggy-backing" on fee-paying proposals, there is a need to ensure consistency of lodgement for all proposals to effectively provide full design and planning assessment going forward. Given the process was informal, it is noted the City will no

longer offer this service to the Department of Communities but rather encourage a full assessment and lodgement process in accordance with the TOR.

In addition to the above, the City's Development Approvals Planning officer time and resources is significantly impacted by the operation of a Design Review Panel as demonstrated in the following table.

Based on 1 meeting per month with 3 proposals:

Officer	Action	Time
Manager Development Approvals	Pre/Post meeting preparations	2.5 hours
	Attendance at meeting	3 hours
Planning Officer x 3	Assessment of proposal	11-12 hours (36 hours)
	Attendance at meeting	3 hours
	Writing up Minutes	2 hours
<b>Total</b>		<b>46.5 hours</b>

In view of the above, any modification of the DRP should also give consideration to the resourcing of its operations and support.

The DRP would benefit from a broader range of expert panel members from various disciplines. There are a large number of heritage places within the City of Bayswater. Any future development proposal on a heritage place or adjacent to a heritage place would benefit from the advice of a heritage architect on the DRP. Additionally, the City has many landscaping requirements and a landscape architect on the panel would greatly assist staff in assessment of landscaping concept plans and to achieve a better outcome in relation to tree retention.

Some of the first developments that received DRP feedback have recently been completed or are nearing completion, including 25 Eighth Avenue, Maylands, the One Kennedy development in Maylands and multiple dwellings at 59 Collier Road, Morley. These developments were significantly improved in comparison to the original proposal put forward by the proponents, and will benefit the future residents of these dwellings.

Given that the agreed term for the appointment of DRP panel members has expired, the following options are available to Council:

1. Extend the current term of appointment for all existing panel members until 1 September 2021 and any future terms of appointment thereafter to align with Council elections held every two years; or
2. Advertise for new panel members and invite existing panel members to renominate.

As outlined above, the current DRP is working well. Therefore, it is not unreasonable to reappoint the same members for one more year. It is recommended that option 1 be adopted.

## LEGISLATIVE COMPLIANCE

- Planning and Development Act 2005;
- City of Bayswater Town Planning Scheme No. 24; and
- Design Review Guide: Guidance for local governments to set up and operate design review process.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council extends the Design Review Panel members term of appointment until September 2021 to be reviewed every two years thereafter to coincide with the local government election cycle.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option will allow the DRP to continue operating as per the existing terms of reference.	

<b>Option 2</b>	<b>That Council advertises for new panel members and invites existing panel members to renominate.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option would result in a new DRP with a minimal term to 1 September 2021 when a new DRP would again be advertised and appointed. The process of advertising could result in additional demand on staff resources and delays, which may also impact upon service delivery in the short term.	

## FINANCIAL IMPLICATIONS

Nil.

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	Design Review Panel Sitting Fees	-	-	Approximately \$25,000 per annum	-	-	\$30,000

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment  
 Aspiration: A quality and connected built environment.  
 Outcome B1: Appealing streetscapes.  
 Outcome B3: Quality built environment.

The DRP assists in providing advice on significant new developments within the City with a view to improving outcomes both for occupants of developments and the community as a whole through improved built form and streetscapes.

**CONCLUSION**

In light of the above, it is recommended that Council pursue Option 1 and extends the Design Review Panel members term of appointment until 1 September 2021.



**Attachment 1****Terms of Reference**  
*City of Bayswater Design Review Panel (1/7)***The role of design review in the planning system**

Integrating design review into the planning system is a key component of the implementation and operation of State Planning Policy 7.0 Design of the Built Environment, as well as the State's 'Better Places and Spaces: a policy for the built environment in Western Australia' (adopted 2013).

Good design should be indivisible from good planning if better buildings and places are to result.

State Planning Policy 7.0 Design of the Built Environment includes performance-based design principles, which provide a guide to achieving good design, and the means for evaluating the merit of proposed solutions through design review, which uses professionals with appropriate levels of design expertise.

Performance-based design principles identify the objectives to be met without prescribing how to achieve them. Design review is an essential component of this approach, as qualitative assessment is required to determine whether the required performance outcomes have been achieved in a given proposal.

This approach provides flexibility for developers to deliver improved project and site-specific outcomes as well as benefits for the broader community. It provides latitude for skilled and experienced designers to pursue innovative solutions. It also offers the opportunity for efficiency, allowing for solutions to be considered collaboratively, and generally enabling a smoother determination phase following the submission of an application. Skilled and experienced designers, working collaboratively with expert reviewers, typically require fewer design reviews.

**Ten principles of effective design review**

For design review to be effective, it must be resourced appropriately and conducted in a manner that is fair, robust and credible. The following 'best practice' principles of design review should be used to guide the review process and set an appropriately high standard of conduct from panel members.

Design review should be:

**Independent** – It is conducted by people who are not connected with the proposal's promoters and decision-makers and ensures that conflicts of interest do not arise.

**Expert** – It is carried out by suitably trained people who are experienced in design and know how to critique constructively. Review is usually most respected when it is carried out by professional peers of the project designers, because their standing and expertise will be acknowledged.

**Multi-disciplinary** – It combines the different perspectives of architects, urban designers, planners, landscape architects, engineers and other specialist experts to provide a complete, rounded assessment.

**Accountable** – The Design Review Panel, and the advice that it provides to the local government (or other approval authority) must be clearly seen to work for the benefit of the community.

**Transparent** – The Design Review Panel's remit, membership, governance processes and funding should always be in the public domain.

**Proportionate** – It is used on projects whose significance (either at local or State level) warrants the investment needed to provide the service.

**Timely** – It takes place as early as possible in the design process, because this can avoid a

## Terms of Reference

### *City of Bayswater Design Review Panel (2/7)*

great deal of wasted time. It also costs less to make changes at an early stage.

**Advisory** – The Design Review Panel does not make decisions, but it offers impartial advice that informs recommendations to the people who do.

**Objective** – It appraises proposals according to measures that are reasoned and objective, rather than the stylistic tastes of individual panel members.

**Accessible** – The recommendations arising from design review are clearly expressed in terms that design teams, decision-makers and the community can all understand and make use of.

### Role description

The role of a Design Review Panel (DRP) is to provide independent, impartial, expert design advice:

- to proponents and local government officers on the design quality of proposals
- to decision-makers (State and City of Bayswater, Development Assessment Panels, the State Administrative Tribunal) on eligible development applications or other proposals
- to local governments, where requested, on strategic policy, master plans, precinct plans, local development plans, structure plans, activity centre plans, local planning schemes and amendments or other matters

Reviews will be undertaken in accordance with the model process outlined in the State's **Design WA: Design Review Guide**.

The 10 design principles from the State Planning Policy 7.0 Design of the Built Environment will be used as the basis for design review.

### Status of advice

DRP's are advisory only and do not have a decision-making function. The panel advises on the design quality of proposals with reference to design principles (from SPP7.0, refer to Part 4) and supporting State Planning Policies, as well as local planning schemes and policies. Decision-makers shall have due regard to the design review advice and recommendations in their deliberations.

For continuity between design review and local government and Development Assessment Panel assessment procedures, the DRP Chair may be requested to brief decision makers either through preparation of a briefing note or attendance at a meeting. Where a matter is referred to the State Administrative Tribunal for review, the panel Chair may also be required by the Tribunal to attend proceedings.

### Governance

The DRP is an independent, advisory panel funded by the local government.

The City of Bayswater will be responsible for the establishment, operation and management of the DRP. Dedicated DRP support will exist within the City for this purpose.

### Panel management and support

The City of Bayswater will provide panel support to manage the scheduling, preparation, coordination, reporting and monitoring of DRP meetings.

Panel support will provide notice of the agenda and meeting times. To enable preparation by panel members, relevant material will be issued to the panel a week prior to the design



## Terms of Reference

### *City of Bayswater Design Review Panel (3/7)*

review meeting.

DRP meetings will be held at the City's Civic Centre.

DRP support will issue reporting to proponents within 10 working days of the meeting.

### Membership

Local governments should ensure that the panel includes members with expertise in one or more of the following disciplines:

- Architectural design of the types of development that will be referred to the panel
- Sustainability and environmental design
- Building construction
- Urban design
- Heritage and urban conservation

While local knowledge is useful, a balance between locals and expertise from outside the City of Bayswater area should be sought in order to optimise the range and calibre of skills available. All DRP members should be eligible for registration and maintain good standing with their respective professional bodies.

To be independent and apolitical, the City should not appoint decision-makers, its own elected members or officers to its DRP. However, key City planning (and other) officers should participate in all design reviews in an advisory capacity and to provide administrative and governance support.

### Proposals for review

Proposals eligible for design review include:

- proposals that are significant because of their size or the uses they support;
- proposals that are significant because of their site or location; or
- proposals that are significant because of their community impact.

The Design Review Panel (full panel) is to provide impartial architectural and design advice on:

- proposals including a building that is three storeys or greater in height (above natural ground level);
- proposals with eight or more multiple dwellings (apartments);
- proposals of 20 or more grouped dwellings;
- proposals that meet the mandatory requirement to be determined by the Joint Development Assessment Panel; or
- any other relevant matter, including a development application, scheme amendment, activity centre plan, structure plan, policy, precinct plan, local development plan or design guidelines referred by the Director Community and Development or Manager Development Approvals.

The DRP (one member) is to provide impartial architectural and design advice on:

- proposals with up to seven multiple dwellings (apartments).

Notwithstanding the above, the following developments will generally be exempt from referral to the DRP:

- single houses;

## Terms of Reference

### City of Bayswater Design Review Panel (4/7)

- development within an industrial zone; or
- service stations.

### Timing and number of reviews

The number of reviews needed will vary depending on the complexity of a proposal; however two reviews are typically needed for the process to be effective.

Design reviews should occur before a development application is submitted. It is strongly recommended that the first design review takes place during the **concept design stage** to ensure that proponents can take advantage of the advice offered at a time where the design is flexible enough to accommodate change without impacting on time and cost constraints. A subsequent review should typically occur at a stage when the design has been further progressed. Depending on the outcome of the initial meeting, this review session will typically occur during **design development** or prior to the proposal being submitted for development approval (**Pre-DA stage**).

### SPP7.0 Design Principles

State Planning Policy 7.0 Design of the Built Environment (SPP7.0) outlines a set of performance-based design principles. These principles establish a broad definition of 'good design' and form the basis of design review consideration.

**Context and character** – *Good design responds to and enhances the distinctive characteristics of a local area, contributing to a sense of place.*

**Landscape quality** – *Good design recognises that together landscape and buildings operate as an integrated and sustainable system, within a broader ecological context.*

**Built form and scale** – *Good design ensures that the massing and height of development is appropriate to its setting and successfully negotiates between existing built form and the intended future character of the local area.*

**Functionality and build quality** – *Good design meets the needs of users efficiently and effectively, balancing functional requirements to perform well and deliver optimum benefit over the full life-cycle.*

**Sustainability** – *Good design optimises the sustainability of the built environment, delivering positive environmental, social and economic outcomes.*

**Amenity** – *Good design provides successful places that offer a variety of uses and activities while optimising internal and external amenity for occupants, visitors and neighbours, providing environments that are comfortable, productive and healthy.*

**Legibility** – *Good design results in buildings and places that are legible, with clear connections and easily identifiable elements to help people find their way around.*

**Safety** – *Good design optimises safety and security, minimising the risk of personal harm and supporting safe behaviour and use.*

**Community** – *Good design responds to local community needs as well as the wider social context, providing environments that support a diverse range of people and facilitate social interaction.*

**Aesthetics** – *Good design is the product of a skilled, judicious design process that results in attractive and inviting buildings and places that engage the senses.*

Refer to Design WA State Planning Policy 7.0 Design of the Built Environment for the Design Principles in full.



## **Terms of Reference**

### *City of Bayswater Design Review Panel (5/7)*

#### **Design Review Panel appointment**

Suitable candidates will be recruited through an appointment process, which includes:

- public advertising seeking formal Expressions of Interest (EOI)
- consideration of EOIs by an appropriate selection panel
- an interview process, if required, to confirm appropriate design review expertise
- a report with recommendation/s for appointment presented to Council

Following completion of the selection process, all details of the appointment will be confirmed in writing and a member induction will be scheduled.

The term of office for a panel member shall be two years and run concurrently with the Council election cycle. Council may appoint a pool of suitable persons to serve on the Panel however each DRP meeting shall comprise a maximum of five members.

A person who is currently employed by, or who is an elected member of the local government, is not eligible for appointment as a member of the panel. All panel appointments are endorsed by Council.

#### **Panel roles and responsibilities**

All panel members are required to:

- provide independent, fair and reasonable professional advice relative to the SPP7.0 Design Principles and relevant State and local policies and schemes;
- treat all discussions and information about applications with sensitivity and confidentiality;
- respond to and comment on material presented, providing clear and constructive feedback; and
- disclose any actual or perceived conflicts of interest in writing for the record. Where an interest exists, the member must:
  - disclose the interest to the Chair as soon as possible, and before the meeting to ensure there is a quorum for all items; and
  - if the interest is a pecuniary interest, the member must not take part in the consideration or discussion of the matter.

All disclosures of interest will be recorded in the panel meeting notes.

#### *Panel Chair*

The panel Chair is primarily tasked with running panel meetings and is responsible for:

- liaising with the nominated City of Bayswater officer about the operation of the panel including advice regarding additional briefing material or requirements;
- ensuring new members have been inducted and are briefed about panel operations;
- ensuring that the meeting agenda is followed;
- welcoming and introducing the panel, proponents and any observers present in the meeting;
- facilitating interactive discussion and participation of all DRP members, key local government attendees and proponents, enabling solutions to be brokered collaboratively;



## Terms of Reference

### *City of Bayswater Design Review Panel (6/7)*

- ensuring that discussions remain focussed on the application being considered and that advice relates to matters covered by the SPP7.0 Design Principles, relevant State and local policies and schemes;
- ensuring consistency of panel advice between reviews;
- summarising the consensus view of the panel at the conclusion of the meeting;
- endorsing the final design review report or meeting minutes post meeting; and
- briefing decision-makers on panel advice when required.

### Remuneration

Members will receive sitting fees per meeting at the following rates:

- Chairperson: \$700
- Each other member of the DRP: \$425

Members undertaking a one panel member review will receive a flat fee of \$500. Where a member of the panel is requested to appear on the City of Bayswater's behalf as an expert witness at the State Administrative Tribunal, the member is to be paid at a mutually agreed hourly rate consistent with the qualifications, experience and professional status of the member.

### Meeting procedures

#### Quorum and attendance

The City of Bayswater will issue notice of a DRP meeting to all appointed panel members.

It is recommended that all members review the proposed agenda and advise the local government as soon as possible of:

- a. their ability to attend the meeting; and
- b. any interest to be declared in any matter listed on the agenda.

A DRP meeting may not proceed unless a quorum comprising a minimum of three members is present. If a quorum cannot be achieved for all or part of the meeting, the City will contact suitable members from the pool in accordance with the procedure adopted by the City for those circumstances. If a quorum cannot be achieved, the meeting cannot proceed and should be re-scheduled.

It is important to optimise the consistency of the panel and advice particularly across subsequent reviews for the same proposal. The City may replace panel members who are regularly unavailable for meetings.

#### Observers

Design review meetings should be closed to members of the public as information discussed can be commercially confidential. Persons who may later be required to consider and determine an application that is undergoing design review should not attend panel meetings in order to preserve the transparency and integrity of the planning decision making process.

City of Bayswater planning and other relevant officers are encouraged to attend review sessions as observers, as it can offer valuable training on design quality considerations, familiarity with the design review process and an understanding of how it can benefit a range of projects.

#### Site inspection

Panel members should be familiar with each site on the agenda prior to the meeting. A site

## **Terms of Reference**

### ***City of Bayswater Design Review Panel (7/7)***

visit may be arranged if considered necessary by the City of Bayswater or panel Chair.

#### **Panel member preparation**

Where an application has already been submitted prior to referral to the panel, an initial officer assessment will be undertaken, the results of which will be provided to the panel as part of the agenda preparation process.

It is expected that panel members will familiarise themselves with all information provided prior to the meeting and prepare comments in advance, to enable effective use of session time. If additional information is required prior to the meeting, a request should be submitted to the City of Bayswater in accordance with the procedures advised during the induction.

#### **Frequency of meetings**

Meetings will generally be held monthly, but can be scheduled at any time in response to urgent matters. Advice of a scheduled meeting, the agenda and information associated with each proposal shall be provided to panel members five working days prior to the intended meeting date.

#### **Agenda**

Meeting agendas should not exceed three hours.

#### **Panel member advice procedure**

DRP (one member) reviews which relate to proposals with up to seven multiple dwellings do not require a meeting as outlined above. Plans will be provided to the panel member undertaking the review (as determined by the Panel Chair), who will undertake a review and prepare a report based on the DR3 template (simplified if appropriate) from the State's Design WA: Design Review Guide. DRP support will issue reporting to proponents within 10 working days from submission of plans.

#### **Code of Conduct**

All panel members are required to abide by the City of Bayswater's Code of Conduct.

#### 10.4.6 Transfer of Various Land Parcels in Noranda from the City of Swan to the City of Bayswater

<b>Owner:</b>	City of Swan	
<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Map – Parcels for Transfer to the City	
<b>Refer:</b>	Item 12.2.10: OCM 23.06.2015	

#### SUMMARY

The purpose of this report is for the City to accept the care, control and management of various parcels in Noranda from the Minister for Lands. Upon acceptance the Department of Planning, Lands and Heritage (DPLH) will assign the management orders to the City for the public recreation and public utility reserves, all currently in the name of the City of Swan.

This will conclude all the outstanding land transfers as a result of the boundary realignment of part of the suburb of Noranda from the City of Swan to the City of Bayswater that took effect on 1 July 2016.

#### COUNCIL RESOLUTION

##### (OFFICER'S RECOMMENDATION)

That Council agrees for the City to accept the care, control and management of the following land parcels from the Minister for Lands and advise the Department of Planning, Lands and Heritage and City of Swan accordingly:

1. Reserve 35760, Lot 9909 Eaton Place, Noranda.
2. Reserve 35760, Lot 12580 Eaton Place, Noranda.
3. Reserve 35748, Location 9902 Eaton Place, Noranda.
4. Reserve 35748, Lot 12314 Malcolm Court, Noranda.
5. Lot 179 Luderman Road, Noranda.
6. Reserve 35837, Lot 9921 Luderman Road, Noranda.
7. Reserve 35837, Lot 9995 Holden Court, Noranda.
8. Reserve 35837, Lot 9953 Coulsen Close, Noranda.
9. Reserve 35708, Lot 9888 Ivory Street, Noranda.
10. Reserve 46900, Lot 14613 Bohemia Place, Noranda.

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

#### BACKGROUND

The Minister for Local Government approved the transfer of parts of the suburb of Noranda from the City of Swan to the City of Bayswater, taking effect on 1 July 2016.

The City contacted the City of Swan requesting the transfer of Management Orders of all Crown reserves vested in the City of Swan. Additionally, the City requested the City of Swan cede its freehold owned Lot 179 Luderman Road, Noranda, to the Crown to enable Lot 179 to be created

as a Crown reserve for the purpose of Public Recreation and vested to the City for management. This lot is part of currently part of Luderman Park and is therefore used as public open space and contains play equipment. It is zoned 'Local Public Open Space' under the City's Town Planning Scheme No.24 (TPS24).

### EXTERNAL CONSULTATION

The City has undertaken consultation with the City of Swan and the DPLH. No community consultation is considered necessary for this land administration matter.

### OFFICER'S COMMENTS

The City has managed and maintained the subject reserves and Lot 179 Luderman Road since 1 July 2016 and taking the vesting of the reserves formalises the City's care and control.

Upon acceptance the DPLH will assign the management orders to the City for the public recreation and public utility reserves, all currently in the name of the City of Swan.

This will conclude all the outstanding land transfers as a result of the boundary realignment of part of the suburb of Noranda from the City of Swan to the City of Bayswater that took effect on 1 July 2016.

A plan is contained in **Attachment 1** showing the location of the subject reserves and the City of Swan owned Lot 179 Luderman Road. The land parcels are listed below.

#### Reserves for the purpose of Public Recreation

Reserve 35760 (portion Bohemia Park) consists of two lots:

11. Lot 9909 Eaton Place, Noranda; and
12. Lot 12580 Eaton Place, Noranda.

Reserve 35748 (portion Bohemia Park) consists of two lots:

13. Location 9902 Eaton Place, Noranda; and
14. Lot 12314 Malcolm Court, Noranda.

Reserve 35837 (portion Luderman Park) consists of three lots:

15. Lot 9921 Luderman Road, Noranda;
16. Lot 9995 Holden Court, Noranda; and
17. Lot 9953 Coulsen Close, Noranda.

Reserve 35708 (whole of Ivory Park) consists of a single lot:

18. Lot 9888 Ivory Street, Noranda.

#### Reserve for the purpose of Public Utilities

Reserve 46900 consists of a single lot:

19. Lot 14613 Bohemia Place, Noranda

Lot 14613 was originally created as a Pedestrian Access Way and was closed by the former Department of Planning and Infrastructure (now DPLH) and created as Crown Reserve 46900 in 2008 following a request for closure from an abutting landowner and consultation with the public.

Reserve 46900 is jointly vested to the City of Swan (currently), the Water Corporation and the Electricity Networks Corporation, with both utility providers owning infrastructure located within the Reserve.

#### City of Swan owned freehold land

20. Lot 179 Luderman Road, Noranda on Plan 12571 and held in Certificate of Title Volume:1513 Folio: 64

The City of Swan have resolved to request the DPLH convert the parcel to a Crown reserve and then it can be vested in the City for the purpose of 'Public Recreation', which aligns with its current use and TPS24.

### LEGISLATIVE COMPLIANCE

The Minister for Lands can order a Management Order over a Crown reserve pursuant to Section 46 of the Land Administration Act 1997. A resolution is required from Council to accept the Management Order.

### OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council agrees for the City to accept the care, control and management of the following land parcels from the Minister for Lands and advise the Department of Planning, Lands and Heritage and City of Swan accordingly:</b> <ol style="list-style-type: none"> <li>Reserve 35760, Lot 9909 Eaton Place, Noranda.</li> <li>Reserve 35760, Lot 12580 Eaton Place, Noranda.</li> <li>Reserve 35748, Location 9902 Eaton Place, Noranda.</li> <li>Reserve 35748, Lot 12314 Malcolm Court, Noranda.</li> <li>Lot 179 Luderman Road, Noranda.</li> <li>Reserve 35837, Lot 9921 Luderman Road, Noranda.</li> <li>Reserve 35837, Lot 9995 Holden Court, Noranda.</li> <li>Reserve 35837, Lot 9953 Coulsen Close, Noranda.</li> <li>Reserve 35708, Lot 9888 Ivory Street, Noranda.</li> <li>Reserve 46900, Lot 14613 Bohemia Place, Noranda.</li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered there is no risk if Council proceeds with this option as it is an administrative transfer and the City is already managing and maintaining this land.	



<b>Option 2</b>	<b>That Council do not accept the care, control and management of any of the land parcels from the Minister for Lands.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered there is reputation and governance risk if Council does not proceed with this option as the land is expected to be managed by the City and not accepting this land will increase the operational complexity.	

### FINANCIAL IMPLICATIONS

There are no financial implications of this action. The City has been incurring the costs related to the maintenance of these properties since the boundary realignment in 2016.

### STRATEGIC IMPLICATIONS

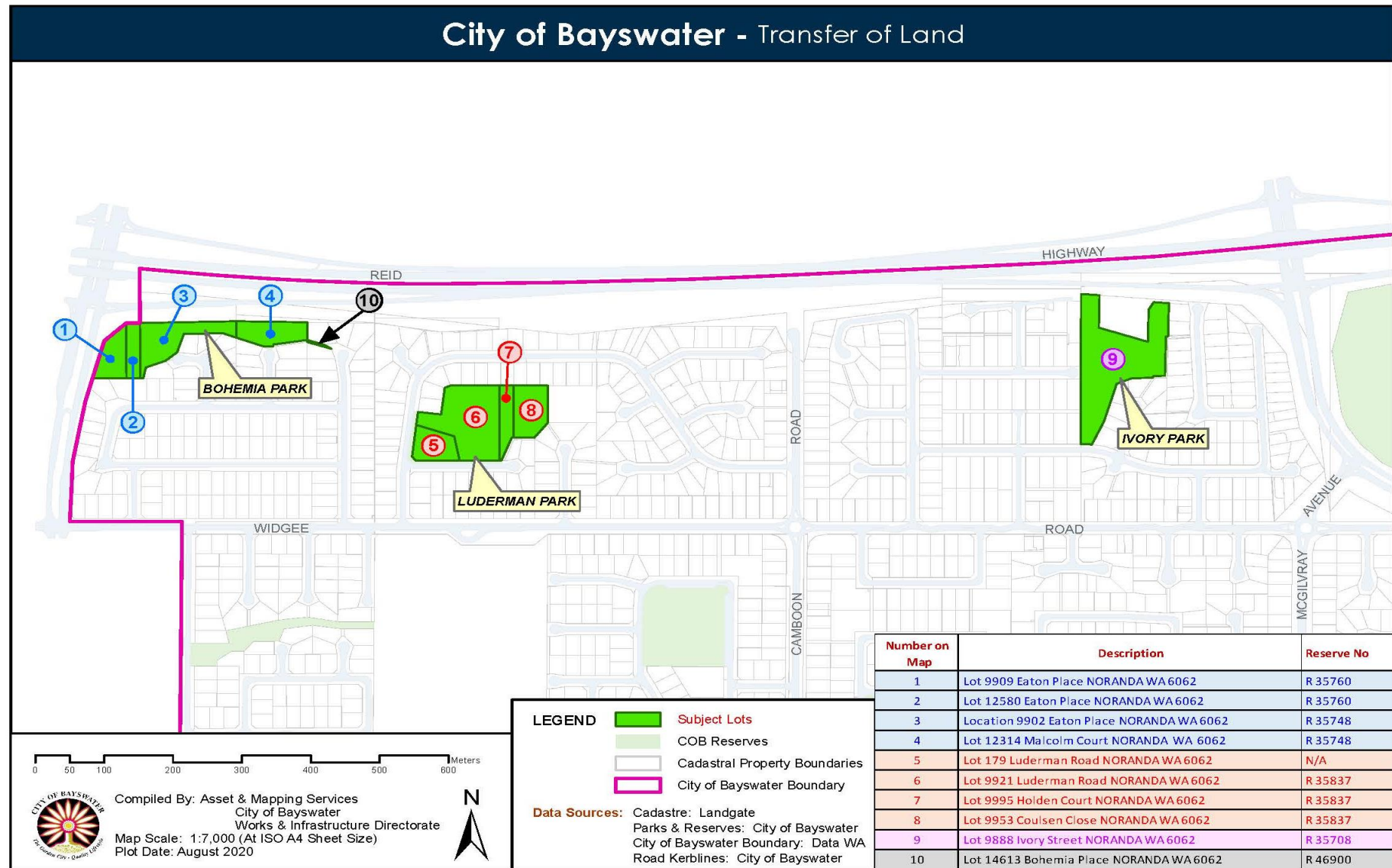
In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance  
 Aspiration: Open, accountable and responsive service  
 Outcome L1: Accountable and good governance.

It is considered that accepting these lots into the City's name is a requirement as a result of the boundary realignment that occurred in 2016.

### CONCLUSION

It is recommended to accept the care, control and management of the subject land parcels from the Minister for Lands as the result of the Noranda boundary realignment that occurred in 2016 as the land is located within and managed by the City of Bayswater.

**Attachment 1**

**10.4.7 Transformation of Lyric Lane, Maylands into a Part-Time Public Space**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil	
<b>Refer:</b>	Nil	

**SUMMARY**

Council support is sought to undertake consultation regarding a proposed permanent part-time closure of a portion of Lyric Lane between Eighth Avenue and Ellard Lane, Maylands to enable it to be used for alfresco dining and activation.

**OFFICER'S RECOMMENDATION**

That Council approves the undertaking of consultation in accordance with Section 350 of the Local Government Act regarding the permanent part-time closure to vehicular traffic of the portion of Lyric Lane, Maylands shown in Figure 1 of this report.

**ADDITIONAL INFORMATION**

The officer report and recommendation contains a minor administrative error. The reference to Section 350 of the *Local Government Act 1995* should be "*Section 3.50*".

**RECOMMENDATION IMPLICATIONS**

In light of the above, the officer's recommendation is changed to the following:

**COUNCIL RESOLUTION****OFFICER'S RECOMMENDATION**

**That Council approves the undertaking of consultation in accordance with Section 3.50 of the *Local Government Act 1995* regarding the permanent part-time closure to vehicular traffic of the portion of Lyric Lane, Maylands shown in Figure 1 of this report.**

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

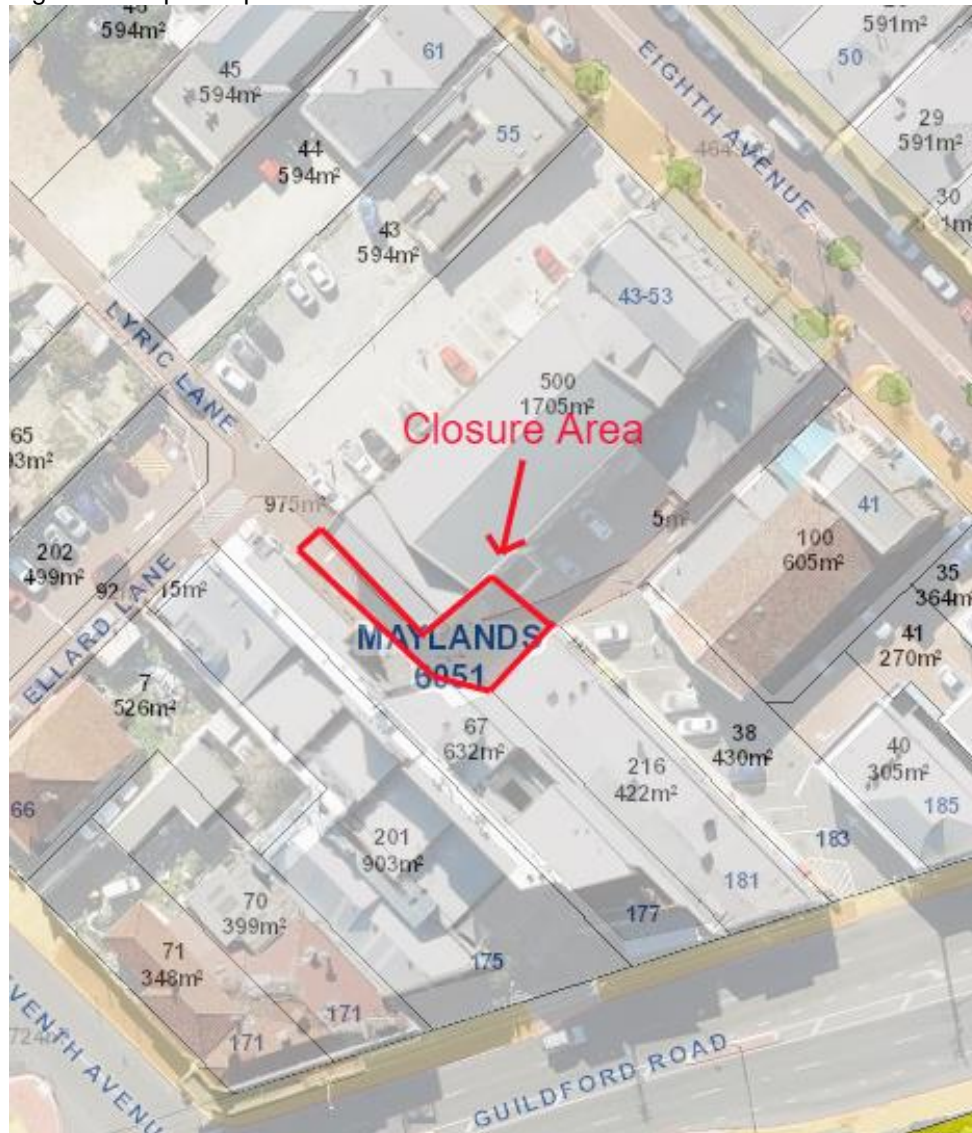
**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

The activation of Lyric Lane been a key project for Maylands town centre over the past twelve months. Focussing on the portion of the laneway between Eighth Avenue and Ellard Lane and undertaken with project partners Rossonero, Lyric Lane, and Australian Development Capital, it commenced with an on-site engagement session in November 2019. Input from the event, as well as an online survey on the City's Engage Bayswater website, identified community priorities including greening, art and alfresco dining. In response, the City and its partners have co-funded and collaborated on activities designed to address these priorities, including trialing a closure of a portion of the laneway during evenings for alfresco dining, as shown in Figure 1 below.

While this trial was interrupted in March 2020 due to COVID-19 restrictions, it has now recommenced, and the project partners are seeking to make this part time closure a regular feature of the laneway. Overhead lighting and sound systems are also being installed to enhance the space.

Figure 1: Proposed part-time closure area



## EXTERNAL CONSULTATION

Engagement regarding community priorities for the activation of Lyric Lane was undertaken in November 2019 through the informal 'Laneway Open' session on the laneway and a subsequent online survey. Approximately 30 participants had direct input through these avenues.

The City will undertake consultation according to Section 350 of the Local Government Act, which outlines the local public notice requirements for a road closure. A letter will be sent to the service agencies and a notice will be placed in a local newspaper inviting comments for a 21-day period. The City is also proposing to write to all landowners with property fronting Lyric Lane.

## OFFICER'S COMMENTS

The Lyric Lane activation project has been undertaken in collaboration with business partners Rossonero (pizzeria) and Lyric Lane (restaurant/bar/music venue) to the east side of the laneway, and Australian Development Capital (ADC) on the west side (owner of the former Lyric Theatre building which is currently home to BWS, Milkd and Henry on Eighth).

Engagement undertaken by the City and its partners through the 'Laneway Open' session and online survey has identified the priorities in Table 1 below for the laneway.

Table 1: Summary of engagement findings

Question	Responses
What activities would you like to be able to do in the laneway (day and/or night)?	<ul style="list-style-type: none"> <li>• alfresco dining;</li> <li>• street/farmers 'markets;</li> <li>• ability to close to traffic;</li> <li>• entertainment (buskers/theatre/exploring the laneways);</li> <li>• climbing for kids;</li> <li>• films/art on screens; and</li> <li>• easy to organise events (facilitated through storage of seats, props etc. in attractive on-site shipping container).</li> </ul>
Picture your ideal Lyric Laneway in the future. How would you describe it?	<ul style="list-style-type: none"> <li>• outdoor tables and chairs;</li> <li>• plants/trees/green walls;</li> <li>• kids;</li> <li>• dogs;</li> <li>• fairy lights;</li> <li>• markets;</li> <li>• projections;</li> <li>• art that reflects local stories and people;</li> <li>• music from venues;</li> <li>• improved road surface;</li> <li>• outdoor games (basketball hoops/cricket); and</li> <li>• evolving/thriving/dynamic.</li> </ul>
If there were another complementary business here (see Figure 2 below showing site for Question 3), what would it be?	<ul style="list-style-type: none"> <li>• desserts/gelato/patisserie;</li> <li>• hairdresser/barber;</li> <li>• speakeasy/cigar lounge/bar;</li> <li>• gig space;</li> <li>• mini-cinema/theatre/comedy/jazz bar;</li> <li>• record store;</li> <li>• shop (records/art/clothing);</li> <li>• pop-up markets/food court;</li> <li>• tattoo parlour; and</li> <li>• co-working space.</li> </ul>
If money and time were no object, what would make this laneway amazing?	<ul style="list-style-type: none"> <li>• a performance space for theatre;</li> <li>• loads of green walls;</li> <li>• outdoor cinema/huge screen;</li> <li>• a mini-forest/gardens;</li> </ul>



	<ul style="list-style-type: none"> <li>• public art; and</li> <li>• interesting smells.</li> </ul>
Please vote on the most important aspect of the laneway in the future.	<ol style="list-style-type: none"> <li>1. Greening.</li> <li>2. Art.</li> <li>3. Lighting.</li> <li>4. Seating; Shade (equal).</li> </ol>

Figure 2: Map showing the location referred to in 'Question 3' of community engagement



In response to these engagement findings, Lyric Lane and the City co-funded and managed installation of planters with Boston Ivy along the laneway, with the plants growing up the large rear wall of the former Lyric Theatre and enhancing the trial alfresco space. An artwork by artist Creed Birch was co-funded by Australian Development Capital and the City on the bin storage area opposite Rossonero. The lights and sound system and their installation have been co-funded by Lyric Lane, Rossonero and the City.

Given the participant priorities of alfresco dining and closing the laneway to vehicular traffic, a trial closure of a small portion of the laneway was undertaken in the area shown in Figure 1 above. A 28-day trial is permissible under delegation, and the closure occurred several evenings each week, primarily at weekends, allowing alfresco dining to be trailed by Rossonero and Lyric Lane in front of their premises. The trial ran for three evenings in March 2020, but was then halted due to COVID-19 restrictions. The trial then recommenced, for another 28-day period, on Friday 11 September 2020.

Although the trial has now been run for a total of 15 days (three days in March and 12 days in September), it has run across three weekends, with weekends being the main focus of the 28 day trial. As the trial is considered to have been successful by the City's partners and by the City

in terms of public interest, safety, and meeting the priorities of engagement for the project, support is now sought for wider consultation to gauge levels of support for permanent part-time closure of the laneway, again focusing around weekends.

The laneway is required during the mornings for service vehicles (including waste services) and therefore it is proposed that the closure time would run from 2.30pm to 12am only, with dining expected to occur later than this (i.e. after dining areas are set up from 2.30pm), and closure expected to commence earlier than this (i.e. to enable dining areas to be packed away and tidied before 12am). The intent is also that this space can be used for purposes other than alfresco dining, including events hosted by community groups such as LACE and Creative Maylands.

Lyric Lane is the only property requiring direct access off Lyric Lane during proposed closure times, and access has not been found to be an issue during the trial, particularly given the business' commitment to a safe and well-organised alfresco environment. Rossonero's car parking area will remain accessible from Guildford Road, as will the bays further down Lyric Lane outside the former Lyric Theatre. Vehicles wishing to travel through Lyric Lane to Eighth Avenue from Seventh Avenue can alternatively access Ellard Lane and continue straight through the car parking area adjacent to BWS on Eighth Avenue.

Following advertising for public comment, the outcomes of advertising will be reported to Council for a decision on whether to proceed with the permanent part-time closure of the area identified in Figure 1.

## LEGISLATIVE COMPLIANCE

Section 350 of the Local Government Act outlines the local public notice requirements for a road closure, which will be adhered to. A letter will be sent to the service agencies and a notice will be placed in a local newspaper inviting comments for a 21-day period. The City is also proposing to write to all landowners with property fronting Lyric Lane.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council approves the undertaking of consultation in accordance with Section 350 of the Local Government Act regarding the permanent part-time closure to vehicular traffic of the portion of Lyric Lane, Maylands shown in Figure 1 of this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Seeking comment on the proposal is considered to carry a moderate risk in terms of community and stakeholders as although key stakeholders have been aware of the project to date, a permanent part-time closure has longer-term implications.	

<b>Option 2</b>	<b>That Council does not approve the undertaking of consultation in accordance with Section 350 of the Local Government Act regarding the permanent part-time closure to vehicular traffic of the portion of Lyric Lane, Maylands shown in Figure 1 of this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	High
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Not seeking comment is considered to carry a moderate risk in terms of strategic direction and reputation as the City has publicly supported the trial closure of the laneway and laneway activation. As community engagement has identified regular alfresco dining on the laneway as a priority, and project partners are strongly committed to this outcome, not seeking comment (and therefore not progressing the proposal) is considered to carry a high risk.	

## FINANCIAL IMPLICATIONS

**Item 1:** Seek public comment on the proposed permanent temporary laneway closure

**Asset Category:** N/A

**Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in the LTFP

**Notes:** N/A

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$800	-	-	-	-	-	\$6,600

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment

Aspiration: A quality and connected built environment.

Outcome B1: Appealing streetscapes.

The activation of Lyric Lane supports the City's efforts to increase the appeal of underutilised and often neglected laneway spaces in the City's town centres.

## CONCLUSION

Following community requests for alfresco dining and closure to vehicular traffic identified through community engagement, a trial closure of a portion of Lyric Lane has been undertaken. Given the success of this trial and these community requests, Council approval to seek public comment on a permanent part-time closure of the portion of Lyric Lane identified above is sought.

**10.4.8 Future Laneway Activation in Maylands Town Centre**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil	
<b>Refer:</b>	Item 11.1: OCM 19.11.2019	

**SUMMARY**

Council at its Ordinary Council Meeting of 19 November 2019 resolved to request the Chief Executive Officer to prepare a report about actions to support the activation of the laneways in the Maylands town Centre.

This report responds to that resolution.

**COUNCIL RESOLUTION****(OFFICER'S RECOMMENDATION)**

That Council endorses the proposed approach for activation of laneways in the Maylands Town Centre as contained in Table 1 to this report.

**CR ELLI PETERSEN-PIK MOVED, CR CATHERINE EHRHARDT SECONDED**

**CARRIED UNANIMOUSLY: 11/0**

**BACKGROUND**

At the Ordinary Meeting of Council on 19 November 2019, Council resolved as follows:

*"That Council requests the Chief Executive Officer to prepare a report about actions (with implementation timeframes) to support the activation of the laneways in the Maylands town Centre (in particular, Lyric, Ellard and Roxy Lanes) by improving conditions for pedestrians through measures such as low speed shared zones and attractive lighting. The report should be presented to a Council meeting by September 2020."*

A map of the proposed project area is shown in Figure 1 below.

Figure 1: Project area for current and proposed laneway projects



In the 2019/20 financial year, approximately \$20,000 was allocated towards activation of Lyric Lane given the food and beverage venues that have developed onto and near the laneway. Although hampered by delays due to COVID-19 restrictions, this project is now almost complete. It has involved engagement and partnerships with key project partners to co-fund and implement actions resulting from this engagement. These have included greening, art, installation of light and sound systems, and trial closures for alfresco dining. Both temporary and permanent alterations have occurred as a result in the laneway, which is intended as a key public space close to Eighth Avenue.

During the course of the project, microbrewery Seasonal Brewing opened at Lot 68, 175 Guildford Road, Maylands. Seasonal Brewing has pedestrian access from Ellard Lane, which is adjacent to Lyric Lane. As a condition of the development approval, the business resurfaced Ellard Lane and the laneway has been changed from a one-way to two-way thoroughfare. This redevelopment has resulted in additional pedestrian and vehicle activity in the area.

In the 2020/21 capital budget for activation projects in the Maylands town centre, approximately \$30,000 is available for improvements to two laneways.

## EXTERNAL CONSULTATION

The City's *Maylands Town Centre Place Activation Plan*, developed from a large community engagement workshop in 2017, includes the following action: "Activate laneways – more art and lighting". No further consultation has been undertaken to date on this matter.

## OFFICER'S COMMENTS

In order to implement the *Maylands Town Centre Place Activation Plan* action to "Activate laneways – more art and lighting", the first laneway activation project for Maylands town centre commenced in 2019/20. The project, for Lyric Lane, is considered to have been successful. Undertaken in partnership with neighbouring businesses/owners Rossonero, Lyric Lane and Australian Development Capital, it has been guided by community engagement involving an on-site engagement session and an online survey. As a result of this engagement, the project has involved a mix of trial (e.g. a trial closure for alfresco dining) and permanent improvements






(public art, greening through planters and plantings, and installation of sound and lighting systems). All elements have been developed, implemented and co-funded in partnership with the project partners. The project has been a pilot for future laneway projects in the town centre, and can provide something of a model for a further two laneway activation projects in the town centre.

As detailed in the report of 19 November 2019, subsequently the laneway activation projects will involve an assessment of the current design and condition of Ellard, Roxy and Lyric Lanes and develop concepts for creating a more pedestrian friendly and engaging environment in these locations during 2020/21. These projects will consider low speed shared zones, lighting, and a range of visual and other cues that help users understand that they are spaces to be shared by both vehicles and pedestrians, as determined in the light of community and stakeholder engagement.

Preparation for these projects was intended for earlier this year in collaboration with community group Creative Maylands, which had received Community Event Grant funding for a 'Laneways to Life' event, including a "walkshop" exploring community proposals for the laneways in the town centre. This project was delayed due to COVID-19 restrictions, but is now rescheduled to occur later in 2020 (approximately November). This aspect is reflected in Table 1 below.

Initiatives considered likely to be proposed and/or explored with community and business stakeholders involved in transformation of these laneways include the following:

Initiative	Example
Use of colour on horizontal and vertical planes (ground and wall) to redefine spaces as places for people as well as vehicles	 <p data-bbox="421 1482 906 1514">Source: HCMA Architecture + Design</p>
Greening of narrow laneway areas	

	Source: City of Melbourne
High quality paving treatments	 <p>Source: The Trust for Public Land</p>
Laneway gatherings and events	 <p>Source: image via (cc) flickr user sounderbruce</p>



Alfresco dining




Source: Photo by @walkbrisbanetours

Public art -  
permanent and  
ephemeral



Source: City of Sydney

'Outdoor room' effect created through lighting and/or other items	 <p>Source: Echo Daily</p>
Recreational and sporting activities	 <p>Source: Stadium Signs Events</p>

Based on learnings from the Lyric Lane project, and best practice approaches to town centre improvements, the proposed approach is also guided by community and stakeholder engagement, and outlined in the table below.

**Table 1: Proposed approach for laneway activation**

Project Stage	Actions	Timeframes
1. Assessment of current condition of all laneways	Undertake initial assessment of: <ul style="list-style-type: none"> <li>• Conditions: i.e. physical condition, maintenance issues, vehicle speeds, light levels, safety, etc.</li> <li>• Key uses: i.e. daytime uses, night time uses, business types adjoining laneway, direct access onto laneway, community activities occurring, etc.</li> </ul>	Assessment commenced - finalisation October 2020
2. Community and stakeholder engagement	<ul style="list-style-type: none"> <li>• Community engagement “walkshop” of all laneways to identify strengths, weaknesses and opportunities, and to enable more details to enhance</li> </ul>	November/December 2020



	<p>and refine findings of assessment at Stage 1. 'Walkshop' to be part of a larger, interactive 'Laneways to Life' event to be undertaken by external facilitator in collaboration with Creative Maylands.</p> <ul style="list-style-type: none"> <li>• Surveys and meetings with key stakeholders based on laneways to identify strengths, weaknesses, opportunities and levels of interest in partnering on improvements.</li> </ul>	
3. Evaluate findings from community and stakeholder engagement and define City-led actions	<ul style="list-style-type: none"> <li>• Evaluate findings from "walkshop", surveys and meetings to identify two laneways to improve using capital budget funding for 2020/21.</li> <li>• Evaluate findings from initial (Stage 1) and refined (Stage 2) assessment to determine improvements to address pedestrian safety, maintenance, lighting, visual appeal, etc.</li> <li>• Identify City-led actions that require funding and implementation from current and/or future budgets (e.g. upgraded street lighting, resurfacing, etc.)</li> <li>• Communicate outcomes of engagement to engagement participants.</li> <li>• Identify community-led / collaborative actions with key community/business stakeholders.</li> </ul>	December 2020/January 2021
4. Implementation	<ul style="list-style-type: none"> <li>• Undertake City-led improvements where possible within existing budgets (e.g. street lighting, maintenance, upgraded signage)</li> <li>• Identify opportunities to trial and/or prototype with community/business project partners on two laneway projects for 2020/21 and commence (e.g. trial events, closures, prototype seating or lighting).</li> <li>• Identify opportunities for permanent alterations to laneways with project partners on laneways (e.g. greening, painting, lighting, etc).</li> <li>• Identify longer-term improvements for action beyond 2020/21 budget timeframe.</li> </ul>	Commence December 2020/January 2021



**LEGISLATIVE COMPLIANCE**

Not applicable.

**OPTIONS**

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council endorses the proposed approach for activation of laneways in the Maylands Town Centre as contained in Table 1 to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	No moderate or high risks are identified should Council endorse the proposed approach to activating laneways in Maylands town centre.	

<b>Option 2</b>	<b>That Council do not endorse approach to activating laneways in Maylands Town Centre.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Not endorsing the proposed approach to activating laneways in Maylands town centre is considered to have a moderate risk in terms of strategic direction, given the community priority in the Maylands Town Centre Place Activation Plan and community expectation of a collaborative approach to town centre improvements. This expectation relates to the moderate risk identified in terms of the City's reputation, and the moderate risk in terms of community and stakeholder expectations.	

Option 3	That Council endorses a modified approach to activating laneways in Maylands Town Centre.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Dependent on modifications
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	Risks are dependent on modifications made.	

## FINANCIAL IMPLICATIONS

Financial implications for the 2020/21 financial year relate to the cost of implementation of laneway improvements, and facilitation for a 'walkshop' event. Longer term improvements which cannot be funded this financial year will be subject to future budget proposals.

The following financial implications are applicable:

**Item 1:** Improvement of two laneways

**Asset Category:** N/A **Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in the LTFP.

**Notes:** N/A

**Item 2:** Facilitation of community engagement 'walkshop'

**Asset Category:** N/A **Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in the LTFP.

**Notes:** N/A

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$30,000 (Improvement of two laneways)	\$30,000	-	-	10-15 years	Depends on the infrastructure installed	\$30,000
2	\$1,000 - \$2,000 (facilitation of 'walkshops')	\$1,000 - \$2,000	-	-	-	-	Up to \$2,000

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment

Aspiration: A quality and connected built environment.

Outcome B1: Appealing streetscapes.

Outcome B3: Quality built environment.

Improvements of the laneways to activate them and make them make pedestrian friendly are key component of creating appealing streetscapes and an active Maylands town centre.

## CONCLUSION

The City is progressing the activation of Lyric Lane in conjunction with adjoining landowners. The approach outlined in Table 1 will improve conditions for pedestrians in Lyric, Roxy and Ellard Lanes and aligns with an action in the Maylands Town Centre Place Activation Plan.

#### 10.4.9 Local Homelessness Advisory Committee - Appointment of Community Representatives

<b>Responsible Branch:</b>	Community Development	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	<b>ABSOLUTE MAJORITY REQUIRED</b>	
<b>Attachments:</b>	1. Local Homelessness Advisory Committee Terms of Reference. 2. Further revised Homelessness Advisory Committee Terms of Reference. <b>Confidential Attachment(s)</b> 3. Matrix of all nominations received 4. Expression of Interest forms received	
<b>Refer:</b>	Item 10.4.12: OCM 24.03.2020	

#### **CR CATHERINE EHRHARDT DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Catherine Ehrhardt declared an impartial interest in this item as she knows one of the applicants through their children attending the same school. Cr Catherine Ehrhardt remained in the room during voting on this item.*

*Confidential Attachment(s) - in accordance with Section 5.23(2) (b) of the Local Government Act 1995 – personal affairs of any person.*

*At 8:41pm, Cr Michelle Sutherland left the meeting.*

#### **SUMMARY**

For Council to appoint up to six community representatives to the Local Homelessness Advisory Committee, as detailed in the further revised Local Homelessness Advisory Committee Terms of Reference (**Attachment 2**).

#### **COUNCIL RESOLUTION**

##### **(OFFICER'S RECOMMENDATION)**

That:

- Council approves an amendment to the Local Homelessness Advisory Committee Terms of Reference to increase the number of community representatives to a number of up to six people, as detailed in the further revised Terms of Reference in **Attachment 2**.
- Council approves six community representatives to the Local Homelessness Advisory Committee membership for the term of September 2020 to May 2021, as follows:
  - Applicant A;
  - Applicant B;
  - Applicant C;
  - Applicant D;

- (v) Applicant E; and
  - (vi) Applicant F.
3. Each community representative is to participate in an induction regarding their role in the Committee and Code of Conduct.

**CR LORNA CLARKE MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY AN ABSOLUTE MAJORITY: 10/0**

### **BACKGROUND**

The *Local Government Act 1995* (Act) sets out the framework for decision-making on behalf of the local government.

Each Council must decide the meeting structure it will adopt within the legal framework for it to achieve the most efficient and effective decision-making process. It is a legal requirement that all decisions made on behalf of the local government are made at meetings called and convened under the provisions of the Act. In this regard, the *Local Government Act 1995* enables Council to establish committees of three or more persons to assist Council with its business and to exercise the powers and discharge the duties of the local government that can be delegated to committees.

It is Council's prerogative to determine the most appropriate format to meet its obligations to make timely and informed decisions.

At the Ordinary Council Meeting held on 24 March 2020, Council resolved as follows:

*"That Council:*

1. *Approves the establishment of a Local Homelessness Advisory Committee from December 2020.*
2. *Approves the Terms of Reference for the proposed Local Homelessness Advisory Committee, as contained in Attachment 1 to this report.*
3. *Appoints the following members to the Local Homelessness Advisory Committee for the term set out in the Terms of Reference:*
  - (a) *Cr Sally Palmer*
  - (b) *Cr Stephanie Gray*
  - (c) *Cr Giorgia Johnson*
  - (d) *Cr Lorna Clarke*
4. *Appoints all Councillors who are not Members of the Local Homelessness Advisory Committee as Deputy Members to that Committee for the required term. If a Member is unable to attend a meeting, the order of appointment of the Deputy at that meeting will be based on:*
  - (a) *Councillor of the same Ward as the Member of the Committee; and*
  - (b) *Length of service.*
5. *Authorises the Chief Executive Officer to seek expressions of interest for five community representatives to become Local Homelessness Advisory Committee Members.*
6. *Endorses the timeframe for the completion of the City's Local Homelessness Strategy to be amended to:*
  - (a) *A draft strategy to be prepared by the City and considered by Council no later than 28 February 2021; and*

- (b) *The final strategy, incorporating public consultation and stakeholder views, to be presented to Council no later than May 2021.*
7. *Approves the appointment of 0.2 FTE position to assist with the administration of the Local Homelessness Committee equalling an amount of \$17,000 (per annum or part thereof) and for this amount to be included in the 2020/21 Budget.*
8. *Disbands the current Homelessness and Social Housing Working Group by 30 June 2020."*

## EXTERNAL CONSULTATION

Expressions of interest for community representatives were widely advertised and promoted through local service providers, relevant peak bodies and networks.

Expressions of interest for community representatives were also advertised in the Voice newspaper and the City's website, from 17 August 2020 to 28 August 2020.

Six expressions of interest were received by the City.

## OFFICER'S COMMENTS

### Advisory Committee's Purpose

The purpose of the Local Homelessness Advisory Committee (LHAC), as detailed in its Terms of Reference is as follows:

- Provides appropriate and considered strategic advice and feedback relating to homelessness matters within the City of Bayswater that can be dealt with at a local government level to inform the development of the City's draft Local Homelessness Strategy;
- Provide advice and recommendations on how the City of Bayswater Local Homelessness Strategy and cascading actions can align to the Department of Communities' 10 year Strategy on Homelessness 2020-2030; and
- Receives reports on the City's Local Homelessness Strategy development progress.

### Membership

Terms of Reference were adopted by Council at the Ordinary Council Meeting held 24 March 2020, as contained in **Attachment 1**. The Terms of Reference provides for five elected member representatives and a maximum of five community members who fit one or more of the following criteria:

Up to five community representatives who satisfy one or more of the following criteria:

- Individuals who work with or for homelessness service providers with their main operations based within the City of Bayswater;
- Individuals who advocate on behalf of people experiencing homelessness on a professional level; and
- Individuals with a lived experience of homelessness.

Based on the six quality expressions of interest received by the City, the City is now seeking to amend the existing Terms of Reference to allow up to six community representatives to be appointed into the committee. The proposed new terms of Reference are shown as **Attachment 2**. The six community members who submitted an expression of interest represent a broad range of key stakeholders with extensive experience in matters of homelessness and homelessness prevention. It is considered prudent to amend the Terms of Reference to ensure all six community representatives are provided the opportunity to join the Local Homelessness Advisory Committee.



Meeting Details

A meeting schedule is yet to be determined for the Local Homelessness Advisory Committee. However, the scheduling of the committee meetings will take into consideration all other minor Committees of Council, Ordinary Council Meetings and workshops.

LHAC meetings will be held quarterly, or as required, with the first meeting planned to take place in for October 2020, to allow the new Committee to provide feedback on the City's proposed timeframe and engagement activities for the development of its Local Homelessness Strategy. A start time of 5.30pm will also be proposed for this committee.

Summary of Recommended Nominees

There were six community representative expressions of interest received by the City.

A summary of the expressions of interest has been entered into a selection matrix, as contained in **Confidential Attachment 3**. The matrix illustrates all six applicants, meeting the selection criteria and relevant experience requirements.

A summary of the six recommended shortlisted applicants is provided below.

Recommended Nominees - Methodology

The six shortlisted applicants are recommended based upon:

- Meeting eligibility criteria; and
- Providing diverse representation of committee members with relevant experience of homelessness matters.

Summary of Recommended Nominees

Applicant Reference	Reasons for Recommending Applicant
A	<ul style="list-style-type: none"> <li>• Individual who works for an organisation providing localised outreach services in the City of Bayswater to Aboriginal people, particularly youth and those experiencing homelessness. Also an individual who advocates on behalf of Aboriginal people experiencing homelessness on a professional level. Has over 30 year's working experience with the Aboriginal community.</li> </ul>
B	<ul style="list-style-type: none"> <li>• Individual who advocates on behalf of people experiencing homelessness on a professional level and has 30 years' experience in the homelessness and community sector.</li> </ul>
C	<ul style="list-style-type: none"> <li>• Individual who advocates on behalf of people at risk of homelessness on a professional level, with over 27 years' experience in human and health services.</li> </ul>
D	<ul style="list-style-type: none"> <li>• Individual who advocates on behalf of people experiencing homelessness and at risk of homelessness on a professional level and is a Committee member of a local organisation/ service provider.</li> </ul>
E	<ul style="list-style-type: none"> <li>• Individual who works with or for a homelessness service provider and advocates on behalf of people experiencing homelessness on a professional level. Additionally, lives with a person with lived experience of homelessness and works with volunteers with a lived experience of homelessness.</li> </ul>
F	<ul style="list-style-type: none"> <li>• Individual who works for a local organisation, providing</li> </ul>

	outreach services, crisis accommodation and advocacy services for men experiencing homelessness and people at risk of homelessness.
--	---

The expressions of interest submitted by each of the six applicants are contained within **Confidential Attachment 4.**

## LEGISLATIVE COMPLIANCE

Section 5.8 of the *Local Government Act 1995* states:

*"A Local Government may establish\* Committees of 3 or more persons to assist the Council and to exercise the powers and discharge the duties of the Local Government that can be delegated to Committee.*

*\* By Absolute Majority"*

In accordance with Sections 5.23 (1) (b) and 7.1B of the *Local Government Act 1995*, the Local Homelessness Advisory Committee has not been granted Delegated Authority by Council.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That:																											
	<div>1. Council approves an amendment to the Local Homelessness Advisory Committee Terms of Reference to increase the number of community representatives to a number of up to six people, as detailed in the further revised Terms of Reference in <u>Attachment 2</u>.</div>																											
	<div>2. Council approves six community representatives to the Local Homelessness Advisory Committee membership for the term of September 2020 to May 2021, as follows:<div><div>(i) Applicant A;</div><div>(ii) Applicant B;</div><div>(iii) Applicant C;</div><div>(iv) Applicant D;</div><div>(v) Applicant E; and</div><div>(vi) Applicant F.</div></div></div>																											
	<div>3. Each community representative is to participate in an induction regarding their role in the Committee and Code of Conduct.</div>																											
<table><tr><th>Risk Category</th><th>Adopted Risk Appetite</th><th>Risk Assessment Outcome</th></tr><tr><td>Strategic Direction</td><td>Moderate</td><td>Low</td></tr><tr><td>Reputation</td><td>Low</td><td>Low</td></tr><tr><td>Governance</td><td>Low</td><td>Low</td></tr><tr><td>Community and Stakeholder</td><td>Moderate</td><td>Low</td></tr><tr><td>Financial Management</td><td>Low</td><td>Low</td></tr><tr><td>Environmental Responsibility</td><td>Low</td><td>Low</td></tr><tr><td>Service Delivery</td><td>Low</td><td>Low</td></tr><tr><td>Organisational Health and Safety</td><td>Low</td><td>Low</td></tr></table>		Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	Strategic Direction	Moderate	Low	Reputation	Low	Low	Governance	Low	Low	Community and Stakeholder	Moderate	Low	Financial Management	Low	Low	Environmental Responsibility	Low	Low	Service Delivery	Low	Low	Organisational Health and Safety	Low	Low
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome																										
Strategic Direction	Moderate	Low																										
Reputation	Low	Low																										
Governance	Low	Low																										
Community and Stakeholder	Moderate	Low																										
Financial Management	Low	Low																										
Environmental Responsibility	Low	Low																										
Service Delivery	Low	Low																										
Organisational Health and Safety	Low	Low																										
Conclusion	This option is considered to be of low risk to the City, as the candidates suggested reflect people who meet the criteria, as detailed in the LHAC Terms of reference and have a broad range of expertise and networks within the City of Bayswater. Allowing for an additional community representative into the committee will broaden the level of experience and knowledge in the committee.																											

<b>Option 2</b>	<b>That:</b> <b>1. Council approves five community representatives to the Local Homelessness Advisory Committee membership for the term of September 2020 to May 2021, as follows:</b> <b>(i) Applicant A;</b> <b>(ii) Applicant B;</b> <b>(iii) Applicant C;</b> <b>(iv) Applicant D; and</b> <b>(v) Applicant F.</b> <b>2. Each community representative is to participate in an induction regarding their role in the Committee and Code of Conduct.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option is considered to be of moderate community and stakeholder risk to the City, as the candidate who would potentially miss out on being appointed to the committee is already a key stakeholder and is aiming to start delivering services in the City of Bayswater into the future. Not appointing them to the committee, given their experience in the field, the City could also potentially risk missing out on their valuable contributions to inform the City's first Local Homelessness Strategy.	

<b>Option 3</b>	<b>That:</b> <b>1. Council approves five community representatives to be appointed to the Local Homelessness Advisory Committee, from the expressions of interest received, as contained in <u>Confidential Attachment 4</u>.</b> <b>2. Each community representative is to participate in an induction regarding their role in the Committee and Code of Conduct.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option is considered to be of moderate community and stakeholder risk, as the City could potentially risk missing out on valuable contributions to inform the City's first Local Homelessness Strategy from the person who is not appointed to the committee.	

## FINANCIAL IMPLICATIONS

The following financial implications are applicable:

**Item 1:** Establishment and facilitation of the Local Homelessness Advisory Committee

**Asset Category:** N/A

**Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in the LTFP.

**Notes:**

The 2020/21 annual budget adopted for the development of the City's Local Homelessness Advisory Committee includes the costs relating to the establishment and facilitation of the LHAC.

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$8,000	N/A	Staff time is covered by the relevant annual budgeted wages for 2020/21	N/A	M/A	N/A	\$8,000

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Community  
 Aspiration: An active and engaged community  
 Outcome C2: Accessible services that recognise diversity.

Theme: Leadership and Governance  
 Aspiration: Open, accountable and responsive service  
 Outcome L1: Accountable and good governance.

The appointment of community representatives to the LHAC responds to the City's aspiration listed in its Strategic Community Plan to have an active and engaged community. The appointment of community representatives to the LHAC aligns with the strategies to deliver community programs that encourage community interaction and participation; and ensure the City's services and facilities are accessible and inclusive.

Additionally, the City is demonstrating accountable and good governance by appointing up to six community representatives to its LHAC.

**CONCLUSION**

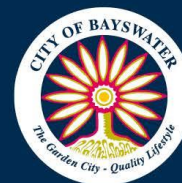
Option 1 is recommended, as it would ensure that the LHAC is made up of people with a broad range of expertise and knowledge representing different areas; and networks within the City of Bayswater.

**Attachment 1**

City of  
**Bayswater**

## Local Homelessness Advisory Committee Terms of Reference

61 Broun Avenue, Morley WA 6062 | P: 9272 0622 | F: 9272 0665 | mail@bayswater.wa.gov.au | www.bayswater.wa.gov.au

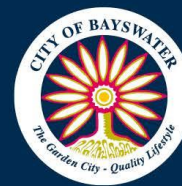


<b>Definition of Homelessness</b>	<p>The City of Bayswater refers to homelessness as defined by the Bureau of Statistics (ABS), which is:</p> <p><i>“...when a person does not have suitable accommodation alternatives they are considered homeless if their current living arrangement:</i></p> <ul style="list-style-type: none"> <li><i>• is in a dwelling that is inadequate; or</i></li> <li><i>• has no tenure, or if their initial tenure is short and not extendable; or</i></li> <li><i>• does not allow them to have control of, and access to space for social relations.” (ABS, 2012)’.</i></li> </ul>
<b>Meeting occurrence:</b>	Quarterly, or as required.
<b>Day of Meeting:</b>	When suitable
<b>Time of Meeting:</b>	When suitable
<b>Location of Meeting:</b>	City of Bayswater, Civic Centre, 61 Broun Avenue Morley WA 6062
<b>Liaison Officer:</b>	Director Community and Development or nominated officer
<b>Purpose of Committee:</b>	<p>The Local Homelessness Advisory Committee:</p> <ul style="list-style-type: none"> <li>• Provides appropriate and considered strategic advice and feedback relating to homelessness matters within the City of Bayswater that can be dealt with at a local government level to inform the development of the City's draft Local Homelessness Strategy;</li> <li>• Provide advice and recommendations on how the City of Bayswater Local Homelessness Strategy and cascading actions can align to the Department of Communities' 10 year Strategy on Homelessness 2020-2030; and</li> <li>• Receives reports on the City's Local Homelessness Strategy development progress.</li> </ul>
<b>Role of Representatives</b>	<p>The roles and responsibilities of the City of Bayswater representatives on this Committee are:</p> <ul style="list-style-type: none"> <li>• Member in own right; and</li> <li>• Spokesperson for City of Bayswater.</li> </ul>
<b>Elected Members:</b>	<ul style="list-style-type: none"> <li>• Five Councillors</li> <li>• All other Councillors are deputies</li> </ul>
<b>Non-Council Members:</b>	<p>Up to five community representatives who satisfy one or more of the following criteria:</p> <ul style="list-style-type: none"> <li>• Individuals who work with or for homelessness service providers with their main operations based within the City of Bayswater;</li> <li>• Individuals who advocate on behalf of people experiencing homelessness on a professional level; and</li> <li>• Individuals with a lived experience of homelessness.</li> </ul>
<b>Non-Voting Members:</b>	<ul style="list-style-type: none"> <li>• Director Community and Development;</li> <li>• Manager Community Development; and</li> <li>• Other officers as required.</li> </ul>



City of  
**Bayswater**

## Local Homelessness Advisory Committee Terms of Reference



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<b>Terms of Membership</b>	<ul style="list-style-type: none"><li>• Councillors – from date of Committee establishment until final Council endorsement of the Local Homelessness Strategy.</li><li>• Non-Council members - from the date of appointment by Council until final Council endorsement of the Local Homelessness Strategy.</li></ul>
<b>Delegated Authority</b>	Nil.
<b>Sitting Fees</b>	Nil (included as part of the annual Sitting Fees paid to Councillors).

**Attachment 2**

City of  
**Bayswater**

## Local Homelessness Advisory Committee Terms of Reference

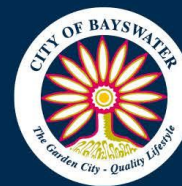
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City of  
**Bayswater**

## Local Homelessness Advisory Committee Terms of Reference



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<b>Delegated Authority</b>	Nil.
<b>Sitting Fees</b>	Nil (included as part of the annual Sitting Fees paid to Councillors).

**10.5 Sub Committee Reports****10.5.1 Budget Review and Expenditure Committee – 25 August 2020****10.5.1.1 Capital Works Update**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Capital Expenditure Report - July 2020	

**SUMMARY**

For the Budget Review and Expenditure Committee to note the Capital Expenditure Report for July 2020.

**COUNCIL RESOLUTION****(COMMITTEE/OFFICER'S RECOMMENDATION)**

**That Council notes the Capital Expenditure Report for July 2020.**

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

Council adopted the 2020/21 Budget at the Special Council Meeting on 30 June 2020. The purpose of this report is to update the Committee on the progress of the projects in relation to the budget.

**EXTERNAL CONSULTATION**

Nil.

**OFFICER'S COMMENTS**

The progress of capital expenditure against the 2020/21 Budget is detailed in **Attachment 1**. The report was created to have a similar format to the Summary Supporting Schedule and the Funding Source Supporting Schedule on pages 32 - 40 of the 2020/21 Budget that was approved by Council. This will create familiarity when analysing the progress of the expenditure and will aim to provide clarity in the Budget and Expenditure Committee meetings.

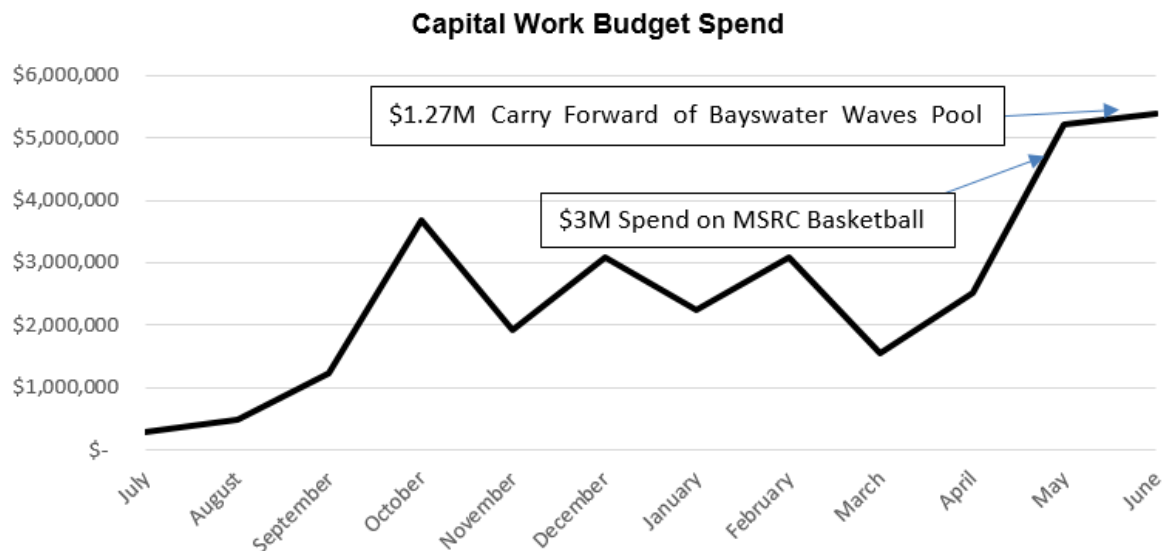
The report will provide transparency as to when major spending against the project is estimated to occur, after seeking feedback from the Project Managers. Major concerns, potential Carry Forwards, changing situations and potential cost savings will be noted in the comment section of the report. As the year progresses and more information becomes available, the information will be analysed and reported to the Committee.

As part of the City's commitment to continuous improvement, but also to enhance accountability, governance and financial management, the report will continued to be refined to assist the Committee in understanding the progress of the projects.

The budgets outlined in **Attachment 1** includes estimated carry forward amounts at the time of preparing the 2020/21 Budget. The budget will be subject to final adjustment following the completing and audit of the City's Annual Financial Statements.

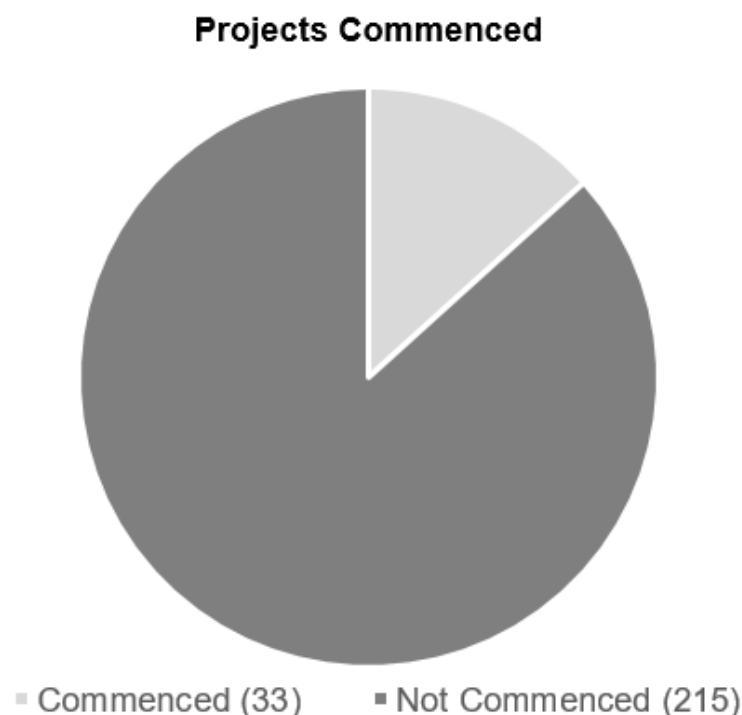
The capital works spend by month for 2020/21 financial year is illustrated in **Graph 1** below. Parks Development and Resurfacing is expected to cause an upward spend in the budget from October to February. Toward the end of the Budget Year high amounts of spending in Buildings, most notably Bayswater Waves and the Morley Sport and Recreation Centre is expected to occur.

**Graph 1**



Currently 11 Park Development Projects have begun and it is therefore the most active class of Capital Works. Roads Projects, in particular Resurfacing Projects is expected to rise in the coming months.

**Graph 2**





In regards to analysing the Capital Expenditure Report in July, comments to the report is as follows.

### **Buildings**

- Bayswater Waves – Refurbish 25m pool, pool hall, plant room (Project 80614) - 2020/21 budget is \$1,569,500, with only \$300,000 expected to be spent in 2020/21. The project is due to commence April/May after the design and tender process is completed. Construction is expected to span 8 months and is planned for April/May to avoid disrupting a profitable period for the facility.
- Bayswater Waves - Changeroom refurbishment (Project 80781) - The \$280,000 budget will be spent in May to June. This is projected at this time to avoid the busy summer months and will also to occur with a similar timeframe to the Bayswater Waves - Refurbish Pool (Project 80614). This is ensure there is only one major period of disruption.
- Morley Sport and Recreation Centre – Basketball Court Extension (Project 80613) - Currently engaging with external parties. The design and approval stage is expected to be completed by November. Some spending required by November, however major spending of the \$5,500,000 budget is expected from February onwards.
- Aged Persons Homes - Capital Works (Project 80794) - The \$1,000,000 budget is anticipated to be spent Quarterly.

### **Plant and Equipment**

- Plant and Equipment Replacements (Project 80257) - an Izuzu Tip Truck for \$66,093, a Redexim Verti-Drain for \$46,800 were spent in July 2020. The remainder of the purchase are expected to be replaced from January.

### **Roads, Footpaths and Drainage**

- Road resurfacing works peaks around October to December as spring weather is preferred period to work.
- New Paths (Project 80063) - At the time of writing this report there is to be a Workshop with Engineering Works and Council on the 18 August. This will outline the plan going forward with the New Paths. The \$640,372 budget at this stage is anticipated to be spent between November and January. However this is tentative and could vary after the workshop.
- Footpath Repair Program - (Project 80702) – Currently finalising the Hazard Inspection Survey. Expenditure is expected to begin from November.
- Arterial Road New Dual Use Path Program (Project 80703) - Currently awaiting approval from the Federal Government for the specific projects and, if successful, expenditure is expected to commence around September, peaking in December.

### **Park Development**

- Parks Development peak periods of spending is during the summer months to avoid the rainy seasons that could potentially disrupt the project.
- In regards to the Bores, Pumps and Maintenance (Project 80235 and 80753). Projects that have completed works on the Bores and Pumps Maintenance is as follows:

<b>Reserve</b>	<b>Amount</b>
Bunya Reserve	\$18,421
Rhodes Reserve	\$15,494
<b>Reserve</b>	<b>Amount</b>

RA Cooke	\$14,913
Beaufort Park	\$11,625
F J Beales	\$9,573
Remembrance Park	\$9,106
Patterson Pump	\$8,203
Broun Crescent	\$7,860
Alf Brooks	\$7,770
Headley Reserve	\$7,663
Hobart Reserve	\$7,495
Ockley Square	\$6,813
Armada Reserve	\$6,100

Currently there is commitments of \$32,000 to be spent on Broun Park, Silverwood Reserve, Toowong Reserve and Houghton Park. According to the Project Manager almost all the project spending occurs between July and October and is one of the more active projects at the beginning of a Financial Year. Currently the project is on track.

- The Maylands Lakes Restoration Stage 2 (Project 80273) - Due to receive a report from stakeholders at the end of August and this will give a clearer plan of when the spending of the \$935,512 will occur. According to the Project Manager, approximately \$100,000 will be spent in the coming months, mainly on the dredging of Lake Bungana and maintaining Lake Breauly.
- Maylands Waterland - Redevelopment (Project 80364) - The budget of \$2,500,000 is expected to be spent this year. \$60,000 is likely to be spent in August. The current building is planned to be demolished in November 2020. Construction begins after this, with the expected completion time being October 2021.
- Noranda Netball Resurface (Project 80370) - Project Manager is currently preparing the tender documentation. A contractor is expected to be appointed in November, with works schedule for December to March. The entire \$1,400,000 budget is anticipated to be spent this financial year.

### **Other Infrastructure**

- Town Centre activations to occur from November. Meetings with external parties to occur in coming weeks to determine a more accurate timing of when the budgets will be spent. Total activation budget is \$190,609.

### **Intangible Assets**

Corporate Performance System (Project 80789) - The project is anticipated to be tendered during August and evaluation of the project is anticipated between October to November. Appointment of the contractor is expected in December with the project beginning in January.

## **LEGISLATIVE COMPLIANCE**

Nil

## **OPTIONS**

Not applicable as the report is for information only.

**FINANCIAL IMPLICATIONS**

The Financial Implication are outlined in the Officers comments above.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance  
Aspiration: Open, accountable and responsive service  
Outcome L1: Accountable and good governance

**CONCLUSION**

The Budget Review and Expenditure Committee receives the Capital Expenditure update.

**Attachment 1.**

**City of Bayswater  
2020/21 Budget  
Summary Supporting Schedule**

	Capital and New Initiative Projects	Carry Forward Projects	Total
	\$	\$	\$
<b>Capital Projects</b>			
<b>Property, Plant and Equipment</b>			
Buildings	10,541,622	1,070,571	11,612,193
Furniture and equipment	522,476	50,000	572,476
Plant and equipment	2,055,500	776,413	2,831,913
	<u>13,119,598</u>	<u>1,896,984</u>	<u>15,016,582</u>
<b>Infrastructure Assets</b>			
Roads	2,996,845	751,016	3,747,861
Footpaths	1,815,324	0	1,815,324
Drainage	458,843	180,380	639,223
Park development	3,820,911	4,116,973	7,937,884
Other infrastructure	697,582	390,398	1,087,980
	<u>9,789,505</u>	<u>5,438,767</u>	<u>15,228,272</u>
<b>Intangible Assets</b>			
Intangible assets	349,000	93,598	442,598
	<u>349,000</u>	<u>93,598</u>	<u>442,598</u>
<b>Total Capital Projects</b>	<u>23,258,103</u>	<u>7,429,349</u>	<u>30,687,452</u>
<b>New Initiative Projects</b>	1,699,400	676,010	2,375,410
<b>Total Capital and New Initiative Projects</b>	<u>24,957,503</u>	<u>8,105,359</u>	<u>33,062,862</u>
<b>Total</b>	<u>24,957,503</u>	<u>8,105,359</u>	<u>33,062,862</u>

<b>City of Bayswater</b> <b>2020/21 Budget v YTD Actual</b> <b>Funding Source Supporting Schedule</b>						
<i>Project Code</i>	<i>Project Description</i>	<i>Total Budget \$</i>	<i>Actual (YTD) \$</i>	<i>% Spent</i>	<i>Timing of Major Spend</i>	<i>Potential Carry Forward \$</i>
<b>Capital Projects</b>						
<b>Property, Plant and Equipment</b>						
<b>Buildings - Work in Progress</b>						
80474	Signage Renewal Program	8,658	0	0.00%	February	
80613	Morley Sport and Recreation Centre - Basketball Court Extension	5,500,000	0	0.00%	November, February, May, June	
80614	Bayswater Waves - Refurbish 25m pool, pool hall and plant room	1,569,500	0	0.00%	May - June	1,269,500
80632	Cloughton Reserve - Minister sewer connection	12,024	0	0.00%	December - February	
80639	Crimea Reserve - External paint and roof sheeting	20,201	0	0.00%	January - March	
80641	Dog Pound - Airconditioning replacement	7,215	0	0.00%	September - November	
80643	Embleton Golf Course Clubhouse - Roof replacement	64,933	0	0.00%	November - January	
80644	Embleton Golf Course Clubhouse - Upgrade and renovation of toilets	72,148	0	0.00%	December - March	
80645	Frank Drago Hall - Replace flooring	43,289	0	0.00%	August - September	
80646	Grand Promenade Self Cleaning Toilet - Upgrade external façade	62,047	0	0.00%	February - April	
80647	Houghton Park - Kitchen upgrade/Renovations	72,148	0	0.00%	October - November	
80648	2 Hudson Street - Childcare Facility - Replace perimeter fencing	57,718	0	0.00%	May- June	
80650	Maylands Police station - Renovate kitchen	36,074	0	0.00%	January - March	
80651	Maylands Police Station - Security system	8,658	0	0.00%	October - December	
80653	Maylands Sport and Recreation Club - Lighting upgrade	14,430	0	0.00%	November - January	
80654	Maylands Hall - repair to tuckpointing of brickwork	13,468	0	0.00%	February - April	
80656	Morley Community Centre - External upgrades - Stage 2	72,869	0	0.00%	December - January	
80657	Morley Noranda Sports Complex - Installation of auto doors to public toilets	21,644	0	0.00%	January - March	
80658	Morley Scout Hall - Upgrade lighting	8,658	0	0.00%	November - December	
80659	Morley Scout Hall - Replacement of external doors to facility	28,859	0	0.00%	October - December	
80660	Noranda Little Athletic - External façade upgrade	36,074	0	0.00%	December - February	
80661	Olive Tree House - Airconditioning replacement	25,973	0	0.00%	February - April	
80662	Peninsula Hotel - Fire system upgrade	95,235	1,045	1.10%	September - November	
80663	Rangers & Security - Install fencing along back wall to secure equipment/uniforms, etc.	17,315	0	0.00%	September - October	
80664	Rangers and Security - Renew Painting and Ceiling Replacment	21,644	0	0.00%	September - October	
80666	Rangers and Security - Security system	8,658	0	0.00%	October - December	
80668	The RISE - Upgrade sports hall lighting with LED style lighting to competition level and remove existing unsafe lighting	97,400	0	0.00%	March - May	
80669	The RISE - Undercroft storeroom ventilation	14,430	0	0.00%	November - January	
80670	The RISE - Replacement of Air conditioning units	170,269	0	0.00%	October - November	
80672	Wotton Reserve - External upgrades	42,086	0	0.00%	September - November	
80673	Wotton Reserve - Internal upgrades	42,086	0	0.00%	September - November	
80675	Civic Centre (Embleton Room) - Airconditioning replacement	79,362	0	0.00%	February - April	
80676	Civic Centre - Replace ceiling to plant room	10,101	0	0.00%	October - December	
80677	Bayswater Activity Centre - 476 Guildford Rd - Replacement of asbestos fencing	11,544	0	0.00%	March - May	
80678	Bayswater Community Centre - Internal upgrades	50,503	0	0.00%	December - January	
80679	Bayswater Community Centre - Upgrade kitchen	72,148	0	0.00%	December - January	
80680	Bayswater Community Centre - Lighting upgrade	13,227	0	0.00%	February - April	
80681	Bayswater Community Centre - Toilet upgrades	86,577	0	0.00%	December - January	
80682	Bayswater Infant Health - Airconditioning replacement	9,379	0	0.00%	September - November	
80683	Bayswater Library - Airconditioning Replacement	10,101	0	0.00%	September - November	
80684	Bayswater Library - External renewal	11,544	0	0.00%	October - November	
80685	Bayswater Library - Kitchen upgrade and replace lighting with LED	42,086	0	0.00%	October - December	
80686	Bayswater Library/Community/Infant Health Centre - Security system	17,315	0	0.00%	September - November	
80687	Bayswater Waves - Exterior renewal	72,148	0	0.00%	December - February	
80688	Bayswater Waves - Airconditioning replacement	17,315	0	0.00%	October - December	
80690	The RISE - Disability access ramp construction	121,641	0	0.00%	January - April	
80691	Security access control - Upgrade	23,544	0	0.00%	October - December	
80692	Dog Pound - Upgrade	62,528	0	0.00%	September - December	
80764	Lightning Park Recreation Centre - Spectator shelter	30,000	0	0.00%	April, June	
80779	Morley Sport and Recreation Centre - Address aesthetic and safety issues	30,000	0	0.00%	August - June	
80781	Bayswater Waves - Changeroom refurbishment	280,000	0	0.00%	May - June	



Project Code	Project Description	Total Budget \$	Actual (YTD) \$	% Spent	Timing of Major Spend	Potential Carry Forward \$
80782	Bayswater Waves - Install dry change cubicles	80,150	0	0.00%	September - October	
80785	Bayswater Waves - Replace outdoor brick paving	54,698	0	0.00%	September	
80787	Bayswater Waves - Unplanned capital expenditure	40,000	0	0.00%	August - June	
80788	The RISE Health Club - Upgrade to security and monitoring to allow unstaffed operation	50,000	0	0.00%	October	
80794	Aged Persons Homes - Capital works	1,000,000	0	0.00%	September, December, March, June	
80116	Hydrotherapy pool and spa refurbishment	61,657	0	0.00%	October	
80385	Bayswater Waves - refurbishment tender design	100,832	13,554	13.44%	October	
80410	Aged Care - Mertome Redevelopment Project	104,834	0	0.00%	June	
80420	Maylands Town Centre Toilet Block	27,098	7,882	29.09%	August	
80461	Jamieson Frame Pav - replace rear doors	6,166	0	0.00%	August	
80464	Maylands TownH - renew toilet & switchboard	77,400	0	0.00%	December - February	
80482	Wotton Reserve - sewer connection	186,000	0	0.00%	September - November	
80570	Upper Hillcrest Reserve - Storage Shed	20,442	0	0.00%	November	
80596	Depot Offices Renovation	110,087	0	0.00%	August - October	
80598	Depot Upgrade Lighting	25,000	0	0.00%	August	
80604	Bayswater Bowling Club - Replacement of External Doors	0	3,109	100.00%	July	
80606	Maylands Library - Workroom	0	7,051	100.00%	July	
80602	Bayswater Waves - Repair Tiling	12,060	5,482	45.45%	July - September	
80608	Pat O'Hara Rugby Club - security screens	7,200	0	0.00%	August	
80609	MSRC Emergency Door	0	6,710	100.00%	July	
80612	Lower Hillcrest Clubrooms - carpet replacement	9,600	0	0.00%	August	
80619	Energy Efficiency Projects	100,000	596	0.60%	December	
80623	Hinds Reserve - Rowing Club Sheds - new grease trap	12,840	0	0.00%	April	
80625	Grand Prom Res - Bedford Bowling Club - refrigeration system	15,298	0	0.00%	January	
80626	Bayswater State Emergency Services - new storage area	31,818	0	0.00%	April	
80628	Maylands Tennis Club - toilet renewal	5,455	0	0.00%	September	
80629	Waltham Reserve - Club Rooms - shade patio	17,273	0	0.00%	October, December	
80630	Lightning Park - Pavilion - change rooms renewal	23,637	0	0.00%	March	
80631	Robert Thompson Reserve - Club Rooms - LED lights	18,600	450	2.42%	September	
80633	Noranda Sporting Complex - chairs	6,364	0	0.00%	September	
80634	Noranda Sporting Complex - bar floor renewal	10,909	0	0.00%	October	
80636	Frank Drago Reserve - Bayswater Tennis Club - grandstand	16,364	0	0.00%	September	
80637	Bayswater Elderly Community Help Org - new accessible toilet	36,364	0	0.00%	December	
80638	Bayswater ECHO - internal walls/floor renewal	27,273	0	0.00%	December	
<b>Total Buildings - Work in Progress</b>		<b>11,612,193</b>	<b>45,879</b>	<b>0.40%</b>		
<b>Furniture and equipment - Work in Progress</b>						
80091	4 Year replacement program for workstations	178,612	17,007	9.52%	July-June	
80387	Replacement schedule for IT equipment	35,000	4,263	12.18%	July - June	
80489	Lightening Park and Bayswater Town Centre - CCTV Server Replacement Program	88,200	0	0.00%	October - December	
80698	Sound level meter with logging capability	26,500	0	0.00%	October	
80758	Morley Library - Mobile shelving	5,100	0	0.00%	August	
80780	Bayswater Waves - Replace 50m pool compressor # 1	5,000	0	0.00%	August	
80783	Bayswater Waves - Replace chemical controllers	25,564	0	0.00%	March	
80784	Bayswater Waves - Replace 50m pool air scourer	10,000	0	0.00%	September	
80786	Bayswater Waves - Replace pneumatic baffles	10,000	0	0.00%	October	
80790	Firewall - replacement	48,500	0	0.00%	January - March	
80792	Network security infrastructure updates	45,000	0	0.00%	October - December	
80793	Business continuity equipment (replacement tape drive)	45,000	0	0.00%	January - March	
80385	The RISE - strength equipment replacement	35,000	0	0.00%	January	
80597	Depot - replacement of ice machine	15,000	0	0.00%	August	
<b>Total Furniture and equipment - Work in Progress</b>		<b>572,476</b>	<b>21,270</b>	<b>3.72%</b>		
<b>Plant and equipment - Work in Progress</b>						
80257	Plant and Equipment Replacement	2,737,413	126,659	4.63%	July, January - June	
80759	Library Service - Procurement of commercial delivery vehicle	44,500	0	0.00%	January	
80525	In-vehicle camera equipment and storage	50,000	0	0.00%	January	
<b>Total Plant and equipment - Work in Progress</b>		<b>2,831,913</b>	<b>126,659</b>	<b>4.47%</b>		
<b>Total Property, Plant and Equipment</b>		<b>15,016,582</b>	<b>193,808</b>	<b>1.29%</b>		
<b>Infrastructure Assets</b>						
<b>Roads - Work in Progress</b>						
80198	Resurface ROWS - Various	53,365	0	0.00%	May - June	
80245	Traffic Management General	50,000	0	0.00%	March - April	
80247	Traffic management paving	26,682	0	0.00%	September, February	

Project Code	Project Description	Total Budget \$	Actual (YTD) \$	% Spent	Timing of Major Spend	Potential Carry Forward \$
80291	City Wide Traffic Program	220,000	0	0.00%	October, November, March, April	
80297	Traffic Management Disability Access Committee	25,000	0	0.00%	November, February, May	
80699	McGilvray Avenue Stage II upgrade	106,730	0	0.00%	October - December	
80707	Crimea Street, Morley	66,172	0	0.00%	May - June	
80708	Beaufort Street, Bedford	64,038	0	0.00%	April - May	
80709	Coode Street, Bedford	32,019	0	0.00%	June	
80710	Beechboro Road, Morley	42,692	0	0.00%	March - April	
80711	Newington Street - Marconi Street to Solas Road	40,557	0	0.00%	June	
80712	Drake Street - Rudloc Road to Broun Avenue	54,432	0	0.00%	June	
80713	Hertz Way - Telstar Drive To Wheatstone Drive	61,903	0	0.00%	September - November	
80714	Cable Place - Hertz Way to Culdesac	16,009	0	0.00%	September - November	
80715	Beam Court - Hertz Way to Culdesac	16,009	0	0.00%	September - November	
80716	Kybra Court - Aerial Place to Culdesac	11,740	0	0.00%	September - November	
80717	Jenvey Street - Telstar Drive to Wheatstone Drive	39,490	0	0.00%	September - November	
80718	Direction Place - Jenvey Street to Culdesac	25,615	0	0.00%	September - November	
80719	Argosy Place - Aerial Place to Culdesac	14,942	0	0.00%	September - November	
80720	Aerial Place - Wheatstone Drive to Culdesac	32,019	0	0.00%	September - November	
80721	Croesus Street - Ivanhoe Street to Beechboro Road North	70,442	0	0.00%	October - December	
80722	Turon Street - Ivanhoe Street to Beechboro Road North	70,442	0	0.00%	October - December	
80723	Araluen Street - Ivanhoe Street to Beechboro Road North	67,240	0	0.00%	October - December	
80724	Abbey Street - Hamersley Avenue to Culdesac	11,740	0	0.00%	October - December	
80725	Lancefield Road - Chaffers Street to Paringa Street	17,077	0	0.00%	October - December	
80726	Regent Grove - Maritana Street to Hannans Street	17,077	0	0.00%	October - December	
80727	Magro Place - Hannans Street to Culdesac	10,673	0	0.00%	October - December	
80728	Baileys Retreat - Croesus Street to Turon Street	17,077	0	0.00%	October - December	
80729	Oroya Close - Araluen Street to Hamersley Avenue	17,077	0	0.00%	October - December	
80730	Beechboro Court - Beechboro Road North to Culdesac	10,673	0	0.00%	October - December	
80731	Mercury Place - Cassia Way to Culdesac	25,615	0	0.00%	October - December	
80732	Pan Close - Mercury Place to Culdesac	14,942	0	0.00%	October - December	
80733	Elettra Close - Cassia Way to Culdesac	25,615	0	0.00%	October - December	
80734	Scotia Place - Elettra Close to Culdesac	18,144	0	0.00%	October - December	
80735	Carparks - Clarkson Jetty	85,384	0	0.00%	May - June	
80736	Drainage & Kerbing - Various	76,845	3,745	4.87%	October - December	
80737	Whalley Crescent - Charles Street to Caledonian Avenue	246,118	0	0.00%	October - November	
80738	Benara Road - Camboon Road to Millerick Way	120,071	0	0.00%	March - April	
80739	Telstar Drive - Beechboro Road North to Bottlebrush Drive	171,236	0	0.00%	September - November	
80740	Chaffers Street - Ivanhoe Street to Beechboro Road North	76,845	0	0.00%	October - December	
80741	Paringa Street - Ivanhoe Street to Beechboro Road North	70,442	0	0.00%	October - December	
80742	Maritana Street - Ivanhoe Street to Beechboro Road North	70,442	0	0.00%	October - December	
80743	Hannans Street - Ivanhoe Street to Beechboro Road North	70,442	0	0.00%	October - December	
80744	Hamersley Avenue - Abbey Street to Beechboro Road North	77,913	0	0.00%	October - December	
80745	Clarkson to Tranby - Resurface Cycleway	85,384	0	0.00%	April - June	
80746	No 59 The Strand, Arundel, Essex, May - Reconstruct ROW	27,750	0	0.00%	June	
80747	Towns Development Program - Various	32,019	0	0.00%	October, February, June	
80748	Benara Road / Camboon Road	31,500	0	0.00%	February - March	
80749	Coode Street / Catherine Street	22,000	0	0.00%	March - April	
80750	Coode Street / Sixth Avenue	53,000	0	0.00%	April - May	
80751	King Street / Raymond Avenue	214,000	0	0.00%	May - June	
80752	Riverside Gardens - Carpark extension	50,000	0	0.00%	June	
80073	Crossovers	0	3,065	100.00%	July	
80795	Crawford Road - York Street to Railway Parade	99,259	0	0.00%	January	
80796	Oxford Street - Crawford Road to Kennedy Street	22,947	0	0.00%	January	
80419	ROW Widening - 110 Milne St	8,500	0	0.00%	June	
80426	Design of slip lane at 60 Russell St cnr Walter Rd	150,321	0	0.00%	June	
80429	Wellington Rd/Walter Rd intersection upgrade	22,520	0	0.00%	March - April	
80516	Resurface - McGilvray/Benara	170,000	0	0.00%	October - December	
80526	Eighth Ave and East St - Roundabout	114,175	0	0.00%	October - December	
80536	MorleyActivCtreCarPkgMgntPlan Implement	7,500	0	0.00%	January	
80561	Resurface - Cycleway - Swan Bank/Clarkson Rd	28,000	0	0.00%	June	
80621	Bayswater Waves - carpark resurfacing	150,000	0	0.00%	May - June	
<b>Total Roads - Work in Progress</b>		<b>3,747,861</b>	<b>6,810</b>	<b>0.18%</b>		
<b>Footpath - Work in Progress</b>						
80063	New Paths	640,372	21,625	3.38%	November - January, May - June	
80700	Deschamp Reserve - footpath upgrade	38,423	0	0.00%	October	
80702	Footpath Repair Program	320,189	36,629	11.44%	July - June	
80703	Arterial Road New Dual Use Path Program	576,340	1,952	0.34%	September, December - April	

Project Code	Project Description	Total Budget \$	Actual (YTD) \$	% Spent	Timing of Major Spend	Potential Carry Forward \$
80761	Embersen Reserve - ACROD bay and accessible path	30,000	0	0.00%	November	
80765	Maylands Tennis Club - ACROD pathway	10,000	0	0.00%	November	
80776	New Pathways within Reserves	200,000	16	0.01%	October, February, June	
<b>Total Footpath - Work in Progress</b>		<b>1,815,324</b>	<b>60,222</b>	<b>3.32%</b>		
<b>Drainage - Work in Progress</b>						
80248	Urban water sensitive design	247,001	0	0.00%	December, May - June	
80249	Drainage Grates Renewal Program	53,365	6,540	12.26%	July-June	
80697	Nora Hughes Park - Living stream	70,000	0	0.00%	March	
80701	Grate Replacement Program	85,384	0	0.00%	August-June	
80705	Low Point Dual Gully Program	160,094	0	0.00%	November - February, May - June	
80047	Russell Street Park - grant funds	23,379	0	0.00%	October	
<b>Total Drainage - Work in Progress</b>		<b>639,223</b>	<b>6,540</b>	<b>1.02%</b>		
<b>Park development - Work in Progress</b>						
80364	Maylands Waterland - Redevelopment	2,500,000	0	0.00%	August, November, January - June	
80379	Soccer goal posts & sleeves	25,000	0	0.00%	March	
80380	Bardon Park, RA Cook Reserve, Ivory Park and Tranby Reserve Drinking fountain replacement program	48,591	418	0.86%	December, May	
80370	Noranda Netball resurface	1,400,000	0	0.00%	December, February, May	
80615	Alf Brooks Park - Redevelopment	194,385	9,701	4.99%	July - August	
80616	Belstead Reserve - Redevelopment	183,992	11,839	6.43%	July - August	
80695	Bayswater Industrial Estate Improvement Program	45,000	0	0.00%	November - June	
80696	Arbour Park upgrade - Greening Australia Project	86,420	0	0.00%	June	
80753	Bore and Pump Maintenance Program	299,118	126,034	42.14%	July - October	
80755	Critical Asset Renewal Program	358,937	0	0.00%	September, November, February, April	
80757	Golf Course Development Program	149,559	0	0.00%	September, November, February, April	
80762	Embleton Golf Course - Part perimeter fencing	65,000	0	0.00%	September, December	
80763	Frank Drago Reserve - Perimeter fencing	22,500	630	2.80%	November	
80766	Hampton Park Morley - New barbeque	15,000	0	0.00%	November	
80767	Noranda Sporting Complex - Little athletics timers stand	10,000	0	0.00%	September	
80769	Pat O'Hara Reserve, Waltham Reserve, Alf Brooks Park and Wattle Reserve - Playground Shade Sail	100,000	62	0.06%	December	
80770	Houghton Park - Replace barbeque	15,000	0	0.00%	October	
80771	Shadwell and Paterson Reserves - shade sails over playgrounds (community request)	35,000	0	0.00%	November	
80772	Tranby and Clarkson Reserves - Renew exercise equipment	50,000	0	0.00%	January	
80773	Robert Thompson Reserve - Exercise equipment	20,000	0	0.00%	January	
80774	Noranda Nook - Water drinking fountain	6,000	0	0.00%	October	
80775	Dog Exercise Area - construction	80,000	0	0.00%	March, May	
80777	Gus Weimer - Play Space Redevelopment Program	65,000	0	0.00%	April	
80015	Playground replacements	42,550	225	0.53%	December	
80099	Playground replacements	60,000	0	0.00%	June	
80235	Bore and Pump Maintenance	50,000	17,091	34.18%	July - August	
80242	Riverbank restoration	120,000	2,000	1.67%	July - September, February, April	
80259	Maylands Waterland redevelopment	50,000	0	0.00%	October	
80269	Baigup Wetland Stage 1 - Activity Centre and Interpretation	140,436	0	0.00%	December	
80270	Bayswater Brook Living Stream	35,481	0	0.00%	March	
80273	Maylands Lakes restoration Stage 2	935,512	0	0.00%	October, January-June	
80276	Streetscape upgrades	175,264	0	0.00%	March - June	
80329	Irrigation upgrade/replacement program	41,409	4,178	10.09%	May - June	
80372	Cricket wickets	16,355	0	0.00%	September	
80413	Hampton Tennis Court fencing	15,824	0	0.00%	November	
80438	Noranda Netball - renew court surfaces	42,998	0	0.00%	March	
80449	Play Space Developments	252,553	21,910	8.68%	December	
80534	Bayswater Library/Bert Wright Sculpture	30,000	0	0.00%	September	
80595	Hinds Reserve - multi user access ramp	25,000	0	0.00%	October	
80599	Lightning Park Green Waste Facility - Upgrade Fence	30,000	0	0.00%	September - October	
80600	Grand Prom - Shade Sail	20,000	0	0.00%	September	
80622	Russell St Living Stream Link Agreement	10,000	0	0.00%	August	
80627	North Inglewood Pre-School - play equipment	20,000	0	0.00%	October	
80778	Stanbury - Play Space Redevelopment Program	50,000	0	0.00%	December	
<b>Total Park development - Work in Progress</b>		<b>7,937,884</b>	<b>194,088</b>	<b>2.45%</b>		
<b>Other infrastructure - Work in Progress</b>						

<i>Project Code</i>	<i>Project Description</i>	<i>Total Budget \$</i>	<i>Actual (YTD) \$</i>	<i>% Spent</i>	<i>Timing of Major Spend</i>	<i>Potential Carry Forward \$</i>
80250	Street light upgrade/renewal	128,075	3,015	2.35%	September - June	
80251	Public Access Way (PAW) Improvements and Reserve Lighting	85,384	0	0.00%	October - June	
80252	Bus Shelters	48,028	0	0.00%	October, January, April, June	
80391	Noranda Town Centre - City-led Activation	55,609	0	0.00%	November - June	
80392	Maylands Town Centre - City-led Place Activation	55,000	0	0.00%	November - June	
80393	Bayswater Town Centre - City-led place activation	30,000	0	0.00%	November - June	
80394	Morley Town Centre - City-led Activation	50,000	0	0.00%	November - June	
80617	Passive Light Replacement Program	71,346	0	0.00%	September - November	
80693	Bedford Shopping Precincts Regeneration Project	61,000	0	0.00%	January	
80704	Drainage Sump Fencing Program	85,384	0	0.00%	December - June	
80706	Depot Upgrade/Lighting	53,365	12,380	23.20%	July, November - April	
80446	Pat O'Hara Goal	0	8,605	100.00%	July	
80760	Bayswater Morley District Cricket Club - Practice cricket net funding	40,000	0	0.00%	January	
80768	Park signage renewals	20,000	0	0.00%	December	
80431	Footpath - Bookham Street and Boag Place	15,000	0	0.00%	May	
80442	Wotton Reserve - renew sports floodlight	9,110	0	0.00%	June	
80443	Bayswater Bowling - renew floodlights	55,000	0	0.00%	October	
80444	Bayswater Croquet 2 - renew floodlights	40,000	0	0.00%	October	
80618	Town Centre Streetscape Works	160,000	0	0.00%	November - March	
80624	Bayswater Pre School - play equip, fountain, goals, table	16,388	0	0.00%	December	
80635	Wotton Reserve - soccer goals - pitch C	9,291	0	0.00%	October	
<b>Total Other infrastructure - Work in Progress</b>		<b>1,087,980</b>	<b>24,000</b>	<b>2.21%</b>		
<b>Total Infrastructure Assets</b>		<b>15,228,272</b>	<b>291,660</b>	<b>1.92%</b>		
<b>Intangible Assets</b>						
<b>Intangible assets - Work in Progress</b>						
80398	IT Software	169,398	0	0.00%	September - June	
80789	Corporate Performance System	200,000	0	0.00%	January - March	
80791	Implement eServices	49,000	0	0.00%	September - June	
80531	Knowledge Management System	15,000	0	0.00%	October	
80554	Rating system improvements - stage 1	9,200	0	0.00%	October	
<b>Total Intangible Assets</b>		<b>442,598</b>	<b>0</b>	<b>0.00%</b>		
<b>Total Capital Projects</b>		<b>30,687,452</b>	<b>485,467</b>	<b>1.58%</b>		

**10.5.1.2 Clarification for Further Reporting**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil.	
<b>Refer:</b>	Item 11.1: OCM 20.08.2019	

**SUMMARY**

For the Budget Review and Expenditure Committee to provide direction on future reporting topics.

**OFFICER'S RECOMMENDATION**

That Council

- 1) Notes the reporting topics recommended in this report for ongoing monitoring; and
- 2) Notes that any additional items for review and follow-up will be identified at each Committee Meeting.

**COUNCIL RESOLUTION****(COMMITTEE RECOMMENDATION)**

That Council

- 1) Notes the reporting topics recommended in this report for ongoing monitoring.
- 2) Notes that any additional items for review and follow-up will be identified at each Committee Meeting.
- 3) Notes the General Business item regarding topics for discussion at the next Budget Review and Expenditure Committee Meeting.

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

On 20 August 2019, Council resolved to form a Budget Review and Expenditure Committee which....

*"... in addition to usual Budget processes and workshops, reviews, monitors and investigates the City of Bayswater's budget, monthly expenditure and delivery of significant or strategic financial commitments and financial and/or economic impacts on or by the City;*

- meets no less than six times per financial year;*
- receives administrative support as required from the City;*
- may make recommendations to Council; and*
- has no less than five Councillors as sitting members of the Committee at all times, with all Councillors entitled to observe all meetings and access all information provided to the Committee."*

Two meetings we held in early 2020, however due to COVID-19, the committee meetings were suspended between April and August 2020.



**EXTERNAL CONSULTATION**

No consultation has occurred with the public or other agencies on this matter.

**OFFICER'S COMMENTS**

In accordance with the terms of reference, the primary objective of this Committee is to provide guidance and oversight as part of the Budget process and workshops, as well as review and monitor monthly expenditure and delivery of significant or strategic financial commitments and financial and/or economic impacts on or by the City of major capital projects.

**Budget**

In the coming months, a timetable for the 2020/21 budget development will be established. Included on the timetable will Councillor workshops for the budget development to ensure all Councillors have the ability to participate in the process. Following the development of the budget, it will be presented to Council for adoption.

In addition, it is recommended the statutory mid-year budget review and uncompleted works report be presented to this committee.

**Monitor Monthly Expenditure**

It is recommended regular reports be submitted to the committee to cover the following topics:

- Capital including Major Capital Projects
- Operating and New Initiatives
- Stimulus Projects

**Long-Term Financial Plan**

The Long Term Financial Plan major review is currently well underway. The review will consider all strategic documents including but not limited to the Strategic Community Plan, Corporate Business Plan, Asset Management Plans and the Workforce Plan.

The scope of the review includes the development of a Rating Strategy. The intent of a Rating Strategy is to establish a framework by which a fair and equitable share of rates and charges are paid by property owners, for the services and infrastructure within the City.

The intent of the Rating Strategy is to outline how Council will levy rates and charges for properties, rather than determining the total yield. Rates Revenue is the largest income source for the City and therefore having a strategy will increase the transparency of the decision for the imposition of rates and charges.

Once a draft Rating Strategy is developed and further progress is made with the Long-Term Financial Plan, a Councillor workshop will be held. Following the workshop it is recommended the Rating Strategy be presented to this Committee for further consideration.

**LEGISLATIVE COMPLIANCE**

Nil

**OPTIONS**

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council</b>  <b>1) Notes the reporting topics recommended in this report for ongoing monitoring; and</b>  <b>2) Notes that any additional items for review and follow-up will be identified at each Committee Meeting.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option includes a variety of topics which covers the City's expenditure and strategic direction in terms of the long-term financial plan and Rating Strategy. The topics align with the term of reference for the Budget Review and Expenditure Committee. In addition the recommendation allows for further subject areas to be identified by the Committee and included for further review.	

<b>Option 2</b>	<b>That Council provide alternative reporting topics to be presented to future meetings.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Council may wish to provide alternative topic which align with the terms of reference for the Budget Review and Expenditure Committee.	

## FINANCIAL IMPLICATIONS

Nil.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance  
Aspiration: Open, accountable and responsive service  
Outcome L1: Accountable and good governance

## CONCLUSION

That the reporting topics outlined in this report are accepted as they fall within the scope the scope of the terms of reference.

**10.5.2 Chief Executive Officer Review Committee – 8 September 2020****10.5.2.1 SEED Service Review Project - Update on implementation of recommendations**

<b>Responsible Branch:</b>	Governance and Organisational Strategy	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. SEED Close-out Report – Parks and Gardens Maintenance 2. SEED Close-out Report – Executive Leadership Team 3. SEED Close-out Report – Community Development 4. SEED Close-out Report – Community Events 5. SEED Close-out Report – Occupational Safety and Health 6. SEED Close-out Report – Training, Development and Staff Wellbeing 7. SEED Close-out Report – Library and Customer Service Integration	
<b>Refer:</b>	Item 11.1 OCM 25.07.2017	

**SUMMARY**

This report provides an update on the implementation of recommendations from the “SEED” Service Review Project. Recommendations for eight service areas have been implemented and Close-Out reports are attached.

**COUNCIL RESOLUTION****(COMMITTEE/OFFICER'S RECOMMENDATION)**

**That Council note the attaches SEED Close-out Reports and the progress updated provided herein.**

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED**

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

In 2017 Council appointed Chief Executive Officer Andrew Brien (the CEO). Following appointment, the CEO undertook an organisational assessment and presented the Organisational Assessment Report to Council at the OCM 25 July 2017. The report outlined focus areas for the financial year 2017-18, including service reviews to ensure all services, activities and projects are undertaken in an effective and efficient manner.

The service reviews were collectively known as the SEED Service Review Project. A project team was formed by seconding qualified internal staff. The project team worked with business areas to assess business practices and identify opportunities for improvement. An assessment report was issued for each of the 31 service areas evaluated, with a total of 104 recommendations. The project team was dissolved after 30 June 2018.

Each recommendation was assigned to a branch manager to implement and timeframes were adopted by the Executive Leadership Team. Deadlines were revised in July 2019 and most recommendations are now scheduled for implementation by the end of the financial year 2021-22. The remaining recommendations are dependent on IT resource allocation and are reviewed annual are part of the City's IT project planning.

## EXTERNAL CONSULTATION

Service benchmarking was undertaken as part of the Discovery phase of the project. The project team contacted relevant local governments to compare service delivery and outcomes. Findings from these exercises were used to evaluate services and develop recommendations.

The project team considered community perception of services using data from other projects. For example, the Community Perceptions Survey 2016 and the Let's Talk community engagement program conducted in 2016. Similar resources were used to evaluate the benefits and impact of the review following implementation of certain recommendations.

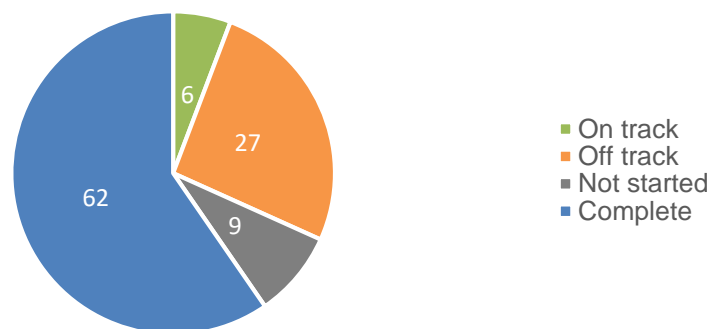
## OFFICER'S COMMENTS

Recommendations are being gradually implemented. When all recommendations for a service area are implemented, a close-out report is prepared to document the implementation, results and future implications.

### General update as of 25 August 2020

Of the 104 recommendations, 62 have been implemented, 6 are currently on track to meet the scheduled completion date and 27 have been delayed. A further 9 recommendations are yet to commence.

**Figure 1.** Recommendations by status



Review of the off track and not started recommendations identified three recurring themes that have caused projects to be rescheduled or postponed. The three themes are listed below.

1. Business impacts of the COVID-19 pandemic, including shifting priorities, resource constraints and budget adjustments.
2. Ongoing resource constraints, particularly with regards to the appropriate prioritisation of various IT projects.
3. Budget constraints, both before and after the COVID-19 pandemic.

Governance and Organisational Strategy is continuing to monitor these projects and review scheduling and project objectives with stakeholders, where necessary.

To date, nine service areas have been completed. They are:

1. Parks and Gardens Maintenance
2. Executive Leadership Team
3. Community Development
4. Community Events
5. Occupational Safety and Health
6. Training, Development and Staff Wellbeing
7. Library and Customer Service Integration
8. Leasing and Management Agreements
9. Risk Management.

Close-out reports have been prepared for service areas 1 to 7 in the above list. Close-out report for the remaining service areas will be prepared and presented to the next CEO Review Committee Meeting. Close-out reports for any additional completed services areas will also be presented to that meeting.

### **Completed service areas**

Below is a summary of the completed service areas, the recommendations for each and a summary of the outcomes. Preparation and delivery of this information was postponed during the COVID-19 pandemic as minor committees were suspended and only essential items were presented to Council.

#### Parks and Gardens Maintenance

Parks and Gardens Maintenance incorporates a number of services, including:

- maintenance of sporting grounds, playgrounds and parks
- landscaping and garden maintenance, including median strips and some verges
- irrigation
- urban tree management
- weed and pest control.

The City's parks and gardens are generally well-rated by the community. The recommendations sought to improve the financial sustainability of these services while delivering a consistent service to the community. They also sought to improve communication and knowledge retention within the City's Parks and Gardens team.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

<b>Recommendation</b>	<b>Scheduled completion</b>	<b>Actual completion</b>	<b>Outcome</b>
Parks and Gardens service standards to be reviewed and documented.	June 2020	March 2019	Service standards were reviewed and updated to clearly define services in line with community expectations and facility needs.
Investigate different operating models for the delivery of Parks and Gardens functions.	April 2020	March 2019	Alternative operating models were investigated and trialled, and work is currently underway to develop a business model that will provide greater value for money.
Investigate options for better design and or mowing of verges, medians and reserves i.e. mulch, water wise planting, honkey nut drop zones etc.	December 2018	March 2019	Design and maintenance of verges, medians and reserves has improved, incorporating sustainable practices.

#### Executive Leadership Team

The Executive Leadership Team performs a number of functions to guide and manage the organisation, and support Council. These include:

- providing organisational leadership
- leading and support development of major strategies
- facilitating decision making



- managing both internal and external stakeholders.

The recommendations for this service area sought to improve communication between the Executive Leadership Team and managers, and build capacity across the organisation to enable the team to focus more on strategic issues.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
Investigate opportunities for developing intentional proactive relationships between the Operational Management Team (OMT) and the Executive Leadership Team (ELT) including: setting out expectations and principles for decision making for items presented to ELT; and developing consistent two-way communication methods that build trust.	August 2019	February 2019	Improved communication and collaboration between OMT and ELT, with structures in place to support the flow of information.
Review the City's Draft Advocacy Framework document to define the role of officer external networks in supporting the advocacy efforts of the Executive Leadership Team. Include in this review a process of communicating key City advocacy targets.	June 2019	February 2019	The Advocacy Strategy has been completed, however due to a change in the City's approach to advocacy, advocacy efforts are primarily undertaken by elected members, the CEO and executive team.
Identify opportunities to build the capacity at the Manager and Officer level to allow the Executive Leadership Team to operate at a more strategic level.	August 2019	February 2019	Increased capacity at manager level, with work continuing to build capacity at coordinator and supervisor level.

### Community Development

Community Development includes the following services:

- supporting and advocating for specific communities
- managing facilities and services
- activating spaces and places
- action opportunities for building community capacity.

The recommendations sought to improve the focus, delivery and integration of community development services by providing centralised tools and resources.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
Develop a Community Development Framework that is informed by the City's current and future strategies.	June 2019	June 2019	An information booklet, "Community Development in the City of Bayswater" was developed and published in hardcopy and on the City's website. It was also promoted internally.
Develop suburb profiles to identify emerging trends and issues to inform decision making throughout the City in consultation with other departments.	April 2019	June 2019	The Suburb Profiles document was developed and published in hardcopy and on the City's website. It was also promoted internally.

### Community Events

Community Events relates to a variety of events services, including:

- civic events
- community events
- external events, including approvals
- town centre events, including funding, support and sponsorship
- sustainable environment events, such as workshops, school education dates and planting dates.

The recommendations aimed to encourage and support events within the City through promotion, effective communication and sound risk management.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
Implement event information evenings for external event organisers at least twice a year.	December 2018	May 2019	The City delivers event planning and event management sessions via the City's Community Upskiller program.
Offer the opportunity to participants and stakeholders to provide feedback on City run events.	June 2019	May 2019	Participants and stakeholders have the opportunity to provide feedback directly at an event face to face. Post event, feedback is invited and encouraged via Facebook link.
Marketing of events - investigate ways to promote the City's events via the use of social media, the e-newsletter and targeted media campaigns. The Events Team will work closely with the Marketing and Communications Unit to improve the branding of all events in line with the revised Brand Style Guide and utilise the services of the City's new internal graphic designer.	June 2019	May 2019	A promotional plan is developed for each City-run event. The plan outlines targeted promotions that take advantage of social media and other communication methods.

Ensure that risk management is included in all City events documents and forms part of the event organisation.	April 2019	June 2019	A thorough risk management plan is created for each major event held in the City.
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### Occupational Safety and Health

Occupational Safety and Health incorporates functions relating to maintaining and improving workplace safety, OSH awareness and staff wellbeing. This includes:

- OSH training
- hazard, accident and incident investigation and reporting
- hazard management
- staff health assessments
- supporting OSH representatives.

The recommendations for this service area sought to improve OSH governance and awareness across the organisation by improving access to information and resources, and setting clear responsibilities for involved parties.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
All OSH manuals / procedures centralised and online so that they can be accessed by all employees regardless of location.	June 2019	June 2019	OSH resources have been refreshed and centralised on the City's intranet, with mechanisms in place to support staff that do not have regular access to a computer.
Create role responsibilities for OSH Representatives.	September 2018	December 2018	OSH Representatives have improved role definition and more opportunities to develop OSH skills. The City has also focused on individual OSH responsibilities for all employees. Delayed due to the departure of the Occupational Health and Safety Advisor.
Develop a template to present trends, issues and statistics in an easy to read, visual format.	January 2019	June 2019	An OSH dashboard has been developed and is made available to all staff. Delayed due to the departure of the Occupational Health and Safety Advisor.
Creation of an ELT driven OSH improvement target.	December 2018	June 2019	OSH improvement targets have been adopted by ELT and are currently being implemented through the OSH Framework. Delayed due to the departure of the Occupational Health and Safety Advisor.

### Training, Development and Staff Wellbeing

Training, Development and Staff Wellbeing incorporates a number of functions delivered by the People, Culture and Safety team. Functions covered in this service area include:

- high risk and mandatory training
- corporate and elective training
- general employee health and wellbeing services, such as the Fit4Life program and the Employee Assistance Program.

The recommendations for this service area sought to improve the integration and coordination of training, promote alternative development pathways and ensure the City provides quality development and support options to attract and retain staff.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
Develop a business case for a centralised Learning Management System that integrates with Technology One and confirm who is responsible for the City's training budget.	September 2018	September 2018	A Learning Management System has been successfully rolled out to all employees. Staged integration with TechnologyOne has begun. The Organisational Development team support the system and coordinate delivery of key training needs, while more role-specific training or development is coordinated by branch managers.
Implement online performance reviews and review the frequency of the reviews in order to inform employee development needs.	March 2019	June 2019	Online performance reviews have been rolled out to all internal employees, and are scheduled to be rolled out to external employees in FY2021.
Prepare an Annual Corporate Training Plan that will inform the budget.	September 2019	June 2019	A Corporate Training Plan is prepared for each financial year, and is supported by the Learning Management System.
Promote and maintain experiential development opportunities through secondment, acting roles and mentoring across departments.	November 2018	November 2018	Provision of experiential development opportunities has been incorporated into the City's business-as-usual activities. This type of professional development will become more prevalent due to budget constraints resulting from the COVID-19 pandemic.
Continue to identify and provide accessible wellbeing opportunities for the entire workforce, including outstations.	November 2018	June 2019	The City's Fit4Life program continues to provide diverse wellbeing opportunities. The City is progressing towards obtaining certification with Healthier Workplace WA.

#### Library and Customer Service Integration

The Library Services and Customer Services teams were amalgamated as of 1 July 2018 as part of the organisational restructure. The recommendations for this service area focused on monitoring and evaluating the outcomes of the integration and identifying opportunities to further integrate services.

The recommendations, their due dates, completion dates and a summary of the outcomes are set out in the table below.

Recommendation	Scheduled completion	Actual completion	Outcome
Creation of performance metrics to monitor and evaluate the integration of the Customer Service function into Maylands Library	December 2018	June 2019	Performance metrics have been developed and implemented. Additional metrics are also being investigated. Ongoing monitoring and analysis has provided valuable insights into customer interactions.
Investigate the viability of integrating the Customer Service function into other facilities (in addition to libraries).	December 2020	August 2020	Investigation has concluded that Bayswater Waves may be a suitable site for integrating Customer Service functions. The City will continue to explore this option in more detail.

### FINANCIAL IMPLICATIONS

N/A

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance.  
 Aspiration: Open, accountable and responsive service.  
 Outcome L1: Accountability and good governance.  
 Outcome L1.2: Ensure policies, procedures and practices are effective.

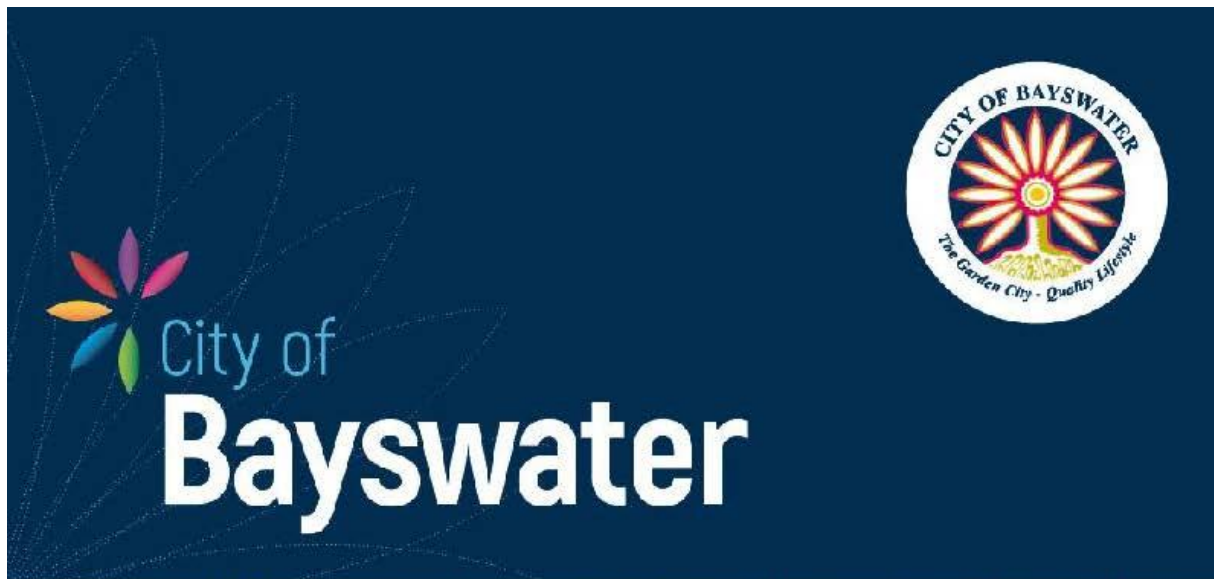
Theme: Leadership and Governance.  
 Aspiration: Open, accountable and responsive service.  
 Outcome L3: Strong stewardship and leadership.  
 Outcome L3.3: Deliver continuous improvement in all areas of the City's business.

### CONCLUSION

Recommendations for nine service areas have been completed. Close-out reports for seven are provided herewith, and reports for the remaining two will be presented to the next CEO Review Committee Meeting, currently scheduled for November 2020. The recommendations were generally completed in line with project timeframes. In all cases the act of undertaking the service review and making improvements has encouraged ongoing improvement in the relevant teams, which was a key objective of the Service Review Project.



Attachment 1



SEED Close-out Report

## Parks and Gardens Maintenance

November 2019

Document Set ID: 3547349  
Version: 10, Version Date: 17/09/2020

**Document details****Document location**


This document is located in the project folder in ECM, document set ID 3547349.

**Version History**

Version	Date	Details
1	26/09/2019	Draft for stakeholder review
2	25/11/2019	Draft for ELT
3	26/11/2019	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the Service Review project.

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		26/11/2019

**Consultation**

The following were consulted:

Name	Title
Rod Strang	Manager Parks and Gardens (pre March 2019)
Steve Reeves	Acting Manager Parks and Gardens (March-June 2019)
Brett Wright	Manager Parks and Gardens (June 2019 onward)
Fiona Dent	Business Development Officer, Parks and Gardens

**Distribution**

This document has been distributed to:

Name	Title	Version
Andrew Brien	Chief Executive Officer	3
David Nicholson	Director Corporate and Strategy	2
Des Abel	Director Community and Development	2
Doug Pearson	Director Works and Infrastructure	2
Brett Wright	Manager Parks and Gardens (June 2019 onward)	2
Darren Beltman	Manager Organisational Strategy	2

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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of staff and the community. Parks and Gardens Maintenance was one of the service areas reviewed as part of this project. Following the review, three recommendations were provided to improve this service.

The approach used throughout the review process was to gather existing information relating to the Parks and Gardens Maintenance function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- training
- use of technology
- communication and knowledge
- customer service
- duplication of effort
- utilisation of purchasing power.

The recommendations for Parks and Gardens Maintenance were centred around Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

- Parks and Gardens service standards to be reviewed and documented.
- Investigate different operating models for the delivery of Parks and Gardens functions.
- Investigate options for better design and/or mowing of verges, medians and reserves (i.e. mulch, water wise planting, honey nut drop zones, etc.).

All recommendations were completed by March 2019. The outcomes were:

- Service standards were reviewed and updated to clearly define services in line with community expectations and facility needs.
- Alternative operating models were investigated and trialled, and work is currently underway to develop a business model that will provide greater value for money.
- Design and maintenance of verges, medians and reserves has improved, incorporating sustainable practices.

## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Parks and Gardens Maintenance.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?



The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were accepted by the Executive Leadership Team.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## 4 METHODOLOGY

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City
2. A desktop review of documentation held within Parks and Gardens Maintenance including policies, procedures, structures and responsibilities
3. Identification of subservices provided within the Parks and Gardens Maintenance;
4. Collection of information about each subservice
5. Review of services to identify levels of service and mode of delivery options
6. Benchmarking of services against other similar organisations
7. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value
8. Interview with Managers and super users to gain an understanding of the customer requirements
9. Mapping of current state processes to identify improvement opportunities
10. Solutions workshops conducted with all interested staff
11. Personal interviews with staff offering ideas and solutions
12. Assessment of the solutions and options for change
13. Identification of solutions that could be quickly implemented in collaboration with service owners
14. Documentation of the findings and recommendations
15. Review of findings and recommendations by a reference panel
16. Submission to ELT for endorsement
17. Prioritisation and valuation report.

## 5 STRATEGIC INTENT

An assessment of the strategic intentions for the service review and Parks and Gardens Maintenance gave guidance on the approach and options for change. The strategic intent is assessed in this section.

### 5.1 Strategic Intent for the service review

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that Parks and Gardens Maintenance will need to operate within. The following are the key environmental factors that will impact upon a Parks and Gardens Maintenance system in the future:

- Sector wide collaboration delivering value for councils and communities
- The availability of water is a critical challenge facing all local governments
- Increasing community expectations for public open space and parks infrastructure
- An ageing workforce responsible for predominantly manual tasks
- Local government environment is under increased scrutiny for accountability and value for money
- Constrained economic environment which means competition for scarce resources to manage assets and deliver new facilities
- Opportunities for innovation and sustainability.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase.	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City.

	<p>Manual process work arounds have been implemented to bypass unwanted, misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>Processes are "Digital by default" with the aim of reducing duplication of tasks and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 PARKS AND GARDENS MAINTENANCE FUNCTION

### 7.1 Strategic link

Parks and Gardens Maintenance services are linked to the Strategic Community Plan through the outcomes and strategies set out in the table below.

Outcome	Strategy
B1. Appealing streetscapes	B1.1 Develop and maintain streetscapes.
C1. A strong sense of community through the provision of quality services and facilities.	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.
L3. Strong Stewardship and leadership.	L3.2 Provide Council with information and support to enable informed decision making.
N1. Natural environment and biodiversity which are conserved and protected.	N1.1 Conserve, enhance and repair natural and urban areas.

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Asset management	Statutory	Asset management		B1.1
Sports ground maintenance	Discretionary	Sports ground maintenance, contractors, sports turf policy, golf course, turf renovations, planning, reserve moving	2 FTE	C1.1
Playground maintenance	Discretionary	Playground maintenance, shade sail installations	1.25 FTE	C1.1
Landscaping and garden maintenance	Discretionary	Landscape maintenance, planning, planting and fine turf mowing	15 FTE	N1.1
Irrigation	Discretionary	Irrigation maintenance and system planning and construction	6 FTE 1 contract	N1.1
Urban tree management	Discretionary	Urban tree management and planning	6 FTE 1 contract	N1.1
Weed and pest control	Discretionary	Weed and pest control	2 FTE	N1.1

### 7.3 Customer Perception of Service

At the time of the review, the following was noted:

- The City of Bayswater Let's Talk community engagement program conducted in 2016 identified that:

- 32% of respondents across all wards of the City were most proud about the City's natural environment, particularly parks and gardens (20%)
- 5% of respondents believed that the City could really make a difference through improvements to parks and gardens
- streetscapes, including streets trees were identified as potential problems with comments such as "stop cutting down trees, planting the wrong trees, less pruning, less mowing".
- The Catalyse Community Perceptions Survey in 2016 identified that:
  - the community prioritised planting more trees and modernising playgrounds and parks
  - the City's performance index for playgrounds, parks and reserves was rated at 67%, 2% higher than the industry average, although in 2012 the City was rated at 72%, a drop in 5% in the four year period
  - residents indicated that they are seeking further enhancements with modernised facilities, shade sails, nature playgrounds and improved tree maintenance.
- Quotes from customers, both internal and external:
  - *"Modernising parks and playground equipment, e.g. more shade sails, nature play, rubber installed instead of sand."*
  - *"Remove sand from playground areas and replace with modern matting. Also shade sails are excellent at some parks."*
  - *"Better park and playground facilities, with a lot more shade, including nature-based play areas."*
  - *"...it would be great to see some more nature playgrounds being developed too."*
  - *"Have more facilities at the bird reserve, dog park, boat ramps and other parks along the river. More barbecues, more shade areas, more toilets, more boat jetties / pontoons."*
  - *"Lightning Park has many dead trees and branches which should be removed in case of fire."*
  - *"Trim trees in parks (reduce leaf level)."*

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the services provided by Parks and Gardens Maintenance. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the Parks and Gardens Maintenance function. The process involved benchmarking the City against other local governments for sports field maintenance and landscape and garden maintenance.

The organisations contacted regarding sports field maintenance were:

- City of Joondalup.

The organisations contacted regarding landscape and garden maintenance were:

- City of Armadale
- City of Belmont
- City of Gosnells.



The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service	Assessment
Landscape and Garden Maintenance	<ul style="list-style-type: none"> <li>• There is a shift toward a more sustainable style of landscape and garden maintenance. Limited water supply needs to guide the green infrastructure of a City. Councils are looking toward a variety of species that provide the community expectation of "green" but can be maintained with a low water supply.</li> <li>• Councils are taking a more proactive approach to informing their communities about their green spaces with the aim of informing community expectation.</li> <li>• Potential shift toward autonomous vehicles.</li> </ul>
Irrigation	<ul style="list-style-type: none"> <li>• Councils are looking to innovate and utilise advanced irrigation technology to irrigate green spaces to ensure sustainable, water wise areas.</li> </ul>
Urban tree management	<ul style="list-style-type: none"> <li>• Councils either have an Urban Forest Strategy (or are working towards developing one), or a tree planting strategy.</li> <li>• Consideration needs to be given to ensuring resources and budgets are consistent with the plans and strategies.</li> </ul>
Weed and pest control	<ul style="list-style-type: none"> <li>• The impact of nematodes (turf damaging organisms), research and cost implications needs to be considered.</li> </ul>
General maintenance, staff and contractors	<ul style="list-style-type: none"> <li>• Staffing structures in other organisations vary. Some organisations utilise a combination of employees and contractors and some have contracted out the landscape and garden maintenance works.</li> <li>• Generally, staff are allocated a particular location to maintain.</li> <li>• There is generally a combination of Council employees and contractors.</li> <li>• There is a trend toward increasing resources and quality/coverage of work.</li> </ul>
Sports field maintenance	<ul style="list-style-type: none"> <li>• Dedicated staff to manage sports fields maintenance, soil and pest analysis.</li> <li>• Increasing water concerns and the effect on sports grounds in relation to crossover of seasonal sports and long term impact on sports fields is recognised.</li> </ul>

The key findings from the activity were as follows:

- Access to sufficient water to irrigate green spaces is driving innovation in irrigation systems and sustainable, water wise planting in all areas.
- Financial constraints are putting pressure on maintenance budgets (i.e. having to do more with less).
- Urban forest strategies are being adopted but are not always well thought through or costed leading to misunderstandings about what is to be delivered.

The above findings were taken into consideration when providing recommendations.

The Australasian Local Government Performance Excellence Program FY17, produced by PricewaterhouseCoopers, was also used during the benchmarking process to assist the City in understanding how it compares with other participating councils. The results of the report

helped to evaluate the City's own practices to understand current performance as well as identify any areas of focus when striving to optimise operational excellence.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub service	Issue	Key theme
Asset Management - includes data capture for parks, trees and playgrounds	<ul style="list-style-type: none"> <li>No dedicated staff for data capture.</li> <li>Limited number of licenses for Parks Pak - asset ratings are therefore not up to date.</li> <li>Field staff not feeding live data to the system and overwhelmed with CRM's.</li> <li>Capital sits with Rec and maintenance with Parks - issues with capacity to manage costs</li> <li>Lack of forward plans (5 years etc.)</li> </ul>	Use of technology Duplication of effort
Sports Grounds Maintenance	<ul style="list-style-type: none"> <li>High level of usage on some reserves.</li> <li>Standards set by State Sporting Associations</li> <li>No income from Junior clubs (Bayswater City SC making \$\$ off huge junior memberships)</li> </ul>	Customer service
Playground Maintenance - includes capital works and compliance inspections	<ul style="list-style-type: none"> <li>Community consultation with local level parks holds up processes - no. of surveys returned is not representative</li> <li>Community expectation on the type of playgrounds</li> <li>No centralised record keeping</li> <li>Changing Australian standards and community expectation</li> </ul>	Customer service Use of technology
Landscape and Garden Maintenance	<ul style="list-style-type: none"> <li>Internal coordination of works (mowing, landscape, tree pruning works)</li> <li>Budgets for rejuvenation of landscaped areas - no programming</li> <li>Social issues - dumping, homelessness, litter and cost to the City</li> </ul>	Communication and knowledge Utilisation of purchasing power Customer service
Irrigation	<ul style="list-style-type: none"> <li>Plants being planted in areas where no irrigation is installed</li> <li>Complaints regarding sprinklers watering roads/footpaths</li> </ul>	Customer service Communication and knowledge
Urban Tree Management	<ul style="list-style-type: none"> <li>Community understanding of tree management - standards of pruning (too much/not enough)</li> <li>Constraints (resources) /impacts associated with more trees - more litter, increased reactive works</li> <li>Insufficient infrastructure and resources for future demands</li> </ul>	Customer service Communication and knowledge
Weed & Pest Control	<ul style="list-style-type: none"> <li>Under resourced &amp; public concern over herbicide usage.</li> </ul>	Customer service

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meeting and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas
- Everyone's view is valuable
- Facilitators are not to edit responses
- No defending services or arguing
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all staff to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of Parks and Gardens Maintenance was completed in Round 2. The recommendations are set out below.

<b>Recommendation 1</b>		Parks and Gardens service standards to be reviewed and documented.
<b>Benefits</b>	<b>Red tape reduction</b>	N/A
	<b>Customer focus</b>	Will provide better outcomes based on expectations and provides information in response to customer concerns or enquiries.
	<b>Accountability &amp; transparency</b>	Will provide improved clarity about the standards required and ability to report against these as KPIs.
<b>Strategic direction</b>		N1.2 Develop and implement management strategies to strengthen the resilience of the environment L1.2 Ensure policies, procedures and practices are effective
<b>Community views</b>		The community has strong feelings of pride about parks in the City but is also expecting value for money through their rates payments. Not all parks need to be maintained to the same standard.
<b>Equity</b>		All areas of the City need to have some premium parks and some standard parks - not all premium parks in the same suburb.
<b>Risks</b>	<b>of implementing</b>	Altering/reducing current maintenance standards in some areas.
	<b>of not implementing</b>	Continuing to grow maintenance budgets to keep up with expectations and previous practice.
<b>Costs</b>		There are costs associated with collecting data and setting service standards for different aspects of the parks maintenance work.
<b>Timeframes for delivery</b>		Stage one of phased implementation should be able to achieve some agreed service standards by 30 June 2019 with others to follow in the 2019/2020 financial year.
<b>Resource implications</b>		Support of managers and team leaders to identify current service standards and quantify any changes required.

<b>Recommendation 2</b>		Investigate different operating models for the delivery of Parks and Gardens functions.
<b>Benefits</b>	<b>Red tape reduction</b>	Potential to roll up many small contracts into larger bundles to improve outcomes from tenders.
	<b>Customer focus</b>	Improvements to tender and contract specifications should include delivery of customer outcomes.
	<b>Accountability &amp; transparency</b>	Improved contracting provides greater transparency with regard to costs and accountability for service delivery.
<b>Strategic direction</b>		L1.1 Integrate all planning, resources and reporting in accordance with best practice and statutory requirements N1.2 Develop and implement management strategies to strengthen the resilience of the environment
<b>Community views</b>		The community expects timely delivery of maintenance to ensure safety and value for money. Contracting of some services will enable more timely responses with agreed specifications.
<b>Equity</b>		Outsourced services need to be allocated in a way that ensures equitable provision across all areas.
<b>Risks</b>	<b>of implementing</b>	Increased need for contract management expertise required. Systems may not be sufficient to monitor and manage a wider range of contracts.
	<b>of not implementing</b>	Ageing workforce may not be able to maintain all parks assets to the required standards. The cost of in house labour may become less competitive with outsourced labour increasing maintenance costs/budgets.
<b>Costs</b>		Advertising budgets may need to be adjusted to accommodate new tender opportunities.
<b>Timeframes for delivery</b>		Needs to commence at the start of the 2018/2019 financial year to consider all potential contracts for the budget year.
<b>Resource implications</b>		Management time to identify opportunities, develop specifications and manage contracts. Procurement support for these processes.
<b>Recommendation 3</b>		Investigate options for better design and or mowing of verges, medians and reserves i.e. mulch, water wise planting, honey nut drop zones etc.
<b>Benefits</b>	<b>Red tape reduction</b>	N/A
	<b>Customer focus</b>	Presents a better, more consistent impression to customers of roads and entry statements. Paved or irrigated medians would reduce the amount of time required for traffic management for maintenance. Reduced risk of injury and damage from debris flicked up by mowers
	<b>Accountability &amp; transparency</b>	More water wise planting role models appropriate water consumption to the community.
<b>Strategic direction</b>		N1.1 Conserve, enhance and repair natural and urban areas L3.3 Deliver continuous improvement in all areas of the City's business
<b>Community views</b>		The community is quick to identify and report poorly maintained areas, and expresses concern about traffic delays as a result of work within road reserves requiring traffic management.
<b>Equity</b>		Any changes proposed should be applied equitably across the City.
<b>Risks</b>	<b>of implementing</b>	Cost of initial transition to new designs and inconvenience during installation.
	<b>of not implementing</b>	Continued congestion on roads during routine maintenance of medians and verges. Ongoing plant failure from poor plant selection and lack of irrigation.
<b>Costs</b>		Should be able to be accommodated from current budgets reallocating current costs to new choices.
<b>Timeframes for delivery</b>		Investigation of options prior to October 2018 to enable planning for rolling implementation over 2 years.
<b>Resource implications</b>		Reallocation of staff resources from current maintenance tasks on medians and verges to other tasks.

## 12 IMPLEMENTATION AND RESULTS

All recommendations in this service area were assigned to the Parks and Gardens branch.

### 12.1 Recommendation 1

*"Parks and Gardens service standards to be reviewed and documented."*

This recommendation was assigned to the Parks and Gardens branch and scheduled for completion by June 2020. It was completed ahead of schedule in March 2019. It sought to address the following themes:

- Customer service
- Communication and knowledge.

These themes were addressed through analysis and standardisation.

The service standards were reviewed and updated and made available to the team on a shared network drive and in the City's record management system. The focus of the revised standards is to classify reserves by type and function (e.g. sports, passive recreation, parkland, etc.) and clearly define a level of service in line with community expectations. The revised classifications are aligned with those used by the City's Project Services branch and Strategic Planning and Place branch, as well as the Western Australian Planning Commission's Liveable Neighbourhoods operational policy.

The classification of a reserve determines the level and frequency of services, including mowing, top dressing, mulching and testing. Reserves identified as high use will generally receive a higher level of service and larger budget allocation to reflect this.

Community perception of the revised service standards may be gleaned from the next Community Perceptions Survey, scheduled for 2020. However it is noted that in the 2018 Community Perceptions Survey that results in this area are already high:

- nearly 80% of respondents are satisfied with the City's play spaces, parks and reserves
- nearly 80% of respondents are satisfied with the City's sporting and recreation facilities.

### 12.2 Recommendation 2

*"Investigate different operating models for the delivery of Parks and Gardens functions."*

This recommendation was assigned to the Parks and Gardens branch and scheduled for completion by April 2020. It was completed ahead of schedule in March 2019. It sought to address the following themes:

- Customer service
- Duplication of effort
- Utilisation of purchasing power.

To address these themes, a number of alternative operating models were trialled with varying outcomes.

A horticultural maintenance round was outsourced to a private contractor; however the contractor went into receivership before the service could be completed. This made it difficult



to properly review the service against the contract specification. Preliminary results identified cost savings in outsourcing. The contract has been readvertised and will be evaluated on an ongoing basis to determine its value for money and performance against that of undertaking the service using internal resources.

Mowing of some lower profile reserves has also been outsourced. The direct costs are slower, however closer supervision was needed for a time to ensure consistent service quality. In some instances, the quality of workmanship was lower than was previously provided by the City's day labour workforce. Through feedback and scope refinement, quality has since improved and a contract extension was granted in January 2019.

Parks and Gardens has also implemented an audit program, undertaking monthly activity checks against the scope of works to monitor quality and provide feedback to contractors. Contractor performance reviews are undertaken on an ongoing basis and quality of work has noticeably improved since this program began.

### 12.3 Recommendation 3

*"Investigate options for better design and or mowing of verges, medians and reserves i.e. mulch, water wise planting, honkey nut drop zones etc."*

This recommendation was assigned to the Parks and Gardens branch and scheduled for completion by December 2018. It was completed in March 2019. It sought to address the following themes:

- Customer service
- Duplication of effort.

Following investigation, several options have been implemented, including redesigning median strips, trialling alternatives to turf and in-house mulching. These practices contribute to creating "hydrozoned" spaces, using plants with similar water requirements to simplify maintenance needs and reduce costs.

Some median strips have been redesigned to replace hedging plants with mulch and low-growing plants. This improves traffic visibility and working space for maintenance staff, which in turn improves safety and reduces traffic management needs. Use of mulch and appropriate plants can also reduce ongoing maintenance costs. An example of this can be seen outside the Civic Centre, at the intersection of Broun Avenue and Drake Street. Similar solutions have been implemented at a number of sites across the City, in line with available funds.

Parks and Gardens have begun trailing mulch as an alternative to turf in several locations. This provides a number of benefits, including:

- reduced maintenance requirements
- reduced water consumption, as runoff is reduced and more rainwater is retained
- reduced risk of damage to mowing equipment
- safer working environment for maintenance staff and reduced need for traffic management
- healthier alternative for trees.

Examples of estimated direct savings at a number of trial sites across the City are set out in the table below.

Trial location	Previous state	Changes	Estimated savings over 5 years
Wotton Reserve verge & Embleton Avenue median island – 1,480m <sup>2</sup> area of turf	Maintained every three weeks (18 times p/a). Works involved mowing, edging, fertilising, irrigation maintenance and traffic management (outsourced).	Turf replaced with coarse-grade mulch. Unlikely to require replenishment in next 5 years. Spot treatment of weeds managed using existing equipment.	\$56,800 direct savings 5,237.5K/L water
Crimea Street median strip north of Wonga Road – 1,500m <sup>2</sup> garden bed with established trees	Maintained every three weeks (18 times p/a). Works involved garden bed maintenance, horticultural maintenance, fertilising, irrigation maintenance and traffic management (outsourced).	Turf replaced with coarse-grade mulch. Unlikely to require replenishment in next 5 years. Spot treatment of weeds managed using existing equipment.	\$91,500 direct savings 2,230K/L water
Emberson Reserve – 6,000m <sup>2</sup> verge area surrounding reserve with established trees	Maintained every three weeks (18 times p/a). Works involved fertilising, pruning, weeding and irrigation maintenance.	Mulch embankments using the City's recycled mulch. Mulch applied to 150mm depth.	\$22,500 direct savings 21,150K/L water
Joan Rycroft Reserve – 3,300m <sup>2</sup> of garden bed surrounding reserve with assorted planting throughout	Maintained every three weeks (18 times p/a). Works involved horticultural maintenance, fertilising and irrigation maintenance.	Mulch embankments using the City's recycled mulch. Mulch applied to 250mm depth.	\$22,500 direct savings 11,630K/L water

Parks and Gardens will continue to monitor these sites and make further improvements where necessary. Financial savings from these works have been reinvested in improving the quality and sustainability of the City's gardens.

Parks and Gardens have also begun mulching organic waste from contract tree pruning and in-house tree maintenance. This has reduced waste disposal costs and reduced requirement to purchased coarse grade mulch.

### 13 MOVING FORWARD

Through recent changes within the Parks and Gardens branch, it has become apparent that there is a need to:

- better align resources to cater for the contemporary demands of the business, and
- become more agile in the approach to responding to the increasing complexities around community expectations emanating from a higher value being placed on the City's green assets.

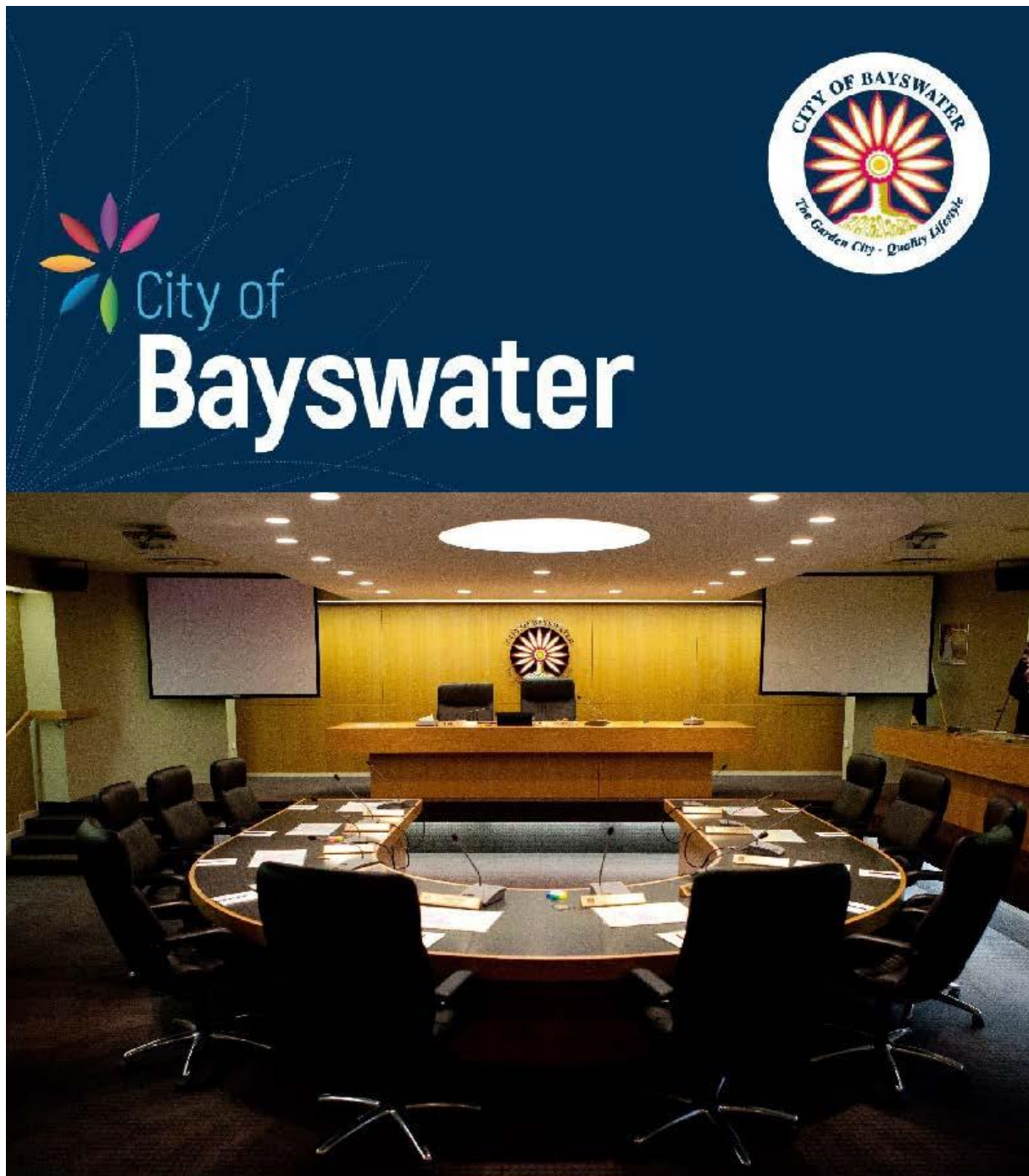
This will be achieved by developing a business model that will provide higher quality services through concentrating disciplines, increasing accountability and providing necessary balance between supervisory and administrative requirements.

To increase workforce capacity to provide quality in-house services to higher value assets, contractors will be engaged to provide services to low value assets and support for routine activities. This approach will see median and verge maintenance contracted out, which will allow internal resources to be redirected to servicing parks and gardens. The majority of tree pruning will also be contracted out, with internal resources concentrating on activities such as juvenile tree care and formative tree pruning. This not only engages full time staff in more meaningful work, but also removes them from high-risk environments and activities, particularly within road reserves. As part of this transition WADE (West Australian Disability Enterprises) will be engaged where possible which will contribute to fulfilling the City's social responsibilities and strengthening its reputation. It is envisioned that all proposed changes will take place within existing resources and budgets.

The Parks and Gardens branch will continue to redevelop median island streetscapes across the City by featuring well-maintained trees, graded mulch and modified irrigation infrastructure. Ultimately, this will result in increased canopy cover, consistent streetscape theme, reduced groundwater use, reduced maintenance costs and keeping staff and machines off our roadways.

Hydrozoning will continue as business-as-usual and principles will be applied where practical across the City, in line with available budget. Recycling of green waste will also continue as business-as-usual. Service standards will be gradually refined and a review cycle will be implemented. It is expected the standards will undergo a major review every five years, with allowances for severe or catastrophic changes, such as severe water restrictions being imposed.

Attachment 2



SEED Close-out Report

Executive Leadership Team

August 2020

Document Set ID: 3563919  
Version: 10, Version Date: 17/09/2020

**Document details****Document location**


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1	12/12/2019	Draft for stakeholder review
2	24/07/2020	Draft for ELT
3	10/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the Service Review project.

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		10/08/2020

**Consultation**

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**Distribution**

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	Chair of the Operational Management Team	
Darren Beltman	Manager Governance and Organisational Strategy	2



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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of staff and the community. The Executive Leadership Team was one of the service areas reviewed as part of this project. Following the review, three recommendations were provided to improve the functions of the team and build organisational capacity.

The approach used throughout the review process was to gather existing information relating to the Executive Leadership Team function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first two rounds of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- training
- use of technology
- communication and knowledge
- customer service
- duplication of effort
- utilisation of purchasing power.

The recommendations for Executive Leadership Team were centred around Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

- Investigate opportunities for developing intentional proactive relationships between the Operational Management Team (OMT) and the Executive Leadership Team (ELT) including: setting out expectations and principles for decision making for items presented to ELT; and developing consistent two-way communication methods that build trust.
- Review the City's Draft Advocacy Framework document to define the role of officer external networks in supporting the advocacy efforts of the Executive Leadership Team. Include in this review a process of communicating key City advocacy targets.
- Identify opportunities to build the capacity at the Manager and Officer level to allow the Executive Leadership Team to operate at a more strategic level.

All recommendations were completed by March 2019. The outcomes were:

- Improved communication and collaboration between OMT and ELT, with structures in place to support the flow of information.
- The Advocacy Strategy has been completed, however due to a change in the City's approach to advocacy, advocacy efforts are primarily undertaken by elected members, the CEO and executive team.
- Increased capacity and manager level, with work continuing to build capacity at coordinator and supervisor level.

## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of the Executive Leadership Team.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were accepted by the Executive Leadership Team.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## 4 METHODOLOGY

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City
2. A desktop review of documentation held within the Executive Leadership Team including policies, procedures, structures and responsibilities
3. Identification of subservices provided within the Executive Leadership Team
4. Collection of information about each subservice
5. Review of services to identify levels of service and mode of delivery options
6. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value
7. Interview with Managers and super users to gain an understanding of the customer requirements
8. Mapping of current state processes to identify improvement opportunities
9. Solutions workshops conducted with all interested staff
10. Personal interviews with staff offering ideas and solutions
11. Assessment of the solutions and options for change
12. Identification of solutions that could be quickly implemented in collaboration with service owners
13. Documentation of the findings and recommendations
14. Review of findings and recommendations by a reference panel
15. Submission to ELT for endorsement
16. Prioritisation and valuation report.

## 5 STRATEGIC INTENT

An assessment of the strategic intentions for the service review and Executive Leadership Team gave guidance on the approach and options for change. The strategic intent is assessed in this section.

### 5.1 Strategic Intent for the service review

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that the Executive Leadership Team will need to operate within. The following are the key environmental factors that will impact upon the Executive Leadership Team in the future:

- In this constrained economic environment, work proactively and partner with key stakeholders across government, industry, education and not for profit sectors
- Seek opportunities for innovation, economic development, education and sustainability through advocacy and promotion
- Sector wide collaboration to understand where value can be found for shared services and or policy initiatives.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase. Manual process work arounds have been implemented to bypass unwanted, misunderstood or imperfect automated systems.	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City. Processes are "Digital by default" with the aim of reducing duplication of tasks and allowing easier customer interaction.



	Departments undertaking similar processes utilise technology in different ways.	
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 EXECUTIVE LEADERSHIP TEAM FUNCTION

### 7.1 Service Delivery Model

The Executive Leadership Team is linked to the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Workforce Plan and all outcomes and strategies found within those plans. The Executive Leadership team are also linked with all internal policies and management practices of the City.

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Strategy – Internal	Discretionary & statutory	Major strategies, vision, research, decision making workshops and Council reports	4	All
Strategy – External	Discretionary	Stakeholder management, advocacy, identifying opportunities for innovation	4	All
People	Discretionary & statutory	Communication, monitoring and leadership	4	All
Technical	Discretionary & statutory	Projects, Council, Committee, Councillor meetings and workshops, minor Committee Meetings	4	All

### 7.3 Customer Perception of Service

From the City's Strategic Community Plan 2017-2027, the community were surveyed and the following comments were received:

- *"Level of communication content varies depending on Directorate."*
- *"ELT vision formalised -not widely known/distributed."*
- *"Participatory Leadership - aiming for the inspirational."*
- *"Messaging about expectations not always clear or consistent."*
- *"Political astuteness and awareness round key points of a project."*
- *"Identifying opportunities for innovation is on an Ad hoc basis."*

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the services provided by the Executive Leadership Team. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position. When lessons learned from a benchmarking exercise are applied appropriately, they facilitate improved performance in critical functions within an organisation or in key areas of the business.

Benchmarking for ELT proved to be difficult with other local governments unwilling or unable to share information about the executive structure. As an alternative, feedback received during the organisation restructure benchmarking process was revisited. This process involved interviewing a number of CEO's about how their executive team was structured. Below is a summary of key findings.

- Executive structures are quite fluid and reactive to the changing needs of the community. One structure included a Director responsible for special projects with no direct reports. This Director was on an annual contract with the requirement reviewed at each budget process.
- A number of structures have investigated a level of Executive Managers to support Directors and allow them to operate more strategically. Feedback was that there are advantages (less operational issues escalated to Director level) and disadvantages (communication issues with extra hierarchy levels) to this structure. Overall the change was seen as being beneficial to the overall operations of the organisation.
- CEO's with less Directors and Managers have more personal control of the organisation but don't have the time to focus on strategy. These CEO's concerns that their teams seem to be in a continual state of flux with regular changes in personnel.

The above findings were taken into consideration when providing recommendations.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub service	Issue	Key theme
Strategy – Internal	<ul style="list-style-type: none"> <li>• ELT vision formalised, not widely known/distributed</li> <li>• Varied results on draft reports from officers</li> </ul>	Communication and knowledge Training
Strategy – External	<ul style="list-style-type: none"> <li>• Draft Management practice in place for stakeholder management and advocacy</li> </ul>	Communication and knowledge
People	<ul style="list-style-type: none"> <li>• No measures in place for consistency and cascading of information to Officer level</li> <li>• Clarity of expectations between ELT and Managers</li> <li>• No corporate reporting system in place - all reporting is manual</li> <li>• No strong and consistent leadership - feels to be based on timeframes.</li> </ul>	Communication and knowledge Use of technology Customer service
Technical	<ul style="list-style-type: none"> <li>• Insufficient resources for specific areas e.g. Aged Care, website</li> <li>• Decision buy in relating to Council workshops and meetings</li> </ul>	Communication and knowledge

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meetings and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas
- Everyone's view is valuable
- Facilitators are not to edit responses
- No defending services or arguing
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all staff to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of the Executive Leadership Team was completed in Round Three. The three recommendations are set out below.

<b>Recommendation 1</b>		Investigate opportunities for developing intentional proactive relationships between the Operational Management Team & the Executive Leadership Team including: <ul style="list-style-type: none"> <li>• Setting out expectations and principles for decision making for items presented to ELT; and</li> <li>• Developing consistent two-way communication methods that build trust</li> </ul>
<b>Benefits</b>	<b>Red tape reduction</b>	Reduces rework and creates clarity around requirements and strengthens internal relationships.
	<b>Customer focus</b>	As an internal customer focus, the community may not be aware of the processes that internal management undertake.
	<b>Accountability &amp; transparency</b>	All parties involved will be provided an outcome and feedback.
<b>Strategic direction</b>		L3.3 Delivery continuous improvement in all areas of the City's business. L3.4 Develop and foster a strong, agile, supportive and respectful organisational culture.
<b>Community views</b>		While the Community may not be aware of the City's internal processes, there is the potential for the better use of resources.
<b>Equity</b>		Potential to encompass all Management initially with information filtering down to other officers where and when appropriate.
<b>Risks</b>	<b>of implementing</b>	Personalities may influence decisions
	<b>of not implementing</b>	Status quo remains
<b>Costs</b>		Executive and Manager time
<b>Timeframes for delivery</b>		3-6 months
<b>Resource implications</b>		Executive and Manager time

<b>Recommendation 2</b>		Review the City's Draft Advocacy Framework document to define the role of officer external networks in supporting the advocacy efforts of the Executive Leadership Team. Include in this review a process of communicating key City advocacy targets.
<b>Benefits</b>	<b>Red tape reduction</b>	Clearer focus on advocacy targets to reduce conflicting activities between branches.
	<b>Customer focus</b>	The community expects value for money from the City processes and services.
	<b>Accountability &amp; transparency</b>	ELT become more visible to networks and consumer groups. Ensures there is capability and capacity to deliver organisational objectives.
<b>Strategic direction</b>		L3.1 Advocate and lobby effectively on behalf of the community. L3.2 Provide Council with information and support to enable informed decision making.
<b>Community views</b>		The community may not be aware of the City's advocacy and networking process.
<b>Equity</b>		Should encompass all aspects of the City's business and geographic location.
<b>Risks</b>	<b>of implementing</b>	Management may convey incorrect or incomplete data in advocacy situations.
	<b>of not implementing</b>	Lack of cohesive external focus
<b>Costs</b>		Executive time
<b>Timeframes for delivery</b>		6-12 months
<b>Resource implications</b>		Executive time

<b>Recommendation 3</b>		Identify opportunities to build the capacity at the Manager and Officer level to allow the Executive Leadership Team to operate at a more strategic level.
<b>Benefits</b>	<b>Red tape reduction</b>	Strategic focus closer to the operational delivery will promote streamlining reviews of process.
	<b>Customer focus</b>	The Community receives value for money, with the City placing focus on strategy which allows the organisation to focus on its Plans and Strategies.
	<b>Accountability &amp; transparency</b>	Ensures that all officers are treated fairly and builds internal relationships.
<b>Strategic direction</b>		L3.3 Deliver continuous improvement in all areas of the City's business. L3.4 Develop and foster a strong, agile, supportive and respectful organisation culture.
<b>Community views</b>		While the Community may not be aware of the City's internal processes, there is the potential for better use of resources.
<b>Equity</b>		The potential for all City officers to be involved in the process.
<b>Risks</b>	<b>of implementing</b>	Change in expectations on officers may initially negatively affect internal relationships.
	<b>of not implementing</b>	ELT is drawn into the operational space rather than focusing on strategy.
<b>Costs</b>		Executive and Officer time
<b>Timeframes for delivery</b>		6-12 months
<b>Resource implications</b>		Executive and Officer time



## 12 IMPLEMENTATION AND RESULTS

The recommendations in this service area were assigned to three working groups comprised of members of the Operational Management Team.

### 12.1 Recommendation 1

*"Investigate opportunities for developing intentional proactive relationships between the Operational Management Team & the Executive Leadership Team including: setting out expectations and principles for decision making for items presented to ELT; and developing consistent two-way communication methods that build trust."*

This recommendation was assigned to the chair of the Operational Management Team (OMT), to lead in conjunction with ELT. It was scheduled for completion by the end of August 2019, but was completed ahead of schedule in February 2019. It sought to further develop the working relationship between ELT and OMT and improve the level of communication.

A number of changes have been made to ELT meetings to better engage managers. Requirements for agenda items have been established and communicated, giving managers greater clarity and confidence when presenting to ELT. This includes improving templates and educating managers about what information is necessary for effective discussion.

Branch managers now also attend ELT meetings on a rotational basis. This enables more effective use of time, as attending managers can present multiple items, receive direct feedback and participate in focused discussion. It also provides opportunities for professional development, as managers are directly exposed to broader strategic matters.

Changes have also been made to meetings of the Operational Leadership Team (OLT) which involve ELT and all managers). Meetings were successfully trialled in the Embleton Room, which provides a more open environment to foster collaboration. A standing item has been added to the OLT agenda to brief OMT members on the outcomes of the preceding ELT meeting, improving transparency, trust and communication.

In addition to the above, directors regularly conduct strategic check-ins with managers to discuss strategic goals and projects. This is supported by the continuous improvement of the City's annual planning cycle and implementation of an online corporate reporting system.

### 12.2 Recommendation 2

*"Review the City's Draft Advocacy Framework document to define the role of officer external networks in supporting the advocacy efforts of the Executive Leadership Team. Include in this review a process of communicating key City advocacy targets."*

This recommendation was assigned to the Manager Organisational Strategy and scheduled for completion by the end of June 2019. It was closed in February 2019.

At the time of this service review, the City's Advocacy Strategy was under development. It was envisaged that the strategy may include a large number of projects and initiatives of different sizes that the City was advocating for at any one time. It was thought that managers

would then play a fairly active role in relevant advocacy initiatives. Once the advocacy strategy was finalised, it was determined that only a small number of high priority projects would be included. This decision meant that advocacy efforts are primarily undertaken by elected members, the CEO and executive team.

Notwithstanding the above, the benefits of managers and their external networks is clearly recognised. The managers deemed relevant for each advocacy initiative are included to ensure maximum effectiveness.

### 12.3 Recommendation 3

*"Identify opportunities to build the capacity at the Manager and Officer level to allow the Executive Leadership Team to operate at a more strategic level."*

This recommendation was assigned to the chair of OMT, to lead in conjunction with ELT. It was scheduled for completion by the end of August 2019 but was completed ahead of schedule in February 2019. It sought to address training and knowledge gaps at manager level and improve communication between ELT and managers.

Both OMT and ELT are continuously working to identify opportunities to build capacity across the organisation. All branch managers completed a Leadership Development Program in FY2018-19 to further develop skills in strategic planning, project management and team development. The program has given managers the skills and confidence to deal with certain operational tasks that had previously been undertaken by directors; these include councillor help desk enquiries (CHDs) and human resource matters. A similar program has been developed internally and is being rolled out to coordinators and supervisors across the organisation.

New systems have also supported development. The City has implemented process management software to map and manage key business processes. Process mapping can provide leaders greater insight into overall process flows and resource allocation, and helps to identify opportunities for improvement. An internal corporate reporting system has also been implemented, consolidating the flow of information from managers to ELT.

Training has been provided for officers to improve report writing, communication and overall performance management and goal setting. Review of officer delegation has resulted in greater delegation to certain officers which, in conjunction with training and professional development have provided greater confidence among officers to take on relevant tasks.

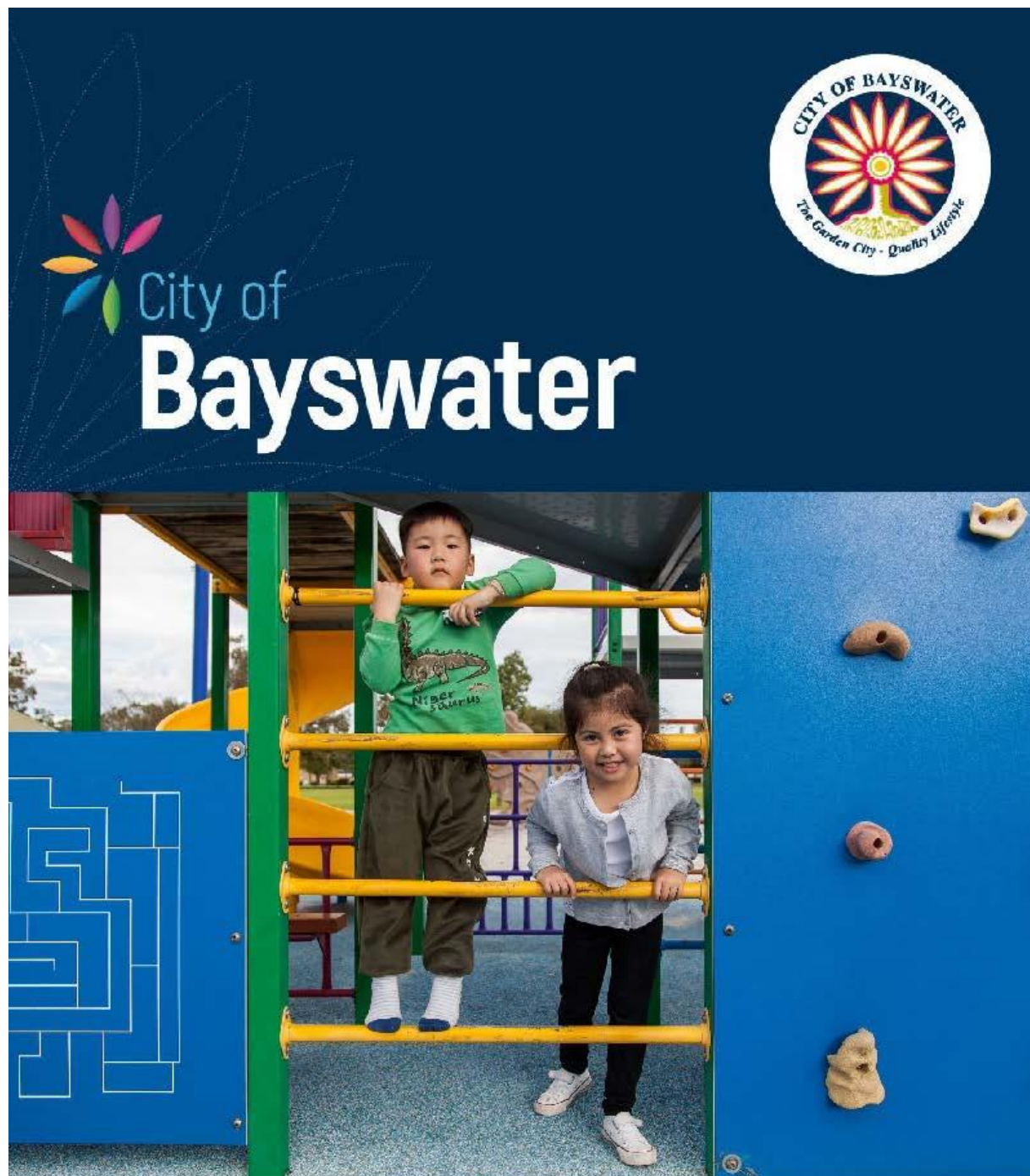
## 13 MOVING FORWARD

Both ELT and OMT continue to pursue opportunities for improvement. They also continue to proactively support opportunities to build organisational capacity, including the following.

- The internal leadership development program is provided for new or aspiring leaders.
- Staff are encouraged to participate in the City's mentoring program, which pairs participants with an internal mentor to focus on professional development goals.
- The City continues to support participation in the Australasian Management Challenge, facilitated by LG Professionals. This simulation-based team program

challenges aspiring leaders with themes and scenarios often faced by senior management teams. The City finished in the top three in VWA in 2018 and 2019. In addition to supporting staff retention, these initiatives build capacity at an operational level and may present opportunities to improve efficiency or review delegated authorities.

Attachment 3



SEED Close-out Report  
Community Development

August 2020

Document Set ID: 3713129  
Version: 10, Version Date: 17/09/2020

**Document details****Document location**


This document is located in the project folder in ECM, document set ID 3713129.

**Version History**

Version	Date	Details
1	23/07/2020	Draft for stakeholder review
2	05/08/2020	Draft for ELT
3	10/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the Service Review project.

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		10/08/2020

**Consultation**

The following were consulted:

Name	Title
Karen Quigley	Manager Community Development
Darren Beltman	Manager Governance and Organisational Strategy

**Distribution**

This document has been distributed to:

Name	Title	Version
Karen Quigley	Manager Community Development	1
Darren Beltman	Manager Governance and Organisational Strategy	1
Andrew Brien	Chief Executive Officer	3
Des Abel	Director Community and Development	2
Doug Pearson	Director Works and Infrastructure	2



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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery, our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of staff and the community. Community Development was one of the service areas reviewed as part of this project. Following the review, two recommendations were provided to improve this service.

The approach used throughout the review process was to gather existing information relating to the Community Development function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- training
- use of technology
- communication and knowledge
- customer service
- duplication of effort
- utilisation of purchasing power.

The recommendations for the Community Development were centred around Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027.

The recommendations were:

- Develop a Community Development Framework that is informed by the City's current and future strategies.
- Develop suburb profiles to identify emerging trends and issues to inform decision making throughout the City in consultation with other departments.

All recommendations were completed by July 2019.

Recommendation 1 was achieved by the development and release of an information booklet entitled Community Development in the City of Bayswater. The document is available on the City's website and in hard copy [Community Development in the City of Bayswater](#).

Recommendation 2 was achieved by the development and release of the City's [Suburb Profiles booklet](#). The document is available on the City's website and in hard copy.

## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Community Development.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 32 recommendation reports, reflecting the 32 key service areas identified across the City. The reports included a total of 102 recommendations, which were adopted by Council throughout the year.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by April 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised to accommodate the City's IT Prioritisation Project.

## 4 METHODOLOGY

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City
2. A desktop review of documentation held within Community Development including policies, procedures, structures and responsibilities
3. Identification of subservices provided within Community Development;
4. Collection of information about each subservice
5. Review of services to identify levels of service and mode of delivery options
6. Benchmarking of services against other similar organisations
7. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value
8. Interview with Managers and super users to gain an understanding of the customer requirements
9. Mapping of current state of processes to identify improvement opportunities
10. Solutions workshops conducted with all interested staff
11. Personal interviews with staff offering ideas and solutions
12. Assessment of the solutions and options for change
13. Identification of solutions that could be quickly implemented in collaboration with service owners
14. Documentation of the findings and recommendations
15. Review of findings and recommendations by a reference panel
16. Submission to ELT for endorsement
17. Prioritisation and valuation report.

## 5 STRATEGIC INTENT

An assessment of the strategic intentions for the service review and Community Development services gave guidance on the approach and options for change. The strategic intent is assessed in this section.

### 5.1 Strategic Intent for the service review

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.



The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that Community Development will need to operate within. The following are the key environmental factors that will impact upon the Community Development in the future:

- Collaborative partnerships between State Government, local, government, community groups and the private sector;
- Changes to legislative requirements;
- Population growth rate and changes to age profiles as a result of infill development;
- Moving away from direct service provision and focussing on building strategic partnerships and advocacy;
- Using data and evidence to inform discussion of trends and scenarios and establish joint priorities and a common agenda;
- A constrained economic environment which reduces the ability for residents to pay for services and the resultant impacts on both internal and external funding for services.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase.	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City.



	<p>Manual process work arounds have been implemented to bypass unwanted, misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>Processes are "Digital by default" with the aim of reducing duplication of tasks and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 COMMUNITY DEVELOPMENT FUNCTION

### 7.1 Strategic link

Community Development services are linked to the Strategic Community Plan through the outcomes and strategies set out in the table below.

Outcome	Strategy
C1. A strong sense of community through the provision of quality services and facilities	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.
C2. Accessible services that recognise diversity	C2.1 Deliver community programs that encourage community interaction and participation.
L1. Accountable and good governance	L1.1 Integrate all planning, resources and reporting in accordance with best practice and statutory requirements.
L2. Proactively communicates and consults	L2.1 Communicate and engage with the community.
	L2.2 Provide quality customer services to the community.
E2. Active and engaging town and city centres	E2.2 Partner with and support community to enhance their own town/city centres.

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Supporting and advocating for specific communities	Discretionary & Statutory	Disability Access and Inclusion, Reconciliation Action Plan, Youth, City's Homelessness Services Resource, Aged Community, Home and Community Care, Not-For-Profit/Club Development, Home and Institution bound Library service	6.5*	C1.1 C2.1 L1.1 L2.1 L2.2 E2.2
Managing facilities and services	Discretionary	Community Housing Program, Senior Citizen Centres, Libraries, Aged Care Facilities		C1.1 C2.1 L1.1 L2.1 L2.2
Activating spaces and places	Discretionary	Curating and supporting town centre activation groups		C1.1 C2.1 L1.1 L2.1

				L2.2 E2.2
Opportunities for building community capacity	Discretionary	Community Grants Program, free community training workshops, volunteering program, literacy, reading and learning activity programs, provision of access to the internet and software products		C1.1 C2.1 L2.1 L2.2

\* FTE is an estimate consisting of Community Services, Libraries, Strategic Planning and Place and Recreation Services.

### 7.3 Customer Perception of Service

At the time of the review, the Catalyse Community Perceptions Survey 2016 was the most up to date community consultation results. These results were benchmarked against 2012 results. Observations made were:

#### Services and facilities for youth

- The City's performance index for youth services and facilities in 2016 was rated at 44%, equalling the industry average.
- In 2012, the City was rated at 53%, showing a decline of 9% over the four year period.

#### Services and facilities for families

- The City's performance index for family services and facilities in 2016 was rated at 53%, 1% higher than industry average.
- In 2012, the City was rated at 58%, showing a decline of 5% over the four year period.

#### Facilities, services and care available for seniors

- The City's performance index for the facilities, services and care available for seniors in 2016 was rated at 55%, equalling the industry average.
- In 2012, the City was rated at 57%, showing a decline of 2% over the four year period.

#### Access to services and facilities for people with disabilities

- The City's performance index for access to services and facilities for those with disabilities in 2016 was rated at 50%, equalling the industry average.
- In 2012, the City was rated at 51%, showing a decline of 1% over the four year period.

#### Library and information services

- The City's performance index for library and information services in 2016 was rated at 67%, 1% lower than the industry average.
- In 2012, the City was rated at 74%, showing a decline of 7% over the four year period.

#### Staff have a good understanding of community needs

- The City's performance index for the staff's understanding of community needs in 2016 was rated at 46%, 4% lower than the industry average.
- In 2012, the City was rated at 55%, showing a decline of 9% over the four year period.

The above confirms that there has been a steady decline in the above mentioned services since 2012.



City staff were also unsure as to what the City currently offered in the space of community development and agreed that they would benefit from having clear guidelines on State and Local Government roles and responsibilities.

Staff members have made the following comments about the service including:

*"Educate staff on what the City offers. Get staff involved in more community events"*

*"Where does our community want to be in 5 years' time?"*

*"Harness the resources of external service providers"*

*"Listen to the wider community, not just "squeaky wheels" and bowing to political pressure"*

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the services provided by the Community Development. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the Community Development functions. The process involved benchmarking the City against a range of WA local governments that were identified as being best practice in their field.

The organisations contacted were:

- City of Melville
- City of Vincent
- City of Fremantle
- City of Belmont.

The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service	Assessment
Supporting and Advocating for Specific Communities	<ul style="list-style-type: none"> <li>• Staffing structures in other organisations are similar to the current model used at the City of Bayswater.</li> <li>• A common focus has generally been in the space of families and children, positive ageing, youth, access and inclusion, leisure and cultural development.</li> <li>• The City of Bayswater's move to a new Community and Development structure will have the benefit of bringing together the areas focused on supporting and advocating to specific communities. This will reduce duplication of effort, encourage information sharing and improve efficiency in the provision of services. This is consistent with the direction other Councils are taking.</li> </ul>
Managing Facilities and Services	<ul style="list-style-type: none"> <li>• A common focus of transitioning away from direct service delivery of non-core services (e.g. HACCC) to partnering with other organisations to deliver services in the area of community development.</li> </ul>
Activating Spaces and Places	<ul style="list-style-type: none"> <li>• There is general acceptance that assets and infrastructure provide the physical capacity for the community to undertake activities and interact socially and recreationally in public spaces.</li> </ul>

	<ul style="list-style-type: none"> <li>There is a perceived challenge for local governments to provide innovative solutions to facilities and infrastructure design within existing funding and management arrangements.</li> </ul>
Opportunities for Building Community Capacity	<ul style="list-style-type: none"> <li>There has been a shift toward developing Community Development plans that provide direction for how a Council will address, in partnership with others, the challenges facing its community now and into the future.</li> <li>The perceived key challenge is maintaining engagement activities with residents, service providers, community development professionals, culture and the arts representatives, sporting and community groups.</li> <li>Some Councils are looking to provide opportunities of innovative funding solutions for the community.</li> </ul>

The key findings from the activity were as follows:

- Applying a collective impact model can assist in understanding issues for vulnerable groups within communities.
- There is a shift toward developing Community Development plans/strategy's that provide direction for how a Council will address, in partnership with others, the challenges facing its community now and into the future.
- Services funded through other tiers of government, but delivered by local government, are being reviewed and in some cases exited due to changes in legislation and compliance.

The above findings were taken into consideration when providing recommendations.

The Australasian Local Government Performance Excellence Program FY17, produced by PricewaterhouseCoopers, was also used during the benchmarking process to assist the City in understanding how it compares with other participating councils. The results of the report helped to evaluate the City's own practices to understand current performance as well as identify any areas of focus when striving to optimise operational excellence.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub Service	Issue	Key Theme
Supporting and Advocating for Specific Communities	Reporting against actions, even with repeated reminders to all departments are being missed and not generally seen as a priority (DAIP).	Communication and Knowledge
	Barriers for people actively participating within the community can be attributed to isolation from community networks due to cultural/language barriers, transport challenges, lack of family networks and support, access to technology	Customer Service
	Community consultation (apart from the YAC) is limited so it is difficult to identify trends and keep on top of community needs.	
	Increasing community feedback and complaints with no clarity of direction about the City's stance on City's homelessness issue. No dedicated resources are allocated.	



	Strategies treated as 'business as usual' - must be flexible to deal with emerging issues	
	There is not a strong governance approach for community based organisations.	
	Resources can be misallocated to those in the community who "speak" louder and garner political influence.	
	The profile of our communities is not well understood	
Managing Facilities and Services	No forward planning undertaken to assess the City's population with regard to its facilities and their accessibility, affordability and service provision.	Customer Service
Activating Spaces and Places	There is a shortage of affordable accommodation for not for profit organisations within the City.	Customer Service
	There is little planning for the maintenance and development of buildings to suit the current and future needs of the users.	Communication and Knowledge
	There is a challenge in maintaining community / business participation in local organisations and groups.	Training
	There is a challenge in understanding and projecting future community needs.	
	There is no time allocated to fostering innovation in program and service delivery.	
	There is a lack of consistency across the organisation for the management of volunteers once they are on board.	
Other	Not for profits disadvantaged due to increasing costs such as utilities, rent and general cost of living. This limits their ability to utilise City facilities.	Communication and Knowledge
	No overarching Community Development Strategy. Separate strategies and Plans for different portfolio areas	

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meeting and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas;
- Everyone's view is valuable;
- Facilitators are not to edit responses;
- No defending services or arguing; and
- Try to make ideas practical.

All ideas were captured and compiled and shared on the City's 'Engage Bayswater' page for all staff to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations

that have been suggested under a new service delivery model for the Community Development function.

## 11 RECOMMENDATIONS

The review of the Community Development was completed in Round 2. The recommendations are set out below.

Recommendation 1		Develop a Community Development Framework that is informed by the City's current and future strategies.
Benefits	Reduction in tape	<ul style="list-style-type: none"> <li>Will reduce the need to consult a range of strategies, each tackling different target sectors of the population, clarifying the focus of the City.</li> <li>One document with a clear framework.</li> <li>Will clarify the need of other strategies and how they connect/point towards similar outcomes.</li> </ul>
	Customer focus	<ul style="list-style-type: none"> <li>Will better inform the community in decision making and resource allocation by the City and other agencies/government departments.</li> </ul>
	Accountability & transparency	<ul style="list-style-type: none"> <li>The Framework will ensure that priorities and services provided by the City are aligned with our community's needs and aspirations.</li> <li>Will provide clarity about the City's roles and report on progress in delivering outcomes.</li> </ul>
Strategic direction		C1.2 Deliver community programs that encourage community interaction and participation. C2.1 Ensure the City's services and facilities are accessible and inclusive. L1.1 Integrate all planning, resources and reporting in accordance with best practice and statutory requirements.
Community views		The community does not have a clear understanding about the City's role in delivering services and wants regular, reliable information about what is being provided.
Equity		A community development framework should take into account the needs of all residents regardless of ability or geographic location.
Risks	of implementing	Will set published targets which will hold the City accountable in the eyes of the community - the risk is if these are not met may be criticism or resident backlash.
	of implementing not	Continued ad hoc delivery of services without measurable performance reported to the community.
Costs		Officer time
Timeframes for delivery		For completion by 1 July 2019.
Resource implications		Officer time.

Recommendation 2		Develop suburb profiles to identify emerging trends and issues to inform decision making throughout the City in consultation with other departments.
Benefits	Reduction in tape	<ul style="list-style-type: none"> <li>Community analysis to drive consistent strategies and outcomes rather than ad hoc responses to issues.</li> <li>Centralised data source to inform decision making throughout all areas of the City's operations.</li> </ul> Reduced duplication of effort by utilising existing documentation and knowledge i.e. Local Planning Strategy, Public Health Plan.
	Customer focus	<ul style="list-style-type: none"> <li>Allows the City to focus on specific areas of need and keep up to date with emerging trends and issues.</li> <li>Identifies existing or potential areas for development and builds on current strengths.</li> </ul>

		<ul style="list-style-type: none"> <li>Expertise and knowledge from different parties is brought to the table.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>Ensures that the City is aware of priority issues and can assist in advocating for funding and additional services where gaps exist.</li> <li>Provides a comprehensive statistical picture of an area.</li> <li>Analysis provides justification as to why Council is targeting specific areas and issues.</li> </ul>
<b>Strategic direction</b>		C1.2 Deliver community programs that encourage community interaction and participation C2.1 Ensure the City's services and facilities are accessible and inclusive E2.2 Partner with and support communities to enhance their town/city centres L2.1 Communicate and engage with the community L2.2 Provide quality customer services to the community
<b>Community views</b>		The community is clear that not all suburbs are the same - with different and sometimes competing needs for services. This approach would help to clarify priorities and inform the community as to the reason for resourcing some services/projects over others.
<b>Equity</b>		Working in partnership as a result of more complete information means that the workload and costs are shared so that quality programs can be produced at the time required.
<b>Risks</b>	<b>of implementing</b>	<ul style="list-style-type: none"> <li>Having access to data from a range of sources to make the suburb profiles meaningful.</li> <li>Having the expertise to map and analyse the data to create appropriate recommendations for action.</li> <li>Maintaining the profiles with current accurate information. Regular Review?</li> </ul>
	<b>of not implementing</b>	<ul style="list-style-type: none"> <li>Continuing to deliver services based on limited information about needs and priorities.</li> </ul>
<b>Costs</b>		Training of staff to improve capacity to collect and analyse this data.
<b>Timeframes for delivery</b>		Delivered in staged implementation with the first suburb profile available for review and refinement by December 2018.
<b>Resource implications</b>		Within existing staff resources.

## 12 IMPLEMENTATION AND RESULTS

### 12.1 Recommendation 1

*"Develop a Community Development Framework that is informed by the City's current and future strategies."*

This recommendation was assigned to the Manager Community Development and scheduled for completion by 1 July 2019. It was completed on time and rolled out accordingly. It sought to address the following themes:

- Customer Service
- Communication and knowledge
- Duplication of effort

The themes were addressed through providing concise, targeted information in an accessible way to internal and external stakeholders. This was achieved by delivering an accessible information booklet.



The information booklet "Community Development in the City of Bayswater" is user friendly and language friendly. It is available and useful to both internal and external stakeholders. The essence of the information document is to address "What is community development, what does that look like at the City of Bayswater and why do we do it". This approach directly addresses the underlying themes and issues the SEED recommendation intended. It also delivers on:

- Red tape reduction
  - by centralising accurate information internally and externally,
  - the document can be used as marketing material for collaboration with community and industry going forward
  - It is useful and relevant to all City staff and can assist in consistent decision making across the City.
- Customer Focus
  - Identifies and expands on focus areas for the City.
  - Communicates the City's focus areas to the community clearly
- Accountability & transparency
  - Identifies priority areas and provides the City's role(s) in its actions in these areas
  - Commitment to review a minimum of every three years.

The Community Development in the City of Bayswater information booklet was presented to ELT on 24 June 2019 and approved for design. The information booklet was circulated to the City's Councillors via memorandum in July 2019 and has been accessible on the City's website since October 2019.

In conjunction with the booklet's release, the Community Development Branch held an internal roadshow showcasing what community development is and does for the organisation and the City of Bayswater's community. The Community Development Roadshow was held at the Civic Centre in October 2019. The invitation was extended to all staff. Approximately 50 attended. Following the Roadshow, City staff were alerted to the availability of the new resources via email.

To date, the City has received positive feedback from local groups, residents and potential partners who have read the information booklet. Approximately 100 hard copies have been distributed to external stakeholders.

## 12.2 Recommendation 2

*"Develop suburb profiles to identify emerging trends and issues to inform decision making throughout the City in consultation with other departments."*

This recommendation was assigned to the Manager Community Development and scheduled for completion by 1 May 2019. It was completed slightly behind schedule in June 2019. It sought to address the following themes:

- Customer Service
- Communication and knowledge
- Duplication of effort

The Suburb Profiles document was originally part of the above mentioned Community Development in the City of Bayswater information booklet but was separated as a document in its own right, as recommended by ELT. The completed document was presented to ELT on 24 June 2019 and approved for design. The information booklet was circulated to the City's Councillors via memorandum in July 2019 and has been accessible on the City's website since October 2019.

The Suburb Profiles booklet is a useful tool for all stakeholders. Each suburb profiled includes statistics on population, demographics, multiculturalism, and local amenities such as landmarks, facilities, educational institutions, parks and reserves.

Statistics to inform the document were sourced from the Australian Bureau of Statistics (ABS) 2016 Census data and it is scheduled to be updated following the next ABS Census scheduled for 2021. This document is a great achievement for the Community Development Branch and the City. Its strength lies in the availability of compiled information presented as a resource. Suburb Profiles delivers on all themes and has a myriad of uses and efficiencies including:

- Reduction of staff time (duplication of effort) looking for suburb statistics, amenities in specific suburbs, multicultural data etc.
- Assisting in consistent, informed decision making across Branches within the City of Bayswater
- May provide evidence for Council decisions when criticised by a small interest group
- Assist in clarifying priorities and informs the community as to the reason for resourcing some services/projects over others
- Great guide and source of information for people looking to move into the area

In a time of resourcing restraints and rising expectations from Council and residents, this compiled information will become an essential resource for the City.

### 13 NEXT STEPS

The City's various teams and branches all contribute to Community Development programs, initiatives and activities to ensure the best possible outcomes for the community.

The City will continue to be a facilitator, educator and enabler to the local community, encouraging actions and connection that will have a positive impact on the community.

Success will be measured through:

- Community participation in programs, events and initiatives
- Success in grant funding and other partnerships
- Award recognition for specific projects or programs that contribute toward sustainable change
- Project and program evaluation surveys, and
- Community satisfaction surveys.

This will be communicated to Council through integrated reporting and memorandums. We will communicate our progress and achievements to our community in various ways including social media, annual reports, our website and other city publications i.e. Bayswater Beat, and as appropriate.

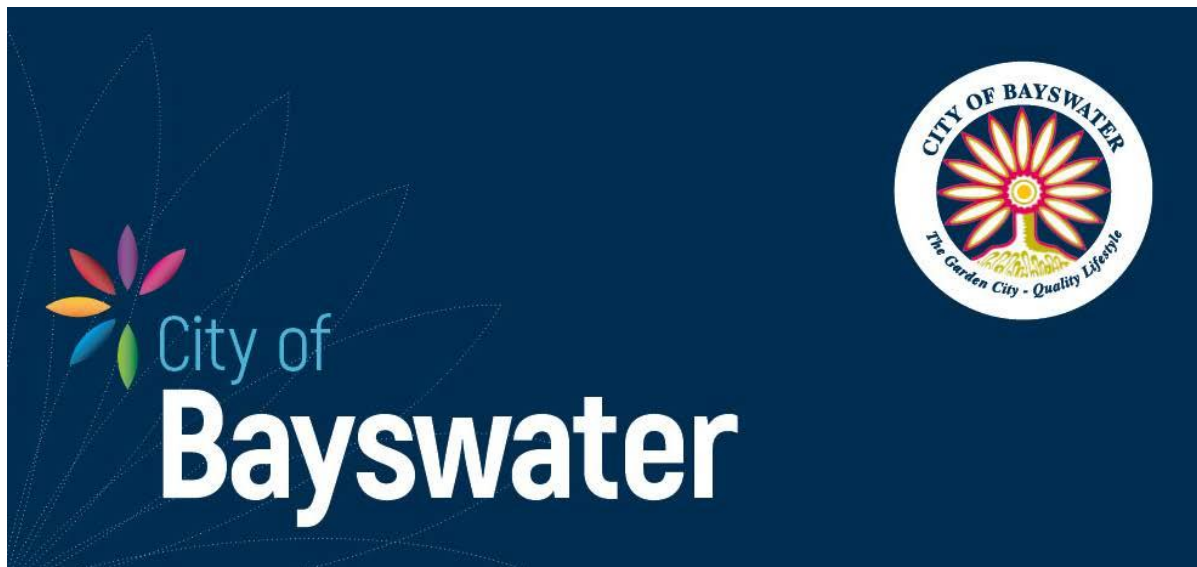


Additionally, as outcomes of the SEED service review, the Community Development in the City of Bayswater and Suburb Profiles booklets are to be used as information tools (there are no actions in the booklets) for the workforce and community alike. The information booklets align to a consortium of strategic documents and action plans produced by the Community Development branch that guide ongoing priorities for the City. All strategies and action plans align with the City's overarching Strategic Community Plan and Corporate Business Plan. Strategic documents relating to the Community Development branch include:

- [Age Friendly Strategy 2017-2021](#)
- [Cultural Plan 2019 - 2024](#)
- [Reconciliation Action Plan - Reflect 2019 - 2020](#)
- [Access and Inclusion Plan 2020-2024/ Access and Inclusion Plan 2020-2024 – Easy English](#)
- [The Platform](#) (Youth Action Plan) 2019- 2021

The City is currently developing integrated reporting for all strategies and action plans across all branches.

**Attachment 4**



SEED Close-out Report  
**Community Events**

**August 2020**

Document Set ID: 3718210  
Version: 13, Version Date: 27/08/2020

**Document details****Document location**

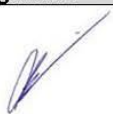
This document is located in the project folder in ECM, document set ID 3718210.

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1	29/07/2020	First draft
2	10/08/2020	Revised draft
3	16/08/2020	Revised draft
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5	25/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the S

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		25/08/2020

**Consultation**

The following were consulted

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**Distribution**

This document has been distributed to:

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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of staff and the community. Community Events was one of the service areas reviewed as part of this project. Following the review, four recommendations were provided to improve the delivery of well promoted, safe and successful community events in the City.

The approach used throughout the review process was to gather existing information relating to the Community Events function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- Training;
- use of technology;
- communication and knowledge;
- customer service;
- duplication of effort; and
- utilisation of purchasing power.

The recommendations for Community Events were centred on Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

- Implement event information evenings for external event organisers at least twice a year.
- Offer the opportunity to participants and stakeholders to provide feedback on City run events.
- Marketing of events - investigate ways to consistently utilise social media and e-newsletters to promote City events. Implement a unique 'branding/identification' for the City that event patrons can also utilise.
- Ensure that risk management is included in all City events documents and forms part of the event organisation.

All recommendations were completed by 30 June 2019. As a result of implementing the SEED recommendations, the following activities are all business as usual.

- The City delivered event planning and event management sessions via the City's Community Upskiller program to educate Community groups and members in all aspects of event planning and will continue to do so as business as usual.
- Participants and stakeholders have the opportunity to provide feedback directly at an event face to face or via an anonymous survey. Post event, feedback is invited and encouraged via Facebook link.
- Community Events works in conjunction with Communications and Marketing to create a promotional plan for each individual event. The promotional plan outlines a targeted promotional plan that takes advantage of social media and other communication methods used by the City; and
- A thorough risk management plan is created for every City-run event.



## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Community Events.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were accepted by the Executive Leadership Team.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## 4 METHODOLOGY

The approach and methodology used to conduct the review was as follows:

1. A desktop review of documentation held within Community Events including policies, procedures, structures and responsibilities;
2. Identification of subservices provided within the Community Events;
3. Collection of information about each subservice;
4. Review of services to identify levels of service and mode of delivery options;
5. Benchmarking of services against other similar organisations;
6. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value;
7. Interview with Managers and super users to gain an understanding of the customer requirements;
8. Mapping of current state processes to identify improvement opportunities;
9. Solutions workshops conducted with all interested staff;
10. Personal interviews with staff offering ideas and solutions;
11. Assessment of the solutions and options for change;
12. Identification of solutions that could be quickly implemented in collaboration with service owners;
13. Documentation of the findings and recommendations;
14. Review of findings and recommendations by a reference panel; and
15. Submission to ELT for endorsement.

## 5 STRATEGIC INTENT

An assessment of the strategic intentions for the service review and Community Events gave guidance on the approach and options for change. The strategic intent is considered in this section.

### 5.1 Strategic Intent for the service review

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some

work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that Community Events will need to operate within. The following are the key environmental factors that will impact upon a Community Events system in the future:

- Sector wide collaboration delivering value for councils and communities.
- Growth in local community activation groups partnering with local government to deliver local events and place activation.
- Sustainable event management - walkable and cycle friendly events with low environmental impacts on the increase.
- Partnering with major festival organisers to bring events to City venues.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase. Manual process work-arounds have been implemented to bypass unwanted,	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City. Processes are "Digital by default" with the aim of reducing duplication of tasks

	<p>misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 COMMUNITY EVENTS FUNCTION

### 7.1 Strategic link

Community Events services are linked to the Strategic Community Plan through the outcomes:

- C1. A strong sense of community through the provision of quality services and facilities.
  - C1.2 Deliver community programs that encourage community interaction and participation.
- E2 Active and engaging town and city centres.
  - E2.1 Increase public amenity in town/city centres to enhance community interaction and public safety.
- N1 Natural environment and biodiversity which are conserved and protected.
  - N1.1 Conserve, enhance and repair natural and urban areas.
  - N1.2 Develop and implement management strategies to strengthen the resilience of the environment
- N2 A resilient community that responds to sustainability challenges.
  - N2.1 Reduce the City's energy and water use and greenhouse gas emissions and empower the community to do the same.
  - N2.2 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Civic Events	Discretionary	Civic Events	3	C1.2
Community Events	Discretionary	Community Events		
External Events	Discretionary	External event approval process		
Town Centre Events	Discretionary	Funding, support to apply for event approvals, funding and sponsorship	0.2	E2.1
Sustainable Environment Events	Discretionary	Workshops, school education days, fishing clinics, planting days, environmental tours	0.1	N1.1, N1.2, N2.1, N2.2

### 7.3 Customer Perception of Service

At the time of the review, the following was noted:

- Quotes from customers - external:
  - *"Need more 'life' and upgrade of streetscape. Integration of both sides of the railway line. Perhaps events could be held at Bayswater Village town-site."*
  - *"We want to create a suburban hub, we want more bars, live music, and artistic events. More restaurants, more things to do in our back yard."*
- Benchmarking Catalyse performance index for festivals, events and cultural activities. The City was rated 54%, 2% below the industry average of 56% in 2016.
- In 2012 the City score for these activities was 55%, a decline in 1% over the four year period.



## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the services provided by Community Events. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the Community Events function. The process involved benchmarking the City against:

- City of Armadale;
- City of Perth; and
- Town of Victoria Park.

The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service / Point of Reference	Assessment
How many free events held each year?	All very similar, some heavily subsidised. Approx. 10 – 25 events held per year. Attendance ranges from 10 – 6,000 depending on the type of event.
Do events team coordinate outstation community events	All major events handled by events team, with outstations conducting their own with some mentoring from events team if required.
What resources do the events team have?	Use of pool vehicle for all LG's. Storage varies from shed to specific store rooms and overflow garages for all LG's.
Are any of the events outsourced?	City of Armadale - no, only some components are. City of Perth - formal quote or tender for large events/outsourcing Town of Victoria Park - yes for annual large event Victoria Park Summer Street Park and formal quote or tender for large events.
Is post event feedback taken with event participants and if so, what methods are used and are they effective?	City of Armadale - online surveys, face to face debrief - occasional survey competition. City of Perth - online surveys, in person questionnaires (both are contracted) Town of Victoria Park - surveys in person at event as well as online and via their online portal

The key findings from the activity were as follows:

- Apart from the City of Bayswater, other organisations undertake event reviews either during or post event;
- Apart from the City of Bayswater, all other organisations' large events have some form of outsourcing by tender or expression of interest; and
- Benchmarked LG's noted that they are currently addressing risk, health and safety within their event management.

The above findings were taken into consideration when providing recommendations.

The Australasian Local Government Performance Excellence Program FY17, produced by PricewaterhouseCoopers, was also used during the benchmarking process to assist the City in understanding how it compares with other participating councils. The results of the report helped to evaluate the City's own practices to understand current performance as well as identify any areas of focus when striving to optimise operational excellence.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub Service	Issue	Elements
Civic Events	<ul style="list-style-type: none"> <li>Do not fully utilise marketing and promotion throughout the City - advertising/awareness of event - not currently provided to all internal staff, but placed on notice boards.</li> <li>Event feedback/exit surveys/evaluation is not currently undertaken with community, performers or food vendors etc.</li> <li>Post event media - posting to FB takes time for approvals and other attendees may have the 'jump' on promoting the event before the City does.</li> <li>Outdated events - review events such as Autumn River Festival, Multicultural Concert and Early Settlers.</li> <li>Early Settlers - refine the guest list or criteria for attendance to this event.</li> </ul>	Customer Service  Use of Technology  Communication and knowledge sharing
Community Events	<ul style="list-style-type: none"> <li>There is no appropriate use of venues checklist/procedure. Lots of events occurring in various wards which rotate every year - councillors changing venues, risks due to parking, noise, access to power etc.</li> </ul>	Training Communication and knowledge sharing Customer Service
External event approval process	<ul style="list-style-type: none"> <li>Applications - many are received late and not within our standard processing times.</li> <li>Event holders and or applicants often promote their event before they even have approval from City. Makes it difficult to turn down event.</li> <li>Event file is currently paper based.</li> <li>No post event meeting held with organisers.</li> <li>Events team do not attend events conducted by external event organisers to assess or monitor.</li> <li>There is an expectation that officers approve applications although they have not been submitted within the required timeframes (usually at short notice).</li> <li>There is a lack of awareness from certain community groups around safety risks for public events.</li> <li>They consider that there is too much "red tape".</li> <li>LGIS however have held workshops for the City's officers about the importance of managing risks. It would be good if the City facilitated LGIS workshops for community members who wish to run events and do not have the experience and/or are unaware of the legislative requirements.</li> </ul>	Training  Communication and knowledge sharing  Customer Service  Use of Technology
Town Centre Events	<ul style="list-style-type: none"> <li>Smaller events may not use the application process as the thinking is that it may put too much pressure on the event.</li> <li>Funding not available for small events in town centres.</li> </ul>	Training Communication and knowledge sharing
Environmental Events	<ul style="list-style-type: none"> <li>No current link to the Events Calendar produced by Recreation Services.</li> </ul>	Communication and knowledge sharing
Other	<ul style="list-style-type: none"> <li>Civic meetings/internal staff meetings - no business rules about when catering can be requested.</li> </ul>	Communication and knowledge sharing

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meeting and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas;
- Everyone's view is valuable;
- Facilitators are not to edit responses;
- No defending services or arguing; and
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all staff to view.

Through this process, a number of 'quick wins' were identified that could be implemented with minimal resource requirements, prior to the final review recommendations. A quick win was defined as an opportunity that could be implemented within two months.

Quick wins for Community Events were identified as:

Idea	Implementation notes
An events review to be completed and presented to Council.	Completed in 2018/19 with some changes made to the annual schedule of events such as the addition of a large scale community concert and deletion of Autumn River Festival and the Multicultural Community Concert.
Engage Bayswater loaded onto an iPad to take community feedback in the field	Implemented in 2018.
Market events that aren't only for families in a way that all demographics are welcome e.g. seniors, DINKS, young adults etc.	An individual event in some cases might have a target demographic however, the promotional plans ensure that appropriate events are less targeted to families and more all-inclusive.
Invite staff to City events via email - use the calendar of events	Staff are notified of upcoming events via the CEO Blog which is emailed to all City staff. Posters are also displayed in staff rooms, libraries, community centres and other City staffed facilities.
Events team need a van to transport goods to and from events and functions - look at utilising the new Ranger Ford transit vans.	The smallest community bus was repurposed (seats removed) for the Events team's sole use as a transit van.
Commission an 'Event Control Unit' (ECU) - unit to comprise relevant sections that will be involved or impacted by events e.g. Rangers, Parks and Gardens, Health, etc. The ECU team should meet when events occur and map the process.	Meetings were implemented and consistent processes and knowledge sharing put in place to ensure requirements for all events are met by all required branches e.g., Rangers, Parks & Gardens, Environmental Health.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of Community Events was completed and subsequently recommended the following.

<b>Recommendation 1</b>		Implement event information evenings for external event organisers at least twice a year
<b>Benefits</b>	<b>Red Tape Reduction</b>	Increase the knowledge of external event organisers to reduce delays and rework when applying for external event approvals.
	<b>Customer Focus</b>	Work together with event organisers to improve quality of external event applications and improve the understanding of expectations.
	<b>Accountability and Transparency</b>	Increase officer accountability by developing strong guidelines and consistent expectations.
	<b>Other</b>	Sustainable business practices.
<b>Strategic Direction</b>		E2 - Active and engaging town and city centres
<b>Community Views</b>		The community expects events to be well promoted, safe and deliver sufficient vital infrastructure such as bins and toilets
<b>Equity</b>		To ensure that benefits to the community are balanced with the cost incurred by ratepayers
<b>Risks</b>	of implementing	Nil
	of not implementing	Nothing changes and the City does not provide service excellence
<b>Costs</b>		Mostly staff time to promote and attend information evenings
<b>Timeframes for Delivery</b>		3 - 6 months
<b>Resource Implications</b>		Staff time

<b>Recommendation 2</b>		Offer the opportunity to participants and stakeholders to provide feedback on City run events.
<b>Benefits</b>	<b>Red Tape Reduction</b>	Identify and evaluate requirements, perceived risks and costs for contractors attending City run events
	<b>Customer Focus</b>	Measure the communities satisfaction and thoughts on the City run events
	<b>Accountability and Transparency</b>	Increase in officer accountability by measuring success.
	<b>Other</b>	Sustainable business practices.
<b>Strategic Direction</b>		C1 - A strong sense of community through the provision of quality services and facilities
<b>Community Views</b>		Would like to be able to comment on what works and what is not useful
<b>Equity</b>		Consider current and future community needs and ensure that benefits to the community are balanced with the cost incurred by ratepayers
<b>Risks</b>	of implementing	Nil
	of not implementing	Lack of community feedback that does not align the City with its Strategic Direction
<b>Costs</b>		Utilisation of volunteers or casual/overtime staff costs to collect data and administer post event surveys as required.
<b>Timeframes for Delivery</b>		3 - 6 months
<b>Resource Implications</b>		Printing, staff costs, contracting

<b>Recommendation 3</b>		Marketing of events - investigate ways to consistently utilise social media and e-newsletters to promote City events. Implement a unique 'branding/identification' for the City that event patrons can also utilise.
<b>Benefits</b>	<b>Red Tape Reduction</b>	Promotion templates and guidelines streamline promotion to provide easy access for customers and officers and a consistent City of Bayswater identity to promote events
	<b>Customer Focus</b>	Provide better awareness and access to community events throughout the City.
	<b>Accountability and Transparency</b>	Increase in officer accountability to consistently promote events.
	<b>Other</b>	Sustainable business practices.
<b>Strategic Direction</b>		C1 - A strong sense of community through the provision of quality services and facilities
<b>Community Views</b>		The community expects events to be well promoted, safe and deliver sufficient vital infrastructure such as bins and toilets
<b>Equity</b>		Consider current and future community needs
<b>Risks</b>	of implementing	Nil
	of not implementing	Lack of community attendance or feedback that does not align the City with its Strategic Direction
<b>Costs</b>		Minimal
<b>Timeframes for Delivery</b>		6 - 12 months
<b>Resource Implications</b>		Development of a brand and implementation

<b>Recommendation 4</b>		Ensure that risk management is included in all City events documents and forms part of the event organisation.
<b>Benefits</b>	<b>Red Tape Reduction</b>	Identification of risks for all events can provide a template for Officers and customers to use on an ongoing basis
	<b>Customer Focus</b>	Delivering safe events that provides a sense of community safety
	<b>Accountability and Transparency</b>	Increase in officer accountability to be aware of, and manage risk.
	<b>Other</b>	Sustainable business practices.
<b>Strategic Direction</b>		C1 - A strong sense of community through the provision of quality services and facilities
<b>Community Views</b>		The community expects events to be well promoted, safe and deliver sufficient vital infrastructure such as bins and toilets
<b>Equity</b>		To ensure that benefits to the community are balanced
<b>Risks</b>	of implementing	Nil
	of not implementing	Nothing changes and the City does not provide service excellence
<b>Costs</b>		Staff time only
<b>Timeframes for Delivery</b>		3 - 6 months
<b>Resource Implications</b>		Minimal - aligns with Project Management framework



## 12 IMPLEMENTATION AND RESULTS

The recommendations in this service area were assigned to the Community Development Branch.

### 12.1 Recommendation 1

*"Implement event information evenings for external event organisers at least twice a year"*

"Events, planning it right – tips on how to plan and run a community event" sessions were developed in-house by the then Events Coordinator. As per the SEED recommendation, the sessions were designed to increase the knowledge and skills of community using event management best practice guidelines. Two information sessions per year were incorporated into the branded, ongoing Community Upskillers program and will continue for the foreseeable future. The events and a brief evaluation of each are below.

#### Events, planning it right – tips on how to plan and run a community event

Date: Wednesday, 19 September 2018

No. of attendees: 16

Attendee comment: *"Overall the workshop alerted the group on what to do, where to start and lead time required to organise an event within the City of Bayswater. A very informative workshop and vocally well presented".*

Evaluation survey results: 100% satisfaction rate

#### Events, planning it right – tips on how to plan and run a community event

Date: Monday, 19 March 2019

No. of attendees: 14

Attendee comment: *"Thank you for the welcome to country. A wonderful presenter with great examples. It was fantastic, ran on time and was informative. This was a great workshop to learn and upskill myself in many areas".*

Evaluation survey results: 98% satisfaction rate

#### Events, planning it right – tips on how to plan and run a community event

Date: Monday, 26 August 2019

No. of attendees: 14

Attendee comment: *"Thank you for the hands on approach was great and it fine-tuned previous knowledge. Quite a high level session, more emphasis on marketing and other considerations would have been great. In the future it would be good to go through the event guidelines and tips on applying for grant applications."*

Evaluation survey results: 84% satisfaction rate

#### Events for all – how to plan a safe, engaging and inclusive event

Date: Tuesday, 11 August 2020 (rescheduled from 13 May 2020 due to COVID-19)

No. of attendees: 12

Attendee comment: *"Well run. Activity with visual impairment glasses was very effective. Thank you."*

Evaluation survey results: 83% satisfaction rate

All events covered general considerations and provided links and information for relevant resources such as, WA Guidelines for concerts, events and organised gatherings; City event application processes and timelines; City of Bayswater charges and Council approval requirements.

Different components of event delivery are covered in each information session, from the completion of forms, to accessibility and the safe delivery of an event. Event compliance was a large focus of all information sessions. Event compliance covered:

- Venue Suitability and booking
- Creating an accessible event
- Risk Management
- Emergency Management
- Medical First Aid
- Public Building Approvals
- Temporary Structures
- Carnival Rides and fairs
- Entries and exits
- Crowd control and security
- Management of alcohol
- Drug related issues
- Insurance Requirements
- Site plan considerations
- Environmental considerations
- Lighting
- Noise Management
- Clean up and rubbish removal
- Toilets and cleaning
- Fireworks
- Water
- Electrical Compliance
- Parking Management
- Traffic Management
- Food Compliance/Health Act 2018
- Public Health considerations

Since implementation of Recommendation 1, the events team has seen improvement in the thoroughness of event applications received from those who have attended the workshops. In addition, a higher percentage of applications for Community-led and organised events are being received with sufficient time to assess event compliance. Continued improvement and refining of the events planning Upskiller workshops and information session's delivery will continue to upskill community groups in event planning within the City.

## 12.2 Recommendation 2

*"Offer the opportunity to participants and stakeholders to provide feedback on City run events."*

City staff and volunteers are used at events to gather feedback from participants. Each City staffer or volunteer is provided with an ipad so the evaluation of events can be collected in real time and entered directly into Engage Bayswater (the City's engagement platform). Participants are also invited and encouraged to provide feedback via Facebook or to contact the City directly. Hard copy evaluation surveys are also provided at City run events.

The Events Team's proactive approach attracts on average, approximately 40 evaluation responses per event. The feedback is used to improve future City-run events, and a summary of the satisfaction rates is included in the Community Development Branch Report at the end of the financial year and assessed against our targets.

### 12.3 Recommendation 3

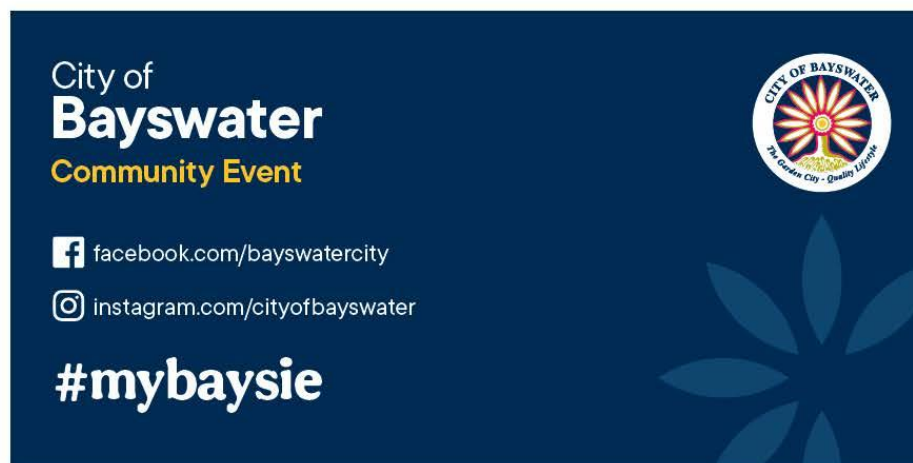
*"Marketing of events - investigate ways to consistently utilise social media and e-newsletters to promote City events. Implement a unique 'branding/identification' for the City that event patrons can also utilise"*

Community Development, Events collaborate with the Communications and Marketing Branch to ensure events are appropriately and inclusively marketed and promoted. In conjunction with Communications and Marketing, individual promotional plans are created for each planned event. Various strategies are used to promote events including:

- social media;
- posters and post cards in City facilities;
- signage in prominent locations throughout the City, including new signage at the front of the Civic Centre;
- e-newsletters (Club Connect, Centre Connect and Volunteer Connect newsletters);
- Bayswater Beat (quarterly paper copy news letter delivered to all residents);
- Age-Friendly Ambassador networks;
- The City's Youth Advisory Council networks; and
- Direct email contact with networks and local groups, as relevant.

As part of the implementation of this SEED recommendation, promotional planning around events has improved and is planned for in advance, in a targeted and consistent manner. An annual events calendar is adopted each year along with budget allocation towards the promotion of each event.

Over time, consistency of branding at events has improved. Signage for events in the City has also been improved, separating City-run events and City sponsored events to reflect the City's part in the event. Community events run by the City use signage as follows:



Events that are supported by the City but managed and run by an external community group borrow signage that reflects the City's involvement.



The appropriate promotion of events in the City will continue to evolve. The Community Events and Communications and Marketing teams will continue to work together to ensure each event is promoted appropriately.

#### 12.4 Recommendation 4

*"Ensure that risk management is included in all City events documents and forms part of the event organisation"*

A risk management plan is an essential aspect of planning any event. Prior to the implementation of this SEED recommendation, risk management considerations for City-run events was managed by the Events team in consultation with the City's Risk Management Coordinator using the City's existing risk management framework and assessment tools.

Over the last 12 months the City has worked closely with a consultant from LGIS in the development of a thorough Event Risk Management Plan (**Attachment 1**) than can be utilised more broadly throughout the organisation and the development of an Event Risk Management Worksheet (**Attachment 2**). An Event Management Plan and Worksheet are completed for each of the City's community events. The Plan covers all aspects of operational management of an event, with detailed instructions and examples of how to rate risks against the City's risk appetite.

The Plan and Worksheet calculates the inherent risk by self-populating fields based on the information input into the Plan making it an easy to use event management tool. For each event, once the initial risk assessment is complete, the worksheet provides an indication of the level of further planning required to provide adequate controls for the event e.g. multiple marquees are identified as inherently High risk therefore additional controls need to be in place to ensure an incident does not occur.

After an initial risk assessment, where an event is identified as low to moderate inherent risk, a simplified process can be progressed.

18

The plan and worksheet cover:

- Risk Tables – Consequence severity, matrix, likelihood and control adequacy;
- Initial risk assessment;
- Event checklist;
- Timeline;
- Critical incident plan;
- Budget tracker;
- Compliance (contractible, permit approvals, insurance);
- Risk Register; and
- Risk summary (pre-populated based on information entered into worksheet).

The Event Management Plan and Worksheet is an easy to use event management tool that has been integrated into business as usual.

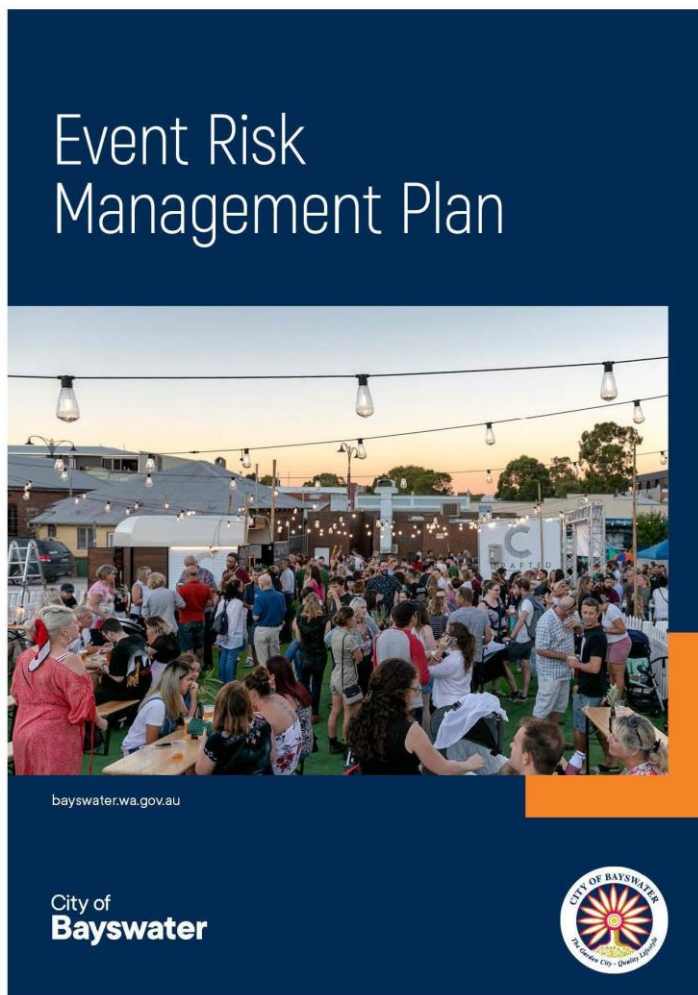
The City has addressed this recommendation and as such improved on the operational aspects of the City's community events. The City has a defined process in place for the identification of all potential risks that may rise from holding an event, noting the steps the event organisers will take to reduce or mitigate risks. This ensures that all events held in the City are as safe as possible for event staff, contractors, volunteers and the public.

### 13 NEXT STEPS

All recommendations have been implemented and have improved operational aspects of the City's Community events. Further development and fine-tuning of processes will continue to take place, in the interest of continuous development of the City's practices to align with industry best practice.



## Attachment 1

**Confidentiality Notice**

The information contained in this Risk Management Plan (and any Appendices or Annexures) is **STRICTLY CONFIDENTIAL** and is only intended for the use of individuals and entities named in the "Distribution List"

This document is not to be copied, disseminated or distributed without the express authorisation of the City of Bayswater

# <<Event Name>> Management Plan

<< Brief Description of Event >>  
Anticipated Attendance: << # PAX >>

Current as at <<Date>>

Version Control			
Version #	Changes Made	By Whom	Date

Signatures			
Date	Name	Job Title	Sign

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## Event Overview

Provide an overview of the event; include:

- Date / Time
- Venue
- Activities (Program)
- Expected Attendance

## Objectives

List the objectives of the event (Why are you conducting this event).  
For example:

- Increase community awareness of business area
- Increase visitors to the area
- Support Community interaction
- Promote local talent

## Scope

The scope of this Event Management Plan covers the ownership, management and co-ordination of the <<Event>>. This includes:

- All stages of the event from pre-event planning through to post event review.
  - Planning
  - Organising
  - Promoting
  - Hosting
  - Close out & Review
  - List any other event stages
- All activities within the event program
  - Bump in (Set up)
  - List the program or activities
  - Bump out (Restore)

## Relationships & Management

### Responsibility & Management Profile

#### City of Bayswater

List the responsibility areas that the City will control. Examples:

- Coordinate and manage community groups, commercial operators and entertainment requirements at <<location>>.
- Manage infrastructure requirements which include marquees, staging, generators, mobile restrooms and temporary fencing.
- Coordination of event parking and cleaning.

#### <<Other Management Entity 1>>

List the responsibility areas that the entity will control. These entities may include:

- Traffic Management
- Master of Ceremonies
- Other Event Management Partners

### Decision Tree

Consider and complete the following details to document who has the authority to delay or cancel the event, or components of the event.

Event Delay or Cancellation			
When	Prior to Event	Event Day: Operations	Event Day: Emergency
Where	<<Event Command>>		<<Event Command>>
Who	Delay:		
	Cancel:		
How			

## Internal Stakeholders

Name	Position	Contact	Function
<i>Council Sponsorship</i>			
<i>Executive Sponsorship</i>			
<i>Event Management</i>			
<i>Event Support</i>			

## External Stakeholders

Name	Organisation	Contact	Function
<i>Emergency Management / Response</i>			
<i>Media / Marketing</i>			
<i>Management / Administration?</i>			
<i>Presenters / Performers / Activity Owners</i>			

## Operational Management

The following sections cover all operational considerations for the event, patrons, suppliers / partners and support functions.

### Venue Dynamics

*Provide full details of the venue, ingress and egress overview.*

### Noise Considerations

*Include details relating to start and finish times, sound level limit calculations, PA system set-up, monitoring responsibilities, complaint management and event notification. Noise from stage construction and deconstruction activities before and after the event should also be considered and stipulated.*

### Lighting Considerations

*Include considerations for lighting requirements. These should cover:*

- Area Lighting
- Emergency Lighting
- Safety Lighting
- Exit Signs

### Order of Proceedings

*Insert a timetable applicable to the Event*

### High Risk Activities

*List the high risk activities occurring at the event and high level mitigation strategies*

### Structures & Installations

*List the structures and any regulatory approvals required. Examples include:*

- Marquees
- Stalls
- Stages and support systems
- Control / First Aid Centres
- Portable facilities
- Electrical Installations
- Fencing

### Crowd Dynamics

*Discuss requirements for the following areas:*

- Crowd Controllers, Ticketing Collectors, Security Officers
- Possible areas of concern

*Complete "Crowded Places Self-Assessment Tool", discuss outcomes and any required actions*

### Communications

*Discuss how communications will be managed pre, during and post event. This must cover:*

- Event Coordinator availability
- Event Team structure and responsibilities (if functions are delegated)
- Complaints
- Interaction between 'providers' and the Event Coordinator
- Interaction between Emergency personnel and the Event Coordinator

**Traffic Management**

If applicable, detail any:

- Parking requirements set up and controls required.
- Pedestrian foot traffic that may need to be controlled
- Road closure requirements, including responsibility to liaise with Main Roads and approval conditions / requirements.
- Access requirements for bump in and bump out activities
- Public Transport arrangements, liaison and control requirements.

**Amenities**

Consider and provide details of the following areas.

**Toilets**

Discuss how the provision of toilets meets the event requirements.

**Cleaning**

Discuss the cleaning arrangements for pre, during and post the event.

**Water**

Discuss the availability of potable water for:

- Drinking
- Hygiene
- Cooling Purposes
- Fire Fighting

**Food**

Food and drinks must be made available to patrons for events longer than 4 hours.

Discuss the provision of food and drinks for the event.

**Parking including ACROD**

Discuss how the parking meets the event requirements.

**Waste Management**

Provide details for the following:

- Provision of bins/recycling considerations
- Collection times and process

**Medical First Aid**

Discuss the requirements for:

- Provision of First Aid
- Reporting of medical incidents
- Ability to access emergency medical care

**Emergency Management**

Note: A specific Emergency Management Plan must be prepared if the attendance is expected to exceed XXXX.

**Event Situation**

Insert a picture / floor plan of the event site or venue, showing ingress egress, muster points location of event control and other points of interest as required.



**Emergency Control Organisation**

The following roles and responsibilities have been allocated to this event.

Role	Name	Contact Details
Chief Warden		
Deputy Chief Warden		
Area Warden		
First Aiders		
Lost Children		
Event Information		

**Emergency Procedures**

The following potential incidents have been identified as relevant for this event. Specific Emergency Procedures have been included in the Appendices.

*Pick the relevant ones or add others as necessary*

1. Anti-social Behaviour, Violence or Attack
2. Bomb Threat or Suspicious Item
3. Fire
4. Lost Child
5. Severe Weather
6. Medical Emergency
7. Pyrotechnic Fault / Explosion
8. Exceeding Venue Capacity
9. Power failure
10. Hostile Vehicle

Copy and paste the table from the Event Workbook.

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## Checklist

- ☐ A copy of the DAIP Contractor Guide has been sent to all External Contractors.
- ☐ You have sighted a copy of a Working with Children check for all stakeholders.
- ☐ A copy of this Risk Management Plan has been to all stakeholders.
- ☐ Have you checked all items in your first aid kit is in date

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## Risk Management

### Risk Criteria

Risks are assessed using the following criteria. These criteria are aligned with the City's overarching Risk Management Framework, however have been realigned to reflect the scale of events against overall City operations. Whilst they do not exceed the City's framework, event risks should not be compared to City – wide risks.

#### Consequences

	Health	Financial	Interruption	Reputation	Infrastructure / Venue / Environment
Insignificant (1)	Negligible injuries – no treatment required	< \$500	No material interruption	Reputation not affected	No damage.
Minor (2)	First aid treatment required.	\$501 - \$5,000	Short term, recoverable delays.	Minimal / low impact.	Minor damage, immediate on-site repair
Moderate (3)	Medical type injuries / Ambulance or hospitalisation.	\$5,001 - \$50,000	Noticeable delays to event program, requiring effort to remediate.	Moderate impact. Effort required remediating.	Moderate damage, external assistance required
Major (4)	Death of individual or multiple serious injuries	\$50,001 - \$500,000	Major delays to event program	High impact. Major effort / cost required remediating	Significant damage, prolonged restoration actions.
Catastrophic (5)	Multiple deaths or serious injuries	> \$500,000	Event Cancellation	Very high multiple impacts. Irrevocable	Irreversible damage. Extensive activity and external assistance required.

#### Likelihood

	Description	Probability
Almost Certain (5)	Expected to occur in most circumstances.	> 90% chance of occurring
Likely (4)	Probably occur in most circumstances.	80% - 90% chance of occurring
Possible (3)	Should occur at some time.	40% - 60% chance of occurring
Unlikely (2)	Could occur at some time.	10% - 40% chance of occurring
Rare (1)	May only occur in exceptional circumstances	< 10% chance of occurring

#### Risk Matrix

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

## Risk Acceptance Criteria

Risk Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to general operational oversight	Event Manager
MODERATE	Monitor	Risk acceptable with adequate controls, documented procedures and subject to specific operational oversight	Manager, Community Development
HIGH	Urgent Attention Required	Risk acceptable with effective controls and a specific risk action plan, documented procedures and dedicated operational management.	Director / CEO
EXTREME	Unacceptable	<u>Risk not accepted.</u> Activity to be removed or further controlled until risk rating can be objectively reduced to acceptable levels.	Not Applicable

## Control Rating

Rating	Description	General Considerations
Effective	There is little scope for improvement.	The control is: <ol style="list-style-type: none"> <li>1. A physical object, technological system or human action.</li> <li>2. Mitigates an unwanted risk sequence (prevents or detects).</li> <li>3. Is measurable or auditable.</li> </ol>
Adequate	There is some scope for improvement.	
Inadequate	There is a need for improvement or action.	



## Initial Risk Assessment

Use the spreadsheet to complete, then copy and paste across. This must be completed in Excel.

Initial Risk Considerations		Inherent Risk
Event Management	Additional Team effort required / Some gaps in capacity or capability / Limited experience	Moderate
Budget	\$25,001 - \$100,000	Moderate
Event Category	Family Events / Markets / Local sporting groups	Moderate
Number of expected patrons	1,001 - 2,000	High
Entry Restrictions	Open to general public; free or prior number not known	High
Crowd Dynamics	Fairly static, no expectation of pushing, competition	Low
Venue Dynamics / Egress	Open Air	Low
Lighting	Evening - Normal lighting	Moderate
Duration	4 - 8 hours	High
Structures	Multiple Marquees / Stage and support systems	High
Event Activities (Choose highest risk)	Market Stalls	Moderate
Drugs & Alcohol	No Alcohol / No expectation of illicit drugs	Low
Comments: <div style="border: 1px solid black; height: 30px; width: 100%;"></div>		
Completed By:		<div style="border: 1px solid black; width: 100px; height: 20px;"></div>
Date:		<div style="border: 1px solid black; width: 100px; height: 20px;"></div>

## Risk Summary Table

Paste the Risk Summary Page from the Workbook


Risk Summary		Initial Risk Assessment			Final Risk Assessment		
Risk Area	# Risks Identified	Max Risk	Min Risk	Outstanding Treatments	Max Risk	Min Risk	
Event Planning - Objectives	6	Low	Low	5	Low	Low	
Event Planning - Commitment	2	Low	Low	2	Low	Low	
Event Planning - Management	4	Low	Low	4	Low	Low	
Event Planning - Budget	2	Low	Low	2	Low	Low	
Event Planning - Scheduling	6	Low	Low	5	Low	Low	
Event Planning - Stakeholders	6	Low	Low	5	Low	Low	
Event Planning - Other	1	Low	Low	1	Low	Low	
Event Organising - Management	2	Low	Low	2	Low	Low	
Event Organising - Contractors	3	Low	Low	3	Low	Low	
Event Organising - Venue Design	10	Low	Low	10	Low	Low	
Event Organising - Promotion	6	Low	Low	5	Low	Low	
Event Organising - Other	1	Low	Low	1	Low	Low	
Event Hosting - Bump In	4	Low	Low	4	Low	Low	
Event Hosting - Bump out	3	Low	Low	3	Low	Low	
Event Hosting - Administration	3	Low	Low	3	Low	Low	
Event Hosting - Management	3	Low	Low	3	Low	Low	
Event Hosting - Vol / Event Staff	8	Low	Low	8	Low	Low	
Event Hosting - Budget	2	Low	Low	2	Low	Low	
Event Hosting - Venue	6	Low	Low	5	Low	Low	
Event Hosting - Contractors	3	Low	Low	3	Low	Low	
Event Hosting - Vendors	8	Low	Low	3	Low	Low	
Event Hosting - Crowd	13	Low	Low	13	Low	Low	
Event Hosting - Performers	6	Low	Low	5	Low	Low	
Event Hosting - Structures	6	Low	Low	5	Low	Low	
Event Hosting - Other services	7	Low	Low	7	Low	Low	
Event Hosting - Other	3	Low	Low	3	Low	Low	
Event Close Out - Promotion	2	Low	Low	2	Low	Low	
Event Close Out - Management	2	Low	Low	2	Low	Low	
Event Close Out - Other	1	Low	Low	1	Low	Low	

Only include as and when progress reports are required. Copy and paste from spreadsheet

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## Attachment 2

Event Risk Assessment and Acceptance Criteria												
Consequence Table						Risk Matrix						
	Health	Financial	Information	Reputation	Infrastructure / Natural Environment	Consequence	Insignificant	Minor	Moderate	Major	Catastrophic	
Insignificant	Trivial damage - no medical response required	< \$100	No data interruption	Reputation not affected	No damage	Almost Certain	Low	High	High	Extreme	Extreme	
Minor	First aid required (person)	\$101 - \$5,000	Short term, recoverable data	Minimal (transient)	Minor damage, immediate on-site repair		Likely	Low	Moderate	High	High	Extreme
Moderate	Medical help required / assistance or hospitalisation	\$5,001 - \$50,000	Negligible disruption, program, requiring staff to intervene	Moderate impact, 1-2 hr. impact on reliability	Moderate damage, external assistance required	Possible	Low	Moderate	Moderate	High	High	
Major	Death or disability or medical services required	\$50,001 - \$500,000	Major impacts on staff / program	High impact, 3 days effect / staff required to intervene	Significant damage, professional help required		Unlikely	Low	Low	Moderate	Moderate	High
Catastrophic	Multiple deaths or serious injuries	> \$500,000	Event Cancellation	Very high/multiple impacts / irreparable	Irreparable damage, extensive activity and external assistance required	Rare	Low	Low	Low	Low	Moderate	
Likelihood Table						Control Adequacy						
	Description		Probability			Rating	Description		General Considerations			
Almost Certain	Expected to occur in most circumstances		> 95% chance of occurring			Effective	There is little scope for improvement		At Risk			
Likely	Probable to occur in most circumstances		60% - 95% chance of occurring			Adequate	There is some scope for improvement		At Risk			
Possible	Could occur at times		40% - 60% chance of occurring			Inadequate	There is need for improvement or action		At Risk			
Unlikely	Could occur at rare times		10% - 40% chance of occurring						At Risk			
Rare	May occur in exceptional circumstances		< 10% chance of occurring						At Risk			
Acceptance Criteria												
Risk Rank	Description		Criteria						Responsibility			
LOW	Acceptable		Risk acceptable with adequate controls, managed by routine procedures and subject to general operational oversight						Event Manager			
MODERATE	Monitor		Risk acceptable with adequate controls, documented procedures and subject to specific operational oversight						Manager, Community Development			
HIGH	Urgent Attention Required		Risk acceptable with effective controls and a specific risk mitigation, documented procedures and dedicated operational management						Director / CEO			
EXTREME	Unacceptable		Risk not acceptable, risk must be reduced or further controls implemented, risk mitigation must be developed and implemented						Not Applicable			



**City of Bayswater**  
Events Team - Initial Risk Assessment

Initial Risk Considerations		Inherent Risk
Event Management	<input type="text"/>	<input type="text"/>
Budget	<input type="text"/>	<input type="text"/>
Event Category	<input type="text"/>	<input type="text"/>
Number of expected patrons	<input type="text"/>	<input type="text"/>
Entry Restrictions	<input type="text"/>	<input type="text"/>
Crowd Dynamics	<input type="text"/>	<input type="text"/>
Venue Dynamics / Egress	<input type="text"/>	<input type="text"/>
Lighting	<input type="text"/>	<input type="text"/>
Duration	<input type="text"/>	<input type="text"/>
Structures	<input type="text"/>	<input type="text"/>
Event Activities (Choose highest risk)	<input type="text"/>	<input type="text"/>
Drugs & Alcohol	<input type="text"/>	<input type="text"/>

Comments

Completed By:   
Date:



Event Checklist				
Task	Responsibility	Date	Status	
<b>Stakeholders</b>				
<u>Internal Stakeholders</u>				
• Organise meetings with relevant departments				
• Keep a record of correspondence or job lists				
• Regularly inform stakeholders with event information				
• Include in Logistics Run Sheet if necessary				
• Follow up after the event				
•				
<u>Program Facilitators</u>				
• Gather and review quotes				
• Engage and confirm facilitators				
• Issue a purchase order				
• Draft up Letter of Engagements				
• Send two copies to facilitators for signage				
• Return signed copy to Governance for file				
• Place in Event Folder				
•				
<u>Infrastructure (Contractor/s)</u>				
• Gather and review quotes				
• Engaged and confirm contractor(s)				
• Meet with contractor(s) re: event requirements				
• Confirm booking and any changes to infrastructure				
• Issue a purchase order				
• Confirm with email/letter, event procedures and site induction.				
• Follow up with contractor (s) after the event				
•				
<u>Suppliers (Service Provider/s)</u>				
• Gather and review quotes				
• Engaged and confirm supplier				
• Meet with supplier re: event requirements				
• Confirm booking and any changes to services				
• Issue a purchase order				
• Confirm with email/letter, event procedures and site induction.				
• Follow up with supplier after the event				
•				
<u>Vendors (Generic)</u>				
• Send out Expression of Interest(EOI)				
• Select vendors for the event				
• Send out Event Stall Application				
• Enter vendor details into workbook				
• Confirm with email/letter their site number and event procedures.				
• Follow up with vendors after the event				
•				
<b>Finance</b>				
<u>Pre Event</u>				
• Request and Gather quotes				
• Discuss quotes with Coordinator				
• Enter selected quote into Working Budget				
• Update Working Budget on a DAILY basis				
• Send an email to Coordinator listing which P/O's need to be raised (One email, once daily is preferred)				
• Once confirmed, raise each P/O				
• Officers to record P/O's in Register				
• Coordinator will approve each P/O in Authority				
•				
<u>Post Event</u>				
• Gather all invoices post event				
• Create copies of invoices for the Event Folders and stamp (copy) with date sent to finance				
• Send all invoices with directions to Finance				

• Update Working Budget with corresponding General Ledger Account				
•				
<b>Working Budget</b>				
• Update the working budget frequently				
• Ensure purchase orders or invoice/chq codes are recorded				
• Ensure the budget remains under the amount and allows for re-active purchases				
• Print Working Budget at intervals for Event Folder				
•				
<b>Grants</b>				
• Source for appropriate grants				
• Apply and arrange the grant				
• Gain approvals from appropriate up lines				
• Comply with all grant requirements				
• Complete acquittal				
• Request tax credit invoice from Finance				
•				
<b>Event Equipment</b>				
<b>Event Tubs</b>				
• Restock and prepare event toolbox with pens, tape, string, super glue etc				
• Restock and prepare event tubs with cable ties, tape, mark-up paint etc				
• Ensure enough supplies for bin liners, hand towels, toilet paper				
• Bring electrical supplies & extra track matting				
•				
<b>Signage</b>				
• Restock and prepare A3 & A4 laminated signs for event				
•				
<b>Communications</b>				
• Pre-event purchase phone credit for event teams phones				
• Distribute event phones to appropriate team member OR				
• Distribute radios and record on radio list				
•				
<b>Risk Management</b>				
• Complete the RMP and Risk Register				
• Gather copies of all stakeholders Public Liability Insurance or Cover Note				
•				
<b>Sponsorships</b>				
<b>Potential Event Sponsors</b>				
• Identify potential sponsors				
• Prepare sponsorship proposal				
• Complete sponsorship acquittal process				
•				
<b>Current Event Sponsors</b>				
• Receive sponsorship request letter				
• Prepare sponsorship proposal				
• At the conclusion date, the sponsored organisation is to provide the City a written report and final invoice				
•				
<b>Marketing &amp; Promotion</b>				
<b>Advertising (Newspaper &amp; Radio)</b>				
• Get quotes for advertisement spaces				
• Book advertising space and issue a purchase order				
• Company and Purchase Order:				
• Provide advert to the supplier				
•				
<b>Banners</b>				
• Get quote for new banner OR				
• Collect banners from Event Shed and deliver to Down Under Signs for amending				
• Issue a purchase order				
• Company and Purchase Order:				
• Request Parks and Gardens to install banner on the park				
• Request Parks and Gardens to remove banner and return to event shed				
• Collect clippings of printed and non-printed (web) media advert				
•				

<b>Design</b>			
• Gather and review quotes OR			
• Engaged supplier with design brief			
• Issue a purchase order			
• <i>Company and Purchase Order:</i>			
• Review drafts and request any changes			
• Send to Communications for Approval			
• Send back to designer IF Communications request changes			
• Confirm with designer and request native artwork in desired sizes.			
• Prepare any supporting documents			
• I.e. Programs or Information Flyers			
•			
<b>Printing &amp; Distribution</b>			
• Request the printing of Posters & Flyers			
• <i>Poster Size &amp; Numbers: PKR A3 500 HG A3 500</i>			
• <i>Flyer Size &amp; Numbers: PKR &amp; HG A5 3000+2000</i>			
• Request/Book poster distribution			
• Internal Distribution			
•			
<b>Public Relation</b>			
• Coordinate with Communications the Event Media Release for internal news and external (Newspaper & Website).			
• Gain approvals from appropriate up lines			
•			
<b>Website Listing</b>			
• Create event listing			
• Send to Communications for Approval			
• With approval, send to IT web designer			
• Request for Websites			
• Request communications to put on City's Facebook page			
•			
<b>Administration</b>			
<b>Project Management Systems</b>			
Update and amend the following PM systems regularly			
• Event Folders			
• Event Workbook			
• Working Budget			
•			
<b>Logistics System Tools</b>			
Prepare and update regularly the following logistic system tools			
• Contact List			
• Electrical Requirement Matrix			
• Infrastructure Matrix			
• Logistics Run Sheet (Bump in, Event & Bump out)			
• Map			
• Risk Management Plan			
• Traffic Management Plan			
•			
<b>Evaluation Tools &amp; Final Report</b>			
Prepare, collate and evaluate the following evaluation tools for the Final Report			
• Debrief Matrix			
• Surveys			
•			
<b>Other Communications</b>			
Coordinate with the appropriate source for the following communications:			
• City Views & Media Release			
• Mayors Notes			
• MC Notes			
• Surveys & Forms			
• Website Listing			
•			
<b>Letters</b>			

Write and distribute the following letters, ensuring the appropriate format (letter of engagement, service agreement, general etc.) to:			
• External Stakeholders – Service Providers, Facilitators & Suppliers			
o Engagement Letters			
o Confirmation Letters			
o Thank you Letters			
• Internal Stakeholders – Staff/departments			
•			
<b>Event Documentation</b>			
The following documentation is required for the event, and needs to be organised pre-event:			
• Vendor/Supplier Documentation			
o Event Stall Application Forms			
o Invoice Template			
o Site Induction Form			
• Event Expression of Interest Form			
• Performer Indemnity Forms			
• Talent Release Forms			
•			
<b>Site Office File</b>			
The following documentation is required at the event, and needs to be organised pre-event:			
• Contact List			
• Frequently Asked Questions			
• Incident Report Forms			
• Maps			
• Radio Check in/out			
• Risk Management Matrix			
• Site Induction forms			
• Staff Check in/out			
•			
<b>Information Tent File</b>			
The following documentation is required at the event, and needs to be organised pre-event:			
• Complaints/Compliments Register			
• Contact List			
• Event Information			
• Frequently Asked Questions			
• Incident Report Forms			
• Lost and Found Register			
• Maps			
• Risk Management Matrix			
• Surveys			
•			
<b>Coordinators File</b>			
The following documentation is required at the event, and needs to be organised pre-event:			
• Run Sheets			
• Contact List			
• Event Information			
• Incident Report Forms			
• Maps			
• Risk Management Matrix			

Event Timeline					Month 1		
Activity Details					Week1	Week2	Week3
Phase	Status	Task #	Task Description	Who			
Pre-Event	NS	1	Planning meetings - finalise concept				
	NS	2	Create/Update Logistic System Tools (budget, contact list, event matrix, run sheet, maps, RMP & TMP)				
	NS	3	Road Closures and Traffic Management Plan investigated				
	NS	4	Research entertainment and activities for specified areas				
	NS	5	Review stall holder and food vendor application process and create information packs				
	NS	6	Develop Marketing Plan				
	NS	7	Email Expression of Interest to stall holder and food vendors				
	NS	8	Initial Site Visit (focus on layout and infrastructure needs)				
	NS	9	Request Infrastructure & Service Quotes				
	NS	10	Book Special Event Bins via waste				
	NS	11	Review budget				
	NS	12	Invite Program Facilitators (Prepare Service Agreements)				
	NS	13	Prepare and distribute marketing & promotional material (flyers, posters)				
	NS	14	Volunteer scope of works and recruitment (car parking, litter collection, program facilitation)				
	NS	15	EPA Scope of works and recruitment				
	NS	16	CoB Scope of works and recruitment				
	NS	17	Finalise Program				
	NS	18	Mayors Office liaison re 10x10m marquee				
	NS	19	Liaise with Police Station for police presence at event				
	NS	20	Program Facilitators and Entertainer documentation (Letters of Engagement)				
	NS	21	Confirm Infrastructure and Service Providers, advise unsuccessful quotes				
	NS	22	Implement Marketing Plan (online listings, banners, website, emails, Facebook, media etc)				
	NS	23	Catering				
	NS	24	Develop Site Map				

	NS	25	Discussions with Internal Stakeholders (Parks & Gardens, Properties, Waste, Mayors Office etc)				
	NS	26	Process and finalise Food Vendors & Art/Craft Stallholders				
	NS	27	Update and finalise the Risk Management Plan				
	NS	28	Road Closures and Traffic Management Plan approved				
	NS	29	Meet with contractors and service providers to finalise infrastructure, logistics and runningsheet				
	NS	30	Staff briefing inc processes Lost children, lost property, radios				
	NS	31	Due Date: Purchase orders & Cheques				
	NS	32	Finalise Runningsheet				
	NS	33	Finalise Stall holder and food vendor list				
	NS	34	Final event notice to stakeholders (confirmation of site number, maps, procedures etc)				
	NS						
Event	NS		Bump In				
	NS		Event				
	NS		Bump Out				
Post-Event	NS		Follow up and process invoices				
	NS		Post Event Evaluation (Surveys, Thank you letters, Report, Debriefs & Debrief matrix)				
	NS		Finalise Project Management Systems (Event folder, workbook & working budget)				

	Planning	Intelligence	Public Information	Operations	Investigations	Logistics	Finance	Response
<b>Critical Incident</b>								
Fire - ground, temporary, structures, vehicles, gas	Emergency services, public investigators, incident checkers, qualified contractors, BOM (BOM of Meteorology) weather forecasts	Qualified Contractors, legislative requirements, standards and guidelines, BOM weather forecasts	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	Investigation through Chief and Deputy Chief Officers and Area Managers, VMA Police, Emergency Services	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, qualified contractors - testing and compliance, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Stage Collapse	Qualified Staging contractors	Qualified Staging Contractors, qualified Engineer and Project sign off, Legislative requirements (Standards and Guidelines, BOM weather forecasts)	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	Qualified Staging Contractors, Investigation through Chief and Deputy Chief Officers and Area Managers, VMA Police, Emergency Services	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, qualified contractors - testing and compliance, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Extreme Weather	BOM weather forecasts	BOM weather forecasts, emergency services	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	Investigation through Chief and Deputy Chief Officers and Area Managers, VMA Police, Emergency Services	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Active Armed Offender	VMA Police, Event Security, Rangers, Procting Revenue Protectionists to all staff and volunteers, Emergency Management Plan	VMA Police, emergency first Management Plan	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	VMA Police, relevant emergency services	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Hostile Vehicle	Traffic Management Plan	VMA Police, Traffic Management Plan	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	VMA Police, relevant emergency services, traffic controllers	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Critical Medical Emergency	Engagement of medical service (first aid provider, St John Ambulance, Emergency Express points)	St John Ambulance, relevant emergency services	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	St John Ambulance, relevant emergency services	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and
Critical Traffic Incident	Traffic Management Plan, Traffic Management Controller	Traffic Management Plan, Traffic Management Controller	Information collection and dissemination through social media, internet posting and media statements and variable message signs, incident ground media team, facilitation of media needs	VMA Police, relevant emergency services, traffic controllers	Liaison with emergency services, preservation of the scene and protection of evidence, managing information relevant to the incident	Facilities secured, first aid support and medical transport	Event budget	1. Assess situation. 2. Ensure the safety of all people on the premises, preserve life and protect property 3. Evacuate incident area if required 4. Contact relevant hazard agency (Police, Fire, Ambulance) for assistance 5. Attend to the post-incident needs of people affected by the incident 6. Determine who the key stakeholders are regarding the incident and communicate appropriate and consistent message with them 7. What we know about the incident 8. What we don't know about the incident, but we are currently investigating, and

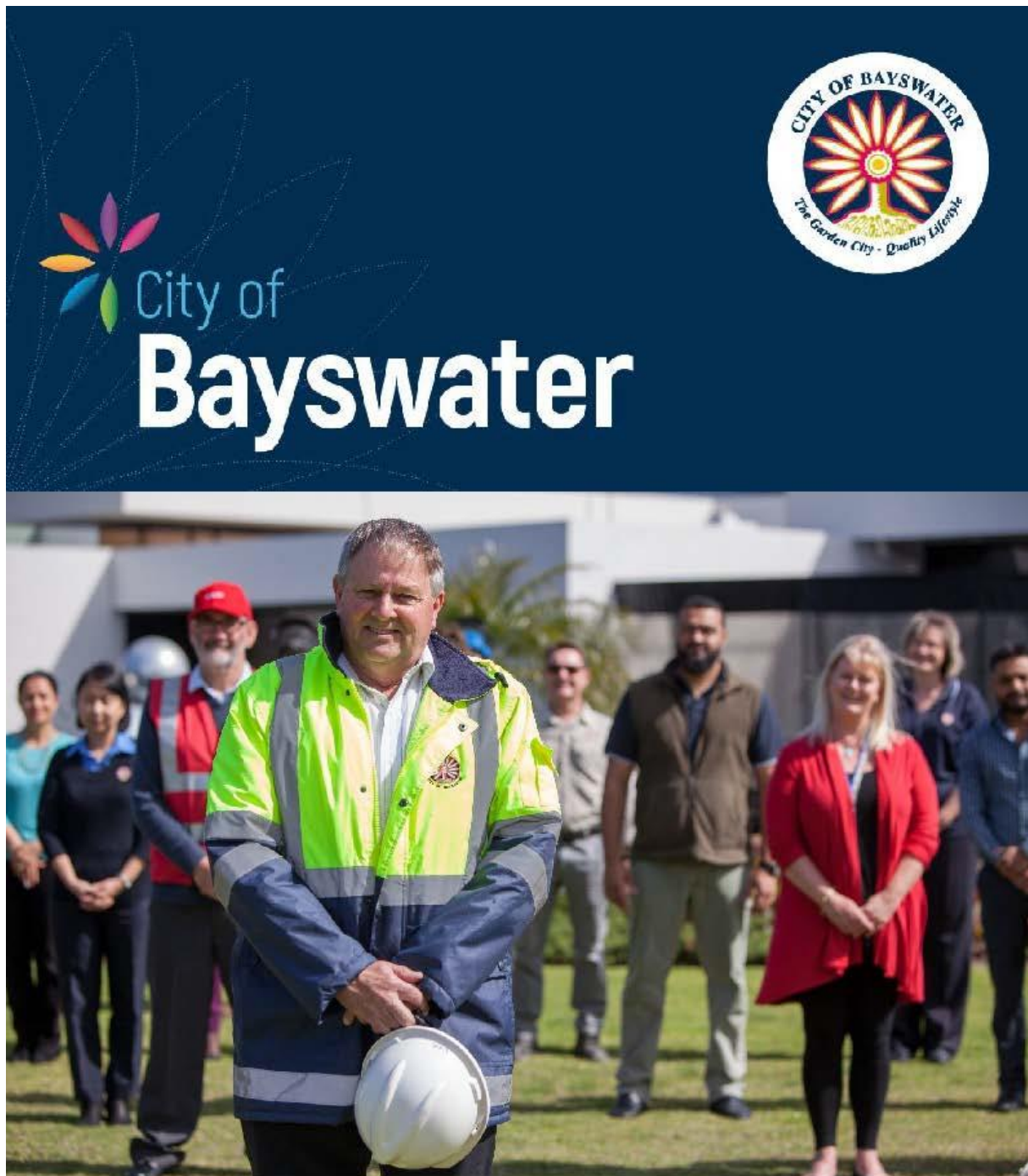


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[illegible]

Risk Summary		Initial Risk Assessment		Final Risk Assessment		
Risk Area	# Risks Identified	Max Risk	Min Risk	Outstanding Treatments	Max Risk	Min Risk
Event Planning - Objectives	5	Low	Low	5	Low	Low
Event Planning - Commitment	2	Low	Low	2	Low	Low
Event Planning - Management	4	Low	Low	4	Low	Low
Event Planning - Budget	2	Low	Low	2	Low	Low
Event Planning - Scheduling	5	Low	Low	5	Low	Low
Event Planning - Stakeholders	5	Low	Low	5	Low	Low
Event Planning - Other	1	Low	Low	1	Low	Low
Event Organising - Management	2	Low	Low	2	Low	Low
Event Organising - Contractors	3	Low	Low	3	Low	Low
Event Organising - Venue Design	10	Low	Low	10	Low	Low
Event Organising - Promotion	5	Low	Low	5	Low	Low
Event Organising - Other	1	Low	Low	1	Low	Low
Event Hosting - Bump in	4	Low	Low	4	Low	Low
Event Hosting - Bump out	3	Low	Low	3	Low	Low
Event Hosting - Administration	3	Low	Low	3	Low	Low
Event Hosting - Management	3	Low	Low	3	Low	Low
Event Hosting - Vol' / Event Staff	8	Low	Low	8	Low	Low
Event Hosting - Budget	2	Low	Low	2	Low	Low
Event Hosting - Venue	5	Low	Low	5	Low	Low
Event Hosting - Contractors	3	Low	Low	3	Low	Low
Event Hosting - Vendors	3	Low	Low	3	Low	Low
Event Hosting - Crowd	8	Low	Low	8	Low	Low
Event Hosting - Emergency	12	Low	Low	12	Low	Low
Event Hosting - Performers	5	Low	Low	5	Low	Low
Event Hosting - Structures	5	Low	Low	5	Low	Low
Event Hosting - Other services	4	Low	Low	4	Low	Low
Event Hosting - Other	1	Low	Low	1	Low	Low
Event Close Out - Promotion	2	Low	Low	2	Low	Low
Event Close Out - Management	2	Low	Low	2	Low	Low
Event Close Out - Other	1	Low	Low	1	Low	Low

Attachment 5



SEED Close-out Report

## Occupational Safety and Health

August 2020

Document Set ID: 3649525  
Version: 8, Version Date: 17/08/2020

**Document details****Document location**


This document is located in the project folder in ECM, document set ID 3649525.

**Version History**

Version	Date	Details
1	25/03/2020	Draft for stakeholder review
2	24/07/2020	Draft for ELT
3	10/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the Service Review project.

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		10/08/2020

**Consultation**

The following were consulted:

Name	Title
Dan West	Manager People, Culture and Safety
Juliana Tigan	OSH Project Officer
Daniel Bateman	Occupational Health and Safety Advisor

**Distribution**

This document has been distributed to:

Name	Title	Version
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Cherie Daniel	Acting Manager People, Culture and Safety	2
Daniel Bateman	Occupational Health and Safety Advisor	1
Juliana Tigan	OSH Project Officer	1
Darren Beltman	Manager Governance and Organisational Strategy	2
Andrew Brien	Chief Executive Officer	3
David Nicholson	Director Corporate and Strategy	1
Des Abel	Director Community and Development	2
Doug Pearson	Director Works and Infrastructure	2

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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of staff and the community. Occupational Safety and Health was one of the service areas reviewed as part of this project. Following the review, four recommendations were provided to improve Occupational Safety and Health services.

The approach used throughout the review process was to gather existing information relating to the Occupational Safety and Health function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- training
- use of technology
- communication and knowledge
- customer service
- duplication of effort
- utilisation of purchasing power.

The recommendations for Occupational Safety and Health were centred around Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

- All OSH manuals / procedures centralised and online so that they can be accessed by all employees regardless of location
- Create role responsibilities for OSH Representatives
- Develop a template to present trends, issues and statistics in an easy to read, visual format (see section 12.4 for example)
- Creation of an ELT driven OSH improvement target.

All recommendations were completed by June 2019. The outcomes for each recommendation, respectively, were:

- OSH resources have been refreshed and centralised on the City's intranet, with mechanisms in place to support staff that do not have regular access to a computer.
- OSH Representatives have improved role definition and more opportunities to develop OSH skills. The City has also focused on individual OSH responsibilities for all employees.
- An OSH dashboard has been developed and is presented to ELT on a monthly basis, reviewed by OSH Committee and is distributed to all staff.
- OSH improvement targets have been adopted by ELT and are currently being implemented through the OSH Framework.

## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Occupational Safety and Health.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were adopted by Council throughout the year.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## **4 METHODOLOGY**

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City
2. A desktop review of documentation held within Occupational Safety and Health including policies, procedures, structures and responsibilities
3. Identification of subservices provided within the Occupational Safety and Health
4. Collection of information about each subservice
5. Review of services to identify levels of service and mode of delivery options
6. Benchmarking of services against other similar organisations
7. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value
8. Interview with Managers and super users to gain an understanding of the customer requirements
9. Mapping of current state processes to identify improvement opportunities
10. Solutions workshops conducted with all interested staff
11. Personal interviews with staff offering ideas and solutions
12. Assessment of the solutions and options for change
13. Identification of solutions that could be quickly implemented in collaboration with service owners
14. Documentation of the findings and recommendations
15. Review of findings and recommendations by a reference panel
16. Submission to ELT for endorsement
17. Prioritisation and valuation report.

## **5 STRATEGIC INTENT**

An assessment of the strategic intentions for the service review and Occupational Safety and Health gave guidance on the approach and options for change. The strategic intent is considered in this section.

### **5.1 Strategic Intent for the service review**

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that Occupational Safety and Health will need to operate within. The following are the key environmental factors that will impact upon an Occupational Safety and Health system in the future:

- Sector wide collaboration for OSH with other local governments
- Responding to industry changes identified by LGIS
- Increased regulation and scrutiny of local government by both State government and the wider community with regard to performance, reporting and accountability
- Constrained economic environment - needing to deliver more with scarce resources
- Opportunities for innovation and sustainability in OSH

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase. Manual process work arounds have been implemented to bypass	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City. Processes are "Digital by default" with the aim of reducing duplication of tasks

	<p>unwanted, misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 OCCUPATIONAL SAFETY AND HEALTH FUNCTION

### 7.1 Strategic link

Occupational Safety and Health services are linked to the Strategic Community Plan through the outcomes and strategies set out in the table below.

Outcome	Strategy
L1 Accountable and Good Governance	L1.1 Ensure policies, procedures and practices are effective
L3 Strong stewardship and leadership	L3.3 Deliver continuous improvement in all areas of the City's business

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
OSH training	Statutory	Needs identification, organise relevant training, maintain safety training records	1*	L3.3
Investigations, inspections and documentation	Statutory	Accident / Incident investigations, review workplace inspection reports, prepare OSH management practices and procedures, maintain JSA / SWMs, hazard register, create and maintain work place inspections, review reports including spot checks, (Recreation – Daily, weekly and monthly aquatic plan and audit of equipment and practice), MySafety (ECM reporting), external reporting	1*	L1.2
Staff health assessments	Statutory	Hearing tests, pesticides monitoring, chemical hazards, other testing as required	1*	L1.2
Hazard management	Statutory	Risk assessments, chemical management, first aid, ergonomics, research hazard controls / solutions, workplace monitoring	1*	L3.3
Health and safety representatives	Statutory	Committee meetings, minutes and agendas, HRS training is up to date, reporting	1*	L3
Communications / safety meetings	Statutory	Toolbox meetings, communications	1*	L3.3

\* At the time of the review the City employed only one Workplace Safety and Health Officer, supervised by the Manager Human Resources. Since the review an OSH Project Officer has also been employed to provide additional expertise and flexibility for OSH services.



### 7.3 Customer Perception of Service

As OSH is an internal service there was no data available on community perceptions. The project team instead considered feedback from OSH representatives, gathered during a recent audit of OSH meetings. Feedback included:

- many items are repeated at each meeting without being completely resolved
- not all members are able to attend meetings
- the pace of improvements is slow - would like to see greater progress
- OSH reps need to be more involved in briefing teams/workplaces as well as bringing issues to meetings
- meetings are regular and well conducted
- new ideas and inputs are welcomed.

The City had recently undergone an OSH audit through LGIS in June 2018, however results were not provided until after the review had been completed. The audit found that the City was underperforming in many areas, with particular improvement opportunities in hazard management and consultation and reporting.

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of Occupational Safety and Health services. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the Occupational Safety and Health function. The process involved benchmarking the City against a range of other WA local governments. Information has been de-identified at the request of the participating local governments.

The organisations contacted were:

- City of Belmont
- City of Swan
- City of Stirling.

The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service	Assessment
Documentation	<ul style="list-style-type: none"> <li>• A number of Local Governments are still using paper based forms and are manually inputting information into an on-line system. Some of these Local Governments are in the process of developing an on-line system to remove the need for paper.</li> <li>• Typically, outstations and field workers are not connected to online systems in their work areas. That is, most documentation in the field is being completed on paper.</li> </ul>
Systems and integration	<ul style="list-style-type: none"> <li>• A variety of different systems is being used depending on the Local Government set up and core technology systems.</li> <li>• A number of Local Governments are using more than one system that are independent of each other to record and</li> </ul>

	document OSH information, whereas others have a system that integrates with core systems or have no OSH systems at all.
Reporting	<ul style="list-style-type: none"> <li>All Local Governments provide executive teams with monthly reports, with a majority of OSH reporting being included in the HR report. However, it appears that a number of local governments are investing in systems that have dash boards and the ability for self-generation of reports.</li> <li>Some local governments are using infographics which significantly improve the readability of reports and makes them more accessible, appealing and relevant to staff.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Councils are collaborating with each other on strategic OSH matters. They are also working with LGIS on strategic matters and using LGIS to assist with development of their OSH systems.</li> </ul>
Focus and consistency	<ul style="list-style-type: none"> <li>Local governments that are considered to be high performing (winning awards) valued OSH highly, consistently apply OSH standards and hold staff and leadership to account.</li> </ul>

The key findings from the activity were:

- Paper-based OSH reporting is still prevalent in most local governments
- Reporting is becoming more accessible, with either dashboards or self-generation of reports being implemented but much manual entry and manipulation of data is still required to create the source data for reports
- Councils are collaborating with each other to improve and develop OSH.

The above findings were taken into consideration when providing recommendations.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub service	Issue	Key theme
OSH training	<ul style="list-style-type: none"> <li>Not all staff are receiving OSH training at commencement of employment as induction may occur weeks after start on site</li> <li>Inconsistent and ad hoc identification and maintenance of training needs and records</li> <li>Staff are not informed on new and emerging areas of risk</li> </ul>	Training Communication and knowledge within the organisation
Investigations, inspections and documentation	<ul style="list-style-type: none"> <li>Contractors aren't involved in documenting JHA's / SWMs and are unaware of their obligations to the City</li> <li>Outstations are unaware of their obligations to JHAs / SWMs and haven't received training on how to complete JHAs or SWMs</li> </ul>	Training Customer service Communication and knowledge within the organisation
Hazard management	<ul style="list-style-type: none"> <li>Staff are unaware of their requirement to complete risk assessments or which forms to complete for each scenario</li> <li>Risk assessment framework is still a draft</li> </ul>	Training Use of technology Communication and knowledge within the organisation

Health and safety representatives	<ul style="list-style-type: none"> <li>There is a lack of understanding of the role and the Reps aren't bringing information back to their teams</li> </ul>	Training Communication and knowledge within the organisation
Communications / safety messages	<ul style="list-style-type: none"> <li>Posting for OSH meeting minutes on noticeboards is inconsistent</li> <li>OSH tab on Baynet is not well known and the information doesn't appear to be current</li> <li>Only a few Managers / Coordinators are incorporating OSH in meeting agendas</li> </ul>	Training Use of technology Communication and knowledge within the organisation

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meeting and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas
- Everyone's view is valuable
- Facilitators are not to edit responses
- No defending services or arguing
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all staff to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of Occupational Safety and Health was completed in Round Three. The recommendations are set out below.

<b>Recommendation 1</b>		All OSH manuals / procedures centralised and online so that they can be accessed by all employees regardless of location
<b>Benefits</b>	<b>Red tape reduction</b>	All staff will have access to the OSH manuals and procedures OSH reporting and processes will be identical across the organisation
	<b>Customer focus</b>	Provides up to date information for contractors and employees in a central location
	<b>Accountability &amp; transparency</b>	Increase in staff accountability by using the most current templates/reports
<b>Strategic direction</b>		L1.2 Ensure policies, procedures and practices are effective L3.3 Deliver continuous improvement in all areas of the City's business
<b>Community views</b>		Not known
<b>Equity</b>		To ensure that all OSH Manuals and procedures are the same and up to date
<b>Risks</b>	<b>of implementing</b>	Staff response to being held accountable and interruption to immediate work
	<b>of not implementing</b>	Out of date and inconsistent information being supplied / acted on
<b>Costs</b>		Officer time only - needs to include roll out and instructions to use the new centralised information
<b>Timeframes for delivery</b>		6-12 months with prioritisation to most important processes
<b>Resource implications</b>		Officer time to compile the manuals and procedures and upload to central location, promote and train

<b>Recommendation 2</b>		Create role responsibilities for OSH Representatives
<b>Benefits</b>	<b>Red tape reduction</b>	Creates an effective feedback loop between OSH reps and teams to ensure that information is shared in a timely way
	<b>Customer focus</b>	OSH Representatives will know what is required of them and they are able to respond appropriately
	<b>Accountability &amp; transparency</b>	OSH Representatives can be held accountable for not following the requirements set out for their position
<b>Strategic direction</b>		L1.2 Ensure policies, procedures and practices are effective L3.3 Deliver continuous improvement in all areas of the City's business
<b>Community views</b>		Not known
<b>Equity</b>		To ensure that all OSH Representatives are providing the same service in line with written and agreed expectations
<b>Risks</b>	<b>of implementing</b>	OSH representatives may not want to continue in the role once it is clarified
	<b>of not implementing</b>	OSH Representatives carrying out different duties or don't fulfil all the requirements of the role
<b>Costs</b>		Officer time to develop the role responsibilities and seek approval from all concerned
<b>Timeframes for delivery</b>		1-3 months
<b>Resource implications</b>		Officer time only

<b>Recommendation 3</b>		Develop a template to present trends, issues and statistics in an easy to read, visual format
<b>Benefits</b>	<b>Red tape reduction</b>	Early identification of trends to reduce lag time in responding and resolving issues
	<b>Customer focus</b>	Staff will be aware of OSH issues and trends and implications for their roles, particularly in the public
	<b>Accountability &amp; transparency</b>	Staff will be able to respond to emerging trends to enabling improved compliance
<b>Strategic direction</b>		L1.2 Ensure policies, procedures and practices are effective L3.3 Deliver continuous improvement in all areas of the City's business
<b>Community views</b>		Not known
<b>Equity</b>		All employees will have access to information to make better decisions about their own safety
<b>Risks</b>	<b>of implementing</b>	Acceptance of the new information by staff
	<b>of not implementing</b>	Emerging issues and trends will go unnoticed and may lead to incidents that could have been avoided Continue with current practices without improvement
<b>Costs</b>		Officer time with support from Marketing and Communications and Information Services to develop template
<b>Timeframes for delivery</b>		3-6 months
<b>Resource implications</b>		Officer time

<b>Recommendation 4</b>		Creation of an ELT driven OSH improvement target
<b>Benefits</b>	<b>Red tape reduction</b>	Focus for all staff on targets
	<b>Customer focus</b>	Staff have clarity around ELT OSH expectations and commitment
	<b>Accountability &amp; transparency</b>	Visible leadership leads to improved OSH culture and outcomes
<b>Strategic direction</b>		L1.2 Ensure policies, procedures and practices are effective L3.3 Deliver continuous improvement in all areas of the City's business
<b>Community views</b>		Nil
<b>Equity</b>		All staff have the same clarity
<b>Risks</b>	<b>of implementing</b>	Targets not being achievable
	<b>of not implementing</b>	Lack of strategic leadership in OSH OSH culture does not mature
<b>Costs</b>		Manger HR support to ELT to identify and confirm targets
<b>Timeframes for delivery</b>		1-3 months
<b>Resource implications</b>		Officer time

## 12 IMPLEMENTATION AND RESULTS

The recommendations in this service area were assigned to People, Culture and Safety. Completion of some actions was delayed due to the departure of the City's Occupational Health and Safety Advisor and subsequent recruitment.

### 12.1 Recommendation 1

*"All OSH manuals / procedures centralised and online so that they can be accessed by all employees regardless of location."*

This recommendation was assigned to the Manager People, Culture and Safety. It was completed on schedule in June 2019. It sought to address communication and knowledge relating to OSH processes and obligations.

At the time of the review staff could access OSH information, including notices, procedures and forms, through the City's intranet. The review found this resource was not fully utilised by staff, and information was often copied and kept locally. The OSH team have since refreshed the intranet content and implemented processes to improve utilisation, including:

- regular updates and content reviews;
- creating a central storage location for all branch specific OSH documentation;
- promoting resources to relevant staff;
- promoting computer kiosks to outside workforce seeking to access online services and training; and
- enforcing the intranet as a single "source of truth" for OSH material.

OSH notice boards have also been installed at all office and outstations to share information and connect with staff that do not have regular access to the intranet. The noticeboards are regularly updated and proactively managed to avoid excessive or outdated content.

Steps have also been taken to make in-person OSH services more accessible to staff. An OSH representative is now stationed full-time at the Paddy Walker Works Depot to support improvements in OSH performance and maturity. This followed a short trial that saw a notable uptake of services. A representative is also present at toolbox meetings for outside workforce to share information, answer questions and provide a point of contact.

### 12.2 Recommendation 2

*"Create role responsibilities for OSH Representatives."*

This recommendation was assigned to the Manager People, Culture and Safety and scheduled for completion by 30 September 2018. It was slightly delayed due to departure of the Occupational Health and Safety Advisor and was completed in December 2018. It sought to address training, communication and knowledge among OSH Representatives, and empower them to take a more active role in improving OSH culture.

The role responsibilities of OSH Representatives have been set out in revised Terms of Reference. Improvements have also been made to the nomination, election and subsequent training for new OSH Representatives to ensure new members are aware of their responsibilities. This has increased capacity within the team and supported the streamlining of OSH Committee meetings. OSH Representatives are now more active in hazard and



incident investigations at their sites, which provides experience, supports development and provides a visible demonstration of their commitment to effective OSH management.

In addition to the above, a new OSH Roles and Responsibilities Management Practice was adopted in late 2019 to better define the responsibilities of all staff, as safety is not the sole responsibility of OSH Representatives. The Management Practice is supported by the City's new OSH Framework, which includes staff education, compulsory eLearning and the implementation of regular OSH meetings for all teams.

### 12.3 Recommendation 3

*"Develop a template to present trends, issues and statistics in an easy to read, visual format."*

This recommendation was assigned to the Manager People, Culture and Safety and scheduled for completion by 31 January 2019. It was delayed due to departure of the Occupational Health and Safety Advisor and was completed in June 2019. It sought to address communication and knowledge relating to OSH performance and expectations.

The OSH team developed a dashboard template that presents monthly trends, issues and statistics in a simple, engaging format. The dashboard covers monthly performance for the current financial year. It is published on the City's intranet and the OSH noticeboards. Some of the metrics presented include:

- near miss actual vs potential severity of an incident, to educate staff about risk;
- work hours lost to injury, to demonstrate the productivity loss of incidents;
- types of incidents and injuries most prevalent in the workplace, to improve staff awareness of relative risks;
- number and severity of incidents reported, so staff are aware of the level of incidents occurring through the organisation.

The information presented in the dashboard is revised and updated each month. Metrics vary month to month to keep the information relevant and engaging. The OSH team continue to refine the template with each iteration. Feedback from staff has been positive, with particular praise for the clarity and simplicity of the format and the effective promotion of the whole OSH framework.

### 12.4 Recommendation 4

*"Creation of an ELT driven OSH improvement target."*

This recommendation was assigned to the Manager People, Culture and Safety and scheduled for completion by 31 December 2018. It was delayed due to departure of the Occupational Health and Safety Advisor and was completed in June 2019. It sought to address communication and knowledge relating to OSH processes and obligations.

The City's OSH objectives are set out in the City's new OSH Framework. Present focus is on improving OSH governance and assurance to improve compliance and drive improvements in overall OSH culture. It also sets branch targets, whereby managers must drive and model appropriate OSH behaviours, and sets a number of success indicators, including:

- Safe Act Observations per branch per month (to be rolled out in FY2021) Risk Assessment Audits per year
- Close out of corrective actions within the month they were raised.

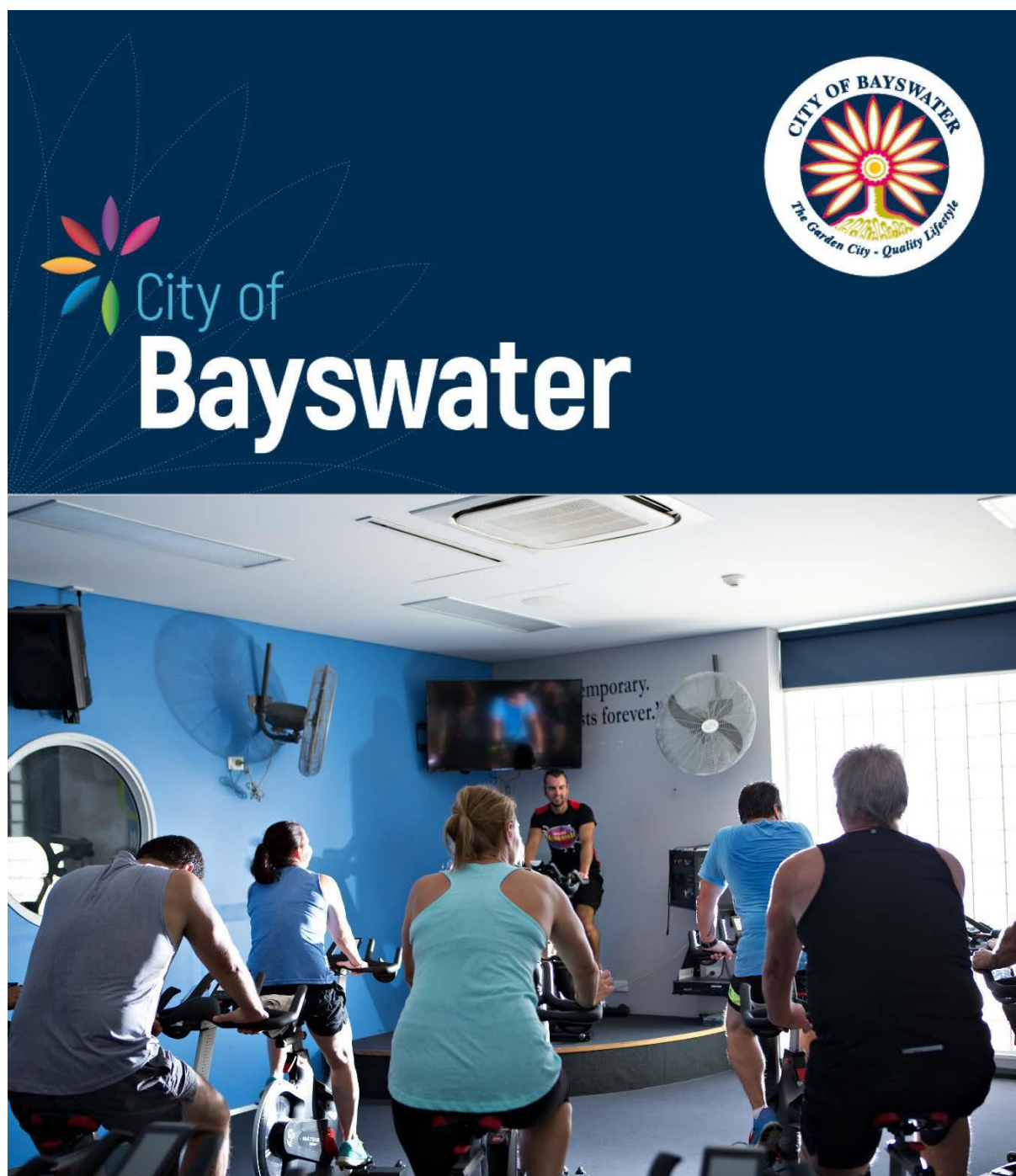
### 13 MOVING FORWARD

The City is committed to improving safety culture and complying with statutory obligations. People, Culture and Safety will continue to improve OSH material and develop new resources where a need is identified. Opportunities to better share resources and learnings will also be investigated. This includes mapping OSH processes in the City's process database and providing high-quality learning opportunities through the City's Learning Management System. The OSH team are also well underway preparing a suite of management practices and procedures that will set out the City's approach to a range of OSH matters.

There is potential for greater presence at Paddy Walker Works Depot, and to expand in-person services to other outstations. This presence will be supported by a continued focus on upskilling staff through training and development. This includes developing risk management and Take 5 training to roll out to all staff.

The OSH team has also developed and implemented an OSH Risk Register, independent of but aligned to the City's Corporate Risk Register. This enables more meaningful data collection and reporting, and more focused analysis. Consolidation of this analysis will inform planning and prioritisation of OSH activities in the next 12 months. An OSH Training Register will also be developed to improve tracking of staff training obligations and needs.

**Attachment 6**



SEED Close-out Report

## Training, Development and Staff Wellbeing

August 2020

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3	21/08/2020	Draft for ELT
4	25/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the S

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		25/08/2020

**Consultation**

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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; our processes and outputs, their benefits and/or issues and opportunities to improve our services to the betterment of employees and the community. Training, development and staff wellbeing was one of the service areas reviewed as part of this project. Following the review, five recommendations were provided.

The approach used throughout the review process was to gather existing information relating to the Training, development and staff wellbeing function, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the second round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- Training;
- use of technology;
- communication and knowledge;
- customer service;
- duplication of effort; and
- utilisation of purchasing power.

The recommendations for Training, development and staff wellbeing were centred around Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

- Develop a business case for a centralised Learning Management System that integrates with TechnologyOne and confirm who is responsible for the City's training budget;
- Implement online performance reviews and review the frequency of the reviews in order to inform employee development needs;
- Prepare an Annual Corporate Training Plan that will inform the budget;
- Promote and maintain experiential development opportunities through secondment, acting roles and mentoring across departments; and
- Continue to identify and provide accessible wellbeing opportunities for the entire workforce, including outstations.

All recommendations were considered complete by the end of 2019, however several have been incorporated into ongoing business activities and continuous improvement. Key outcomes from the recommendations are:

- A Learning Management System has been successfully rolled out to all employees;
- Online performance reviews have been rolled out to all internal employees, and are scheduled to be rolled out to external employees in FY2021;
- A Corporate Training Plan is prepared for each financial year, and is supported by the Learning Management System;
- Provision of experiential development opportunities has been incorporated into the City's business-as-usual activities; and
- The City's Fit4Life program continues to provide diverse wellbeing opportunities.



## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Training, development and staff wellbeing.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all employees, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were adopted by Council throughout the year.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## **4 METHODOLOGY**

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City
2. A desktop review of documentation held within the area of Training, Development and Staff Wellbeing including policies, procedures, structures and responsibilities
3. Identification of subservices provided within the area of Training, Development and Staff Wellbeing
4. Collection of information about each subservice
5. Review of services to identify levels of service and mode of delivery options
6. Benchmarking of services against other similar organisations
7. Identification of issues including the need for the service, service provision gaps, and those services not delivering corporate value
8. Interview with Managers and super users to gain an understanding of the customer requirements
9. Mapping of current state processes to identify improvement opportunities
10. Solutions workshops conducted with all interested employees
11. Personal interviews with employees offering ideas and solutions
12. Assessment of the solutions and options for change
13. Identification of solutions that could be quickly implemented in collaboration with service owners
14. Documentation of the findings and recommendations
15. Review of findings and recommendations by a reference panel
16. Submission to ELT for endorsement
17. Prioritisation and valuation report.

## **5 STRATEGIC INTENT**

An assessment of the strategic intentions for the service review and Training, development and staff wellbeing gave guidance on the approach and options for change. The strategic intent is considered in this section.

### **5.1 Strategic Intent for the service review**

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some

work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment;
  - are customer centred;
  - are designed for ongoing improvement and agility;
  - have defined value and efficiency improvements are able to be measured;
  - meet the City's obligations and expectations;
  - are the most efficient and effective use of our available resources;
- An organisational structure that best meets the requirements of the Strategic Community Plan;
- Employees actively engaged in a positive change program; and
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that training, development and staff wellbeing will need to operate within. The following are the key environmental factors that will impact training, development and staff wellbeing in the future:

- How the City develops the capability within its workforce that will allow them to innovate, adapt and be competitive.
- Education trends will change the way the City enables its employees to learn. It encompasses a range of on the job and off the job methods, digital micro-learning for acquiring necessary skills, knowledge and behaviours.
- Organisations facilitating and embracing digital learning techniques for all employees are also broadening the opportunity to leverage everyone's knowledge as a part of regular learning.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new employees is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase.	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City.

	<p>Manual process work arounds have been implemented to bypass unwanted, misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>Processes are "Digital by default" with the aim of reducing duplication of tasks and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-arounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>

## 7 TRAINING, DEVELOPMENT AND STAFF WELLBEING FUNCTION

### 7.1 Strategic link

Training, development and staff wellbeing services are linked to the Strategic Community Plan through the outcomes and strategies set out in the table below.

Outcome	Strategy
L1 Accountability and good governance	L1.2 Ensure policies, procedures and practices are effective
L3 Strong stewardship and leadership	L3.4 Develop and foster a strong, agile, supportive and respectful organisational culture

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Training and development	Statutory, compulsory	High risk training Compulsory or mandatory training Corporate / elective training	1.6*	L1
Staff wellbeing	Discretionary	Fit for Life Program Health Assessments EAP	1	L3.4

\* At the time of the review, training was largely decentralised; with each manager responsible for identifying, planning and budgeting training for their staff. One FTE was allocated to coordinating compulsory Occupational Safety and Health training, with a focus on high risk areas. A partial (0.6) FTE was allocated to coordinating one-off training for certain learning areas, including compulsory "law at work" training.

### 7.3 Customer Perception of Service

There was general consensus that there was an overall lack of integration. Training was devolved and there was no accountability for training, budget expenditure and reporting. Work areas did not use the annual review process to reliably identify opportunities for training. When provided, training was often last minute and ad hoc.

Officers voiced that they were requesting training and development opportunities but were often advised that there was no time available for them to attend training. Examples of employee feedback included:

- "Wide range of training material needs to be available for employees to grow and develop."
- "Secret squirrel in who gets what support across the organisation."

- *"The City has no formal commitment to invest in its people through any statement other than references in the current Workforce Plan."*
- *"No central budget for corporate training."*
- *"Wellbeing programs are a good idea but yet to see sessions that are appealing."*
- *"Feeling a lack of sense of community within the organisation."*

Customer and employee expectations are always changing, and equipping employees with new skills has become even more important with the increasing need to innovate ways of working and keep up with technological advancements. Lack of organisational commitment to creating opportunities for learning can lead to reduced productivity, low employee engagement and potential loss of staff.

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the City's training, development and staff wellbeing services. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the services. The process involved benchmarking the City against a range of organisations that were identified as being best practice in their field, including WA local governments.

The organisations contacted were:

- City of Kwinana;
- City of Rockingham; and
- City of Melville.

The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service	Assessment
Training and Development	<ul style="list-style-type: none"> <li>• Training is generally coordinated centrally through the Human Resources Department.</li> <li>• A Training Needs Analysis is developed to inform the centralised training budget.</li> <li>• The Human Resources function usually develops an annual Corporate Training Plan.</li> <li>• Use software to manage corporate training.</li> <li>• Centralised calendar for administration, bookings etc. managed by the Human Resources function.</li> <li>• Training outside of the review process can be approved.</li> <li>• Employees empowered to manage own training and development.</li> <li>• Training delivered utilising a variety of innovative methods.</li> <li>• Corporate training is generally centralised through the Human Resources function and informed by the annual review process which is timed prior to the budget process.</li> <li>• Some individual departments responsible for professional and technical development.</li> </ul>



Wellbeing	<ul style="list-style-type: none"> <li>Wellbeing programs administered by Human Resources Department.</li> <li>Programs consistent across organisations. Lack innovation.</li> <li>Centralised budget.</li> <li>Recognition of the value these programs provide employees and the benefits then seen in the organisation.</li> </ul>
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The key findings from the activity were as follows:

- The City has a responsibility to ensure that its employees have the appropriate skills and knowledge to fulfil the organisation strategic and operational objectives;
- The City would benefit from a coordinated approach to the training, development and wellbeing needs of its employees;
- Consideration should be given to a centralised budget for training, development and wellbeing;
- There is value in understanding the wellbeing needs of the City's employees as it can lead to improved productivity and quality of work being produced;
- Learning and development needs of employees vary. Consideration must be given to the individual needs of the employee. This should be reflected in the type of training offered; and
- The City would benefit from a formal training and development strategy.

The above findings were taken into consideration when providing recommendations.

The Project Team also used the *Australasian LG Performance Excellence Program FY2017*, produced by PricewaterhouseCoopers, to assist in understanding how the City compared with other participating local governments. Key points from the report include:

- The City had 4.8 FTE's per 1,000 residents compared to an average of 5.5 FTE's per 1,000 residents across participating Councils in Australia;
- The staff turnover rate was 13% compared to 15% across participating Councils in Australia;
- New employees comprised of an increase in Gen Y employees, with Gen X employees remaining the same and baby boomers decreasing;
- Actual training spends per FTE was \$778 compared to \$975 across participating Councils in Australia;
- Performance appraisals for Supervisors and above have increased from 25% in 2016 to 77% in 2017;
- 99% of participating councils set a formal training budget each year, however only 24% of councils with a training budget for the 2016–17 financial year actually spent the full amount. The City did not fully expend its annual training budgets in recent years;
- The absence rate can be used as an indicator of low employee engagement. The City's median sick leave days taken across the workforce has decreased from 5.2 days 2016 to 4.7 days in 2017. This is less than the aggregated figure of 5.8 days across the survey population; and
- In 2016 the City and the survey population had 2.2 HR staff per 100 employees. In 2017 the survey population has increased to 3.1 HR staff per 100 with the City increasing to 2.5 HR staff per 100.

The report helped in evaluating the City's own practices to understand current performance and identify any areas of focus when striving to optimise operational excellence.

## 9 ISSUES

A number of issues were identified by employees through the review process. These perceived issues are summarised in the table below.

Sub service	Issue	Key theme
Training and development	<ul style="list-style-type: none"> <li>• Lack of Strategic direction</li> <li>• Lack of Management Practice</li> <li>• No central budget for corporate training</li> <li>• No system in place to provide:               <ul style="list-style-type: none"> <li>○ Accountability for training activity and expenditure;</li> <li>○ Link between employee performance, development plan and training; and</li> <li>○ Administration for bookings, alerts and records of training.</li> </ul> </li> <li>• Inconsistencies regarding payment for training</li> <li>• Inefficient budget spend.</li> <li>• Records of training and training evidence not well maintained. Manual process.</li> <li>• Lack of integration.</li> <li>• Annual review process not used to identify opportunities for training and is not timed to inform the budget cycle.</li> <li>• Lack of training on internal systems and processes.</li> <li>• Lack of training budget</li> <li>• Lack of assistance with regard to career development</li> <li>• Internal training ad hoc and inconsistent.</li> <li>• Lack of refresher courses.</li> <li>• Lack of training on in-house systems and programs.</li> <li>• Disparity between Studies Assistance policy and budget, levels of assistance and process involved misunderstood.</li> <li>• No centralised record of training.</li> <li>• Lack in range of training delivery methods.</li> </ul>	<p>Communication and knowledge within the organisation</p> <p>Use of technology</p> <p>Duplication of Effort</p> <p>Utilisation of purchasing power</p>
Wellbeing	<ul style="list-style-type: none"> <li>• No strategic direction, resources or policy.</li> <li>• Timing and accessibility for out stations, difficult to attend.</li> <li>• Inequity in health assessment opportunities.</li> <li>• Generally poor uptake in both the inside and outside workforce.</li> <li>• Programs not diverse enough.</li> </ul>	<p>Communication and knowledge within the organisation</p>

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all employees the opportunity to contribute and assist in solving problems in a constructive way. A number of meetings and workshops were also held at the Works Depot to facilitate greater involvement with employees throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas;
- Everyone's view is valuable;
- Facilitators are not to edit responses;
- No defending services or arguing; and
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all employees to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of training, development and staff wellbeing was completed in Round 2. The recommendations made are set out below.

<b>Recommendation 1</b>		Develop a business case for a centralised Learning Management System that integrates with Technology One and confirm who is responsible for the City's training budget.
<b>Benefits</b>	<b>Red tape reduction</b>	<ul style="list-style-type: none"> <li>• Organise and streamline administrative processes for training.</li> <li>• Manage eLearning, by enabling content management, course delivery and progress tracking.</li> <li>• Reduce underspend of some training budgets.</li> <li>• Reduce learning and development costs.</li> <li>• Reduce learning and development time.</li> </ul>
	<b>Customer focus</b>	<ul style="list-style-type: none"> <li>• All employees in all locations can have access to a range of training.</li> <li>• Provide choice in how learning is delivered.</li> <li>• Organise eLearning content in one location.</li> <li>• Easily tracks learners' progress and performance.</li> <li>• Integrate social learning experiences (include links to Facebook, Twitter, LinkedIn etc.).</li> <li>• Equitable access to resources to fund training for all employees.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>• Track and report on the learning being administered.</li> <li>• Keep training records up-to-date and ready for audits and inspections.</li> <li>• Capabilities to gather data and report across learning areas.</li> <li>• Monitor expenses associated with training activities and ensure best value, monitor trends and implement actions to reduce unnecessary spending.</li> </ul>
<b>Strategic direction</b>		L1 Accountable and good governance
<b>Community views</b>		Training is currently managed in a manner that is not equitable to all employees. There is the general view that some employees receive more training than other employees.

<b>Equity</b>		Ensures all employees have equitable access to a range of training opportunities.
<b>Risks</b>	<b>of implementing</b>	Not all employees may be able to access the systems. There are varying levels of computer literacy.
	<b>of not implementing</b>	Nothing changes and the City's employees become more dissatisfied. Continued underspend of departmental budget.
<b>Costs</b>		Approx. \$50,000 to purchase a suitable new system, training and promotion of system.
<b>Timeframes for delivery</b>		6-12 months
<b>Resource implications</b>		No additional staff or accommodation requirements anticipated.

<b>Recommendation 2</b>		Implement online performance reviews and review the frequency of the reviews in order to inform employee development needs.
<b>Benefits</b>	<b>Red tape reduction</b>	<ul style="list-style-type: none"> <li>Saves paper and streamlines process.</li> </ul>
	<b>Customer focus</b>	<ul style="list-style-type: none"> <li>Continuous review of individual employee performance and training requirements can be linked to improving business outputs and provide an understanding of what motivates our workforce.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>Online are available for review between annual reviews.</li> </ul>
<b>Strategic direction</b>		L3 Strong stewardship and leadership
<b>Community views</b>		Employee training is not an area of focus of the community, however, significant feedback from the organisation supports this recommendation.
<b>Equity</b>		Ensures all employees have equitable access to a range of training opportunities.
<b>Risks</b>	<b>of implementing</b>	Employees may not have the ability, literacy or access to technology to complete reviews. The process could become a tick box exercise.
	<b>of not implementing</b>	The current dissatisfaction that the annual performance review is a token process remains.
<b>Costs</b>		Costs allocated within current budget.
<b>Timeframes for delivery</b>		3 months
<b>Resource implications</b>		Officer time

<b>Recommendation 3</b>		Prepare an Annual Corporate Training Plan that will inform the budget.
<b>Benefits</b>	<b>Red tape reduction</b>	<ul style="list-style-type: none"> <li>Organise and streamline the administrative processes surrounding training.</li> </ul>
	<b>Customer focus</b>	<ul style="list-style-type: none"> <li>Increased productivity.</li> <li>Recognition of long-term development of employees.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>This will be informed by a Training Needs Analysis that will in turn inform the Training Budget.</li> </ul>
<b>Strategic direction</b>		L3 Strong stewardship and leadership
<b>Community views</b>		The employee training function is not an area of focus of the community, however, significant feedback from the organisation supports this recommendation.
<b>Equity</b>		Ensures all employees have equitable access to a range of training opportunities.
<b>Risks</b>	<b>of implementing</b>	Training is targeted to themes that have been identified at a point in time and may not be relevant to some departments.
	<b>of not implementing</b>	Continued lack of focus for training.
<b>Costs</b>		Costs allocated within current budget.
<b>Timeframes for delivery</b>		12 months
<b>Resource implications</b>		Officer time and the sourcing of a Learning Management System

<b>Recommendation 4</b>		Promote and maintain experiential development opportunities through secondment, acting roles and mentoring across departments.
<b>Benefits</b>	<b>Red tape reduction</b>	<ul style="list-style-type: none"> <li>• Reduce the need to recruit.</li> </ul>
	<b>Customer focus</b>	<ul style="list-style-type: none"> <li>• Motivates employees by assisting them to learn more about the organisation.</li> <li>• Increases learning and professional development opportunities</li> <li>• Increases knowledge, know-how, skills and work performance.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>• Highlights the focus of the organisation on development of staff</li> </ul>
<b>Strategic direction</b>		L3 Strong stewardship and leadership
<b>Community views</b>		The employee development function is not an area of focus of the community, however, will support the 'business as usual' customer service focus.
<b>Equity</b>		Ensures all employees have equitable access to a range developmental opportunity.
<b>Risks</b>	<b>of implementing</b>	An expectation of permanency in acting roles and the willingness of individuals to move back to substantive roles.
	<b>of not implementing</b>	Lack of skilled employees to undertake acting roles.
<b>Costs</b>		Costs allocated within current budget.
<b>Timeframes for delivery</b>		3 months
<b>Resource implications</b>		Officer time to train and mentor

<b>Recommendation 5</b>		Continue to identify and provide accessible wellbeing opportunities for the entire workforce, including outstations.
<b>Benefits</b>	<b>Red tape reduction</b>	<ul style="list-style-type: none"> <li>• Not applicable, however, implementing ongoing and planned wellbeing initiatives provides for better alignment with budget constraints and provision of service.</li> </ul>
	<b>Customer focus</b>	<ul style="list-style-type: none"> <li>• Improved productivity and quality of work being produced</li> <li>• Improved overall morale and culture of the organisation</li> <li>• Increase in retention rates</li> <li>• Ability to attract quality employees who can see the organisation values employees health and wellbeing</li> <li>• Avoid high costs associated with absenteeism, injury and illness.</li> </ul>
	<b>Accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>• Aligns with current awards and agreements.</li> </ul>
<b>Strategic direction</b>		L3.4 Develop and foster a strong, agile, supportive and respectful organisational culture.
<b>Community views</b>		The employee wellbeing function is not an area of focus of the community, however, will support the above strategic direction, retain employee and assist employee in the provision of a positive customer experience.
<b>Equity</b>		Ensures all employees have equitable access to a range of wellbeing activities.
<b>Risks</b>	<b>of implementing</b>	Access by all employees, particularly outstations and customer facing may not be possible. Potential injuries from physical sessions causing lost time.
	<b>of not implementing</b>	Nothing changes.
<b>Costs</b>		Costs allocated within current budget.
<b>Timeframes for delivery</b>		6 months
<b>Resource implications</b>		Officer time

## 12 IMPLEMENTATION AND RESULTS

The recommendations in this service area were assigned to the People, Culture and Safety branch. All recommendations were implemented by July 2019.

### 12.1 Recommendation 1

*"Develop a business case for a centralised Learning Management System that integrates with Technology One and confirm who is responsible for the City's training budget."*

This recommendation was assigned to the Manager People, Culture and Safety. It was completed on schedule in September 2018. It sought to address the following themes:

- training
- use of technology
- communication and knowledge.

A business case was developed and presented to ELT in mid-2018. It did not include integration with TechnologyOne, as research concluded that the integration solutions available at the time would not deliver significant value for money. Integration was thus considered a long-term goal.

In early 2019 the City approached a number of suppliers and ultimately procured SAP Litmos Learning Management System (LMS). Notable features of the Litmos LMS include access to a library of off-the-shelf eLearning enabling key compliance areas and "law at work" training, linked to City policies and procedures, together with a range of features such as analytics and reporting, and basic course creation.

Litmos was launched to the internal workforce in late 2019 with a suite of compulsory courses, including health and safety, cultural awareness and asbestos awareness. Training delivery for the outside workforce remained predominantly face to face with manual processing, however this cohort has since transitioned to online.

Litmos has provided a number of benefits for the City. This includes:

- supporting the induction of new employees;
- ability for leaders to monitor use and validate completion of eLearning, ensuring compliance;
- ability to quickly create tailored eLearning solutions with a combination of in-house and course library content;
- features that support retention of learning, including training "boosts"; and
- Ability to deliver 'just in time' training, such as the rolling out of new photocopyers.

Litmos also enables easy deployment of critical or topical campaigns. Recent examples include fraud awareness and integrity. Course completion is monitored at an individual level by line leaders and at an organisational level by the Organisational Development team.

The product has advanced significantly since implementation and continues to demonstrate clear value as a method of training delivery, tracking and reporting. The next step is to establish, integration with TechnologyOne as the single source of truth, essential for verification and auditing the City's training compliance and performance.



The Organisational Development team has begun working towards the planned integration of Litmos LMS with Technology One in CiAnywhere. The first stage of the Training module is scheduled for FY2020/21.

## 12.2 Recommendation 2

*"Implement online performance reviews and review the frequency of the reviews in order to inform employee development needs."*

This recommendation was assigned to the Manager People, Culture and Safety. It was originally scheduled for completion in March 2019, but was extended to June 2019 to align with the first iteration of the online performance review cycle. It sought to address the following themes:

- use of technology;
- duplication of effort; and
- communication and knowledge.

Online performance reviews were implemented for the inside workforce in the final stage of the FY2019 performance cycle. Performance plans for FY2020 were then completed online for the inside workforce, with a review cycle scheduled from the end of May 2020. This has seen the delivery of a full performance cycle online, which will be adapted in line with feedback and business needs.

The annual review process for the outside workforce has remained predominantly paper-based, due to difficulties with access and availability of necessary technology. However the same schedule and monitoring has been applied. The majority of permanent outside employees will transition to online performance planning with the launch of the FY2021 performance planning cycle.

Online performance planning is and will remain an iterative process, with further improvements implemented each cycle. The Organisational Development team continue to collect feedback after each stage and use insights to advance the process and improve the user experience.

This includes:

- refining system configuration and usability;
- condensing timeframes as user knowledge improves;
- focusing on particular planning components, such as Council direction, strategic plans, and operational and/or budget constraints;
- working to integrate individual goals with team, directorate and organisational goals; and
- driving a shift in organisational culture from performance management to performance planning.

Online performance planning and reviews will provide greater benefits over time which include:

- regular, consistent tracking of progress against goals;
- ability to prepare in advance and have more productive discussions;
- provide a more flexible and agile response to changing circumstances; and
- keep on top of the priorities.

### 12.3 Recommendation 3

*"Prepare an Annual Corporate Training Plan that will inform the budget."*

This recommendation was assigned to the Manager People, Culture and Safety. It was scheduled for completion in September 2019, but was completed ahead of schedule in June 2019. It sought to address the following themes:

- training; and
- communication and knowledge.

An annual corporate training plan is prepared for each financial year and adopted by ELT. The plan focuses on the City's current training needs, informed by a variety of other programs, including performance planning and the Workforce Plan.

Since FY2019 the plan has been heavily influenced by limited available funding. Notable impacts include reduced training budget for FY2019 and the ongoing effects of the COVID-19 pandemic in FY2020 and FY2021. Consequently the City's focus has been on compliance based training. To mitigate some of these constraints, the aim has been to leverage available resources to develop alternative training and development solutions. This includes:

- extensive use of the Litmos course library discussed in Section 12.1 above;
- using in-house knowledge and skills to develop training and eLearning content; and
- encouraging participation in the experiential development opportunities discussed in Section 12.4 below.

While the commitment to an annual training plan does not diminish; the scope and deliverables will be critically influenced by resources and adoption of the 70/20/10 model for learning and development and the fast-growing trend of informal learning.

### 12.4 Recommendation 4

*"Promote and maintain experiential development opportunities through secondment, acting roles and mentoring across departments."*

This recommendation was assigned to the Manager People, Culture and Safety. It was completed on schedule in November 2018. It sought to address the following themes:

- Training; and
- communication and knowledge.

This recommendation has been incorporated into the City's business as usual activities. Experiential development opportunities are promoted as part of the 70/20/10 model, when available or in line with project schedules.

Employees are encouraged to engage in the City's mentoring program, now in its third year. The program has seen a steady uptake and built a reputable profile. The City also continues to support participation in industry groups, including supporting professional memberships, being active in network events and supporting participation in the Australasian Management Challenge and the Local Government Professionals Young Professionals Network.

Acting opportunities, including higher duties, have become more prevalent and meaningful across the organisation. Temporary appointments, such as for leave cover, are generally advertised internally to promote such opportunities. Higher duties create opportunities for both the employee and the organisation. Actively encouraged by both People, Culture and Safety and line leaders, acting opportunities and secondments support the City's commitment to identify and nurture talent in the organisation.

Opportunities were also made available to employees during the COVID-19 pandemic. A significant effort was made to identify alternative employment opportunities for permanent and casual employees due to service closures and the temporary assignments were positively received. Such experiences provided immeasurable benefits to the organisational culture, by breaking down silos and providing meaningful work employees during challenging times. Furthermore, as the City has returned to regular operations some employees have received ongoing opportunities in different business areas.

### **12.5 Recommendation 5**

*"Continue to identify and provide accessible wellbeing opportunities for the entire workforce, including outstations."*

This recommendation was assigned to the Manager People, Culture and Safety. It was scheduled for completion in November 2019 but was completed ahead of schedule in June 2019. It sought to address communication and knowledge.

An annual plan is prepared for each financial year and adopted by ELT. It is then delivered progressively through a suite of different programs. A key focus has been the Fit4Life program, which is delivered in partnership with LGIS. The program includes a range of services, including:

- health assessments and skin checks;
- an annual challenge focused on particular health and wellbeing goals;
- bike to work promotions and local resources;
- free gym membership;
- access to lunchtime fitness classes;
- mental health initiatives, including RUOK Day;
- an Employee Assistance Program;
- roaming massages;
- immunisations; and
- access to an online employee portal, which provides health and wellbeing resources.

Line leaders are expected to support employee participation, particularly where relevant to the employee's role. People, Culture and Safety also issue regular notices and attend toolbox meetings to promote initiatives to the outside workforce. The program continues to evolve and improve through trials, employee feedback and engagement tracking.

Provision of health related services for employees also provides valuable insights for the City. For example, health assessments and skin checks provide de-identified data about the health and wellbeing of the workforce. This enables the City to more effectively plan for the future and tailor services to meet targeted needs.

During the COVID-19 pandemic, mental health and well-being messaging and resources were promoted and made available as additional resources for employees. The City also provided over 120 redeployment opportunities to permanent and casual employees affected by service restrictions. In particular, a large number of Recreation staff were redeployed to the Parks and Gardens branch, an experience which was very positively received and helped to maintain staff wellbeing in a time of great uncertainty.

### 13 NEXT STEPS

In the present economic climate, innovation will be critical to further advancing training, development and staff wellbeing services. People, Culture and Safety are continuing to identify and implement effective strategies to develop an empowered workforce that will deliver value for the community.

For learning and development, the City will continue to focus on internal development opportunities. Experiential development opportunities will be sustained, and the City will continue to build organisational capacity through effective performance planning.

People, Culture and Safety will continue to champion the use of Litmos in all areas of the City's business, as a tool for training delivery, and adding value as one of the City's learning and development strategies. For example, eLearning courses will educate employees about the City's Access and Inclusion Plan and Reconciliation Plan, and the principles of those plans can be incorporated into all eLearning content. Other options will include lunch and learn sessions, workshops delivered by in-house 'subject experts' and continuation of the mentoring program.

For wellness, the City is working towards Bronze accreditation with Healthier Workplace WA. Under the City's Health and Wellbeing program, *Fit4Life*, initiatives under consideration include a Wellness Expo and an employee reward program that provides access to discounts across a range of services. People, Culture and Safety will also work towards integrating the staff wellbeing initiatives with community initiatives, such as Purple Bra Day, National Reconciliation Week and White Ribbon Day. This will enable each program to add value to the other and diversify employee understanding of health and wellbeing. These objectives will be further supported by the relaunch of the City's employee portal, planned for September 2020.

All of the above projects are also being leveraged to support development of an Employee Value Proposition (EVP). By offering effective development opportunities and meaningful wellbeing programs the City is able to better attract and retain employees.

Attachment 7



SEED Close-out Report

## Library & Customer Services Integration

August 2020

Document Set ID: 3727935  
Version: 6, Version Date: 27/08/2020

**Document details****Document location**


This document is located in the project folder in ECM, document set ID 3727935.

**Version History**

Version	Date	Details
1	05/11/2019	Draft
2	05/08/2020	Draft – Revised Part 12 and 13
3	19/08/2020	Draft – Further revisions to Part 12 and 13
4	21/08/2020	Draft for ELT
5	25/08/2020	Final – Approved by ELT

**Approval**

This document is accepted as an approved product of the Service Review project.

Name	Title / Role	Signature	Date
Andrew Brien	Chief Executive Officer / Sponsor		25/08/2020

**Consultation**

The following were consulted:

Name	Title
Evelina Dobrowolski	Manager, Library & Customer Services
Terry Fay	Manager, Library & Customer Services
Jac Oh	Youth and Children's Services Librarian

**Distribution**

This document has been distributed to:

Name	Title	Version
Shannon Jenkins	Organisational Strategy Officer	4
Darren Beltman	Manager, Organisational Strategy and Governance	5
Evelina Dobrowolski	Manager, Library & Customer Services	5
Terry Fay	Manager, Library & Customer Services	5
Andrew Brien	Chief Executive Officer	5
Des Abel	Acting Director Corporate and Strategy; substantive Director Community and Development	5
Doug Pearson	Director Works and Infrastructure	4



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## 1 EXECUTIVE SUMMARY

The SEED Project was formed to evaluate the City's service excellence through a process of discovery; which involved a review of our processes and outputs and the benefits and/or issues and opportunities to improve our services. The overarching aim being identifying improvements that would benefit the City's employees and the community they serve. The Library Service and Customer Service sections were two service areas reviewed as part of this project. The outcome of the review were recommendations that performance metrics be created that would measure the success of delivering council customer services from the Maylands Library and to investigate the viability of rolling out council services in other council facilities other than the City's Libraries.

The approach used throughout the review process was to gather existing information relating to the functions of the Library and Customer Service sections, analyse sub services, benchmark against best practice organisations, identify inefficiencies and provide recommendations. Upon completion of the first round of reviews, a number of changes were made to the methodology to improve the efficiency and effectiveness of the final round of reviews. The changes included recruiting a selection of volunteers to assist in the review process, and providing a prioritisation and valuation report upon completion of the reviews.

Through the review process, a number of key themes related to inefficiency were identified across a majority of service areas, including:

- Training;
- use of technology;
- communication and knowledge;
- customer service;
- duplication of effort; and
- utilisation of purchasing power.

The recommendations for the Library and Customer Service Branch were centred on Council's decision making criteria set out in the City of Bayswater Strategic Community Plan 2017-2027. The recommendations were:

1. Creation of performance metrics to monitor and evaluate the integration of the Customer Service function into Maylands Library.
2. Investigate the viability of integrating the Customer Service function into other facilities (in addition to libraries).

All recommendations were completed by March 2020. The outcomes were:

**Recommendation 1** resulted in the improved data collection of customer service transactional activities delivered at Maylands Library. The data collected was used to plan training and staffing requirements for integrating these services into Morley and Bayswater Libraries.

Since the Library and Customer Services SEED recommendation report was finalised in June 2018, the customer service integration into Morley and Bayswater libraries has been completed.

**Recommendation 2.** The investigation identified Bayswater Waves as a viable location for the delivery of corporate customer services; conditional on further investigation into individual requirements of the facility. These include:

- Design of front reception;
- Cash handling safety for staff;
- Incorporating the different styles of customer service at one facility, i.e. Waves current customer service is based on flow and fast transactions; corporate customer service is generally lengthy with multiple steps to complete one transaction; and
- Communication links and hardware's suitability to a chlorinated atmosphere.

Library and Customer Service Managers will pursue costings to deliver corporate customer services at the Bayswater Waves. This action now forms a component of the Library and Customer Services' Branch Plan for 2020/21.

## 2 PURPOSE

The purpose of this document is to report on the implementation of the recommendations made in the review of Library and Customer Services Branch.

## 3 BACKGROUND

The Chief Executive Officer and Project Sponsor, Andrew Brien, provided an Organisational Assessment Report to Council in July 2017. As part of this assessment, he provided high level observations of the organisation and proposed a number of key tasks and performance indicators to improve outcomes. These recommendations were adopted by Council.

One recommendation was to undertake a service review. The Australian Centre for Excellence for Local Government's comprehensive Service Delivery Review Manual formed the basis of this project.

*In both Australia and overseas, service reviews are vital processes to ensure local government services are:*

- **appropriate** – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- **effective** – that is, councils deliver targeted, better quality services in new ways
- **efficient** – that is, councils improve resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

*The key benefits of service delivery reviews include:*

- alignment of services with community needs and a more engaged community
- improved quality of service provision
- cost savings and potential income generation in some cases
- increased efficiency and refocusing of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work more cooperatively across departments
- a more systematic approach to understanding future community needs.

(Australian Centre for Excellence for Local Government 2015, 3)

The service review was completed in three rounds over 12 months, seconding qualified and experienced internal staff. It focused on building trust and confidence in the process and providing opportunities for input from all staff, regardless of position or work location. The intention was to work collaboratively to identify ways to create a better Bayswater.

The review process and recommendations were based around Council's decision making criteria, set out in the City of Bayswater Strategic Community Plan 2017-2027.

<b>Strategic Direction</b>	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
<b>Community Views</b>	What does the community think? Were they provided with adequate information when giving feedback?
<b>Equity</b>	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
<b>Risks</b>	What types of risks are involved? Does it fit within our risk tolerance level?
<b>Costs</b>	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?

The project team produced 31 recommendation reports, reflecting the 31 key service areas identified across the City. The reports included a total of 104 recommendations, which were adopted by Council throughout the year.

At the conclusion of the project, each recommendation was assigned to a manager for action. Managers proposed implementation timeframes, which were approved by the Executive Leadership Team. All recommendations are scheduled for implementation by June 2022. In January 2019 the City implemented an online reporting system for tracking and reporting on the recommendations and other corporate actions. In August 2019 the implementation timeframes for a number of recommendations were revised following a 12 month review of implementation.

## 4 METHODOLOGY

The approach and methodology used to conduct the review was as follows:

1. Recruitment of volunteer reviewers from a range of teams throughout the City;
2. Identification of subservices provided within the Library Service and Customer Service Integration;
3. Collection of information about each subservice;
4. Benchmarking of services against other similar organisations;
5. Interview with Managers and super users to gain an understanding of the customer requirements
6. Solutions workshops conducted with all interested staff;
7. Personal interviews with staff offering ideas and solutions;
8. Assessment of the solutions and options for change;
9. Identification of solutions that could be quickly implemented in collaboration with service owners;
10. Documentation of the findings and recommendations;
11. Review of findings and recommendations by a reference panel;
12. Submission to ELT for endorsement; and
13. Prioritisation and valuation report.

## 5 STRATEGIC INTENT

An assessment of the strategic intentions for the service review and Library and Customer Services Branch gave guidance on the approach and options for change. The strategic intent is considered in this section.

### 5.1 Strategic Intent for the service review

The CEO's vision for the service review was to ensure that all the services, activities and projects that are undertaken are done so in an efficient and effective manner and take into account whole of life costs and performance.

The issue of Red Tape Reduction was raised in relation to a number of services and there was a clear opportunity to automate more processes. Whilst there had already been some work undertaken in this space, the lack of a coordinated approach across the organisation needed to be addressed. This was addressed through the service review.

The service review required the following outcomes:

- Systems and services that:
  - support a safe work environment
  - are customer centred
  - are designed for ongoing improvement and agility
  - have defined value and efficiency improvements are able to be measured
  - meet the City's obligations and expectations
  - are the most efficient and effective use of our available resources
- An organisational structure that best meets the requirements of the Strategic Community Plan
- Staff actively engaged in a positive change program
- Collaboration with the City's customers as a means to achieve a better outcome.

## 5.2 Future Operating Environment

In addition to the strategic intention, it is essential to plan for the future environment that Library and Customer Services Branch will need to operate within. The following are the key environmental factors that will impact upon a Library and Customer Services Branch system in the future:

- The demand for all Customer Service functions to be available at all locations (e.g. being able to accept and process building/ planning applications; and
- The ability and demand from the community to provide the Customer Service function outside of normal office hours.

## 6 KEY THEMES

A number of key themes related to inefficiency were identified across a majority of service areas. These key themes had developed over time and contributed to the existing culture of the City of Bayswater. In order to influence the culture and embed efficiency and innovation in every day operations, a coordinated focus on outcomes is required.

Theme	Status at review	Aspirations
Training	Training is mostly decentralised and reactive to individual and departmental cultural requirements. Training attendance varies from moderate to poor. Centralised induction of new staff is standardised but inconsistent at a department level.	Training is coordinated to facilitate strategic direction balanced with departmental needs. Procedures and processes are documented to allow effective training, consistency, accountability and risk management.
Use of technology	City core systems have significantly greater functionality than is currently being employed. This functionality has either been turned off or abandoned part way through the implementation phase.	City processes are engineered to maximise the functionality of existing systems. Existing and new systems are reviewed to assess the fit for the requirements of the City.

	<p>Manual process work arounds have been implemented to bypass unwanted, misunderstood or imperfect automated systems.</p> <p>Departments undertaking similar processes utilise technology in different ways.</p>	<p>Processes are "Digital by default" with the aim of reducing duplication of tasks and allowing easier customer interaction.</p>
Communication and knowledge within the organisation	<p>Communication between departments and Council locations within the City is inconsistent, can often be misunderstood, misinterpreted or ignored.</p> <p>Knowledge of business processes and procedures are not documented adequately. Knowledge is lost when an officer leaves.</p> <p>Manual work-a rounds and inefficient, undocumented practices are transferred to inductees.</p> <p>Feedback from customers on wants, needs and perceived service quality is not generally sought.</p>	<p>Communication is clear and open with proactive stakeholder identification and effective channels formalised.</p> <p>Processes and procedures are mapped and documented centrally to allow transparency, more effective induction and easier identification / mitigation of risk.</p> <p>Customer feedback is sought for benchmarking and performance feedback and is used to guide ongoing service review.</p> <p>Council is provided with information and support to enable informed decision making</p>
Customer service	<p>Delivery can focus on what is easiest for the business rather than what is best for the community.</p> <p>Customer service standards and delivery varies throughout the organisation.</p> <p>Knowledge of key functions of the various services that the City provides (internal and external) is inconsistent.</p>	<p>Consult with the community to review and update service offerings that adapt to current and future needs.</p> <p>Accountable to consistent customer service standards throughout the organisation.</p> <p>An informed workforce with the necessary resources to efficiently respond to issues and direct enquiries.</p>
Duplication of effort	<p>A number of departments complete the same or similar tasks without consistent processes, service expectations or pooling of resources to take advantage of synergies.</p> <p>Records are often duplicated / with conflicting data. This may occur through inputting error or changes to circumstances recorded on non-integrated systems.</p> <p>This creates rework and less than favourable customer outcomes.</p>	<p>The organisational structure is aligned to the common achievement of outcomes through clear accountabilities, cross directorate collaboration and strong direction.</p> <p>The City is as close as possible to a single point of truth that is interrogated / updated by other systems to avoid duplication.</p>
Utilisation of purchasing power	<p>There is currently a decentralised procurement process with assistance for larger purchases through tenders and larger quotes. A number of purchasing agreements have been entered into but tend to continue past agreed timeframes.</p> <p>There is a question around the service quality / cost of a number of preferred suppliers which has led a number of departments to seek alternate supply. This fragmentation is inefficient.</p>	<p>Procurement resources are utilised to assist with the procurement administration process with technical input from the relevant department.</p> <p>Purchasing agreements are proactively managed for compliance, quality, service provision and price and are reviewed within an appropriate timeframe to maximise benefit to the City.</p>



## 7 LIBRARY AND CUSTOMER SERVICES BRANCH FUNCTION

### 7.1 Strategic link

Library and Customer Services Branch services are linked to the Strategic Community Plan through the outcomes and strategies set out in the table below.

Outcome	Strategy
C1. A strong sense of community through the provision of quality services and facilities	C1.1 Plan and provide a range of community facilities and services to meet current and future needs C1.2 Deliver community programs that encourage community interaction and participation
C2. Accessible services that recognise diversity	C2.1 Ensure the City's services and facilities are accessible and inclusive.
L2. Proactively communicates and consults	L2.2 Provide quality customer service to the community
L3. Strong stewardship and leadership	L3.3 Deliver continuous improvement in all areas of the City's business

### 7.2 Services Delivered

The table below provides a summary of the sub services, their outputs and related resource utilisation at the time of review.

Sub service	Degree of discretion	Outputs	FTE	Strategic link
Library Service	Discretionary	Physical destinations (community spaces), online destinations, loan services, lifelong learning activity sessions	20.1	C1.1, L3.3, L2.2
Customer Services	Discretionary	Customer enquiries and resident services, application lodgement, receipting payments, telephone switchboard	6.4	L2.2, L3.3
Integration	Discretionary	Training of staff, building modifications, advertising, customer enquiries and resident services, receipting payments	N/A	C2.1, L3.3

### 7.3 Customer Perception of Service

At the time of the review, the following was noted:

- The City of Bayswater Let's Talk community engagement program conducted in 2016 identified that:
  - The services previously provided at the One Stop Shop at The Rise and the Max Tulley office at the Galleria were highly valued by the City's customers.
  - Library and Customer Service patrons will expect the same high levels of service at the Maylands Library.

- The Catalyse Community Perceptions Survey in 2016 identified that:
  - The City was rated 56% for Customer Service slightly above the industry average of 54%.
  - The City was rated 67% for Library Service slightly below the industry average of 68%.
- Quotes from customers, both internal and external:
  - "Need to increase hardware/service hubs/data point".
  - "We need safe money handling training"
  - "After the integration, we need to review the ability to extend hours for the customer service functions such as tip passes, payments and registrations"

## 8 BENCHMARKING

A benchmarking activity was undertaken to review the delivery of the services provided by Library and Customer Services Branch. By comparing the City's processes and performance metrics against industry best practice, the project team was able to understand and evaluate the City's position.

The benchmarking process attempted to cover the key aspects of the Library and Customer Services Branch function. The process involved benchmarking the City against other local governments leading the way in integrated services.

The organisations contacted were:

- City of Wanneroo; and
- City of Swan.

The following table provides a summary of the benchmarking undertaken and the assessment against the organisations that were able to provide data.

Sub service	Assessment
Customer Services Functions	<ul style="list-style-type: none"> <li>• All services and payments that are available at the main office are offered at the Libraries, with the exception of building and planning applications, as technical staff are needed to complete the process.</li> <li>• Due to the demand for lodgement of building and planning applications, reviews are currently being undertaken to determine the viability for a duty officer to be based at the libraries on scheduled days, to allow for acceptance and processing.</li> <li>• Payment methods available vary between LGA's, with one council offering EFTPOS as the only method of payment.</li> </ul>
Opening Hours	<ul style="list-style-type: none"> <li>• The availability of the Customer Service functions during the Libraries business hours varies between LGA's.</li> <li>• One LGA operates under normal business operating hours and does not operate the extended Library Services hours. The two business units are managed by different directorates.</li> <li>• The availability of the Customer Service function on weekends also varies between LGA's.</li> <li>• One LGA advised there was no demand for Customer Service functions at the Library on weekends and therefore is not offered.</li> </ul>

Locations	<ul style="list-style-type: none"> <li>Customer Service functions are currently only offered from Libraries. LGA's are in the process of reviewing other facilities that may be suitable to offer the service from.</li> </ul>
Team Structure	<ul style="list-style-type: none"> <li>Team structures vary greatly between LGA's.</li> <li>One LGA's Library and Customer Service team are separate business units and do not cross over, they simply operate from the same location.</li> <li>Another LGA's team structure is a combination of Customer Service staff and Library staff. Each employee is able to offer all services.</li> </ul>

The key findings from the activity were as follows:

- All Customer Service functions available at the LGA's main office are available at the Libraries, with the exception of building and planning applications. Lodgements of applications are only available at the main office, due to their technical nature;
- Customer Service functions are currently only offered from Libraries; and
- Hours of operation are dependent on whether the Library and Customer Service teams are integrated or are separate business units.

The findings above were taken into consideration when providing recommendations.

The Australasian Local Government Performance Excellence Program FY17, produced by PricewaterhouseCoopers, was also used during the benchmarking process to assist the City in understanding how it compares with other participating councils. The results of the report helped to evaluate the City's own practices to understand current resourcing as well as identify any areas of focus when striving to optimise operational excellence.

## 9 ISSUES

A number of issues were identified by staff through the review process. These perceived issues are summarised in the table below.

Sub service	Issue	Key theme
Officer Training and Development	Training of the officers. Who will carry out the training / documentation to support training?	Training Communication and knowledge Customer Service
	Staff are not fully trained and knowledgeable from the 1 July opening.	
System Requirements and Digital Knowledge	Hardware requirements, access to different systems (ECR / Property and Rating).	Use of Technology Training Customer Service
	Use of two different systems, potentially causing a backlog having to switch between the two systems.	
Financial Considerations	Security for staff when large amounts of cash are being handled.	Training Customer Service
	Currently do not have the ability to pay for library charges via EFTPOS.	

## 10 SOLUTIONS

A number of organisation-wide Solutions Workshops were held to identify possible solutions to issues identified during the review process. Twelve volunteers facilitated brainstorming sessions which were held to give all staff the opportunity to contribute and assist in solving problems in a constructive way. A number of meeting and workshops were also held at the Works Depot to facilitate greater involvement with staff throughout the City.

The following rules were established to support the effective running of the workshop:

- There are no wrong answers or ideas;
- Everyone's view is valuable;
- Facilitators are not to edit responses;
- No defending services or arguing; and
- Try to make ideas practical.

All ideas were captured, compiled and shared on the City's Engage Bayswater page for all staff to view.

The Solutions Workshop assisted in recommending solutions and issues that may have been missed during the review process. These solutions assisted in forming the recommendations.

## 11 RECOMMENDATIONS

The review of Library and Customer Services Branch was completed. The recommendations are set out below.

<b>Recommendation 1</b>		Creation of performance metrics to monitor and evaluate the integration of the Customer Service function into the Maylands Library.
<b>Benefits</b>	<b>Red tape reduction</b>	More efficient evaluation of the integration.
	<b>Customer focus</b>	Provides focus for employees and the City to help make decisions and drive performance.
	<b>Accountability &amp; transparency</b>	Framework to provide direction for evaluation.
<b>Strategic direction</b>		C1.1 Plan and provide a range of community facilities and services to meet current and future needs. C2.1 Ensure the City's services and facilities are accessible and inclusive. L2.2 Provide quality customer service to the community
<b>Community views</b>		Provision of a relevant and responsive service that meets the needs of the community.
<b>Equity</b>		To ensure that providing the Customer Service function at other facilities is beneficial to the City.
<b>Risks</b>	<b>of implementing</b>	Metrics are not useful and/or unfocused.
	<b>of not implementing</b>	Inability to track progress and achievements.
<b>Costs</b>		Officer's time
<b>Timeframes for delivery</b>		1-3 months
<b>Resource implications</b>		Officer's time

<b>Recommendation 2</b>		Investigate the viability of integrating the Customer Service function into other Council facilities (in addition to libraries).
<b>Benefits</b>	<b>Red tape reduction</b>	Increased opportunity for the community to interact with the City from locations that are more suited to their needs.
	<b>Customer focus</b>	It provides the community additional locations to access the Customer Service function provided at the City's Civic Centre
	<b>Accountability &amp; transparency</b>	N/A
<b>Strategic direction</b>		C1.1 Plan and provide a range of community facilities and services to meet current and future needs. C2.1 Ensure the City's services and facilities are accessible and inclusive. L2.2 Provide quality customer service to the community.
<b>Community views</b>		The integration of Customer Service into other facilities will be beneficial to the community, as it provides alternate locations for the provision of City services.
<b>Equity</b>		To ensure that providing the Customer Service function at other facilities is beneficial to the City.
<b>Risks</b>	<b>of implementing</b>	The level of Customer Service provided may not be at the required standard due to officers not retaining knowledge.
	<b>of not implementing</b>	City services are only offered at limited locations.
<b>Costs</b>		Officer's time
<b>Timeframes for delivery</b>		12 – 18 months
<b>Resource implications</b>		Officer's time

## 12 IMPLEMENTATION AND RESULTS

The recommendations in this service area were assigned to the Library and Customer Services branch.

### 12.1 Recommendation 1

"Creation of performance metrics to monitor and evaluate the integration of the Customer Service function into the Maylands Library."

The Library and Customer Services branch completed Recommendation 1 in December 2018.

This recommendation required addressing the following themes:

- Customer Service;
- Communication and Knowledge;
- Use of Technology; and
- Training.

The Maylands Library operates from within the RISE. The Library was identified as being an appropriate location to move services that were being provided by the One-Stop-Shop, also located in the RISE. The aim of the relocation was to capitalise on synergies that existed between the Library and Customer Services sections with the outcome being the delivery of efficiencies and improved service levels.

The majority of data is being collected manually by officers and tallied each week. The categories of data currently being collected are set out in the table below.

Enquiries	Transactions
<ul style="list-style-type: none"> <li>• Number of JP enquiries</li> <li>• Number of property enquiries</li> <li>• (rates, bins, tip passes, rat baits)</li> <li>• Number of enquiries Rangers</li> <li>• (animal registrations, infringements, anti-social behaviour reporting, graffiti)</li> <li>• Number of event enquiries</li> <li>• Other</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Animals registration &amp; renewals processed</li> <li>• Number of rates payments received and processed</li> <li>• Number of infringement payments received and processed</li> <li>• Number of CRMs raised in relation to anti-social behaviour, graffiti and Ranger and security matters</li> <li>• Number of rat bait allocations processed and provided to residents</li> <li>• Number of tip passes processed and collected by residents</li> <li>• Number of bins ordered by residents</li> <li>• Other</li> </ul>

Continued monitoring and analysis of the data collected is providing invaluable insights into the nature of the customer interactions that were not previously available. The resulting data is allowing staff resources to be better aligned with business fluctuations in not only the City's Libraries, but also the Customer Service section.

Since integration, there has not been any direct avenues to measure the community's perception of the integrated services. However, observations and comments from library patrons have been positive.

## 12.2 Recommendation 2

"Investigate the viability of integrating the Customer Service function into other Council facilities (in addition to libraries)."

The Manager Library and Customer Services conducted a desktop review of City owned facilities that could potentially deliver corporate customer services. To be considered as a potential site, the facility was required to:

- be staffed by permanent City of Bayswater employees for 100% of the facilities opening times;
- have good access for people with a disability; and
- be a facility already frequented by large numbers of community members.

The Morley and Bayswater Community Centres, The RISE and Bayswater Waves satisfied these requirements. A further review applied factors such as co-location or location close to a City Library and potential security risks. This eliminated three of these facilities, leaving the Bayswater Waves as the only site worth further consideration. The rationale used to further filter sites is detailed below.



Site	Potential site Yes/No?	Rationale
Morley Community Centre	No	<ul style="list-style-type: none"> <li>The site is in an isolated position, staffed by one officer. The perception that large sums of cash could be kept on site poses an unacceptable security risk.</li> <li>The site is only 500m from the Morley Library.</li> </ul>
Bayswater Community Centre	No	The facility adjoins the Bayswater Library, which already provides customer service functions.
The RISE	No	The Maylands Library already provides customer service functions and is housed within The RISE.
Bayswater Waves	Yes	*With conditions.

\*Before Bayswater Waves can be considered as a site capable of delivering corporate customer services, if the following issues are successfully addressed:

- How to deal with the large amount of staff training required to upskill existing staff due to the high staff turnover caused by a large seasonal casual workforce;
- The negative impact on service levels to facility patrons due to delays caused by staff engaging in lengthy and complicated transactions, particularly during peak times/seasons;
- Additional cash handling requirements with the potential for large cash transactions;
- The current design of the front reception is focused on flow into the facility, rather than lengthy and detailed transactions;
- Communication links and IT hardware are susceptible to greater wear and tear due to the chlorinated atmosphere.

In March 2020, the Manager Library and Customer Services presented a Briefing Note outlining project findings and requesting feedback and direction from the Executive Leadership Team (ELT). ELT supported project findings directed Manager, Library and Customer Services to further explore the expansion of customer services to Bayswater Waves.

### 13 NEXT STEPS

SEED recommendation 1 and 2 are considered completed, however investigation will continue regarding the expansion of corporate customer services into Bayswater Waves. Investigation will initially cover proposed changes to the existing customer service area to accommodate transactions and pop-up style services and business peaks.

This expansion should not ignore customer demand for improving and broadening access to conducting business with the City in an online environment. The Library and Customer Service branch in conjunction with IT and other branches will continue to explore options for expanded, integrated online services for all customer service functions.

**10.5.3 Skate and Bike Development Advisory Committee – 14 September 2020****10.5.3.1 Skate and Bike Development Advisory Committee Terms of Reference**

<b>Responsible Branch:</b>	Project Services	
<b>Responsible Directorate:</b>	Works and Infrastructure	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Refer:</b>	Item 8.2 SABDAC 14.09.20	

**SUMMARY**

For Council to consider the proposed Terms of Reference for the Skate and Bike Development Advisory Committee (SABDAC).

**OFFICER'S RECOMMENDATION**

That Council approves the Terms of Reference as follows for the City of Bayswater Skate and Bike Development Advisory Committee (SABDAC):

ITEM	SKATE AND BIKE DEVELOPMENT ADVISORY COMMITTEE
Committee	Skate and Bike Development Advisory Committee (SABDAC)
Purpose	The purpose of the Committee is to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City with the Committee's first priority to find an alternate location for the relocation of the Wotton Reserve Skate Park.
Period	September 2020 to October 2021
Membership	<p>The Committee shall consist of the following endorsed members:</p> <ul style="list-style-type: none"> <li>(i) 5 x Elected Members;</li> <li>(ii) 9 x Community Members; and</li> </ul> <p><u>Non-Voting Members:</u></p> <ul style="list-style-type: none"> <li>(i) 1 x Ex-officio</li> <li>(ii) Coordinator Project Services</li> </ul>
Meetings	<ol style="list-style-type: none"> <li>1. The Committee will meet on a regular basis as determined by the nominated Committee Members and/or as follows;               <ul style="list-style-type: none"> <li>(a) Meeting Occurrence - Monthly meetings as required;</li> <li>(b) Day of Meeting - To be advised;</li> <li>(c) Time of Meeting - To be advised; and</li> <li>(d) Location of Meeting - City of Bayswater Civic Centre, 61 Broun Avenue, Morley, Embleton Room.</li> </ul> </li> <li>2. The Committee will elect a Chairperson from endorsed members.</li> <li>3. All endorsed members of the Committee will have one vote. The Chairperson will have the casting vote and simple majority will prevail.</li> <li>4. The Chairperson will preside at all meetings. In the absence of the Chairperson, the Chair will be assumed by a person elected by the quorum.</li> </ol>
Liaison Officer	Coordinator Project Services
Delegated Authority	Nil

Sitting Fees	Nil
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**COUNCIL RESOLUTION****(COMMITTEE RECOMMENDATION)**

That Council approves the Terms of Reference as follows for the City of Bayswater Skate and Bike Development Advisory Committee (SABDAC):

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Committee	Skate and Bike Development Advisory Committee (SABDAC)
Purpose	The purpose of the Committee is to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City with the Committee's first priority to find an alternate location for the relocation of the Wotton Reserve Skate Park.
Period	September 2020 to October 2021
Membership	The Committee shall consist of the following endorsed members: (i) 5 x Elected Members; (ii) 9 x Community Members; and <u>Non-Voting Members:</u> (i) 1 x Ex-officio (ii) Coordinator Project Services
Meetings	1. The Committee will meet on a regular basis as determined by the nominated Committee Members and/or as follows; (a) Meeting Occurrence - Monthly meetings as required; (b) Day of Meeting - Monday (c) Time of Meeting - 6:30pm; and (d) Location of Meeting - City of Bayswater Civic Centre, 61 Broun Avenue, Morley, Embleton Room. 2. The Committee will elect a Chairperson from endorsed members. 3. All endorsed members of the Committee will have one vote. The Chairperson will have the casting vote and simple majority will prevail. 4. The Chairperson will preside at all meetings. In the absence of the Chairperson, the Chair will be assumed by a person elected by the quorum.
Liaison Officer	Coordinator Project Services
Delegated Authority	Nil
Sitting Fees	Nil

**CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED  
CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 10/0**

**BACKGROUND**

The City previously had a SABDAC, however, the Committee was disbanded at the Ordinary Council Meeting of 29 October 2019.

In response to community concerns in relation to the proposed relocation of the Wotton Reserve Skate Park to make way for the new Morley Train Station, Council at its Ordinary Meeting of 21 July 2020 resolved in part as follows:

*"That Council:*

6. *Approves the re-instatement of the Skate and Bike Development Advisory Committee."*

Accordingly, an advertisement calling for nominations for community representatives on the SABDAC was placed on the City's website and in the Eastern Reporter (Bayswater and Bassendean), on Thursday, 30 July 2020 and The Perth Voice on Saturday, 1 August 2020 which closed on Thursday, 13 August 2020.

At the Ordinary Council Meeting of 25 August 2020, Council considered the appointment of Elected Members and community representatives to the SABDAC and resolved in part as follows:

*That Council:*

2. *Appoints the following Elected Members to the Skate and Bike Development Advisory Committee for a period up to October 2021:*
  - (i) *Cr Barry McKenna;*
  - (ii) *Cr Steven Ostaszewskyj;*
  - (iii) *Cr Sally Palmer;*
  - (iv) *Cr Michelle Sutherland; and*
  - (v) *Cr Catherine Ehrhardt.*
3. *Appoints the following community representatives to the Skate and Bike Development Advisory Committee for a period up to October 2021:*
  - (i) *Justin Edwards;*
  - (ii) *George Linke;*
  - (iii) *Joshua Eveson;*
  - (iv) *Andrew Furness;*
  - (v) *George Krasnoff;*
  - (vi) *Laura Drysdale;*
  - (vii) *Connor Kiss;*
  - (viii) *Daniel Smith;*
  - (ix) *Patrick Miller; and*
  - (x) *Todd Meyn (ex officio)*
4. *Endorses the purpose of the Skate and Bike Development Advisory Committee to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City with the Committee's first priority to find an alternate location for the relocation of the Wotton Reserve Skate Park."*

The Council's previous SABDAC had the following Terms of Reference:

ITEM	SKATE AND BIKE DEVELOPMENT ADVISORY COMMITTEE
<b>Committee</b>	Skate and Bike Development Advisory Committee
<b>Purpose</b>	The purpose of the Committee is to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City.
<b>Period</b>	20 November 2018 to October 2019

<b>Membership</b>	The Committee shall consist of the following endorsed members: (i) 3 x Elected Members; (ii) 6 x Community / industry Members; Non-Voting Members: (i) Coordinator Project Services; (ii) Leisure Planner
<b>Meetings:</b>	Two to four times per annum.
<b>Liaison Officer</b>	Coordinator Project Services
<b>Delegated Authority</b>	Nil
<b>Sitting Fees</b>	Nil

### EXTERNAL CONSULTATION

No consultation has occurred with the public or other agencies on this matter.

### OFFICER'S COMMENTS

The City currently has the following skate park facilities within the City:

- Wotton Reserve (skate, scooter and BMX);
- Crimea Park (skate and scooter); and
- Lightning Park (small BMX track).

The re-established Committee will act as a key stakeholder reference, particularly in response to community concerns in relation to the required relocation of the Wotton Reserve Skate Park to make way for the Morley Train Station as well as considering other related matters.

In view of the priority to focus on the relocation of the Wotton Reserve Skate Park, the following Terms of Reference are proposed:

ITEM	SKATE AND BIKE DEVELOPMENT ADVISORY COMMITTEE
<b>Committee</b>	Skate and Bike Development Advisory Committee (SABDAC)
<b>Purpose</b>	The purpose of the Committee is to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City with the Committee's first priority to find an alternate location for the relocation of the Wotton Reserve Skate Park.
<b>Period</b>	September 2020 to October 2021
<b>Membership</b>	The Committee shall consist of the following endorsed members: (i) 5 x Elected Members; (ii) 9 x Community Members; and <u>Non-Voting Members:</u> (i) 1 x Ex-officio (ii) Coordinator Project Services
<b>Meetings</b>	1. The Committee will meet on a regular basis as determined by the nominated Committee Members and/or as follows; (a) Meeting Occurrence - Monthly meetings as required; (b) Day of Meeting - To be advised; (c) Time of Meeting - To be advised; and (d) Location of Meeting - City of Bayswater Civic Centre, 61

	<p>Broun Avenue, Morley, Embleton Room.</p> <ol style="list-style-type: none"> <li>2. The Committee will elect a Chairperson from endorsed members..</li> <li>3. All endorsed members of the Committee will have one vote. The Chairperson will have the casting vote and simple majority will prevail.</li> <li>4. The Chairperson will preside at all meetings. In the absence of the Chairperson, the Chair will be assumed by a person elected by the quorum.</li> </ol>
<b>Liaison Officer</b>	Coordinator Project Services
<b>Delegated Authority</b>	Nil
<b>Sitting Fees</b>	Nil

### LEGISLATIVE COMPLIANCE

- Code of Conduct 2018 Council Members and Committee Members;
- Asset Management - Infrastructure Assets Policy

### OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	<b>That Council approves the Terms of Reference as follows for the City of Bayswater Skate and Bike Development Advisory Committee (SABDAC):</b>	
	<b>ITEM</b>	<b>SKATE AND BIKE DEVELOPMENT ADVISORY COMMITTEE</b>
	<b>Committee</b>	Skate and Bike Development Advisory Committee (SABDAC)
	<b>Purpose</b>	The purpose of the Committee is to provide guidance and advice in establishing, designing and maintaining existing and future skate parks within the City with the Committee's first priority to find an alternate location for the relocation of the Wotton Reserve Skate Park.
	<b>Period</b>	September 2020 to October 2021
	<b>Membership</b>	<p>The Committee shall consist of the following endorsed members:</p> <ol style="list-style-type: none"> <li>(i) 5 x Elected Members;</li> <li>(ii) 9 x Community Members; and</li> </ol> <p><u><b>Non-Voting Members:</b></u></p> <ol style="list-style-type: none"> <li>(i) 1 x Ex-officio</li> <li>(ii) Coordinator Project Services</li> </ol>
	<b>Meetings</b>	<ol style="list-style-type: none"> <li>1. The Committee will meet on a regular basis as determined by the nominated Committee Members and/or as follows; <ol style="list-style-type: none"> <li>(a) Meeting Occurrence - Monthly meetings as required;</li> <li>(b) Day of Meeting - To be advised;</li> <li>(c) Time of Meeting - To be advised; and</li> <li>(d) Location of Meeting - City of Bayswater Civic Centre, 61 Broun Avenue, Morley, Embleton Room.</li> </ol> </li> <li>2. The Committee will elect a Chairperson from endorsed members.</li> <li>3. All endorsed members of the Committee will have one vote. The Chairperson will have the casting vote and</li> </ol>



		4. simple majority will prevail. The Chairperson will preside at all meetings. In the absence of the Chairperson, the Chair will be assumed by a person elected by the quorum.
	Liaison Officer	Coordinator Project Services
	Delegated Authority	Nil
	Sitting Fees	Nil

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low

Conclusion	This option will ensure that the initial focus is on determining an alternate site for the Wotton Reserve Skate Park and allow a Chairperson to be nominated from amongst the endorsed Members.
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Option 2	That Council approves alternate Terms of Reference for the City of Bayswater Skate and Bike Development Advisory Committee (SABDAC):		
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome  Dependent on Terms of Reference adopted.
Strategic Direction		Moderate	
Reputation		Low	
Governance		Low	
Community and Stakeholder		Moderate	
Financial Management		Low	
Environmental Responsibility		Low	
Service Delivery		Low	
Organisational Health and Safety		Low	
Conclusion	This option allows alternate Terms of Reference to be nominated.		

## FINANCIAL IMPLICATIONS

Not applicable.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Community  
 Aspiration: An active and engaged community  
 Outcome C1: A strong sense of community through the provision of quality services and facilities.

## CONCLUSION

The adoption of the SABDAC Terms of Reference will set out the purpose and frequency of meetings in order for the Committee to meet its first priority of finding an alternative location for the relocation of the Wotton Skate Park.

**10.5.3.2 METRONET Morley Ellenbrook Line - Skate Park Relocation - Wotton Reserve**

<b>Responsible Branch:</b>	Project Services	
<b>Responsible Directorate:</b>	Works and Infrastructure	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Refer:</b>	Item 10.1.1 OCM : 21.07.20 Item 8.2 SABDAC 14.09.20	

**CR STEVEN OSTASZEWSKYJ DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Steven Ostaszewskyj declared an impartial interest in this item as Morley Windmills Sports Club is located at Wotton Reserve. He is a member of the club and Wotton Reserve is mentioned in the report. Cr Steven Ostaszewskyj remained in the room during voting on this item.*

**COUNCIL RESOLUTION**

That item 10.5.3.2 be dealt with ahead of the remaining items identified to be withdrawn for discussion, in consideration of persons in the public gallery who were known to be interested in the item.

**CR MICHELLE SUTHERLAND MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED UNANIMOUSLY: 8/0**

*At 8:07pm, Cr Elli Petersen-Pik returned to the meeting.*

*At 8:09pm, Cr Catherine Ehrhardt returned to the meeting.*

*At 8:11pm, Cr Filomena Piffaretti, Deputy Mayor, arrived at the meeting.*

**SUMMARY**

The skate park and dirt jumps at Wotton Reserve are required to be relocated as they are currently on the METRONET selected location for the new passenger car park associated with the future Morley Train Station.

METRONET on behalf of the State Government has committed funding toward the relocation of skate park facilities, however the level of funding, relocation site timing of works and method of delivering the new skate park is yet to be finalised.

In April 2020 the METRONET team undertook preliminary community engagement in the form of a survey to understand what the community think the future should look like around Morley Station. 31% of survey respondents indicated that they want the new location for the skate park to be as close as possible to the existing location.

A number of sites may be considered as a potential new location for Wotton skate park.

The City is yet to engage key stakeholders in relation to the skate park relocation. In response to community concerns regarding the relocation of Wotton Skate Park, Council at its Ordinary Meeting held 21 July 2020 approved the reinstatement of the Skate and Bike Development Advisory Committee. A key focus for this committee will be the relocation of current facilities.

Discussions are ongoing between the City and METRONET in order to identify a preferred location, confirm an appropriate project budget and finalise who will deliver the project.

### **OFFICER'S RECOMMENDATION**

That Council:

1. Request the Chief Executive Officer seeks written confirmation from METRONET as to the financial terms and method of delivery offered to the City by the State Government to appropriately relocate the current Wotton Skate Park (to a location yet to be confirmed) in order to provide for the Morley Train Station customer parking;
2. Authorises the Chief Executive Officer to engage with key stakeholders to determine a preferred location to relocate the current skate park facilities provided at Wotton Reserve, Embleton.
3. Requests a further report following State Government confirmation of terms and a preferred location to relocate Skate Park facilities following community engagement by December 2020.

### **COMMITTEE RECOMMENDATION TO COUNCIL**

That Council:

1. Request the Chief Executive Officer seeks written confirmation from METRONET as to the financial terms and method of delivery offered to the City by the State Government to appropriately relocate the current Wotton Skate Park (to a location yet to be confirmed) in order to provide for the Morley Train Station customer parking;
2. Authorises the Chief Executive Officer in conjunction with METRONET to undertake consultation with key stakeholders to investigate the relocation of the current skate park facilities provided at Wotton Reserve, Embleton to either Broun Park or the Wotton Park north location.
3. Requests a further report following State Government confirmation of terms and a preferred location to relocate Skate Park facilities following community engagement by December 2020.

### **COUNCIL RESOLUTION**

That Council:

1. **Request the Chief Executive Officer seeks written confirmation from METRONET as to the financial terms and method of delivery offered to the City by the State Government to appropriately relocate the current Wotton Skate Park (to a location yet to be confirmed) in order to provide for the Morley Train Station customer parking;**
2. **Authorises the Chief Executive Officer in conjunction with METRONET to undertake consultation with key stakeholders to investigate the relocation of the current skate park facilities provided at Wotton Reserve, Embleton to either Broun Park, or Joan Rycroft Reserve, or another potential location in the Central Ward.**
3. **Requests a further report following State Government confirmation of terms and a preferred location to relocate Skate Park facilities following community engagement by December 2020.**

**CR BARRY MCKENNA MOVED, CR SALLY PALMER SECONDED**

**CARRIED: 8/3**

**For: Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor, Cr Barry McKenna,**

*Cr Sally Palmer, Cr Stephanie Gray, Cr Michelle Sutherland, Cr Elli Petersen-Pik, and Cr Lorna Clarke.*

*Against: Cr Steven Ostaszewskyj, Cr Catherine Ehrhardt, and Cr Giorgia Johnson.*

### **REASON FOR CHANGE**

***Council changed the recommendation as it was felt that Wotton Park north was not a preferred location and Joan Rycroft Reserve or an alternate Central Ward reserve should be considered.***

### **BACKGROUND**

#### Morley-Ellenbrook Line

As part of METRONET, the State Government is committed to delivering the Morley-Ellenbrook Line to give people living and working in Perth's north-eastern suburbs more transport choice. The new line will start at Bayswater Station and end at a new Ellenbrook Station, with new stations at Whiteman Park, Malaga, Noranda and Morley.

#### Morley Station Precinct Concept Master Plan

METRONET has engaged consultants Urbis to develop the Morley Station Precinct Concept Master Plan to set the design vision and high-level roadmap for the long-term land uses, planning and infrastructure delivery around the future Morley Station to enhance the area and connections to Morley Activity Centre and Galleria Shopping Centre. The masterplan is due to be completed by the end of this year.

While there is an opportunity through the master planning process to influence some aspects of the urban environment, the METRONET team has made it clear that the location of the new station and a new multi-storey passenger car park are fixed and cannot be moved.



The location of the new multi-storey passenger car park is on City owned land on Wotton Reserve. This will require the State Government to acquire the land from the City.

#### Skate Park

The skate park, which for the purposes of this report includes the skate park and the BMX dirt jumps, is considered high quality, well used and a well renowned asset for the City and the community. However it is required to be relocated as it conflicts with the selected location for the new passenger car park. The City has received correspondence from METRONET stating their

intention to work with the City to identify a new location for the skate park as part of the master planning process.

In response to community concerns about the relocation of the skate park, Council at its Ordinary Meeting held 21 July 2020, re-established the Skate and Bike Development Advisory Committee (SABDAC) to provide guidance and advice in establishing, designing and maintaining existing and future skate parks in the City. The relocation of the Wotton facility will be a primary focus.

#### Funding the Relocation of the Skate Park

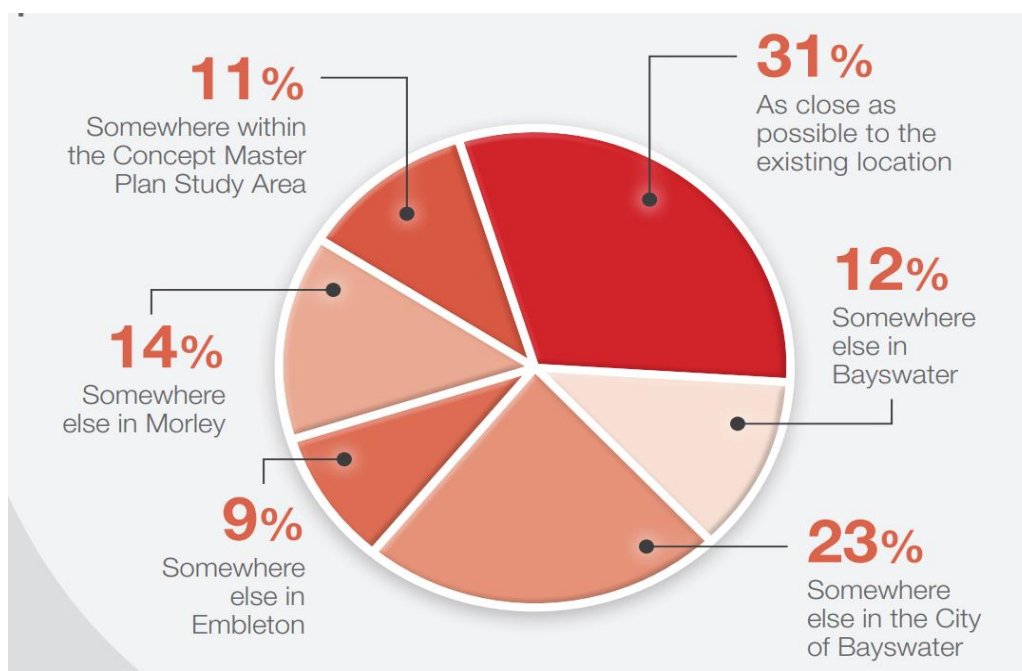
The State Government is responsible for funding the relocation of the skate park to a standard similar to the current facility ('like for like'). The METRONET team has stated that there is an opportunity for the City to access funding provided to the Morley-Ellenbrook Line project to deliver the new skate park. The budget amount allocated will be confirmed in the State Budget in October 2020,

#### Timeframe

The Morley-Ellenbrook Line has now been endorsed by the State Cabinet and the project is in the delivery phase. While there is a degree of certainty that the project will proceed, at this stage there is little certainty about when the new Morley Station and the associated infrastructure will be constructed, including the closure and removal of the current skate park. Preliminary estimates envisage construction commencing at the current skate park site around March 2021. In order to minimise disruption to skate park users, it is important that a suitable new location is found and works are commenced in a timely manner. Ideally, it would be preferable if the new skate park was constructed prior to the demolition of the existing one and the City will be advocating for this with the METRONET team.

#### Community Survey

In April 2020 the METRONET team undertook preliminary community engagement in the form of a survey to understand what the community think the future should look like around Morley Station. A total of 262 responses were received. As part of the survey, the community were asked where they would like to see the skate park relocated. The graph below illustrates the feedback received.





## EXTERNAL CONSULTATION

The City is yet to engage key stakeholders in relation to relocating the skate park facilities. It is noted that a number of social media groups have been created providing opinion and feedback in relation to the Wotton site and broader skate / scooter / BMX facilities within the City.

Engaging and key stakeholders will be a critical component in identifying and considering appropriate sites for relocating the current Wotton skate park facilities.

## OFFICER'S COMMENTS

The Skate and Bike Development Advisory Committee (SABDAC) will play a key role in advising Council regarding the appropriate relocation of skate and bike park facilities currently located at Wotton Reserve.

The current skate park at Wotton Reserve occupies an approximate area of 80m x 40m with the BMX track occupying a similar space alongside the skate surface and vertical ramp. There may be an opportunity to reconfigure the current layout in order to provide similar facilities while occupying less space on the ground.



A range of factors including but not limited to the following will need to be considered:

- Land Tenure and Permitted Purpose;
- Available public open space;
- Time Between Closing Old and Opening Relocated Skate Facility;
- Complimentary / Competing recreational activities / priorities on site;
- Type and range of skate / scooter / bmx facilities;



- Size and layout of space required;
- Proximity to Current Site;
- Cost of Facility Provision;
- Accessibility;
- Public Transport links;
- Proximity to housing;
- Impact On Local Residents / Other Site Users;
- Community Acceptance;
- Parking;
- Public Toilets;
- Lighting;
- Passive Surveillance;
- Emergency Response; and
- Any Loss of Existing Green Space.

#### City's Preliminary Site Analysis

City officers have undertaken preliminary site investigations based on community feedback to the METRONET survey conducted in April 2020. A number of potential locations have been identified:

1. Wotton Reserve North (Current Car Park Servicing the Reserve)



PROS	CONS
<ul style="list-style-type: none"> <li>• Within Current Wotton Site</li> <li>• Public Open Space</li> <li>• Would Not Result in a reduction of Useable Green Space</li> <li>• Sufficient Size</li> <li>• Minimise Facility Down Time</li> <li>• Existing Hardstand (fairly level)</li> <li>• Access to Public Transport (bus / train)</li> <li>• Passive Surveillance</li> <li>• Public Toilets</li> <li>• Opportunity to Retain Some Parking (50+ Bays)</li> <li>• Opportunity to Create A Buffer (car park) From Residents</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to Residents</li> <li>• Impact on Existing Parking</li> <li>• Level of Community Acceptance</li> <li>• Potential Site Access During METRONET Construction</li> <li>• Potential Objection from Other Stakeholders</li> <li>• Additional Cost To Amend Current Parking</li> </ul>

## 2. Wotton Reserve South (Current Sump Drain off Wotton Street)



PROS	CONS
<ul style="list-style-type: none"> <li>• Within Current Wotton Site</li> <li>• Public Open Space</li> <li>• Sufficient Size</li> <li>• Minimise Facility Down Time</li> <li>• Proximity Away From Housing</li> <li>• Access to Public Transport (bus / train)</li> <li>• Retains Reserve Parking on Site</li> <li>• Passive Surveillance</li> <li>• Public Toilets</li> <li>• Retains Parking</li> </ul>	<ul style="list-style-type: none"> <li>• May not be sufficient space available</li> <li>• Drainage To Be Retained On Site</li> <li>• Probable Cost of Construction (in retaining appropriate drainage)</li> <li>• Time To Construct</li> <li>• Potential Site Access During Metronet Construction</li> <li>• May Result in a reduction of Useable Green Space</li> <li>•</li> </ul>

## 3. Houghton Park (Corner of Purley and Alderhurst)



PROS	CONS
<ul style="list-style-type: none"><li>• Public Open Space</li><li>• Sufficient Size</li><li>• Minimise Facility Down Time</li><li>• Public Toilets</li><li>• Parking</li></ul>	<ul style="list-style-type: none"><li>• Proximity to Residents</li><li>• Level of Community Acceptance</li><li>• Would Result in a reduction of Useable Green Space</li><li>• Potential Conflict With other Site Usage</li><li>• Limited Access to Public Transport</li></ul>



## 4. Broun Park (Adjacent to Bayswater Waves)



PROS	CONS
<ul style="list-style-type: none"> <li>• Public Open Space</li> <li>• Sufficient Size</li> <li>• Minimise Facility Down Time</li> <li>• Parking</li> <li>• Access to Public Transport (bus)</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to Residents</li> <li>• Level of Community Acceptance</li> <li>• Would Result in a reduction of Useable Green Space</li> <li>• Potential Conflict With other Site Usage</li> <li>• Area Used for Waves Overflow Parking</li> <li>• No Public Toilets</li> </ul>

METRONET have also undertaken an assessment of alternative locations and will present their findings to the Committee.

#### Other Locations

Other potential locations may be considered by the Skate and Bike Park Development Advisory Committee to accommodate the relocated skate park facilities.

#### Design and Delivery of the Skate Park

METRONET on behalf of the State Government has committed funding toward the relocation of skate park facilities, however the level of funding, timing of works and method of delivering the new skate park is yet to be finalised.

The City is yet to commit to design and deliver the new skate park at this stage pending further information from METRONET. There is significant risk to the City in committing to design and deliver the new skate park as the City will not be in a position to know the actual cost of the skate park until detailed design and planning has been undertaken. If the City was to commit to design and deliver the skate park, it will be important for the City to receive assurance from the State Government that they will pay the full cost of the new skate park as the originally indicated provisional sum is likely to be inadequate for design, site works and construction. In the event that the City takes on responsibility for the design and delivery of the skate park, it is expected to require an additional 0.5FTE staffing resource for the duration of the project (approximately 12 months).

The City has provided the following project cost estimates to METRONET for consideration:

Item	Detail	Cost Estimate
Design of the Skate park	Concept	\$44,550
	Detailed	\$66,825
Construction of the Skate park	Skate park Including 10ft Bowl	\$1,400,000
	BMX Dirt Jumps	\$150,000
	Sub Total	\$1,661,375
10% Project Contingency	Standard Project Contingency	\$160,000
Additional City Project Officer	0.5FTE for a 12 month period	\$45,000
	<b>Total</b>	<b>\$1,866,375</b>

#### Delivery Terms

The City are yet to receive any proposal from METRONET in terms of a preferred delivery approach and funding model to provide a like for like skate park facility. It is still to be advised whether the City or METRONET will deliver the project to relocate the Wotton Skate Park and what funding will be available to cover all associated costs.

The \$1,866,375 above assumes relocation to well drained level ground and does not include an allowance for new site preparation and ground work.

#### **LEGISLATIVE COMPLIANCE**

It is understood that the State Government is open to acquire the land currently accommodating the Wotton Skate Park by either agreed purchase or land swap with the City. A market valuation for the site is currently being determined.

It should also be noted that if either party cannot agree appropriate land tenure, State Government has the ability to take possession of the site and commence work.

#### **OPTIONS**

In order to appropriately consider the position of Council in relation to the relocation of Skate Park facilities currently provided at Wotton Reserve the following options are provided.

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council:</b>
	<b>1. Request the Chief Executive Officer seeks written confirmation from</b>



	<b>METRONET as to the financial terms and method of delivery offered to the City by the State Government to appropriately relocate the current Wotton Skate Park (to a location yet to be confirmed) in order to provide for the Morley Train Station customer parking;</b>  <b>2. Authorises the Chief Executive Officer to engage with key stakeholders to determine a preferred location to relocate the current skate park facilities provided at Wotton Reserve, Embleton.</b>  <b>3. Requests a further report following State Government confirmation of terms and a preferred location to relocate Skate Park facilities following community engagement.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option presents the lowest risk to the City as all terms are declared in advance and key stakeholders have an opportunity to comment on any sites proposed for relocation.	

<b>Option 2</b>	<b>That Council request the Chief Executive Officer seeks written confirmation from METRONET as to the financial terms and method of delivery offered to the City by the State Government to appropriately relocate the current Wotton Skate Park facility to a preferred location (to be identified by the City in conjunction with Skate and Bike Development Advisory Committee and endorsed by Council).</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	High
Governance	Low	Low
Community and Stakeholder	Moderate	High
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has high community and stakeholder risk as impacted stakeholders will not have had an opportunity to comment on the identified location.	

## FINANCIAL IMPLICATIONS

METRONET on behalf of the State Government has committed funding toward the relocation of like for like skate park facilities, however the level of funding is yet to be confirmed.

The City has \$50,000 identified in the Long Term Financial Plan for Skate / BMX Parks in 2023/24 and a further \$50,000 in 2026/27.

An amount of existing Officer time has been committed to the project to date.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Outcome C1: Plan and Provide A Range of Community Facilities To Meet Current and Future Needs

**CONCLUSION**

The current skate park and dirt jumps at Wotton Reserve are required to be relocated as they conflict with the METRONET selected location for the new passenger car park associated with the future Morley Train Station.

METRONET on behalf of the State Government has committed funding toward the relocation of skate park facilities, however the level of funding, timing of works and method of delivering the new skate park is yet to be finalised.

A number of potential locations have been identified however the City is yet to engage key stakeholders in relation to the skate park relocation.

Discussions are ongoing between the City and METRONET in order to identify a preferred location, confirm an appropriate project budget and finalise who will deliver the project.

It is recommended that the City seeks clarification from the State Government as to the terms of delivery offered to the City by way of financial and delivery method to relocate the Wotton Skate Park from its current location and to engage key stakeholders in order to determine a preferred location to relocate the skate park facilities.

**11. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN****11.1 Cr Catherine Ehrhardt - Opening of Roadway - Swan Bank Road, Maylands****COUNCIL RESOLUTION**

That item 11.1 be dealt with ahead of the remaining items identified to be withdrawn for discussion, in consideration of it being the subject of deputations made at the Agenda Briefing Forum on 15 September 2020.

**CR MICHELLE SUTHERLAND MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED UNANIMOUSLY: 10/0**

In accordance with clause 5.3(1) of the City of Bayswater's *Standing Orders Local Law 2018*, Cr Catherine Ehrhardt raised the following motion:

***"That Council requests the Chief Executive Officer to investigate the feasibility of reopening Swanbank Road between the existing southern and northern portions of Swan Bank Road, Maylands, and undertake consultation in relation to the proposal with residents on Clarkson Road (Tranby Road to Swan Bank Road), residents on Swan Bank Road, the WA Police and FESA and provide a report back to Council by December 2020."***

**MATERIAL FACTS**

In accordance with clause 5.3(3) of the City of Bayswater *Standing Orders Local Law 2018*, the Chief Executive Officer may provide relevant and material facts and circumstances pertaining to the notice of motion on such matters as policy, budget and law.

As detailed in the Notice of Motion, there is currently an unmade section of Swan Bank Road between the northern and southern section of the existing roadway as detailed in the following plan.



The road reserve continues for the full extent between the northern and southern sections of the roadway and currently contains landscaping and a dual use path. A review of historical aerial photographs indicates that for this section south of Kittyhawk View, there was a track at stages, but never a formally constructed section of road in the subject section of roadway.

**OFFICER'S COMMENT**

Whilst there may be potential to construct the subject section of roadway, a number of factors will need to be considered, including but not limited to the following:

- As is the case with the majority of changes to a road network, whilst there may be benefits to a section of the community as a result of the change, there is often a disbenefit to another section of the community due to the associated redistribution of traffic.
- The proposal will require the removal of significant trees and vegetation.
- The current landscaping and pathway are very popular and the construction of a roadway in the area may detract from the overall amenity provided by the current path.





- There may be construction difficulties associated with the proximity of the adjacent lakes and the existence of a number of utility services.
- The need to undertake extensive community consultation.
- The potential need to undertake complimentary traffic management works in other locations as a result of the redistribution of traffic.

### **LEGISLATIVE COMPLIANCE**

Not applicable.

### **FINANCIAL IMPLICATIONS**

Initial investigations will involve officer and potentially consultant time and it is envisaged that initial investigations would cost in the order of \$5,000. These initial investigations would also provide an indication of costs for any further investigations required e.g. geotechnical studies.

### **STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater's Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme:	Our Built Environment
Aspiration:	A quality and connected built environment.
Outcome B1:	Appealing streetscapes.
Outcome B3:	Quality built environment.

**CONCLUSION**

Whilst it may be possible to construct the subject section of roadway, Council will need to consider the potential implications associated with doing so and the costs which are currently unbudgeted.

**VOTING REQUIREMENT**

Simple Majority required.

**MOTION**

**That Council requests the Chief Executive Officer to investigate the feasibility of reopening Swanbank Road between the existing southern and northern portions of Swan Bank Road, Maylands, and undertake consultation in relation to the proposal with residents on Clarkson Road (Tranby Road to Swan Bank Road), residents on Swan Bank Road, the WA Police and FESA and provide a report back to Council by December 2020.**

**CR CATHERINE EHRHARDT MOVED, NO SECONDER**

**LAPSED**



**COUNCIL RESOLUTION - ADOPTION BY EXCEPTION**

That the recommendations relating to items: 10.1.1, 10.2.1, 10.2.9, 10.2.10, 10.4.1, 10.4.4, 10.4.5, 10.4.6, 10.4.7, 10.5.1.1, 10.5.1.2, 10.5.2.1, and 10.5.3.1 contained in the agenda be adopted by exception as per section 5.5 of the *City of Bayswater Standing Orders Local Law 2018*.

CR STEPHANIE GRAY MOVED, CR SALLY PALMER SECONDED

CARRIED UNANIMOUSLY: 10/0

*At 8:44pm, Cr Michelle Sutherland returned to the meeting.*

**12. QUESTIONS FROM MEMBERS WITHOUT NOTICE**

	Councillor / Question	Response / Action
1	Cr Barry McKenna	Mr Andrew Brien, Chief Executive Officer
	<i>I was a bit concerned when I heard a previous Councillor said there's a movement in Maylands to go back to the City of Stirling. Has anyone heard anything about that? And if so, can we get a briefing report? Is it just a kick back comment or is there a movement to move back? It was disconcerting to hear that, because I didn't like it.</i>	I am not aware of anything official that's been discussed. I've heard rumours that people talk about it, but people talk about it all the time – we're going back to previous Councils – so I think it's just a rumour in the community.
2	Cr Steven Ostaszewskyj	Mr Doug Pearson, Director Works and Infrastructure
(a)	<i>Just in regards to the storage facility on King Street, the expressions of interest for community groups and organisations to be able to access that furniture was due to go out last week but it didn't make the deadline so I understand it's going out this week. My question is, two years ago or a year ago, I did a Motion when I was a private citizen in regards to getting inventory done of the stuff that's inside that storage facility. With this expression of interest, do we have a new inventory that we're using, or is it the old inventory that we're using as part of that expression of interest process?</i>	It will be the most up to date inventory the City has – so it has been revised.
(b)	<i>And in regards to people getting a copy of that inventory, that will all be explained in the expressions of interest?</i>	Correct.
3	Cr Lorna Clarke	Mr Andrew Brien, Chief Executive Officer
	<i>I have a question just following on from the skate park debate – so, in particular, in relation to the supplementary agenda, page 17, item</i>	The recommendation that was passed tonight was to write to the State Government and get the financial terms and conditions, so they will address it as part of that.

	<i>10.5.3.2 (although it's marked up in here as 1.2). Can the City please, I suppose, update Councillors as soon as we have assurance, and how are we going to get assurance from the State Government? There's a \$1.8 million estimate here that we haven't got on our budget for this, so I really want some assurance that we are getting this money from the State Government. My question is, how are we getting assurance from the State Government that they are paying a minimum of the \$1.8 million which we do not have budgeted?</i>	
<b>4</b>	<b>Cr Giorgia Johnson</b>	<b>Mr Andrew Brien, Chief Executive Officer</b>
	<i>Can I have an update please on the progress of the dog pound? I think it's not the proper word for it, but the upgrades to the dog storage facility, is that the right word?</i>	The question will be taken on notice and a written response provided.
<b>5</b>	<b>Cr Giorgia Johnson</b>	<b>Mr Andrew Brien, Chief Executive Officer</b>
	<p><i>And also another question, please, if I might? I understand that Development WA has been surveying our community members about their thoughts on the Bayswater town centre. I understand that we have done that extensively. Does Development WA have a copy of our structure plan?</i></p> <p><i>Thank you, there might be duplication in the questions they're asking and the extensive work we've done in talking with our community.</i></p>	Certainly the City has provided any information that Development WA has asked for, and the City can ensure that they've got a copy of that as well, if you like?

**13. NEW BUSINESS OF AN URGENT NATURE****COUNCIL RESOLUTION**

That items 13.1.1, 13.1.2, 13.1.3, 13.1.4, and 13.1.5 be dealt with as urgent business.

**CR STEPHANIE GRAY MOVED, CR FILOMENA PIFFARETTI, DEPUTY MAYOR SECONDED  
CARRIED: 10/1**

***For: Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor,  
Cr Barry McKenna, Cr Steven Ostaszewskyj, Cr Sally Palmer,  
Cr Stephanie Gray, Cr Michelle Sutherland, Cr Catherine Ehrhardt,  
Cr Elli Petersen-Pik, and Cr Lorna Clarke.***

***Against: Cr Giorgia Johnson.***

**COUNCIL RESOLUTION**

That the recommendations relating to items: 13.1.2, 13.1.3, 13.1.4, and 13.1.5 contained in the supplementary agenda be adopted by exception as per section 5.5 of the *City of Bayswater Standing Orders Local Law 2018*.

**CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED  
CARRIED: 10/1**

***For: Cr Dan Bull, Mayor, Cr Filomena Piffaretti, Deputy Mayor,  
Cr Barry McKenna, Cr Steven Ostaszewskyj, Cr Sally Palmer,  
Cr Stephanie Gray, Cr Michelle Sutherland, Cr Catherine Ehrhardt,  
Cr Elli Petersen-Pik, and Cr Lorna Clarke.***

***Against: Cr Giorgia Johnson.***

**13.1 Policy Review and Development Committee – 15 September 2020****13.1.1 Planning Policy Review - Trees on Private Land and Street Verges**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Existing Trees on Private Land and Street Verges Policy. 2. Amended Trees on Private Land and Street Verges Policy, with track changes. 3. Amended Trees on Private Land and Street Verges Policy.	
<b>Refer:</b>	Item 9.5: PDSC 12.06.2018 Item 9.2.2: CTFCSC 15.05.2018 Item 9.1.7: PDSC 23.01.2018 Item 9.1.16: PDSC 15.08.2017 Item 9.2.5: CTFCSC 19.07.2017 Item 9.1.7: PDSC 18.07.2017 Item 12.2.10: OCM 23.02.2016	

***At 8:53pm, Cr Elli Petersen-Pik left the meeting.***

**SUMMARY**

Council consideration is sought in regard to adopting minor amendments to the City's Trees on Private Land and Street Verges Policy.

A decision was made by the Metro Central Joint Development Assessment Panel in relation to the removal of trees on the street verge and compensation for the loss of amenity value of the trees. This prompted the City to review the policy to investigate the potential impact of the decision. Minor amendments are recommended as a result of the investigation.

**OFFICER'S RECOMMENDATION**

That Council adopts minor amendments to the Trees on Private Land and Street Verges Policy, as included in Attachment 3 to this report.

**COUNCIL RESOLUTION****(COMMITTEE RECOMMENDATION)**

That Council adopts amendments to the Trees on Private Land and Street Verges Policy, as amended in Attachment 3 to this report.

**CR SALLY PALMER MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED: 8/2**

**For:** Cr Dan Bull, Mayor, Cr Barry McKenna, Cr Steven Ostaszewskyj,  
 Cr Sally Palmer, Cr Stephanie Gray, Cr Catherine Ehrhardt, Cr Lorna Clarke, and  
 Cr Giorgia Johnson.

**Against:** Cr Filomena Piffaretti, Deputy Mayor, and Cr Michelle Sutherland.

**BACKGROUND**Adoption of the Policy and Helliwell System

Council at its Community, Technical, Finance and Corporate Services Committee Meeting held 15 May 2018 considered adopting a tree amenity valuation system, and resolved as follows:

*"That Council:*

1. *Adopts the Helliwell Amenity Valuation system, to be used to determine the amenity value of tree assets across the City for the following purposes:*
  - (a) *For general asset cost analysis and recording in line with the Integrated Planning and Reporting (IPD) Asset Management Guidelines;*
  - (b) *Asset cost recovery in the event a tree is illegally removed; and*
  - (c) *Consideration of asset cost recovery when a resident wishes to have a tree removed to facilitate development of their property.*
2. *Considers including a clause providing a head of power to place a monetary value on a tree when it is removed due to development in the City's Town Planning Scheme No.24 via Amendment No.78 and in the draft 'Trees on Private Property and Verges' Policy when they are considered following their current public advertising period."*

Council at its Planning and Development Services Committee Meeting held 12 June 2018 considered the proposed local planning policy (LPP) and Amendment No. 78 to Town Planning Scheme No. 24 (TPS 24), and resolved as follows:

*"That Council:*

1. *Recommends approval of Amendment No. 78 to the City of Bayswater Town Planning Scheme No. 24 in relation to trees on private land and street verges, authorises the affixing of the Common Seal to the scheme amendment document, and forwards the documentation to the Western Australian Planning Commission for final approval, subject to including the following new clause:*

*"8.3.9.5 Where the removal of a tree on the street verge is warranted and has been approved by the City of Bayswater, the land owner or developer may be responsible for the payment of a fee for the loss of amenity value of the tree, to the satisfaction of the City of Bayswater."*
2. *Adopts the modified version of Local Planning Policy - 'Trees on Private Land and Street Verges' as contained in Attachment 3.*
3. *Revokes the existing Landscaping Policy and Street Trees Planning Policy.*
4. *Allows all development and subdivision applications lodged prior to 1 August 2018 to be excluded from having to comply with Local Planning Policy - 'Trees on Private Land and Street Verges'.*
5. *When it is physically possible and unless Council approves otherwise, any Development Approval granted by the City, except for change of use applications, on lots along Guildford Road shall include a planning condition that requires tree(s) to be planted on the Guildford Road widening area verge."*

Application of the Policy

The Metro Central Joint Development Assessment Panel (JDAP) at its meeting held on 7 March 2019 approved a proposed development application for a Service Station with Associated Convenience Store and Two Fast Food Outlets Additions to an Existing Concrete Recycling Facility, subject to conditions, at No. 34 (Lot 9) Jackson Street, Bayswater.

The approval included the following relevant conditions:

*"3(b) A detailed Landscape Plan shall be submitted to and approved by the City of Bayswater. The Plan shall include the following:*

- i. The location and species of all trees and shrubs to be retained or removed.*
- ii. The size and number of new plants to be planted.*
- iii. The location of any lawn areas to be established.*
- iv. Those areas to be reticulated or irrigated.*
- v. 23 trees and associated growth zone as denoted on the plans are to be provided within the lot. A minimum pot size of 35 litres is to be provided for the trees. An arborist report is to be submitted to demonstrate that the growth zone will not be impacted by the vehicle access ways to the satisfaction of the City of Bayswater.*
- vi. All trees are to be provided with a minimum of 1m radius tree growth zone. The tree species shall be to the satisfaction of the City of Bayswater.*
- vii. Trees are to be provided within the northern landscaping strip facing Collier Road to the satisfaction of the City of Bayswater.*
- viii. All landscaped areas shall be separated from vehicle access and parking areas through the use of walls, kerbing or bollards to enable the protection of the landscaping."*

*"4. Prior to the removal of the seven verge trees, the owner/applicant is to pay the City of Bayswater the amount of \$22,329 as determined by the Helliwell Assessment undertaken by the City to compensate for the loss of amenity value provided by these trees."*

The applicant lodged an amended development application to, in part, delete condition 4 of the approval. The JDAP at its meeting held on 23 October 2019 considered the amended development application and resolved, as follows:

*"Amend Condition 3(b) to include:*

- ix. Turf, reticulation, mulch and planting of a minimum of 3 mature trees (minimum 45 litre bag size) within the Jackson Street and Collier Road verges with the species and location to the satisfaction of the City of Bayswater."*

*"Replace Condition 4 to read as follows:*

- 4. The four trees at the corner of Jackson Street and Collier Road (in the verge adjacent to the boundary of the subject land) and the two River Red Gum Trees located within the Jackson Street verge are to be retained, shall not be pruned and shall have measures consistent with AS 4970-2009 undertaken to ensure its/their protection during construction of the subject development to the satisfaction of the City, including but not limited to the following:*
  - (a) A minimum 2.0m radius tree protection zone (TPZ) shall be provided through 1.8m high fencing around the verge trees (chain mesh panels or other suitable material) during construction of the subject development.*
  - (b) The above fencing is not to be moved or removed at any period during construction, and this zone is not to be entered for any reason; signage notifying people of the TPZ and the associated requirements is to be placed on each side of the fencing.*
  - (c) All activities related to construction of the subject development, including parking of vehicles, storage of materials, and washing of concreting tools and equipment is prohibited within the designated TPZ.*
  - (d) Any roots identified to be pruned shall be pruned with a final cut to undamaged wood outside of the TPZ. Pruning cuts shall be made with sharp tools such as secateurs, pruners, handsaws or chainsaws. Pruning wounds shall not be treated with dressings*



- or paints. It is not acceptable for roots to be 'pruned' with machinery such as backhoes or excavators.
- (e) The tree(s) shall be provided with supplemental water during any construction period falling over summer, with a minimum of 150 litres being provided per week.
  - (f) Should any works be required to be undertaken within the TPZ, approval must be given by the City prior to entering this zone. You may be required to seek advice from an Arborist in regard to the type of works being undertaken, this information is to be assessed by the City as part of the approvals to enter.
  - (g) Any new crossover shall maintain a minimum clearance of 2.0m from the base of a street tree(s)."

The reason provided by the JDAP for the decision was that:

*"The visual amenity impact of removal of the trees is considered minimal in this case and can be mitigated through the planting of new trees to replace the Melia and River Red Gum trees, which were considered to be the only potentially significant trees in the verge and which cannot be retained. New condition 4 makes it clear about the applicant's intention to retain these trees in the verge and undertake additional landscaping in the verges to improve the visual amenity of this area."*

## EXTERNAL CONSULTATION

The proposed amendments are considered minor as explained in the 'Officer's Comments' section below, therefore no advertising is required or considered necessary.

If Council resolves to adopt the minor amendments, the City is required to publish notice of the minor amendments in a local newspaper.

## OFFICER'S COMMENTS

### Amenity Value

The JDAP in their decision dated 23 October 2019, referred to in the background section of this report, determined that the removal of trees in the verge area could be mitigated by retaining and planting of new verge trees instead of paying a fee as compensation for the loss of amenity value of the trees in accordance with the City's Trees on Private Land and Street Verges policy.

The reason provided by the JDAP for this decision was that the mature trees in question hold minimal visual amenity value and therefore their removal can be mitigated through the planting of new younger trees.

It is considered however that mature trees not only have visual amenity value, but they generally have more environmental and ecological value than younger trees, in particular they tend to:

- Provide more canopy shade for the comfort of footpath and road users;
- More effectively cool hard surfaces and buildings through shade and transpiration (evaporative cooling) to reduce the impact of urban heat;
- Provide more oxygen and remove more carbon from the atmosphere;
- Provide more habitat and food opportunities for local fauna. Some trees do not start to produce sufficient volumes of fruit until they reach maturity; and
- Better protect infrastructure from storm damage and the effects of heat and sun damage.

The City's policy includes a requirement for a fee to be paid when the removal of a verge tree is warranted and has been approved as compensation for the loss of amenity value. The intent of

the requirement is for the term 'amenity' to mean visual, physical, environmental and ecological amenity, however only the term 'amenity' is stated.

It is therefore recommended to amend the policy requirement to specifically reference 'visual', 'physical', 'environmental' and 'ecological' amenity to ensure that the requirement is not misconstrued to only mean visual amenity.

#### Applicant's Legal Advice

As discussed in the background section of this report, approval was granted for a service station with associated convenience store and two fast food outlets additions to an existing concrete recycling facility, subject to conditions, at No. 34 (Lot 9) Jackson Street, Bayswater. The applicant lodged an amended development application to, in part, delete condition 4 of the approval.

As part of the amended development application, legal advice was submitted by the applicant, questioning the validity of condition 4. Although it is unclear as to how the legal advice was considered by the JDAP members as part of the decision making process, issues raised as part of the legal advice are discussed below.

#### Purpose

The purpose statement of the City's policy was raised as an issue. The purpose of the policy is to outline requirements for providing, maintaining and protecting trees, however it does not refer to tree removal or the subsequent loss of amenity value.

In light of the above is recommended to refer to tree removal in the purpose statement of the policy to provide greater clarity for applicants. It is also recommended to emphasize that the removal of trees on the street verge is to be avoided unless absolutely necessary.

#### Helliwell System Detail

The absence of detail about the Helliwell System in the City's policy was raised as an issue, in particular, the methodology and how a monetary value is derived.

Although it is not considered necessary to include the Helliwell System in the City's policy, the City will provide more written information and explanation in relation to the Helliwell System and make this publically available.

It is also recommended to amend the policy to specify that developers may be responsible for the payment of a fee in accordance with the City of Bayswater's fees and charges for the loss of the tree's visual, physical, environmental and ecological amenity value and that the Helliwell System is to be used to determine the tree's amenity value.

#### Use of Revenue

The absence of detail about how revenue derived will be used in the City's policy was raised as an issue.

It is therefore recommended to amend the policy to detail that revenue will be used by the City to plant additional trees in the same suburb as the subject development site.

#### Operational Matters

During the development process, the applicant is required to pay the above fee to the City prior to the issuance of a building permit. The fee will then be held by the City and only spent after the tree has been removed. In the event the tree is not removed, the fee will be refunded.

These are operational matters that do not need to be contained within the policy.

### Minor Policy Amendment

Schedule 2 Clause 5 (2) of the *Planning and Development (Local Planning Schemes) Regulations 2015* states that:

*"...the local government may make an amendment to a local planning policy without advertising the amendment if, in the opinion of the local government, the amendment is a minor amendment."*

The proposed amendments to the City's policy do not change the content or intent of the requirements, they simply clarify and provide further detail to the requirements. Therefore the proposed amendments are considered minor.

### LEGISLATIVE COMPLIANCE

Schedule 2, Clause 5 of the *Planning and Development (Local Planning Schemes) Regulations 2015* prescribes the process for amending local planning policies.

### OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That Council adopts minor amendments to the Trees on Private Land and Street Verges Policy, as included in <u>Attachment 3</u> to this report.		
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction		Moderate	Low
Reputation		Low	Low
Governance		Low	Low
Community and Stakeholder		Moderate	Moderate
Financial Management		Low	Low
Environmental Responsibility		Low	Low
Service Delivery		Low	Low
Organisational Health and Safety		Low	Low
Conclusion	There is moderate community and stakeholder risk with this option, as some members of the community who plan to apply for the removal of verge trees as part of new development, may not want these policy provisions to be strengthened.		

Option 2	That Council adopts minor amendments to the Trees on Private Land and Street Verges Policy, as included in <u>Attachment 3</u> to this report, with modifications determined by Council.		
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome  Dependant on the modification(s) determined by Council
Strategic Direction		Moderate	
Reputation		Low	
Governance		Low	
Community and Stakeholder		Moderate	
Financial Management		Low	
Environmental Responsibility		Low	
Service Delivery		Low	
Organisational Health and Safety		Low	
Conclusion	The risks are dependent on the modification(s) determined by Council.		

<b>Option 3</b>	<b>That Council does not amend the Trees on Private Land and Street Verges Policy.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>	
Strategic Direction	Moderate	Moderate	

Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Moderate
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>There is moderate reputation and community and stakeholder risk with this option, as some members of the community may expect amendments to be made to the policy provisions to strengthen the policy in light of the decision made by JDAP.</p> <p>There is also moderate strategic direction and environmental responsibility risk with this option, as the decision made by JDAP may set a precedent for similar decisions to be made in the future, which may continue to compromise the protection of the City's verge trees.</p>	

## FINANCIAL IMPLICATIONS

**Item 1:** Publishing of public notice

**Asset Category:** N/A

**Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in the LTFP

**Notes:**

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$600	-	-	-	-	-	\$14,000

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment

Aspiration: A quality and connected built environment.

Outcome B1: Appealing streetscapes.

Theme: Our Natural Environment

Aspiration: A green and sustainable environment.

Outcome N1: Natural environment and biodiversity which are conserved and protected.

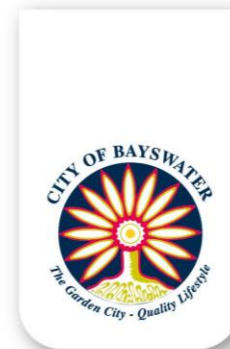
It is considered that the proposed minor amendments to the City's policy will assist to deter the removal of, and increase the provision of more verge trees in the City. This will improve the amenity of the City's streetscapes and help to conserve and protect the City's biodiversity and natural environment.

## CONCLUSION

In light of the above it is recommended that Council adopts the proposed minor amendments to the City's Trees on Private Land and Street Verges Policy.

**Attachment 1****Trees on Private Land and Street Verges**

Responsible Division	Planning and Development Services
Responsible Business Unit/s	Planning Services
Responsible Officer	-
Affected Business Unit/s	-

**PURPOSE:**

To outline the requirements for providing, maintaining and protecting trees on private land and the street verge during the development of land or residential subdivision in the City of Bayswater.

**OBJECTIVES**

To:

1. Assist with achieving the City of Bayswater's objective to increase tree canopy coverage to 20% by the year 2025 by increasing tree canopy coverage on private and public land.
2. Mitigate the urban heat island effect, reduce air pollution, improve groundwater quality and contribute to wildlife habitats, biodiversity and ecological corridors.
3. Assist with community comfort through shade and the reduction of glare, provide neighbourhood amenity, character and sense of place, and provide visual screening and privacy.
4. Provide a diverse range of tree sizes and species to enhance visual interest and to assist with providing a more resilient urban forest.
5. Prevent tree diseases and excessive shade through the adequate separation of trees, facilitate diversity in the age, size and species of trees throughout the City of Bayswater, and to encourage the retention of 'trees worthy of retention' and the planting of 'large trees'.

**INTRODUCTION**

The City of Bayswater's Urban Forestry Strategy indicates that canopy tree coverage is approximately 13.2%. The City has made an aspirational commitment to increase canopy coverage to 20% by the year 2025 in order to increase the level of benefits derived from having trees within the urban environment.

A significant proportion of trees in the urban area are being lost due to infill development, which if no intervention is undertaken will have significant impacts on the community and urban areas.

**POLICY STATEMENT:****Definitions**

**Tree growth zone** - An exclusion zone around a tree, which assists in the protection, growth and ongoing health of a tree.

At and below ground level, the tree growth zone is to comprise soil and other water permeable materials that aid in the health and growth of the tree.

A trafficable water permeable surface can encroach within the tree growth zone of new trees; provided that suitable provision is made to prevent ground compaction and tree root damage. If trafficable water permeable surfaces are proposed within the tree growth zone a report by a 'suitably qualified landscape architect' or suitably qualified currently practising arborist, at the expense of the applicant, is required detailing requirements to ensure tree roots will not be compacted or damaged.

**Tree worthy of retention** - Existing trees on private property that:

- (a) are considered by the City of Bayswater to be healthy specimens with ongoing viability; and
- (b) are considered by the City of Bayswater to be species that are not included on an applicable weed register or are an unsuitable tree species; and
- (c) are at least 3m in height; and/or
- (d) have a trunk with a diameter of at least 100mm at 1m from the ground; and/or
- (e) have two or more trunks and the aggregate of their individual diameter at 1m above ground is at least 200mm; and/or
- (f) have a canopy with a diameter of at least 3m.

The City of Bayswater may require an arborist report to be prepared by a suitably qualified currently practising arborist, at the expense of the applicant, to verify if a tree is considered worthy of retention.

**Standard tree** - A species of tree that has the potential to grow to at least 4m in height and has a minimum size of at least 35 litres when planted.

**Large tree** - A species of tree that has the potential to grow to at least 12m in height and has a minimum size of at least 35 litres when planted.

**Hard surface** - Any surface that does not readily allow for drainage and the penetration and attaching of anchoring tree roots.

**Suitably qualified landscape architect** - A landscape architect currently registered with the Australian Institute of Landscape Architects or a similar association.

#### **Scope**

1. The requirements in this policy apply to all development where the approximate cost of the proposed development is:
  - (a) \$100,000 or more for residential developments; and
  - (b) \$200,000 or more for non-residential and mixed use developments, excluding those involving only a change of use or internal works.
2. Any development that does not meet the thresholds specified in Clause 1 is to still have consideration for the objectives and some provisions contained in this policy, at the discretion of the City of Bayswater.
3. In relation to all residential subdivisions, the requirements for trees on private property in this policy apply where additional lots are proposed and an existing dwelling is proposed to be retained.



**Requirements for Trees on Private Property**

1. 'Standard trees' are to be provided at a rate of one tree for every 350m<sup>2</sup> of site area (rounded to the nearest whole number). At least one 'standard tree' is to be provided on each site.
  2. The total number of trees required in Clause 1 may be reduced by one, for each 'tree worthy of retention' that is retained or relocated elsewhere on the site, or 'large tree' that is provided. Where a 'tree worthy of retention' is proposed to be retained or relocated on the site and it is a 'large tree', the total number of trees required in Clause 1 may be reduced by two.
  3. A 'tree growth zone' is required around the entire base of all new trees or existing trees that are to be retained on the site, measured at:
    - (a) a minimum radius of 2m for a 'standard tree'; and
    - (b) a minimum radius of 3.5m for a 'large tree'.
  4. No structure is to encroach within the 'tree growth zone', above or below ground level. The 'tree growth zone' is to be contained completely on the site, except for 'trees worthy of retention'.
  5. If the 'tree growth zone' is situated on top of a 'hard surface', a report by a suitably qualified currently practicing consulting arborist is required, at the expense of the applicant, confirming that the design of the 'tree growth zone' is appropriate to allow the tree to grow to maturity, to the satisfaction of the City of Bayswater.
  6. The trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.
1. The trunks of all trees are to be located outside of any required minimum outdoor living area dimensions required in the Residential Design Codes, except for the trunks of 'trees worthy of retention' when they are retained.
  2. In relation to open air car parking areas in non-residential developments, 'standard trees' that provide shade cover are to be provided at a minimum rate of 1 tree per 4 bays. The number of trees required in Clause 1 can be used to provide the shade trees.
  3. A 'tree worthy of retention' may only be relocated elsewhere on the site or on the adjacent street verge, where a report by a suitably qualified currently practicing consulting arborist is provided detailing the new location of the tree and how the tree will be kept in good health prior to, during and after the relocation, to the satisfaction of the City of Bayswater.

**Requirements for Trees on Street Verges**

1. Trees on the street verge are to be retained, unless in the opinion of the City of Bayswater:
  - (a) The tree is dead;
  - (b) Where an unacceptable level of risk exists within the tree's structure and remedial techniques cannot rectify;

- (c) The tree is suffering from a disease where remedial techniques will not prevent further spread of the disease, and the removal will be of benefit to other trees around it;
  - (d) The tree is causing significant damage to infrastructure and suitable documented evidence is provided by a suitably qualified currently practising arborist, at the expense of the applicant; and/or
  - (e) To facilitate the placement of a permanent vehicle access crossing as a last resort, where there is no other viable option.
2. In the event that the removal of a tree on the street verge is warranted and has been approved by the City of Bayswater in accordance with Clause 1, the land owner or developer may be responsible for:
- (a) The removal of the tree, including engaging a qualified contractor and any costs or claims that may arise from the removal of the tree; and
  - (b) The payment of a fee for the loss of amenity value of the tree in accordance with the City of Bayswater's fees and charges, to the satisfaction of the City of Bayswater.
3. If no street trees exist or a street tree is to be removed with regard to Clause 1, at least one new 'standard tree' is to be provided, by the land owner or developer, on the verge adjacent to the site, where space is available, to the satisfaction of the City of Bayswater.
4. In addition to Clause 3, the City of Bayswater may require additional trees to be provided, where space is available, to the satisfaction of the City of Bayswater.
5. A minimum 2m setback is to be provided from the edge of any street tree trunk, and any crossover/driveway and the trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.

#### **Alternative Design Solution**

1. An alternative design solution that varies any of the requirements contained in this policy will only be considered in exceptional circumstances where the alternative is consistent with the objectives of the policy and is justified in a report prepared by a 'suitably qualified landscape architect', to the satisfaction of the City of Bayswater.

#### **Tree Maintenance and Replacement**

1. All new trees on the site and on the street verge are to be planted and watered (via reticulation or other similar method) for the first two summers by the land owner or developer, to the satisfaction of the City of Bayswater.
2. All retained and new trees on the site and on the street verge are to be adequately maintained and kept in good health. In the event that a tree is in poor health and needs to be removed, it is to be replaced with an adequate replacement tree by the owner or developer, to the satisfaction of the City of Bayswater.

#### **Information to be Submitted with a Development and Subdivision Applications**

Plans for all development and subdivision applications that are subject to this policy are to indicate:

1. The location and species of all trees proposed to be retained that are 'trees worthy of retention' on the site and all existing trees within the street verge that may be impacted by the proposed development or subdivision;

2. The location of all proposed new trees on the site and on the street verge;
3. The location of all proposed 'tree growth zones'; and
4. Additional elevations may be required, to the satisfaction of the City of Bayswater, indicating the potential size and canopy spread of all retained or proposed trees on the site and on the street verge at maturity in relation to any existing or proposed structures or any retained or proposed trees.

**RELATED LEGISLATION:**

Policy is adopted under the City of Bayswater's town planning schemes, in accordance with Schedule 2, Clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

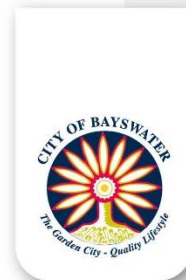
**RELATED DOCUMENTATION:**

Nil

Relevant Delegations		
Risk Evaluation		
Council Adoption	Date	12 June 2018
Reviewed / Modified	Date	
Reviewed / Modified	Date	
Reviewed / Modified	Date	

**Attachment 2****Trees on Private Land and Street Verges**

Responsible Division	Planning and Development Services
Responsible Business Unit/s	Planning Services
Responsible Officer	-
Affected Business Unit/s	-

**PURPOSE:**

To outline the requirements for providing, maintaining, ~~and~~ protecting ~~and removing~~ trees on private land and the street verge during the development of land or residential subdivision in the City of Bayswater.

To emphasize that the removal of trees on the street verge is to be avoided unless absolutely necessary.

**OBJECTIVES**

To:

1. Assist with achieving the City of Bayswater's objective to increase tree canopy coverage to 20% by the year 2025 by increasing tree canopy coverage on private and public land.
2. Mitigate the urban heat island effect, reduce air pollution, improve groundwater quality and contribute to wildlife habitats, biodiversity and ecological corridors.
3. Assist with community comfort through shade and the reduction of glare, provide neighbourhood amenity, character and sense of place, and provide visual screening and privacy.
4. Provide a diverse range of tree sizes and species to enhance visual interest and to assist with providing a more resilient urban forest.
5. Prevent tree diseases ~~and excessive shade through the adequate separation of trees~~, facilitate diversity in the age, size and species of trees throughout the City of Bayswater, and to encourage the retention of 'trees worthy of retention' and the planting of 'large trees'.

**INTRODUCTION**

The City of Bayswater's Urban Forestry Strategy indicates that canopy tree coverage is approximately 13.2%. The City has made an aspirational commitment to increase canopy coverage to 20% by the year 2025 in order to increase the level of benefits derived from having trees within the urban environment.

A significant proportion of trees in the urban area are being lost due to infill development, which if no intervention is undertaken will have significant impacts on the community and urban areas.

**POLICY STATEMENT:****Definitions**

**Tree growth zone** - An exclusion zone around a tree, which assists in the protection, growth and ongoing health of a tree.

At and below ground level, the tree growth zone is to comprise soil and other water permeable materials that aid in the health and growth of the tree.

A trafficable water permeable surface can encroach within the tree growth zone of new trees; provided that suitable provision is made to prevent ground compaction and tree root damage. If trafficable water permeable surfaces are proposed within the tree growth zone a report by a 'suitably qualified landscape architect' or suitably qualified currently practising arborist, at the expense of the applicant, is required detailing requirements to ensure tree roots will not be compacted or damaged.

**Tree worthy of retention** - Existing trees on private property that:

- (a) are considered by the City of Bayswater to be healthy specimens with ongoing viability; and
- (b) are considered by the City of Bayswater to be species that are not included on an applicable weed register or are an unsuitable tree species; and
- (c) are at least 3m in height; and/or
- (d) have a trunk with a diameter of at least 100mm at 1m from the ground; and/or
- (e) have two or more trunks and the aggregate of their individual diameter at 1m above ground is at least 200mm; and/or
- (f) have a canopy with a diameter of at least 3m.

The City of Bayswater may require an arborist report to be prepared by a suitably qualified currently practising arborist, at the expense of the applicant, to verify if a tree is considered worthy of retention.

**Standard tree** - A species of tree that has the potential to grow to at least 4m in height and has a minimum size of at least 35 litres when planted.

**Large tree** - A species of tree that has the potential to grow to at least 12m in height and has a minimum size of at least 35 litres when planted.

**Hard surface** - Any surface that does not readily allow for drainage and the penetration and attaching of anchoring tree roots.

**Suitably qualified landscape architect** - A landscape architect currently registered with the Australian Institute of Landscape Architects or a similar association.

### **Scope**

1. The requirements in this policy apply to all development where the approximate cost of the proposed development is:
  - (a) \$100,000 or more for residential developments; and
  - (b) \$200,000 or more for non-residential and mixed use developments, excluding those involving only a change of use or internal works.
2. Any development that does not meet the thresholds specified in Clause 1 is to still have consideration for the objectives and some provisions contained in this policy, at the discretion of the City of Bayswater.
3. In relation to all residential subdivisions, the requirements for trees on private property in this policy apply where additional lots are proposed and an existing dwelling is proposed to be retained.

A trafficable water permeable surface can encroach within the tree growth zone of new trees; provided that suitable provision is made to prevent ground compaction and tree root damage. If trafficable water permeable surfaces are proposed within the tree growth zone a report by a 'suitably qualified landscape architect' or suitably qualified currently practising arborist, at the expense of the applicant, is required detailing requirements to ensure tree roots will not be compacted or damaged.

**Tree worthy of retention** - Existing trees on private property that:

- (a) are considered by the City of Bayswater to be healthy specimens with ongoing viability; and
- (b) are considered by the City of Bayswater to be species that are not included on an applicable weed register or are an unsuitable tree species; and
- (c) are at least 3m in height; and/or
- (d) have a trunk with a diameter of at least 100mm at 1m from the ground; and/or
- (e) have two or more trunks and the aggregate of their individual diameter at 1m above ground is at least 200mm; and/or
- (f) have a canopy with a diameter of at least 3m.

The City of Bayswater may require an arborist report to be prepared by a suitably qualified currently practising arborist, at the expense of the applicant, to verify if a tree is considered worthy of retention.

**Standard tree** - A species of tree that has the potential to grow to at least 4m in height and has a minimum size of at least 35 litres when planted.

**Large tree** - A species of tree that has the potential to grow to at least 12m in height and has a minimum size of at least 35 litres when planted.

**Hard surface** - Any surface that does not readily allow for drainage and the penetration and attaching of anchoring tree roots.

**Suitably qualified landscape architect** - A landscape architect currently registered with the Australian Institute of Landscape Architects or a similar association.

### **Scope**

1. The requirements in this policy apply to all development where the approximate cost of the proposed development is:
  - (a) \$100,000 or more for residential developments; and
  - (b) \$200,000 or more for non-residential and mixed use developments, excluding those involving only a change of use or internal works.
2. Any development that does not meet the thresholds specified in Clause 1 is to still have consideration for the objectives and some provisions contained in this policy, at the discretion of the City of Bayswater.
3. In relation to all residential subdivisions, the requirements for trees on private property in this policy apply where additional lots are proposed and an existing dwelling is proposed to be retained.



**Requirements for Trees on Private Property**

1. 'Standard trees' are to be provided at a rate of one tree for every 350m<sup>2</sup> of site area (rounded to the nearest whole number). At least one 'standard tree' is to be provided on each site.
2. The total number of trees required in Clause 1 may be reduced by one, for each 'tree worthy of retention' that is retained or relocated elsewhere on the site, or 'large tree' that is provided. Where a 'tree worthy of retention' is proposed to be retained or relocated on the site and it is a 'large tree', the total number of trees required in Clause 1 may be reduced by two.
3. A 'tree growth zone' is required around the entire base of all new trees or existing trees that are to be retained on the site, measured at:
  - (a) a minimum radius of 2m for a 'standard tree'; and
  - (b) a minimum radius of 3.5m for a 'large tree'.
4. No structure is to encroach within the 'tree growth zone', above or below ground level. The 'tree growth zone' is to be contained completely on the site, except for 'trees worthy of retention'.
5. If the 'tree growth zone' is situated on top of a 'hard surface', a report by a suitably qualified currently practicing consulting arborist is required, at the expense of the applicant, confirming that the design of the 'tree growth zone' is appropriate to allow the tree to grow to maturity, to the satisfaction of the City of Bayswater.
6. The trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.
7. The trunks of all trees are to be located outside of any required minimum outdoor living area dimensions required in the Residential Design Codes, except for the trunks of 'trees worthy of retention' when they are retained.
8. In relation to open air car parking areas in non-residential developments, 'standard trees' that provide shade cover are to be provided at a minimum rate of 1 tree per 4 bays. The number of trees required in Clause 1 can be used to provide the shade trees.
9. A 'tree worthy of retention' may only be relocated elsewhere on the site or on the adjacent street verge, where a report by a suitably qualified currently practicing consulting arborist is provided detailing the new location of the tree and how the tree will be kept in good health prior to, during and after the relocation, to the satisfaction of the City of Bayswater.

**Requirements for Trees on Street Verges**

1. Trees on the street verge are to be retained, unless in the opinion of the City of Bayswater:
  - (a) The tree is dead;
  - (b) Where an unacceptable level of risk exists within the tree's structure and remedial techniques cannot rectify;
  - (c) The tree is suffering from a disease where remedial techniques will not prevent further spread of the disease, and the removal will be of benefit to other trees around it;

- (d) The tree is causing significant damage to infrastructure and suitable documented evidence is provided by a suitably qualified currently practising arborist, at the expense of the applicant; and/or
  - (e) To facilitate the placement of a permanent vehicle access crossing as a last resort, where there is no other viable option.
2. In the event that the removal of a tree on the street verge is warranted and has been approved by the City of Bayswater in accordance with Clause 1, the land owner or developer may be responsible for:
- (a) The removal of the tree, including engaging a qualified contractor and any costs or claims that may arise from the removal of the tree; and
  - (b) The payment of a fee in accordance with the City of Bayswater's fees and charges for the loss of the tree's amenityvisual, physical, environmental and ecological amenity value-of-the-tree. The Helliwell System is to be used to determine the tree's visual, physical, environmental and ecological amenity value-in accordance with the City of Bayswater's fees and charges. to the satisfaction of the City of Bayswater. The fee will be used by the City of Bayswater to plant additional trees in the same suburb as the subject development site.
3. If no street trees exist or a street tree is to be removed with regard to Clause 1, at least one new 'standard tree' is to be provided, by the land owner or developer, on the verge adjacent to the site, where space is available, to the satisfaction of the City of Bayswater.
4. In addition to Clause 3, the City of Bayswater may require additional trees to be provided, where space is available, to the satisfaction of the City of Bayswater.
5. A minimum 2m setback is to be provided from the edge of any street tree trunk, and any crossover/driveway and the trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.

#### **Alternative Design Solution**

- 1. An alternative design solution that varies any of the requirements contained in this policy will only be considered in exceptional circumstances where the alternative is consistent with the objectives of the policy and is justified in a report prepared by a 'suitably qualified landscape architect', to the satisfaction of the City of Bayswater.

#### **Tree Maintenance and Replacement**

- 1. All new trees on the site and on the street verge are to be planted and watered (via reticulation or other similar method) for the first two summers by the land owner or developer, to the satisfaction of the City of Bayswater.
- 2. All retained and new trees on the site and on the street verge are to be adequately maintained and kept in good health. In the event that a tree is in poor health and needs to be removed, it is to be replaced with an adequate replacement tree by the owner or developer, to the satisfaction of the City of Bayswater.

#### **Information to be Submitted with a Development and Subdivision Applications**

Plans for all development and subdivision applications that are subject to this policy are to indicate:

1. The location and species of all trees proposed to be retained that are 'trees worthy of retention' on the site and all existing trees within the street verge that may be impacted by the proposed development or subdivision;
2. The location of all proposed new trees on the site and on the street verge;
3. The location of all proposed 'tree growth zones'; and
4. Additional elevations may be required, to the satisfaction of the City of Bayswater, indicating the potential size and canopy spread of all retained or proposed trees on the site and on the street verge at maturity in relation to any existing or proposed structures or any retained or proposed trees.

**RELATED LEGISLATION:**

Policy is adopted under the City of Bayswater's town planning schemes, in accordance with Schedule 2, Clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

**RELATED DOCUMENTATION:**

Nil.

Relevant Delegations		
Risk Evaluation		
Council Adoption	Date	12 June 2018
Reviewed / Modified	Date	
Reviewed / Modified	Date	
Reviewed / Modified	Date	

**Attachment 3****Trees on Private Land and Street Verges**

Responsible Division	Planning and Development Services
Responsible Business Unit/s	Planning Services
Responsible Officer	-
Affected Business Unit/s	-

**PURPOSE:**

To outline the requirements for providing, maintaining, protecting and removing trees on private land and the street verge during the development of land or residential subdivision in the City of Bayswater.

To emphasize that the removal of trees is to be avoided unless absolutely necessary.

**OBJECTIVES**

To:

1. Assist with achieving the City of Bayswater's objective to increase tree canopy coverage to 20% by the year 2025 by increasing tree canopy coverage on private and public land.
2. Mitigate the urban heat island effect, reduce air pollution, improve groundwater quality and contribute to wildlife habitats, biodiversity and ecological corridors.
3. Assist with community comfort through shade and the reduction of glare, provide neighbourhood amenity, character and sense of place, and provide visual screening and privacy.
4. Provide a diverse range of tree sizes and species to enhance visual interest and to assist with providing a more resilient urban forest.
5. Prevent tree diseases, facilitate diversity in the age, size and species of trees throughout the City of Bayswater, and to encourage the retention of 'trees worthy of retention' and the planting of 'large trees'.

**INTRODUCTION**

The City of Bayswater's Urban Forestry Strategy indicates that canopy tree coverage is approximately 13.2%. The City has made an aspirational commitment to increase canopy coverage to 20% by the year 2025 in order to increase the level of benefits derived from having trees within the urban environment.

A significant proportion of trees in the urban area are being lost due to infill development, which if no intervention is undertaken will have significant impacts on the community and urban areas.

**POLICY STATEMENT:****Definitions**

**Tree growth zone** - An exclusion zone around a tree, which assists in the protection, growth and ongoing health of a tree.



At and below ground level, the tree growth zone is to comprise soil and other water permeable materials that aid in the health and growth of the tree.

A trafficable water permeable surface can encroach within the tree growth zone of new trees; provided that suitable provision is made to prevent ground compaction and tree root damage. If trafficable water permeable surfaces are proposed within the tree growth zone a report by a 'suitably qualified landscape architect' or suitably qualified currently practising arborist, at the expense of the applicant, is required detailing requirements to ensure tree roots will not be compacted or damaged.

**Tree worthy of retention** - Existing trees on private property that:

- (a) are considered by the City of Bayswater to be healthy specimens with ongoing viability; and
- (b) are considered by the City of Bayswater to be species that are not included on an applicable weed register or are an unsuitable tree species; and
- (c) are at least 3m in height; and/or
- (d) have a trunk with a diameter of at least 100mm at 1m from the ground; and/or
- (e) have two or more trunks and the aggregate of their individual diameter at 1m above ground is at least 200mm; and/or
- (f) have a canopy with a diameter of at least 3m.

The City of Bayswater may require an arborist report to be prepared by a suitably qualified currently practising arborist, at the expense of the applicant, to verify if a tree is considered worthy of retention.

**Standard tree** - A species of tree that has the potential to grow to at least 4m in height and has a minimum size of at least 35 litres when planted.

**Large tree** - A species of tree that has the potential to grow to at least 12m in height and has a minimum size of at least 35 litres when planted.

**Hard surface** - Any surface that does not readily allow for drainage and the penetration and attaching of anchoring tree roots.

**Suitably qualified landscape architect** - A landscape architect currently registered with the Australian Institute of Landscape Architects or a similar association.

### Scope

1. The requirements in this policy apply to all development where the approximate cost of the proposed development is:
  - (a) \$100,000 or more for residential developments; and
  - (b) \$200,000 or more for non-residential and mixed use developments, excluding those involving only a change of use or internal works.
2. Any development that does not meet the thresholds specified in Clause 1 is to still have consideration for the objectives and some provisions contained in this policy, at the discretion of the City of Bayswater.
3. In relation to all residential subdivisions, the requirements for trees on private property in this policy apply where additional lots are proposed and an existing dwelling is proposed to be retained.

**Requirements for Trees on Private Property**

1. 'Standard trees' are to be provided at a rate of one tree for every 350m<sup>2</sup> of site area (rounded to the nearest whole number). At least one 'standard tree' is to be provided on each site.
2. The total number of trees required in Clause 1 may be reduced by one, for each 'tree worthy of retention' that is retained or relocated elsewhere on the site, or 'large tree' that is provided. Where a 'tree worthy of retention' is proposed to be retained or relocated on the site and it is a 'large tree', the total number of trees required in Clause 1 may be reduced by two.
3. A 'tree growth zone' is required around the entire base of all new trees or existing trees that are to be retained on the site, measured at:
  - (a) a minimum radius of 2m for a 'standard tree'; and
  - (b) a minimum radius of 3.5m for a 'large tree'.
4. No structure is to encroach within the 'tree growth zone', above or below ground level. The 'tree growth zone' is to be contained completely on the site, except for 'trees worthy of retention'.
5. If the 'tree growth zone' is situated on top of a 'hard surface', a report by a suitably qualified currently practicing consulting arborist is required, at the expense of the applicant, confirming that the design of the 'tree growth zone' is appropriate to allow the tree to grow to maturity, to the satisfaction of the City of Bayswater.
6. The trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.
7. The trunks of all trees are to be located outside of any required minimum outdoor living area dimensions required in the Residential Design Codes, except for the trunks of 'trees worthy of retention' when they are retained.
8. In relation to open air car parking areas in non-residential developments, 'standard trees' that provide shade cover are to be provided at a minimum rate of 1 tree per 4 bays. The number of trees required in Clause 1 can be used to provide the shade trees.
9. A 'tree worthy of retention' may only be relocated elsewhere on the site or on the adjacent street verge, where a report by a suitably qualified currently practicing consulting arborist is provided detailing the new location of the tree and how the tree will be kept in good health prior to, during and after the relocation, to the satisfaction of the City of Bayswater.

**Requirements for Trees on Street Verges**

1. Trees on the street verge are to be retained, unless in the opinion of the City of Bayswater:
  - (a) The tree is dead;
  - (b) Where an unacceptable level of risk exists within the tree's structure and remedial techniques cannot rectify;
  - (c) The tree is suffering from a disease where remedial techniques will not prevent further spread of the disease, and the removal will be of benefit to other trees around it;



- (d) The tree is causing significant damage to infrastructure and suitable documented evidence is provided by a suitably qualified currently practising arborist, at the expense of the applicant; and/or
  - (e) To facilitate the placement of a permanent vehicle access crossing as a last resort, where there is no other viable option.
2. In the event that the removal of a tree on the street verge is warranted and has been approved by the City of Bayswater in accordance with Clause 1, the land owner or developer may be responsible for:
- (a) The removal of the tree, including engaging a qualified contractor and any costs or claims that may arise from the removal of the tree; and
  - (b) The payment of a fee in accordance with the City of Bayswater's fees and charges for the loss of the tree's visual, physical, environmental and ecological amenity value. The Helliwell System is to be used to determine the tree's visual, physical, environmental and ecological amenity value, to the satisfaction of the City of Bayswater. The fee will be used by the City of Bayswater to plant additional trees in the same suburb as the subject development site.
3. If no street trees exist or a street tree is to be removed with regard to Clause 1, at least one new 'standard tree' is to be provided, by the land owner or developer, on the verge adjacent to the site, where space is available, to the satisfaction of the City of Bayswater.
4. In addition to Clause 3, the City of Bayswater may require additional trees to be provided, where space is available, to the satisfaction of the City of Bayswater.
5. A minimum 2m setback is to be provided from the edge of any street tree trunk, and any crossover/driveway and the trunks of all proposed new trees are to be adequately separated from the trunks of other trees, to the satisfaction of the City of Bayswater.

#### **Alternative Design Solution**

1. An alternative design solution that varies any of the requirements contained in this policy will only be considered in exceptional circumstances where the alternative is consistent with the objectives of the policy and is justified in a report prepared by a 'suitably qualified landscape architect', to the satisfaction of the City of Bayswater.

#### **Tree Maintenance and Replacement**

1. All new trees on the site and on the street verge are to be planted and watered (via reticulation or other similar method) for the first two summers by the land owner or developer, to the satisfaction of the City of Bayswater.
2. All retained and new trees on the site and on the street verge are to be adequately maintained and kept in good health. In the event that a tree is in poor health and needs to be removed, it is to be replaced with an adequate replacement tree by the owner or developer, to the satisfaction of the City of Bayswater.

#### **Information to be Submitted with a Development and Subdivision Applications**

Plans for all development and subdivision applications that are subject to this policy are to indicate:

1. The location and species of all trees proposed to be retained that are 'trees worthy of retention' on the site and all existing trees within the street verge that may be impacted by the proposed development or subdivision;

2. The location of all proposed new trees on the site and on the street verge;
3. The location of all proposed 'tree growth zones'; and
4. Additional elevations may be required, to the satisfaction of the City of Bayswater, indicating the potential size and canopy spread of all retained or proposed trees on the site and on the street verge at maturity in relation to any existing or proposed structures or any retained or proposed trees.

**RELATED LEGISLATION:**

Policy is adopted under the City of Bayswater's town planning schemes, in accordance with Schedule 2, Clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

**RELATED DOCUMENTATION:**

Nil.

Relevant Delegations		
Risk Evaluation		
Council Adoption	Date	12 June 2018
Reviewed / Modified	Date	
Reviewed / Modified	Date	
Reviewed / Modified	Date	

**13.1.2 Planning Policy Review - Residential Estate Design Guidelines**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Proposed Maylands Residential Estate Design Policy. 2. Schedule of submissions from affected landowners.	
<b>Refer:</b>	N/A	

**SUMMARY**

The City currently has 16 design guideline local planning policies. All of these policies vary aspects of the Residential Design Codes (R-Codes) and originally reflected developer covenants, which subsequently shaped the built form of the affected areas. In many cases, these areas are now fully developed and the developer covenants have expired. Copies of the existing policies are available on the City's website:

[www.bayswater.wa.gov.au/development/planning-and-development-approvals/legislation-and-policies](http://www.bayswater.wa.gov.au/development/planning-and-development-approvals/legislation-and-policies).

In February 2019, the City consulted with the landowners in the areas subject to the residential design guideline local planning policies, to determine whether they still consider value in these policies and whether they supported them being retained.

A number of landowners throughout the suburb of Maylands indicated their preference for the policies to remain in place, as they have ensured a consistency in built form and established a particular local character in certain areas. Consequently, the content of those policies is proposed to be consolidated into the proposed Maylands Residential Estates Design policy (**Attachment 1** to this report). It is recommended that the remaining seven residential design guideline policies can be revoked without replacement as they are considered to no longer be relevant.

**COUNCIL RESOLUTION****(COMMITTEE/OFFICER'S RECOMMENDATION)**

That Council:

1. Adopts for public advertising the proposed Maylands Residential Estates Design policy, as contained in **Attachment 1** to this report.
2. Revokes the following local planning policies:
  - (a) Design Guidelines - Lot 1 Crowther Street, Bayswater Policy;
  - (b) Design Guidelines - Lot 16 Wyatt Road (Corner Dunstone Road), Bayswater Policy;
  - (c) Design Guidelines - Lot 38 Elizabeth Street, Corner Kirkham Hill Terrace, Maylands (WAPC REF: 116330) Policy;
  - (d) Design Guidelines - Lot 72 Garratt Road and Donald Square, Bayswater Policy;
  - (e) Lot 542 Corner Peninsula Road and Airways Boulevard, Maylands Policy;
  - (f) Design Guidelines - Lots 1 and 2, No. 88-90 Guildford Road, Mount Lawley Policy;

- (g) **Design Guidelines - Parsons Street, Embleton (Eight Survey Strata Lots) Policy;**
- (h) **Design Guidelines - Part Lots 44, 45 and Part Lots 1184-1187 Corner Wyatt Road and Wright Crescent, Bayswater Policy; and**
- (i) **Design Guidelines - Essex Street, Bayswater Policy.**

**CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED BY EXCEPTION (EN BLOC): 10/1**

### **BACKGROUND**

The City has a large number of local planning policies, which have not been comprehensively reviewed for approximately 10 years. Many of these policies are now considered outdated or have become irrelevant due to subsequent legislative and State planning policy changes. Therefore, City officers are now undertaking a comprehensive review of the existing local planning policies, in order to improve the City's policy framework and reduce "red tape" associated with development application processing.

The existing design guidelines policies were variously adopted between July 1998 and June 2005. They have been subject to minor variations since, with the most recent in September 2007. The policies vary certain aspects of the R-Codes to achieve a particular built form consistent with the original subdividers' aspirations for their developments.

### **EXTERNAL CONSULTATION**

In February 2019, the City wrote to the landowners whose properties are subject to the various design guideline policies to request feedback on whether they considered the policies to still be relevant, if they require modification or if they no longer serve a purpose.

A total of 19 written submissions were received and are summarised in Attachment 2 to this report. Of these submissions:

- 13 are in support of retaining the design guidelines, including a petition with 18 additional signatures;
- Three seek revocation of the design guidelines; and
- Three do not express clear support for, or objection to the prospect of the design guidelines policies being revoked.

After the consultation period, it was found that there are two additional design guideline policies still in place which had fallen out of common usage:

- Design Guidelines - Corner Kirkham Hill Terrace and East Street Policy
- Design Guidelines - Essex Street, Bayswater Policy

Feedback on whether the landowners within these design guideline areas consider the policies to still be relevant has not been sought. These policies are addressed in detail below.

In the event that Council adopts the proposed Maylands Residential Estates Design Policy for public advertising, the policy will be advertised in accordance with the requirements of the Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* for at least 21 days by way of:

- The affected landowners being notified in writing of the draft policy;
- Notification being published in the local newspaper(s);
- Information being placed on the City's engagement website; and

- Hard copies of the draft policy documentation made available for inspection at the City of Bayswater Civic Centre and the City's libraries.

Should Council revoke the existing policies, the affected landowners will be notified in writing and appropriate notifications will be published in the local newspaper(s).

## **OFFICER'S COMMENTS**

### Variations to the Residential Design Codes

The existing design guideline policies state that the City will only administer those guidelines for which it has responsibility under the planning legislation and specifically mentions setbacks, front fencing, site cover and car parking. It is noted that, while all of these matters are planning considerations, site cover and car parking are not provisions that may be varied by a local planning policy under clause 7.3.1 of the R-Codes.

Clause 7.3.1 allows a local planning policy to amend or replace various deemed-to-comply provisions set out in Part 5 of the R-Codes, provided that any amendment or replacement is consistent with the relevant design principle. These include:

- Street setbacks;
- Lot boundary setbacks;
- Building height;
- Setback of garages and carports;
- Garage width;
- Street surveillance;
- Street walls and fences;
- Sight lines;
- Appearance of retained dwelling;
- Site works;
- External fixtures; and
- Aged and dependent persons' dwellings.

Notwithstanding clause 7.3.1, clause 7.3.2 of the R-Codes does allow a local government to amend any other deemed-to-comply provision by means of local planning policy, with the approval of the WAPC. However, to do so, it must be demonstrated to the satisfaction of the WAPC that the proposed amendment:

- Is warranted due to a specific need related to that particular locality or region;
- Is consistent with the objectives and design principles of the R-Codes; and
- Can be properly implemented and audited by the decision-maker as part of the ongoing building approval process.

The existing design guidelines contain variations to the deemed-to-comply provisions of the R-Codes for elements not identified under Clause 7.3.1 including;

- Outbuildings;
- Air conditioner, TV antenna and satellite dish placement;
- Crossovers; and

- Provision of open space.

These provisions cannot be implemented by the City, as they have not been approved by the WAPC, further it is considered that they cannot be sufficiently justified to satisfy the requirements of clause 7.3.2 of the R-Codes. In light of the above a number of provisions in the policies cannot be enforced by the City and are recommended to be removed.

#### Design Guidelines - Falkirk Gardens Estate, Whatley Crescent, Maylands Policy

The Falkirk Gardens Estate was subdivided in 1998 and is now fully developed. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Reducing street setbacks would alter the established streetscapes by bringing buildings closer to the primary street and reducing the size of front gardens.
- Reducing the required upper storey side boundary setback would cause a marginal increase in overshadowing of adjoining lots and could be perceived as having a negative impact on their amenity.
- Higher fences would have the potential to significantly alter the open nature of the established streetscape.

Additionally, four submissions were received from residents of Falkirk Gardens Estate, including one containing a petition with 18 signatories. Three of these submissions, including the petition, are in favour of retaining the design guidelines, as they consider that the guidelines have been instrumental in establishing a local character and amenity, which should be preserved.

The fourth submission does not support the design guidelines, though it appears that the person making the submission believed that the design guidelines expired and that the City is now looking to reinstate them. This is not the case, as the design guidelines were adopted as a local planning policy by the City, which does not have an expiry date. The submission specifically objects to the requirement for a second storey on any dwelling fronting Caledonian Avenue or Ferguson Street to be contained entirely within the roof structure or set back toward the rear of the lot. This aspect of the design guidelines has not been included in the proposed Maylands Residential Estates Design Policy, as the existing guideline does not specify a setback value and so cannot be correlated directly with a R-Codes requirement. It also appears that this requirement has already been varied and if the design guidelines are to be retained, it is proposed that it be removed.

The current policy also contains provisions relating to, open space requirements, wall and roof materials, openings (windows and doors), outbuildings, location of air conditioners and satellite dishes, cross overs and bores. It is considered that these elements are sufficiently covered by the R-Codes, further as detailed above under Clause 7.3.1 these elements cannot be varied without the approval of the WAPC.

On the basis of the above, it is considered that the design guidelines relating to street setback, lot boundary setback and street walls and fences for Falkirk Gardens Estate, Whatley Crescent, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Design Guidelines - Lot 1 and 12, No. 6-8 Fourth Avenue East, Maylands WAPC Subdivision Reference Number 124855 Policy (The Look)

Lot 1 and 12, No. 6-8 Fourth Avenue East were subdivided in 2005 and are partly developed. There are currently eight vacant lots remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:



- Reducing street setbacks and the setback of garages and carports would alter the established streetscapes by moving building bulk closer to the primary street.
- Reduced setbacks to the rear boundaries of Lots 505 to 509 and the common boundary between Lots 509 and 510 would undermine the intent of the design guidelines and lead to a significantly different built form, particularly in the case of Lots 509 and 510, as there are 6m-wide easements present.
- Restricting building height would constitute a significant reduction in the development potential of the affected lots and would also result in a significantly different built form.

Four submissions were received from owners of lots on Fourth Avenue East and The Look. All expressed a desire to retain the design guidelines to ensure that the remainder of the estate is developed in a consistent manner and that all landowners are able to develop their lots to the extent that was intended in the design guidelines.

The current policy also contains provisions relating to, garage doors, open space, vehicular access and visual privacy. It is considered that these elements are sufficiently covered by the R-Codes, further as detailed above under Clause 7.3.1 these elements cannot be varied without the approval of the WAPC.

On the basis of the above, it is considered that the design guidelines relating to street setback, lot boundary setback, building height and setback of garages and carports for Lot 1 and 12, No. 6-8 Fourth Avenue East, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Design Guidelines - Corner Kirkham Hill Terrace and East Street Policy

The Corner of Kirkham Hill Terrace and East Street was subdivided in 2002 and is partially developed. There are currently six vacant lots remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Increasing the average setback on Lots 57, 58 and 59 McEvoy Cove would undermine the intent of the guidelines, which seeks to position development on the southern side of McEvoy Cove close to the street to facilitate a large rear setback.
- Restricting the height of buildings on boundaries from two-storey to only single storey would severely undermine the intent of the design guidelines and would result in a significantly different built form.
- The requirement for a greater garage or carport setback on Lots 58 and 59 McEvoy Cove would also undermine the intent of the design guidelines, which is to allow development on these lots to be set closer to the cul-de-sac head, owing to their reduced depth.

The current policy also contains provisions relating to buildings on the boundary/parapet walls. It is considered that this element is sufficiently covered by the R-Codes and is no longer necessary to vary under a local planning policy.

As noted above, no feedback was sought from landowners within this area. However, due to the number of vacant lots remaining and the relatively significant variations that the policy makes to the deemed-to-comply provision of the R-Codes, it is considered that the design guidelines pertaining to street setback, lot boundary setback and setback of garages and carports for the corner of Kirkham Hill Terrace and McEvoy Cove, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

Design Guidelines - Lot 10 Kirkham Hill Terrace, Maylands Policy (Kiln View)

Lot 10 Kirkham Hill Terrace was subdivided in 2000 and is almost fully developed, with only one vacant lot remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Reducing the street setback is not a significant change in itself; however, a number of the dwellings are elevated above the street, which is relatively narrow, and so a further reduction in building setback is considered to adversely impact upon the established streetscape.
- Allowing buildings on boundaries to reach a marginally greater maximum height would have a negligible impact, particularly as their permitted average height would not change. A slight reduction in the length of buildings on boundaries would not significantly undermine the intent of the design guidelines, nor would it lead to a substantially different built form. It would also be possible to vary the length of a wall by seeking development approval and consulting with the adjoining affected landowner(s).
- Reducing the setback of garages and carports and removing the requirement for a garage to be located within the volume of the dwelling would significantly alter the established streetscape, as the majority of dwellings have a garage integrated into the volume of the dwelling.

It is noted that several lots already have 1.8m high, visually permeable fences, which have become part of the established streetscape.

No submission was received from landowners on Kirkham Hill Terrace or Kiln View.

The current policy also contains provisions relating to buildings on the boundary/parapet walls. It is considered that this element is sufficiently covered by the R-Codes and is no longer necessary to vary under a local planning policy.

On the basis of the above, it is considered that the design guidelines pertaining to street setback, lot boundary setback and setback of garages and carports on Lot 10 Kirkham Hill Terrace, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

Design Guidelines - Peninsula Golf Estate, Peninsula Road, Maylands Policy

The Peninsula Golf Estate was subdivided in 1998 and is almost fully developed, with only one vacant lot remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Reducing street setbacks, particularly at upper storey level, would alter the established streetscapes by moving building bulk closer to the street.
- A reduction in the length of buildings on boundaries would undermine the intent of the design guidelines and result in a different built form.
- A reduction in the setback of garages and carports could impact upon the established streetscape by moving building bulk closer to the street, particularly if garage doors become a dominant feature.

It is noted that a number of lots on Watervista Place already have higher fencing, it is considered that permitting higher fencing on primary streets, consistent with the R-Codes, would have no undue impact on the amenity of the area. However, it is considered important to retain the requirement for open fencing to the public open space and Peninsula Road, for the preservation of both passive surveillance and the established streetscape.

Three submissions were received from the owners of lots on Watervista Place. Two submissions objected to any change to the design guidelines, while the third did not express an opinion either way, but did highlight a discrepancy in the subdivision guide plan.

The current policy also contains provisions relating to courtyards and open space, crossovers and driveways, storerooms, clotheslines, rubbish bin and letterboxes. It is considered that these elements are sufficiently covered by the R-Codes and is no longer necessary to vary under a local planning policy. Additionally, as detailed above under Clause 7.3.1 of the R-Codes, these elements cannot be varied without the approval of the WAPC.

On the basis of the above, it is considered that the design guidelines pertaining to street setback, lot boundary setback, setback of garages and carports and walls and fences to public open space and Peninsula Road for the Peninsula Golf Estate, Peninsula Road, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Design Guidelines - Peninsula Road "The Pointe" Residential Estate, Maylands Policy

The Pointe Estate was subdivided in 1998 and is almost fully developed, with only three vacant lots remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Reducing street setbacks, particularly at upper storey level, would alter the established streetscapes by moving building bulk closer to the street.
- Restricting buildings on boundaries to a significantly reduced maximum height would be at odds with the intent of the design guidelines and would lead to a significantly different built form, as buildings would only be built on the boundary at ground floor level, rather than across two storeys. A reduction in the length of buildings on boundaries would also undermine the intent of the design guidelines and result in a different built form.
- A reduction in the setback of garages and carports could impact upon the established streetscape by moving building bulk closer to the street, particularly if garage doors become a dominant feature. However, an increase in the minimum setback for garages and carports with rear laneway access would undermine the intent of the design guidelines and reduce useable open space within the lots.

The existing fencing throughout the subdivision is consistent with the design guidelines and has created very open streetscapes. It is considered that allowing higher, visually permeable fencing would undermine this established character.

One submission was received from a landowner on Tranby Road, who expressed support for the retention of the design guidelines, as they have established a local character and amenity that should be preserved.

On the basis of the above, it is considered that the design guidelines pertaining to street setback, lot boundary setback, setback of garages and carports and street walls and fences for Peninsula Road "The Pointe" Residential Estate, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Design Guidelines - Riverbank Rise, Maylands Policy

Riverbank Rise was subdivided in 1999 and is almost fully developed, with only one vacant lot remaining. A review of the design guidelines considered that if the policy were revoked, the following issues would arise:

- Reducing street setbacks on lots other than Lots 730-733 and reducing the secondary street setback on Lot 731 would alter the established streetscapes by moving building bulk closer to the street. However, increasing the street setback on Lots 730-733 would be unnecessarily restrictive, due to the constrained nature of these lots.

- Restricting buildings on boundaries to a significantly reduced maximum height would be inconsistent with the intent of the design guidelines and would lead to a significantly different built form, as buildings would only be built on the boundary at ground floor level, rather than across two storeys.
- A reduction in the length of buildings on boundaries would also undermine the intent of the design guidelines and result in a different built form.
- Reducing the lot boundary setback on the north-western side boundary of Lot 730 and no longer permitting buildings on the rear boundary of Lots 730-733 would severely undermine the intent of the design guidelines and would result in a significantly different built form.
- A reduction in the setback of garages and carports could upon the established streetscape by moving building bulk closer to the street, particularly if garage doors become a dominant feature.

One submission was received from a landowner on Swan Bank Road, who objects to any change or removal of the design guidelines, as they have established a local character and amenity that should be preserved.

The current policy also contains provisions relating to site coverage, solar access and efficiency, vehicle access, open space, wall and roof materials and location of air conditioners and TV antenna. It is considered that these elements are sufficiently covered by the R-Codes and is no longer necessary to vary under a local planning policy. Additionally, as detailed above under Clause 7.3.1 these elements cannot be varied without the approval of the WAPC.

On the basis of the above, it is considered that the design guidelines pertaining to street setback, lot boundary setback and setback of garages and carports for Riverbank Rise, Maylands should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Nil Setbacks with Parapet Walls within the Peninsula Estate, Maylands Policy

The Peninsula Estate was subdivided in 1998 and is almost fully developed, with only five vacant lots remaining. A review of the design guidelines considered that if the policy was revoked, the following issues would arise:

- Reducing street setbacks would alter the established streetscapes by moving building bulk closer to the street.
- Reducing the rear setback on lots backing directly onto Lake Brearley and Lake Bungana would impact upon the setting of the lakes and undermine the amenity of the lakeside paths.
- A large increase in the length of buildings on boundaries would significantly undermine the intent of the design guidelines and would result in a substantially different built form, with more building bulk positioned on side boundaries.
- Reducing the setback of garages and carports and removing the requirement for a garage to be located within the volume of the dwelling would significantly alter the established streetscape by moving building bulk closer to the street, particularly if garage doors become a dominant feature.

A number of lots throughout the subdivision already have higher fencing and it is considered that permitting higher fencing on primary streets, consistent with the R-Codes, would have no undue impact on the amenity of the area. However, allowing solid fencing to the rear of lots backing onto Lake Brearley and Lake Bungana would significantly undermine the amenity and passive surveillance of the lakeside paths.

Three submissions were received from landowners within the Peninsula Estate. All support the retention of the design guidelines due to the local character and amenity that has been established by their implementation. In particular, there is a desire to retain an adequate setback and open fencing around Lake Brearley and Lake Bungana to preserve the amenity of the lakeside paths and open spaces.

On the basis of the above, it is considered that the design guidelines pertaining to street setback, lot boundary setback, setback of garages and carports and walls and fences on the rear boundaries of lots backing onto Lake Brearley and Lake Bungana should be retained and incorporated into the proposed Maylands Residential Estates Design Policy.

#### Policies recommended for revocation

The following design guideline areas were subdivided between 1998 and 2002:

- Design Guidelines - Part Lots 44, 45 and Part Lots 1184-1187 Corner Wyatt Road and Wright Crescent, Bayswater Policy.
- Design Guidelines - Parsons Street, Embleton (Eight Survey Strata Lots) Policy.
- Design Guidelines - Lots 1 and 2, No. 88-90 Guildford Road, Mount Lawley Policy.
- Design Guidelines - Lot 72 Garratt Road and Donald Square, Bayswater Policy (Digwood Close).
- Lot 542 Corner Peninsula Road and Airways Boulevard, Maylands Policy.
- Design Guidelines - Lot 38 Elizabeth Street, Corner Kirkham Hill Terrace, Maylands (WAPC REF: 116330) Policy.
- Design Guidelines - Lot 16 Wyatt Road (Corner Dunstone Road), Bayswater Policy.
- Design Guidelines - Lot 1 Crowther Street, Bayswater Policy (Wotzko Court).
- Design Guidelines - Essex Street, Bayswater Policy.

It is considered that these policies are no longer relevant for the following reasons:

- Allowing buildings on boundaries to reach a marginally greater maximum height would have a negligible impact, particularly as their permitted average height would not change. A slight increase in the length of buildings on boundaries would not significantly undermine the intent of the design guidelines, nor would it lead to a substantially different built form. It would also be possible to vary the length of a building on a boundary by seeking development approval and consulting with the adjoining landowner(s).
- Reducing the setback of garages and carports would be dependent on the dwelling setback in the case of a garage and would not significantly alter the established streetscape.
- Allowing higher, visually permeable fences consistent with the R-Codes would alter the established streetscape; however, in some instances the existing lot and driveway layouts present very little opportunity to erect front fences and in the others it is considered that higher fences would have no negative impact.
- Reducing the street setback is not a significant variation and future development in accordance with the R-Codes will not significantly alter the streetscape.
- The majority of the lots are already built out and there is limited opportunity for the lots to be further developed.

Additionally, no submissions were received from any of the land owners within these design guideline areas.

In the case of the Design Guidelines - Essex Street, Bayswater Policy, the area is completely developed, there is no potential for subdivision or significant redevelopment under the current density code, and the existing dwellings are generally consistent with the deemed-to-comply provisions of the R-Codes.

On the basis of the above, it is considered that these design guidelines should be revoked.

#### Maylands Residential Estate Design Policy

The proposed Maylands Residential Estate Design Policy (**Attachment 1**) is a consolidation of the following design guideline policies:

- Design Guidelines - Falkirk Gardens Estate, Whatley Crescent Maylands Policy;
- Design Guidelines - Lot 1 and 12, No. 6-8 Fourth Avenue East, Maylands WAPC Subdivision Reference Number 124855 Policy;
- Design Guidelines - Corner Kirkham Hill Terrace and East Street Policy;
- Design Guidelines - Lot 10 Kirkham Hill Terrace, Maylands Policy;
- Design Guidelines - Peninsula Golf Estate, Peninsula Road, Maylands Policy;
- Design Guidelines - Peninsula Road "The Pointe" Residential Estate, Maylands Policy;
- Design Guidelines - Riverbank Rise, Maylands Policy; and
- Nil Setbacks with Parapet Walls within the Peninsula Estate, Maylands Policy.

The proposed policy takes the elements of the existing design guidelines that vary the deemed-to-comply provisions of the R-Codes relating to street setback, lot boundary setback, building height, setback of garages and carports and walls and fences, and arranges them, by estate, with the same basic wording and structure as the R-Codes. It is noted that the requirement of each provision has not been modified from the original policies. The subdivision guide plans are also included in the respective sections for each estate.

It is considered that the combined policy will simplify the current design guidelines, reduce red tape, avoid duplication of elements with the R-Codes and facilitate ease of use by prospective landowners/builders.

#### **LEGISLATIVE COMPLIANCE**

The *Planning and Development (Local Planning Schemes) Regulations 2015*, Schedule 2, Part 2, clauses 4 and 6 set out the respective procedures for making a local planning policy and revoking a local planning policy, including the requirement to give local public notice of those decisions. In the event that Council adopts the proposed Maylands Residential Estates Design Policy for public advertising, the policy will be advertised in accordance with the requirements of the Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* for at least 21 days by way of:

- Notification being published in the local newspaper(s);
- Impacted landowners being notified in writing of the proposed policy;
- Information being placed on the City's engagement website; and
- Hard copies of the draft modified policy made available for inspection at the City of Bayswater Civic Centre and the City's Libraries.

In the event that Council also revokes the remaining policies, appropriate notification will be published in the local newspaper(s).



**OPTIONS**

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council:</b> <ol style="list-style-type: none"> <li><b>Adopts for public advertising the proposed Maylands Residential Estates Design policy, as contained in <u>Attachment 1</u> to this report.</b></li> <li><b>Revokes the following local planning policies:</b> <ol style="list-style-type: none"> <li><b>Design Guidelines - Lot 1 Crowther Street, Bayswater Policy;</b></li> <li><b>Design Guidelines - Lot 16 Wyatt Road (Corner Dunstone Road), Bayswater Policy;</b></li> <li><b>Design Guidelines - Lot 38 Elizabeth Street, Corner Kirkham Hill Terrace, Maylands (WAPC REF: 116330) Policy;</b></li> <li><b>Design Guidelines - Lot 72 Garratt Road and Donald Square, Bayswater Policy;</b></li> <li><b>Lot 542 Corner Peninsula Road and Airways Boulevard, Maylands Policy;</b></li> <li><b>Design Guidelines - Lots 1 and 2, No. 88-90 Guildford Road, Mount Lawley Policy;</b></li> <li><b>Design Guidelines - Parsons Street, Embleton (Eight Survey Strata Lots) Policy;</b></li> <li><b>Design Guidelines - Part Lots 44, 45 and Part Lots 1184-1187 Corner Wyatt Road and Wright Crescent, Bayswater Policy; and</b></li> <li><b>Design Guidelines - Essex Street, Bayswater Policy.</b></li> </ol> </li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has moderate risks to the City's reputation and community and stakeholder relationships as there could be objection to the proposed policy and/or the revocation of the residential design guidelines from the local community.	

<b>Option 2</b>	<b>That Council:</b> <ol style="list-style-type: none"> <li><b>Adopts for public advertising the proposed Maylands Residential Estates Design policy, as contained in <u>Attachment 1</u> to this report.</b></li> <li><b>Does not revoke the following local planning policies:</b> <ol style="list-style-type: none"> <li><b>Design Guidelines - Lot 1 Crowther Street, Bayswater Policy;</b></li> <li><b>Design Guidelines - Lot 16 Wyatt Road (Corner Dunstone Road), Bayswater Policy;</b></li> <li><b>Design Guidelines - Lot 38 Elizabeth Street, Corner Kirkham Hill Terrace, Maylands (WAPC REF: 116330) Policy;</b></li> <li><b>Design Guidelines - Lot 72 Garratt Road and Donald Square, Bayswater Policy;</b></li> <li><b>Lot 542 Corner Peninsula Road and Airways Boulevard, Maylands</b></li> </ol> </li> </ol>	
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	<p>Policy;</p> <p>(f) Design Guidelines - Lots 1 and 2, No. 88-90 Guildford Road, Mount Lawley Policy;</p> <p>(g) Design Guidelines - Parsons Street, Embleton (Eight Survey Strata Lots) Policy;</p> <p>(h) Design Guidelines - Part Lots 44, 45 and Part Lots 1184-1187 Corner Wyatt Road and Wright Crescent, Bayswater Policy; and</p> <p>(i) Design Guidelines - Essex Street, Bayswater Policy.</p>	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>It is considered that this option has moderate risks to the City's reputation and community and stakeholder relationships as there could be objection to the retention of the remaining residential design guidelines. There is also a moderate governance risk as this would retain a layer of red tape and the expectation that the City will vary certain aspects of the R-Codes which it cannot do without WAPC approval.</p>	

<b>Option 3</b>	<p><b>That Council:</b></p> <p>1. <b>Revokes the following local planning policies:</b></p> <p>(a) Design Guidelines - Lot 1 Crowther Street, Bayswater Policy;</p> <p>(b) Design Guidelines - Lot 16 Wyatt Road (Corner Dunstone Road), Bayswater Policy;</p> <p>(c) Design Guidelines - Lot 38 Elizabeth Street, Corner Kirkham Hill Terrace, Maylands (WAPC REF: 116330) Policy;</p> <p>(d) Design Guidelines - Lot 72 Garratt Road and Donald Square, Bayswater Policy;</p> <p>(e) Lot 542 Corner Peninsula Road and Airways Boulevard, Maylands Policy;</p> <p>(f) Design Guidelines - Lots 1 and 2, No. 88-90 Guildford Road, Mount Lawley Policy;</p> <p>(g) Design Guidelines - Parsons Street, Embleton (Eight Survey Strata Lots) Policy; and</p> <p>(h) Design Guidelines - Part Lots 44, 45 and Part Lots 1184-1187 Corner Wyatt Road and Wright Crescent, Bayswater Policy; and</p> <p>(i) Design Guidelines - Essex Street, Bayswater Policy.</p>	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>It is considered that this option has moderate risk to the City's reputation and community and stakeholder relationships as there could be objection to the revocation of the residential design guidelines from the local community. There is also a</p>	

	moderate governance risk as this would retain a layer of red tape and the expectation that the City will vary certain aspects of the R-Codes which it cannot do without WAPC approval.
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<b>Option 4</b>	<b>That Council endorses the continuation of the existing residential design guidelines policies with no modifications.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has moderate risk to the City's reputation and community and stakeholder relationships as there could be objection to the retention of the remaining residential design guidelines. There is also a moderate governance risk as this would retain a layer of red tape and the expectation that the City will vary certain aspects of the R-Codes which it cannot do without WAPC approval.	

Option 5	That Council adopts for public advertising the proposed Maylands Residential Estates Design policy, with modification(s) as determined by Council.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Dependent on the modification(s) proposed by Council..
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	It is considered that the risks of this option are dependent on the modifications proposed by Council.	

## FINANCIAL IMPLICATIONS

The following financial implications are applicable:

<b>Item 1:</b>	Advertise the proposed policy and revoked policies		
<b>Asset Category:</b>	N/A	<b>Source of Funds:</b>	Municipal
<b>LTFP Impacts:</b>	Not itemised in LTFP		
<b>Notes:</b>	Nil		

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$800	-	-	-	-	-	\$14,000

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment  
Aspiration: A quality and connected built environment.  
Outcome B3: Quality built environment.

It is considered that the proposed Maylands Residential Estates Design Policy will assist in achieving this aspiration, as it will ensure that new developments within the affected areas are of a scale and character that reflect their surroundings and do not unduly impact upon the amenity expected by neighbouring residents.

## **CONCLUSION**

The City has a number of existing design guidelines policies that vary certain aspects of the R-Codes, to achieve a particular built form consistent with the original subdividers' aspirations for their developments. In many cases, these areas are now fully developed.

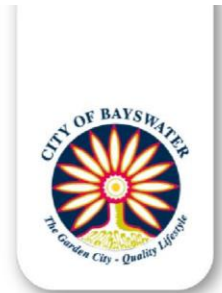
Following consultation with the landowners in the affected areas and detailed assessment of each policy, it has been determined that a number of these policies are no longer required, as they do not significantly vary the deemed-to-comply requirements of the R-Codes and can be revoked without replacement. The remaining design guidelines can be consolidated into a single policy.

This will reduce the number of design guideline policies from 16 to one, making it clearer for landowners and buildings wanting to develop within the City of Bayswater.

Accordingly it is recommended that Council adopts proposed Maylands Residential Estates Design policy for the purpose of public advertising and revokes the remaining residential design guideline policies.

**Attachment 1 - Proposed Maylands Residential Estate Design Policy.****MAYLANDS RESIDENTIAL ESTATES DESIGN POLICY**

Responsible Division	Community and Development
Responsible Business Unit/s	Development Approvals
Responsible Officer	Manager Development Approvals
Affected Business Unit/s	Development Approvals

**PURPOSE**

The purpose of this policy is to guide development on the identified lots to achieve consistent, site-responsive built form in order to maintain local character and amenity.

**OBJECTIVES**

The objectives of this policy are to:

1. Facilitate development that is consistent with the established local character.
2. Ensure that development does not unduly impact upon local amenity.

**INTRODUCTION**

A number of residential areas within the suburb of Maylands are subject to design guidelines that vary aspects of the Residential Design Codes. These guidelines were allied to developer covenants on land titles that subsequently shaped the built form of these areas. Though many of these covenants have now expired, it is considered important to maintain the established character of the affected areas. This policy has been created to consolidate these original design guidelines and to continue to guide development according to their intent.

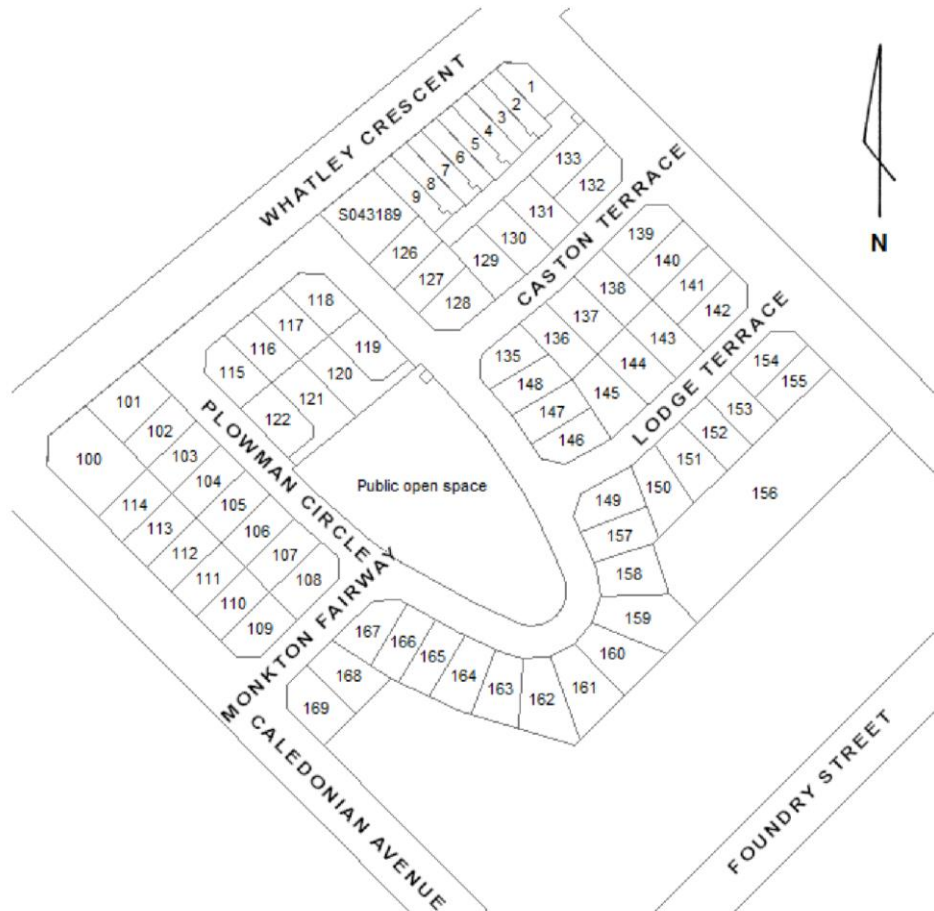
**SCOPE**

This policy applies to the erection or extension of all buildings and structures on various lots throughout Maylands, as identified on the plans below.

**REQUIREMENTS**

The deemed-to-comply requirements of the Residential Design Codes shall apply to development on all lots within the scope of this policy, unless varied by the following provisions:

### Falkirk Gardens



#### **Street setback**

Buildings set back from the primary street boundary:

- A minimum of 3m; and
- An average of 4.5m.

#### **Lot boundary setback**

Buildings which are set back in accordance with the following provisions:

- Second storeys set back 1.5m from lot boundaries where the lower storey is constructed on the same lot boundary.

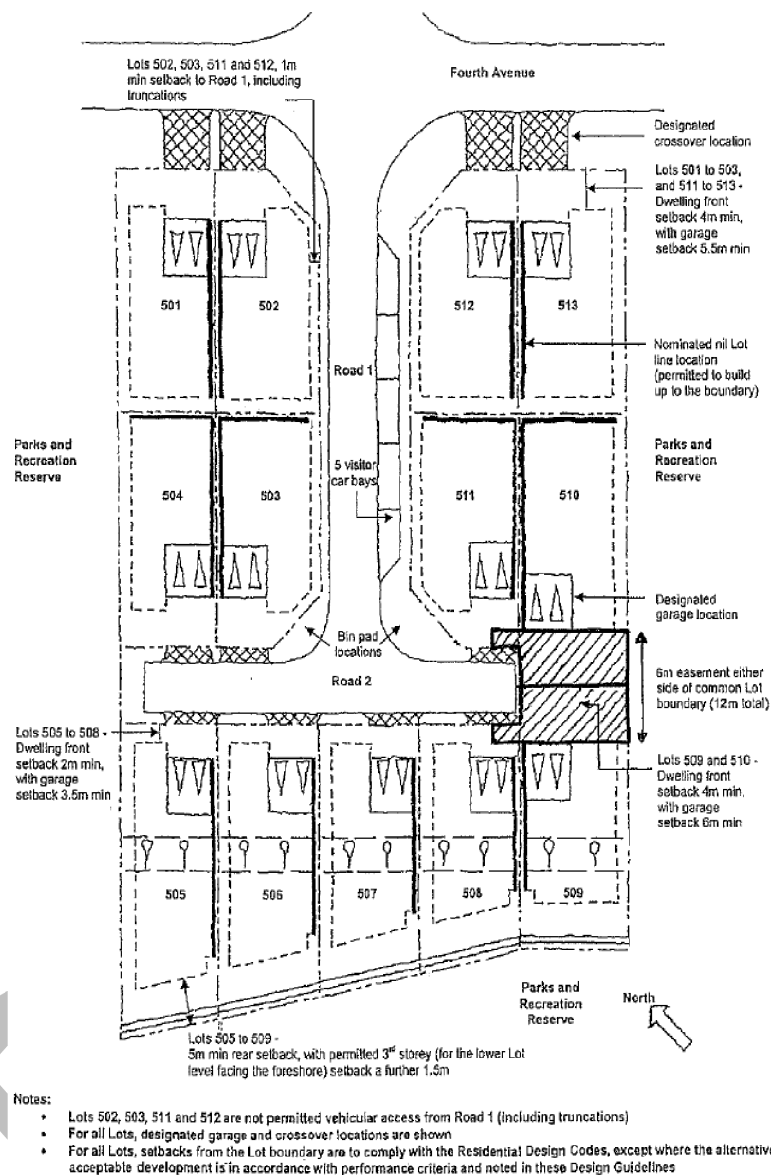
#### **Walls and fences**

Fences within the primary street setback area that do not exceed 1.2m above natural ground level, measured from the street side of the fence, and that complement the materials, colour and style of the existing fences or walls on the Estate.

Unfenced boundaries on Lots 120 and 121 adjoining the public open space.



### Fourth Avenue East / The Look



### Street setback

Buildings on Lots 501 to 504 and Lots 511 to 513 set back from the primary street boundary:

- 4m (including balconies).

Buildings on Lots 505 to 508 set back from the primary street boundary:

- 2m.

### Lot boundary setback

Buildings which are set back in accordance with the following provisions:

- 5m from the rear boundary of Lots 505 to 509 for the first two storeys;
- 6.5m from the rear boundary of Lots 505 to 509 for the third storey; and
- 6m from the common boundary between Lots 509 and 510.

Walls may be built up to the boundaries of Lots 501 to 504 and Lots 511 to 513 that are nominated on the guide plan, from 5.5m behind the primary street boundary, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 6m.

Walls may be built up to the boundaries of Lots 505 to 509 that are nominated on the guide plan, from 3.5m behind the primary street boundary, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 6m for the portion of the dwelling required to meet the category B height provisions of the Design Codes;
- Walls not higher than 9m for the portion of the dwelling permitted to meet with the category C height provisions of the Design Codes; and
- Walls not closer than 6.5m to the rear boundary.

Walls may be built up to the boundaries of Lot 510 that are nominated on the guide plan, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 3m with a minimum setback of 6m from, and parallel to the common boundary with Lot 509; and
- Walls not higher than 6m with a minimum setback of 9.5m from, and parallel to the common boundary with Lot 509.

#### **Building height**

Buildings on Lots 505 to 509 which comply with Table 3 of the Residential Design Codes for category B buildings for the portion fronting the public road, and for category C buildings for the portion fronting the river foreshore.

*Note: Portion of dwelling fronting the river foreshore permitted to be a maximum of three (3) stories.*

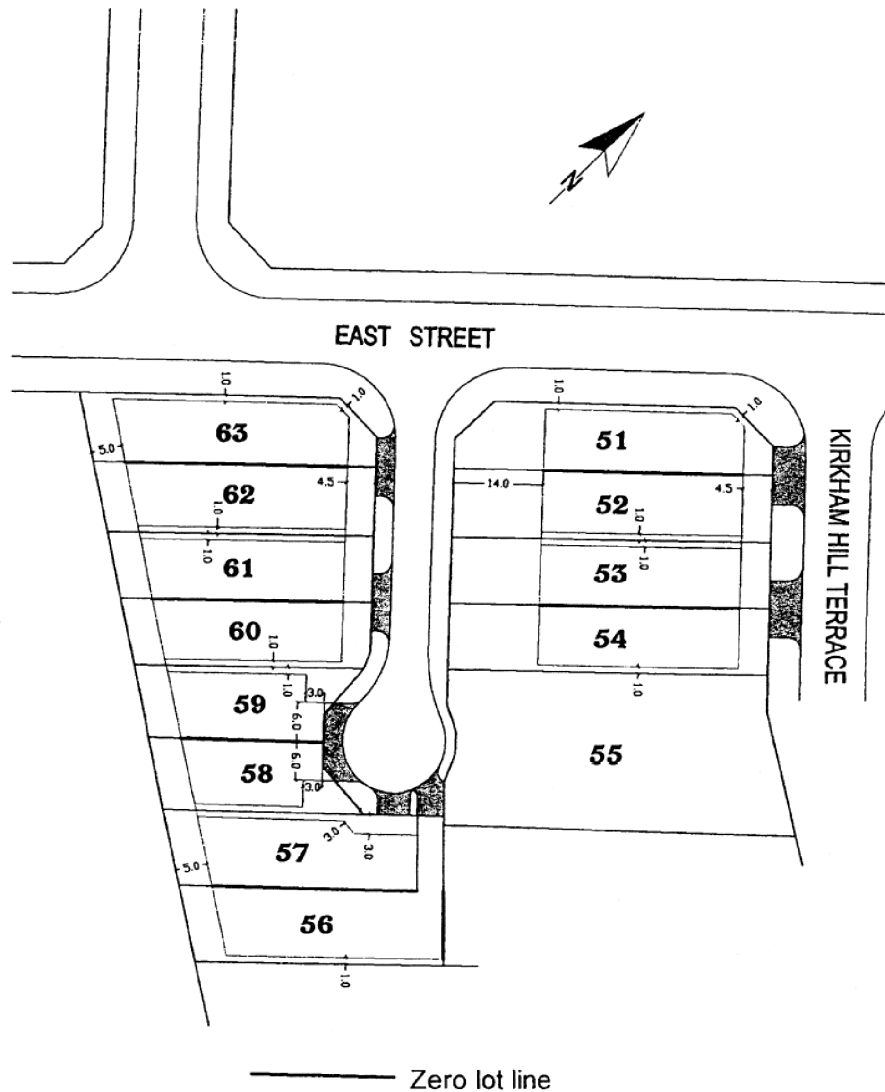
#### **Setback of garages and carports**

Garages and carports on Lots 501 to 504 and Lots 511 to 513 set back 5.5m from the primary street boundary.

Garages and carports on Lots 505 to 508 set back 3.5m from the primary street boundary.

Garages and carports on Lots 509 and 510 set back 6m from the common boundary between Lots 509 and 510.

## Kirkham Hill Terrace / East Street / McEvoy Cove

**Street setback**

Buildings on lots fronting Kirkham Hill Terrace and on Lots 60, 61, 62 and 63 McEvoy Cove set back from the primary street boundary:

- A minimum of 3m; and
- An average of 4.5m.

Buildings on Lots 57, 58 and 59 McEvoy Cove set back from the primary street boundary:

- A minimum of 3m.

**Lot boundary setback**

Walls may be built up to the boundaries identified on the guide plan, from 4.5m behind the primary street boundary, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 6m;
- Walls set back 5m from the rear lot boundaries to the foreshore; and
- Walls set back 14m from the rear lot boundaries to McEvoy Cove.

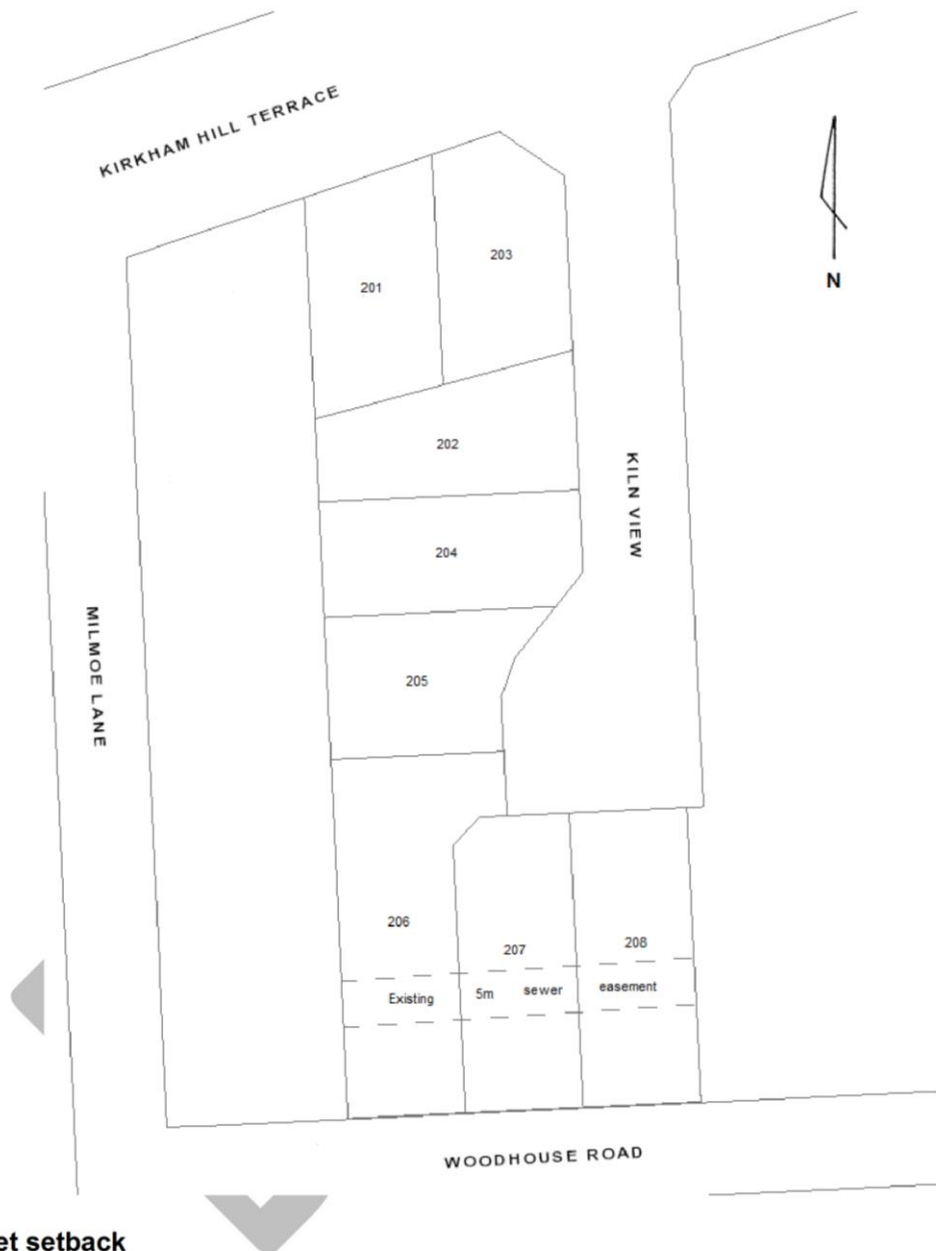
*Note: Buildings on boundaries proposed in accordance with this policy do not require the consent of the adjoining landowner(s); however any variation to the minimum setbacks or maximum height will require the comment of the adjoining landowner(s).*

**Setback of garages and carports**

Garages and carports on Lot 57 McEvoy Cove set back 3m from the primary street boundary.

Garages and carports on Lots 58 and 59 McEvoy Cove with nil setback from the primary street boundary.

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**Kirkham Hill Terrace / Kiln View****Street setback**

Buildings set back from the primary street boundary:

- A minimum of 3m; and
- An average of 4.5m.

**Lot boundary setback**

Walls may be built up to the boundaries identified on the guide plan, from 4.5m behind the primary street boundary, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 3.5m; and

*Note: Buildings on boundaries proposed in accordance with this policy do not require the consent of the adjoining landowner(s); however any variation to the minimum setbacks or maximum height will require the comment of the adjoining landowner(s).*

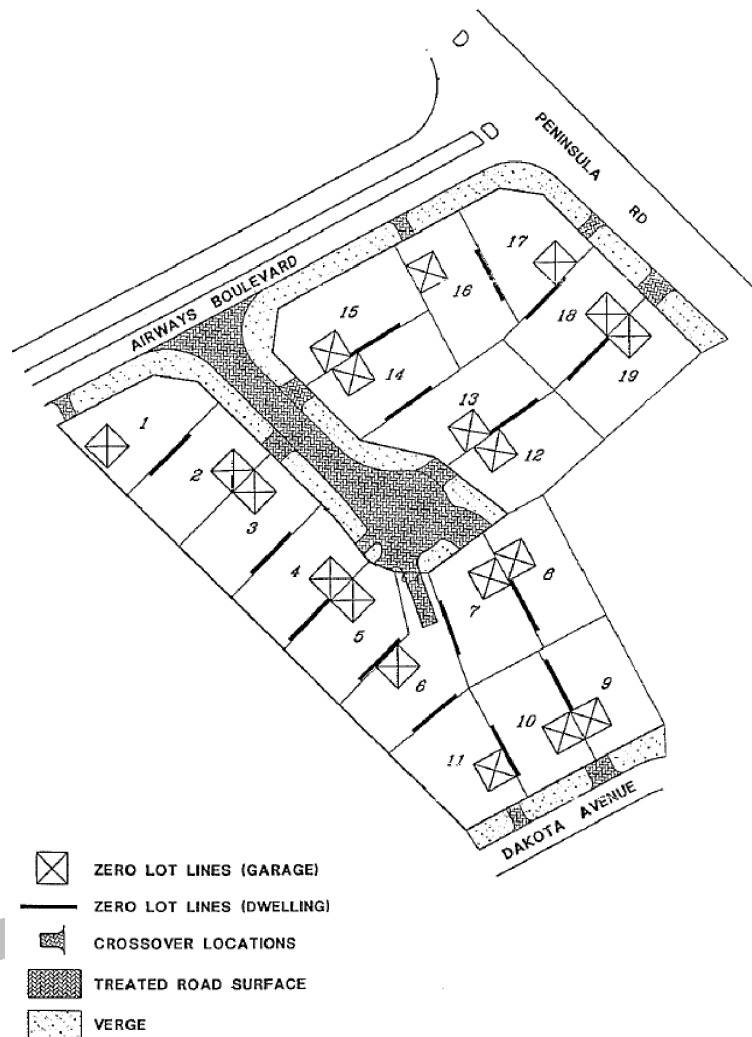
**Setback of garages and carports**

Garages and carports set back 4.5m from the primary street boundary and within the volume of the dwelling.

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### Lot 542 Peninsula Road / Airways Boulevard / Wing Court / Dakota Avenue



#### Street setback

Buildings set back from the primary street boundary:

- A minimum of 3m on the ground floor;
- An average of 4.5m on the ground floor;
- A minimum of 4.5m on the upper floor; and
- An average of 4.5m on the upper floor.

#### Lot boundary setback

Walls may be built up to the boundaries identified on the guide plan, from 3m behind the primary street boundary, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 3m; and
- Walls not longer than 12m.

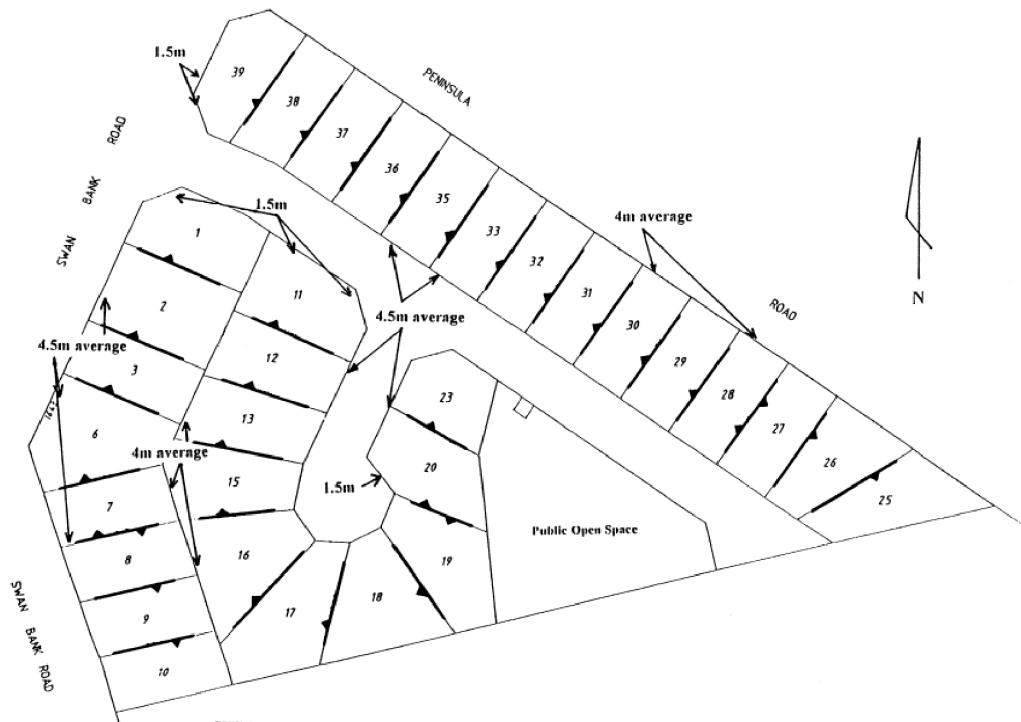
*Note: Buildings on boundaries proposed in accordance with this policy do not require the consent of the adjoining landowner(s); however any variation to the minimum setbacks or maximum height will require the comment of the adjoining landowner(s).*

**Setback of garages and carports**

Garages and carports set back 4.5m from the primary street boundary and within the volume of the dwelling.

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## Peninsula Golf Estate



### SET BACKS

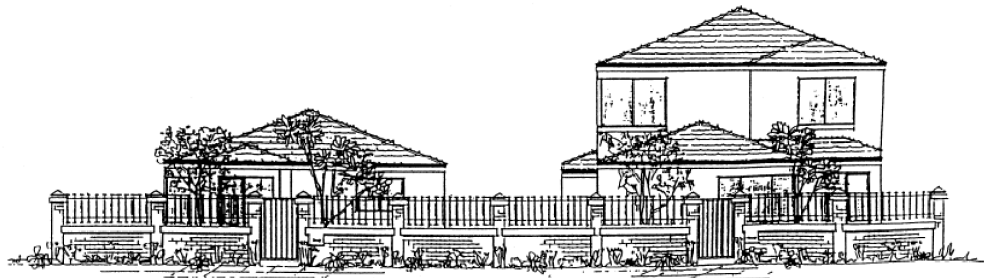
FRONT: Average 4.5 m with minimum 3.0 m for dwellings. Open garages however may have a minimum setback of 2 m so long as a 4.5 m average is maintained.

SECONDARY STREET: Minimum 1.5 m

REAR: Average 4 m with minimum of 2.5 m. (Note – sufficient area for a 40 m<sup>2</sup> courtyard with a minimum dimension of 4 m must be provided).

SECOND STOREY FRONT SETBACK: Minimum 4.5 m. Average 6 m.

POTENTIAL ZERO LOT LINE BOUNDARY



Indicative Fencing Style for lots abutting P.O.S and Peninsula Road

### Street setback

Buildings set back from the primary street boundary:

- A minimum of 3m on the ground floor;
- An average of 4.5m on the ground floor;
- A minimum of 4.5m on the upper floor; and
- An average of 6m on the upper floor.

Buildings set back from the secondary street boundary by 1.5m.

**Lot boundary setback**

Buildings which are set back in accordance with the following provisions:

- A minimum of 2.5m; and
- An average of 4m.

Walls may be built up to the boundaries identified on the guide plan, behind the primary street setback, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls not higher than 3m.

*Note: Buildings on boundaries proposed in accordance with this policy do not require the consent of the adjoining landowner(s); however any building proposed on a boundary that is not nominated on the guide plan will require the comment of the adjoining landowner(s).*

**Setback of garages and carports**

Garages set back an average of 4m from the primary street boundary.

Carports set back from the primary street boundary:

- a minimum of 2m; and
- an average of 4.5m.

**Walls and fences**

Fences on the rear boundaries of lots abutting Peninsula Road that each incorporate a pedestrian gate and are visually permeable above 1.2m of natural ground level, measured from the street side of the fence.

Fences along the boundaries of lots abutting the public open space that are visually permeable above 1.2m of natural ground level, measured from the public open space side of each fence.

### The Pointe Estate

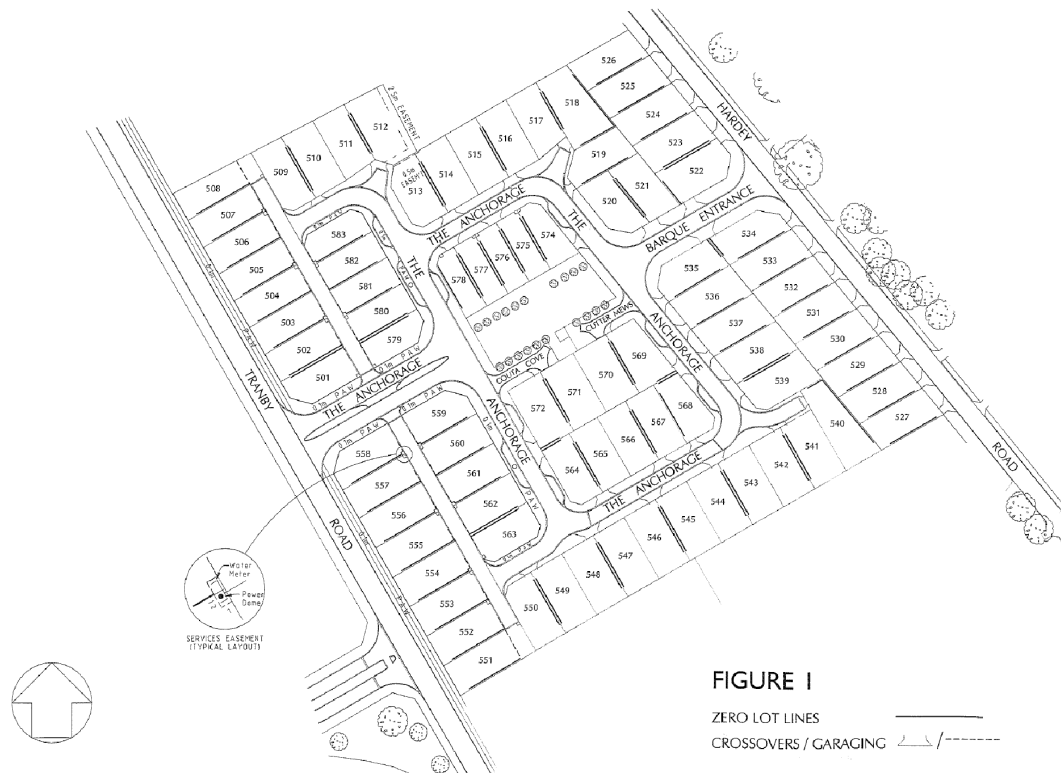


FIGURE 1

ZERO LOT LINES

CROSSOVERS / GARAGING

### Street setback

Buildings set back from the primary street boundary:

- A minimum of 3m on the ground floor;
- An average of 4.5m on the ground floor;
- A minimum of 4.5m on the upper floor; and
- An average of 6m on the upper floor.

Buildings set back from the secondary street boundary (except on Lots 574 to 578):

- 1m where there are non-habitable rooms; and
- 1.5m where there are habitable rooms.

Buildings on Lots 574 to 578 set back from the secondary street boundary:

- 1.5m.

### Lot boundary setback

Buildings which are set back in accordance with the following provisions:

- 4m from the rear boundary; or
- Nil from the rear boundary where the rear of the lot abuts a right-of-way.

Walls may be built up to the boundaries identified on the guide plan, behind the primary street setback, within the following limits and subject to the overshadowing provisions of the Residential Design Codes.

**Setback of garages and carports**

Garages set back 4.5m from the primary street boundary and within the volume of the dwelling.

Carports set back 3m from the primary street boundary.

*Note: Carports and garages are included when calculating front setback averages. Only one vehicle crossover is permitted per lot.*

Garages and carports may be accessed from the secondary street on those lots that do not have rear access to a right-of-way, provided that the garage or carport is located towards the rear of the lot.

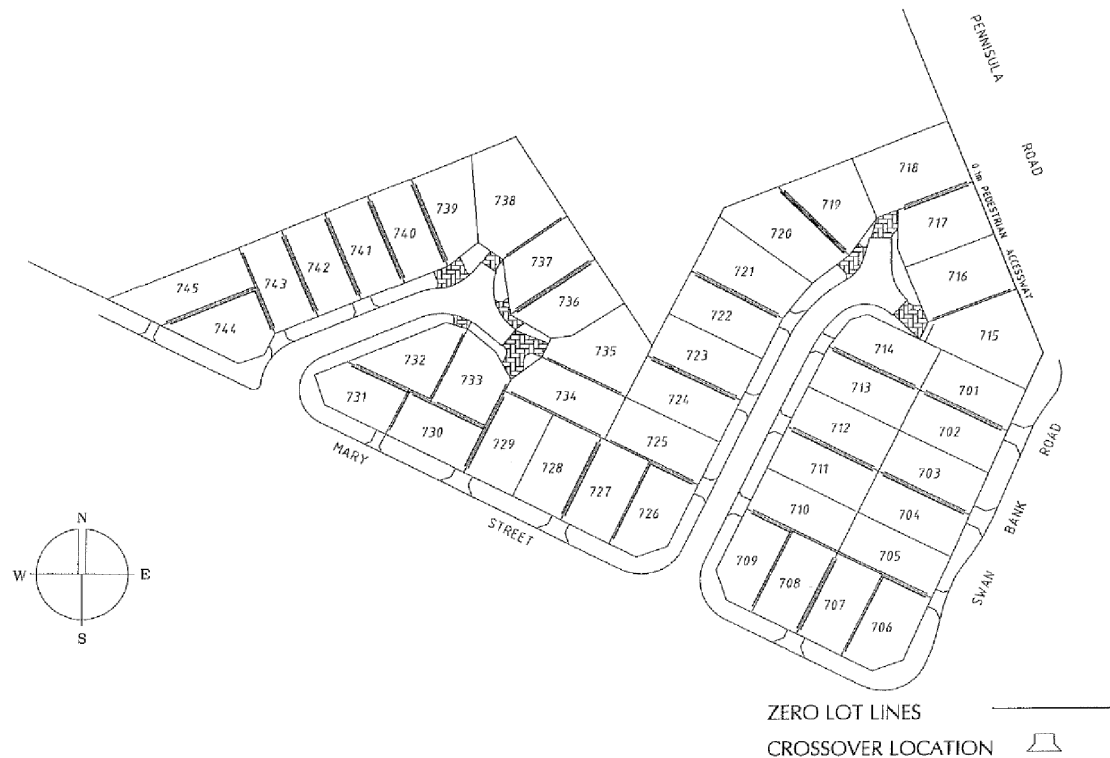
**Street walls and fences**

Front fences within the primary street setback area that do not exceed 1.2m above natural ground level and are visually permeable above 0.6m, measured from the street side of the front fence.

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### Riverbank Rise Estate



#### Street setback

Buildings on all lots other than Lots 730-733 set back from the primary street boundary:

- A minimum of 3m on the ground floor;
- An average of 4.5m on the ground floor;
- A minimum of 4.5m on the upper floor; and
- An average of 6m on the upper floor.

Buildings on lots 730 and 731 set back from the primary street boundary:

- A minimum of 2m; and
- At least 50% of the frontage by 3m.

Buildings on lots 732 and 733 set back from the primary street boundary:

- A minimum of 3m on the ground floor; and
- At least 50% of the frontage by 4.5m.

Buildings on Lots 730-733 set back from the secondary street boundary:

- 4m from the north-western side boundary of Lot 731, except for a 2m maximum length of wall that may be set back to a minimum of 1.5m;
- 1m where there are non-habitable rooms; and
- 1.5m where there are habitable rooms.

**Lot boundary setback**

Buildings which are set back in accordance with the following provisions:

- 4m from the north-western side boundary of Lot 730;
- 4m from the rear boundary on all lots other than Lots 730-733; and
- Nil from the rear boundary of Lots 730-733.

Walls may be built up to the boundaries identified on the guide plan, behind the primary street setback, within the following limits and subject to the overshadowing provisions of the Residential Design Codes.

**Setback of garages and carports**

Garages on all lots other than Lots 730-733 set back 4.5m from the primary street boundary and within the volume of the dwelling.

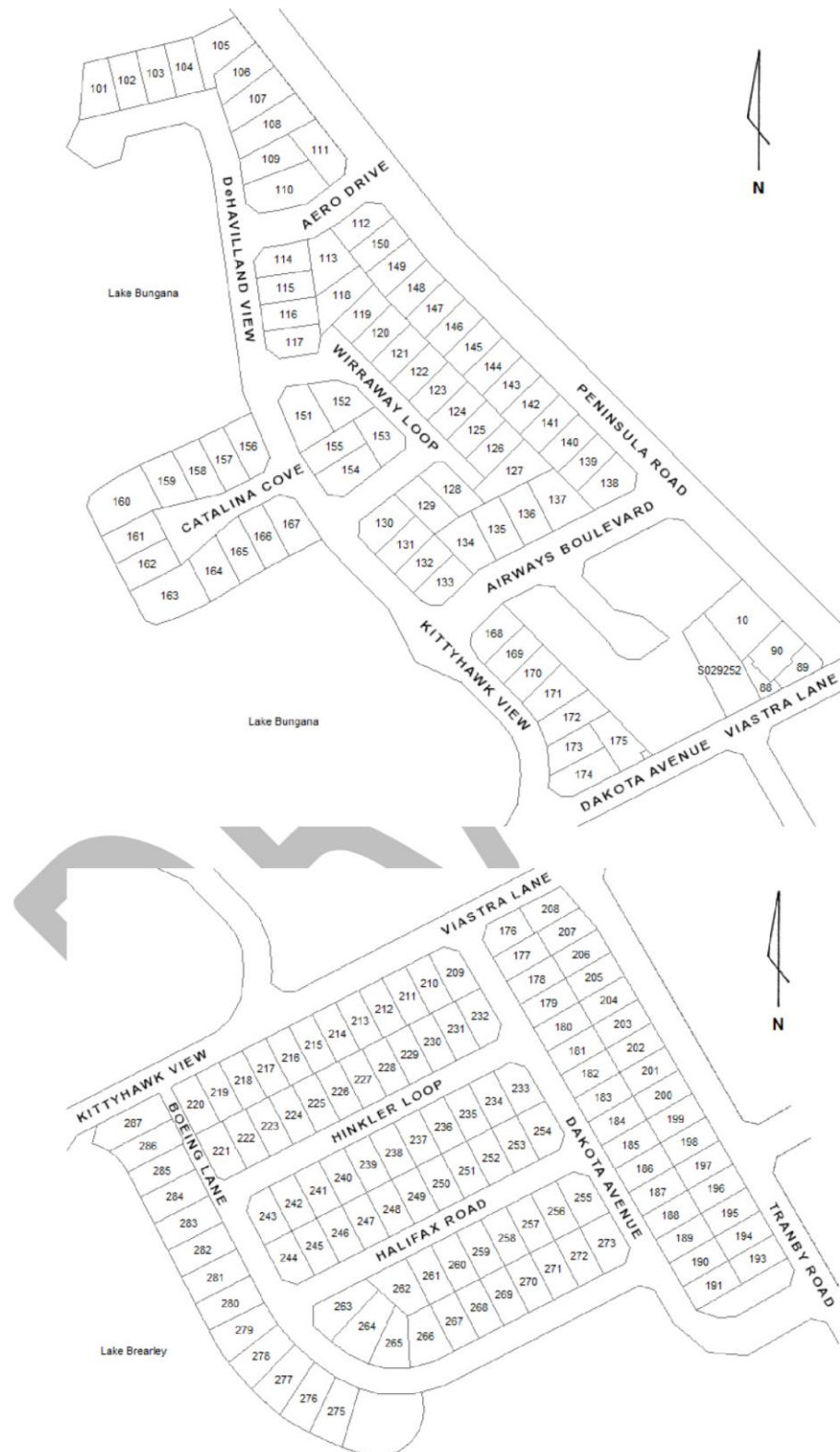
Carports on all lots other than Lots 730-733 set back 3m from the primary street boundary.

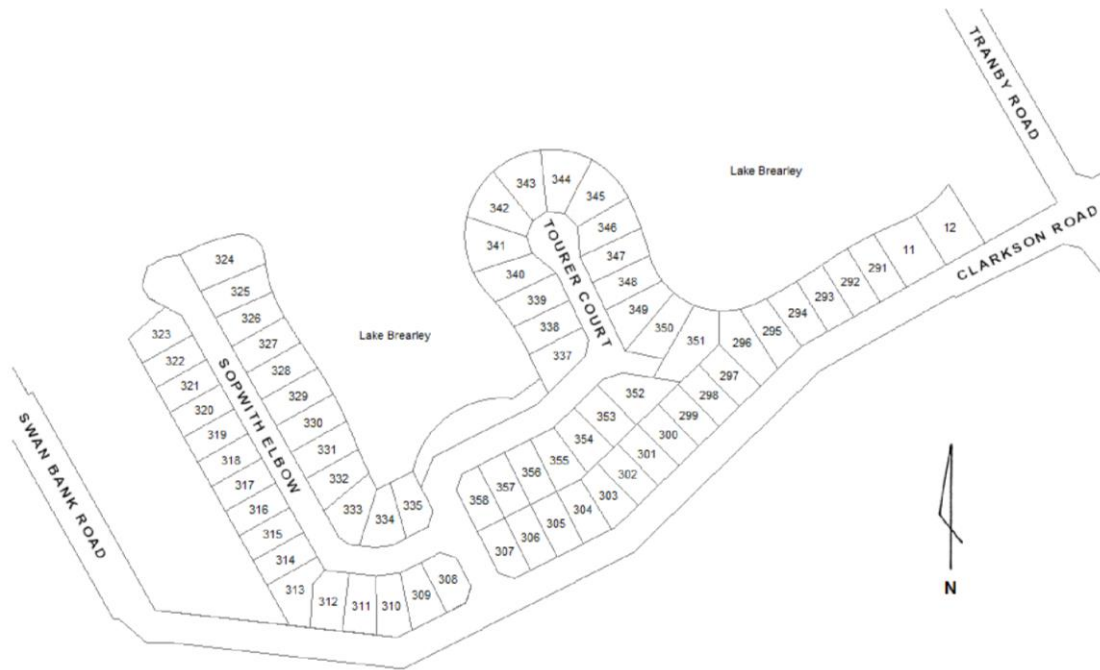
Garages on Lots 730-733 set back 3m from the primary street boundary and within the volume of the dwelling.

Carports on Lots 730-733 set back 2m from the primary street boundary.

*Note: Carports and garages are included when calculating front setback averages. Only one vehicle crossover is permitted per lot.*

Garages and carports on Lots 706, 709, 728 and 744 set back 1m from the secondary street boundary, where vehicular access is taken from the secondary street.

**The Peninsula Estate**



### **Street setback**

Buildings set back from the primary street boundary:

- A minimum of 3m on the ground floor;
- An average of 4.5m on the ground floor;
- A minimum of 4.5m on the upper floor; and
- An average of 6m on the upper floor.

### **Lot boundary setback**

Buildings which are set back in accordance with the following provisions:

- 1m from the rear boundary on all lots other than those backing directly onto Lake Brearley and Lake Bungana; or
- 4m from the rear boundary on lots backing directly onto Lake Brearley and Lake Bungana.

Walls may be built up to the boundary, behind the primary street setback, within the following limits and subject to the overshadowing provisions of the Residential Design Codes:

- Walls no longer than 33% of the length of that boundary.

### **Setback of garages and carports**

Garages set back 4.5m from the primary street boundary except that the setback may be reduced:

- To 3m where the garage is integrated by 50% or more into the volume of the dwelling.

Carports set back 3m from the primary street boundary.

**Walls and fences**

Visually permeable fences provided by the developer on the rear boundaries of lots abutting Lake Brearley and Lake Bungana are not to be altered in any way.

**RELATED LEGISLATION**

This policy is adopted under all Local Planning Schemes in force within the City of Bayswater, in accordance with Schedule 2, Part 2, clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Relevant Delegations	TP-D01	
Council Adoption	Date	

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**Attachment 2 - Schedule of Submissions from Affected Landowners.**

No.	Submitter Name, Address and Email	Summary of Submission	City of Bayswater Comments
1.	Owner Falkirk Gardens Estate	I think that there are no current design guidelines applying to this estate but I did agree to the original design of the estate, including site cover of 60%, some low front fencing and some provision for street parking. The entrance statements are in character with the estate and should be maintained as some are now overgrown.	<p>The restrictive covenants that apply the design guidelines to lots within the Falkirk Gardens estate expired in June 2018. However, the design guidelines were also adopted as a local planning policy and though this does not have an expiry date, it is now under review.</p> <p>The policy states that the <i>"City will administer only those guidelines for which it has responsibility pursuant to planning legislation, i.e. setbacks, front fencing, site cover and car parking."</i></p> <p>On this basis, the guidelines are supposed to vary the amount of site coverage from 55% to 60% where a house is single storey in design and any carport or garage on the land does not exceed 3.5m in width when viewed from the street. The guidelines are also supposed to restrict site coverage to 50% in any other case. However, open space (which effectively dictates site coverage) is not one of the elements of the Residential Design Codes (R-Codes) that can be varied by a local planning policy under clause 7.3.1(a).</p> <p>Car parking is not mentioned within the design guidelines and is similarly not an element of the R-Codes that can be varied by a local planning policy.</p> <p>Consequently, these elements have been removed from the proposed Maylands Residential Design Guidelines Policy.</p> <p>The original design guidelines restrict the height of front fences to 1.2m in height and require that</p>



			no fencing is erected on the boundaries of Lots 120 and 121 adjoining the public open space. These provisions have been carried forward into the proposed Maylands Residential Design Guidelines Policy.
2.	Owner Lot 542 Peninsula Road subdivision	<p>I saw the value of the restrictive design guidelines during the development to ensure that Wing Court and surrounding areas were developed with suitable housing types for these small blocks. However, now that each block is developed with a home and mature garden, I see no value in continuing or supporting the original design guidelines and would prefer that these are repealed in favour of the standard planning rules. There is also a restrictive covenant on lots in the area and I am wondering whether it is possible to lift this as well? I believe that the restrictive covenant should also be removed; otherwise the guideline review will be of no value.</p> <p>Please find attached a copy of the Restrictive Covenant.</p>	<p>The restrictive covenants that apply the design guidelines to lots in and around Wing Court expired in December 2010. However, the design guidelines were also adopted as a local planning policy and although this does not have an expiry date it is now under review.</p> <p>If Council were to revoke the design guidelines policy, the City would revert to assessing development proposals under the R-Codes. This would mean that extensions to existing dwellings, or the erection of replacement dwellings would be permitted to have a primary street setback of as little as 2m, with an average of 3m. At present, the design guidelines permit a minimum primary street setback of 3m and average setback of 4.5m on the ground floor and a minimum primary street setback of 4.5m on the upper floor.</p> <p>The lesser setbacks permitted under the R-Codes would alter the established streetscape; however, the lots are all developed with single houses and their size and density code precludes further subdivision. The existing setbacks would also preclude the erection of new freestanding garages or carports in front of most houses. The likelihood of lots being redeveloped in their entirety is considered low, leaving minor extensions as the only element liable to alter the streetscape.</p> <p>In view of the above, it is considered that the residential design guideline policy can be</p>

			revoked.
3.	Owners Fourth Avenue East subdivision	We are of the opinion that the design guidelines are still relevant and should be retained, since only six of the 13 blocks created in the subdivision have either been developed or are under construction. The design guidelines are important to ensure that all future developments abide by the same set of principles that those constructed to date were required to follow. We would like to see the scope of the Council's design guidelines extended to incorporate the entire "Bardon Waterside Maylands Design Guidelines" issued by Mirvac/HPA Architects (the current Council Guidelines reflect a portion of that document).	Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.
4.	Owner The Pointe Estate	As a new owner in this area, I believe the guidelines should be maintained to protect all in the area, if only for maintaining rules for possible future extensions, alterations and new construction and Council management.	Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.
5.	Owner Aughton Street, Bayswater	I strongly believe a significant reduction to the current daily sunlight availability will occur if a two story wall is built on or closer to the boundary of 11 Aughton Street. Hence I would appreciate if the variations to the "deemed to comply" setbacks requested in this proposal are rejected for both the lower and upper portions of the new western wall. I am guessing my house was built in the 1950s and as such was designed to use the external light on that side of my house, with three of my windows facing that boundary. It will certainly adversely affect the heating and lighting currently offered by the situation of the existing	There are no design guidelines that apply to Aughton Street, Bayswater.

		house on 13 Aughton Street. I am not opposed to new development but think that if a two story wall needs to be built on a boundary, then it should be done in a fashion that adheres to the guidelines and minimises the impact on neighbours. Asking for reduced setbacks for both floor levels is maximising the impact on my property.	
6.	Owner Peninsula Golf Estate	Peninsula Golf Estate as per the map supplied by City of Bayswater is already developed almost in its entirety. Properties have been purchased in this area with confidence that they will remain surrounded by properties of a similar nature, as per the original design guidelines made publicly available. Any attempt to increase the residential density on any of these blocks would have an adverse impact on the other pre-existing properties in the area and compensation would be demanded. It seems peculiar that City of Bayswater would suggest making variations to design guidelines in an area that is almost fully developed without any foresight as to what impact these variations may have to present and future properties. To avoid being deceptive, can you please advise of the intention and expected alterations as a result of revising the design guidelines for the Peninsula Golf Estate? Otherwise, to avoid being negligent, could you please provide us with an overview of the potential changes and alterations that may occur as a result of revising the design guidelines for the Peninsula Golf Estate?	<p>The review of the City's various residential design guidelines policies forms part of a wider local planning policy review and is in no way connected to any plans to increase residential densities in the affected areas.</p> <p>Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>
7.	Owner Falkirk Gardens Estate	My general comment is that I understand these guidelines need to be changed with time to keep building design contemporary; however, to amend them to allow existing buildings to have	Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-

		<p>their elevations changed as a retrofit may cause poor project building that looks unsightly and unprofessional. It reads as jargon to me in the whole scheme; however, the guidelines that have been followed for the existing builds have created a fair and open estate. Houses are not overly enclosed and the feeling of the area is not overbuilt. Fair to say it has been successful, so is there a huge need for a change in design guidelines?</p>	<p>Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>
8.	<p>Owner Lot 542 Peninsula Road subdivision</p>	<p>I do not believe that the guidelines serve any beneficial purpose anymore. General design guidelines for the City of Bayswater are adequate for managing future developments in this area.</p>	<p>If Council were to revoke the design guidelines policy, the City would revert to assessing development proposals under the R-Codes. This would mean that extensions to existing dwellings, or the erection of replacement dwellings would be permitted to have a primary street setback of as little as 2m, with an average of 3m. At present, the design guidelines permit a minimum primary street setback of 3m and average setback of 4.5m on the ground floor and a minimum primary street setback of 4.5m and an average setback of 6m on the upper floor.</p> <p>The R-Codes would also permit a garage to be constructed with a 2.5m primary street setback, where the setback is averaged according to clause 5.1.2 Street setback, Deemed-to-comply requirement C2.1(iii). Under the same clause, a carport could be constructed 2m from the primary street. At present garages are required to be set back 4.5m from the primary street, unless integrated by 50% or more into the volume of the house, in which case this may be reduced to 3m. Carports are also required to be set back 3m from the primary street.</p> <p>The lesser setbacks permitted under the R-Codes</p>

			<p>would alter the established streetscape; however, the lots are all developed with single houses and their size and density code precludes further subdivision. The existing setbacks would also preclude the erection of new freestanding garages or carports in front of most houses. The likelihood of lots being redeveloped in their entirety is considered low, leaving minor extensions as the only element liable to alter the streetscape.</p> <p>In view of the above, it is considered that the residential design guideline policy can be revoked.</p>
9.	Owner Peninsula Estate	I would like the design guidelines to remain the same.	Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the Residential Design Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.
10.	Interested party Peninsula Estate	<p>We wish to advise our lack of support for nil setbacks to parapet walls.</p> <p>This has an impact on the outlook from many properties, reducing the streetscape surveillance from residences.</p> <p>Setbacks to parapet walls should align with the relevant Residential Design Codes.</p>	The existing Nil Setbacks with Parapet Walls Within the Peninsula Estate, Maylands Policy already permits a wall up to one third the length of the side boundary that it abuts, regardless of the boundary length, but otherwise corresponds to the requirements of the R-Codes. The proposed Maylands Residential Estate Design Policy contains this same provision.
11.	Owners Fourth Avenue East subdivision	<p>Please be advised that we would strongly recommend that the current design guidelines stay in place.</p> <p>Given that the current dwellings built to date have all abided strictly by the current guidelines, we feel it would provide a poor town planning</p>	Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential

		<p>outcome if new buildings were to override these guidelines and create a poor streetscape.</p> <p>I would like to clarify that we actually welcome new architecturally designed residences using new materials and providing an interesting streetscape, but would be determined that the guidelines stay as far as heights, setbacks, over-looking issues etc. as originally intended (considering we all built to that specification).</p>	<p>Estates Design Policy.</p> <p>However, the existing provision that deems all balconies facing the foreshore reserve as meeting the design principles has been deleted, as visual privacy is not one of the elements of the R-Codes that can be varied by a local planning policy under clause 7.3.1(a).</p>
12.	<p>Owners</p> <p>Falkirk Gardens Estate</p>	<p>We consider the design guidelines are no longer necessary and should be allowed to expire (as they did on 30 June 2018) as originally intended. The guidelines have served their purpose of ensuring a level of consistent design within the estate. They should not bind future owners in perpetuity, restricting them from improving their dwellings. Other planning laws are already in place to protect rights of various individuals. Further, we purchased our house on the basis that the design guidelines would expire on 30 June 2018. Reinstating the now expired guidelines would cut across our rights as owners. Further, as a resident of Ferguson Street, we are on the outskirts of the estate (looking across the road to housing of various designs) so there is no commonality and no point of the guidelines for Ferguson Street. We see no good reason for having separate restrictions on second stories on properties abutting Ferguson Street and Caledonian Avenue. We note this restriction does not apply to Plowman circle. This seems inconsistent, particularly as there are modern two story properties on Ferguson Street nearby. That said, we would support any restriction of properties in excess of two stories.</p>	<p>It is acknowledged that the restrictive covenants that apply the design guidelines to lots within the Falkirk Gardens estate expired in June 2018. However, the design guidelines for which the City has responsibility pursuant to planning legislation, including setbacks and fencing, were also adopted as a local planning policy. The policy does not have an expiry date and remains in place, though it is currently under review.</p> <p>If Council revokes the design guidelines policy entirely and revert to assessing development proposals solely against the R-Codes, then primary street setbacks of as little as 2m and an average of 3m would be permitted. This could result in extensions to existing dwellings, or the erection of replacement dwellings, with lesser setbacks that would noticeably alter the streetscape.</p> <p>The requirement for second storeys to have a minimum setback of 1.5m is not considered a significant impost on developers, as the R-Codes deemed-to-comply requirement is a minimum 1.2m side setback to an upper storey. Although a 300mm variation is very minor, it does go some way to protecting the amenity of adjoining landowners and so the provision is considered</p>



			<p>worthy of retention.</p> <p>The provision pertaining to the setback of second storeys on dwellings abutting Caledonian Avenue and Ferguson Street has already been varied and for this reason it is now considered an unnecessary requirement.</p> <p>However, revoking the fencing requirements would permit visually permeable fences to street boundaries up to 1.8m high, which would also significantly affect the established streetscape.</p> <p>The City has also received submissions in support of retaining the design guidelines for the Falkirk Gardens Estate (see submissions 1, 7 and 18).</p> <p>For these reasons, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>
13.	Owner Riverbank Rise Estate	<p>We wish to submit our objection to the changes proposed to the current design guidelines for Riverbank Rise, Maylands.</p> <p>We have owned our property since 2000. From reading the information provided to us regarding the proposed guideline changes, we do not support the changes. We believe that it will cause more problems with future buildings encroaching onto the privacy of existing homes.</p> <p>Allowing homes to be build closer to each other does not allow everyone to enjoy privacy of their own yards or home. Our homes are very close now and we can see from our upstairs windows</p>	<p>Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>

		<p>into our neighbours yard, as they can also see into ours. We hear all their conversations when they are in their yards. Having our buildings (which means windows and doors) closer will mean we will hear more of their conversations.</p> <p>The proposed changes to the setbacks will change the look of the area. This area Riverbank Rise faces onto the Golf Course. The design initially was to provide an area which has greenery and a pleasant vista. Allowing buildings closer to each other and to the road will give the area a cluttered appearance and over use the existing land.</p> <p>On the Website of City of Bayswater it reads:</p> <p><i>"Welcome to City of Bayswater</i></p> <p><i>Known as the "Garden City", City of Bayswater covers a beautifully maintained area of 33km<sup>2</sup> located just 8km north-east of Perth. It is home to a number of picturesque, exciting and educational attractions and 10km of Swan River foreshore."</i></p> <p>We would hope that the City of Bayswater understands that to have a "Garden City" you need gardens not only in parks or reserves but in peoples own yards.</p> <p>In conclusion we don't consent to the amalgamation of blocks and the change of the setbacks and we would like to know If there has been any requests or proposals actually been submitted to the City of Bayswater that may have warranted this request for review of the design codes.</p>	
14.	Owner	Lot 508, which is adjacent to the Brickworks, is part of the community request by petition to be	Lot 508 is not included within the design guidelines local planning policy area. The plan

	Peninsula Golf Estate	reserve/public open space and therefore removed from guidelines. The current plan of this estate circulated by City of Bayswater is not accurate and requires updating. Proposed variations to guidelines require written permission (confirmed by JP) from adjoining owners.	<p>circulated by the City forms part of the policy document, though it is acknowledged that it depicts the original plan of subdivision, rather than the subdivision as constructed. The only difference on the plan is the relocation of Lot 23 from the southern end of Watervista Place to the southern side of the intersection of Watervista Place and Cityview Place, at the opposite end of the public open space. The map has been amended in the proposed Maylands Residential Design Guidelines Policy.</p> <p>Where a variation is proposed to the existing design guideline, a development application must be lodged with the City. The proposal will be referred to adjoining affected landowners for their comment, prior to a determination by the City.</p>
15.	Owner Peninsula Golf Estate	I request NO changes to be made, EXCEPT for Lot 508 mentioned in the Design Guidelines for the Peninsula Golf Estate, which is the strip of land running alongside the Brickworks. This is part of our petition requesting it be public open space. Please REMOVE this lot from the Design Guidelines. ALERT: if a submission is made by a resident to the City of Bayswater to vary the guidelines, then it requires written permission from adjoining property owners. City of Bayswater MUST check with adjoining residents to confirm signatures and comments.	<p>Lot 508 is not included within the design guidelines policy area. It is only referred to in the guidelines as it was originally a larger lot from which the Estate was subdivided.</p> <p>Where a variation is proposed to the existing design guideline, a development application must be lodged with the City. The proposal will be referred to adjoining affected landowners for their comment, prior to a determination by the City.</p> <p>Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>
16.	Owner	I would like to see the original guidelines, which the current homes have adhered to, be upheld.	Following detailed assessment of the design guidelines, it is considered appropriate to retain

	Fourth Avenue East subdivision	Most homes have been built within the guidelines to ensure the original intent of everyone having fair access to views, whilst maintaining appropriate privacy. Properties were purchased with the knowledge that the guidelines protected the amenity of the area. The potential for lasting disharmony amongst neighbours is very real. Possibly, rules for finishes to the exterior could be relaxed to allow some diversity in architectural features to give the development more character.	the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.
17.	Owner Peninsula Estate	<p><u>Setbacks:</u></p> <p>Front:</p> <p>When approving future dwellings and additions, please allow sufficient setback to allow pedestrian use of footpaths. Many vehicles currently park on their driveways between the front of their garages and across the footpath, blocking footpath access. This is a safety issue necessitating pedestrians, prams, wheelchairs etc. to step out onto the road. Now that bicycle users are permitted to use footpaths, it is also unsafe for them, particularly children riding to school.</p> <p>Rear:</p> <p>For lots backing onto lakes, setback should remain at 4 metres.</p> <p>Side:</p> <p>Zero lot line setbacks is for a reason but larger houses now appear to be built right up to fence line. For lots backing onto the lakes, graduated height of side fences at the very rear of the blocks should be maintained, and not filled in or extended to the height of remainder of side fence.</p>	<p><u>Setbacks</u></p> <p>The provision of a two off-street car parking spaces is generally sufficient to comply with the R-Codes. However, property owners are also permitted to park on their driveways. If a vehicle is obstructing a footpath, this is a matter that can be referred to the City's Rangers and Security for attention.</p> <p>It is agreed that the existing 4m minimum setback that applies on lots backing onto Lake Brearley or Lake Bungana should be maintained. This increased setback ensures a sense of openness around the edge of the lakes and improves the amenity of the lakeside path.</p> <p>The R-Codes contain provisions that control the construction of dwellings up to lot boundaries. The existing policy varies this by allowing a building on boundary to extend up to 33% (one third) the length of the whole side boundary, rather than the 9m or one third the length of the side boundary behind the street setback line (whichever is the greater) as set by the R-Codes.</p> <p>The City permits a single crossover, up to a maximum width of 6m, to a residential lot. If an</p>

		<p>Driveways:</p> <p>Maximum width of crossover 4.5 metres. Some Council verges are entirely paved for parking.</p> <p><u>Fencing:</u></p> <p>Colour stipulation being "wheat" coloured no longer relevant. Should match colour of residence. A walk around Peninsula streets will indicate many front fences/walls do not comply with Council building by-laws. Your records should indicate they are erected without Council approval.</p> <p><u>Outbuildings:</u></p> <p>Some outbuildings have been erected without Council approval and are an eyesore to neighbours who unfortunately overlook these structures.</p> <p><u>Site levels:</u></p> <p>Usually the last residence built in the street is on the highest block as it has been used by locals to dump unwanted soil. This is not removed prior to new building site works.</p> <p>With regard to parapet walls, new occupiers should be advised:</p> <ul style="list-style-type: none"> <li>• They should not build up soil levels, paving, gardens against their neighbour's parapet walls as it causes rising damp in the parapet wall.</li> <li>• They need to be aware that the neighbour whose property the parapet wall is erected on has the right to access the adjoining</li> </ul>	<p>additional or wider crossover is sought, the developer must seek development approval from the City. In addition to a crossover, the City will permit a maximum of 30% of the verge area adjacent to a lot, excluding driveways and footpaths, to be brick paved.</p> <p><u>Fencing</u></p> <p>In the absence of a clear policy statement, the City has limited control over fences, beyond the definition of a "sufficient fence" contained in the City's <i>Fencing and Floodlighting Local Law</i> and the height and visual permeability criteria set out in the R-Codes.</p> <p><u>Outbuildings</u></p> <p>Noted.</p> <p><u>Site levels</u></p> <p>The R-Codes does permit up to 500mm of fill as a deemed-to-comply development. Where a lot is filled, this should be retained within the lot by the developer and should not be banked against fences or parapet walls. Specific concerns about overspill of earth from lots should be referred to the City's Development Compliance Officers.</p> <p>Issues surrounding access to adjoining lots for maintenance purposes and the attachment of fixtures to neighbouring parapet walls are considered to be civil matters between adjoining landowners.</p> <p><u>Air conditioning / solar hot water units</u></p> <p>The installation of solar collectors on a roof or</p>
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	<p>property to allow maintenance, painting etc.</p> <ul style="list-style-type: none"> <li>They should not hang gates, washing lines, pergola posts, decorations etc. off their neighbour's parapet wall.</li> </ul> <p><u>Air conditioning / solar hot water units:</u></p> <p>Include solar panels.</p> <p><u>Landscaping:</u></p> <p>Should keep this stipulation, however many residents, new and existing, do not "have a high regard" for the environment. A lot of car washing, driveway treatments, even household floor and furniture cleaning fluids go straight into the drains to the lakes. Residents need to be educated by Council. Good luck with "all garden areas within public view to be landscaped within three months". Maylands definitely is not part of the "garden city".</p> <p><u>Letterboxes:</u></p> <p>Some letterboxes are set back into the front wall of garages which looks neat but not practical for Australia Post to access when the driveway may be full of parked vehicles. I understand this is against Australia Post requirements.</p> <p><u>Fauna:</u></p> <p>All domestic cats in this fragile estate should be contained to their own properties 24/7. They are killing 95% of new wildlife. Bells do not work.</p> <p><u>Street trees:</u></p> <p>Council should plant more trees but in doing so,</p>	<p>other part of a building is a deemed-to-comply development under the R-Codes.</p> <p><u>Landscaping</u></p> <p>Disposal of chemical products into the City drainage system is not considered a planning matter. Concerns about the disposal of such substances should be referred to City's Environmental Health branch.</p> <p><u>Letterboxes</u></p> <p>The location of letterboxes is not considered a planning matter. It is understood that locational requirements are set by Australia Post.</p> <p><u>Fauna</u></p> <p>Domestic cats being allowed to roam and their impact on native fauna is not considered a planning matter. The <i>Cat Act 2011</i> requires all cats to be registered, sterilised and microchipped. The City also recommends that cats are kept indoors at night; however, little else can currently be done to control cats.</p> <p><u>Street trees</u></p> <p>The planting of street trees within an established residential estate is not considered a planning matter.</p> <p><u>Windblown litter</u></p> <p>Windblown litter is not considered a planning matter. If a building site is allowing litter to drift, this should be reported to Development Compliance and / or Rangers and Security.</p>
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	<p>be aware that the roads are narrow so branches are broken by delivery trucks. More trees could be planted in the parkland adjoining the lakes.</p> <p><u>Windblown litter:</u></p> <p>Because of the small lot sizes, builders do not contain building materials for sometimes up to two years, and consequently a lot of windblown rubbish ends up in the lakes. Council ignores this stipulation.</p> <p><u>Bond:</u></p> <p>Current should apply.</p> <p><u>Signs:</u></p> <p>There have been “pool to be erected” signs sitting on the block on the corner of Aero/De Havilland View for two years. Other local authorities I have lived in would have automatically removed them long ago.</p> <p><u>Residential unit development:</u></p> <p>Keep as single residential development. Delete reference to City of Stirling.</p> <p><u>Commercial vehicles/caravans/boats:</u></p> <p>Keep policy that “All the above should NOT be parked or stored on a property unless contained within a garage or screened from public view”. Apart from blocking visibility, many residents do not want a permanent view of sometimes two of the above on the Council verge outside one property. It is the equivalent of erecting a shed on the Council verge and is most unsightly and</p>	<p><u>Bond</u></p> <p>It is understood that restrictive covenants on titles within the Peninsula Estate expired in December 2007, meaning that this requirement is no longer current.</p> <p><u>Signs</u></p> <p>Building construction signs may be permitted for the duration of works. If a sign remains in place after works are complete, it should be reported to Development Compliance if it is located on the lot, or Rangers and Security if it is located on the road verge.</p> <p><u>Residential unit development</u></p> <p>It is unclear if lots within the Peninsula Estate are subject to a restrictive covenant that prevents grouped dwelling development; however, TPS24 contains provisions that extinguish or vary a restrictive covenant affecting any land in the scheme area that limits or restricts the number of residential units that may be constructed on the land to a number less than that permitted by the Scheme.</p> <p>On this basis, grouped or multiple dwellings could be considered where they are compliant with the residential density code of R40 that applies to lots within the Peninsula Estate. The R40 density code would permit grouped dwellings with a minimum lot size of 180m<sup>2</sup> and average lot size of 220m<sup>2</sup>, or multiple dwellings up to a maximum of two storeys with a plot ratio of 0.6.</p>
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			about verge and/or street parking should be referred to Rangers and Security.
18.	Owner Falkirk Gardens Estate	<p>Petition with 18 signatures</p> <p>We understand that the City of Bayswater wants to remove the design guidelines for Falkirk Gardens Estate and replace them with the general design guidelines that apply to Maylands.</p> <p>After trying to access your website <a href="http://engage.bayswater.wa.gov.au">engage.bayswater.wa.gov.au</a> with no success I rang the City of Bayswater to find out what the main differences were between the two sets of guidelines. From the phone conversation I was told that the two storey building height restriction would be removed for Falkirk Gardens Estate.</p> <p>From talking to owners in a door knocking survey I found very strong support to maintain the two storey building height limit. My survey was not totally complete as I was only able to talk to owners who were home, and not rental tenants who made up approximately 20 to 30 percent of the houses.</p> <p>The attached list of owners, with their signatures, fully support the City of Bayswater retaining the two storey height limit for buildings in Falkirk Gardens Estate.</p> <ol style="list-style-type: none"> <li>1. We would like the City of Bayswater to conduct a clear unambiguous survey, sent to all current owners, using their correct name instead of "the Owner" at a particular address, for properties in Falkirk Gardens Estate, asking if they would like "the two storey height limit to remain or not" into the future.</li> </ol>	<p>It was not the intention of the City to revoke the design guidelines policy for Falkirk Gardens Estate and replace it with general design guidelines for Maylands. The intention of the consultation exercise was to ascertain whether landowners within the various design guidelines policy areas considered these policies to still have merit and whether they wished to see them retained.</p> <p>On the basis of the submissions received, the unique provisions of various design guidelines policies that apply throughout Maylands have been incorporated into the proposed Maylands Residential Design Guidelines Policy.</p> <p>The restriction of building height to two storeys would not change if the policy was revoked, though the R-Codes expresses height limits in metres. The specific restriction on building height where the land abuts Caledonian Avenue and Ferguson Street would be removed if the policy was revoked, though it appears to have been varied already and so this provision is not proposed to be included in the proposed Maylands Residential Estate Design Policy.</p>

		<p>2. Can you please inform all owners, in writing, when this issue will be discussed at a Council meeting.</p> <p>3. Would you please keep all owners informed in clear unambiguous writing of proceedings with regards to the Design Guidelines alterations for Falkirk Garden Estate.</p>	
19.	<p>Owners</p> <p>Fourth Avenue East subdivision</p>	<p>We wish to request that the existing Bardon Estate Development Guidelines remain in place, in their existing format, with no alterations.</p> <p>We purchased our property with the knowledge that the guidelines would remain in place indefinitely, and would ensure that a high standard of architectural design would be implemented by both ourselves and neighbours.</p> <p>The guidelines are stringent, fair and appropriate in their current form, and should be left in place in perpetuity, so that future buyers will also be required to commit to building a high quality residence in keeping with the current owners wishes and investments.</p> <p>To make changes to the guidelines now would be extremely unfair to the current property owners who purchased with the knowledge that the guidelines formed part of the title of the property in the form of a restrictive covenant. It was also part of the guidelines that ensured views to the river would be preserved and that some overlooking provisions would be allowed – these important characteristics of the provisions must be protected to protect the existing owner's investments and viability of future purchaser's plans. This cannot be stated emphatically enough.</p>	<p>Following detailed assessment of the design guidelines, it is considered appropriate to retain the provisions from the design guidelines that can vary deemed-to-comply requirements of the R-Codes under clause 7.3.1(a), and incorporate them into the proposed Maylands Residential Estates Design Policy.</p>

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20.	Owners Peninsula Estate	For houses overlooking Lake Brearley and Lake Bungana (i.e. they back directly onto the lakes) I am strongly opposed to reducing the current design guideline setback of four metres from the back fence. Buildings closer than this would adversely affect the amenity of the lakes, particularly for those using the walkways. Consequently, I would appreciate a guideline which differs from the normal Residential Design Codes in this instance.	It is agreed that the existing 4m minimum setback that applies on lots backing onto Lake Brearley or Lake Bungana should be maintained. This increased setback ensures a sense of openness around the edge of the lakes and improves the amenity of the lakeside path.
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**13.1.3 Planning Policy Review - Height Restriction, Neville Street, Bayswater**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Existing Height Restriction - Neville Street, Bayswater Policy 2. Proposed modified Height Restriction - Neville Street, Bayswater Policy 3. Tracked changes version of the proposed modified Height Restriction – Neville Street, Bayswater Policy	
<b>Refer</b>	Item 10.5.4.2: OCM 3.9.2019	

**SUMMARY**

Council consideration is sought in relation to the proposed modifications to the City's existing Height Restriction - Neville Street, Bayswater local planning policy.

The existing policy limits the height of buildings on Lot 103 (Strata Lot 3), 3D, Lot 700, 5-7 and Lot 3, 9 Neville Street, Bayswater to the height limits specified in Category A of Table 3 of the Residential Design Codes (R-Codes).

It has been determined that the policy is still necessary, due to the absence of restrictive covenants on the affected lots.

The proposed modified policy will bring it in line with the current City policy format, improve readability, update the document and futureproof it insofar as possible.

**COUNCIL RESOLUTION****(COMMITTEE/OFFICER'S RECOMMENDATION)**

**That Council adopts for public advertising the proposed modified Height Restriction - Neville Street, Bayswater Policy as contained in Attachment 2 to this report.**

**CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED BY EXCEPTION (EN BLOC): 10/1**

**BACKGROUND**

The City has a large number of local planning policies, which have not been comprehensively reviewed for approximately 10 years. Many of these local planning policies are now considered outdated or have become irrelevant due to subsequent legislative and State planning policy changes. Therefore, City officers are now undertaking a comprehensive review of the existing local planning policies, in order to improve the City's policy framework and reduce "red tape" associated with development application processing.

The content of the Height Restriction - Neville Street, Bayswater policy remains current; however, it requires updating to reflect the current City of Bayswater policy format.





The Policy Review and Development Committee considered the proposed modified policy at its meeting held 21 August 2019, and made the following recommendation to Council:

*"That Council requests the Chief Executive Officer to present a report to a future Policy Review and Development Committee in relation to all the current design guidelines policies for residential estates and the like."*

The Committee changed the Officer's Recommendation as it was considered appropriate to consider this policy in the context of the other design guidelines policies for residential estates, and the variance of their development requirements to those prescribed in the Residential Design Codes (R-Codes) that apply to the other residential areas in the City.

Council adopted the above Committee recommendation at its Ordinary Meeting held 3 September 2019.

A separate report has been included in this meeting agenda in relation to the other residential design guideline policies for Committee/Council consideration.

## EXTERNAL CONSULTATION

No consultation has yet occurred with the public or other agencies on this matter. In the event that Council adopts the proposed modified Height Restriction - Neville Street, Bayswater policy for public advertising, the policy will be advertised in accordance with the requirements of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* for at least 21 days by way of:

- Notification being published in the local newspaper(s);
- Impacted landowners being notified in writing of the draft modified policy;
- Information being placed on the City's engagement website; and

- Hard copies of the draft modified policy being made available for inspection at the City of Bayswater Civic Centre and the City's libraries.

## OFFICER'S COMMENTS

The Height Restriction - Neville Street, Bayswater local planning policy was implemented to limit the height of buildings on Lot 103 (Strata Lot 3), 3D, Lot 700, 5-7 and Lot 3, 9 Neville Street, Bayswater, to create a transition from the surrounding residential area in the north to the adjacent Parks and Recreation reserve (Riverside Gardens) to the south.

The proposed modified Height Restriction - Neville Street, Bayswater policy, as contained in **Attachment 2** to this report, updates the existing policy in accordance with the current City of Bayswater policy format. It also includes a new set of objectives, a new introduction and sets a scope. The purpose and policy requirements remain as per the existing policy, with only minor adjustments to wording to improve readability, update the document and futureproof it insofar as possible. The requirement for ground levels to be above the 1 in 100 year flood level has been removed from the policy, as it is considered that it is no longer required.

The first objective of the draft modified policy is derived from its purpose, reinforcing that the policy aims to maintain future development in accordance with the established local development context. The second objective is intended to protect local amenity.

The introduction explains the legislative context for the policy, highlighting that part 7.3.1 of the Residential Design Codes allows a local planning policy to contain provisions that amend or replace the deemed-to-comply provisions set out in the Codes. In this instance, it is considered necessary to continue to restrict building height and so the policy contains a requirement that varies Residential Design Codes clause 5.1.6 – Building height.

The scope simply clarifies that the policy applies to the erection of all buildings on Lot 103 (Strata Lot 3), 3D, Lot 700, 5-7 and Lot 3, 9 Neville Street, Bayswater.

The requirement for ground levels to be above the 1 in 100 year flood level has been removed, as the subject lots have all been filled, retained and developed in accordance with the existing policy. While there remains a possibility that buildings may be extended or redeveloped, which is the primary reason for retaining this policy, it is highly unlikely that a developer would seek to reduce the established site levels. Therefore, it is considered that the requirement for ground levels to be above the 1 in 100 year flood level can be dispensed with.

The proposed modified policy replaces the deemed-to-comply building height provision contained in the R-Codes for Lot 103 (Strata Lot 3), 3D, Lot 700, 5-7 and Lot 3, 9 Neville Street, Bayswater, as outlined above. It does not extend to a more comprehensive suite of design guidelines, and therefore has no implications for the review of the other residential design guidelines policies that apply within the City.

## LEGISLATIVE COMPLIANCE

Schedule 2, Part 2, clause 5 of the *Planning and Development (Local Planning Schemes) Regulations 2015* sets out the procedure for amending a local planning policy, including the requirement to give local public notice of a decision to amend a local planning policy, unless, in the opinion of the local government, the amendment is a minor amendment.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b>	<b>That Council adopts for public advertising the proposed modified Height Restriction - Neville Street, Bayswater Policy as contained in <u>Attachment 2</u> to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has a low risk as it is consistent with the existing policy. Further, the City has not received any complaints about the height limits imposed by the existing policy.	

Option 2	That Council adopts for public advertising the proposed modified Height Restriction - Neville Street, Bayswater Policy, as contained in <u>Attachment 2</u> to this report with further modification(s).	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Dependent on the modification(s) proposed.
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	It is considered that the risks of this option are dependent on the modification(s) proposed.	

<b>Option 3</b>	<b>That Council endorses the continuation of the existing policy with no modification.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has a moderate risk to the City's reputation, community and stakeholders and governance as the existing policy is inconsistent with the City's current policy format and contains outdated references to the R-Codes.	

## FINANCIAL IMPLICATIONS

The following financial implications are applicable:

<b>Item 1:</b>	Advertise the proposed modified policy		
<b>Asset Category:</b>	N/A	<b>Source of Funds:</b>	Municipal
<b>LTFP Impacts:</b>	Not itemised in the LTFP		
<b>Notes:</b>	Nil		

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$400	-	-	-	-	-	\$14,000

### STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Built Environment  
 Aspiration: A quality and connected built environment.  
 Outcome B3: Quality built environment.

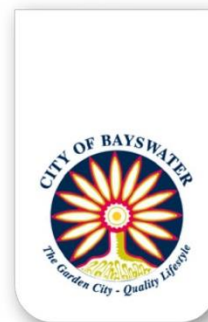
The proposed modified Height Restriction - Neville Street, Bayswater policy will assist with the delivery of a quality built environment. The draft policy will maintain the restriction on the height of buildings on Lots 103 (3D), 700 (5-7) and 3 (9) Neville Street to ensure that the scale of buildings transitions from the residential area to the north to the adjacent Parks and Recreation reserve to the south.

### CONCLUSION

The existing Height Restriction - Neville Street, Bayswater Policy is considered necessary to ensure that the scale of buildings transitions from the residential area to the north to the adjacent Parks and Recreation reserve to the south. The proposed modified Height Restriction - Neville Street, Bayswater Policy is considered to improve upon the original, as it is consistent with the current City of Bayswater policy format and incorporates various improvements that enhance its ease of use and effectiveness. It is therefore recommended that the draft modified policy be adopted for advertising for public comment.

**Attachment 1 - Existing Height Restriction - Neville Street, Bayswater Policy****HEIGHT RESTRICTION - NEVILLE STREET,  
BAYSWATER POLICY**

Responsible Division	Planning and Development Services
Responsible Business Unit/s	Planning Services
Responsible Officer	Planning Manager
Affected Business Unit/s	Planning Services

**PURPOSE:**

To ensure that development of the portion of the following sites closest to the Regional Reserve are limited to single storey in scale to ensure that the development blends in with the surrounding residential area and the Park and Recreational Reserve.

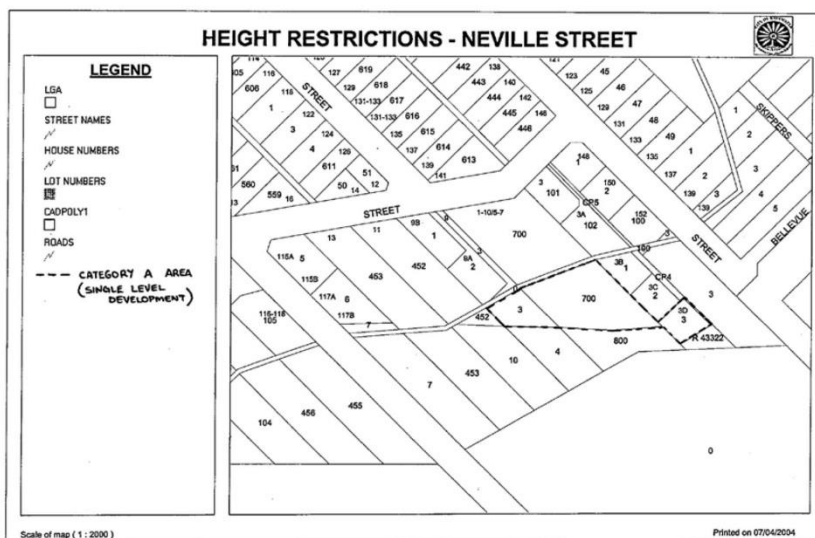
**POLICY STATEMENT:**

In accordance with the provisions of the R-Codes (Clause 3.7.1 – Building Height Requirements), where provided for in a Local Planning Policy pursuant to Clause 2.6.2 of the Codes, development may be restricted in height.

1. This policy is made pursuant to Clause 2.6.2 of the Residential Design Codes 2002 and shall have effect for applications made for residential development as defined by the City of Bayswater Town Planning Schemes (as amended). This policy does not alter or change in any way the acceptable development criteria of the codes.
2. All residential development on the following Lots, as defined on the attached plan, shall be restricted to Category A dwellings (single level development) as defined under Clause 3.7.1 of the R-Codes:
  - a) Lot 103 (Strata Lot 3) No. 3D Neville Street;
  - b) Lot 700 No. 5-7 Neville Street; and
  - c) Lot 3 No. 9 Neville Street.
3. Finished ground levels to be approved by Council based on the average level of the site, and to be above the 100 year flood level.



4. Excessive filling of the site is not considered appropriate.



#### DEFINITIONS:

*Nil*

#### RELATED LEGISLATION:

Clause 2.6.2 of Residential Design Codes (2002).

#### RELATED DOCUMENTATION:

Development of Lots - Neville Street Policy (Environmental Health)

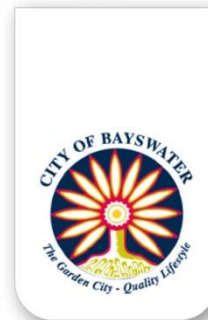
Relevant Delegations	
Risk Evaluation	
Council Adoption	Date 22 May 2001
Reviewed / Modified	Date 22 June 2004
Reviewed / Modified	Date 1 March 2016
Reviewed / Modified	Date





**Attachment 2 - Proposed Modified Height Restriction - Neville Street, Bayswater Policy****HEIGHT RESTRICTION - NEVILLE STREET,  
BAYSWATER POLICY**

Responsible Division	Planning and Development Services
Responsible Business Unit/s	Planning Services
Responsible Officer	Planning Manager
Affected Business Unit/s	Planning Services

**PURPOSE:**

To ensure that development of the portion of the following sites closest to the Regional Reserve are limited to single storey in scale to ensure that the development blends in with the surrounding residential area and the Park and Recreational Reserve.

**POLICY STATEMENT:**

In accordance with the provisions of the R-Codes (Clause 3.7.1 – Building Height Requirements), where provided for in a Local Planning Policy pursuant to Clause 2.6.2 of the Codes, development may be restricted in height.

1. This policy is made pursuant to Clause 2.6.2 of the Residential Design Codes 2002 and shall have effect for applications made for residential development as defined by the City of Bayswater Town Planning Schemes (as amended). This policy does not alter or change in any way the acceptable development criteria of the codes.
2. All residential development on the following Lots, as defined on the attached plan, shall be restricted to Category A dwellings (single level development) as defined under Clause 3.7.1 of the R-Codes:
  - a) Lot 103 (Strata Lot 3) No. 3D Neville Street;
  - b) Lot 700 No. 5-7 Neville Street; and
  - c) Lot 3 No. 9 Neville Street.
3. Finished ground levels to be approved by Council based on the average level of the site, and to be above the 100 year flood level.



## HEIGHT RESTRICTION – NEVILLE STREET, BAYSWATER POLICY

Responsible Division	Community and Development
Responsible Business Unit/s	Development Approvals
Responsible Officer	Manager Development Approvals
Affected Business Unit/s	Development Approvals



### PURPOSE

The purpose of this policy is to ensure that development on a portion of the identified lots adjacent to the Regional Reserve are limited to a single storey, so that the scale of development creates a transition from the residential area to the north to the adjacent Parks and Recreation Reserve to the south.

### OBJECTIVES

The objectives of this policy are to:

1. Ensure that the scale of development is in keeping with the established local development context.
2. Ensure that development does not unduly impact upon local amenity.

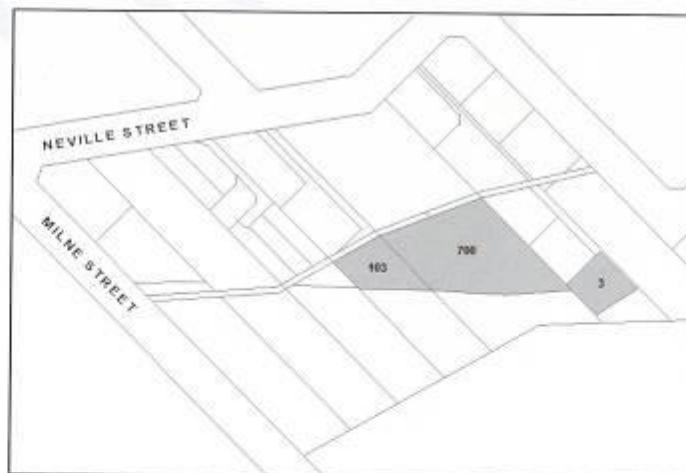
### INTRODUCTION

The Residential Design Codes allows a local planning policy to contain provisions that amend or replace the deemed-to-comply provisions set out in the Codes. As it is considered necessary to restrict building height on the identified lots, this policy contains a requirement that varies the relevant building height provisions of the Residential Design Codes.

### SCOPE

This policy applies to the construction of all buildings on:

- Lot 103 (Strata Lot 3), 3D Neville Street, Bayswater;
- Lot 700, 5-7 Neville Street, Bayswater; and
- Lot 3, 9 Neville Street, Bayswater.



**REQUIREMENTS**

1. All residential development on the lots identified in the scope and the plan above, shall be restricted to Category A (single storey) dwellings as specified in Table 3 of the Residential Design Codes.
2. Excessive filling of the site is not considered appropriate.

**RELATED LEGISLATION**

This policy is adopted under City of Bayswater Town Planning Scheme No. 24, in accordance with Schedule 2, Part 2, clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Relevant Delegations	TP-D01	
Council Adoption	Date	22 May 2001
Reviewed / Modified	Date	22 June 2004
Reviewed / Modified	Date	1 March 2016

## **Attachment 2 - Tracked changes version of the draft modified Height Restriction – Neville Street, Bayswater Policy**

### **HEIGHT RESTRICTION – NEVILLE STREET, BAYSWATER POLICY**

Responsible Division	Community and Development
Responsible Business Unit/s	Development Approvals
Responsible Officer	Manager Development Approvals
Affected Business Unit/s	Development Approvals



#### **PURPOSE**

The purpose of this policy is to ensure that development of the on a portion of the following sites closest to identified lots adjacent to the Regional Reserve are limited to a single storey, in scale to ensure so that the scale of development blends in with creates a transition from the surrounding residential area to the north and to the adjacent Parks and Recreation Reserve to the south.

#### **OBJECTIVES**

The objectives of this policy are to:

1. Ensure that the scale of development is in keeping with the established local development context.
2. Ensure that development does not unduly impact upon local amenity.

#### **INTRODUCTION**

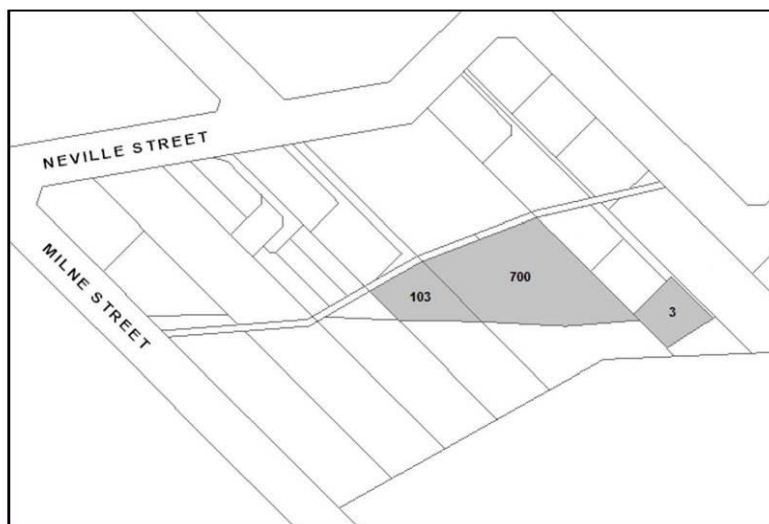
In accordance with the provisions of the R Codes (Clause 3.7.1 – Building Height Requirements), where provided for in a Local Planning Policy pursuant to Clause 2.6.2 of the Codes, development may be restricted in height. The Residential Design Codes allows a local planning policy to contain provisions that amend or replace the deemed-to-comply provisions set out in the Codes. As it is considered necessary to restrict building height on the identified lots, this policy contains a requirement that varies the relevant building height provisions Residential Design Codes.

#### **SCOPE**

This policy applies to the construction of all buildings on:

- Lot 103 (Strata Lot 3), 3D Neville Street, Bayswater;
- Lot 700, 5-7 Neville Street, Bayswater; and
- Lot 3, 9 Neville Street, Bayswater.





## REQUIREMENTS

1. This policy is made pursuant to Clause 2.6.2 of the Residential Design Codes 2002 and shall have effect for applications made for residential development as defined by the City of Bayswater Town Planning Schemes (as amended). This policy does not alter or change in any way the acceptable development criteria of the codes.
- 2.1. All residential development on the following Lots identified in the scope and, as defined on the attached plan above, shall be restricted to Category A dwellings (single level/storey) development/dwellings as defined under Clause 3.7.1 of the R-Codes specified in Table 3 of the Residential Design Codes.
  - Lot 103 (Strata Lot 3) No. 3D Neville Street;
  - Lot 700 No. 5-7 Neville Street; and
  - Lot 3 No. 9 Neville Street.
3. Finished ground levels to be approved by Council based on the average level of the site, and to be above the 100 year flood level.
- 4.2. Excessive filling of the site is not considered appropriate.

## RELATED LEGISLATION

This policy is adopted under City of Bayswater Town Planning Scheme No. 24, in accordance with Schedule 2, Part 2, clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Relevant Delegations	TP-D01	
Council Adoption	Date	22 May 2001
Reviewed / Modified	Date	22 June 2004
Reviewed / Modified	Date	1 March 2016

### **Attachment 3 - Tracked changes version of the draft modified Height Restriction – Neville Street, Bayswater Policy**

## **HEIGHT RESTRICTION – NEVILLE STREET, BAYSWATER POLICY**

Responsible Division	Community and Development
Responsible Business Unit/s	Development Approvals
Responsible Officer	Manager Development Approvals
Affected Business Unit/s	Development Approvals



### **PURPOSE**

The purpose of this policy is to ensure that development of the on a portion of the following sites closest to identified lots adjacent to the Regional Reserve are limited to a single storey, in scale to ensure so that the scale of development blends in with creates a transition from the surrounding residential area to the north and to the adjacent Parks and Recreational Reserve to the south.

### **OBJECTIVES**

The objectives of this policy are to:

1. Ensure that the scale of development is in keeping with the established local development context.
2. Ensure that development does not unduly impact upon local amenity.

### **INTRODUCTION**

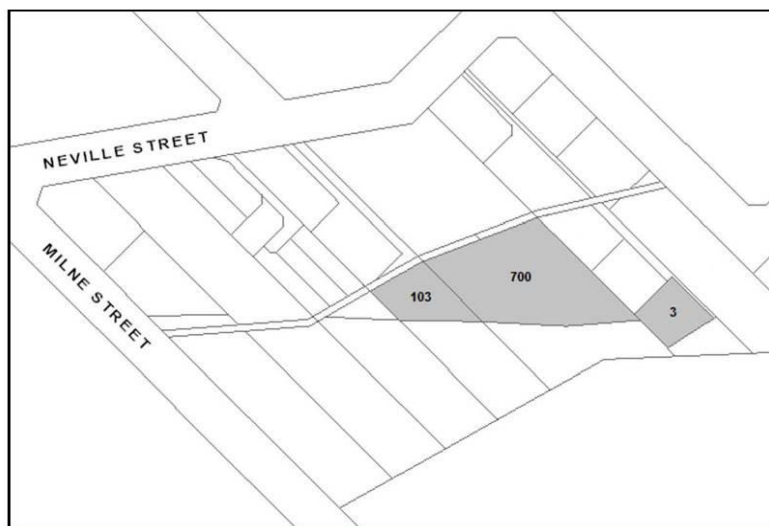
In accordance with the provisions of the R Codes (Clause 3.7.1 – Building Height Requirements), where provided for in a Local Planning Policy pursuant to Clause 2.6.2 of the Codes, development may be restricted in height. The Residential Design Codes allows a local planning policy to contain provisions that amend or replace the deemed-to-comply provisions set out in the Codes. As it is considered necessary to restrict building height on the identified lots, this policy contains a requirement that varies the relevant building height provisions Residential Design Codes.

### **SCOPE**

This policy applies to the construction of all buildings on:

- Lot 103 (Strata Lot 3), 3D Neville Street, Bayswater;
- Lot 700, 5-7 Neville Street, Bayswater; and
- Lot 3, 9 Neville Street, Bayswater.





## REQUIREMENTS

1. This policy is made pursuant to Clause 2.6.2 of the Residential Design Codes 2002 and shall have effect for applications made for residential development as defined by the City of Bayswater Town Planning Schemes (as amended). This policy does not alter or change in any way the acceptable development criteria of the codes.
- 2.1. All residential development on the following Lots identified in the scope and, as defined on the attached plan above, shall be restricted to Category A dwellings (single level/storey) development/dwellings as defined under Clause 3.7.1 of the R-Codes specified in Table 3 of the Residential Design Codes.
  - Lot 103 (Strata Lot 3) No. 3D Neville Street;
  - Lot 700 No. 5-7 Neville Street; and
  - Lot 3 No. 9 Neville Street.
3. Finished ground levels to be approved by Council based on the average level of the site, and to be above the 100 year flood level.
- 4.2. Excessive filling of the site is not considered appropriate.

## RELATED LEGISLATION

This policy is adopted under City of Bayswater Town Planning Scheme No. 24, in accordance with Schedule 2, Part 2, clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Relevant Delegations	TP-D01	
Council Adoption	Date	22 May 2001
Reviewed / Modified	Date	22 June 2004
Reviewed / Modified	Date	1 March 2016

**13.1.4 Planning Policy Review - Construction Materials Policy**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Proposed modified Construction Materials Policy.	
<b>Refer:</b>	Item 10.5.4.3: OCM 3.9.2019 Item 10.5.1.3: OCM 11.2.2020	

**SUMMARY**

Council consideration is sought in relation to proposed modifications to the City's Construction Materials Policy.

Town Planning Scheme No. 24 (TPS 24) requires that the ground floor level of all buildings, other than outbuildings, in Residential zones shall be constructed of brick, stone or concrete. Due to the requirements of TPS 24, it was considered necessary to maintain the Construction Materials policy with modifications it to bring it into line with the City's current practices and policy format.

The proposed modified Construction Materials Policy was advertised from 20 February 2020 to 13 March 2020 and no submissions were received.

**COUNCIL RESOLUTION****(COMMITTEE/OFFICER'S RECOMMENDATION)**

**That Council adopts the proposed modified Construction Materials Policy, as advertised, with no modification as contained in Attachment 1 to this report.**

**CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED BY EXCEPTION (EN BLOC): 10/1**

**BACKGROUND**

The City has a large number of local planning policies, which have not been comprehensively reviewed for approximately 10 years. Many of these local planning policies are now considered outdated or have become irrelevant due to subsequent legislative and State planning policy changes. Therefore, City officers are now undertaking a comprehensive review of the existing local planning policies, in order to improve the City's policy framework and reduce "red tape" associated with development application processing.

Currently, clause 8.5.6 of TPS 24 requires that the ground floor level of all buildings, other than outbuildings, in Residential zones shall be constructed of brick stone or concrete. However, the use of building materials other than brick, stone or concrete has become more common due to the increasing need to build environmentally sustainable and affordable houses and buildings. As a result of this, the existing Construction Materials local planning policy was adopted by Council in November 2008 to provide guidance on the use of alternative building materials.

The Policy Review and Development Committee considered the proposed modified policy at its meeting held on 28 January 2020, and resolved as follows:

*"That Council adopts for public advertising the proposed modified Construction Materials Policy as contained in Attachment 2 to this report."*

Council adopted the above Committee recommendation at the Ordinary Meeting held on 11 February 2020.

## EXTERNAL CONSULTATION

The proposed modified Construction Materials policy was advertised from 20 February 2020 to 13 March 2020, in accordance with the requirements of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 by way of:

- Notification being published in the Eastern Reporter newspaper;
- Information being placed on the City's engagement website; and
- Hard copies of the draft modified policy being made available for inspection at the City of Bayswater Civic Centre and the City's libraries.

No submissions were received in response to the advertisement of the proposed policy.

Should Council adopt the proposed modified Construction Materials Policy, appropriate notification is required to be published in the local newspaper(s).

## OFFICER'S COMMENTS

Clause 8.5.6 of TPS 24 applies to residential development and states that:

*"The ground floor level of all buildings, other than outbuildings, shall be constructed of brick stone or concrete. Ground and first floor levels may be constructed of lighter framed materials if the materials, design and anticipated final appearance of these structures is approved by the Council."*

When a developer seeks to use an alternative building material on the ground floor, this necessitates an application for development approval to vary the scheme standard. The City's Construction Materials Policy is intended to provide guidance on the use of alternative building materials in such circumstances.

In light of the above, it is considered that no modification is required to the proposed modified policy and it be approved as previously adopted by Council for public advertising.

## LEGISLATIVE COMPLIANCE

Schedule 2, Part 2, clause 5 of the Planning and Development (Local Planning Schemes) Regulations 2015 sets out the procedure for amending a local planning policy, including the requirement to give local public notice of a decision to amend a local planning policy, unless, in the opinion of the local government, the amendment is a minor amendment.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That Council adopts the proposed modified Construction Materials Policy, as advertised, with no modification as contained in <u>Attachment 1</u> to this report.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low

Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has a low risk as it is consistent with the existing policy. The City has not received any complaints about alternative building construction materials and no submissions were received on the proposed modified policy during public advertising.	

Option 2	That Council adopts the proposed modified Construction Materials Policy, as contained in <u>Attachment 1</u> to this report, with further modification(s).	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Dependent on the other modification(s) determined by Council.
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	It is considered that the risks of this option are dependent on the other modification(s) determined by Council.	

<b>Option 3</b>	<b>That Council does not adopt the proposed modified Construction Materials Policy as contained in Attachment 1 to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	It is considered that this option has a moderate risk as there could be complaints from members of the community about 'red tape' delaying or limiting constructions utilising alternative building materials.	

## FINANCIAL IMPLICATIONS

The following financial implications are applicable:

**Item 1:** Advertising the adoption of the proposed modified Construction Materials Policy.

**Asset Category:** N/A **Source of Funds:** Municipal

**LTFP Impacts:** Not itemised in LTFP

**Notes:** N/A

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$) ANNUAL		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	\$400	-	-	-	-	-	\$14,000

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027, the following applies:

**Theme:** Our Built Environment

**Aspiration:** A quality and connected built environment.

Outcome B3: Quality built environment.

It is considered that amendment of the Construction Materials policy will have no undue impact on the delivery of a quality built environment. The proposed modified policy will ensure continuity in the approach taken to considering the use of alternative building materials where appropriate.

## **CONCLUSION**

The existing Construction Materials local planning policy is necessary to provide guidance on the use of alternative building materials where a variation of clause 8.5.6 of TPS 24 is sought.

In light of the above, it is recommended that the proposed modified Construction Materials Policy is adopted as advertised, with no modification.

**Attachment 1**

City of  
**Bayswater**

# Construction Materials Policy



Responsible Division	Community and Development
Responsible Business Unit/s	Development Approvals
Responsible Officer	Manager Development Approvals
Affected Business Unit/s	Development Approvals

## Purpose

The purpose of this policy is to provide guidance on the use of building materials other than brick, stone or concrete.

## Objectives

The objectives of this policy are to:

1. Facilitate the use of alternative building materials.
2. Ensure that buildings are finished to a high standard.
3. Ensure that development is consistent with, and will not detract from established and future residential character and amenity.

## Introduction

The City's town planning scheme requires the ground floor level of all residential buildings, other than outbuildings, to be constructed of brick, stone or concrete. Where a proposal has included the use of materials other than brick, stone or concrete for the ground floor, the application requires development approval. However, the use of building materials other than brick, stone or concrete is becoming more common due to the increasing need to build environmentally sustainable and affordable houses and buildings. The Building Code of Australia (BCA) requires housing to be designed to energy efficiency requirements and this has required home designs focusing on energy efficiency and led to the introduction of new building materials.

## Scope

This policy applies to the erection of all buildings, other than outbuildings, in Residential zones within the City of Bayswater.

## Requirements

1. The use of alternative building materials is permitted provided that they:
  - (a) Are finished to a high standard
  - (b) Enhance the character of the streetscape and the amenity of the locality.
2. Alternative building materials that can be considered for approval on all floors include, but are not limited to:



- (a) Cast fibreglass reinforced panels (such as Rapid Wall)
- (b) Aerated, reinforced concrete panels
- (c) Fibre cement / compressed sheeting
- (d) Colorbond, aluminium and zincalume sheeting
- (e) Weatherboard / linearboard.

## Related legislation

This policy is adopted under City of Bayswater Town Planning Scheme No. 24, in accordance with Schedule 2, Part 2, clause 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Relevant Delegations	TP-D01
Council Adoption	25 November 2008
Reviewed / Modified	1 March 2016

**13.1.5 Proposed Revised Parklet Guidelines**

<b>Responsible Branch:</b>	Strategic Planning and Place	
<b>Responsible Directorate:</b>	Community and Development	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. Current Parklet Guidelines 2. Current Parklet Guidelines with Tracked Changes 3. Revised Parklet Guidelines	
<b>Refer:</b>	Item 10.4.2: OCM 25.05.2020 Item 9.1: OCM 28.03.2017 Item 16.1: OCM 15.11.2016	

**SUMMARY**

The purpose of this report is to consider proposed revisions to the City's Parklet Guidelines to further support businesses by making public spaces available for trading where appropriate. Parklets are considered a space suitable for such use, and therefore the revised guidelines have been prepared to enable greater flexibility in their application.

**OFFICER'S RECOMMENDATION**

That Council adopts the revised Parklet Guidelines as contained in Attachment 3 of this report.

**COUNCIL RESOLUTION****(COMMITTEE RECOMMENDATION)**

**That Council request that the Parklet Guidelines be revised to clarify the intent of public parklets and the issues associated with alfresco and liquor licensing.**

**CR CATHERINE EHRHARDT MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED BY EXCEPTION (EN BLOC): 10/1**

**BACKGROUND**

At its Ordinary Meeting of 15 November 2016 Council considered a Notice of Motion and resolved:

*"That the City prepares guidelines for Parklets."*

Parklets are small public spaces set into the existing streetscape and generally replace one or two car bays connected to the verge. Parklets can have chairs, planter boxes, landscaping elements and bicycle racks, and offer the community a place to interact and socialise.

Parklets are often intended as a relatively inexpensive, quick and temporary tool that people can use at the human scale to change the livability of the local street. Parklets have been used in many areas to create high-quality public spaces that stimulate social interaction between community members, increase street activity and vibrancy and support local businesses.

City officers subsequently developed a set of draft guidelines to encourage businesses and residents to transform parking spaces into engaging outdoor public spaces. The guidelines were intended to assist business owners and community groups to provide parklets that are safe for the public and are also accessible for people using wheelchairs, prams, mobility scooters and the like.

The City's Parklet Guidelines (**Attachment 1**) were adopted by Council at its Ordinary Meeting of 28 March 2017, when it resolved as follows:

*"That Council:*

- 1. Endorses the Parklet Guidelines contained in Attachment 1 to this report to encourage and manage parklets in the City's town and other business centres.*
- 2. Approves parklets where they meet the endorsed parklet guidelines and no objections have been received from land and business owners whose property fronts the proposed parklet and businesses and property owners immediately adjacent.*
- 3. Notes that the City will promote the Parklet Guidelines as follows:*
  - (a) Inclusion of the guidelines on the City's website;*
  - (b) Promotion of the guidelines on social media;*
  - (c) Distribution of the guidelines to business associations, community groups and businesses in the town centres and other business centres; and*
  - (d) Promotion of the guidelines at the town/city centre place activation workshops and gauge which businesses or community groups would like to introduce parklets in accordance with the guidelines."*

Council considered a report on the proposed revised Parklet Guidelines at its Ordinary Meeting held on 26 May 2020 as resolved to defer the item to the Policy Review and Development Committee.

Prior to the deferral, an amendment to guidelines was put and carried to the following effect:

*"To make the following further amendments to the proposed second limb:*

- 2. the fourth dot point under the Design Guidelines being amended to read as follows: "Ensure tables and chairs are firmly fixed or securely stored overnight with a minimum of two chairs and one table being inbuilt into the parklet structure".*

The amendment does not have effect due to the procedural motion to defer the item, however it has been considered in this report given that it had the support of the majority of Councillors.

## **EXTERNAL CONSULTATION**

No formal external consultation has occurred in relation to the Parklet Guidelines. Feedback from users of the guidelines has included questioning of the requirement for bollards given this is unusual in the Perth metropolitan area, and the perceived impediment caused by the requirement for parklets to be available to all, which precludes their use as a licenced area for consumption of alcohol.

## **OFFICER'S COMMENTS**

In just over three years, the guidelines have been applied to two on-street parklets, and have informed two parklet-like structures on the verge. The first structure to draw on the guidelines was a verge alfresco area at the corner of Eighth Avenue and Whatley Crescent, Maylands (commissioned by a business), and this was followed by a verge structure on Whatley Crescent, Bayswater (commissioned by community group *Baysie Rollers*). The first on-street parklet was commissioned by a business on King William Street, Bayswater, and the most recent was commissioned by the Maylands Business Association on Eighth Avenue, Maylands. The Eighth Avenue parklet is managed by adjacent cafe, MilkD, which typically uses it during the morning and early afternoon. However, neighbouring business Henry on Eighth have indicated interest in being able to utilise the parklet in the late afternoon/evening as a licenced space for alcohol consumption when it is vacant. This business had sought City support to address this barrier to use. This specific matter was subsequently addressed by a Council resolution at the Ordinary

Meeting on 23 June 2020, however the general principle of alcohol consumption in parklets remains unresolved.

During the three years since the adoption of the Parklet Guidelines it is considered that they have proven to be relatively clear and user-friendly. In a review of the guidelines, their concise nature and focus on removing 'red tape' have been found to be useful, and these elements are considered worth retaining. Two major issues have arisen which are considered to reduce the adaptability and flexibility of parklets in the City: the absence of possible support for parklets to be part of a licenced area for alcohol consumption, and the absence of the ability to install a parklet without bollards. In debate at the Ordinary Meeting on 26 May 2020 Councillors raised two further matters; fixed seating and tables, and the interaction of the guidelines with City's approvals for alfresco dining. These issues are discussed individually below.

**Attachment 2** contains the current Parklet Guidelines with the proposed changes tracked to highlight the areas where amendments are proposed.

**Attachment 3** contains the proposed revised Parklet Guidelines.

#### Parklets and Licenced Areas

The Parklet Guidelines do not explicitly preclude the use of parklets as licenced areas for the consumption of alcohol. However, the statement in the Parklet Guidelines that parklets are "open to all" makes the guidelines incompatible with current liquor licensing requirements from the Department of Racing, Gaming and Liquor, which do not allow people under the age of 18 into a licensed area without the accompaniment of an adult. In order to address this matter, it is considered acceptable to amend the guidelines to retain the requirement for accessibility for all for the majority of the time, but allow some flexibility for the City to support exclusive use by a business during certain hours to allow for alcohol consumption under a liquor licence. Alcohol consumption would be at the discretion of the City given it may not be appropriate in all instances or all locations.

#### Bollards

While not discussed in the Parklet Guidelines, parklets in the City to date have been required to feature solid bollards around their periphery. However, this has resulted in a number of drawbacks, as follows:

- Mobility - the intent of many parklets is to create a mobile public space that can move as needs or businesses change. Permanent bollards installed into the road and verge preclude this possibility.
- Cost - supply and installation of bollards is relatively expensive, and has often been borne by the City where business owner funds do not extend to this additional cost.
- Inequity - numerous metropolitan local governments allow parklets without bollards, or with narrow, removable ones. This cost is therefore not passed onto the owner or the City.

The revised 40km/hr guidelines retain the requirement for solid bollards where the posted speed limit exceeds 40km/hr, unless otherwise approved by the City. Measures to ensure that the parklet is visible in low light conditions may still be required eg reflective tape or flexible bollards.

#### Fixed Seating and Tables

The existing guidelines "Ensure tables and chairs are firmly fixed or secured overnight". When Council previously considered the revised guidelines, there was a view that some fixed seating and tables should be provided so that the parklet provides for public use out of hours when it is used by the adjoining business. This approach is taken by some local governments.

An alternative revision is proposed and recommended. It is considered that there are circumstances where providing some fixed seating and tables will be difficult given the small size of the parklet. There may also be an alternative use that is better for this area of public open space that provides a public amenity or service, depending on the location and context. Examples could include a painted hopscotch court, a 'little free library', or a herb garden.

It is therefore proposed in the revised guidelines that the existing clause relating to chairs and tables remain unchanged and a new clause is added after it as follows:

- *"Parklets are to have at least two chairs and one table inbuilt into the parklet structure or, where approved by the City, another public amenity or service available 24 hours per day."*

#### Alfresco Dining Permit and Parklet Guidelines

The Parklet Guidelines were created to provide clear guidance and a straight forward approval process for business and community groups that want to install a parklet in a public parking space. They bring together three approvals:

- Approval to temporarily remove a public parking space from being available for use by vehicles and make it available as open space.
- Approval for the parklet structure, including engineering, safety and access considerations.
- Approval for alfresco dining under the City's 'Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law'. If the consumption of alcohol can be approved in a parklet as part of the revision of the guidelines, this approval required under the Local Law would also be dealt with under the guidelines.

An approval under the Parklet Guidelines is therefore approval for the adjacent business (where relevant) to use it for the purposes of alfresco dining under the Local Law. The provisions in Division Three 'Outdoor eating facilities on public land' apply to both alfresco dining on the footpath and in a parklet and the obligations under this section have been outlined (with clearer language) in the Parklet Guidelines. This has ensured a consistent approach to this aspect of the approval of a parklet.

## LEGISLATIVE COMPLIANCE

Nil.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That Council adopts the revised Parklet Guidelines as contained in <u>Attachment 3</u> of this report.		
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction		Moderate	Moderate
Reputation		Low	Low
Governance		Low	Low
Community and Stakeholder		Moderate	Moderate
Financial Management		Low	Low
Environmental Responsibility		Low	Low
Service Delivery		Low	Low
Organisational Health and Safety		Low	Low
Conclusion	This option has moderate strategic direction and community and stakeholder risks due to possible health and safety concerns relating to parklets without bollard and consumption of alcohol in these spaces. However, the revised guidelines still allow for a requirement for bollards or the refusal of alcohol consumption where health and		

	safety risks are considered to be serious.
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Option 2	That Council adopts the revised Parklet Guidelines with modification(s) determined by Council.		
Risk Category		Adopted Risk Appetite	Risk Assessment Outcome  Dependent on modification(s) determined by Council.
Strategic Direction		Moderate	
Reputation		Low	
Governance		Low	
Community and Stakeholder		Moderate	
Financial Management		Low	
Environmental Responsibility		Low	
Service Delivery		Low	
Organisational Health and Safety		Low	
Conclusion	The risks of this option are dependent on the modification(s) determined by Council.		

<b>Option 3</b>	<b>That Council does not adopt the revised Parklet Guidelines as contained in Attachment 3 to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Category</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option has moderate strategic direction, reputation and community and stakeholder risks due to requests from businesses to create more flexibility in the guidelines, and given the current pressure on the business community.	

## FINANCIAL IMPLICATIONS

Nil.

## STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Our Local Economy  
 Aspiration: A business and employment destination  
 Outcome E2: Active and engaging town and City centres

Improving the operation of the Parklet Guidelines via the modifications proposed will assist with their use and encourage other businesses to install a parklet. This will increase the activation of the town centres.

## CONCLUSION

Given the need to further support local businesses especially in light of the impact of the COVID-19 crisis, reducing barriers to access parklets is considered to be appropriate. On this basis it is recommended that Council adopts the revised Parklet Guidelines as shown in **Attachment 3**.



**Attachment 1 - Current Parklet Guidelines**

These parklet guidelines have been developed to encourage businesses and residents to transform parking spaces into engaging outdoor public spaces for everyone to enjoy. Parklets are miniature parks and can include chairs, planter boxes, landscaping elements and bicycle racks. Parklets are open to all and as such should be designed in an accessible and safe way.

If you consider constructing a parklet, please contact the Place Management Team on 92720616 or 92704173 to discuss the suitability of the location and the design of the parklet in line with these guidelines.

**Design Guidelines****Parklets are to:**

- ❖ Be well designed and constructed to conform to relevant sections of Building Code of Australia, using high quality materials that are durable, attractive and non-slip;
- ❖ Be freestanding and not require securing to the City's infrastructure;
- ❖ Provide users with adequate protection/separation from passing traffic;
- ❖ Ensure tables and chairs are firmly fixed or securely stored over night;
- ❖ Be easily accessible for people with prams, wheelchairs and mobility scooters and the like;
- ❖ Ensure the outside (road) edge is at least 1m high, so that the parklet is clearly visible for traffic; while simultaneously ensuring sightlines to the street are maintained (as per the examples);
- ❖ Occupy no more than one on-street parking space, have a floor area of less than 10m<sup>2</sup> and any pergolas need to be lower than 2.4m (to be exempted from requiring a building permit);
- ❖ Be easily recognisable as 'no smoking' public open space and shall not include business logos nor advertising;
- ❖ Be designed as a temporary structure that can be removed within a 24 hour period; and
- ❖ Not cause damage to the footpath, trees or other City property.

**Location Guidelines****Parklets are to:**

- ❖ Be located in town or other business centres with high level of pedestrian activity and where appropriate alternative parking is available;
- ❖ Be located in streets where appropriate traffic calming measures are in place, on roads where the speed limit does not exceed 50kph or where approved by the City;
- ❖ Be at least one parking space from a street corner or driveway; and
- ❖ Keep drainage channels clear, be placed away from underground service access lids, fire hydrants and public litter bins and not occupy loading, taxi, bus and disabled parking zones.

Parklets may have to be temporarily moved for street improvements, utility work or planned maintenance. In these cases, parklet owners will be required to arrange removal or temporary storage in consultation with the City. The City reserves the right to remove parklets (at the owner's cost) if they do not meet the guidelines, are not well looked after or pose safety issues. The City will inform the owner before any removal would take place.



# Parklet Guidelines



## Responsibilities of Parklet Owner/Operator

### Owners/operators of parklets are to:

- ❖ Provide the City with written consent of the land and business owner whose property fronts the proposed parklet, and evidence of support of businesses and property owners immediately adjacent.
- ❖ Engage a structural engineer to assist with the design of the parklet, discuss the design with the City's Place Managers and provide the City with a structural engineer's certification when construction is completed;
- ❖ Ensure the parklet is well maintained, no litter is on or under the parklet, and overall the parklet remains clean and safe;
- ❖ Bear all cost associated with design, construction and maintenance of the parklet;
- ❖ Ensure alternative arrangements are made for rubbish collection if needed;
- ❖ Notify the City at least seven days before beginning any site work (subject to approval being given);
- ❖ Provide a minimum of \$10 million in public liability insurance; and
- ❖ Renew every 24 months after installation of the parklet:
  - Consent of the land and business owner whose property fronts the proposed parklet;
  - Support of businesses and property owners immediately adjacent; and
  - Consent of the City.



## Application of Guidelines:

- ❖ The above parklet example is clearly visible for passing traffic, while maintaining sightlines for pedestrians, cars and bicycles. The outside edge ensures that people using the parklet are separated from passing traffic and chairs and tables are firmly fixed.
- ❖ This parklet is levelled with the sidewalk to make sure that everyone can access it. The parklet is well maintained and is open for everyone to enjoy.

**If you wish to construct a parklet please contact the City's Place Management Team on 92720616 or 92704173 to discuss the suitability of the location and the design of the parklet in line with these guidelines.**



**Attachment 2 - Current Parklet Guidelines with Tracked Changes**

These parklet guidelines have been developed to encourage businesses and residents to transform parking spaces into engaging outdoor public spaces for everyone to enjoy. Parklets are miniature parks and can include chairs, planter boxes, landscaping elements and bicycle racks. They can be used for sitting, meeting with friends and family, and for the consumption of food and/or drinks, including alcohol where approved. Parklets are open to all, apart from when approved for exclusive use, and as such should be designed in an accessible and safe way.

If you consider constructing a parklet, please contact the Place Management Team on 92720616 or 92704173 to discuss the suitability of the location and the design of the parklet in line with these guidelines.

**Design Guidelines****Parklets are to:**

- ❖ Be well designed and constructed to conform to relevant sections of Building Code of Australia, using high quality materials that are durable, attractive and non-slip;
- ❖ Be freestanding and not require securing to the City's infrastructure;
- ❖ Provide users with adequate protection/separation from passing traffic; with bollards at their periphery on roads where the speed limit exceeds 40kph unless otherwise approved by the City;
- ❖ Ensure tables and chairs are firmly fixed or securely stored over night;
- ❖ Parklets are to have at least two chairs and one table inbuilt into the parklet structure or, where approved by the City, another public amenity or service available 24 hours per day.
- ❖ Be easily accessible for people with prams, wheelchairs and mobility scooters and the like;
- ❖ Ensure the outside (road) edge is at least 1m high, so that the parklet is clearly visible for traffic; while simultaneously ensuring sightlines to the street are maintained (as per the examples);
- ❖ Occupy no more than one on-street parking space, have a floor area of less than 10m<sup>2</sup> and any pergolas need to be lower than 2.4m (to be exempted from requiring a building permit);
- ❖ Be easily recognisable as 'no smoking' public open space and shall not include business logos nor advertising;
- ❖ Be designed as a temporary structure that can be removed within a 24 hour period; and
- ❖ Not cause damage to the footpath, trees or other City property.

**Location Guidelines****Parklets are to:**

- ❖ Be located in town or other business centres with high level of pedestrian activity and where appropriate alternative parking is available;
- ❖ Be located in streets where appropriate traffic calming measures are in place, on roads where the speed limit does not exceed 50kph or where approved by the City;
- ❖ Be at least one parking space from a street corner or driveway; and





- ❖ Keep drainage channels clear, be placed away from underground service access lids, fire hydrants and public litter bins and not occupy loading, taxi, bus and disabled parking zones.

Parklets may have to be temporarily moved for street improvements, utility work or planned maintenance. In these cases, parklet owners will be required to arrange removal or temporary storage in consultation with the City. The City reserves the right to remove parklets (at the owner's cost) if they do not meet the guidelines, are not well looked after or pose safety issues. The City will inform the owner before any removal would take place.



# Parklet Guidelines

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- ❖ Provide the City with written consent of the land and business owner whose property fronts the proposed parklet, and evidence of support of businesses and property owners immediately adjacent.
- ❖ Engage a structural engineer to assist with the design of the parklet, discuss the design with the City's Place Managers and provide the City with a structural engineer's certification when construction is completed;
- ❖ Ensure the parklet is well maintained, no litter is on or under the parklet, and overall the parklet remains clean and safe;
- ❖ Bare all cost associated with design, construction and maintenance of the parklet;
- ❖ Ensure alternative arrangements are made for rubbish collection if needed;
- ❖ Notify the City at least seven days before beginning any site work (subject to approval being given);
- ❖ Provide a minimum of \$10 million in public liability insurance; and
- ❖ Renew every 24 months after installation of the parklet:
  - Consent of the land and business owner whose property fronts the proposed parklet;
  - Support of businesses and property owners immediately adjacent; and
  - Consent of the City.



### Application of Guidelines:

- ❖ The above parklet example is clearly visible for passing traffic, while maintaining sightlines for pedestrians, cars and bicycles. The outside edge ensures that people using the parklet are separated from passing traffic and chairs and tables are firmly fixed.
- ❖ This parklet is levelled with the sidewalk to make sure that everyone can access it. The parklet is well maintained and is open for everyone to enjoy.

**If you wish to construct a parklet please contact the City's Place Management Team on 92720616 or 92704173 to discuss the suitability of the location and the design of the parklet in line with these guidelines.**

**Attachment 3 - Revised Parklet Guidelines**

These parklet guidelines have been developed to encourage businesses and residents to transform parking spaces into engaging outdoor public spaces for everyone to enjoy. Parklets are miniature parks and can include chairs, planter boxes, landscaping elements and bicycle racks. They can be used for sitting, meeting with friends and family, and for the consumption of food and/or drinks, including alcohol where approved. Parklets are open to all, apart from when approved for exclusive use, and as such should be designed in an accessible and safe way.

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- ❖ Provide users with adequate protection/separation from passing traffic, with bollards at their periphery on roads where the speed limit exceeds 40kph unless otherwise approved by the City;
- ❖ Ensure tables and chairs are firmly fixed or securely stored over night;
- ❖ Parklets are to have at least two chairs and one table inbuilt into the parklet structure or, where approved by the City, another public amenity or service available 24 hours per day.
- ❖ Be easily accessible for people with prams, wheelchairs and mobility scooters and the like;
- ❖ Ensure the outside (road) edge is at least 1m high, so that the parklet is clearly visible for traffic; while simultaneously ensuring sightlines to the street are maintained (as per the examples);
- ❖ Occupy no more than one on-street parking space, have a floor area of less than 10m<sup>2</sup> and any pergolas need to be lower than 2.4m (to be exempted from requiring a building permit);
- ❖ Be easily recognisable as 'no smoking' public open space and shall not include business logos nor advertising;
- ❖ Be designed as a temporary structure that can be removed within a 24 hour period; and
- ❖ Not cause damage to the footpath, trees or other City property.

**Location Guidelines****Parklets are to:**

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Parklets may have to be temporarily moved for street improvements, utility work or planned maintenance. In these cases, parklet owners will be required to arrange removal or temporary storage in consultation with the City. The City reserves the right to remove parklets (at the owner's cost) if they do not meet the guidelines, are not well looked after or pose safety issues. The City will inform the owner before any removal would take place.







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- ❖ Bear all cost associated with design, construction and maintenance of the parklet;
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- ❖ Notify the City at least seven days before beginning any site work (subject to approval being given);
- ❖ Provide a minimum of \$10 million in public liability insurance; and
- ❖ Renew every 24 months after installation of the parklet:
  - Consent of the land and business owner whose property fronts the proposed parklet;
  - Support of businesses and property owners immediately adjacent; and
  - Consent of the City.



#### Application of Guidelines:

- ❖ The above parklet example is clearly visible for passing traffic, while maintaining sightlines for pedestrians, cars and bicycles. The outside edge ensures that people using the parklet are separated from passing traffic and chairs and tables are firmly fixed.
- ❖ This parklet is levelled with the sidewalk to make sure that everyone can access it. The parklet is well maintained and is open for everyone to enjoy.

**If you wish to construct a parklet please contact the City's Place Management Team on 92720616 or 92704173 to discuss the suitability of the location and the design of the parklet in line with these guidelines.**



### 13.2 Expression of Interest for the Management of Morley Sport and Recreation Centre

<b>Responsible Branch:</b>	Governance and Organisational Strategy	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	1. EOI 16 – City of Bayswater Morley Sport and Recreation Centre Operations. 2. EOI 16 Evaluation Report 3. MS&R EOI Assessment Spreadsheet	
<b>Refer:</b>	Item 10.4.7: OCM 26.05.2020 Item 10.4.5: OCM 23.06.2020	

#### **COUNCIL RESOLUTION**

That item 13.2 be dealt with as urgent business.

CR GEORGIA JOHNSON MOVED, CR FILOMENA PIFFARETTI, DEPUTY MAYOR  
 SECONDED

**CARRIED UNANIMOUSLY: 10/0**

This report is **CONFIDENTIAL** in accordance with section 5.23(2)(e)(iii) of the *Local Government Act 1995* which permits the meeting to be closed to the public for business relating to a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person.

*At 8:55pm, Cr Elli Petersen-Pik returned to the meeting.*

#### **COUNCIL RESOLUTION**

**(OFFICER'S RECOMMENDATION)**

That the recommendation as contained in the attached "Confidential Report" be adopted.

CR GEORGIA JOHNSON MOVED, CR SALLY PALMER SECONDED

**CARRIED UNANIMOUSLY: 11/0**

**14. MEETING CLOSED TO THE PUBLIC**

**COUNCIL RESOLUTION**

**That the meeting be closed to the public and the recording be suspended.**

**CR BARRY MCKENNA MOVED, CR STEPHANIE GRAY SECONDED**

**CARRIED UNANIMOUSLY: 11/0**

*At 8:56pm, the meeting closed to the public and the recording suspended.*

*At 8:56pm, Council requested that all the Officers with the exception of Ms Jelena Misic, withdraw from the meeting.*

**14.1 Matters for Which the Meeting May be Closed****14.1.1 Chief Executive Officer Review Committee – 1 September 2020****14.1.1.1 Request to Exercise Option to Renew Employment Contract**

<b>Applicant/Proponent:</b>	Andrew Brien, Chief Executive Officer	
<b>Responsible Directorate:</b>	Office of the Chief Executive Officer	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	<i>Confidential Attachment(s) - in accordance with Section 5.23(2)(c) of the Local Government Act 1995.</i> 1. <i>Letter from Chief Executive Officer to Chair of CEO Review Committee dated 14 August 2020.</i> 2. <i>Confidential legal advice.</i>	
<b>Refer:</b>	Nil.	

**THE CHIEF EXECUTIVE OFFICER, MR ANDREW BRIEN DECLARED A FINANCIAL INTEREST**

*In accordance with section 5.60A of the Local Government Act 1995, the Chief Executive Officer, Mr Andrew Brien declared a financial interest in this item as it affects his conditions of employment. At 8:56pm, the Chief Executive Officer, Mr Andrew Brien withdrew from the meeting.*

**REASON FOR CONFIDENTIALITY**

*This is CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:*

*(a) a matter affecting an employee or employees*

**COUNCIL RESOLUTION**

That the recommendation as contained in the attached "Confidential Minutes" be adopted.

CR DAN BULL, MAYOR MOVED, CR FILOMENA PIFFARETTI, DEPUTY MAYOR SECONDED

CARRIED UNANIMOUSLY: 11/0

**14.1.2 Chief Executive Officer Review Committee – 8 September 2020****14.1.2.1 Chief Executive Officer Annual Performance Review - 2019/20**

<b>Applicant/Proponent:</b>	Andrew Brien, Chief Executive Officer	
<b>Responsible Directorate:</b>	Office of the Chief Executive Officer	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	<i>Confidential Attachment(s) - in accordance with Section 5.23(2)(c) of the Local Government Act 1995.</i> 1. CEO Self-Assessment against 2019/20 Key Performance Indicators 2. Legal Advice dated 31 August 2020	
<b>Refer:</b>	Nil.	

***THE CHIEF EXECUTIVE OFFICER, MR ANDREW BRIEN DECLARED A FINANCIAL INTEREST***

*In accordance with section 5.60A of the Local Government Act 1995, the Chief Executive Officer, Mr Andrew Brien declared a financial interest in this item as it affects his conditions of employment. At 8:56pm, the Chief Executive Officer, Mr Andrew Brien withdrew from the meeting.*

**REASON FOR CONFIDENTIALITY**

*This is CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:*

*(a) a matter affecting an employee or employees*

**COUNCIL RESOLUTION****(COMMITTEE RECOMMENDATION)**

That the recommendation as contained in the attached "Confidential Minutes" be adopted.

CR CATHERINE EHRHARDT MOVED, CR FILOMENA PIFFARETTI, DEPUTY MAYOR SECONDED

CARRIED UNANIMOUSLY: 11/0

**14.1.2.2 Request to Cash Out Long Service Leave**

<b>Applicant/Proponent:</b>	Andrew Brien, Chief Executive Officer	
<b>Responsible Directorate:</b>	Office of the Chief Executive Officer	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required	
<b>Attachments:</b>	Nil.	
<b>Refer:</b>	Nil.	

***THE CHIEF EXECUTIVE OFFICER, MR ANDREW BRIEN DECLARED A FINANCIAL INTEREST***

*In accordance with section 5.60A of the Local Government Act 1995, the Chief Executive Officer, Mr Andrew Brien declared a financial interest in this item as it affects his conditions of employment. At 8:56pm, the Chief Executive Officer, Mr Andrew Brien withdrew from the meeting.*

**REASON FOR CONFIDENTIALITY**

*This is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:*

*(a) a matter affecting an employee or employees*

**COUNCIL RESOLUTION****(OFFICER'S/COMMITTEE RECOMMENDATION)**

That the recommendation as contained in the attached "Confidential Minutes" be adopted.

CR FILOMENA PIFFARETTI, DEPUTY MAYOR MOVED, CR STEPHANIE GRAY SECONDED  
CARRIED UNANIMOUSLY: 11/0



**COUNCIL RESOLUTION**

**That the meeting be re-opened to the public and recording resume.**

**CR ELLI PETERSEN-PIK MOVED, CR MICHELLE SUTHERLAND SECONDED**

**CARRIED UNANIMOUSLY: 11/0**

*At 10:04pm, the meeting was re-opened to the public and the recording resumed.*

**14.2 Public Reading of Resolutions That May be Made Public**

Nil.

**15. CLOSURE**

There being no further business to discuss, the Chairperson, Cr Dan Bull, Mayor, declared the meeting closed at 10:04pm.