

# ATTACHMENTS

## Ordinary Council Meeting

28 September 2021

**Part 1 7.2.1 – 10.2.1 and 10.3.2 – 10.5.3**

# ATTACHMENTS TO AGENDA ITEMS

Ordinary Council - 28 September 2021

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## Council Agenda Briefing

**Meeting Date & Time:** 6.00pm, Tuesday 21 September 2021

**Meeting Location** Council Chamber

### 1. DECLARATION OF OPENING

The Presiding Member opened the Briefing at 6.00pm and welcomed everyone in attendance.

### 2. ATTENDANCE

Presiding Member

Mayor Greg Milner

#### Councillors

Como Ward

Councillor Carl Celedin

Como Ward

Councillor Glenn Cridland

Manning Ward

Councillor André Brender-A-Brandis

Manning Ward

Councillor Blake D'Souza

Mill Point Ward

Councillor Ken Manolas

Mill Point Ward

Councillor Mary Choy

Moresby Ward

Councillor Stephen Russell

#### Officers

Chief Executive Officer

Mr Mike Bradford

Director Corporate Services

Mr Garry Adams

Director Development and Community Services

Ms Vicki Lummer

Director Infrastructure Services

Mr Mark Taylor

Manager Development Services

Ms Fiona Mullen

Manager Finance

Mr Abrie Lacock

Manager Governance

Ms Bernadine Tucker

Manager Strategic Planning

Mr Warren Giddens

Communications and Marketing Coordinator

Ms Lisa Williams

Governance Coordinator

Ms Toni Fry

Governance Officer

Mr Morgan Hindle

#### Gallery

There were approximately 8 members of the public present.

## 2.1 Apologies

Nil.

## 2.2 Approved Leave of Absence

- Councillor Samantha Bradder (13 September 2021 to 4 October 2021 inclusive)

## 3. DECLARATIONS OF INTEREST

- Councillor Blake D'Souza – Financial Interest in Item 10.3.4 as 'I hold shares in Telstra'.
- Councillor Ken Manolas – Financial Interest in Item 10.3.4 as 'I own more than \$10,000 worth of shares in Telstra'.
- Councillor Stephen Russell – Impartiality Interest in Item 10.3.4 as 'I hold shares in the Telco although less than \$10,000 worth'.
- Councillor Glenn Cridland – Impartiality Interest in Item 10.3.4 as 'My daughter holds shares in Telstra'.

## 4. PRESENTATIONS

### 4.1 Presentations

Nil.

### 4.2 Deputations

- |   |                        |
|---|------------------------|
| 1. Ms Vicki Redden on behalf of the South Perth Peninsula Action Group who is speaking <b>AGAINST</b> the Officer's Recommendation. | <b>Item<br/>10.3.1</b> |
| 2. Mr Craig Dermer of Mill Point Road, South Perth who is speaking <b>AGAINST</b> the Officer's Recommendation.                     | <b>Item<br/>10.3.1</b> |
| 3. Mr Ben Carter of Onslow Road, Shenton Park who is speaking <b>FOR</b> the Officer's Recommendation.                              | <b>Item<br/>10.3.2</b> |
| 4. Ms Marieka van den Bergh of William Street, Perth who is speaking <b>FOR</b> the Officer's Recommendation.                       | <b>Item<br/>10.3.4</b> |

## 5. DRAFT SEPTEMBER 2021 REPORTS

The Chief Executive Officer, Mr Mike Bradford gave a brief summary of the September 2021 Agenda Items to be considered by Council, as follows.

### 10.1.1 Department of Local Government, Sport & Cultural Industries - Club Night Lights Grant Program 2021 - Assessment of Applications

The Department of Local Government, Sport and Cultural Industries has recently launched the Club Night Lights Program. The purpose of the program is to provide financial assistance to community groups and local governments to develop sports floodlighting infrastructure.

Club Night Lights Program applications must be presented to the relevant local government for its assessment to provide project ratings and prioritised rankings (in the case of multiple applications); and to request in-principle support for the proposed project/s, including any financial contributions associated with the projects.

Two applications are presented for the current round of the Club Night Lights Program for 2021, namely:

1. James Miller Oval Floodlighting Upgrade Project (applicant: City of South Perth, with financial contributions from Manning Rippers Football Club and the AFL Facilities Fund)
2. Manning Memorial Bowling Club Floodlighting Upgrade Project (applicant: Manning Memorial Bowling Club Inc. who, as the applicant, will fund one-third of the project cost)

### 10.1.2 Supplementary Tender Information for provision of Event Management for Australia Day

A report relating to 'Tender 5/2021 Provision of Event Management for Australia Day' was presented at the Ordinary Council Meeting held 24 August 2021 relating to Event Management for Australia Day, with Council subsequently resolving to accept the tender submitted by Keos Events Pty Ltd.

More detailed information about the assessment process can be found in the Recommendation Report, as shown in the **Confidential Attachment (a)**.

Part 2 of the Officer Recommendation and subsequent Council Resolution for the above report item stated the tender price for year one only, so it omitted the estimated total value of the tender supply contract over the proposed five year maximum duration of the contract.

This current report addresses this omission by providing the anticipated total cost of the contract.

### 10.1.3 Tender 6/2021 "Provision of Heating, Ventilation, Air Conditioning (HVAC) and Refrigeration Services"

This report considers submissions received from the advertising of Tender 6/2021 for the Provision of Heating, Ventilation, Air Conditioning (HVAC) and Refrigeration Services.

This report will outline the assessment process used during evaluation of the tenders received and recommends approval of the tender that provides the best value for money and level of service to the City.

### **10.2.1 Adoption of Economic Development Plan**

The City has developed a draft Economic Development Plan (EDP). The preparation of an EDP is an action of the Corporate Business Plan 2020-2024. The draft EDP sets out how the City will support its existing local businesses, grow local employment, and attract investment and tourism over the next four years.

The draft EDP was endorsed by Council for the purpose of public advertising at its meeting held 22 June 2021.

Advertising of the draft EDP was undertaken during the months of July and August 2021 with 18 responses received from the community. In response to the feedback that was received, minor changes are recommended to improve the EDP.

This report provides an outline of the engagement that was undertaken, a summary of the feedback that was received, suggested modifications in response to this feedback and recommends that Council endorse the draft modified EDP.

### **10.3.1 Adoption of Integrated Transport Plan 2021-2031**

*This Item was the subject of two Deputations*

The City has developed a draft Integrated Transport Plan 2021 – 2031 (ITP). The delivery of an ITP is an action of the Corporate Business Plan 2021-2024. The ITP provides a centralised framework to guide transport planning, programs, operations and advocacy in the City of South Perth over the next decade.

The draft ITP was endorsed by Council for the purpose of public advertising at its meeting held 27 April 2021. Advertising of the draft ITP was undertaken for a period of four weeks, from Monday 10 May 2021 until Tuesday 8 June 2021, with a total 142 submissions received. Minor modifications to the draft ITP are proposed.

Council's endorsement of the draft ITP is recommended.

### **10.3.2 Proposed Four Storey Single House on Lot 2, No. 15 South Perth Esplanade, South Perth**

*This Item was the subject of one Deputation*

To consider an application for development approval for a four-storey single house on Lot 2 No. 15 South Perth Esplanade, South Perth.

This item is referred to Council as the building height exceeds 9.0m and therefore falls outside of the delegation to officers.

For the reasons outlined in this report, it is recommended that the application be approved, subject to conditions.

### **10.3.3 Proposed Four Two-Storey Grouped Dwellings on Lot 801, No. 1A Brandon Street, South Perth**

To consider an application for development approval for 4 x Two-Storey Grouped Dwellings at Lot 801, No. 1A Brandon Street, South Perth.

The item is referred to Council as the application is assessed in accordance with clause 6.2A (Pre-Scheme Developments) of Town Planning Scheme No. 6. Any application assessed against this clause requires determination by Council in accordance with the City's Delegation Policy.

It is recommended that the application be approved, subject to conditions.



*Councillors Blake D'Souza and Ken Manolas disclosed a Financial Interest in Item 10.3.4 and accordingly left the meeting at 6.55pm*

**10.3.4 Proposed Upgrading of Telecommunications Infrastructure (Telstra Smart City Payphones) across various locations within the road reserve of the City of South Perth - Section 31 Reconsideration.**

*This Item was the subject of one Deputation.*

The City received an application for development approval for the upgrading of Telecommunications Infrastructure (Telstra Smart City Payphones) across various locations within the road reserve of the City of South Perth in July 2020.

The application was refused by Council at its meeting held 23 March 2021 and the applicant subsequently sought a review of that decision by the State Administrative Tribunal (SAT). The original proposal has been modified following mediation sessions and as such SAT issued an order on 28 July 2021 inviting Council to reconsider the matter under s31 of the *State Administrative Tribunal Act 2004*.

This modified proposal is considered acceptable in light of further technical information that has been provided in response to concerns raised in respect to vehicle sight lines, potential driver distraction and pedestrian and universal accessibility standards. In addition, a draft Sign Management Strategy has been provided to address concerns relating to the maintenance and management of advertising content. Finally, the number of payphone proposals are being reduced from three to two. Accordingly, the application is recommended for approval.

*Councillors Blake D'Souza and Ken Manolas returned to the meeting at 7.08pm prior to consideration of Item 10.4.1.*

**10.4.1 Listing of Payments – August 2021**

This report presents to Council a list of accounts paid under delegated authority between 1 August and 31 August 2021 for information.

**10.4.2 Monthly Financial Statements – August 2021**

The monthly Financial Statements are provided within **Attachments (a)–(i)**, with high level analysis contained in the comments of this report.

**10.5.1 Audit Register – Progress Report**

This report provides an update on the progress of actions included in the Audit Register. The Audit Register includes all open audit findings that have previously been accepted by the Audit, Risk and Governance Committee (ARGC).

**10.5.2 Risk Management Policy and Framework**

This report presents to the Audit, Risk and Governance Committee the City's updated Risk Management Policy P695 and the new Risk Management Framework which will replace the Risk Management Strategy endorsed by Council in September 2018.

**10.5.3 2020/2021 Annual Financial Statements (External) Audit - Interim Report**

This report tables the Interim Audit report from the Office of the Auditor General relating to the 2020/21 Annual Financial Statements. Usually the report includes findings, risk ratings, recommendations and management comments. The report confirms that the Interim Audit had no findings to report and the outcome of the interim audit is regarded as satisfactory.

#### **10.5.4 Internal Audit Report - Audit Register Review**

This report tables the Internal Audit Report – Audit Register Review, in accordance with the City’s Strategic Internal Audit Plan. The Audit Register is maintained by the Organisational Performance Business Unit within the Corporate Services directorate. Various Business Units are responsible for providing the quarterly updates of findings included in the Audit Register relating to their activities. These updates are reported to the Audit Risk and Governance Committee. This is the first Internal Audit Review of the Register. The report contains Paxon’s detailed finding, with notations relating to possible efficiencies and other observations.

The audit includes strengths, weaknesses, issues, risk ratings, recommendations and management comments.

#### **10.5.5 Internal Audit Report – Regulation 17 Review**

This report tables the Internal Audit Report – Regulation 17 Review. In accordance with the Local Government (Audit) Regulations 1996 Regulation 17, the CEO is to review the appropriateness and effectiveness of the local government’s systems and procedures in relation to risk management, internal control and legislative compliance. This review is also in accordance with the City’s Strategic Internal Audit Plan, which deals with these areas separately (separate headings). The report contains Paxon’s four detailed audit findings, with a number of notations relating to business improvements, possible efficiencies and other observations.

The audit includes strengths, weaknesses, issues, risk ratings, recommendations and management comments.

### **12. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

- 12.1 Notice of Motion - Councillor Glenn Cridland – Council Caretaker Policy**
- 12.2 Notice of Motion - Councillor Glenn Cridland – Live Streaming of Council Meetings**
- 12.3 Notice of Motion – Councillor Glenn Cridland – Amendments to the Code of Conduct**

### **15. MEETING CLOSED TO THE PUBLIC**

*The meeting was closed to public at 7.06pm prior to questions asked in relation to Item 10.5.1.*

Questions were asked in relation to **Confidential Attachment (a)** in Item 10.5.1 Audit Register – Progress Report.

*The meeting was reopened to the public at 7.12pm.*

### **LEAVE OF ABSENCE APPLICATIONS**

The Presiding Member reminded Councillors to submit Leave of Absence applications for any planned leave prior to next week’s Council meeting.

### **16. CLOSURE**

At 7.12pm the Presiding Member closed the Council Agenda Briefing and thanked everyone for their attendance.

#	Focus Area	Comment	Response
1	South Perth Peninsula	We need to consult with the residents in the area. Do not forget they pay the rates. Free wifi is good. Tourism is the icing on the cake, but do not give up your day job!	Comment noted. The draft EDP was advertised to the wider community. Modifications will be made to the draft EDP based on the feedback received.
	General comments	The best tool is your tool box is conversation. Sometimes local ideas are the best.	Comment noted.
2	South Perth Peninsula	The Peninsula is an attractive area - which is in danger of being spoilt if there are too many structures added to the area.  An example of overdoing the "attractions" is the Ferry area!	Comment noted. Attractions lead to more tourism which supports local business. The draft EPD, in conjunction with other plans relating to the area (South Perth Activity Centre Plan, South Perth Foreshore Strategy) recognise that there must be a balance between supporting tourism and responding to the needs of local residents.
	City Wide	The council seems to focus on business, business, business! I understand that SP needs a degree of 'business' infrastructure, however, what as a lovely, leafy & calming environment when we moved to SP 50 years ago has become an overburdened hub of commercial entities; high rise buildings in very small spaces & cars parking on both sides of residential streets leaving only one lane for moving traffic. A prime example is King Edward St, which is a bus route to add further to congestion.	Comment noted. The purpose of the draft EDP is to focus on local business and economic development. Other city initiatives, plans and strategies address other focus areas such as transport, community and environment.
3	South Perth Peninsula	1. There is presently a major lack of full line food supermarket shopping in the locality to cater for the expected population growth. A full line supermarket would attract a more diversified range of supporting specialty shops rather than the current emphasis on cafes and restaurants in Mends Street. Currently after 3.00pm Mends Street is extremely quiet, lacks vibrancy and needs diversity which a major retail anchor business would attract to encourage better patronage to the locality.	1. Comment noted. The need for a large scale supermarket west of Canning Highway is addressed through the South Perth Activity Centre Plan.



	<p>Presently there is no major anchor business in Mends Street to attract the wider South Perth community.</p> <p>2. The current South Perth Peninsula Activity Centre town planning is oriented towards residential development. Residential and commercial office markets move in cycles, and it is important for long term town planning to encourage both sectors in their respective times of market strength with design guidelines suited to each or their combined mixed use. The Richardson Street/Judd Street precinct is seen as the most suited for office uses where it could compete favourably with other professional office areas such as West Perth. Present constraints to encourage office uses in the South Perth Peninsula are the 6 metre setbacks in Charles Street, Hardy Street and Bowman Street along with side setbacks restricting the design of larger office floor plates to encourage office use particularly for larger corporate businesses. Current design criteria foster smaller strata title style offices of up to 250 - 300 square metres. These floor sizes are far too small to promote larger corporate businesses to the area effectively being no improvement to what has been available in the area over past decades. There have been numerous local businesses who have grown to needing more than this size office space and subsequently moved to areas such as West Perth. This has been a sad loss of employment and a weakening of South Perth as an office locality which under current planning guidelines for the Peninsula will not change. An urgent review of town planning design guidelines is needed to encourage a stronger professional office demand to South Perth.</p> <p>3. There are approximately 50 undeveloped 597 square metre small lots in the Richardson Street/Judd Street precinct mostly with 14.08 metre frontages and 42.24 metre side boundaries. The 6 metre front setback and 4 metre side setback redevelopment requirements make it impossible to rebuild on these lots. A viable redevelopment site under the Activity Centre design guidelines needs at least 3 small lots to be amalgamated. Many small lots are between existing large buildings and cannot be redeveloped or amalgamated. These 50 small lots comprise about 50% of the land area in the Richardson Street/Judd Street precinct and require further town planning consideration to encourage their future redevelopment to meet the objectives of the South Perth Peninsula Activity Centre Plan.</p>	<p>2. Comment noted. The draft South Perth Activity Centre Plan aims to meet future housing and commercial floor space demand through zoning and through built form and land use controls.</p> <p>3. Comment noted.</p> <p>4. Comment noted. The City is supportive of a new rail station at South Perth. This is addressed through actions in the draft Integrated Transport Strategy and through the draft South Perth Activity Centre Plan</p> <p>5. Comment noted. Action 3.5 of the draft EDP proposes a review of the City's Alfresco Dining policy. This review will seek to encourage alfresco dining in appropriate area. Busking within active areas of the City is encouraged.</p> <p>6. Comment noted. Landscaping of public areas is outside of the scope of this project. Improvements to the public realm within the South Perth Peninsula area is considered as part of the draft South Perth Activity Centre Plan.</p>
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	<p>4. The South Perth Richardson Street railway station is urgently needed to vastly improve the social attractiveness and economic viability of the locality. A railway station would strengthen patronage growth not only for tourism but help attract new businesses, create a more convenient employment destination, lessening traffic and enhancing transport for anticipated high-rise development. It seems a lack of government funding for the railway station has been a reason for past delays for it to be built. A solution would be for sufficient air rights over the Kwinana Freeway and proposed railway Station be sold for commercial development on a long term (100 year) lease to cover the cost (\$20 – 30 million) of a railway station to a major developer or joint venture with private enterprise to construct the railway station and the right to build a commercially viable mixed use building over the railway station and freeway to include a major food supermarket, specialty shops and other possible uses such as offices, hotel, cinemas, small convention centre etc . This project would also create pedestrian access to the currently non accessible Swan River. There are many examples of this style of development over railway stations in other cities. It would in itself become a major attraction to the South Perth Peninsula. Understandably there are several government agencies who would need to be consulted regarding approval for such a development and a feasibility study conducted. Modern engineering design would make it possible, and the maturing nature of our city calls for innovation and better use of government assets to service the community not only South Perth but the larger Perth metropolitan area. A lobby group should be formed to pursue the early construction of the Richardson Street railway station along with solutions to overcome current State Government resistance.</p> <p>5. Businesses in Mends Street and other retail precincts should be encouraged to utilise alfresco areas and enhance these outdoor areas with colourful umbrellas, canopies, and pot plant streetscaping. Buskers could also be allowed.</p> <p>6. The street verge adjacent to the Kwinana Freeway along Melville Parade (north and south of Judd Street) should be better landscaped to create a more attractive entry statement into South Perth.</p>	<p>7. Comment noted. The draft South Perth Activity Centre Plan contains the land use controls for the area. Under this plan, café/restaurant is a permitted use in the Richardson precinct with Tavern being a discretionary use.</p> <p>8. Comment supported. Pop-up businesses have previously been approved on the foreshore including coffee vans, food vans and performance artists. It is agreed that more vibrancy within the Mindeerup area would encourage tourism and support local business. A new action is proposed to address this.</p> <p>9. Comment noted. Evidence suggests that visitors to the zoo and foreshore do use local businesses in Mends Street. Notwithstanding action 1.4 will see the City develop a tourism strategy to attract visitors and support tourism based business that may be based around the zoo and foreshore areas.</p>
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		<p>7. Properties along Melville Parade south of Judd Street should be permitted to be utilised for restaurant, café, tavern, and entertainment purposes to take advantage of the westerly aspect over the Swan River. In time this could become an attractive entertainment/restaurant strip with good exposure to Kwinana Freeway and convenience of the railway station.</p> <p>8. Licensed Pop up ice cream, non-alcoholic drink, coffee, food vendors should be positioned along the Swan River foreshore. Other family friendly attractions such as buskers, jazz/reggae quartets, artists outdoor displays, clowns, pantomimes, face painters etc could also add to the atmosphere along the foreshore, Mends Street and Mindeerup Piazza. These could vary over the changing seasons during the year or be coordinated in weekend themes.</p> <p>9. The Perth Zoo and South Perth Foreshore are two of Perth's most popular tourist attractions yet in comparison generate minimal patronage to local businesses. Thought should be put into who those people are, where are they from, are they families or younger singles doing exercise, what added services or attractions will make them linger and patronise local businesses. Does South Perth offer enough diversity ?</p>	
	Consumer Centres	<p>1. South Perth/Como west of Canning Highway also has a shortage of major food full line supermarket shopping. Many local people shop elsewhere in Victoria Park, Karawara and Subiaco. Shopping is one of the main reasons for households to use their motor vehicle creating increased cross suburb traffic to these more distant locations. Because of this leakage, patronage to our local shops and businesses is lost and our local community is forced to shop at existing small food supermarkets who enjoy monopoly trade and premium margins.</p> <p>2. The proposed Preston Street Cygnet Theatre development should accommodate a full size 3,600 + square metre food supermarket plus supporting specialty shops rather than a small maximum 1,200 square metre store.</p>	<p>1. Comment noted. Addressed in previous response.</p> <p>2. Comment noted. The 1,200sqm limit on floor space was removed from draft Scheme Amendment 63. As such there is no limit on maximum floor space in Preston Street. Provision of a supermarket will be at the discretion of the private land owner(s) in the area.</p>

	<p>3. The zoning of the existing Preston Street IGA shopping centre and adjoining Preston Street lots should also permit a future full-size food supermarket and supporting shops. An example of a compact supermarket redevelopment is the Woolworth's shopping centre corner Reynolds Road and Canning Highway, Mount Pleasant which has won several awards for design excellence.</p> <p>4. Redevelopment of the City of South Perth office and community centre, corner Sandgate Street and South Terrace is an opportunity to greatly improve local amenity. It is ideally centrally located and serviced by main through roads. It should be redeveloped into a city centre including a shopping centre anchored by a full-size food supermarket, supporting specialty shops incorporating an upper-level community centre/hall/theatre, library, and high-rise office accommodation to accommodate council offices plus additional leased office space to allow for future council expansion. The structure could be built over a ground level carpark and could include a vibrant café/restaurant section overlooking Ernest Johnson playing fields while the upper-level office and civic areas would have commanding views to the Swan River and Perth City. Maybe a roof top restaurant as well. This development would become a true city centre and an income producing asset to the City of South Perth offsetting council rates. It would complement the nearby Community Hospital precinct, Ernest Johnson Oval and Como Hotel as a major community hub. This would better utilize a strategic community asset by creating employment, a huge boost to local shopping and become a true South Perth district commercial, cultural and civic centre.</p> <p>5. The Angelo Street precinct has government and council owned land adjacent to the Post Office which along with properties between Anstey Street and Coode Street should be rezoned to allow full retail uses. The existing post office, real estate agency and bank uses add no vibrancy to the area whereas more varied specialty retail businesses would benefit the economic diversity and attractiveness of Angelo Street.</p> <p>6. High density semi high-rise housing should also be encouraged as part of future redevelopment of land adjacent to Consumer Centres.</p>	<p>3. Comment noted. Addressed by above response.</p> <p>4. Comment noted. Redevelopment of the City's Civic Building, Library and Community Centre is outside of the scope of this project. Notwithstanding, use of City assets is regularly monitored to ensure that they are meeting the needs of the community and are performing effectively.</p> <p>5. Comment noted. Land use, including City owned assets in Angelo Street and surrounds will be considered as part of precinct planning for the area (refer action 3.4)</p> <p>6. Comment supported. Consideration of appropriate land use mix is being considered as part of the Local Planning Scheme 7 and will be further considered through precinct planning for the area (refer action 3.4).</p> <p>7. Comment noted. Action 3.5 of the draft EDP proposes a review of the City's Alfresco Dining policy. This review will seek to encourage alfresco dining in appropriate area.</p>
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	<p>7. Businesses in Consumer Centres should be encouraged to use alfresco areas for display and outdoor eating. They could enhance their individual businesses by using colorful umbrellas/awnings and pot plant streetscaping.</p> <p>8. Council should review streetscape landscaping, paving, and lighting to give each Consumer Centre its individual identity. Paving could incorporate indigenous art pavers and us developer contributions to erect indigenous sculptures.</p> <p>9. More bench seating at least every 50 metres apart or next to streetscape features/under trees/near shops should be installed.</p>	<p>Busking within active areas of the City is encouraged.</p> <p>8. Comment noted. Public realm upgrades and provision of infrastructure will be considered through precinct planning for the area (refer action 3.4).</p> <p>9. Comment noted. Refer to above response.</p>
Small Business Support	<p>The City of South Perth should adopt its own purchase policy to prioritize purchasing locally, utilize local contractors and engaging local professionals.</p> <p>When public works are planned in Consumer Centres businesses should be advised well in advance and be invited to add comment to reduce interruption.</p>	<p>Comment noted. Internal purchasing policies are proposed to be reviewed under action 5.2. Use of local businesses will be considered as part of this review.</p> <p>Public works are advertised on the City's website, via social media and where necessary through letters to owners and occupier of adjacent properties.</p>
City Wide	<p>1. COVID 19 has changed our lifestyle. City wide work from home policies/guidelines should be formulated to cover periods of lockdown both for residents and business operators. Working from home is now common and may become an ongoing work culture requiring Council guidelines. Unless controlled single person work from home may expand into full business operations operating from residential properties.</p> <p>2. Car parking fees should be abandoned but retain parking fines as part of managing time usage of parking in appropriate high use locations.</p>	<p>1. Comment noted. The City is reviewing local planning Scheme 7 which will include relaxed land use controls around home office and home business making it easier for people to work from home.</p> <p>2. Comment noted. Parking management is being addressed</p>

			through existing parking management plans and through the draft Integrated Transport Plan.
4	Small Business Support	More free business workshops and grants opportunity for owners of small business	Comment noted. This is addressed through action 4.1 of the draft EDP.
	General comments	More networking opportunities or events running for small business owners	Comment noted. This is addressed through action 4.1 of the draft EDP.
5	South Perth Peninsula	Difficulties in parking in Mends Street mean that as an older couple we rarely go there, we fear that with the new buildings our access will be even less. We are looking at changing our banking to Victoria Park. Given we live just up Mill Point Road this is a decision much against our wishes but we have to be practical. We used to shop and eat in Mends Street on a weekly basis, now we avoid it. Why can't residents have a Resident Permit for their cars that allows them longer free parking, there is no way we can shop and eat in an hour.	Comment noted. Parking management is being addressed through existing parking management plans and through the draft Integrated Transport Plan.
	General comments	Agree with the priority of a WIFI and more Alfresco dining. Worried about the removal of the parking area next to Coles in Angelo Street is any provision being made for its replacement?	Comment noted. Parking that was recently removed from Angelo Street is being replaced as part of the redevelopment of the Coles. Overall there will be an increase in the number of publicly accessible bays within the centre.
6	General comments	People like to visit places with shade, plant some more trees. Especially along the South Perth Foreshore. Also work with the Gov to get the new pedestrian bridge near the causeway as it could increase more foot traffic from the city.	<p>Comment noted. Shade and tree planting on the foreshore is addressed through the South Perth Foreshore Management Plan.</p> <p>The new pedestrian bridge adjacent to the causeway is within the Town of Victoria Park. Notwithstanding the City supports new infrastructure that improves connections and</p>

			encourages increase mode share for pedestrians and cyclists.
7	South Perth Peninsula	The plan does not identify the types of businesses that might be desired in the area which may provide a guide to developers as to the types of facilities that might earn additional height allowances for their buildings. Suggest attempting to define community needs to assist this purpose (otherwise 'community benefit' might be limited to yet more meeting rooms.	<p>Comment noted. Land use permissibility within the draft South Perth Activity Centre Plan dictates those uses that are encouraged for each area.</p> <p>Community benefits within the draft South Perth Activity Centre Plan have recently been advertised and outcomes of consultation will be considered by the State Government in finalising the draft South Perth Activity Centre Plan.</p>
	Consumer Centres	I have almost never connected to a public wifi as I subscribe to my own Telstra plan. Further, many larger businesses warn of the security risks of public wifi. Is public wifi really expected to deliver the benefits purported in the plan (though the plan does not provide evidence that wifi will add value to these centres.)	Comment supported. WiFi within smaller consumer centres is likely not cost effective and will be underutilised. It is recommended that action 3.1 be deleted.
	Small Business Support	The City might consider addition actions that promote temporary small business development on Canning Foreshore. The CWSPFMP noted that people suggested coffee services along the foreshore - maybe vans could be invited to the area similar to those on SJMP.	Comment noted. The City is supportive of food/coffee vans along adjacent to the Canning Waterford, Salter Point foreshore area however receive very limited applications to operate in this area. It is expected this is due to lack of foot traffic.
8	South Perth Peninsula	I would add investigate more shading in the Mends Street Jetty Area - in the summer I avoid going to events there because there is just no shade. You must have got this feedback from the stallholders of events there? There is no mention of ways to safely walk/cycle to this area even though it is one of the key themes raised at the Business Breakfast. There is lots of evidence that people	Comment noted. Shade and tree planting on the foreshore is addressed through the South Perth Foreshore Management Plan.

	who walk and cycle to the local businesses are much more loyal and frequent visitors. Is free wifi still a tourism driver, are there plans to offset the ongoing cost by charging local businesses to advertise on it?	<p>Movement networks and promoting of active transport is addressed by the draft integrated Transport Plan.</p> <p>WiFi is considered appropriate from the Mend Street area given that the space is well used by locals and tourists. This infrastructure will also support future tourism actions. Details of how the WiFi will be funded will be investigated as part of delivering the action.</p>
Technology Park	There is no mention of ways to safely walk/cycle to this area even though it is one of the key themes raised at the Business Breakfast. This is a very car centrist area, and it's extremely difficult to cross Kent Street between Hayman Road and Jarrah Road and Hayman Road near the golf club entrance. If we are looking to encourage businesses to move here, allowing the workers walk-able access to the cafes at Curtin University, parks, RAF and the local shops during a lunch time stroll would enhance the area.	Comment noted. Movement networks and promoting of active transport is addressed by the draft integrated Transport Plan. The draft ITP includes a range of actions specific to Kent Street and surrounds.
Consumer Centres	There is no mention of ways to safely walk/cycle to this area even though it is one of the key themes raised at the Business Breakfast. There is lots of evidence that people who walk and cycle to the local businesses are much more loyal and frequent visitors, also they remove local cars from the valuable parking spaces, why is this not being considered?	Comment noted. Movement networks and promoting of active transport is addressed by the draft integrated Transport Plan.
City Wide	There doesn't seem to be a strategy to deal with the new Hybrid/WFH arrangements, this will be a dramatic change in people's habits.	<p>Comment noted. Increases in working from home arrangements. It is not clear how the City should 'deal' with this matter.</p> <p>Notwithstanding, action 5.8 seeks to promote the use of the City's NBN</p>



			Business Fibre Zone which will improve internet capabilities in key locations. This will help support new home businesses and assist those who are working from home with better internet connectivity and speeds.
	General comment	I would have liked more links to the original research - I don't know if wifi is still considered a tourism driver, how much to employees value cafes/shops within walking distance of their place of work.	Comment noted. The research undertaken for the draft EDP is included in the Economic Development Report prepared for the City by external consultants. This document is available on the City's website.
9	Consumer Centres	Emphasis needed on 'Keep It Local' strategy. Keep multinational and corporate retail out. No point in having exactly the same outlets as every other shopping location within a 15km radius.	Comment noted. The City however cannot control who leases private property.
	Small Business Support	Emphasis on 'Keep It Local' strategy.	Comment noted.
	City Wide	May need to review COSP 2016 Parking Strategy before implementing. Has any provision been made to provide charging stations for electric vehicles?	Comment noted. Review of the City's parking strategy and provisions relating electric vehicle charging are addressed through the City's draft Integrated Transport Plan.
	General comments	Page 11. Curtin Uni as a 'Strategic Employment Node'? The uni appears to be trying to have their student base study remotely and avoid attending campus.  Page 18 The 'SWAT' analysis lists under 'Threats', the resistance to change by the community. Change is welcomed if it is going to improve a situation. There is no point	Comment noted. Curtin University is a large employer with their 2020 Annual Report stating that there were 3277 fulltime and temporary staff members. It is important that the City try and leverage this large

		<p>in changing for changes sake, or where the majority are going to be disadvantaged and only a select few are to benefit.</p> <p>Page 24. Encourage supermarket and specialty retail floor space? I assume you are talking about future development? There are already a number of vacant sites in Angelo St and Mends St. More empty spaces is not a good look.</p>	<p>employer to support local businesses.</p> <p>It is noted that not everyone within the community is resistant to change, however those who are resistant pose a threat to any project. It is therefore important that the City recognise this and implement strategies to address or reduce this risk.</p> <p>Supermarket and speciality retail store demand was considered as part of the Local Planning Strategy approved in February 2021. The draft EDP seeks to ensure that this demand is met through improvements to local consumer centres and through local business support.</p>
10	Small Business Support	<p>4.0 in Implementation Plan.</p> <p>I like the idea of generating more ways for businesses to connect and begin sharing knowledge and resources. I think an advisory group would be great! I am an event planner and my business runs on this kind of work. I know there is already a few chapters of wider networking groups operating in South Perth (NRG) so it would be great (or easier) to start working with them and building the groups from there.</p> <p>Annual events such as business awards and volunteer appreciation events, go a really long way for members of those communities and can indirectly help grow business or create new opportunities. I am really passionate about these kinds of things and my mind races with what options that could work!</p>	<p>Comment noted.</p> <p>The preferred model at this stage is to have a third party operate the collaborative workspace. This may or may not be located within a City owned asset. Further investigation will be undertaken in implementing this action following approval of the EDP.</p>

		<p>As a small business owner, the idea of increased co-working spaces or joint office hire is a really promising venture. Potential to have venues leased under multiple companies to lower the costs per business and the space can be divided with walls, or grants available to businesses to get one year co-working offices/desk within city of SP.</p> <p>Rather than outsourcing to a co-working company, using existing city properties or locations and repurposing them, running the operation/leases through CoSP to keep the cost lower for the small business.</p>	
	General comments	<p>Developing new tourist attractions or having additional ways for people to get into SP will make it easier to drive economic growth.</p> <p>Having a ferry port back at Coode street could be a benefit to people living at the top end (like me - the bus takes ages and the walk to the ferry is 45 mins), or running a ferry from mends street to Optus on game days. Connecting with the Crystal Swan and offering a pre-game day lunch package that drops you off at the door may be a great way for locals to travel and support small business. Tickets could be subsidised by CoSP to encourage people to use the service in the first year - then the event planning can be sold off.</p> <p>I saw an advertisement for Sea plans/flights at a small jetty on the river between Mends Street and the Narrows, bringing back attractions such as that could brighten the area and engage the wider Perth population to come through. It also opens itself up to hospitality packages with cafes/restaurants/hotels in SP with dawn or dusk flights.</p> <p>Returning 'old school' community engagement events for parents and kids to partake in: Clean up Australia Day, potting trees/flowers/greenery seedlings for the city to use, planting trees/flowers/greenery in park areas for earth day. Even sporting events such as 'lapathons', run rope for heart.</p> <p>Carnivals/fairs for the city's anniversary or land mark day, seasonal/annual festival for the local area that encourages people to attend and small businesses, artists and hospitality to promote and gain more awareness in the market.</p>	<p>Comment noted.</p> <p>Improved ferry connections is considered as part of the draft Integrated Transport Plan</p> <p>The City is in constant communication with tourism operators in relation to use of the City's foreshore and Swan River. Applications to use this space is considered in conjunction with requirements from other stakeholders such as State Government agencies.</p> <p>Local events are encouraged by the draft EDP where they will benefit local businesses. The City's community and events team schedule and run a range of events to support the local community which includes local businesses.</p>

		<p>Encouraging businesses in the Albany high way strip to work together; walking food tours, partnership/cross overs, themed weeks, trails or hunts for certain items.</p> <p>... if you need an event planner for any of this... I'm available...</p>	<p>Albany Highway is outside of the City of South Perth and therefore not addressed by the Plan.</p>
11	South Perth Peninsula	<p>Some ideas from an operators point of view.</p> <p>It would be great to have a hub were operators could sell tickets from. Similar booths operate in busy tourist precincts around the world. This location would need to be in a busy traffic area.</p> <p>A second idea would be a promotional sheet used by all tourism operators in the area. We hand this out after a tour or a hire and it provide offers and discounts to shop in local locations. I did have a small scale offer sheet operating before Covid but it would be better if this was driven by the City.</p>	<p>Comment supported. It is considered that a tourist hub within the Mends Street area would assist local business and tourist operators within the area. To address this matter a new action is proposed under the South Perth Peninsula focus area.</p> <p>Use of promotional sheets and discount sheets, this will be investigated under action 1.4 that seeks to develop a tourism and destination marketing strategy for the area.</p>
12	General comments	<p>If there is much expense in the setting up of the free wifi, I'm not sure it's worth it, given most people seem to have access to large amounts of data included in their phone plans. Personally, I haven't used public wifi for several years. It is also more prone to security breaches.</p>	<p>Comment supported. Action 3.1 relating to wifi in consumer centres is recommended to be removed.</p>
13	Consumer Centres	<ol style="list-style-type: none"> <li>1. Plans are positive and support all the guiding principles</li> <li>2. Angelo Street is looking extremely tired and run down - specifically the general street</li> <li>3. appeal. The old NAB and ANZ banks are not enhancing the appeal of this area as a consumer centre. Need to encourage new tenancies</li> <li>4. With the new Finbar development on Labouchere/Mill Point Rod there is a great opportunity to establish Angelo St as a consumer centre.</li> </ol>	<p>Comment noted. Angelo Street is already considered to be a consumer centre and will be supported to grow by the draft EDP. Specific improvements to the area will be considered as part of future precinct planning (refer to action 3.4).</p>

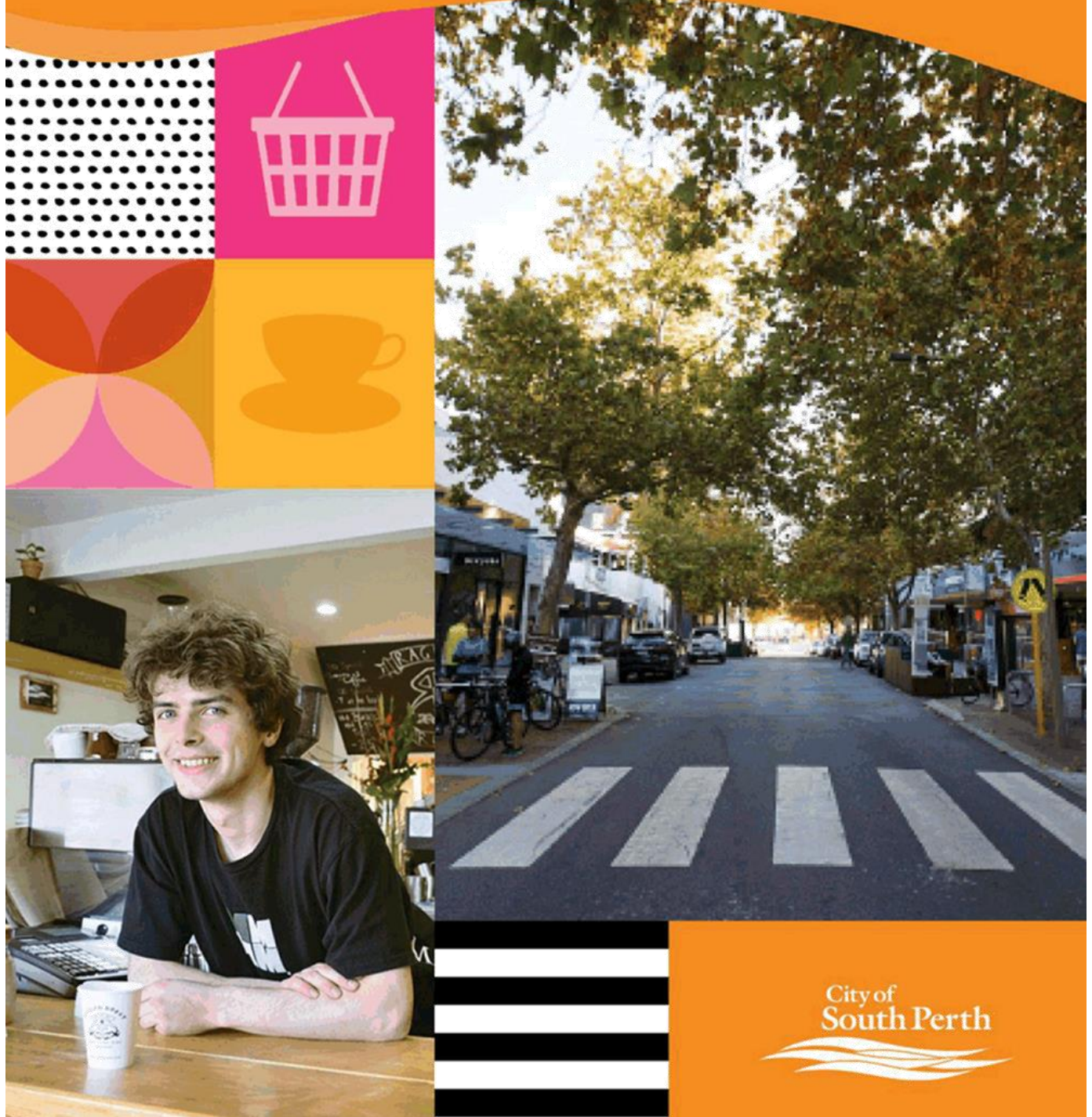
14	City Wide	Not focused on the basics - just get the station built, underground power everywhere & anywhere within a couple of blocks to the river rezoned	<p>Comment noted. Advocacy for a future South Perth rail station is addressed through the draft South Perth Activity Centre Plan and the draft Integrated Transport Plan.</p> <p>Underground power is outside the scope of this project. Notwithstanding the City is currently in the process of moving all power underground in conjunction with the State Government and Western Power.</p>
	General comments	Good job so far but misses the important structural stuff above	Comment noted.
15	South Perth Peninsula	I live in Harper terrace and I'll be selling the traffic is unbelievable and it will get worse when I'm in the street trying to get into my garage I get abused by other cars all the time I've had enough	Comment noted. Traffic and parking is addressed by the draft Integrated Transport Plan.
16	South Perth Peninsula	Making parking available with free car parking for 2-3 hrs is invaluable for local businesses	Comment noted. Traffic and parking is addressed by the draft Integrated Transport Plan. The City will work with local businesses to ensure that public parking management is appropriate within their local area.
	Technology Park	Encouragement of national tech companies to set up in this precinct (it is a shame CSL left) should be a high priority	Comment noted. This is addressed by action 2.2 of the EDP.
	Consumer Centres	Keeping them clean and safe, all offices and retail space leased with quality tenants is very important	Comment noted.

17	South Perth Peninsula	There is nothing in the draft EDP about addressing antisocial behaviours and criminal activity that is occurring there.	Comment noted. Antisocial behaviour and criminal activity is outside of the scope of this project. Notwithstanding the City continues to work with local law enforcement in relation to criminal activity.
	Technology Park	Nor, is there anything in the draft EDP about addressing antisocial behaviours and criminal activity that is occurring there.	Refer response above.
	Consumer Centres	Nor, is there anything in the draft EDP about addressing antisocial behaviours and criminal activity that is occurring there.	Refer response above.
	Small Business Support	Nor, is there anything in the draft EDP about addressing antisocial behaviours and criminal activity that is occurring there.	Refer response above.
	City Wide	Nor, is there anything in the draft EDP about addressing antisocial behaviours and criminal activity that is occurring there.	Refer response above.
	General comments	I have concerns about the draft EDP. It is BIG on planning a short term economic future for the City of South Perth but it does not incorporate how to mitigate the economic consequences of burglary in the homes and theft of the vehicles and possessions of the residents and business owners within the City of South Perth. This is glaringly obvious in the plan because of its total omission. Yet, if the draftees of this plan were part of at least a couple of social media threads on Community Safety, let alone victims within the City of South Perth, they would be aware of the ongoing heartache and pain that too many citizens of the City of South Perth, as actual victims of crime, are going through. While criminal activity and antisocial behaviour within the City of South Perth may be regarded as a WA police problem, it is without question a City of South Perth problem too. Our economic plans, for the residents and business owners within the City of South Perth must direct some of the economic planning to making the City's residents and businesses feel safer and actually be safer from criminal activity. Funding, City rates revenues, business development interests and City of South Perth itself must also have a clear focus on how to address the	<p>Comment noted. The draft EDP sets out the future direction for the City over the next four years and provides a guide for how the City will support its existing local businesses, create a business friendly environment that boosts local employment and attract investment and tourism.</p> <p>Antisocial behaviour and criminal activity is outside of the scope of this project. Notwithstanding the City continues to work with local</p>

		excessive crime within the City of South Perth. We all need to do this now, proactively and together, because otherwise it likely to get worse.	law enforcement in relation to criminal activity.
18	South Perth Peninsula	<p>For the implementation plan for "1.0 South Perth Peninsula", we note that action 1.3 is missing. We would suggest including a plan to investigate or prepare a strategy which leverages upon the ferry connections to South Perth to further develop linkages for tourism, businesses &amp; employment. This plan would consider not just the merits of South Perth as a destination, but also importantly, the source of visitors. This source could be from growth areas around Elizabeth Quay and the convention centre which are in close proximity to South Perth. Targeted linkages with these existing tourist and commercial areas in the immediate future, as well as other tourist areas through additional ferry connections in a longer time frame, could be part of this implementation plan.</p> <p>As regards tourism specifically, it is encouraging to note that on page 20, the City has indicated that it will collaborate with Tourism WA. In addition, the City could also consider Destination Perth (<a href="https://www.destinationperth.com.au/page/about-us">https://www.destinationperth.com.au/page/about-us</a>), which has partnerships with other local government areas. All these linkages will assist with additional funding and marketing campaign activities which can result in increased visitations to the activity centre of South Perth.</p>	<p>Comment noted. Ferry connections are addressed in the draft Integrated Transport Plan.</p> <p>Leveraging off the ferry and tourism market from the City will be addressed through a future Tourism Strategy (action 1.4)</p> <p>Consideration will be given to collaborating with Destination Perth and other existing tourism strategies as part of action 1.4.</p>
	General comment	<p>We very much agree with, and support, the draft Economic Development Plan (EDP). In particular:</p> <ol style="list-style-type: none"> <li>1. The EDP recognises the importance of collaboration with key stakeholders including local businesses. In that regard, we would be happy to be involved in such engagement.</li> <li>2. The EDP recognises valid strengths, weaknesses, opportunities and threats on page 18 of the draft plan. From this, a well considered implementation plan has indeed been drafted, which we commend.</li> </ol>	Comment noted.



CITY OF SOUTH PERTH  
**ECONOMIC DEVELOPMENT  
PLAN**  
SEPTEMBER 2021





## Economic Development Plan

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## Economic Development Plan

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### Abbreviations

EDP - Economic Development Plan

EDR - Economic Development Report

ESC - Employment Self Containment

ESS - Employment Self-Sufficiency

RAF - Recreation Aquatic Facility

SCP – City of South Perth Strategic Community Plan 2020-2030

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## Acknowledgement of Country

The City of South Perth is located on Whadjak Noongar Country and we acknowledge and pay our respects to the traditional custodians of this land, the Whadjuk people of the Noongar nation and their Elders past and present.

## Preamble

The City of South Perth Economic Development Plan (EDP) has been informed by the City of South Perth Economic Development Report (EDR) prepared by Pracsys on behalf of the City of South Perth.

## Executive Summary

The City of South Perth (the City) is home to almost 5,000 local businesses that employ approximately 15,300 people in local jobs<sup>1</sup>. The City recognises that economic development is a transformative process that focuses on job and wealth creation to improve quality of life.

The Economic Development Plan (EDP) sets out the future direction for the City over the next four years and provides a guide for how the City will support its existing local businesses, create a business friendly environment that boosts local employment and attract investment and tourism.

The EDP forms part of the City's Thriving Neighbourhoods suite of projects, along with the Integrated Transport Plan and Local Planning Scheme 7. These projects will work together to manage the City's growth over the next 10-15 years and align with the aspirations of the [City's Strategic Community Plan 2020-2030](#) (SCP) and the [Corporate Business Plan 2020-2024](#).

The EDP is informed by the City of South Perth Economic Development Report (EDR)<sup>2</sup> and includes an analysis of:

- the current state and competitive advantages of the local economy and the influence of a growing local population
- strengths, opportunities, weaknesses, and threats that apply to the City's economy.

The EDP was further informed by stakeholder engagement outcomes of a Business Breakfast Forum held in March 2021.

The actions of the EDP's implementation plan are guided by four objectives:

1. Encourage development of centres to support population growth and attract high quality employment
2. Promote activation of population and local tourism nodes
3. Effective business communication and support
4. Advocate for local business.

All actions are subject to budget allocation. Each action is described in terms of its intended outcome, timeframe, cost and priority to assist tracking their implementation and to address five focus areas:

1. South Perth Peninsula (defined area with high economic growth potential)
2. Technology Park (defined area with high economic growth potential)
3. Consumer Centres (areas with general characteristics across the City)
4. Small Business Support
5. City-wide initiatives.

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<sup>1</sup> Profile ID. 2021. City of South Perth Economic Profile Key Statistic

<sup>2</sup> Pracsys. 2021. City of South Perth Economic Development Report

Each focus area includes guiding principles that determine the intent of what the actions seek to achieve and what the City supports for that focus. The actions are centred around the following themes:

- Increasing tourism visitation and generating higher expenditure through the attraction of regionally significant events, marketing the City as a destination and the development of a tourism strategy
- Attracting more high knowledge intensive and business to business industries, creating employment opportunities by encouraging agglomeration economies in strategic areas, precinct planning, actively seeking to attract opportunities and promoting the competitive advantages of the City
- Supporting the existing small businesses within the City thorough streamlining and improving processes, creating a local business network, providing marketing opportunities and building business knowledge and skills capacity.

A report will be prepared annually to document the progress of actions and after two years of implementation, the EDP will be reviewed and updated accordingly.

## Strategic Context

The Strategic Community Plan 2020-2030 (SCP) outlines the community's 10 year priorities and aspirations in the following four broad categories that form the City's strategic direction:

- Community: A diverse, connected, safe and engaged community
- **Economy: A thriving City activated by innovation, attractions, and opportunities**
- Environment (Built and Natural): Sustainable urban neighbourhoods
- Leadership: A visionary and influential local government

The EDP has been prepared to align with the strategic direction of **Economy** which addresses **local business** and **activated places** strategies and outcomes:

2.1 Local Businesses	
2.1.1	Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City
2.1.2	Connect with the learning and innovation economy so that the City can stimulate relevant economic activities
2.1.3	Facilitate economic development opportunities to enhance local business success

2.2 Activated Places	
2.2.1	Embrace and facilitate unique events and attractions around the City
2.2.2	Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses
2.2.3	Reinforce the South Perth Peninsula as the City's primary activity centre by reinvigorating key assets and destinations

The development of an EDP is an action of the Corporate Business Plan 2020-2024.

## Purpose

The purpose of the EDP is to:

- Articulate how the City will guide and support local economic activity over the next four years
- Ensure the City's planning policies, investment and decision making achieve economic development goals
- Encourage development of centres to support a growing population and attract high quality employment opportunities
- Promote economic activation of activity nodes
- Ensure the City provides effective business support, advocacy and communication to local businesses.



## Economic Development

*“Local Economic Development is a way to build up the economic capacity of an area in order to improve quality of life”<sup>3</sup>*

Economic development is the creation of an environment that encourages business growth and prosperity. It is a business-led process that holistically considers the needs of businesses and the community.

The City’s successful involvement in economic development will create significant benefits for its community, including:

- A diversified range of local employment opportunities
- Higher levels of skills and wages
- Business industry diversification and improved resilience
- Increased non-residential rate revenue
- Improved amenity and local business offerings
- Improved land values.

### Role of the City of South Perth

The City acknowledges that the economy operates under open market forces and that governments do not have all the resources and levers to cause structural change. Businesses look to government to provide leadership and to support business by reducing regulation, providing useful information and facilitating networking and business development opportunities.

The impacts of COVID-19 and future uncertainty has enhanced the importance of the City’s role in supporting local businesses and strategically planning for the future. The EDP outlines how the City will support and promote the growth of the economy using creating, influencing and monitoring actions.

CREATE	INFLUENCE	MONITOR
Establishing local policies and regulations, directing internal resources, utilisation of local government assets, implementing programs and events, and supporting projects with seed funding.	Facilitating networks that encourage sharing of knowledge and investment opportunities. Advocating priorities to the State and Federal Government.	Tracking economic performance indicators and collecting feedback from businesses.

<sup>3</sup> World Bank. 2006. Local Economic Development: a primer developing and implementing local economic development strategies and action plans, p-1

## EDP Development Process

The City has taken steps throughout the development of the EDP to ensure it addresses the wants and needs of its local community. The precursor to the EDP was the preparation of the EDR.

The EDR classified the City's current economic position, and identified strategic growth areas, current gaps and future trends that influence the local economy. The EDR also provided a number of recommended actions to improve economic growth and development.

The EDR was informed by stakeholder engagement activities:

- Workshops with Elected Members (December 2020 and March 2021)
- City of South Perth Local Business Survey (June to July 2020).

The recommendations of the EDR were tested with the 54 attendees at the Business Breakfast Forum event in March 2021. The three key themes raised by attendees, when asked how to bring more visitors to the City to encourage them to stay longer and increase expenditure were:

- Support for business in the form of advertising and promotions, including local advertising and promoting the City as a destination to draw people to the area
- Providing more things to do in the City (through events and activities)
- Moving around - making it easier for people to travel to, and around the City by better parking management, more public transport options and improved infrastructure for pedestrians and cyclists.

Attendees also felt the City has a role to play in providing support to businesses through:

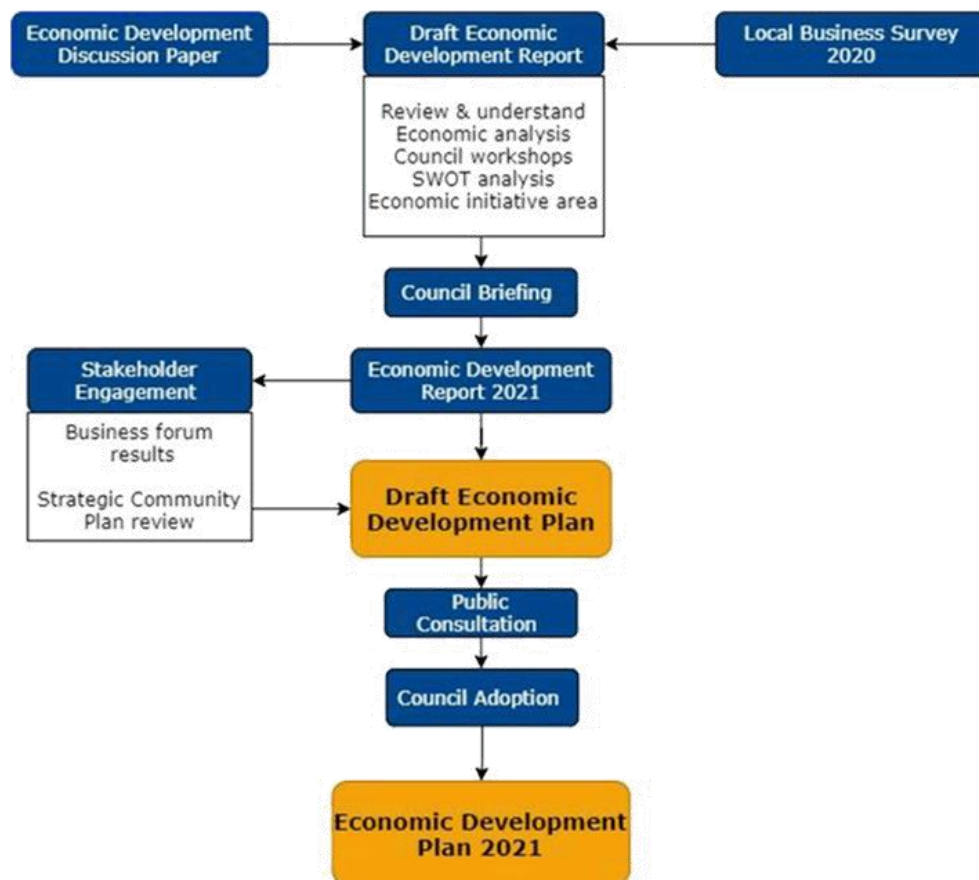
- Facilitating connections and networking
- Advertising and promotion, both in terms of providing opportunities for businesses to advertise and promoting the City more broadly
- A range of other support for businesses which includes opportunities to learn and develop, assistance with fees and costs and government advocacy.

Figure 1 illustrates the process of the EDP development. The major outputs of the EDP are highlighted in orange.



Economic Development Plan

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## Local Context

City residents have access to high quality employment nodes, tertiary education facilities, public transport and significant amenity, resulting in a high level of liveability.

The City's proximity to Perth CBD, transport nodes and major attractions like the Perth Zoo and the South Perth Foreshore mean that amenities support significant tourism visitation.

There are several population-driven activity nodes throughout the City that support their surrounding neighbourhoods and primarily offer hospitality, retail and convenience services.

The City has two significant strategic employment centres, the South Perth Peninsula and Technology Park. The South Perth Peninsula currently has a concentration of professional, scientific, and medical services. Technology Park has a concentration of nature reserves and conservation parks operations and scientific research services.

The location of these areas throughout the City are shown in Figure 2.

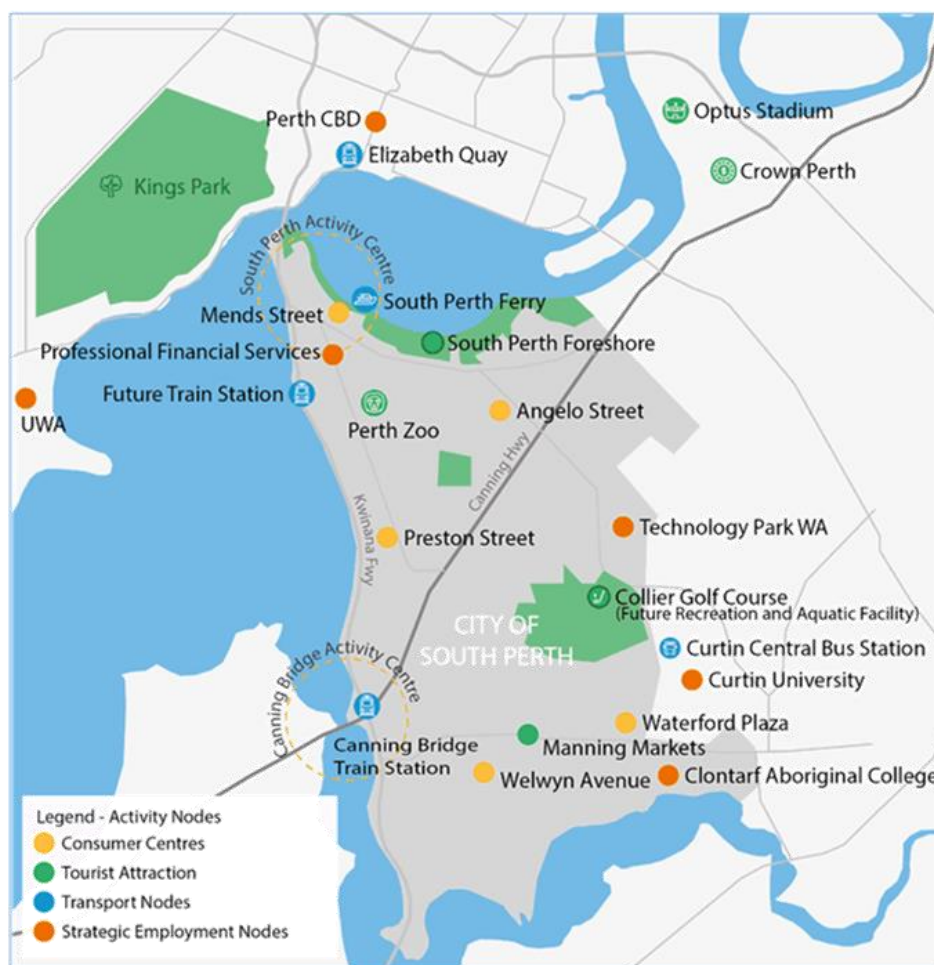


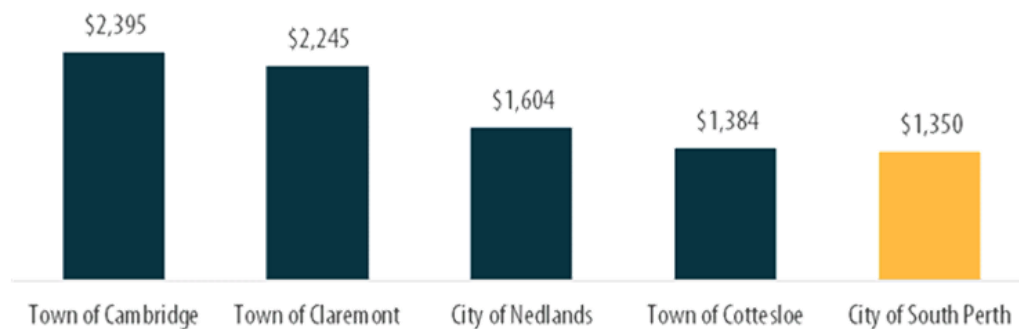
Figure 2 - Local context map of the City of South Perth (Pracsys, 2021- modified)

In addition to the activity nodes shown on Figure 2, the City supports a range of businesses along major corridors such as Canning Highway and Manning Road. This EDP does not specifically address businesses on transport corridors as they are not of a defined central activity node nature, as are consumer centres.

The City has fewer areas of non-residential land use compared to other local governments. This is evident by the low number of rateable commercial properties in comparison to the number of residential properties within the City as shown in Table 1 and the difference in revenue per capita to other local governments as shown in Figure 3.

**Table 1- South Perth annual budget** (*City of South Perth, 2020*)

	Residential	Commercial
Number of rateable properties	16,728	671
Percentage of total properties	96.2%	3.8%
Total rates revenue	\$29,924,149	\$4,920,307
Percentage of total rates	85.9%	14.1%



*Figure 3 - Rates revenue per capita (Pracsys, 2021)*

The low number of local businesses is also evident by the City's low Employment Self-Sufficiency (ESS)<sup>4</sup>. A low ESS indicates that there is a higher working population compared to the number of job opportunities within the area.

The City's Employment Self-Containment (ESC)<sup>5</sup> in 2016 was 17%, meaning a small portion of jobs were filled by residents<sup>6</sup>. Increasing this percentage will reflect that the employment opportunities are becoming more closely aligned with the skills of residents.

<sup>4</sup> ESS is the ratio of local jobs to local resident workers

<sup>5</sup> ESC is the portion of local jobs filled by residents

<sup>6</sup> Pracsys. 2021. City of South Perth Final Economic Development Report.

Many residents work outside the City's Local Government Area, with only 17.9% living and working within the City of South Perth, with a large proportion (22.2%) working in the City of Perth<sup>7</sup>.

Residents within the City are highly educated with 38% holding a bachelor's degree or higher compared to 22.9% within Greater Perth<sup>8</sup>.

There is a higher level of socio-economic advantage in the City of South Perth (SEIFA Index<sup>9</sup> 1,064) in comparison with greater Perth (SEIFA Index 1,026), which can be attributed to the higher weekly median household income of \$1,780 in comparison to \$1,643 of Greater Perth<sup>10</sup>. The City comprises areas of higher and lower socio-economic advantage than its total index score.

The City has a strong local market in Health Care and Social Assistance; Professional, Scientific and Technical Services; and Education and Training. This can be attributed to the age profile of the City, high proportion of large private schools, and employment opportunities within Technology Park.

Figure 4 provides an overview of the City's local socio-economic profile.

<sup>7</sup> Pracsys. 2021. City of South Perth Final Economic Development Report.

<sup>8</sup> Pracsys. 2021. City of South Perth Final Economic Development Report.

<sup>9</sup> Explanation of SEIFA at <https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>.

<sup>10</sup> Pracsys. 2021. City of South Perth Final Economic Development Report.

46,703

Forecasted Population in 2021  
↑ Up 5.9% since 2016



65,842

Expected population in 2041



30.3%

Lone Households in South Perth  
Greater Perth 23%



Population Density (persons/km<sup>2</sup>)



12,865

Local Jobs in 2016



Top Employing Industries

Health Care 16.2%



Education 13.9%



Professional Services 10.9%



Accommodation & Food 10.1%



Where Residents Work

City of Perth 22.2%

City of South Perth 17.9%

Town of Victoria Park 7.0%

City of Melville 6.4%

City of Canning 6.0%

## Advantages

Proximity to Perth CBD



Perth Zoo



Technology Park



Foreshore



Mitchell Freeway



Canning Station



38%



Residents with a Bachelor's  
Degree or higher in 2016  
Greater Perth 22.9%

1,064



SEIFA Index 2016  
Greater Perth 1,026

\$1,780



Household Median Income 2016  
Greater Perth \$1,643

21%



Aged 60+ in 2016  
Greater Perth 19%



## Employment Quality

Employment quality is a key indicator of the strength of a local economy. Employment quality refers to the ability for one job to generate other jobs creating a positive multiplying effect within the local economy. Figure 5 identifies the City's performance in providing strategic jobs and population-driven jobs.

*Strategic* jobs are those that offer 'business-to-business' activity with high knowledge requirements, or export activity that typically provide higher levels of employment quality, incomes and economic activity generation.

*Population-driven* jobs serve the local community/neighbourhood and typically generate lesser levels of economic activity.

The City has a relatively low number of both population-driven employment and strategic employment on a per capita basis when compared to other similar local governments. This is primarily due to the City having a higher proportion of residential zoned land.

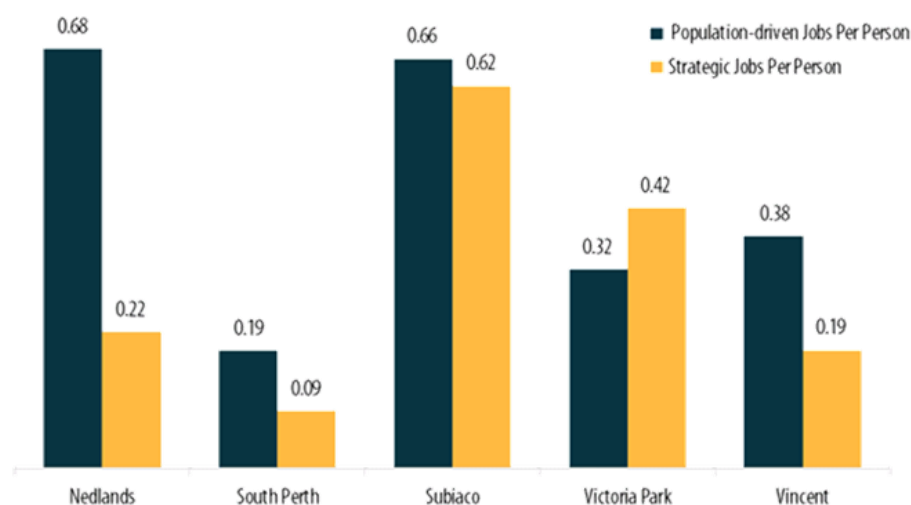


Figure 5 - Ratio of population-driven and strategic jobs per person across comparative local governments (Pracsys, 2021)

A lower ratio of population-driven employment indicates that residents are shopping and using amenities outside the City. This presents an opportunity to reduce expenditure leakage by increasing the supply of local retail, service and hospitality offerings.

A lower ratio of strategic employment indicates that residents are travelling outside of the City to access employment opportunities. This is not necessarily a weakness, however fostering business growth in appropriate areas can increase the strategic employment opportunities and that will increase ESS and provide high-quality jobs where people live.

Even though it is recognised that population-driven employment is a necessity to serve the local population, increasing the levels of strategic employment will strengthen the local economy and support a higher standard of living in the longer term. Therefore, a key focus of the EDP is strategic employment.

### **Employment Concentration**

Compared to Greater Perth, the City has significant employment concentration in a range of industries including zoological operations, scientific research services, and finance and investment services. Further development of these industries and their supply chains could lead to business agglomeration and generation of more strategic jobs. This should be encouraged where there is an existing concentration of a strategic industry within an area.

## Situational Analysis

The following is a summary of the Pracsys 2021<sup>44</sup> situational analysis of the global influences, internal and external strengths, weaknesses, opportunities, and threats to the City's local economy. The full analysis is contained in the Economic Development Report.

### Global influences

**Uncertainty in financial markets due to COVID-19:** The possibility of forced business closures, supply-side issues and loss of tourism have significantly impacted businesses. Over time confidence will return, however business investment and consumer sentiment are likely to remain low for some time.

**Rapid urbanisation:** Major cities and surrounding areas are becoming more densely populated. Constant infrastructure upgrades and innovation in housing are required to maintain a high standard of living.

**Flexible and remote working spaces:** Technology advancements and COVID-19 have resulted in significant changes to the working environment, with an increasing amount of people working remotely. The provision of high-speed internet is essential for these workers as well as opportunities to interact and connect.

**Health industry improvements:** People are living longer due to developments in medical technology and the healthcare industry. The average life expectancy in Australia has grown from 77 years in 1990, to 83 years in 2020. It is likely that strong growth will occur in sectors that cater for an ageing population (health services) going forward.

**Automation and technological innovation:** Growth in society's dependence on technology will change business models and our lifestyles as users. Online business platforms and peer-to-peer services have already changed the way customers interact with products/services and pose a serious threat to traditional business models.

**Globalisation:** Increasing competition is placing companies under continuing pressure to improve productivity. Specialisation and differentiating of locally produced goods and services will become increasingly vital.

**Tourism and migration:** Migration to Australia will be limited for the near future due to COVID-19, however migration of skilled labour will continue once the pandemic becomes less of a threat. Reduced tourism and visitors on working visas have already had local impacts that are likely to continue.

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<sup>44</sup> Pracsys. 2021. City of South Perth Final Economic Development Report



## Local Influences

<b>Strengths:</b> Competitive advantages for the City	<b>Weaknesses:</b> Areas for the City to improve
<ul style="list-style-type: none"> <li>▪ High levels of access to parks, schools, transport nodes, community facilities and employment in the City</li> <li>▪ Transport links internally and externally provide good access for employees, visitors, and residents</li> <li>▪ A significant and established tourism offering in the City, including Perth Zoo, South Perth Foreshore, Old Mill, Manning Farmers Markets and the Swan and Canning Rivers</li> <li>▪ Existing strategic industries at South Perth Peninsula and Technology Park</li> <li>▪ An active and involved local community</li> <li>▪ Significant growth in a range of local industries in the last five years</li> <li>▪ Residents of the City have high levels of education and skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited affordable housing means there is a lack of household diversity, which deters young working aged families from moving into the area</li> <li>▪ Consumer centres lack a clear or unique economic purpose</li> <li>▪ The City does not actively monitor the economic strength of key nodes or collect sufficient user data</li> <li>▪ Current amenity surrounding key tourism and transport nodes is insufficient to fully capture visitor (tourists and workers) expenditure</li> <li>▪ The City is overly reliant on residential rates</li> <li>▪ An incomplete bicycle network and low level of walkability reduces local connections</li> </ul>
<b>Opportunities:</b> Avenues of economic development the City may utilise	<b>Threats:</b> Factors that have the potential to disadvantage that the City will mitigate
<ul style="list-style-type: none"> <li>▪ Creating an agglomeration of similar businesses at Technology Park</li> <li>▪ Develop South Perth Peninsula as a hub for business-to-business activities with high knowledge requirements</li> <li>▪ The future South Perth Train Station will improve transport connections for residents, workers and visitors</li> <li>▪ Reduce spending leakage through providing more convenience and retail floor space at activity nodes</li> <li>▪ Provide free Wi-Fi at activity and tourism nodes to capture user data</li> <li>▪ Capture a higher proportion of visitor expenditure through developing supporting amenity and cultural infrastructure around tourism nodes</li> <li>▪ Attract strategic industries who value high speed internet through promotion of the NBN Business Fibre Zone in the City</li> <li>▪ Work collaboratively with key stakeholders on economic development initiatives such as the future vision for Technology Park and promoting the South Perth Peninsula as a key tourist destination</li> <li>▪ Ensure densification is planned in appropriate areas to boost local housing options for employees and consumers</li> <li>▪ Develop business partnerships with the local Aboriginal and Torres Strait Islander community</li> </ul>	<ul style="list-style-type: none"> <li>▪ High office vacancy rates in the City of Perth can limit the growth of demand for office floorspace in the City of South Perth</li> <li>▪ COVID-19 is a major threat to global economic growth</li> <li>▪ Competing roles of consumer centres may reduce business performance</li> <li>▪ Resistance to change from the community</li> <li>▪ The negative mental health effects associated with residents working from home</li> <li>▪ Recent spike in residential sales and average house prices impacting housing affordability</li> </ul>

## Implementation Plan

Actions have been developed to leverage strengths, improve weaknesses, realise opportunities, and mitigate threats. These actions are a result of analysis and interpretation of the recommendations from the EDR<sup>12</sup>.

All actions are subject to budget allocation. Where possible, the City will endeavour to seek partnership and grant opportunities to fund the actions.

Each action is aligned to an objective. The colour coding for each objective is reproduced in the action implementation table.

Table Code	Objective	Intended outcomes
<b>Develop</b>	Encourage development of centres to support population growth and attract high quality employment	<ul style="list-style-type: none"> <li>▪ Maintain and improve the City's amenity as the population increases</li> <li>▪ Attract more high knowledge intensive and business to business industries to the City through identifying and promoting their comparative advantages</li> <li>▪ Create centres that respond to their unique character and function</li> <li>▪ Revitalise underutilised commercial areas</li> </ul>
<b>Activate</b>	Promote activation of population and local tourism nodes	<ul style="list-style-type: none"> <li>▪ Increase the number of visitors to the City</li> <li>▪ Capture higher proportion of visitor expenditure</li> <li>▪ Support a network of neighbourhood hubs</li> </ul>
<b>Communicate</b>	Effective business communication and support	<ul style="list-style-type: none"> <li>▪ Value local businesses as key stakeholders</li> <li>▪ Create a business-friendly environment</li> <li>▪ Help and support new and existing businesses</li> <li>▪ Attract new businesses</li> <li>▪ Encourage local employment</li> </ul>
<b>Advocate</b>	Advocate for local business	<ul style="list-style-type: none"> <li>▪ Promote local business and tourist attractions</li> <li>▪ Obtain funding (grant/operational) for strategic projects that provide economic benefit</li> <li>▪ Monitor and facilitate involvement of businesses in grant opportunities</li> <li>▪ Ensure the City's investments assist in economic development where applicable</li> </ul>

<sup>12</sup> Pracsys. 2021. City of South Perth Final Economic Development Report

All actions are detailed in terms of timeframe, cost and priority:

Time frame	Cost	Priority
Short: 1-2 years	\$:< \$50,000	High
Medium: 3-4 years	\$\$: \$50,000 - \$100,000	Moderate
Long: 4 + years	\$\$\$: \$100,000 - \$500,000 \$\$\$\$: > \$500,000	Low

The successful implementation of the EDP will be reliant on collaboration with key external stakeholders. These stakeholders include (but are not limited to):

- Perth Zoo
- Neighbouring and inner-City Local Governments
- Development WA
- Service providers
- Land and property developers
- Tourism WA
- Local businesses, landowners, residents, and community interest groups
- Curtin University and other education providers
- Concert promoters and event management companies
- Relevant State and Federal Government agencies.

### Focus Areas

Actions have been divided into five focus areas. Two relate to specific areas within the City that have been identified as having high potential for strategic economic development:

1. South Perth Peninsula
2. Technology Park

The other three focus areas are more general in nature and they are not defined by a distinct geographical boundary:

3. Consumer Centres
4. Small Business Support
5. City-wide initiatives

Each focus area includes a set of guiding principles that seek to provide direction for future decision making. Where applicable and achievable within the timeframe of the EDP, they are reflected in the actions. Notwithstanding, these guiding principles should be considered in any City decision/projects that are relevant to economic development in each focus area. Figure 6 illustrates the Focus Area boundaries.





Figure 6 - Focus Areas map (Pracsys, 2021- modified)

## 1.0 South Perth Peninsula

The South Perth Peninsula is a key tourist destination and the location of the Perth Zoo and South Perth Foreshore and a high concentration of professional and scientific businesses that attract a significant amount of visitor, resident and worker foot traffic.

### Guiding Principles

- Support the implementation of the South Perth Activity Centre Plan that seeks to develop a distinctive inner city activity centre, tourism destination and residential neighbourhood that is shaped by its connection to nature, unique assets, distinctive buildings, and future-forward approaches to sustainable living.
- Support the implementation of the South Perth Foreshore Strategy and Management Plan that seeks to improve the amenity, access, wayfinding, sustainability, and activation of the foreshore area
- Encourage the development of affordable high-quality commercial floor space near the future South Perth Train Station
- Encourage the use of the South Perth Foreshore for a diverse range of events including regionally significant events
- Support the concentration of existing strategic businesses such as zoological operations, professional services, and specialist medical services to create an agglomeration economy and communicate its benefits to those businesses.



	Action	Time frame	Cost	Priority	Objective Alignment			
1.1	Investigate attracting large scale, regionally significant events and identify any infrastructure and investment required (e.g. concerts featuring national or international acts, Perth International Arts Festival, Fringe Festival, Food festivals etc.)	Short	\$	High				
1.2	Install free WiFi within the Mindeerup/Mends Street area	Short-Medium	\$\$\$	High				
1.3	Develop a Tourism and Destination Marketing Strategy to attract visitors, support tourism-based businesses and showcase the South Perth Peninsula	Medium	\$	High				
1.4	Prepare a Wayfinding Strategy that considers local businesses, commercial centres, and tourist attractions and improves the flow between them	Medium	\$	High				
1.5	Investigate operation of a tourist information and visitor centre within the Mindeerup/Mends Street area	Long	\$\$	Moderate				
Develop		Activate		Communicate		Advocate		

## 2.0 Technology Park

Technology Park is Western Australia's premier location for innovation organisations. The portion of Technology Park located within the City has industries in nature reserves and conservation parks operations and scientific research services.

### Guiding Principles

- Promote co-location of commercial research institutes with academic and government research institutes
- Encourage a wider variety in land uses through precinct planning
- Leverage opportunities arising from the future Recreation Aquatic Facility (RAF)
- Promote opportunities in precinct planning for economic land uses that foster local amenity, strategic employment and high-density housing ensuring.
- Promote regionally significant transport links to connect the Recreation Aquatic Facility to Technology Park, the City of South Perth and beyond.

	Action	Time frame	Cost	Priority	Objective Alignment			
2.1	Advocate for Development WA to market the employment, technology, and research opportunities available in the area	Short	\$	High				
2.2	Communicate the benefits of an agglomeration economy at Technology Park on the City's website and through direct communication	Short	\$	Moderate				
2.3	Develop a Precinct Plan for the future of Technology Park with Development WA, the Town of Victoria Park and other key stakeholders	Medium	\$	Moderate				
2.4	Advocate for Development WA to provide a variety of office space, to support agglomeration economy in association with the future Recreation Aquatic Facility	Short - medium	\$	Moderate				
Develop		Activate		Communicate		Advocate		

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### 3.0 Consumer Centres

Consumer Centres are population-driven activity nodes that serve the local population and provide a vital role in supporting amenity and liveability (for example Preston Street, Angelo Street and Welwyn Avenue).

#### **Guiding Principles**

- Support the implementation of the Local Planning Strategy to ensure there are appropriate levels of non-residential floor space uses
- Prioritise planning outcomes to maximise exposure of small businesses
- Encourage anchor tenants to be located on either end of the activity nodes to attract customers to nodes
- Encourage uses that improve the night-time economy
- Promote streetscape and public realm improvements for activation
- Encourage the provision of supermarket and speciality retail floor space in the City to meet the needs of current and future populations
- Support implementation of the City of South Perth Parking Strategy 2016.





	Action	Time frame	Cost	Priority	Objective Alignment			
3.1	Investigate methods to collect data and statistics (such as number of visitors and busy periods) at key consumer centres	Short - medium	\$	High				
3.2	Ensure business owners are aware of and consulted on the parking arrangements in the vicinity of their business	Short - medium	\$	High				
3.3	Identify a unique purpose for each of the key consumer centres outlined in Figure 6 and prepare a framework to support each centre in developing towards its identified purpose	Medium	\$\$\$	High				
3.4	Review the City's Alfresco Dining Policy, and Alfresco Dining Trading Licence and associated fees	Short	\$	High				
3.5	Develop policy and guidelines for the implementation of parklets	Medium	\$	Moderate				
3.6	Advocate for local commercial property owners to provide short term leases for pop-up businesses in vacant tenancies (e.g. home based, business start-ups, seasonal offerings)	Ongoing	\$	Moderate				
<b>Develop</b>		<b>Activate</b>		<b>Communicate</b>		<b>Advocate</b>		

## 4.0 Small Business Support

Small businesses have under 20 employees and are often the segment that is most negatively affected by economic downturns. There are a significant number of small businesses in the City.

### Guiding Principles

- Continue to monitor the impacts of COVID-19 and actively provide and adapt support when required
- Ensure effective and efficient communication with small businesses
- Provide opportunities for small businesses to network and build their capacity
- Ensure small businesses are given the opportunity to be included in City events
- Ensure the City engages and consults with local businesses on City initiatives.

	Action	Time frame	Cost	Priority	Objective Alignment			
4.1	Create a local business network group to: <ul style="list-style-type: none"> <li>▪ Increase engagement with businesses</li> <li>▪ Provide networking, promotional and educational opportunities</li> <li>▪ Share relevant information, resources, and funding opportunities</li> <li>▪ Promote local job opportunities</li> </ul>	Short	\$	High				
4.2	Encourage and assist where appropriate the establishment of a Business Advisory Group to provide advice to and work with the City on initiatives	Short - medium	\$	Moderate				
4.3	Approach providers of collaborative workspaces to set up a co-working space for small businesses in the City of South Perth	Short - medium	\$	Moderate				
4.4	Continue participating in the Small Business Friendly Local Government initiative through the Small Business Development Corporation (SBDC)	Ongoing	\$	Moderate				
Develop		Activate		Communicate		Advocate		

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## 5.0 City-wide

City-wide actions are not related to any specific location or area of development.

### Guiding Principles

- Ensuring there are the resources available to deliver the EDP
- Work collaboratively with the Inner-City Group of Councils (Subiaco, Victoria Park, Perth and Vincent) and surrounding local governments and regionally significant stakeholders to develop long-term mutually beneficial relationships to support common goals and objectives
- Facilitate partnerships between local education providers, key industry groups and businesses to leverage the existing facilities and improve connectivity between stakeholders
- Attract high quality investment (businesses and development) into the City, highlighting areas for increased densification, areas of current strategic business concentrations and the comparative advantage.

Economic Development Plan

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	Action	Time frame	Cost	Priority	Objective Alignment			
5.1	Secure an Economic Development Officer position to signal the commitment to economic development, capture existing opportunities and support local businesses	Short	\$\$	High				
5.2	Review policies, fees and processes that impact local business to improve and streamline the process	Short - Medium	\$	High				
5.3	Investigate ways that the City can better support local businesses through established City events such as partnerships and marketing opportunities	Short - medium	\$	High				
5.4	Develop business partnerships with local Aboriginal and Torres Strait Islander community (e.g. Western Australian Indigenous Tourism Operators Council)	Short - Medium	\$	High				
5.5	Review and update the City's local business database	Ongoing	\$	High				
5.6	Continue and develop the Buy Local, Shop Local marketing campaign	Ongoing	\$	High				
5.7	Develop an Investment Attraction Prospectus to communicate and attract key opportunities to the City	Medium	\$	Moderate				
5.8	Promote the City's NBN Business Fibre Zones	Ongoing	\$	Moderate				
5.9	Utilise the Inner-City Group of Councils to streamline approval processes across local government boundaries, identify partnership opportunities and working collaboration and support	Ongoing	\$	Moderate				
5.10	Promote benefits of living and working within the City to residents to increase Employment Self-Containment	Ongoing	\$	Moderate				
5.11	Distribute an annual business perception and priorities survey to understand key challenges and opportunities and ensure the City is providing relevant support	Ongoing	\$	High				
Develop		Activate	Communicate		Advocate			

## Monitoring and Reporting

The implementation of the EDP will be staged over the next four years (2021-2025).

Implementation includes low-cost initiatives within a short timeframe, with the more costly, larger projects and advocacy actions to occur in the longer term.

Monitoring and reporting are essential to determine whether the actions of the EDP are being achieved. Progress reports will be prepared annually to document the City's activities and progress on actions. Relevant actions will also be referenced as part of the City's Corporate Business Plan to ensure they are being considered and budgeted for appropriately.

After two years of implementation, the EDP will be reviewed and updated accordingly in response to the progress of the actions and any arising changes to be addressed.

After four years of implementation, the City will undertake further consultation and review to assist in the EDP future direction and update.

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## Attachment (a)

Table 1 - Amendment 61 Assessment

Objective	Proposed
<b>Provision 4 – Character Areas</b> <b>2.31 Mill Point</b> The Mill Point character area is a predominantly residential area characterised by green, leafy streets and buildings set back from the public realm. This significant amenity is complemented by its proximity to the South Perth Foreshore and views to the Perth CBD and Swan River. In the future, this character will be enhanced through upgrades to the public realm and new development that responds to and enhances the special amenities that make the area a great place to live.	The proposal is seen to consistent with the Mill Point character area objectives.
<b>Provision 5 – Development Requirements for New Development</b>	
<b>Element 1: Zoning, residential density coding and land uses</b>	<b>Proposed</b>
<b>Development Requirements</b> 1.1 The ACP Area is zoned Centre and has a residential density code of R-AC0. 1.2 The permissibility of uses of land in the character areas is determined by the cross reference between the list of land uses on the left-hand side of Table 1 and the list of character areas on top of Table 1. 1.3 The symbols used in Table 1 of the Schedule have the meanings set out in clause 3.3(3) of this Scheme. 1.4 A use not listed in Table 1 which cannot reasonably be determined as being included in the general terms of any of the uses defined in Schedule 1 of this Scheme may only be approved if notice of the development is first given in accordance with clause 64 of the Deemed Provisions, and shall be determined having regard to: 1.4.1 Objectives of the character area in the ACP, and 1.4.2 Relevant provisions of the Scheme and ACP. 1.5 In addition to Table 1, the preferred land uses at ground floor level for each character area are as follows: Mill Point: Residential Uses (Multiple Dwelling), with limited retail (Café/Restaurant, Local Shop).	The land use permissibility is as follows: Single House - Prohibited. The land use permissibility of a Single House under TPS 6 is 'P' permitted. It is noted the land use permissibility for a Single House is anticipated to change from 'X' to 'D' in Amendment 61 under the Ministers modifications. Notwithstanding, as the land use is permitted under the existing framework there is no discretion to refuse the application on the basis of appropriateness of the use at the subject site at the present time.
<b>Element 2: Building Height</b>	<b>Proposed</b>
<b>Development Requirements</b> 2.1 Subject to elements 2.2 and 2.3, the building height of a building must not exceed the applicable primary building height limit contained in Map 2 and Table 2 (14.4m   24.3m) DR2.2, 2.3 and 2.4 are not applicable to this site.	2.1 – The proposed building height is 13 metres (4 storeys) above natural ground level as per the provision 3 – definitions of Amendment No. 61. The overall building height therefore does not exceed the primary building height limit of 14.4 metres which is applicable to this property.

Element 3: Podium Setbacks, Height and Site Cover	Proposed
<b>Development Requirements (Mill Point)</b> DR 3.1, 3.2 and 3.3 are not applicable to this site.	<p>The proposed development is considered to be assessed under the definition of 'Tower' in Amendment 61:</p> <p>"Tower means the part of a building above the base or, where the building does not include a differentiated base, a free standing building that exceeds the height permitted for a base".</p>
Element 4: Tower Setbacks and Separation	Proposed
<b>Development Requirements</b> 4.1 Tower setbacks must be in accordance with Table 4 and Map 4. <ul style="list-style-type: none"> <li>- Tower street setback: 4m to street</li> <li>- Min. tower side and rear setbacks: 4m or 5% of building height (whichever is greater).</li> </ul> DR4.2 and 4.3 are not applicable to this site.	4.1 - Portions of the South Perth Esplanade tower setback complies however the following variations to the north, south and rear are being sought: <p><u>North</u> Ranges from Nil (0m) to 6.4 metres.</p> <p><u>South</u> Ranges from Nil (0m) to 2 metres.</p> <p><u>Rear</u> Ground Floor – 2 metres.</p> <p>Assessment of variations included within Council Report.</p> <p>The 5% side setback requirement does not apply in this instance as 4.0m is greater than 5%, being 0.65m.</p>
Element 5: Tower Maximum Gross Floorplate Area	Proposed
<b>Development Requirements</b> 5.1 The maximum gross floorplate area of each floor of a tower shall not exceed the percentage of total site area set out in Table 5; and (Primary building height = 50%) 5.2 Balconies projecting up to 2.4 metres from the enclosed part of the building floorplate may be excluded from the maximum gross floorplate area provided that the balcony is open on at least two sides and balustrades are visually permeable.	5.1 - The gross floorplate area of each floor of the tower is shown below. The maximum permitted per floor is 303.5m <sup>2</sup> (50%). It is noted the development being a single house, has been designed to address the current planning framework where floorplate area is not a required criteria of assessment. <p><u>Floor plate area</u>  Ground floor – 201m<sup>2</sup> = 33%  Level 1 – 198m<sup>2</sup> = 32%  Level 2 – 202m<sup>2</sup> = 33%  Level 3 – 180m<sup>2</sup> = 29%</p>
Element 6: Plot Ratio	Proposed
<b>Development Requirements</b> 6.1 Subject to Elements 6.2 and 6.3, the plot ratio of a building shall not exceed the applicable Primary plot ratio limit contained in Map 2 and Table 6. (4.0) DR6.2 and 6.3 are not applicable to this site.	6.1 - The plot ratio of the proposal, using the new draft definition for the South Perth Activity Centre does not exceed the 4.0 base limit. The total plot ratio of the entire building is 0.88.
Element 7: Design Quality	Proposed
<b>Development Requirements</b> 7.1 The architectural design of any proposed comprehensive new development shall meet all of the relevant requirements of any policy or guidelines of the Commission relating to architectural design quality and the relevant	The development is subject to the requirements relating to good design contained within SPP 7.0. The application was reviewed by the City's Design Review Panel. The development was considered by the DRP to meet the principles of good design.

<p>section of the South Perth Activity Centre Plan to ensure that the development contributes to the high quality inner urban environment being promoted in the locality.</p> <p>DR7.2, 7.3 and 7.4 are not applicable to this site.</p>	<p>As the proposal does not seek building height or plot ratio above the primary limit, the development is not required to achieve design excellence.</p> <p>The draft design quality requirement is comparable to the existing design quality requirement in TPS6 Schedule 9A.</p> <p>7.3 – N/A as subject development does not seek additional height or plot ratio.</p>
<b>Element 8: Approval for Additional Development Potential (Height and Plot Ratio)</b>	<b>Proposed</b>
Element 8 does not apply to this proposal.	A building height variation or plot ratio variation has not been proposed.

Table 2 - Draft Activity Centre Plan Assessment

<b>Provision 4 – Built Form</b>	<b>Proposed</b>
<p><b>4.1 Building Envelope</b></p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>i. To define an appropriate space and volume within which development may occur</li> <li>ii. To ensure lots are able to manage development form in support of the vision for the ACP area and the objectives of the relevant character area</li> </ul> <p>4.1.1 Building Height DR 4.1.2 is not applicable to this site. 4.1.3 Tower Setbacks and Separation 4.1.4 Tower Maximum Gross Floorplate Area</p> <p><b>4.2 Plot Ratio</b></p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>i. To control the amount of development permitted on any development site within the defined building envelope.</li> <li>ii. To provide sufficient space within the building envelope to encourage variation in building design in response to individual site conditions.</li> <li>iii. To encourage building designers to consider the best allocation of plot ratio area.</li> </ul> <p><b>4.3 Other Development Requirements</b></p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>i. To support pedestrian amenity and activity by ensuring a high level of visual interest and design quality in the building façade(s) addressing the public domain.</li> <li>ii. To ensure that street level conditions in each character area are enhanced through complementary new development.</li> <li>iii. To ensure that residential and commercial ground floor uses are provided in appropriate locations.</li> <li>iv. To create opportunity for activation and passive surveillance of the public domain contributing to</li> </ul>	<p>4.1 – The proposal is consistent with the Mill Point character area objectives. The building height is compliant, and tower elements are consistent with their objectives discussed in greater detail in Table 1, above.</p> <p>4.2 – The proposal is consistent with the Mill Point character area objectives. The proposed plot ratio is compliant and is consistent with the objectives discussed in greater detail in Table 1, above.</p> <p>4.3 – The proposal is consistent with the Mill Point character area objectives. There is no commercial uses applicable to this site. The application is supported by the City's DRP.</p>

<p>a sense of vitality and safety.</p> <p>DR 4.3.1 Not applicable to this site.</p> <p>DR 4.3.2 Not applicable to this site.</p> <p>4.3.3 Amenity and Design Quality</p> <p>4.3.3.1 Design Quality</p> <p>4.3.3.2 Not applicable to this site</p> <p>4.3.3.3 Not applicable to this site</p> <p>4.3.3.4 Overshadowing</p> <p>4.3.4 Sustainability, Landscaping and Water Management</p> <p>4.3.4.1 Sustainability</p> <p>4.3.4.2 Landscaping</p> <p>4.3.4.3 Deep Soil Zones</p> <p>4.3.4.4 Groundwater Management</p> <p>4.3.4.5 Stormwater Management</p> <p>4.3.5 Adaptability</p> <p>4.3.5.1 Floor to Ceiling Height</p> <p>4.3.6 Detailing and Materials</p> <p>4.3.6.1 Façade Materials</p> <p>4.3.6.2 Roof Design</p> <p>4.3.6.3 Servicing Design</p> <p>4.3.6.4 Public Art</p> <p>DR 4.3.6.5 Not applicable to this site.</p> <p>4.3.6.6 Building Entries</p> <p>4.3.7 Bicycle Parking and End of Trip Facilities</p> <p>4.3.7.1 Bicycle Parking Rates</p> <p>DR 4.3.7.2 Not applicable to this site.</p> <p>4.3.8 Vehicle Parking and Access</p> <p>4.3.8.1 Car Parking Provision</p> <p>4.3.8.2 Access to On-Site Parking</p> <p>4.3.8.3 Parking Location</p> <p>DR 4.3.8.4 Not applicable to this site.</p> <p>DR 4.3.8.5 Not applicable to this site.</p> <p>DR 4.3.8.6 Not applicable to this site.</p>	<p>4.3.3.4 – The proposal is consistent with the Mill Point character area and objectives. The applicant has provided shadow diagrams which depict development does not shadow more than 80% of any adjoining lot between 9am – 3pm on June 21<sup>st</sup>.</p> <p>4.3.4.1 – Single house exempt under P350.01.</p> <p>4.3.4.2 – Landscaping supported by the City's Landscape Officer and planning condition required to comply.</p> <p>4.3.4.3 – Deep soil zones – Compliant.</p> <p>4.3.4.5 – Planning condition required to comply.</p> <p>4.3.6 – Colours and materials schedule condition required to comply.</p> <p>4.3.6.4 – Development cost greater than \$4 million. 1% of development cost to contribute to public art and planning condition required to comply.</p> <p>4.3.8.1 – Car parking Required- Res: 2+ bedrooms = Min. 1 bay per dwelling Max. 2 bays per dwelling Visitors: Min. 0.15 bays per dwelling</p> <p>Car parking Proposed- 4 bays in total.</p> <p>The proposal is consistent with the Mill Point character area objectives. The car parking bays are compliant with AS2890.1 and are not visible from South Perth Esplanade. The excess car parking bay will provide additional off street parking for the use of the private residence.</p>
<b>Provision 5 – Movement and Access</b>	<b>Proposed</b>
Not applicable to this site.	
<b>Provision 6 – Public Realm</b>	<b>Proposed</b>
Not applicable to this site.	
<b>Provision 7 – Public Benefits Framework</b>	<b>Proposed</b>
Not applicable to this site.	
<b>Provision 8 – Other Development Requirements</b>	<b>Proposed</b>
<p><b>8.1 Design Review Process</b></p> <p>All development applications will be referred to the City of South Perth's Design Review Panel (DRP), or other suitably qualified consultants appointed by the City for the purpose of providing advice on architectural design, to ensure that a high standard of design quality is provided in all proposals and that qualitative design factors are considered in the development approval process.</p>	<p>The City's DRP are supportive of the proposed design and concluded that the proposed development is "well-articulated and appropriate to the locality".</p>

<p><b>8.2 Studies and Plans Required</b></p> <p>Table 5</p> <p><u>Documents submitted with development application</u></p> <p>Noise Impact Assessment - Not applicable to this site.</p> <p>Transport Impact Assessment Not applicable to this site.</p> <p>Wind Impact Assessment - Not applicable to this site.</p> <p>Heritage Impact Assessment – Not applicable to this site.</p> <p>Groundwater Management Plan</p> <p>Waste Management Plan</p> <p>Report on Building Sustainability</p> <p>Economic Impact Assessment – Not applicable to this site (non-res).</p> <p><u>Documents condition of Development approval</u></p> <p>Landscape Design</p> <p>Public Art</p> <p>Stormwater Management Plan</p> <p>Parking Management Plan – Not applicable to this site.</p> <p>Tree Management Plan - Not applicable to this site.</p> <p>Construction Management Plan</p> <p><b>8.3 Precinct Stages</b></p> <p>Not applicable to this site.</p>	<p><u>Documents submitted with development application</u></p> <ul style="list-style-type: none"> <li>- Noise, Traffic and Wind Impact Assessments: Given the nature of the development being a single dwelling this provision is not considered applicable.</li> <li>- Heritage Impact: this property does not fall within the City's Local Heritage Inventory.</li> <li>- Groundwater Management Plan: given the nature of the development a stormwater application is required, and planning conditions required to comply.</li> <li>- Waste Management Plan: given the nature of the development waste management plan is not required. The development has provided 3 x 240l bins to service the property.</li> <li>- Building Sustainability: this development is considered a Class 1A development under the Building Code of Australia which requires the following reports to be submitted assisting a Building permit application: <ul style="list-style-type: none"> <li>• Site classification geotechnical report.</li> <li>• Energy efficiency report.</li> <li>• Stormwater management plan.</li> </ul> </li> </ul> <p>These reports are considered appropriate when addressing sustainability for a single storey development.</p> <p><u>Documents condition of Development approval</u></p> <p>Landscape, Public Art, Stormwater Management and Construction Management plan addressed through a condition of approval.</p>
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**Attachment b) Site Photographs – Lot 2 No. 15 South Perth Esplanade, South Perth**



View of No. 15 South Perth Esplanade facing East



View of No. 17 and 15 South Perth Esplanade facing East



View of No. 15 and 13 South Perth Esplanade facing East



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SHEET No.	SHEET NAME	REVISION	DATE
A 100	COVER PAGE	A	MAY 2021
A 100.1	FEATURE SURVEY - SK03b	A	MAY 2021
A 101	SITE PLAN - SK03b	A	MAY 2021
A 102	GROUND FLOOR PLAN - SK03b	A	MAY 2021
A 103	FIRST FLOOR PLAN - SK03b	A	MAY 2021
A 104	SECOND FLOOR PLAN - SK03b	A	MAY 2021
A 105	THIRD FLOOR PLAN - SK03b	A	MAY 2021
A 106	ROOF LEVEL - SK03b	A	MAY 2021
A 107	ELEVATIONS - SK03b	A	MAY 2021
A 108	ELEVATIONS - SK03b	A	MAY 2021
A 109	ELEVATIONS - SK03b	A	MAY 2021
A 110	BUILDING SECTIONS - SK03b	A	MAY 2021
A 111	GROSS AREA PLANS - SK03b	A	MAY 2021
A 112	OVERSHADOWING DIAGRAMS - SK03b		

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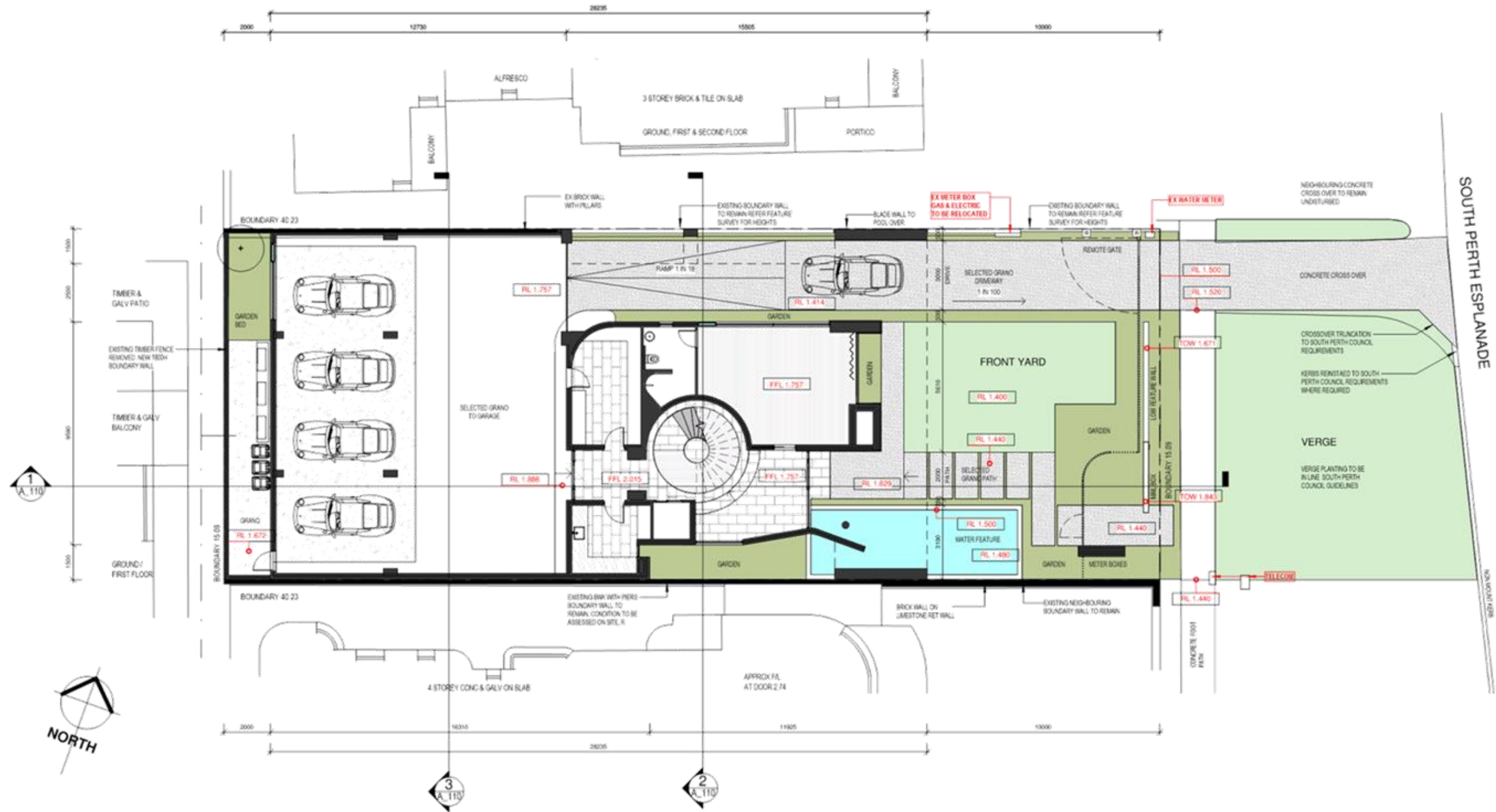
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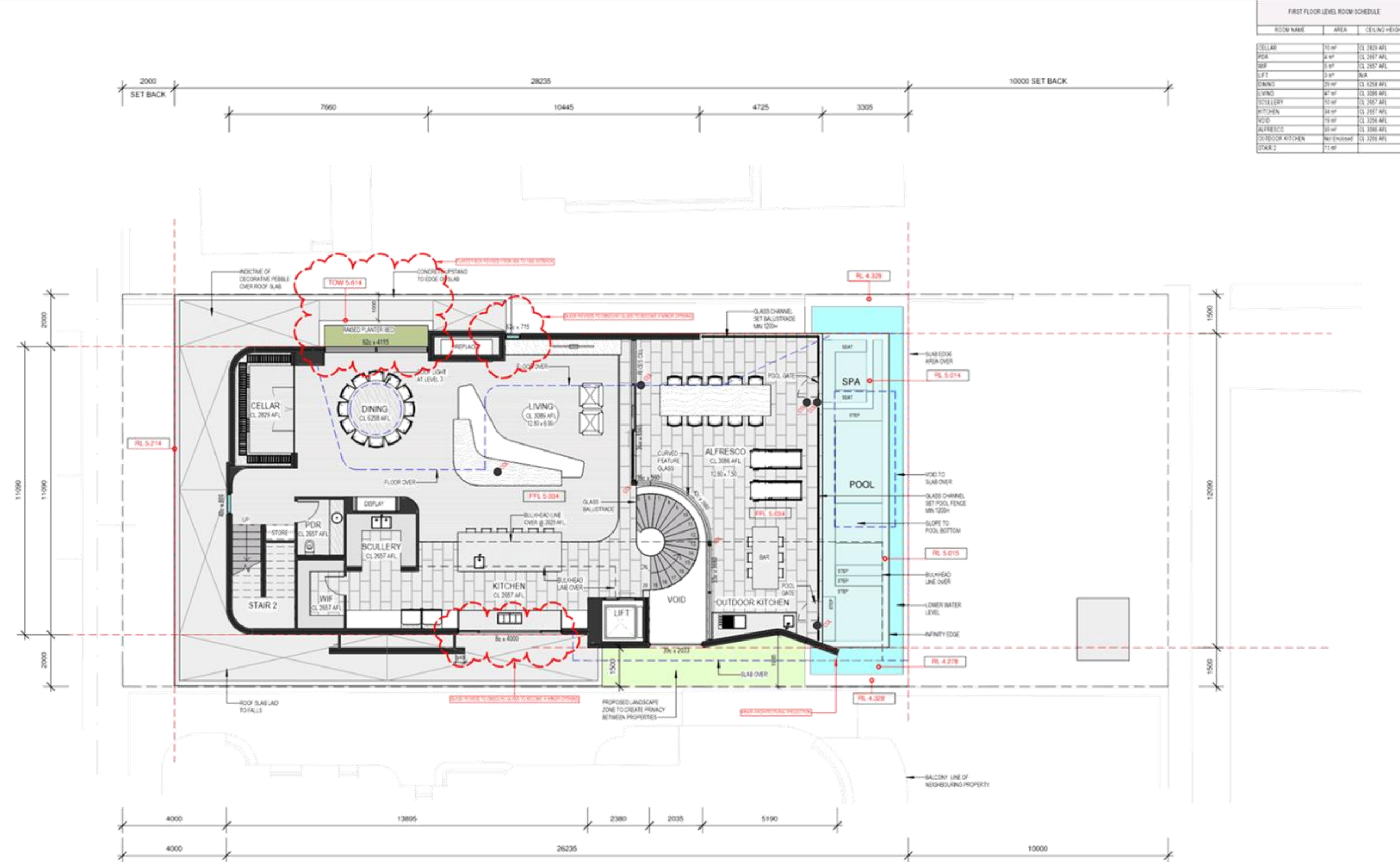
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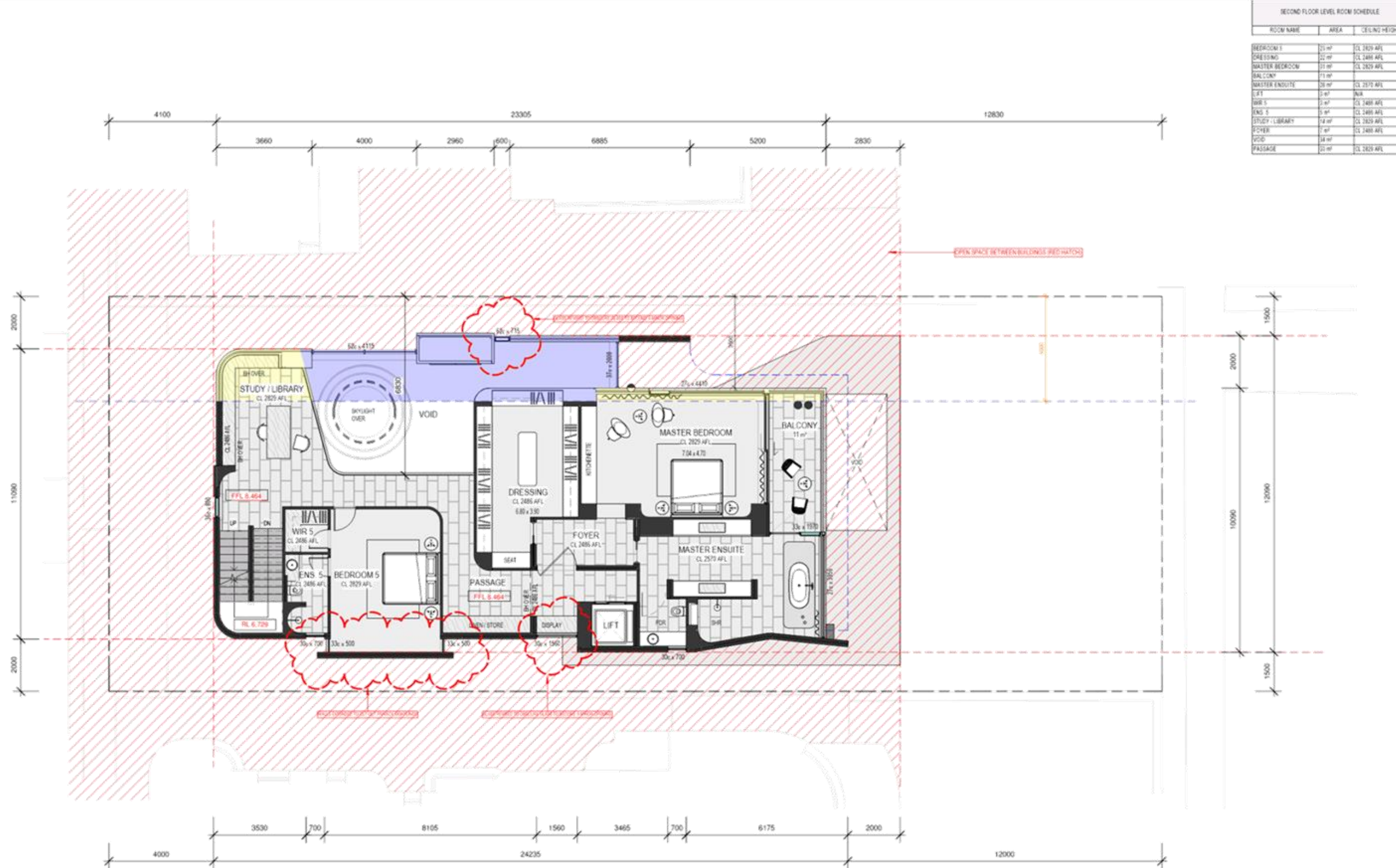
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SECOND FLOOR PLAN - SK03b  
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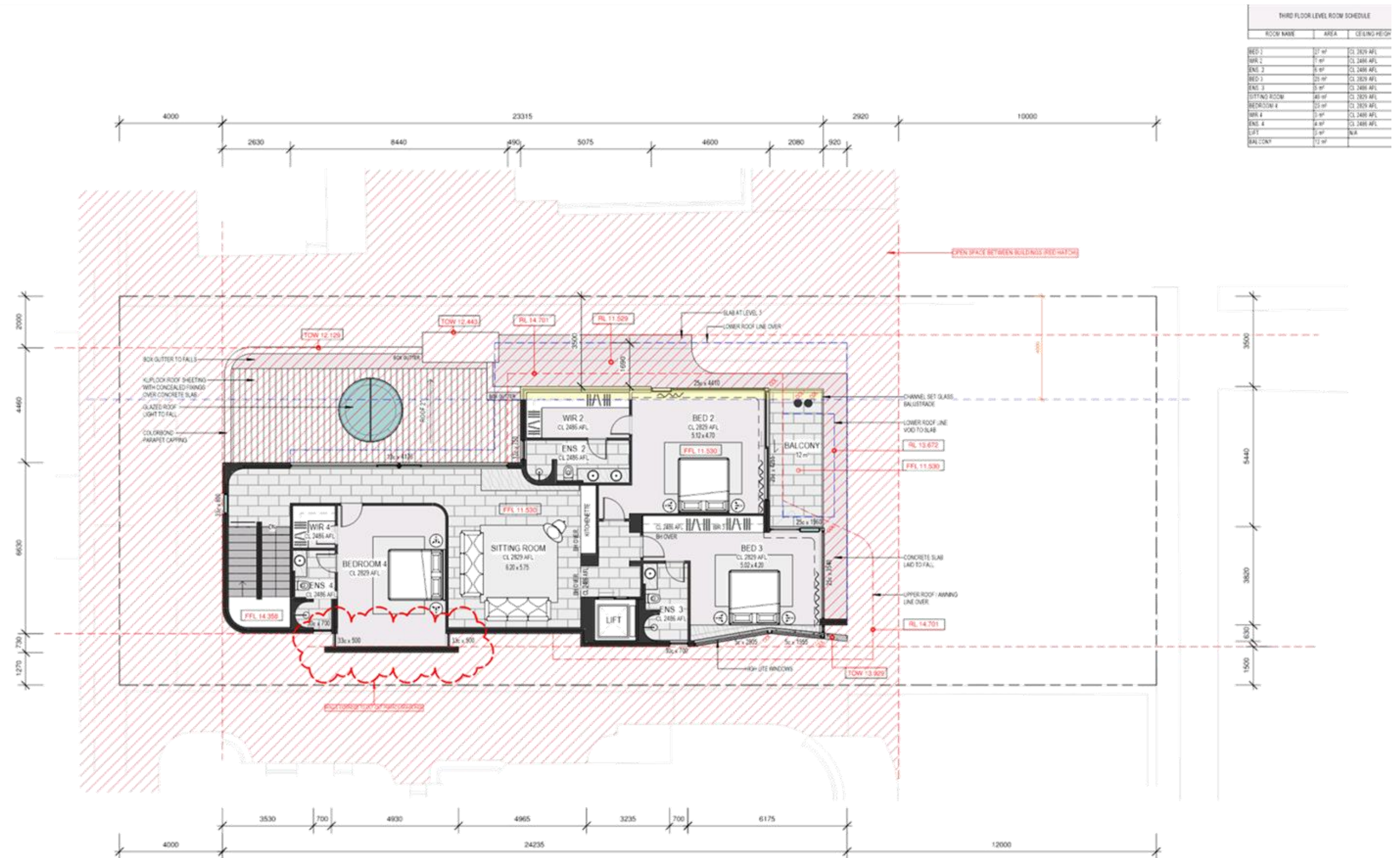
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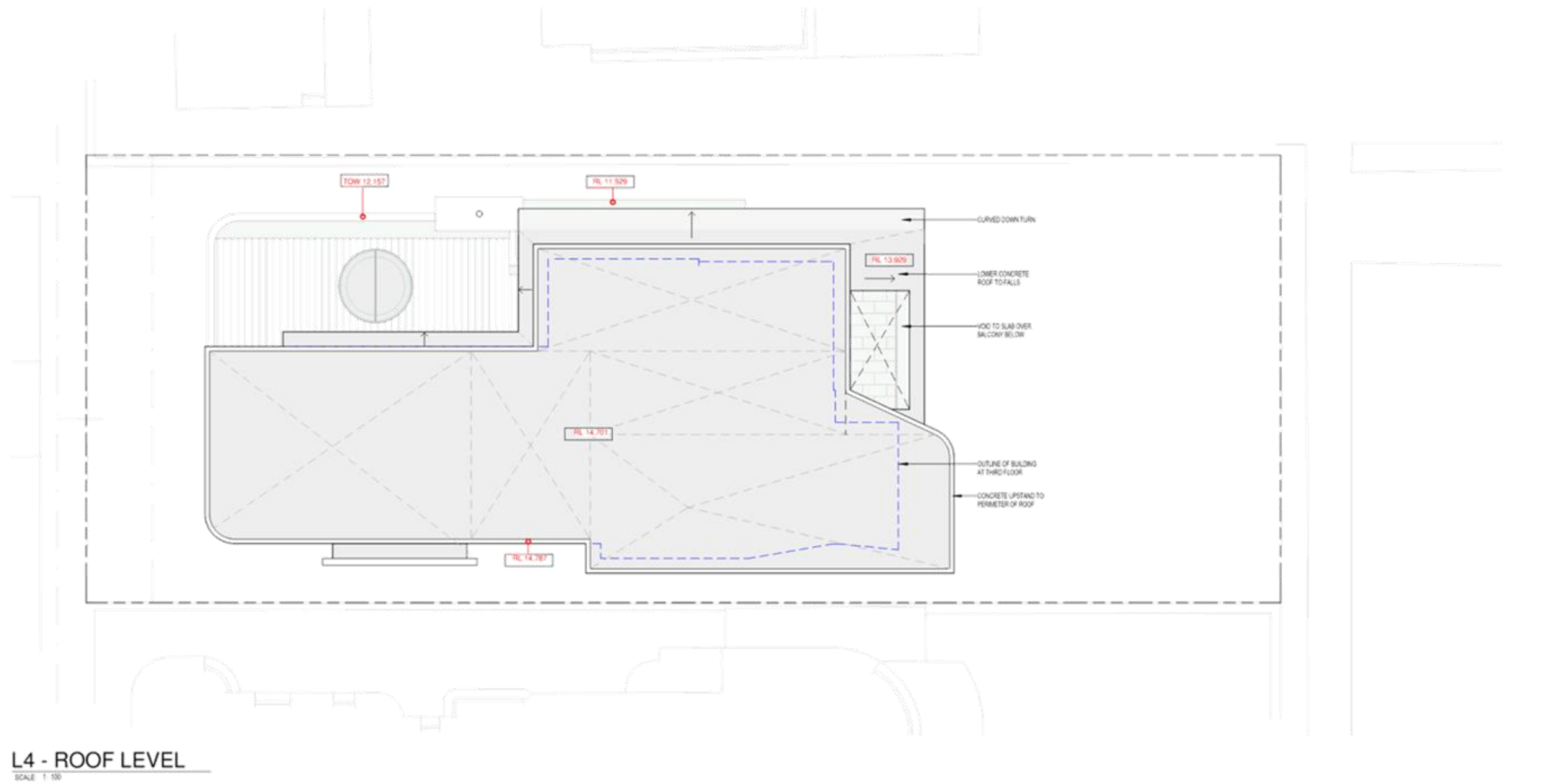
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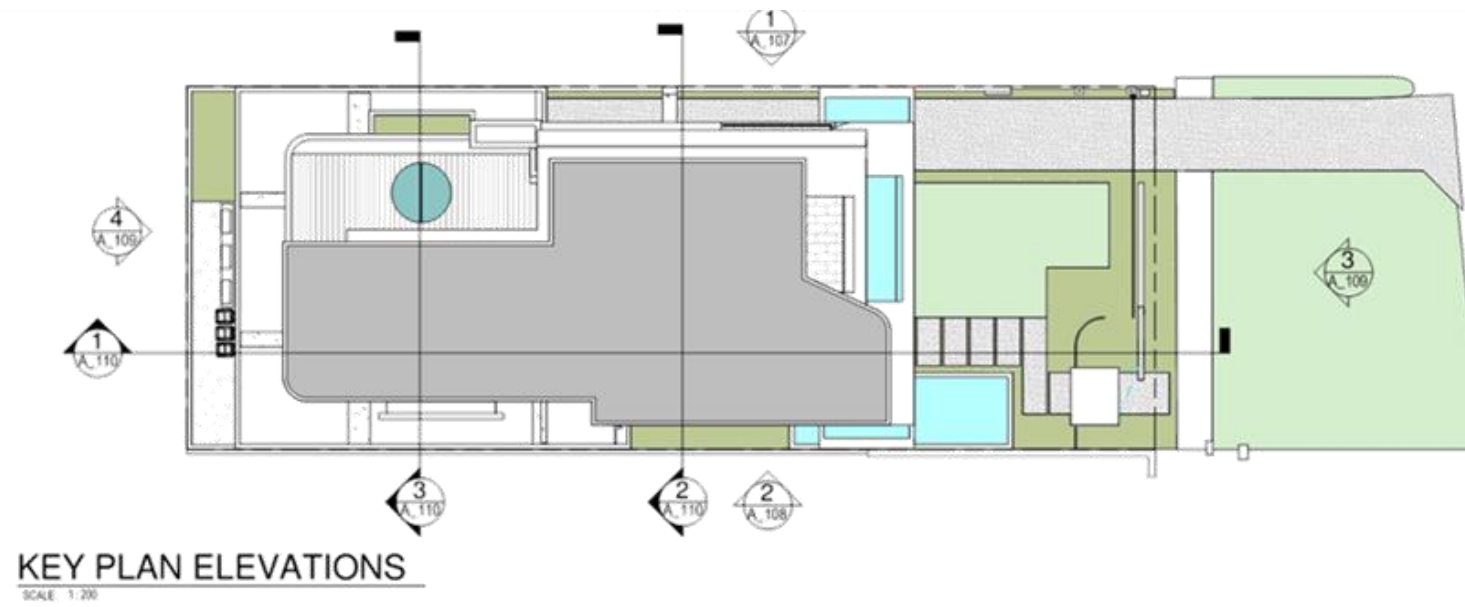
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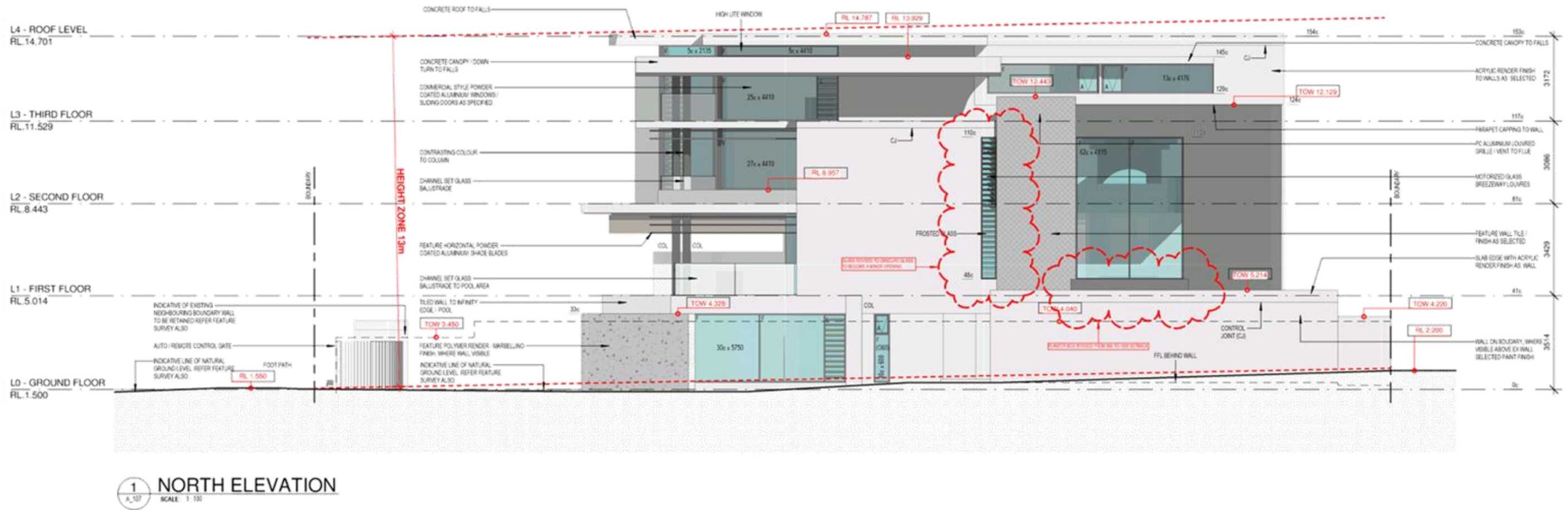
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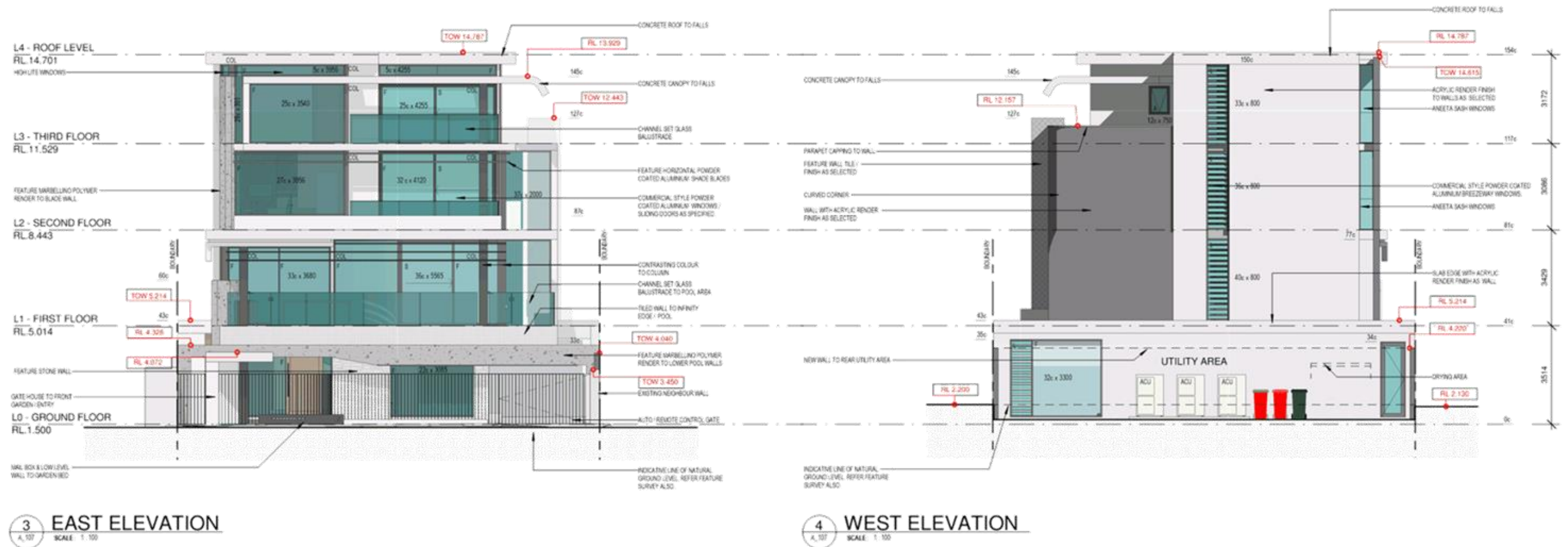
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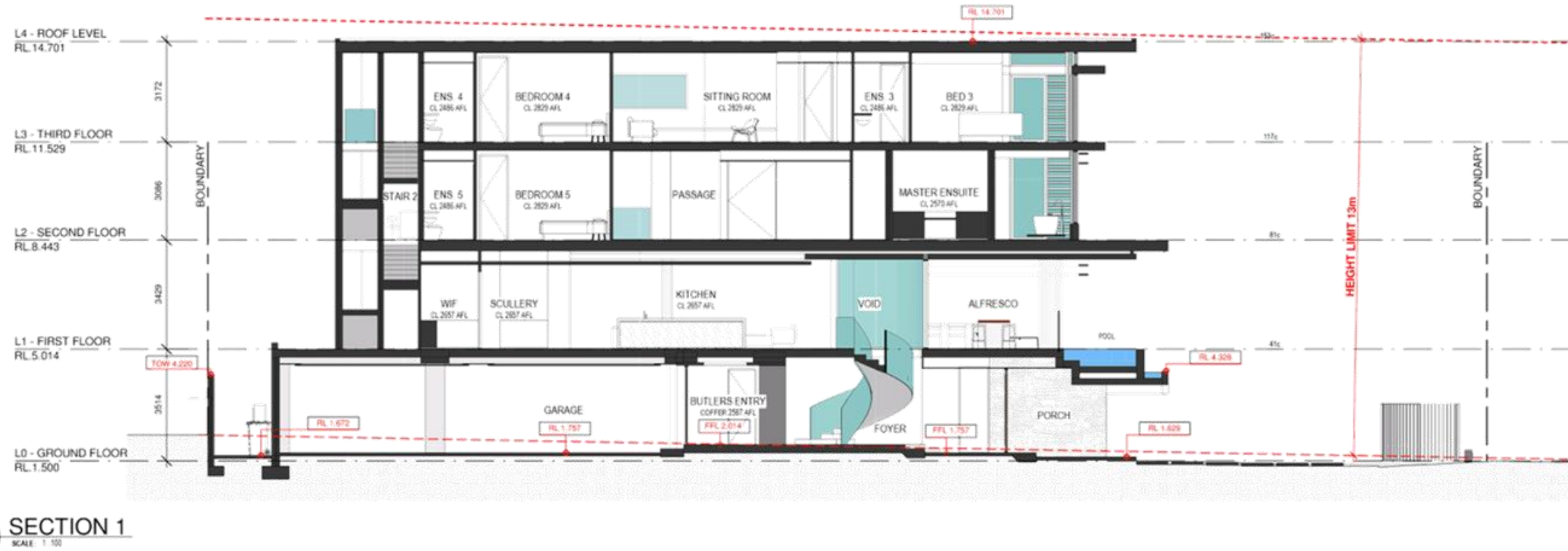


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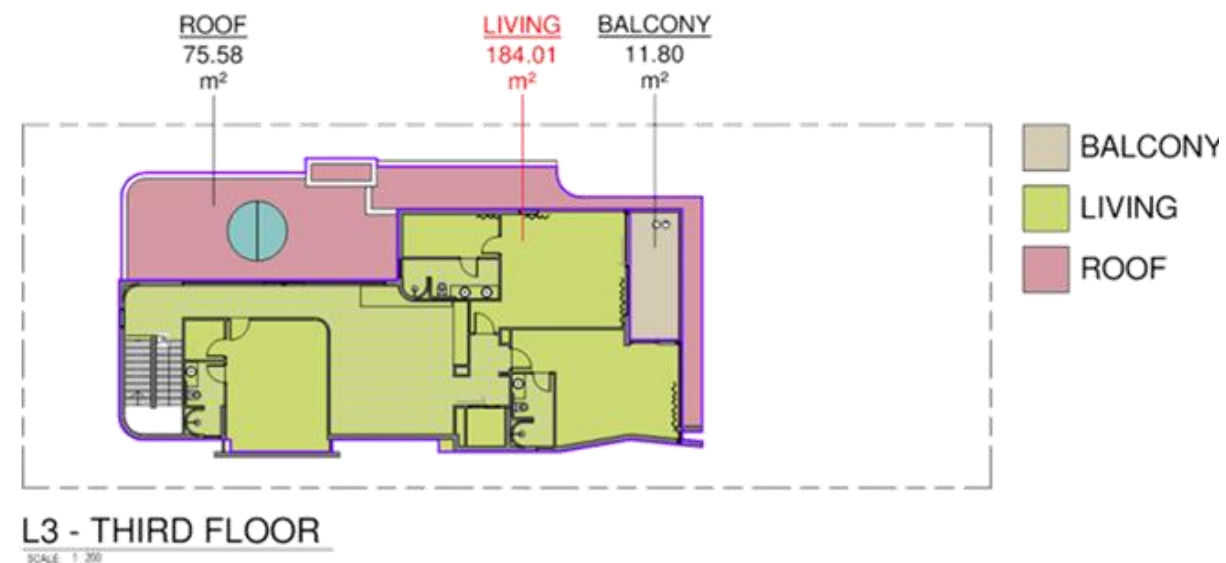
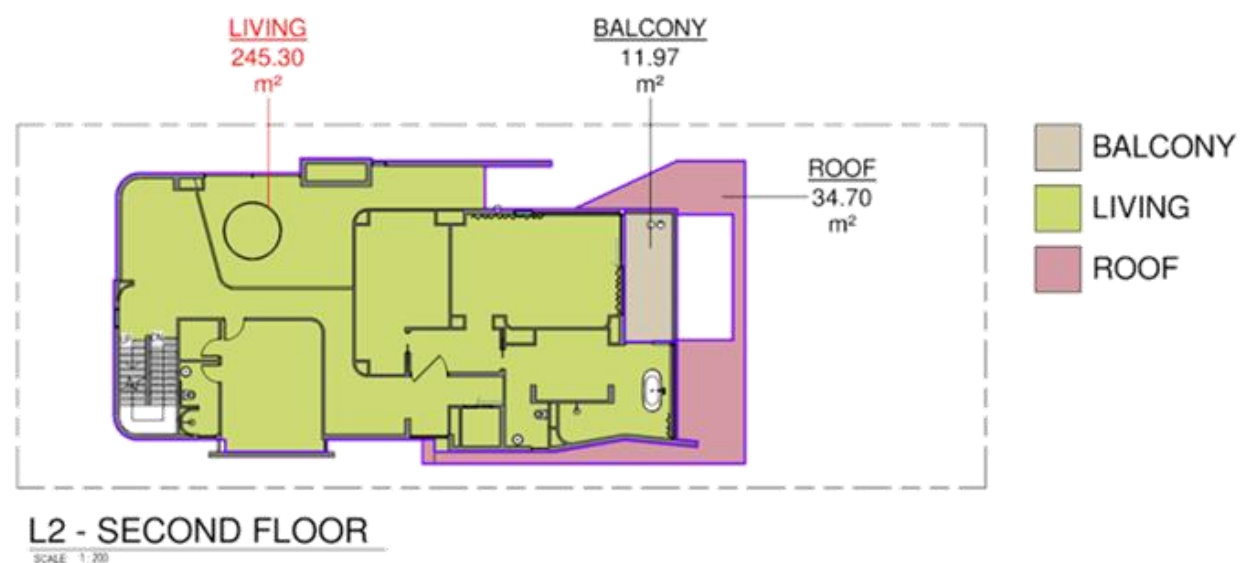
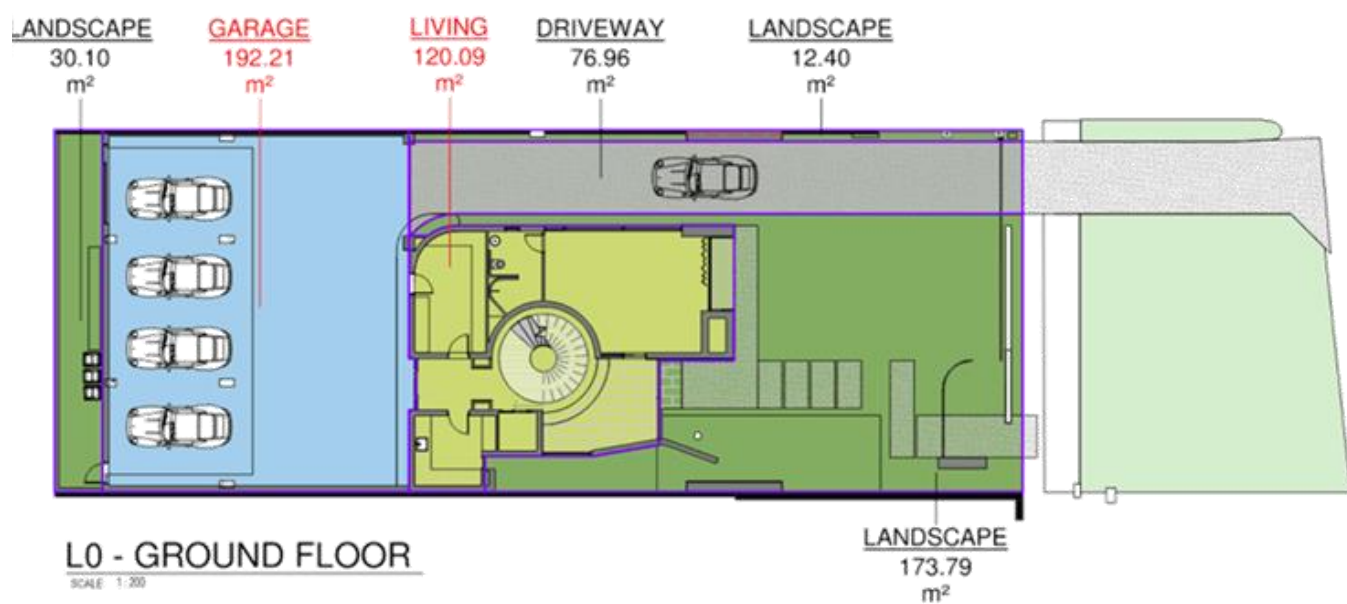
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PLOT RATIO CALCULATION	
SITE AREA	607 m²
TOTAL BUILDING AREA (RED)	931 m²
PLOT RATIO (ALLOWABLE 2:1)	1.535:1

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GROSS AREA PLANS - SK03b  
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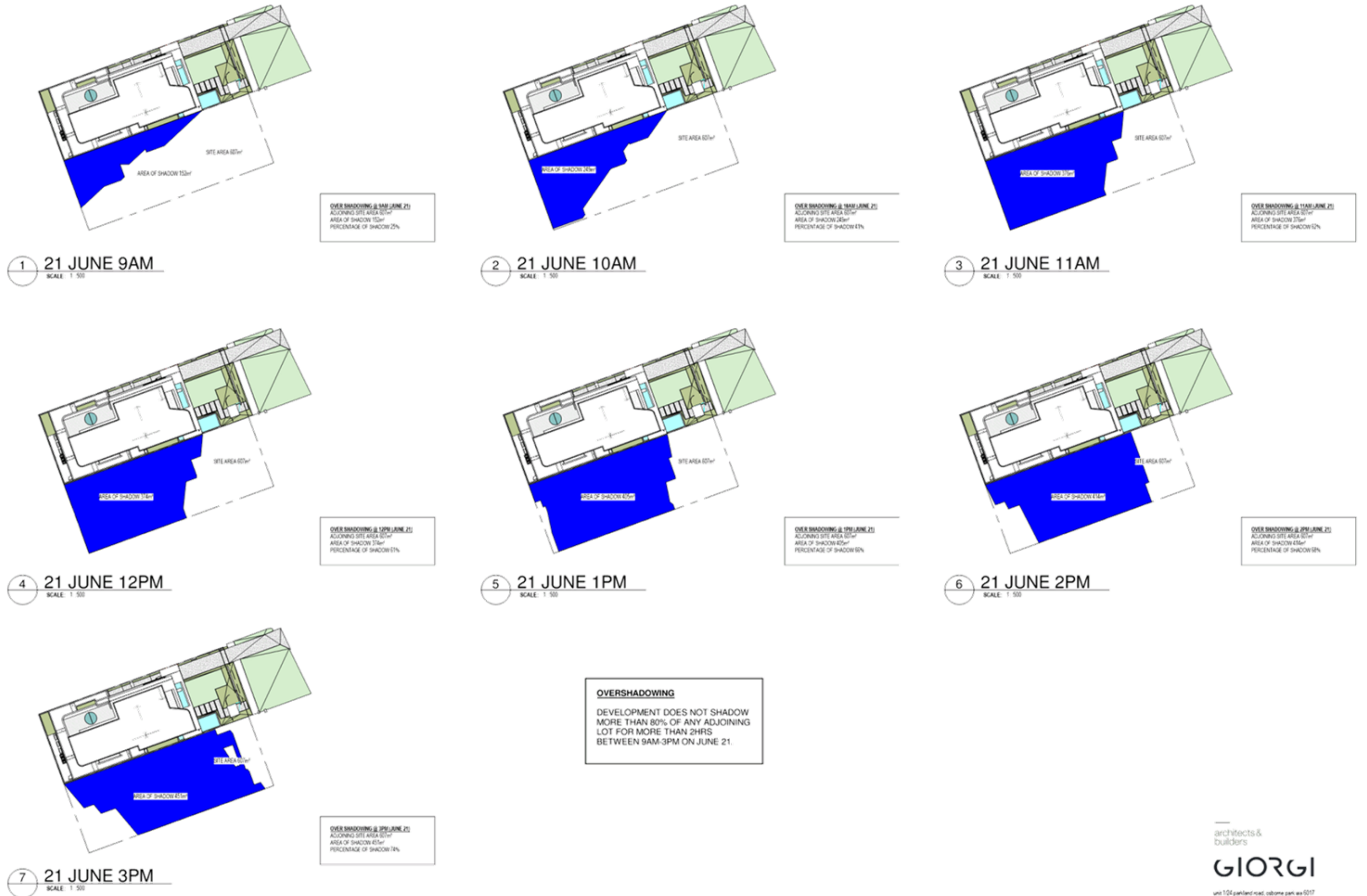
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#### LEGEND

- 01 VERGE TO BE REINSTATED WITH TURF TO MATCH CURRENT CONDITION AND ADJACENT PROPERTIES
- 02 EXISTING FOOTPATH TO BE RETAINED
- 03 PROPOSED DRIVEWAY
- 04 LOW LEVEL PLANTING TO PROVIDE FOCUS TO FEATURE WALL
- 05 PAVED ACCESS TO LETTERBOX OFF FOOTPATH FOR POSTAL ACCESS
- 06 LOW HARDY GRASSES WITH STEPPING PAVERS TO PROVIDE ACCESS TO METER BOXES
- 07 FEATURE PAVED ENTRANCE PATHWAY
- 08 MEDIUM TO HIGH SHRUB PLANTING TO PROVIDE SCREENING FROM STREET AND OFF METER BOXES
- 09 FEATURE PAVING WITH LOW GRASS PLANTING BETWEEN - BLACK MONDO GRASS
- 10 LOW TO MEDIUM HEIGHT PLANTING TO PROVIDE VIEW OVER TO RIVER AND SCREENING FROM STREET
- 11 PROPOSED FEATURE TURF AREA
- 12 HEDGE PLANTING TO SCREEN DRIVEWAY FROM FRONT YARD
- 13 UPRIGHT PENCIL HEDGES OR BAMBOO TO PROVIDE SCREENING TO NEIGHBOURING PROPERTY FROM GROUND AND FIRST FLOOR ALFRESCO AREA
- 14 FERNERY STYLE GARDEN BED TO ACCOMMODATE LOW LIGHT PLANTED AREAS
- 15 PROPOSED WATER LILIES TO WATER FEATURE TO PROVIDE SOFTENING
- 16 POTENTIAL FEATURE ART/SCULPTURE LOCATIONS
- 17 GARDEN BED TO SERVICES COURT WITH SMALL TO MEDIUM FEATURE TREE
- 18 FEATURE TREE TO FRONT YARD - MEDIUM SIZED DECIDUOUS TO PROVIDE VIEWS THROUGH TO RIVER
- 19 HEDGING/ MEDIUM SIZE SHRUB TO BLOCK VIEW OF WATER METER

### 15 SOUTH PERTH ESPLANADE - GROUND FLOOR LANDSCAPE CONCEPT

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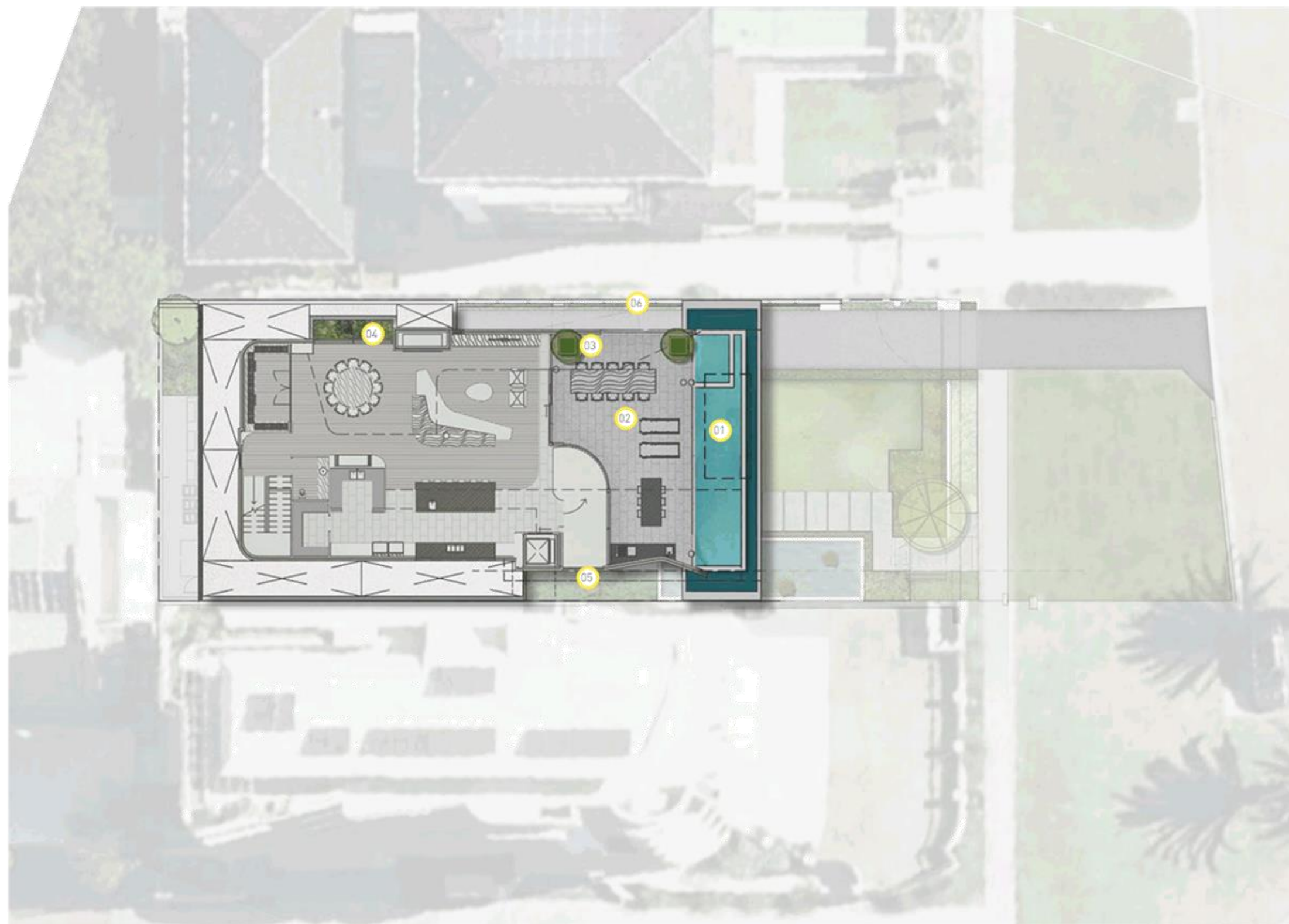
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#### LEGEND

- 01 PROPOSED INFINITY EDGE POOL
- 02 ALFRESCO AREA
- 03 PROPOSED POT PLANTS WITH SMALL FEATURE TREES TO ALFRESCO AREA
- 04 NORTH FACING RAISED PLANTER BED WITH LOW MAINTENANCE SUCCULENT STYLE PLANTING
- 05 VIEW OF FERNERY AND POTENTIAL ART SCULPTURE BELOW
- 06 GROUND FLOOR UPRIGHT HEDGES TO PROVIDE SCREENING/ PRIVACY OF ALFRESCO AREA FROM NEIGHBOURING PROPERTY

### 15 SOUTH PERTH ESPLANADE - FIRST FLOOR LANDSCAPE CONCEPT

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15 SOUTH PERTH ESPLANADE - PLANTING PALETTE

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Design Review Panel Comments – 6<sup>th</sup> July 2021 – No. 15 South Perth Esplanade

Design review report and recommendations (Part 2/4)	
Design quality evaluation	
	 Supported
	 Pending further attention
	 Not supported
<b>General Comments Summary</b>	Amended plans have addressed most of the panels previous comments.
<b>Principle 1 - Context and character</b>	 <p><b>Good design responds to and enhances the distinctive characteristics of a local area, contributing to a sense of place.</b></p> <p>1a. Appropriate to the locality however the previous rationale of providing a seamless continuation of the front garden to the river seems to have been lost in the current plans and the landscape may not support this approach in its current form.</p>
<b>Principle 2 - Landscape quality</b>	 <p><b>Good design recognises that together landscape and buildings operate as an integrated and sustainable system, within a broader ecological context.</b></p> <p>2a. No issues other than those raised for consideration under character and context.</p>
<b>Principle 3 - Built form and scale</b>	 <p><b>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.</b></p> <p>3a. Well-articulated, and appropriate to the locality.</p>
<b>Principle 4 - Functionality and build quality</b>	 <p><b>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.</b></p> <p>4a. Logical site and internal planning.</p> <p>4b. Pool looks very shallow, the function is unclear.</p>
<b>Principle 5 - Sustainability</b>	 <p><b>Good design optimises the sustainability of the built environment, delivering positive environmental, social and economic outcomes.</b></p> <p>5a. Good balance between orientation to the view and solar access.</p> <p>5b. Generally good shading of large, glazed areas.</p> <p>5c. The large 2-storey window on the northern façade may need a vent or similar to manage summer heat load.</p> <p>5d. Good list of sustainability initiatives.</p> <p>5c. PV mentioned in letter but not shown on plans.</p>
<b>Principle 6 - Amenity</b>	 <p><b>Good design optimises internal and external amenity for occupants, visitors and neighbours, providing environments that are comfortable, productive and healthy.</b></p> <p>6a Side windows to Beds 4 and 5 are welcomed but may not provide sufficient light and ventilation. Could consider gaining additional light from the void space or via a high window.</p>
<b>Principle 7 - Legibility</b>	 <p><b>Good design results in buildings and places that are legible, with clear connections and easily identifiable elements to help people find their way around.</b></p> <p>7a. No issues with amended plans.</p>
<b>Principle 8 - Safety</b>	 <p><b>Good design optimises safety and security, minimising the risk of personal harm and supporting safe behaviour and use.</b></p>

	8a. No issues with amended plans.
Principle 9 - Community	<i>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.</i> 9a. No issues with amended plans.
Principle 10 Aesthetics	<i>Good design is the product of a skilled, judicious design process that results in attractive and inviting buildings and places that engage the senses.</i> 10a. No issues with amended plans.
Recommendation Summary	The improvements made to the design and the response to the previous DRP comments was noted and welcomed. Sill windows to beds 4 and 5 suggested to increase natural light.

DR3 – Design review report and recommendations (Part 3/4)			
Design Review Progress			
	Supported		
	Pending further action		
	Not supported		
	DR1	DR2	DR3 – Application not required to attend panel for the 3 <sup>rd</sup> time.
Principle 1 – Context and character	Supported	Pending further action	
Principle 2 – Landscape quality	Pending further action	Supported	
Principle 3 – Built form and scale	Supported	Supported	
Principle 4 – Functionality and build quality	Pending further action	Supported	
Principle 5 – Sustainability	Pending further action	Supported	
Principle 6 – Amenity	Pending further action	Supported	
Principle 7 – Legibility	Supported	Supported	
Principle 8 – Safety	Supported	Supported	
Principle 9 – Community	Supported	Supported	
Principle 10 - Aesthetics	Supported	Supported	

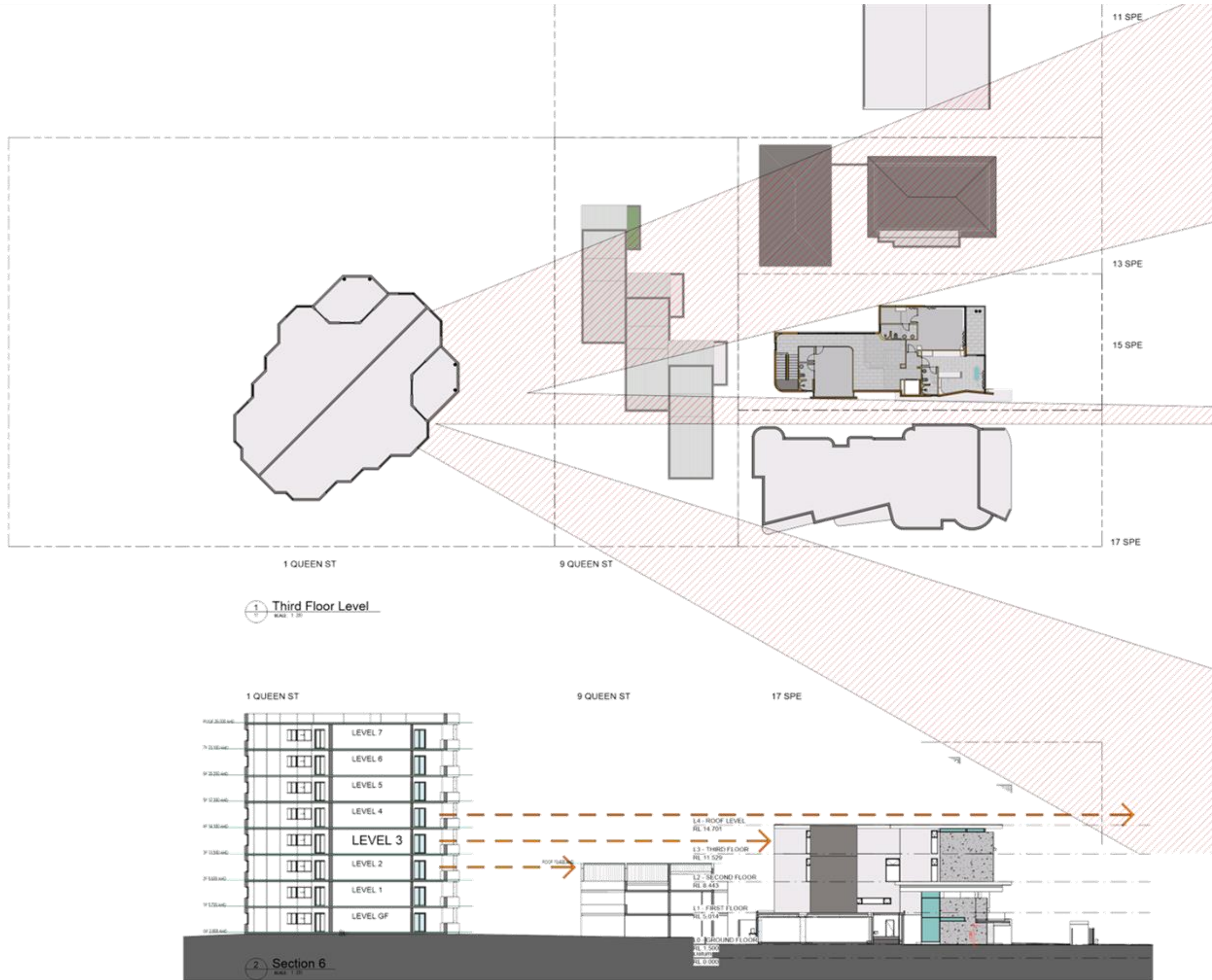
### **Applicant Justification - Significant views**

The diagrams in the development plans show a red hatch of building separation between the proposal, and existing built form abutting the site. We also draw the City's attention to the fact that the height is compliant with a scheme requirement now, but that in the future, heights can be varied, and will likely be sought to be by proponents through the new framework. This is particularly important, as the building in the new framework can be taller as of right, but also can seek height variations, when now we cannot, therefore, the retention of views under the current proposal is optimal, given the incoming framework.

With the northern setback being generally in accordance with the future intended setback requirements, and the southern boundary setbacks reduced, given the setback replicates those afforded to the abutting site, the retention of appropriate views is considered to be delivered with the proposal.

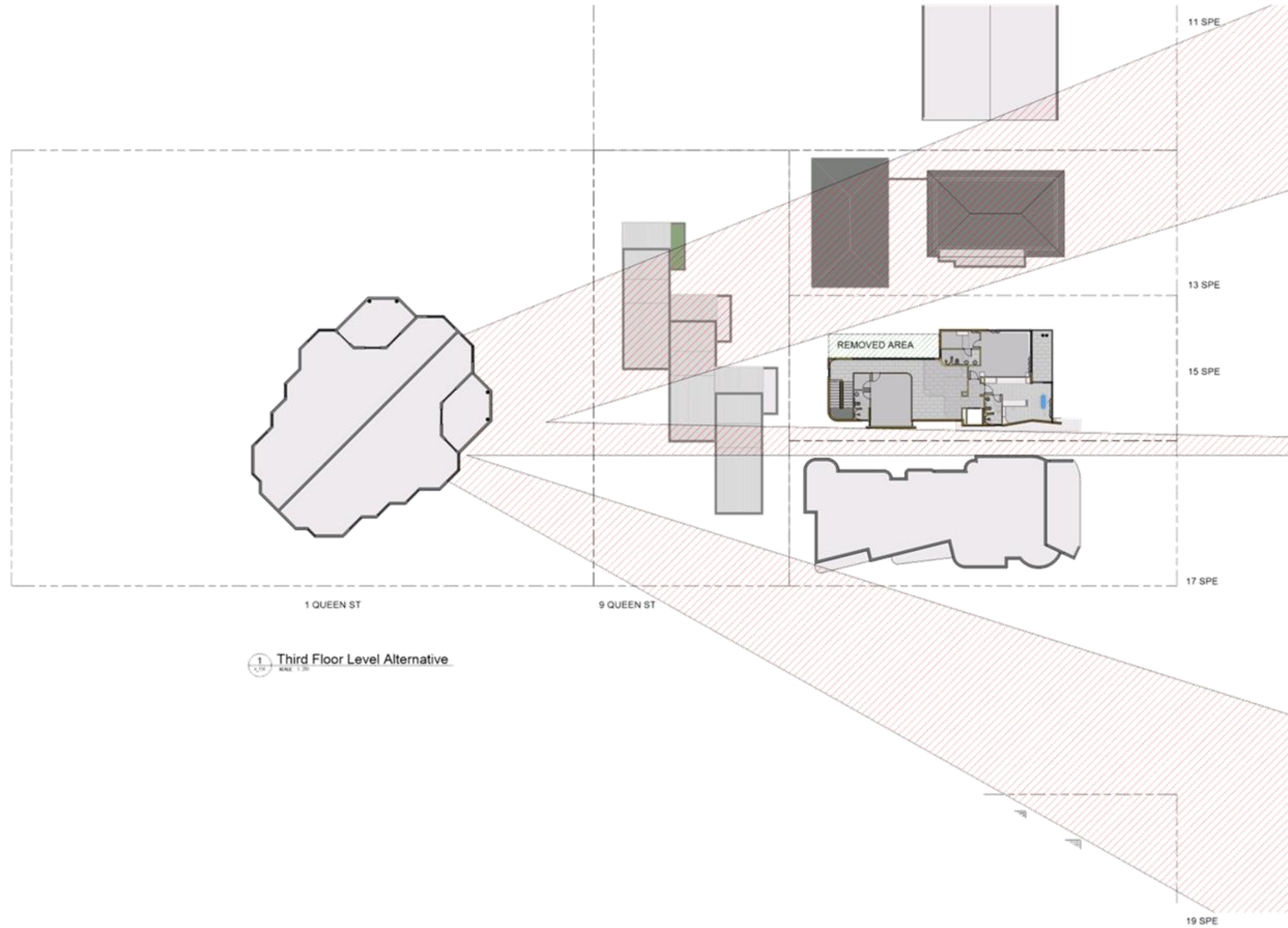






HAHN PRIVATE RESIDENCE

HAHN



HAHN PRIVATE RESIDENCE

HAHN

LEVEL 3 ALLOWABLE VIEW CORRIDORS

architects & builders  
**GIORGI**  
unit 1/124 parkside road - victoria park wa 6107  
t 08 9444 8711 f 08 9444 8712  
www.giorgiarchitects.com  
Shawn Finn A1  
© Copyright

JOB NUMBER: 2001  
DRAWING NO: A.115  
SCALE: 1:200  
DATE: JUL 2021



## Attachment f) Submissions – No. 15 South Perth Esplanade, South Perth

### Submission 1

Lot1, No.15 South Perth Esplanade, South Perth - Ref SO1/15 11.2021.191.1

JG

8\_1\_Queen\_view.jpg  
jpg File

Ms Victoria Madigan,

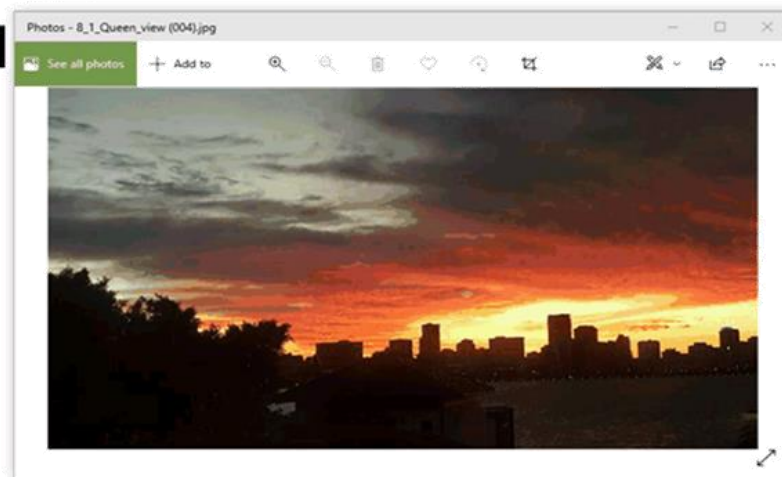
We received a letter regarding development of the above property as it affects our "Significant views". See attached photo we currently have sweeping views of Swan river and East Perth down to the casino.

We think the scale of the proposal in respect to boundaries will affect our views and access to sun light in the morning and therefore our property value and sense of wellbeing.

We will only see building, as per older developments along the South Perth Esplanade they all have offsets to allow light and views to those along Mill Point Road.

Allowing this scale of development will devalue our property.

Yours sincerely,



### Submission 2

#### Proposed development at Lot 2, No. 15 South Perth Esplanade, South Perth

We are the owners of [REDACTED] We refer to the notice of public advertisement of planning proposal for a four storey single house at Lot 2, No. 15 South Perth Esplanade South Perth (**Proposed Development**) dated 23 June 2021 (**Notice**).

In response to the aspects of the Proposed Development disclosed in the Notice that require the exercise of discretion by the City of South Perth in the exercise of its power under the City of South Perth Town Planning Scheme No. 6 (**TPS6**), we wish to make the following comments, insofar as it concerns our property:

1. Issue 1: Lot boundary setback to southern boundary (Part 5.1.3 Residential Design Codes – Lot boundary setback to southern)

- We note that the setbacks proposed to the [REDACTED] is not compliant with the development controls prescribed for the subject site. Notwithstanding this, we accept the non-compliant setbacks.
  - In light of this we seek an undertaking from the owner that they will not make any complaint, claim or seek to commence any action against the owners of [REDACTED] for any noise disturbance or adverse impact on their property as a result of the air conditioning position on that façade. Given that the new dwelling will be closer to our [REDACTED] boundary wall where our air-conditioning units are located, we seek an undertaking from the applicant against complaints regarding noise from these units.
2. Issue 2: Boundary wall dimensions (Clause 1, Local Policy P350.02 “*Lot boundary setbacks (boundary walls)*”)
- We have no objections regarding the length and height of the proposed boundary walls.
  - We request temporary access from Lot 2, 15 South Perth Esplanade to our northern façade once demolition of existing house has taken place for a short period of time with a view to remediating and weather proofing the render on this façade. We are happy to negotiate the conditions of this access at a later date.
3. Issue 3: Finishes of walls built to boundaries (Clause 1.2, Local Policy P350.02 “*Lot boundary setbacks (boundary walls)*”)
- We have no in principle objections to the finish of choice of the owners to the boundary wall to the Garage.
  - We request a neat and aesthetically pleasing finish to the walls closer to the front of the block that compliments the colour and finish of the existing boundary wall with our property.
4. Issue 4: Overshadowing (Part 5.4.2, Residential Design Codes, Part 5.4.2 – Solar access for adjoining lots, “*Overshadowing*”)
- We note that the level of overshadowing is greater than the 50% deemed to comply. As a result, we urge the owners of 15 South Perth Esplanade to reconsider the design to bring the levels back to the 50% in order to minimise that impact on our property and amenity. The City, as decision maker, has an obligation to consider the compatibility of the Proposed Development with the character and amenity of the area. Necessarily, a decision in respect of the Proposed Development should be guided by the built form of the immediately surrounding development.
5. Issue 5: Potential loss of significant views (Clause 1, Local Policy P350.09 “*Significant views*”)

- We request further visual information on this point in the form of an artist illustration to evidence the degree of lost views from the perspective of the occupants of [REDACTED]
- The owners currently enjoy uninterrupted views, that view is a significant view and it is unacceptable for the new dwelling to disrupt this.
- We reserve a right of reply until such point in time as we can review the requested artistic illustration to confirm our response to this point.

We remain available to discuss any of the matters raised above with the City and the applicants (respectively). Please contact [REDACTED].

Yours sincerely

The owners of 17 South Perth Esplanade, South Perth

### Submission 3

Record No. D-21-5457.

City of South Perth, [REDACTED]  
Planning & Development, [REDACTED]  
RE: Lot 2, [REDACTED]  
No 15, South Perth Esplanade,  
South Perth.  
PROPOSAL: Four Storey House.  
To Whom it may Concern.


9<sup>th</sup> July 2021  
City of South Perth  
13 JUL 2021  
Folder No. 50115  
Action to [REDACTED]

Dear Ms. Madigan,

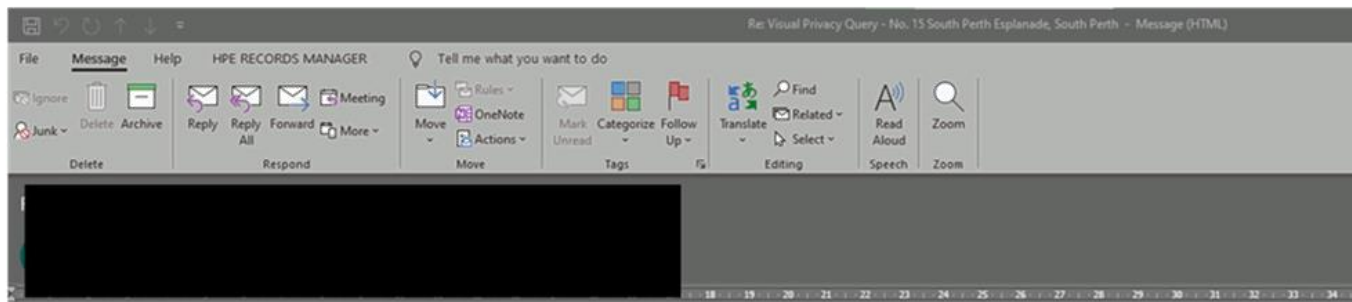
I have no objection to this development,  
but I would hope this house would have  
a NON-reflective roof, due to the fact,  
that over the summer months, the "glare"  
from a reflective roof is very blinding  
to the eyes, (especially) when looking down  
on it. Hopefully you will take  
this into consideration.

Thanking you in anticipation.

Yours sincerely,  
[REDACTED]



## Submission 4



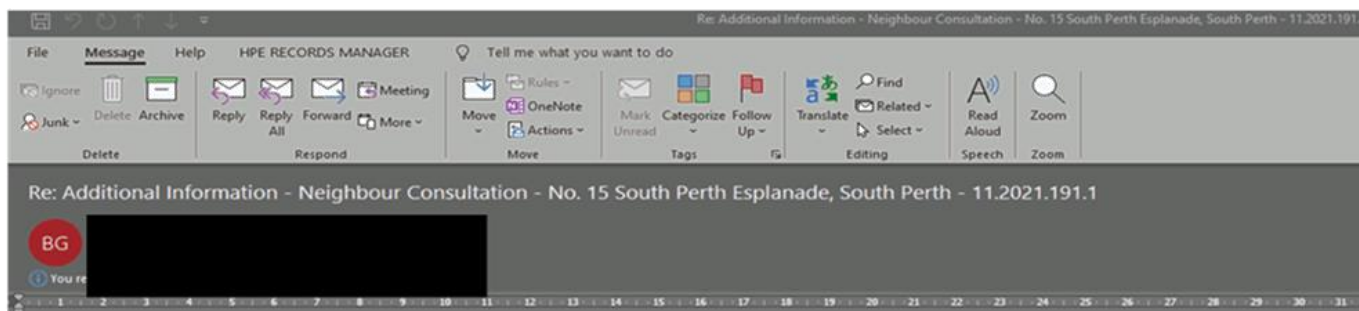
Hello Victoria

Thanks for sending through the cone of vision screenshot.

We are happy at this stage of the proposed development and will not be making any comments.

[Redacted]

## Submission 5



Dear Victoria,

Thank you for your email.

At our meeting you mentioned that you requested from the applicant further information regarding overshadowing and access to sunlight drawings, when are these likely to be received?

The proposed development will block our access to sunlight in our entire dining and kitchen area on the ground floor where the existing waterfall window is.

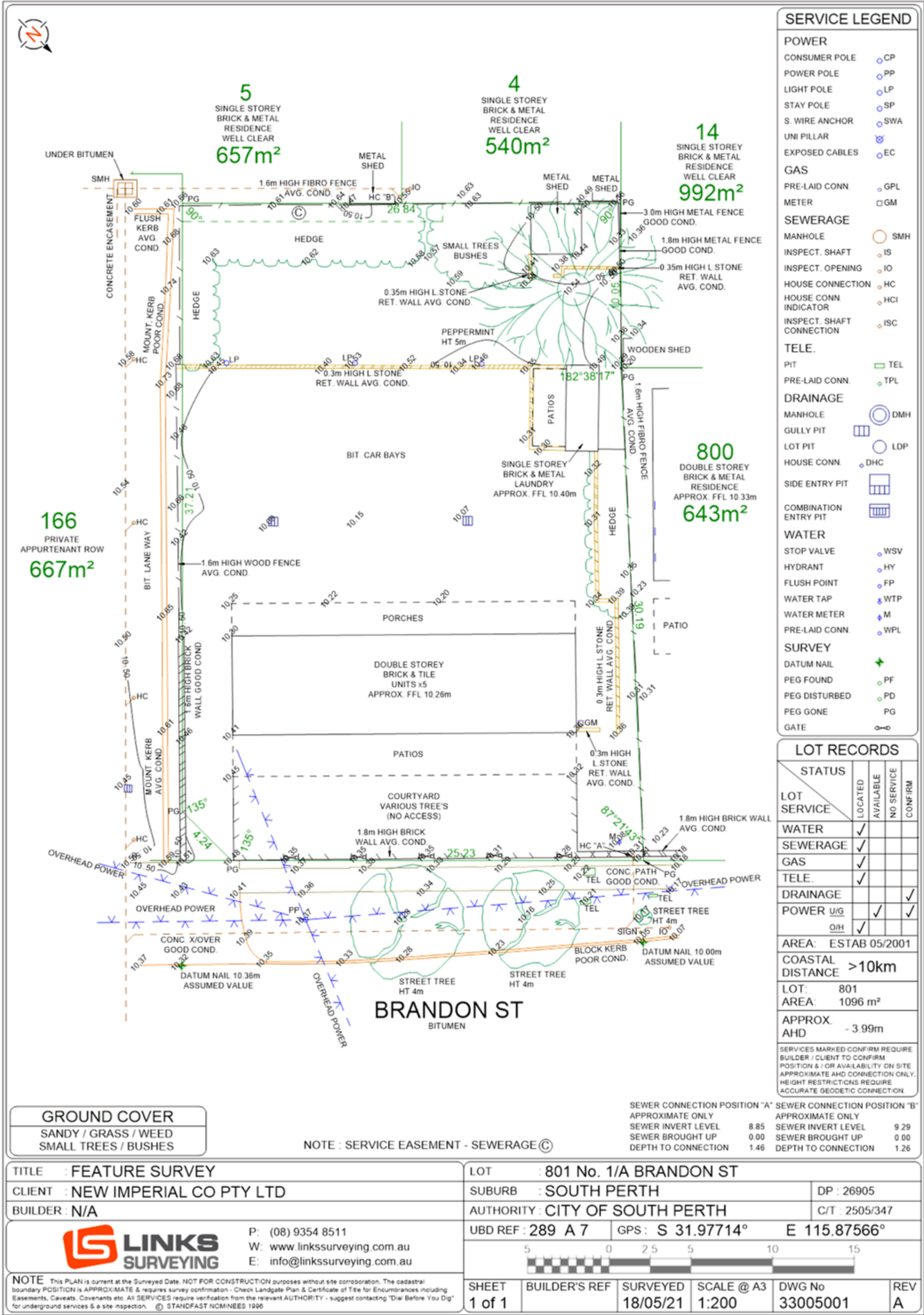
Our objection is based upon access to sunlight.

[Redacted]

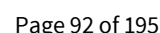
Best regards,

[Redacted]

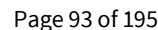










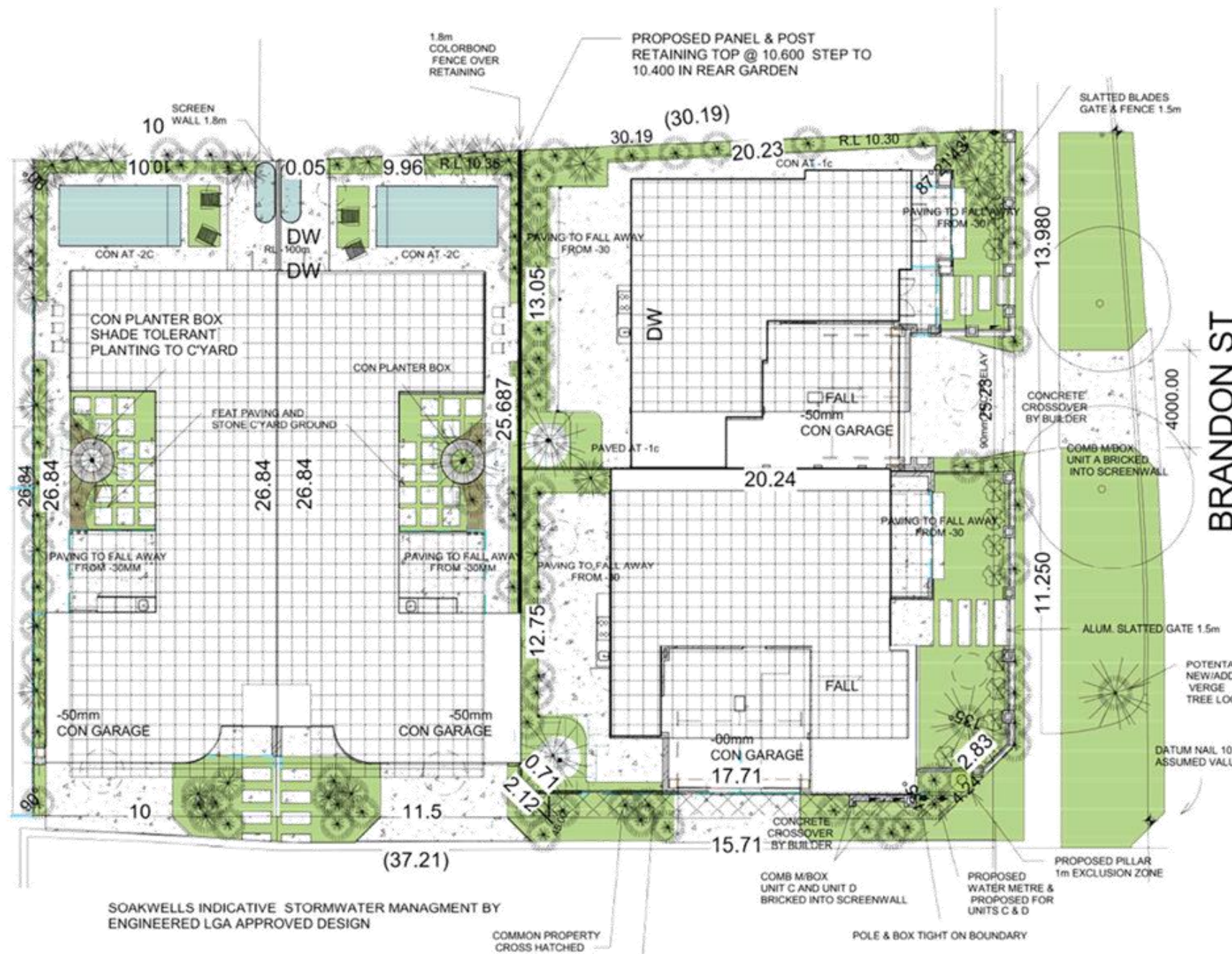






DEVELOPMENT SITE PLAN		<div style="text-align: center;"> <h1>1A BRANBON ST DEVELOPMENT PLAN</h1> </div>
ADDRESS:		
LOT 800 No. 1A BREANDON STREET		
DATE:		
09.06.2020	Scale	1 : 200





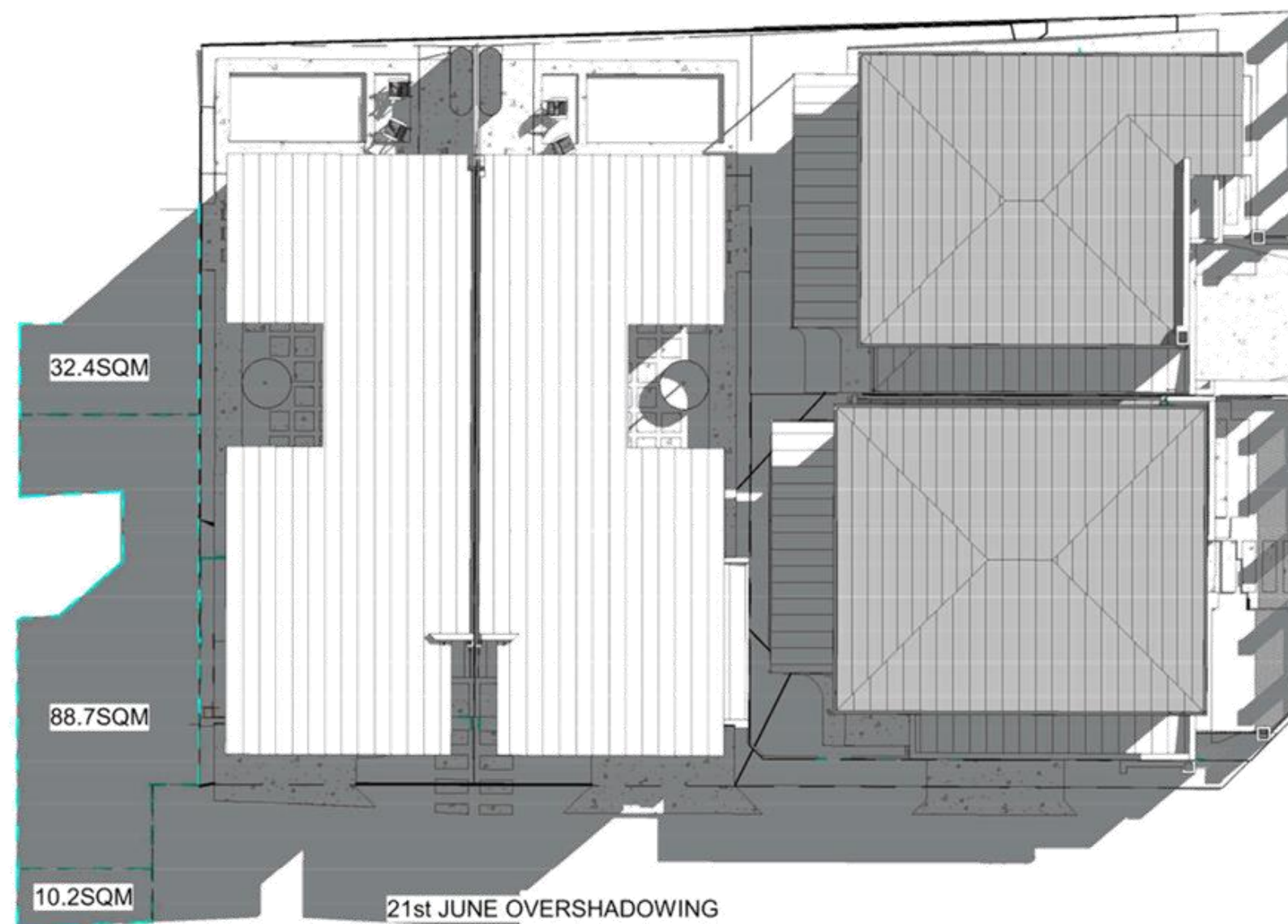
PLANTING LEGEND				
IK	SPECIES	JOB SPECIFICS	SIZE LTR	QT
	Magnolia Teddy Bear or similar	Planted along fence line	30L	17
	Gardenia "Professor Pucci" or similar	Planted in front of Magnolia's	5L	40
	Nandina "Blush" or similar	Scattered together with others inc CP5	5L	60
	Golden Cane or similar	Scattered together with others not CP5	5L	50
	Philodendron Xanadu or similar	Scattered together with others inc CP5	5L	50
	Cordyline "Red Fountain" or similar	Scattered together with others inc CP5	12L	50
	Furcraea Mediopicta	Feature scattered	30L	10
	Yucca elephantipes & Furcraea Jet Stream	Feature scattered	45L	30
	Ficus "Bushy Prince" or similar weeping variety that tolerates shade well	Plants for shaded courtyard with little to no sun (invasive planted into pots)	200L	1
	Alternative for court yard maple		200L	1
	Cycus Revoluta	Front Units units feature plants in rear yard	100L	3



No.	Description	Date
1.	ISSUED FOR DA	
2.		

1A BRANDON ST LANDSCAPING	
ADDRESS:	1A BRANDON ST LANDSCAPING
LOT 800 No.1A BRANDON STREET	
DATE:	
09.06.2020	Scale As indicated





#### SOLAR ACCESS ADJOINING LOT

##### 2 DYSON ST

TOTAL LOT AREA = 540m<sup>2</sup>  
ALLOWABLE PER CENT BELOW R25 = 25%  
PER CENT OF SHADOW CAST = 6 %  
AREA OVERCAST ON 21 JUNE NOON = 32.4m<sup>2</sup>

##### 4 DYSON ST

TOTAL LOT AREA = 657m<sup>2</sup>  
ALLOWABLE PER CENT BELOW R25 = 25%  
Northwest boundary 40m – 6.875 (overshadowed by Unit D on northwest boundary) = 31.125sqm  
North East boundary 13.42 + 3.04 = 16.42sqm =  
Total = 47.585sqm  
North West boundary= 65.4%  
North East boundary= 34.5%  
Allowable percent shading 34.5 X 0.25 = 8.625 %  
PER CENT OF SHADOW CAST = 13.5 % (see justification)  
AREA OVERCAST ON 21 JUNE NOON = 88.7m<sup>2</sup>

##### 6 DYSON ST

TOTAL LOT AREA = 607m<sup>2</sup>  
ALLOWABLE PER CENT BELOW R25 =25%  
PER CENT OF SHADOW CAST = 2.7 %  
AREA OVERCAST ON 21 JUNE NOON =10.2m<sup>2</sup>

No.	Description	Date
1.	ISSUED FOR DA	
2.		

OVERSHADOWING		1A BRANDON ST SHADOWING PLAN
ADDRESS:		
LOT 800 No.1A BREANDON STREET		
DATE:		
09.06.2020		Scale 1 : 200

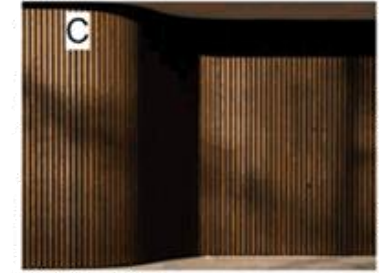
UNIT A & B RENDERED SURFACES WILL LIGHT CONTEMPORARY  
UNIT C & D RENDERED SURFACES WILL BE LIGHT CONTEMPORARY TO HOUSE WALL,  
WITH A DARKER CONTEMPORARY SHADE TO THE ROOF SECTION.

FINAL COLOUR SELECTION CAN BE SUBMITTED TO THE SHIRE PRIOR TO BUILDING PERMIT

WHITE ALUM  
BATTENS  
/ BLADES  
FLUSH WITH  
RENDER



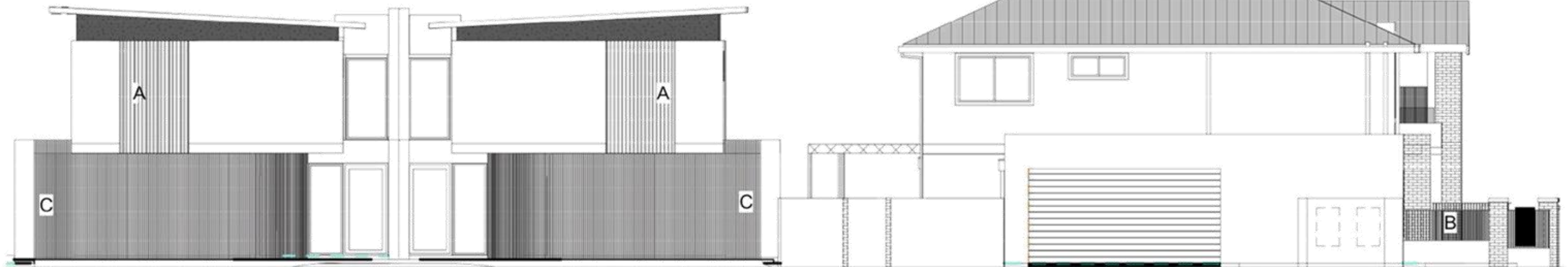
RECLAIMED LOOK  
FEATURE FACE  
BRICKWORK



TIMBER LOOK  
CLADDING TO  
GARAGE DOOR  
OPENING AND  
ADJOINING WALL



1 NORTH EAST  
1 : 100



2 SOUTH EAST  
1 : 100



No.	Description	Date
1.	ISSUED FOR DA	
2.		

STREET ELEVATIONS	
ADDRESS:	1A BRANDON ST
LOT 800 No.1A BREANDON STREET	STREET ELEVATIONS
DATE:	Scale
09.06.2020	1 : 100



PROP UNIT A	
Name	Area
FIRST FLOOR	110 m <sup>2</sup>
GROUND FLOOR	98 m <sup>2</sup>
GARAGE	34 m <sup>2</sup>
OPENABLE LOUVRE	27 m <sup>2</sup>
PORCH	4 m <sup>2</sup>
VERANDAH	7 m <sup>2</sup>
BALCONY	10 m <sup>2</sup>
STORE	4 m <sup>2</sup>

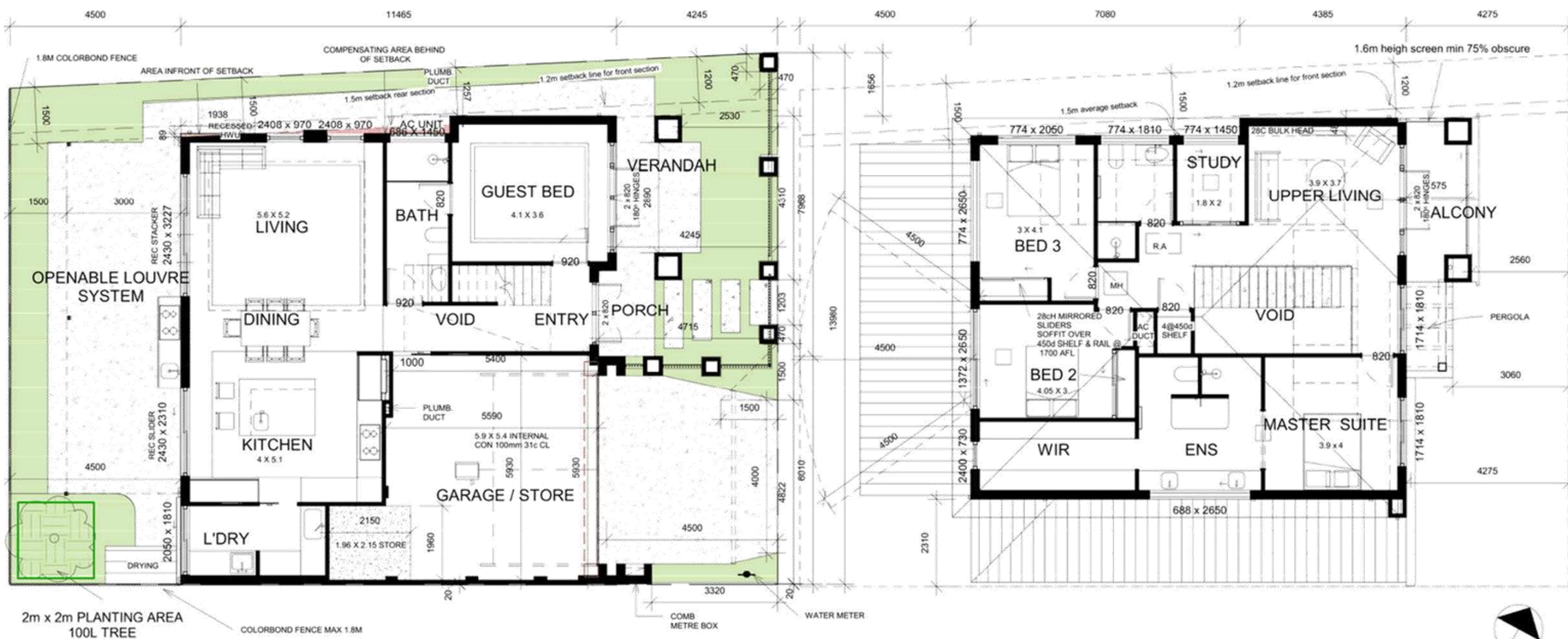
Unit A	m <sup>2</sup>	m <sup>2</sup>	%
TOTAL		294.00	
LOT AREA	273.00		
Share of CP5	4.25		
Total LOT area		277.25	
Total Site Cover (excl Porch & Verandah)	136.00	49.05%	
Open Space	141.25	50.95%	
Required Open Space R40	124.76	45.00%	
Outdoor Living	59.00		
Outdoor Living (including Balcony & Verandah)	76.00		
Required Outdoor Living R40	16.00		

**GF GROUND FLOOR**  
1 : 100

59m<sup>2</sup>  
OUTDOOR LIVING SPACE  
(EXCLUDING VERANDAH AND BALCONY)

**FF FIRST FLOOR**  
1 : 100

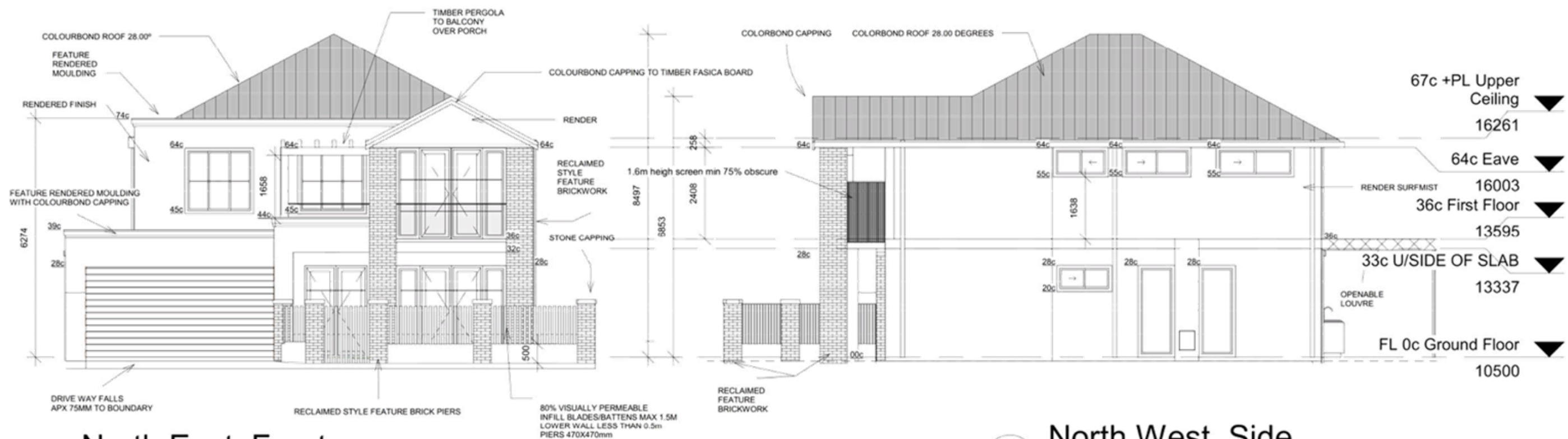
SOLAR PANELS TO  
NORTH ROOF  
ELEVATION



No.	Description	Date
1.	ISSUED FOR DA	
2.		

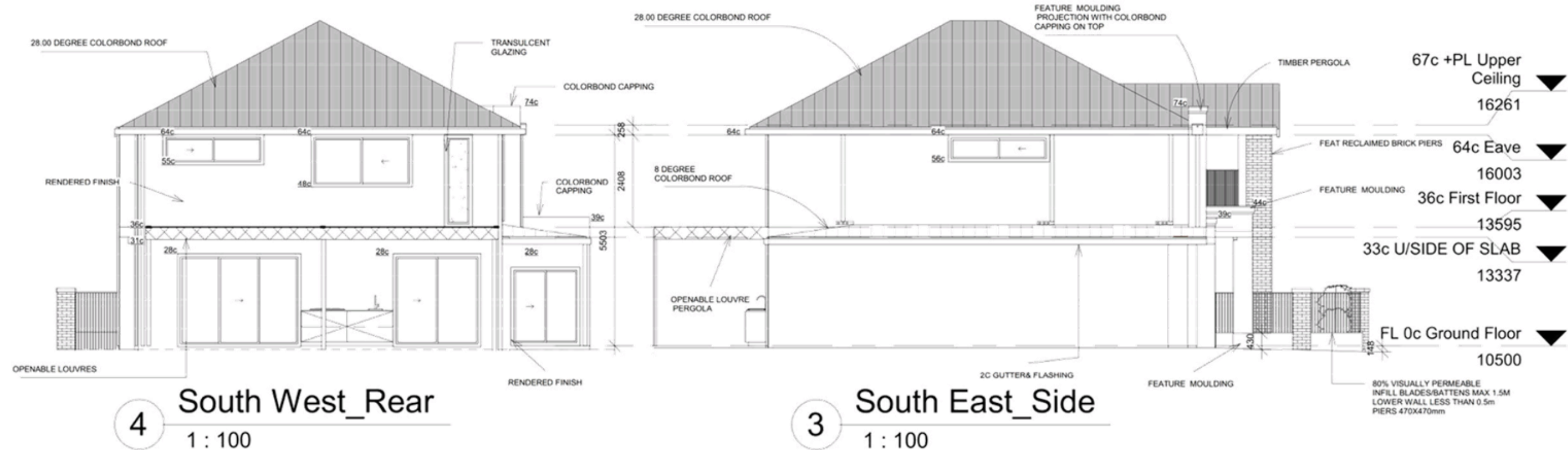
DA FLOOR PLANS		DA UA No1
ADDRESS:		
LOT 800 No.1A BREANDON STREET		
DATE:		
09.06.2020	Scale	1 : 100





2 North East\_Front  
1 : 100

1 North West\_Side  
1 : 100



4 South West\_Rear  
1 : 100

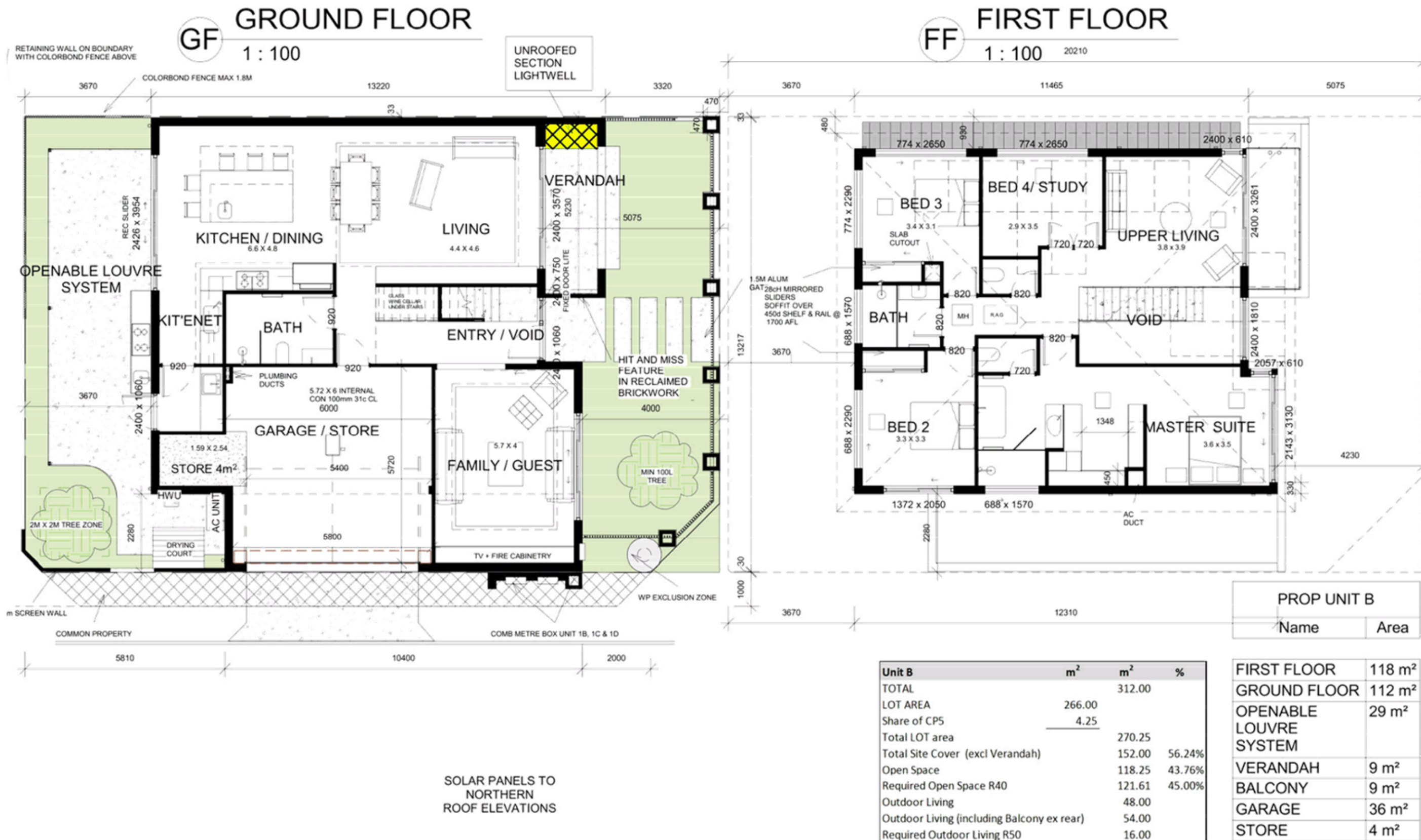
3 South East\_Side  
1 : 100



No.	Description	Date
1.	ISSUED FOR DA	
2.		

UA ELEVATIONS	
ADDRESS: LOT 800 No.1A BREANDON STREET	DA UA No2
DATE: 09.06.2020	Scale 1 : 100

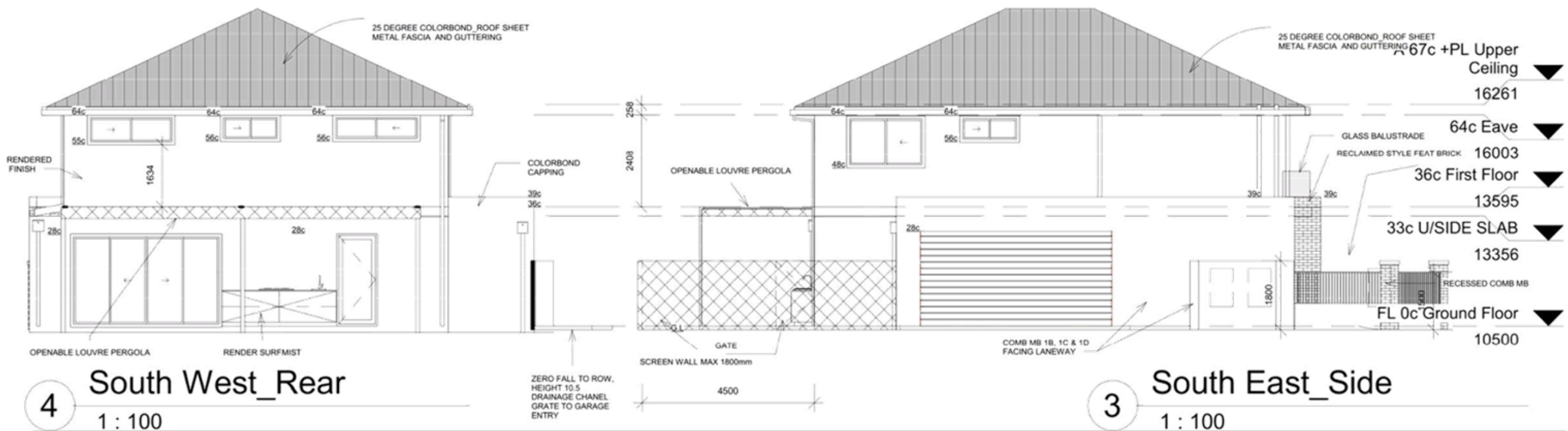
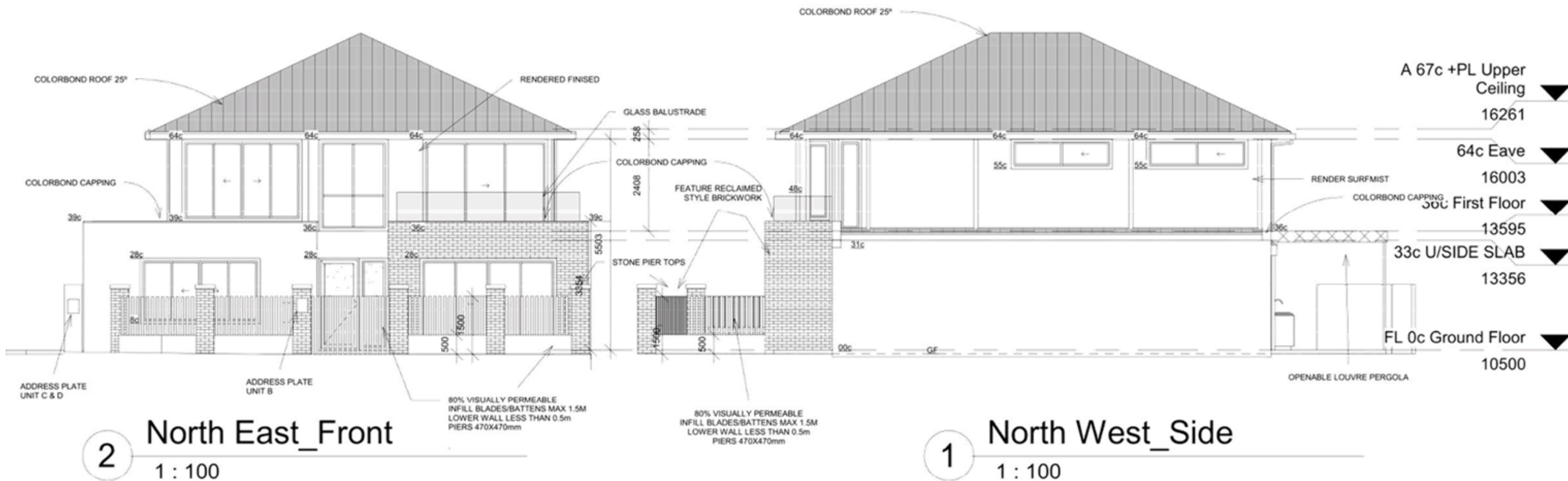




No.	Description	Date
1.	ISSUED FOR DA	
2.		

DA FLOOR PLANS	
ADDRESS:	
LOT 800 No.1A BRANDON STREET	
DATE:	
09.06.2020	
Scale	1 : 100

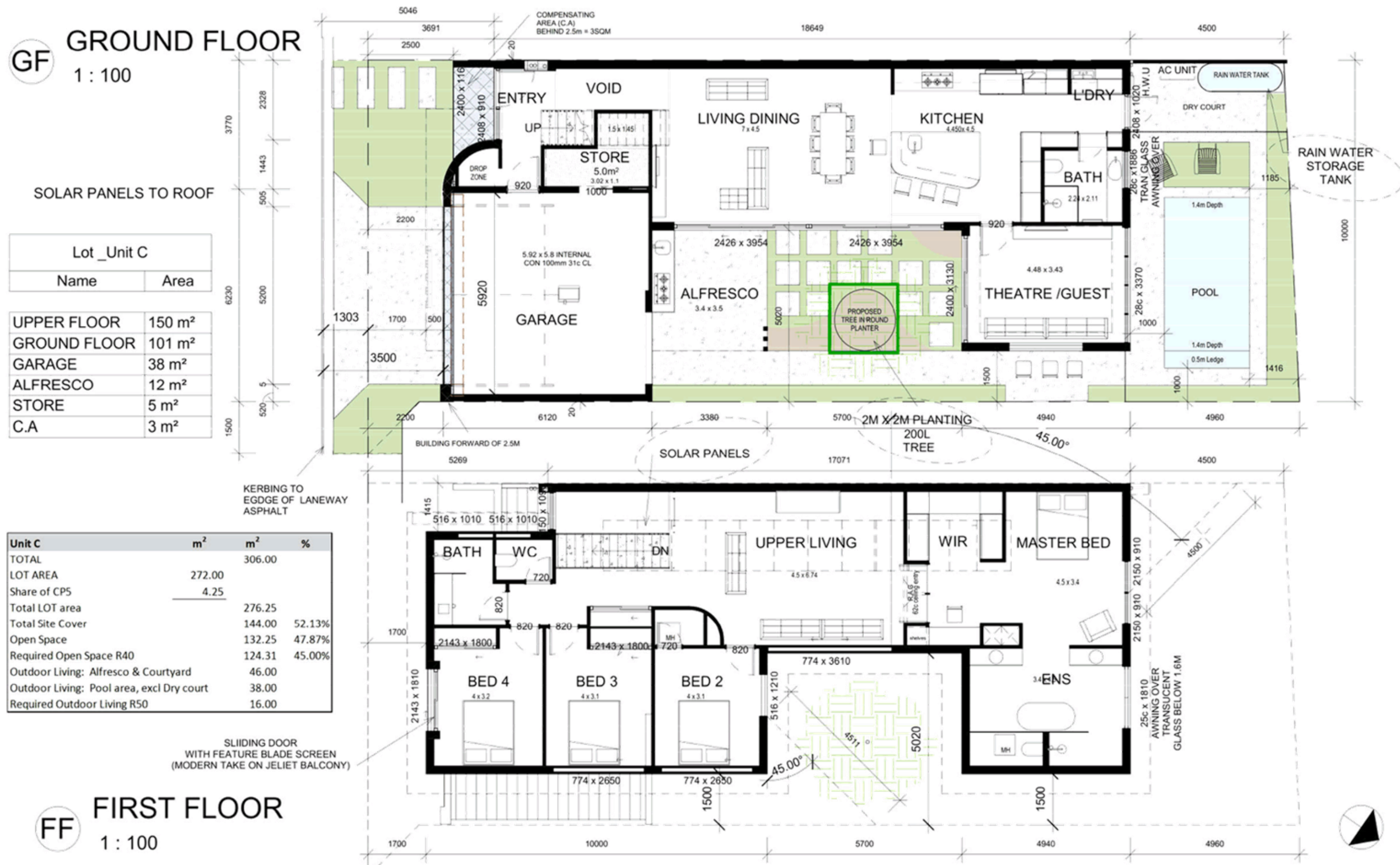




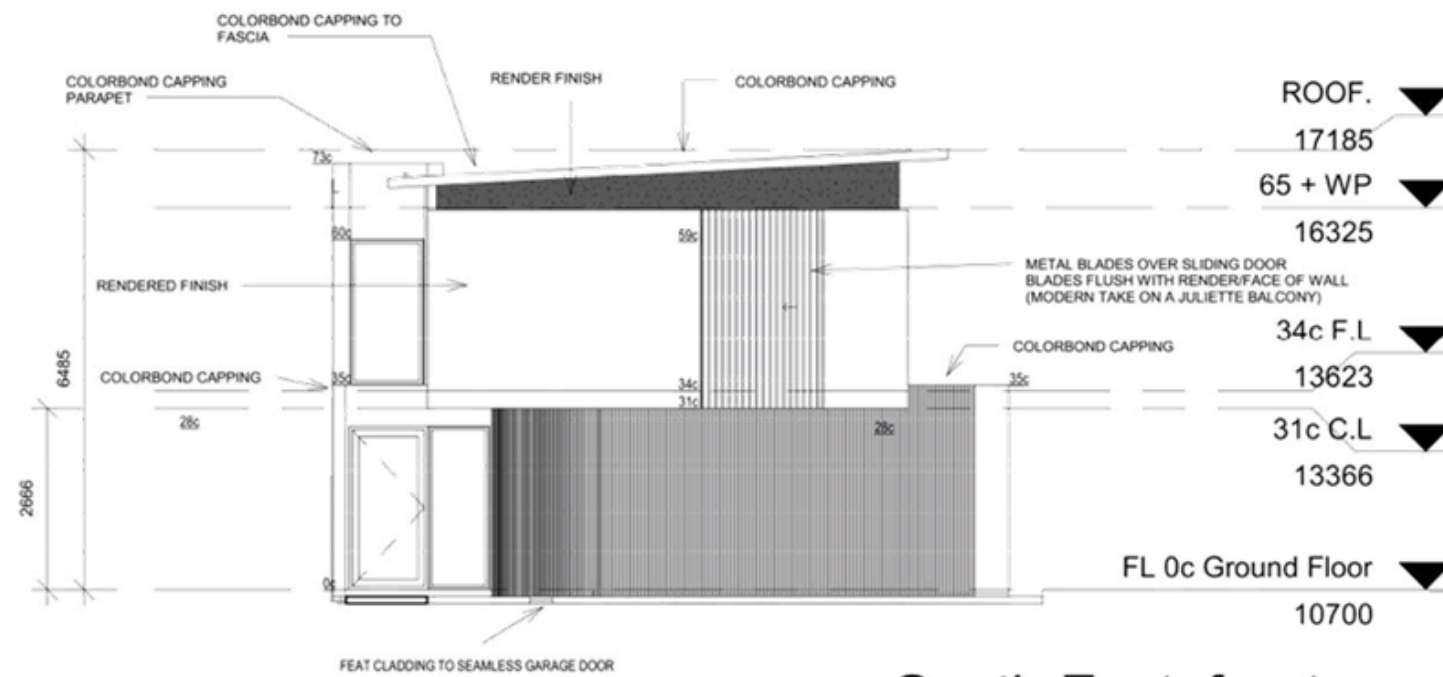
No.	Description	Date
1.	ISSUED FOR DA	
2.		

DA UB ELEVATIONS	
ADDRESS:	DA UB No2
LOT 800 No.1A BRANDON STREET	
DATE:	
09.06.2020	Scale 1 : 100

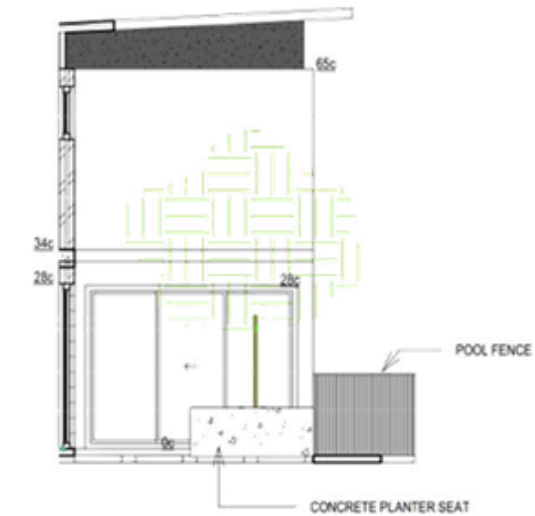




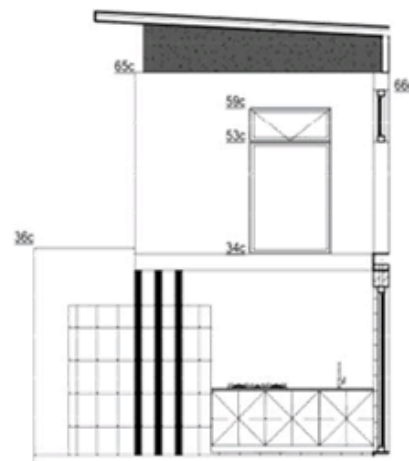




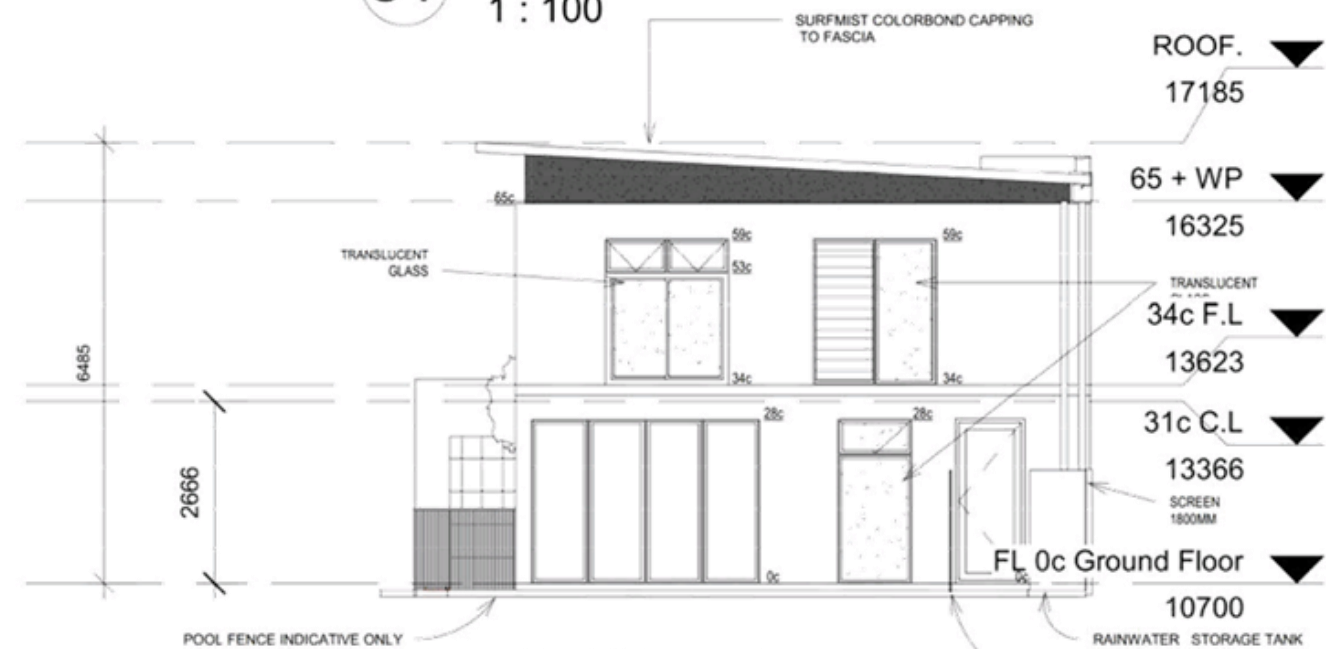
**SE** South East\_front  
1 : 100



**CY** South West\_COURT YARD  
1 : 100



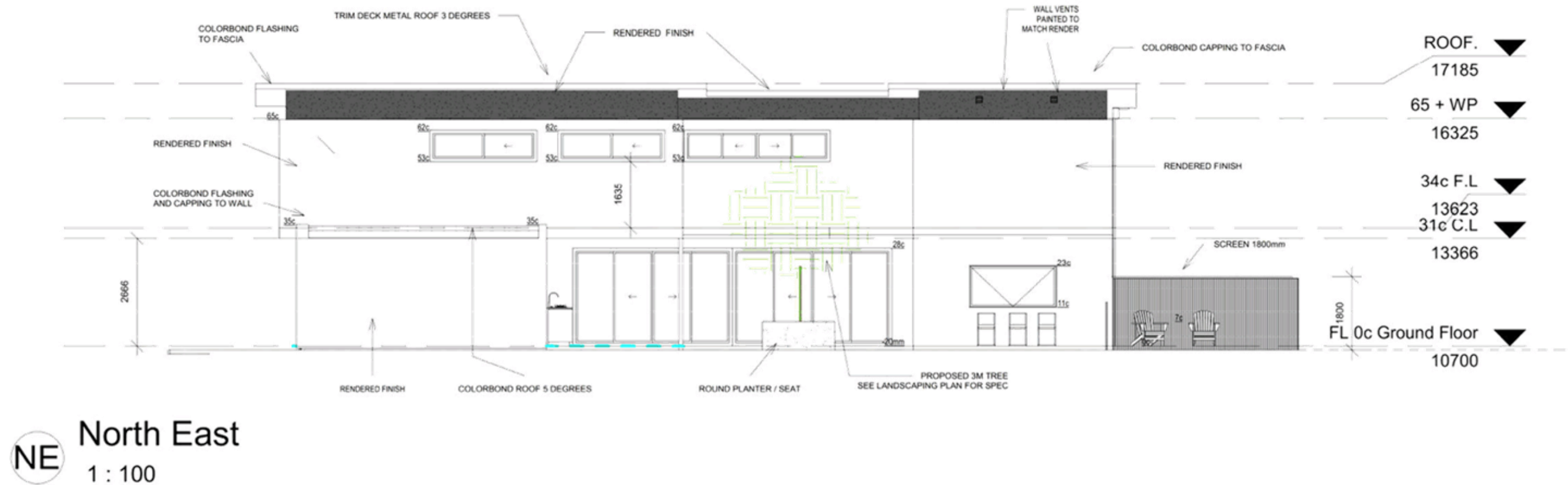
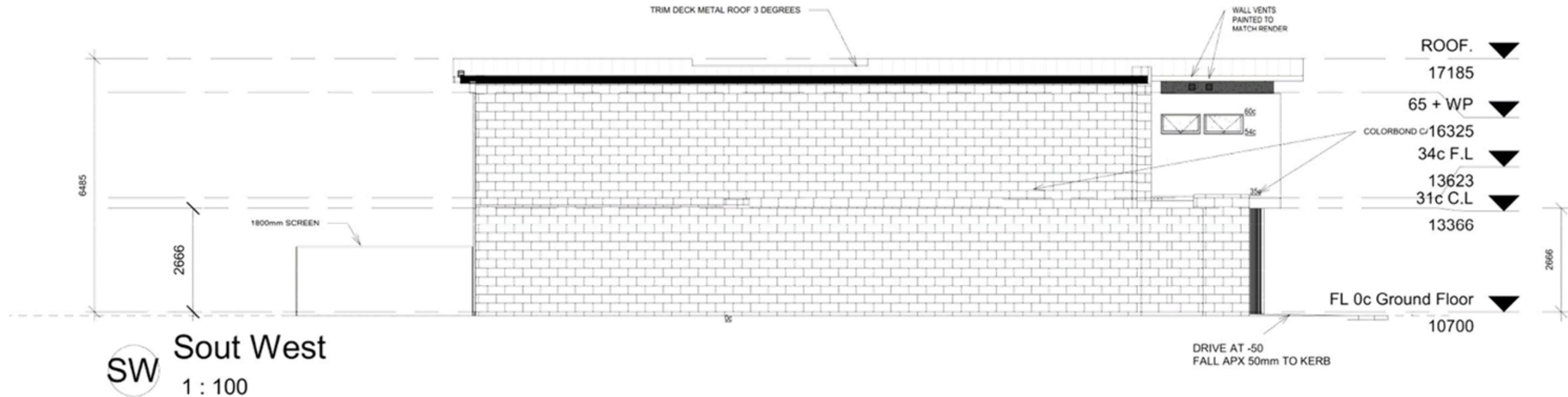
**CYE** South East\_COURT YARD  
1 : 100



**SW** South West\_Rear  
1 : 100

No.	Description	Date
1.	ISSUED FOR DA	
2.		

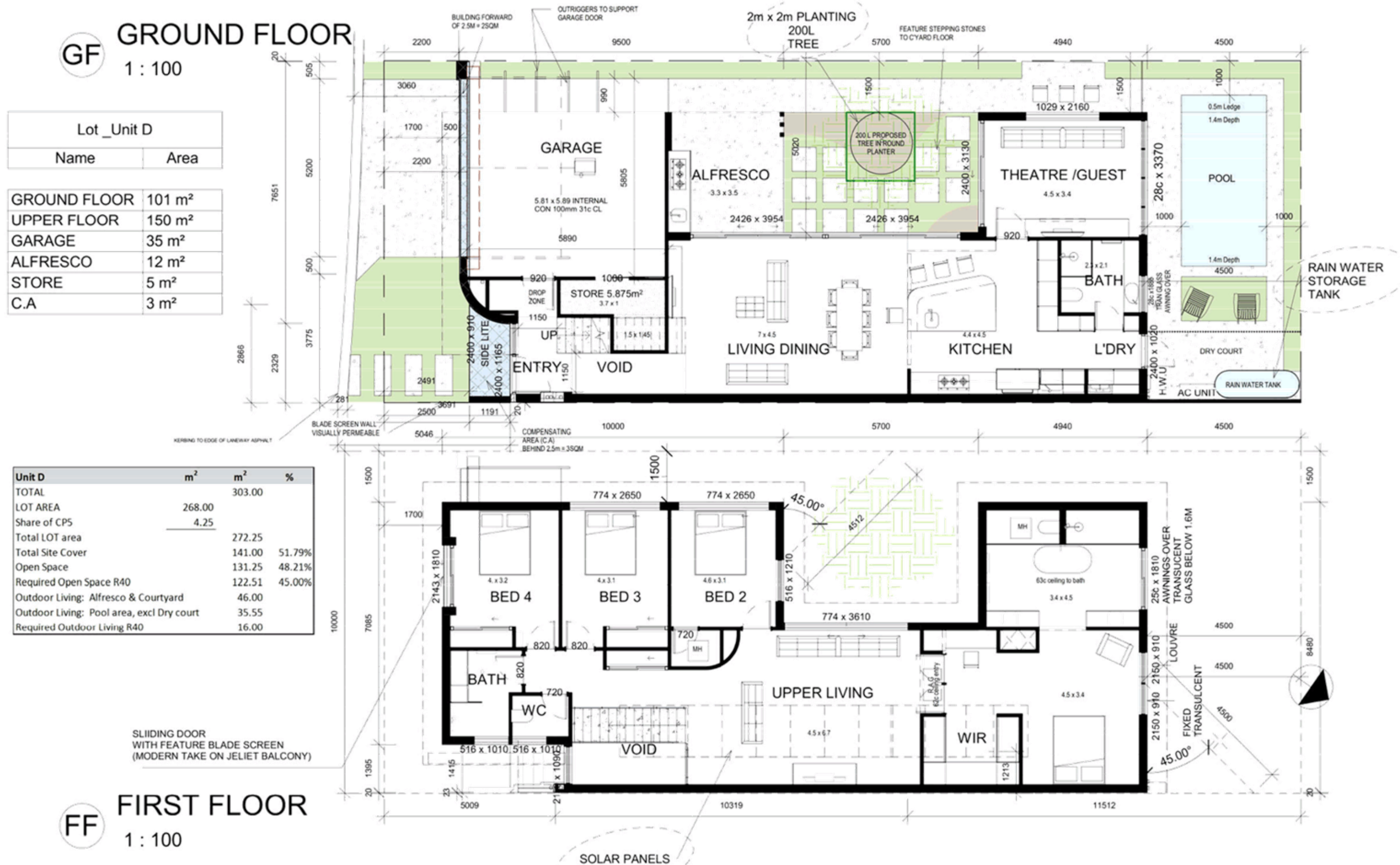
FRONT & REAR ELEVATIONS	
ADDRESS:	UC DA No2
LOT 800 No.1A BREANDON STREET	
DATE:	
09.06.2020	Scale 1 : 100



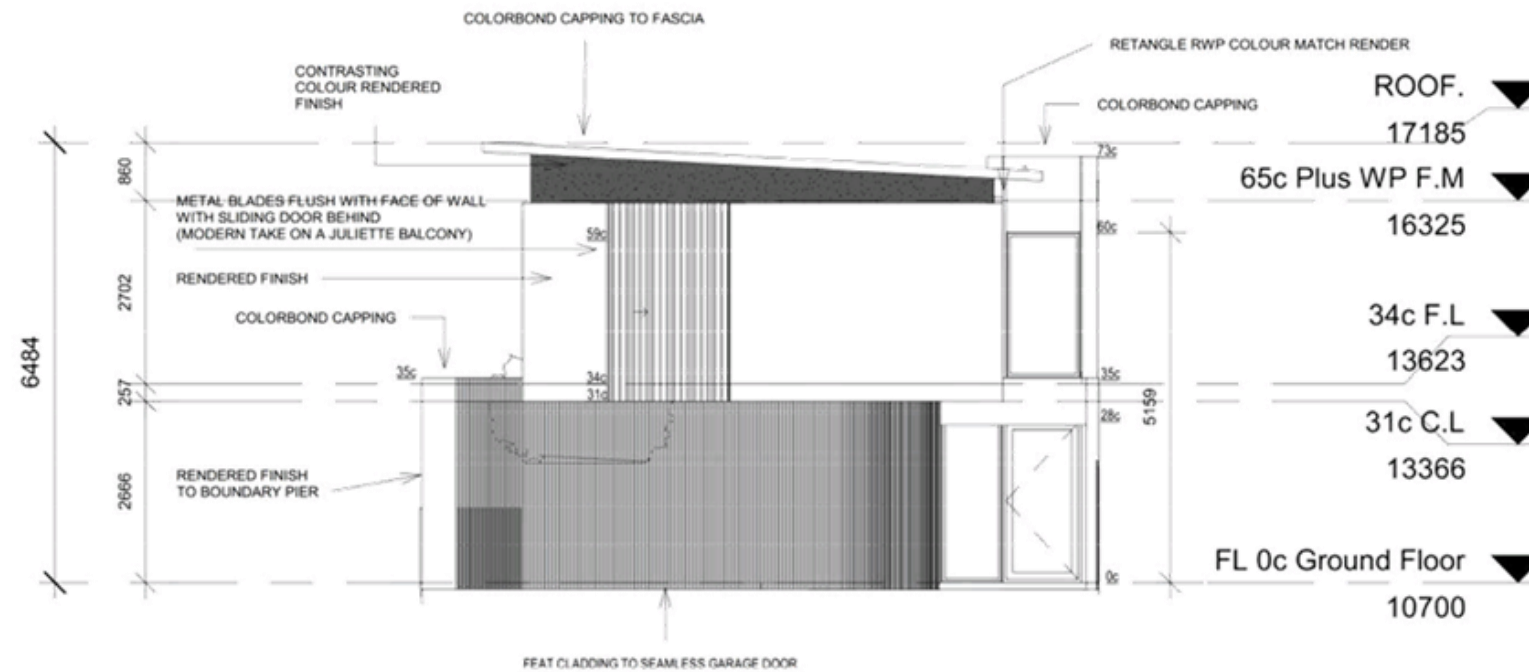
No.	Description	Date
1.	ISSUED FOR DA	
2.		

SIDE ELEVATIONS		UC DA No3
ADDRESS:		
LOT 800 No.1A BREANDON STREET		
DATE:		
09.06.2020	Scale	1 : 100

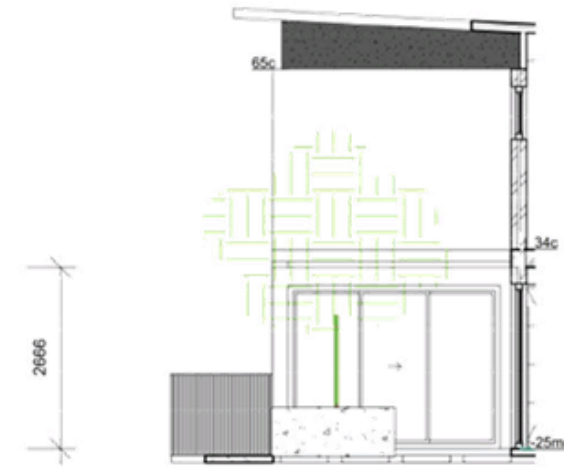




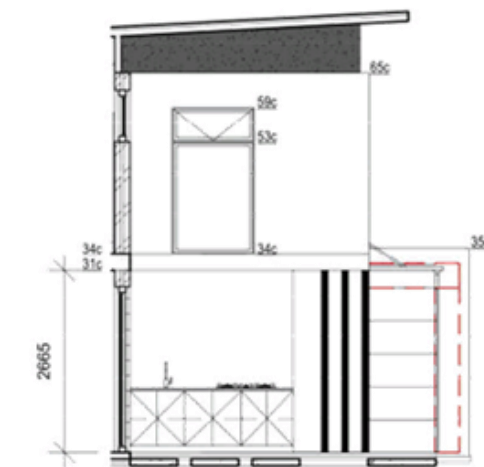




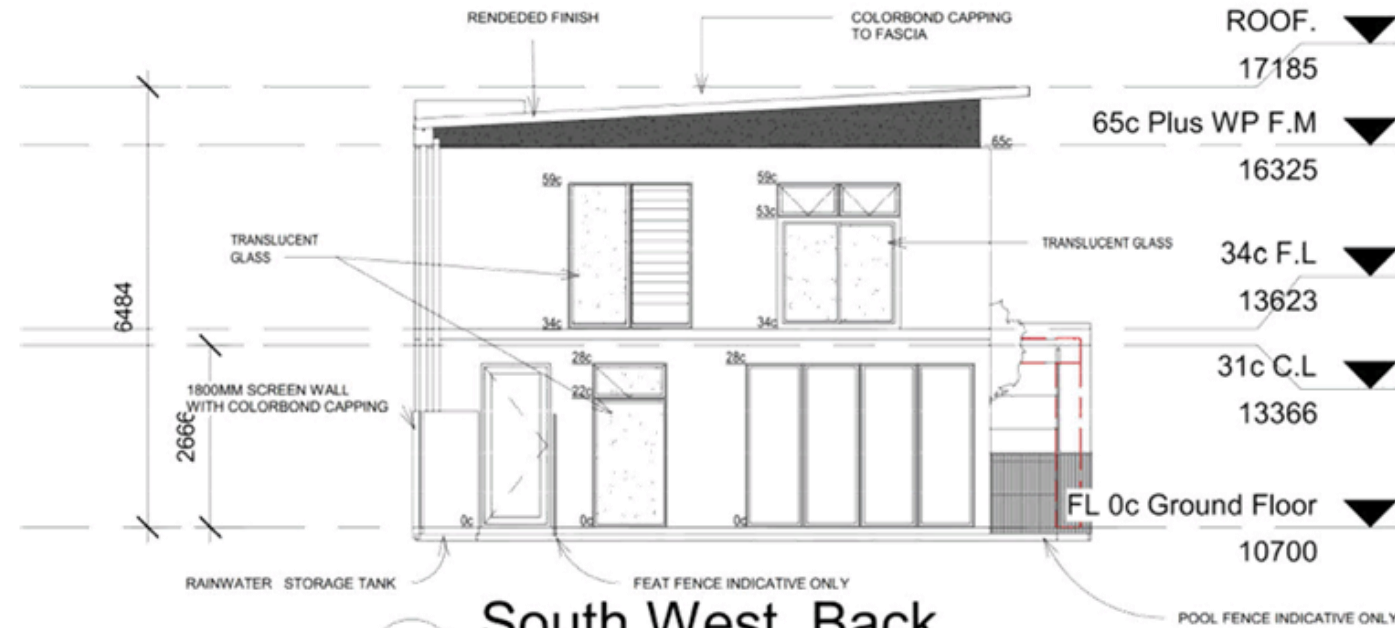
**W** South East\_Front  
1 : 100



**CYW** South West\_Court Yard  
1 : 100



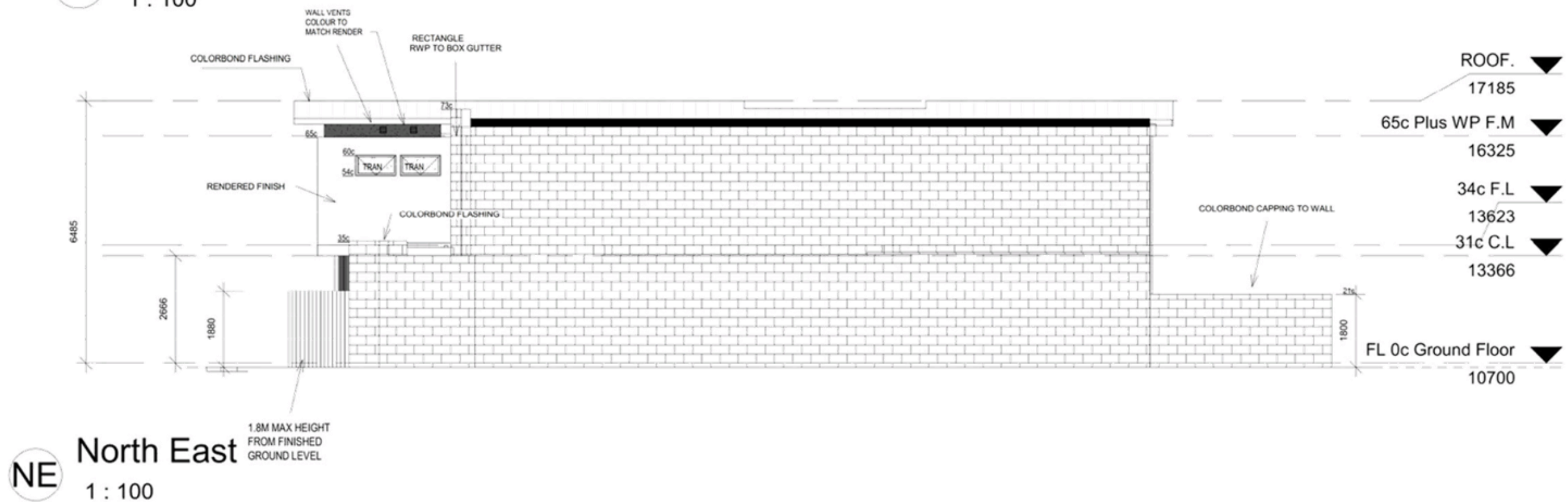
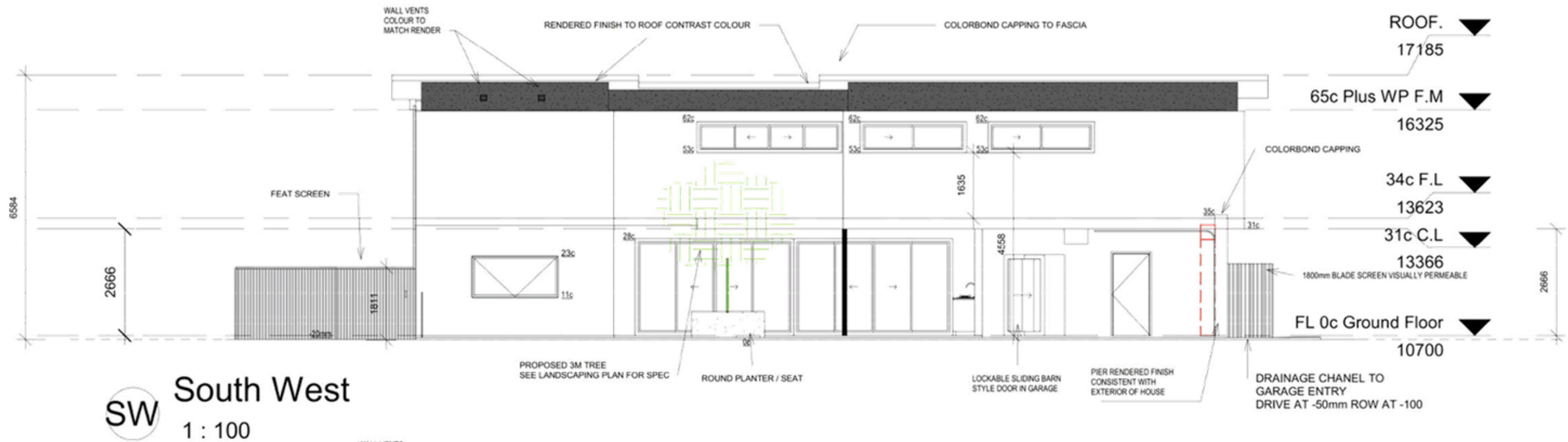
**CYE** South East\_Court Yard  
1 : 100



**E** South West\_Back  
1 : 100

No.	Description	Date
1.	ISSUED FOR DA	
2.		

FRONT & REAR ELEVATIONS	
ADDRESS:	UD No2
LOT 800 No.1A BRANDON STREET	
DATE:	
09.06.2020	Scale 1 : 100



No.	Description	Date
1.	ISSUED FOR DA	
2.		

SIDE ELEVATIONS	
ADDRESS:	UD No3
LOT 800 No.1A BREANDON STREET	
DATE:	
09.06.2020	Scale 1:100





Existing dwellings as viewed from Brandon Street



Existing driveways as viewed from Brandon Street





Existing right of way



Existing dwellings as viewed from the subject site



Existing street parking bays on Brandon Street

#### 4 Grouped Dwellings – No. 1A Brandon Street, South Perth

##### Response to matters raised at DRP (July 2021 meeting)

State Planning Policy 7.0 – Design Principles

DRP Overview/General Comments

Green – 1, 3, 7 and 8

Orange – 2, 4, 5, 6, 9 and 10

General comments

The semi-detached typology is a good solution to achieve more usable outdoor space, create 2 addresses to ROW which is currently the rear of properties and to utilise ROW driveway is an improvement in the neighbourhood.

Design Principles	Summary of Comments – DRP	Applicant Response	Officer Comment
<b>1. Context and Character</b>  <i>Good design responds to and enhances the distinctive characteristics of a local area, contributing to a sense of place.</i>	a) Needs visual analysis of the context and character. b) Location plan and streetscape character analysis required. c) Proposal fits with conventional suburban street interface. d) Verandah to Lot 1 & 2 provide an opportunity to create street interaction. But high fences can compromise the interaction with people on the footpath. To really support the interaction, the fence should not be higher than approx. 90cm.	Fence line to the front has been reduced to 1500mm and the infill panels will be visually permeable. Lower wall reduced to 500mm.	The proposed front fence complies with the deemed to comply provisions of R-Codes. The proposed housing typology is consistent with the suburban setting. It is considered that this principle has been satisfied.
<b>2. Landscape Quality</b>  <i>Good design recognises that together landscape and buildings operate as an integrated and sustainable system, within a broader ecological context.</i>	a) Reasonable compared to conventional medium density response. b) Landscape to be increased to contribute to the broader landscape. c) Existing trees need to be retained. Advice to engage an arborist for assessment and advise. d) Consider retaining mature tree on Lot 4. e) 100lt trees shown on plans are not 'established' trees. f) Improve ROW, design as a mews, a people's place, for communal use, for playing children (no	Unit C&D, rear of garage is open to the outdoor living area and store is self-contained to allow garage to be utilised as an activity area, linked to the ROW and the courtyard to allow free transition and utilisation of the ROW and garage space.  Increase courtyard trees to min 200L in lieu of 100L.	The existing mature tree on Lot 4 is not listed on the City's Significant Tree Register and is also allowed to be removed to facilitate development in accordance with Council Policy P350.05.  The proposed Landscaping Plan incorporates comments from the DRP, complies with the deemed to comply provisions of R-Codes relating to landscaping and has



		space in the gardens). Use appropriate paving & planting to support multiple functions.	Increased the size of the 1B front garden facing Brandon Street by moving the vehicle access point to the laneway.  Thus, increasing the verge and front garden space. This has also opened up space on the verge for an additional verge tree.	been accepted by the City's Urban Design department.  As such, it is considered that this principle has been satisfied.
3. Built Form and Scale  <i>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.</i>		a) Appropriate to the locality  b) Pitched roof forms to the street houses are a logical response to the locality  c) Lost opportunity to put the garage to the corner house off the driveway.	We have relocated the garage to the rear of unit 1B and its entry to the ROW. Furthermore, the theatre now faces Brandon Street improving the front façade of the unit in the street scape.	No further comment is required. It is considered that this principle has been satisfied.
4. Functionality and build quality  <i>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</i>		a) Internal planning generally logical  b) Houses enable ageing in place - front better than rear  c) Bathroom opening off the kitchen in laneway houses needs an air lock  d) Give early consideration of placement of meter boxes, utilities for laneway houses.  e) Consider placement of AC/water heaters/drying racks/bin stores/etc	Bathroom will be vented and incorporate an openable window Lane way Metre boxes nominated on plans in CP5. AC, HWU, drying courts etc nominated for each unit on the plans.	No further comment is required. It is considered that this principle has been satisfied.
5. Sustainability  <i>Good design optimises the sustainability of the built environment, delivering positive environmental, social and economic outcomes.</i>		a) Explore additional responses to sustainability beyond cross ventilation and passive solar.  b) Avoid dark colours for roof.	All units to have solar/renewable power and rear units incorporate rainwater catchments.	No further comment is required. It is considered that this principle has been satisfied.
6. Amenity		a) Privacy issues to rear boundary.	-We have designed all overlooking to comply with R-codes.	No further comment is required. It is considered that this principle has been satisfied.

<p><i>Good design optimises internal and external amenity for occupants, visitors and neighbours, providing environments that are comfortable, productive and healthy.</i></p>	<p>b) Bed 3 in laneway has no outlook. Main bedroom has poor outlook.</p> <p>c) Courtyards in laneway houses could be good spaces to compensate for laneway location but one largely in shadow.</p> <p>d) Consider placement of AC units (not on balconies)</p> <p>e) Dwelling B is very deep, especially with the covered outdoor spaces. Effectively compromises daylight levels in dining areas; likely artificial light mostly needed – needs further thought to improve access to natural light.</p>	<p>-Main bedroom1C &amp; D have views towards the city view and views over rear garden. Bed 3 can also borrow light from the void.</p> <p>-AC units are not located on the balcony and are out of site for the ROW/Brandon street.</p> <p>-Unit 1D courtyard whilst it is well shaded in winter the adjoining theatre room has glazed walls on either side allowing the afternoon winter sun to penetrate through the room.</p> <p>-Unit 1B is designed to allow the morning sun to penetrate the North East verandah glazing. It is noted the verandah also incorporates a lightwell allowing direct midday sun. Furthermore, after 2:30pm(21june) the sun is directly facing the North West elevation, and with the inclusion of openable louvres to the alfresco, will allow sunlight into the rear of the living/kitchen area.</p> <p>Finally, we have also relocated the Theatre room to the North East elevation and pushed the garage to the rear, this provides the theatre with improved natural light and energy efficiency.</p>	
<p>7. Legibility</p> <p><i>Good design results in buildings and places that are legible, with clear connections and easily identifiable elements to help people find their way around.</i></p>	<p>Consider a dedicated path and gate to the front door rather sharing the driveway.</p>	<p>Comment noted.</p>	<p>On amended plans, a dedicated pedestrian path to the front door has been provided for each dwelling. No further comment is required. It is considered that this principle has been satisfied.</p>
<p>8. Safety</p> <p><i>Good design optimises safety and security, minimising the risk of personal harm and supporting safe behaviour and use.</i></p>	<p>a) Consider a dedicated path and gate to the front door rather than sharing the driveway.</p> <p>b) Flared driveway helps with sightlines but has negative impact on verge as mentioned above.</p>	<p>Dedicated paths and gates, to the front doors, have now been provided. Crossover/drive to unit 1B removed, only one crossover will not access via Brandon St.</p>	<p>No further comment is required. It is considered that this principle has been satisfied.</p>
<p>9. Community</p> <p><i>Good design responds to local community needs as well as the</i></p>	<p>Visual permeability of the fencing to the boundaries will be an important consideration, along with landscape in the setbacks. The fence should not be higher than approx. 90cm.</p>	<p>Fence line to the front has been reduced to 1500mm and the infill panels will be visually permeable. Lower wall reduced to 500mm.</p>	<p>The proposed front fence complies with the deemed to comply provisions of R-Codes. It is</p>

<i>wider social context, providing environments that support a diverse range of people and facilitate social interaction.</i>			considered that this principle has been satisfied.
<p>10. Aesthetics</p> <p><i>Good design is the product of a skilled, judicious design process that results in attractive and inviting buildings and places that engage the senses.</i></p>	<p>a) Two different architectures are acceptable given the different street and laneway contexts.</p> <p>b) Street houses elegant and appropriate to context.</p> <p>c) Consider a strong expression of the roof as a folded element rather than the skillion for the laneway houses.</p>	<p>The skillion design has been used to help with shading to improve the energy efficiency of the buildings and reduce rainwater hitting the facade. Skillion also allows the roof space wall to be stepped back helping to reduce the buildings bulk.</p>	<p>The City's Kensington and Arlington Precinct policy (P350.05) only applies to the portion that is visible from the street (within 12m from Brandon Street alignment). The policy does not apply to the rear part of the development site.</p> <p>It is therefore considered that this principle has been satisfied.</p>



## Kevin Tang

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**From:** [REDACTED]  
**Sent:** [REDACTED]  
**To:** enquiries  
**Subject:** ADVERTISEMENT OF PLANNING PROPOSAL - ATTN: Kevin Tang

ATTN: Kevin Tang

Dear Kevin

PLANNING PROPOSAL FOR LOT 801, 1a BRANDON STREET, SOUTH PERTH

Thank you for your time today.

Further to our conversation, as requested, please find below a list of our concerns regarding the above mentioned planning proposal.

1. We are concerned that a further increase in demand on the use of the five parallel parking bays adjacent to our property at [REDACTED] will compound the obstruction issues we are already dealing with, preventing access to our side gate where we park our boat and/or caravan.

We refer to the submission clause "Minimum Setback of Garages" whereby reference is made to the utilisation of the "parallel parking on Brandon Street in front of the site". In addition, it appears that no provision has been made for off-road visitor parking bays within the development

2. As discussed, we also request provision be made in the construction plan to warranty any damage caused to the verge and/or kerbing adjacent to [REDACTED] as history has proven that even a single dwelling construction in the surrounding area results in numerous incidents of damage to our installed reticulation and paved pedestrian access.

Thanks for your suggestion to contact the Infrastructure department for a more definitive solution to our rear gate access problem. We will definitely follow this up.

Should you require further information please do not hesitate to contact us.

Regards

[REDACTED]

SUBMISSION NO. 6

## **COMMENTS RELATING TO PLANNING PROPOSAL Lot 801, No 1a Brandon Street, South Perth**

### **1.0 General Comments**

#### **1.1 Submitted Proposal Supporting Documents**

- Initial overview of the supplied drawings supporting the proposal suggests well prepared documentation, however even a cursory review of the drawings immediately reveals a substantial error in the site feature survey data.
- Site levels and existing floor levels of the pre-scheme development are out by approximately 2 to 3 metres, making preliminary design work for the proposed development flawed.
- This survey error makes all the proposed floor and roof level data invalid, precluding comparison with levels of existing properties in the vicinity and therefore impact on them. This could presumably also impact on the shading calculations for adjacent properties and also possibly viewing angles from windows.
- The elevation drawings are not easy to follow, because of multiple incorrect labelling: eg North East Elevation as South West, etc.

#### **1.2 Proposed Development Zoning Changes**

- The proposal requests a zoning change from R15 to R50 and it claims to be made under the provisions of Town Planning Scheme number 6 (TPS6) clause 6.2A.
- This methodology appears invalid because TPS6 clause 6.2A(1)(d) requires that: "the replacement development shall comply with all requirements of the TPS6 R-Codes". In the proposed re-development, the minimum site area for R15 is exceeded, therefore apparently not complying.
- It is noted that draft Local Planning Scheme 7 (LPS7) proposes changes from R15 to R40 for certain nearby properties bordering Mill Point Rd. However LPS7 is only at draft stage, is not council approved to date and therefore not relevant to the assessment process of the development proposal.
- It is further noted that even under the draft LPS7, Lot 1A, Brandon Street is unchanged in R-Code rating from R15.

### **2.0 Objections to the Proposal**

- The proposed R50 high density, increased from current R15, is considered inappropriate for the area, given all surrounding dwellings are typically built to prevailing town planning R15 code standards, with associated minimum site areas, height restrictions and boundary setbacks.
- The proximity of the proposed development to the boundaries would result in increased overlooking of surrounding properties, which currently enjoy relative privacy of outdoor living areas.
- The concealed, largely flat style roof of the rear dwellings is inconsistent with surrounding hipped/pitched rooves and is possibly designed primarily to

accommodate LPS6 clause 6.2A provisions, rather than complementing the existing streetscape.

- Although the overall roof height of the rear dwellings is reduced, the facade to the concealed roof lifts the effective wall height and thus results in increased shading impact on adjacent dwellings relative to a pitched roof. It similarly adds to the imposition of the structure.

### **3.0 Concluding Comments**

The existing dated, terrace style units on the lot are at odds with the surrounding housing and not attractive to the eye. Their replacement with the proposed front two modern double storey dwellings would do much to improve the streetscape.

In contrast, the proposed addition of the two, concealed roof, rear dwellings have the reverse effect. With their inclusion, they substantially crowd the lot and butted together create the appearance of a large block like structure not dissimilar to a warehouse style building. They are completely at odds with the existing streetscape.

With the proposed change to R50 rating and its associated higher density, the resulting new build would be in very close proximity to boundaries of neighbouring properties giving them an unsightly and somewhat dwarfing appearance when viewed from the surrounds. Additionally there would potentially be a substantial loss of privacy arising from overlooking into the surrounding properties.

### **4.0 Summarising Comments:**

- The removal of the existing dated in appearance and drab looking terraced building is welcomed.
- The proposed replacement two front dwellings look attractive, would complement the streetscape and should be a distinct improvement on the existing terraced dwellings.
- The proposed additional two rear dwellings are not considered attractive and do not fit in with the local streetscape.
- By increasing the number of dwellings on the lot from two to four, the site becomes very crowded. This is inconsistent with surrounding property densities and hence undesirable.
- The proposed two rear dwellings would be detrimental to surrounding property owners because of the negative visual impact arising from building design, from increased lot density and from potential shading/overlooking.
- The proposed development appears to be at odds with council's existing formal town planning policy (TPS6), or is possibly attempting to exploit an unintended loophole in that policy to maximise dwelling numbers for the lot.



Submission No. 3

## Kevin Tang

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**From:** [REDACTED]  
**Sent:** [REDACTED]  
**To:** enquiries  
**Cc:** [REDACTED]  
**Subject:** BR2/1A 11.2021.215.1

In response to your letter received at [REDACTED] which we only received late last week so the deadline to respond is very short.

Whilst increased density is not inherently bad, when you buy into a R15 neighbourhood it is done so on the expectation that there is space around each property. Our property is on 992sqm, if we wanted to live in high density then we would have bought elsewhere. If the proposal were for a change to R20 it would be more favourably received. Further, given the proposed development is not in keeping with the R codes and the number of matters requiring discretionary assessment I believe the proposal is not in keeping with our current neighbourhood and do not support the application in its current form.

In particular relevance to Lots 3 & 4 which will overlook our backyard. Currently we have the following issue with the neighbours overlooking our backyard and directly into our house when they are on their balcony. Once the blind is raised on their property there is zero privacy in our backyard, our kitchen or our main living area. Adding 4 additional double storey dwellings at 1A Brandon Street will have the effect of completely surrounding our property with walls, even if the windows are 1.7m it is still an invasion of privacy given the average male height in Australia is currently 175.6cm .

Should you require further more detailed feedback please let me know.

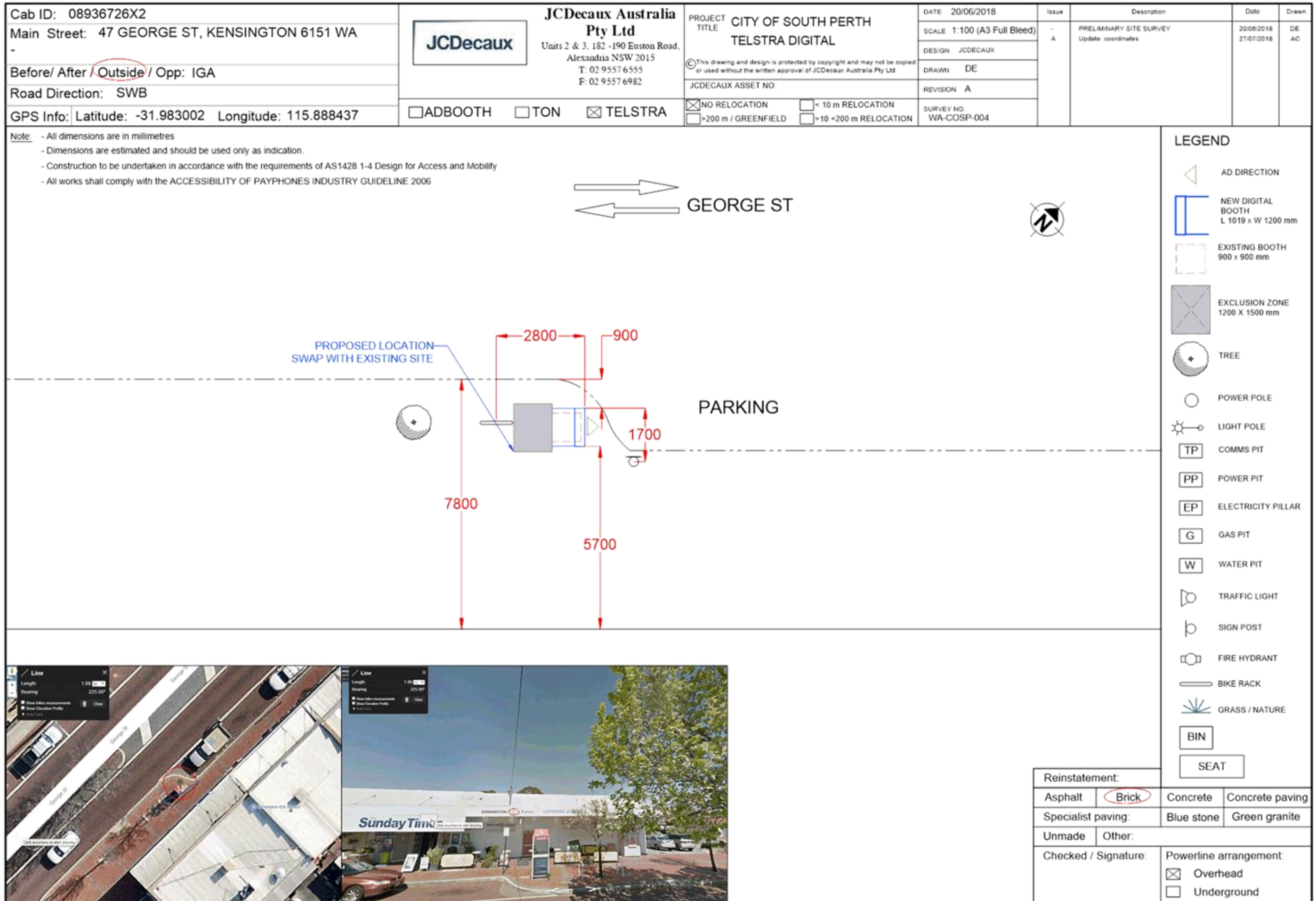
[REDACTED]

[REDACTED]



## TELSTRA SMART CITY PAYPHONES: CITY OF SOUTH PERTH SITE LIST

CabID	Address	Latitude	Longitude	Local Zone
08936726X2	47 GEORGE ST, KENSINGTON	-31.983002	115.888437	Local Road
<del>08936735X2</del>	<del>7 MORESBY ST, KENSINGTON</del>	<del>-31.988351</del>	<del>115.880236</del>	<del>Local Road</del>
<del>08947404X2</del>	<del>14 MENDES ST, SOUTH PERTH</del>	<del>-31.971861</del>	<del>115.853102</del>	<del>Local Road</del>
<del>08947400X2</del>	<del>21 MENDES ST, SOUTH PERTH</del>	<del>-31.972425</del>	<del>115.852498</del>	<del>Local Road</del>
08931303X2	59 LEY ST, MANNING	-32.012359	115.864008	Local Road





<p>Cab ID: 08931303X2</p> <p>Main Street: 59 Ley St, Como WA 6152</p> <p><b>Before / After / Outside / Opp:</b> Manning Rd</p> <p>Road Direction: NB</p> <p>GPS Info: Latitude: -32.012363 Longitude: 115.864021</p>	<p><b>JCDecaux Australia Pty Ltd</b></p> <p>Units 2 &amp; 3, 182 -190 Euston Road, Alexandria NSW 2015 T: 02 9557 6555 F: 02 9557 6982</p>	<p>PROJECT TITLE: CITY OF SOUTH PERTH TELSTRA DIGITAL</p> <p>© This drawing and design is protected by copyright and may not be copied or used without the written approval of JCDecaux Australia Pty Ltd</p> <p>JCDECAUX ASSET NO:</p>	<p>DATE: 20 MARCH 2018</p> <p>SCALE: 1:100 (A3 Full Bleed)</p> <p>DESIGN: JCDECAUX</p> <p>DRAWN: AC</p> <p>REVISION: A</p> <p>SURVEY NO: SS-PER-COSP-003</p>	<p>Issue: A</p> <p>Description: MOVE CLOSER TO KERB.</p> <p>Date: 10/08/2021</p> <p>Drawn: AC</p>
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☐ ADBOOTH   ☐ TON   ☒ TELSTRA

☐ NO RELOCATION   ☒ < 10 m RELOCATION

☐ >200 m / GREENFIELD   ☐ >10 <200 m RELOCATION

**Note:**

- All dimensions are in millimetres
- Dimensions are estimated and should be used only as indication.
- Construction to be undertaken in accordance with the requirements of AS1428 1-4 Design for Access and Mobility
- All works shall comply with the ACCESSIBILITY OF PAYPHONES INDUSTRY GUIDELINE 2006

**LEY ST**

APPROX 28 METRES FROM NEAREST TRAFFIC SIGNAL LIGHT TO THE PAYPHONE BOOTH

VEHICULAR ACCESS TO CAR PARKING AREA

**LEGEND**

- NEW BOOTH
- EXISTING BOOTH
- EXCLUSION ZONE 1200 X 1500 mm
- TREE
- POWER POLE
- LIGHT POLE
- COMMS PIT
- POWER PIT
- ELECTRICITY PILLAR
- GAS PIT
- WATER PIT
- TRAFFIC LIGHT
- SIGN POST
- FIRE HYDRANT
- BIKE RACK
- GRASS / NATURE
- BIN
- SEAT

**PHOTOS OF SITE**

Reinstatement:			
Asphalt	<input checked="" type="checkbox"/> Brick	Concrete	Concrete paving
Specialist paving:		Blue stone	Green granite
Unmade	Other:		
Checked / Signature:		Powerline arrangement:	
		<input checked="" type="checkbox"/> Overhead	
		<input type="checkbox"/> Underground	

## Payment Listing August 2021

This schedule of accounts to be passed for payments covering the following:



	AMOUNT (\$)
<b>ELECTRONIC PAYMENTS</b>	
Electronic payments to creditors	395 2,956,609.69
Less: Cancelled EFT transactions	0.00
<b>Total Electronic Payments to Creditors</b>	<u>2,956,609.69</u>
<b>CHEQUE PAYMENTS</b>	
Cheque payments to creditors	1 639.40
Less: Cancelled cheque transactions	0.00
<b>Total Cheque Payments to Creditors</b>	<u>639.40</u>
<b>Total monthly payments to creditors</b>	396 <u>2,957,249.09</u>
EFT payments to non creditors	71 90,911.63
Cheque payments to non creditors	6 10,456.06
<b>Total payments to non creditors</b>	<u>101,367.69</u>
<b>Total EFT &amp; Cheque payments</b>	473 <u>3,058,616.78</u>
Credit Card Payments	7 <u>27,691.23</u>
<b>Total August Payments</b>	480 <u>3,086,308.01</u>

### Payment Listing EFT Payments

Reference	Date	Payee	Description	Amount (\$)
11462627	3/08/2021	SuperChoice Services Pty Ltd	Employer Superannuation	280,884.87
11371089	26/08/2021	Advanteering - Civil Engineers	Progress Claim Waterbird Refuge	268,338.25
11424539	12/08/2021	Cleanaway	Waste collection service	222,738.17
09385235	5/08/2021	Deputy Commissioner of Taxation	PAYG	187,230.00
1429067	12/08/2021	Deputy Commissioner of Taxation	PAYG	184,222.00
11421181	19/08/2021	Neo Civil Pty Ltd	CP Weir wall remediation	116,270.00
11371089	26/08/2021	Tony Jones Art Projects	Public Art-Vehicles of change	77,000.00
11371089	26/08/2021	Western Aust Treasury Corp	Loan repayment	65,825.87
11424539	12/08/2021	Synergy	Electricity usage	63,949.52
12403468	5/08/2021	AE Hoskins Building Services	Electrical works - various	56,475.46
11424539	12/08/2021	Classic Tree Services	Tree Pruning Various	42,803.15
11421181	19/08/2021	Water Corporation	Water usage and charges	42,403.86
12403468	5/08/2021	Bellrock Cleaning	Cleaning Service Various	42,035.18
11371089	26/08/2021	Zipform Pty Ltd	Printing Rates notices	37,304.20
11421181	19/08/2021	NS Projects	RAF - Business case and Proj. Mmnt	31,850.50
11424539	12/08/2021	Water Corporation	Water usage and charges	29,823.97
12403468	5/08/2021	Enviro Sweep	Sweeping-Variou	28,761.42
11421181	19/08/2021	Asphaltech	Road works-Salisbury Ave	28,235.68
11371089	26/08/2021	Alinta	Electricity/gas usage	27,236.05
11424539	12/08/2021	Surun Services Pty Ltd	Electrical works - various	26,143.35
11424539	12/08/2021	Plant & Soil Management	Landscape maintenance	25,371.56
12403468	5/08/2021	Colonial Print and Promotions	Promotional workwear	24,590.50
11421181	19/08/2021	Rivers Regional Council	Contribution to Rivers Regional council	23,600.50
12403468	5/08/2021	MetroCount	Traffic data collection	22,352.00
12403468	5/08/2021	Wayfound	Local History Mobile App	22,000.00
11424539	12/08/2021	AE Hoskins Building Services	Electrical works - various	21,609.12
11180429	13/08/2021	Building Commission	BS Levies July 21	20,938.10
12403468	5/08/2021	Micro Focus Australia Pty Ltd	Content Manager Software Support	20,579.69
11421181	19/08/2021	ID Consulting Pty Ltd	Population and economic data subscriptions	20,350.00
11424539	12/08/2021	GHD Pty Ltd	Enviro Assessment Report	19,195.00
11371089	26/08/2021	Signature Paving & Earthworks Pty Ltd	Paving works Welwyn Ave	15,995.93
11424539	12/08/2021	MP Rogers & Associates Pty Ltd	Project Mmnt. - various	15,416.32
11371089	26/08/2021	St John Ambulance Aust (WA) Inc.	Defibrillators	13,477.50
11424539	12/08/2021	Western Aust Treasury Corp	Loan repayment	13,374.15
11421181	19/08/2021	Alinta	Electricity/gas usage	13,175.38
12403468	5/08/2021	Constructive Project Solutions Pty Ltd	PM for Road rehab works	13,014.38
11424539	12/08/2021	Constructive Project Solutions Pty Ltd	PM Services- Various	12,870.00



Reference	Date	Payee	Description	Amount (\$)
11371089	26/08/2021	Task Exchange	LG Hub Australian Cloud Subscription	12,628.00
11371089	26/08/2021	Perth Zoo	Coin Machine takings Jul21	12,317.64
11421181	19/08/2021	Synergy	Electricity usage	12,228.14
11424539	12/08/2021	Australia Post Civic Centre	Australia Post charges	12,104.25
12403468	5/08/2021	The Brand Agency	Website maintenance	11,322.30
11371089	26/08/2021	MMM WA Pty Ltd	Landscape works - various	11,221.44
11421181	19/08/2021	Local Health Authorities Analytical Com	Analytical services Annual fee	11,173.76
11421181	19/08/2021	LinkedIn Singapore Pte Ltd	LinkedIn Learning Library Annual subs.	10,890.00
11371089	26/08/2021	Schindler Lifts Australia Pty Ltd	Lift maint. - various	10,848.20
11371089	26/08/2021	EnvisionWare Pty Ltd	Coin and Bill Acceptors for Libraries Annual	10,450.00
11421181	19/08/2021	Amalgam Recruitment Amalgamated Services Pty	Contract staff	9,972.62
11424539	12/08/2021	Bunyip Contracting Pty Ltd	Landscape Maintenance	9,881.08
11371089	26/08/2021	Jackson McDonald Lawyers	Legal Services-RAF	9,540.85
12403468	5/08/2021	Solo Resource Recovery	Cleaning service	9,515.55
11421181	19/08/2021	Classic Tree Services	Tree Pruning - various	9,440.75
11371089	26/08/2021	Classic Tree Services	Tree Pruning - various	9,372.00
11371089	26/08/2021	Paatsch Group	Consulting Service-RAF	9,372.00
12403468	5/08/2021	M.E Pump Wizards	Overhaul Pump	9,106.73
11371089	26/08/2021	Sifting Sands	Sand Cleaning-Variou	8,449.98
11421181	19/08/2021	Como Bowling & Recreational Club	Reimburse Gas connection fee	8,131.74
12403468	5/08/2021	Fleetcare	Fuel Card	7,999.07
12403468	5/08/2021	Hays Specialist Recruitment(Aust) P/L	Contract staff	7,658.11
11421181	19/08/2021	Caltex Energy WA	Fuel	6,974.73
11421181	19/08/2021	Marketforce Pty Ltd	Newspaper notices	6,935.74
12403468	5/08/2021	Toolmart Australia Pty Ltd	Small Plant Replacements	6,839.00
11180429	13/08/2021	BCITF	BCITF Levies - July 21	6,828.42
12403468	5/08/2021	Sense-IT Recruitment Solutions Pty Ltd	Contract staff	6,717.26
11421181	19/08/2021	Sense-IT Recruitment Solutions Pty Ltd	Contract Staff	6,717.26
11424539	12/08/2021	Hutton Street Carpet Court	Supply & Install Carpet	6,667.00
11421181	19/08/2021	Indigo Bay Catering & Events	Catering - various	6,599.00
11421181	19/08/2021	BOS Civil Pty Ltd	Manning Hub Stage 2	6,558.59
12403468	5/08/2021	Reino International	PEMS Licence Fee	6,463.29
11424539	12/08/2021	StrataGreen	Streetscape supplies	6,452.05
11371089	26/08/2021	Syme Marmion and Co	RAF Business case	6,428.62
11421181	19/08/2021	SAI Global Australia Pty Ltd 3	Subscription Renewal	6,337.44
11371089	26/08/2021	Cardno (WA) Pty Ltd	Parking Policy Review	6,325.00
12403468	5/08/2021	ABM Landscaping	Landscape Maintenance	6,006.00
11421181	19/08/2021	WA Fuel Supplies	Electrical fitout for new fuel tank	6,000.00
11371089	26/08/2021	Surun Services Pty Ltd	Electrical works - various	5,764.83
11424539	12/08/2021	Department Of Planning Lands and Heritage	DAP Fee 150 Roberts St	5,701.00
11371089	26/08/2021	Bellrock Cleaning	Cleaning service CoSP	5,648.50
11424539	12/08/2021	GAF Traffic	Traffic mgmt-various	5,566.00
11424539	12/08/2021	WATS Management Pty Ltd	Traffic counts - various locations	5,560.50
11424539	12/08/2021	IPWEA - **WA Only**	Workshop fees	5,525.00
11424539	12/08/2021	Manning Senior Citizens Inc.	Community Funding Grant	5,500.00
11424539	12/08/2021	McDougall Park Kindergarten	Community Funding Grant	5,500.00
11421181	19/08/2021	Garmony Property Consultants	Report and property valuation	5,500.00
11421181	19/08/2021	GRA Partners	Professional services	5,500.00
11424539	12/08/2021	Manning Rippers Football Club	Community Funding Grant	5,467.00
11424539	12/08/2021	Southern Metropolitan Regional Council	Green Waste Fees	5,062.86
11421181	19/08/2021	Ecojobs	Contract staff	5,047.98
12403468	5/08/2021	The Pressure King	Pressure clean	4,909.30
12403468	5/08/2021	Fuji Xerox	Photocopier charges	4,833.40
12403468	5/08/2021	Modern Teaching Aids Pty Ltd	Library Supplies	4,623.63
11371089	26/08/2021	Caltex Energy WA	Fuel	4,617.40
12403468	5/08/2021	Jani Murphy Pty Ltd	Workshop	4,578.75
11424539	12/08/2021	OBAN Group Pty Ltd	Building maint. - various	4,553.78
12403468	5/08/2021	Wembley Cement Industry	drainage lids	4,188.35
11424539	12/08/2021	Quality Press	CoSP Budget & UGP Flyers	4,136.00
11421181	19/08/2021	Australian Institute of Management	Customer Service Workshops and various	4,136.00
11421181	19/08/2021	Ngala - Boodja Aboriginal Landcare Ltd	Maintenance & weed control Millers Pool	3,960.00
11424539	12/08/2021	Fast Track Approvals Pty Ltd	Building Survey Service	3,866.50
11421181	19/08/2021	Wembley Cement Industry	Concrete product supplies	3,743.89
11421181	19/08/2021	Industrial Recruitment Partners	Contract staff	3,630.09
11371089	26/08/2021	WC Convenience Management Pty Ltd	Maintenance & Cleaning	3,619.99
11421181	19/08/2021	AGS Metalwork	Fabricate and supply bollards	3,616.80
11421181	19/08/2021	OBAN Group Pty Ltd	Building maint. - various	3,587.32
11421181	19/08/2021	Planet Footprint Pty Ltd	Data management service	3,511.76
11371089	26/08/2021	Construction Information Systems Ltd	Annual Subscription Fee	3,509.00
11421181	19/08/2021	Fast Track Approvals Pty Ltd	Building Surveyor service	3,500.75
11371089	26/08/2021	OBAN Group Pty Ltd	Building maint. - various	3,486.52
12403468	5/08/2021	OBAN Group Pty Ltd	Building maint. - various	3,472.70
12403468	5/08/2021	Marketforce Pty Ltd	Newspaper notices	3,445.42



Reference	Date	Payee	Description	Amount (\$)
11421181	19/08/2021	ABM Landscaping	Landscaping service	3,432.00
11424539	12/08/2021	Galaxy 42 Pty Ltd	Consultant - UAT Support	3,410.00
11371089	26/08/2021	South Perth Bowling Club	Coin machine takings Jul21	3,373.92
12403468	5/08/2021	i2C Design & Management Pty Ltd	Comer Res/Coode St Reports	3,223.00
11371089	26/08/2021	SAI Global Australia Pty Ltd 3	National Construction Code subscription	3,207.96
11424539	12/08/2021	Telstra - 068 2525000 ID 1003577	Phone/data charges	3,162.87
11424539	12/08/2021	Perth Security Services	Security services - various	3,131.45
12403468	5/08/2021	Alinta	Electricity/gas usage	3,082.97
12403468	5/08/2021	Classic Tree Services	Tree Pruning Various	3,003.00
12403468	5/08/2021	Caltex Energy WA	Fuel	2,942.56
11424539	12/08/2021	Soft Landing Mattress Recycling	Mattress recycling	2,886.40
11424539	12/08/2021	Hays Specialist Recruitment(Aust) P/L	contract Staff	2,837.53
12403468	5/08/2021	Digitales	Library Services	2,795.10
12403468	5/08/2021	Envirocare Systems	Waterless Urinal Service Plan - various	2,772.00
11424539	12/08/2021	LG Professionals Australia WA	Membership fees	2,731.00
11424539	12/08/2021	Tim Eva's Nursery	Nursery supplies	2,728.00
11424539	12/08/2021	Western Educting Service	Jetting & educting	2,697.33
12403468	5/08/2021	AGS Metalwork	Repairs sump gate	2,673.00
11371089	26/08/2021	Perth Expo Hire	Hire equipment-Emerging Artist	2,628.89
11371089	26/08/2021	Infinite Energy Efficient homes Australia Pty Ltd	Electrical work	2,618.00
11424539	12/08/2021	Taylor Robinson Pty Ltd ATF Taylor Robinson Unit Tr	DRP Meeting	2,601.50
12403468	5/08/2021	Soft Landing Mattress Recycling	Mattress recycling	2,596.00
11424539	12/08/2021	Australian Parking & Revenue Control	Ticket Machine maintenance	2,596.00
14400213	9/08/2021	Local Community Insurance Services	Certificate of Insurance	2,576.20
11421181	19/08/2021	Living Turf	Turf Maintenance	2,574.00
12403468	5/08/2021	Plantrite	Outsourced plants - Waterford Triangle	2,567.80
11424539	12/08/2021	Atom Supply	Consumables	2,565.36
11371089	26/08/2021	West Coast Shade Pty Ltd	Shade repairs	2,557.50
11424539	12/08/2021	McLeods Barristers & Solicitors	Legal service	2,542.68
12403468	5/08/2021	Lightspeed Communications Aust Pty Ltd	Call out and service - Generator	2,497.74
11421181	19/08/2021	Hays Specialist Recruitment(Aust) P/L	Contract Staff	2,467.41
11371089	26/08/2021	City of South Perth Historical Society	Exhibition cost	2,446.08
11424539	12/08/2021	Broadbean Technology	eRecruitment interface	2,431.00
12403468	5/08/2021	Carringtons Traffic Services	Waterbird Refuge works	2,425.02
11424539	12/08/2021	Blue Force Pty Ltd	Alarm Monitoring CPV	2,405.71
11421181	19/08/2021	Time Critical CPR & First Aid	First Aid Training	2,400.00
12403468	5/08/2021	Premier Workplace Solutions	Install Speed Bumps-Collier Park Golf	2,362.80
11371089	26/08/2021	Hays Specialist Recruitment(Aust) P/L	Contract staff	2,344.05
12403468	5/08/2021	Acurix Networks	Public Wi-Fi - July 2021	2,341.90
11424539	12/08/2021	Acurix Networks	Public Wi-Fi - August 2021	2,341.90
11371089	26/08/2021	ACE+	Monthly Plumbing works CoSP	2,334.13
11421181	19/08/2021	Blue Force Pty Ltd	Monitoring service CPV	2,329.10
11421181	19/08/2021	Cleanaway	Processing Recyclables	2,260.17
11421181	19/08/2021	C & T Reticulation	Reticulation repairs	2,211.00
11424539	12/08/2021	Element Advisory Pty Ltd	Public Benefits Contribution plan	2,205.50
11371089	26/08/2021	Allflow Industrial	Service to oil water separator	2,080.32
12403468	5/08/2021	Industrial Recruitment Partners	Contract Staff	2,005.34
11371089	26/08/2021	Fulton Hogan Industries Pty Ltd	Asphalt	2,002.00
11371089	26/08/2021	State Library of WA	Library services	1,974.50
11424539	12/08/2021	Playmaster Pty Ltd	Supply and install park equipment	1,958.00
11371089	26/08/2021	Telstra - 3614257651 ID 1003577	Phone/data charges	1,939.48
11424539	12/08/2021	Forpark Australia	Maintenance work at playgrounds	1,927.97
11424539	12/08/2021	Fuji Xerox	Photocopier charges	1,924.13
12403468	5/08/2021	Outsource Business Support Solutions Pty Ltd	UGP - Consultancy	1,905.75
12403468	5/08/2021	PLE Computers Pty Ltd	IT supplies	1,893.00
11424539	12/08/2021	PLE Computers Pty Ltd	IT supplies	1,848.00
11421181	19/08/2021	Bellrock Cleaning	Cleaning services	1,836.22
11421181	19/08/2021	Imagesource Digital Solutions	Stickers	1,820.50
11424539	12/08/2021	Institute of Public Administration Australia WA Div	Corporate membership	1,815.00
11421181	19/08/2021	Landgate	GRV - various	1,777.69
11424539	12/08/2021	State Wide Turf Services	Landscape maintenance	1,760.00
11371089	26/08/2021	Burson Automotive Pty Ltd	Auto Parts	1,725.49
11424539	12/08/2021	Flick Aticimex Pty Ltd	Sanitation Service	1,725.01
12403468	5/08/2021	Econo Sweep	Power Sweeping-CPGC	1,716.00
12403468	5/08/2021	Plant Pals	Landscape Maintenance	1,710.00
11424539	12/08/2021	Cameron Chisholm & Nicol (WA) Pty Ltd	Professional services - DRP	1,694.00
11424539	12/08/2021	Wormald	Fire extinguisher service	1,684.22
11424539	12/08/2021	Discus Digital Print	Banner removal	1,611.50
11371089	26/08/2021	Statewide Line Marking	Line Marking	1,603.58
11421181	19/08/2021	ROPS Engineering Australia Pty Ltd	Repairs	1,516.35
12403468	5/08/2021	Harvey Norman	Library supplies	1,501.00
11371089	26/08/2021	Flick Aticimex Pty Ltd	Sanitation Service	1,474.01
11371089	26/08/2021	Ellenby Tree Farm Pty Ltd	Nursery supplies	1,457.50

Reference	Date	Payee	Description	Amount (\$)
12403468	5/08/2021	C & T Reticulation	Garden Maintenance	1,430.00
11371089	26/08/2021	Hobart Food Equipment ITW Australia Pty Ltd	Repairs CPV	1,409.17
12403468	5/08/2021	Altus Planning	Planning Service	1,408.00
11424539	12/08/2021	Bunnings Building Supplies P/L	Building maint. - supplies	1,401.10
11421181	19/08/2021	Benara Nurseries	Nursery supplies	1,398.32
12403468	5/08/2021	Travis Hayto Photography	Photography Dance Event	1,375.00
11421181	19/08/2021	Environmental Industries Pty Ltd	Landscape Maintenance	1,375.00
11421181	19/08/2021	Burson Automotive Pty Ltd	Parts	1,354.21
12403468	5/08/2021	Indigo Bay Catering & Events	Catering - various	1,350.50
11371089	26/08/2021	Wormald	Fire extinguisher service	1,320.52
12403468	5/08/2021	Andreotta Cardenosa Consulting Engineers	Retaining Wall-Pennington Street	1,320.00
12403468	5/08/2021	Axiis Contracting Pty Ltd	Construct concrete seat pads-SJMP	1,320.00
11371089	26/08/2021	Western Power	Design fees 9 Axford St	1,320.00
11424539	12/08/2021	Indigo Bay Catering & Events	Catering - various	1,290.50
12403468	5/08/2021	WA Limestone Co	Brickies Sand	1,287.15
11371089	26/08/2021	Daisy Hill Flowers	Floral arrangement workshop	1,265.00
11371089	26/08/2021	Prestige Alarms	Alarm service - various	1,261.15
11421181	19/08/2021	Birdlife Australia Ltd	Bird Count	1,210.00
11421181	19/08/2021	ALS Library Services Pty Ltd	Library books	1,208.53
11424539	12/08/2021	Industrial Recruitment Partners	Contract staff	1,204.63
12403468	5/08/2021	Totally Workwear - Belmont	Workwear	1,201.21
11371089	26/08/2021	Time Critical CPR & First Aid	First aid training	1,200.00
11424539	12/08/2021	Redhawk Investments Pty Ltd	Repair work George Burnett	1,199.00
12403468	5/08/2021	Western Educting Service	Jetting & Educting	1,194.50
12403468	5/08/2021	IAP2 Australasia Ltd	Workshop	1,190.00
11424539	12/08/2021	WA Fuel Supplies	Diesel supplies	1,188.98
11371089	26/08/2021	Connect Call Centre Services	After hours calls	1,181.18
12403468	5/08/2021	KPA Architects	Design Review Panel-SP	1,172.60
11371089	26/08/2021	Tyre Connect	Tyres x 4	1,139.60
11424539	12/08/2021	Castrol Australia Pty Ltd	Fuel supply	1,115.10
11421181	19/08/2021	Perth Security Services	Security Escort Service	1,114.09
11421181	19/08/2021	Choice	Subscription	1,100.00
11371089	26/08/2021	Total Tools Canning Vale	Tools	1,088.00
11421181	19/08/2021	Jackson McDonald Lawyers	Legal services	1,086.80
11371089	26/08/2021	Travis Hayto Photography	Tree planting photos	1,086.25
11421181	19/08/2021	Plant Pals	Refurbishment CPV	1,080.00
11371089	26/08/2021	Dorma Australia Pty Ltd	Roller door repairs GBLC	1,066.56
12403468	5/08/2021	Globe Australia Pty Ltd	Turf supplies	1,056.00
11421181	19/08/2021	Artistic Greenery	Purchase of artifical plants	1,042.00
11421181	19/08/2021	Telstra - 3614257768 ID 1003577	Phone/data charges	1,038.25
11371089	26/08/2021	Department Of Transport-Vehicle Search fees	Disclosure of information fees	1,037.30
12403468	5/08/2021	Repco Auto Parts	Tools	1,028.45
11424539	12/08/2021	Como Panel And Paint	Car Repairs	1,000.00
11424539	12/08/2021	Officeworks	Office Supplies	996.95
12403468	5/08/2021	E & MJ Rosher Pty Ltd	Supplies	993.00
11424539	12/08/2021	Total Green Recycling	Recycling service	977.79
11421181	19/08/2021	Fully Promoted Perth CBD T/A EmbroidMe Perth CBD	Workwear	965.51
11421181	19/08/2021	Michelle Pike Illustration	Evolve workshop	950.00
11424539	12/08/2021	The Hybrid minds	Performance fee	913.50
11371089	26/08/2021	Carringtons Traffic Services	Traffic mgmt- Waterbird Refuge	905.07
11424539	12/08/2021	NRS Refrigeration	Aircon maintenance	902.66
11424539	12/08/2021	McIntosh & Son WA	Plant & equipment repairs	890.58
11421181	19/08/2021	Sonic HealthPlus Pty Ltd	Staff medicals	840.40
11421181	19/08/2021	Bidfood Perth	Office supplies	835.28
11371089	26/08/2021	Jim's Mowing Belmont	Landscape service	832.13
12403468	5/08/2021	Wormald	Fire Alarm Maintenance	825.00
12403468	5/08/2021	Total Green Recycling	Recycling service	821.70
11371089	26/08/2021	Corsign WA Pty Ltd	Signs	810.70
11424539	12/08/2021	Bin Bath Australia Pty Ltd	Bin Cleaning	784.30
12403468	5/08/2021	WA Hino Sales & Service	Car parts	765.12
12403468	5/08/2021	Data#3 Limited	IT Services	763.49
11421181	19/08/2021	WINC Australia Pty Ltd	Office supplies	762.41
12403468	5/08/2021	Western Aust Treasury Corp	Loan repayment	750.76
11421181	19/08/2021	Beacon Equipment - Canning Vale	Parts	750.50
12403468	5/08/2021	Western Leathercraft	Workshop	750.00
12403468	5/08/2021	Domus Nursery	Nursery Supplies	746.77
11424539	12/08/2021	Telstra - 3351268400 ID-1003577	Phone/data charges	739.86
12403468	5/08/2021	Prestige Alarms	Alarm Service-MCC	726.00
11371089	26/08/2021	Imagesource Digital Solutions	Banners Emerging Artist	726.00
12403468	5/08/2021	J Gourdis Landscapes	Landscape Maintenance	720.00
11371089	26/08/2021	StrataGreen	Nursery supplies	718.74
11421181	19/08/2021	LG Professionals Australia WA	Memebership fees	716.00
11421181	19/08/2021	Valerie Schoenjahn	Box Gallery Exhibition	700.00



Reference	Date	Payee	Description	Amount (\$)
11371089	26/08/2021	DACS Airconditioning & Electrical Services	Aircon Maintenance Senior Citizen Centre	687.50
11371089	26/08/2021	Australia Post Library	Postal charges	678.47
11371089	26/08/2021	ALS Library Services Pty Ltd	Library supplies	675.80
11424539	12/08/2021	TenderLink.Com	Tenders	673.20
12403468	5/08/2021	Modus Property	Property maintenance	660.00
11424539	12/08/2021	WINC Australia Pty Ltd	Office Supplies	656.01
11371089	26/08/2021	Kerb Doctor	Kerb repairs	654.50
11424539	12/08/2021	ALS Library Services Pty Ltd	Library Supplies	618.66
12403468	5/08/2021	Allied Air Services Pty Ltd T/A All Air Services	Maintenance-Manning Comm. Hub	616.00
11424539	12/08/2021	AGS Metalwork	Cut up steel in yard	616.00
11371089	26/08/2021	T-Quip	Turf Tyre	612.85
11424539	12/08/2021	Totally Workwear - Belmont	Workwear	602.61
11371089	26/08/2021	Tyrecycle Pty Ltd	Tyres	599.06
11101255	12/08/2021	Health Insurance Fund of WA	Health Insurance Fund of WA	597.15
11424539	12/08/2021	Daytone Printing	Parking Stickers	595.10
12403468	5/08/2021	Quick Corporate Aust Pty Ltd	Supplies	588.59
12403468	5/08/2021	StrataGreen	Signs	585.33
11371089	26/08/2021	Daytone Printing	Swimming pool report books	578.60
12403468	5/08/2021	People Sense Pty Ltd	EAP Counselling	561.00
12403468	5/08/2021	Pummells Sparkling Glass	Window repairs	560.00
12403468	5/08/2021	Fruit N Vegies R Us	Fruit supplies	560.00
11424539	12/08/2021	Betta Pest Management	Pest control	550.00
11371089	26/08/2021	AE Hoskins Building Services	Electrical works - various	549.99
11421181	19/08/2021	ATI Mirage Training Solutions	Staff training course	544.50
11421181	19/08/2021	Cameron Chisholm & Nicol (WA) Pty Ltd	DRP Meetings 7/7/21	544.50
11421181	19/08/2021	Town Of Victoria Park	Animal welfare VP250D	540.00
11424539	12/08/2021	Quick Corporate Aust Pty Ltd	Office supplies	533.25
12403468	5/08/2021	LG Professionals Australia WA	Membership dues-2021-2022	531.00
11421181	19/08/2021	McLeods Barristers & Solicitors	Legal Service	522.09
11371089	26/08/2021	Sonic HealthPlus Pty Ltd	Staff Medicals	520.74
12403468	5/08/2021	NRP Electrical Services	AC Maintenance	506.00
11371089	26/08/2021	Australia Wide Taxation and Payroll Training	Employee Course	495.00
12403468	5/08/2021	WA Ceiling Fixers	Repair ceiling-Manning Senior Citizens	484.00
11421181	19/08/2021	Myattsfeld Vineyard and Winery	Library event presentation	480.00
11421181	19/08/2021	Able Westchem	Zone Fresh	478.93
11371089	26/08/2021	SEM Distribution	Newspaper supply	478.36
11371089	26/08/2021	NRS Refrigeration	Maintenance Ice Machine	473.00
11421181	19/08/2021	CTIS Pty Ltd	Cash Collection	470.25
11371089	26/08/2021	Bunnings Building Supplies P/L	Building maint. - supplies	458.44
11424539	12/08/2021	Boya Equipment	Wheel Assy	452.66
11424539	12/08/2021	Electrical Testing Services	Testing and tagging	447.37
12403468	5/08/2021	Action Glass Pty Ltd	Shower Repairs CPV	437.18
11371089	26/08/2021	Laundry Express	Laundry Service	433.91
11421181	19/08/2021	Smartech Systems Oceania Pty Ltd	Service Renewal-Folding machine	430.72
11424539	12/08/2021	IGA Manning	Catering-Workshop	424.78
11371089	26/08/2021	Monica Defendi	Event Photography	420.00
11421181	19/08/2021	T-Quip	Roller Part	413.15
11424539	12/08/2021	Eighty Nine Enterprises	Garage door repairs-CPV	404.00
11371089	26/08/2021	People Sense Pty Ltd	Staff support	401.72
11371089	26/08/2021	Michelle Culnane	Art classes	400.00
11371089	26/08/2021	Rebecca Higgie	Book week presentations	400.00
11371089	26/08/2021	Synergy	Electricity usage	399.57
12403468	5/08/2021	Bunnings Building Supplies P/L	Building maint. - supplies	396.83
11421181	19/08/2021	Digipod	Elearning Video	396.00
11421181	19/08/2021	Banh Mee Cafe-	Catering	396.00
11101255	12/08/2021	Local Govt Racecourses & Cemeteries Emp Union	Union LGRCEU	389.50
12403468	5/08/2021	Boral Construction Materials Group Ltd	Asphalt	385.00
12403468	5/08/2021	Amazing Clean Blinds	Clean all Vertical blinds-CPV	385.00
11424539	12/08/2021	Imagesource Digital Solutions	Evolve Posters & Postcards	385.00
11421181	19/08/2021	City Of Canning	Animal Welfare C23	385.00
11421181	19/08/2021	Bunnings Building Supplies P/L	Building maint. - supplies	381.96
12403468	5/08/2021	Waterlogic Australia Pty Ltd	Water cooler Rentals	365.35
11424539	12/08/2021	SecurePay Pty Ltd	Web Payments	346.34
11421181	19/08/2021	Pirtek Welshpool	Parts/service	339.90
11421181	19/08/2021	Reino International	Credit card Transaction fee	331.44
12403468	5/08/2021	South Perth Bowling Club	Room Hire	330.00
12403468	5/08/2021	Grandstand Agency	Performance fee	330.00
11371089	26/08/2021	Quick Corporate Aust Pty Ltd	Stationery	303.00
11371089	26/08/2021	Repco Auto Parts	Auto Parts	300.94
11421181	19/08/2021	AE Hoskins Building Services	Electrical works - various	297.00
12403468	5/08/2021	Parker Black & Forrest Pty Ltd	Barrel replacement-SP Seniors	292.66
11424539	12/08/2021	Telstra (Video Conf) - 1524336800	Phone/data charges	291.50
12403468	5/08/2021	Coolmate Pty Ltd	AC Maintenance-OP'S Centre	280.50



Reference	Date	Payee	Description	Amount (\$)
11424539	12/08/2021	Fruit N Vegies R Us	8 x Fruit baskets	280.00
11371089	26/08/2021	Fruit N Vegies R Us	8 x Fruit boxes	280.00
11371089	26/08/2021	Plant Pals	Garden work CPV	270.00
11371089	26/08/2021	Nashtec Auto Electrics	Electrical service	268.75
11421181	19/08/2021	Daytone Printing	Printing animal rescue books	266.20
11371089	26/08/2021	Indigo Bay Catering & Events	Catering - various	252.50
11424539	12/08/2021	Alinta	Electricity/gas usage	250.25
11421181	19/08/2021	Nashtec Auto Electrics	Electrical Work	250.00
11421181	19/08/2021	Prestige Alarms	Alarm service - various	242.00
11424539	12/08/2021	The Poster Girls	Posters-Emerging Artist	230.60
11421181	19/08/2021	City of Vincent	Animal Welfare V66/67	230.00
11371089	26/08/2021	Harrison Electrics Pty Ltd	Remove/Relocate beehives Hopetoun St	220.00
11371089	26/08/2021	Budget Windscreens	Windscreen repairs	220.00
11371089	26/08/2021	Shade Engineering Pty Ltd	Lever Kit Suit Centra Umbrella	220.00
12403468	5/08/2021	Irrigation Australia Ltd	IAA conference	217.80
11421181	19/08/2021	Harvey Fresh	Milk Supplies	217.44
11101255	12/08/2021	Deputy Child Support Registrar	Child Support Agency	212.82
11371089	26/08/2021	Vaucluse Newsagency	Library supplies	201.59
11371089	26/08/2021	Town Of Victoria Park	Animal Welfare VP247C	200.00
12403468	5/08/2021	Imagesource Digital Solutions	Posters	199.10
11371089	26/08/2021	Automotive Electrical & 4WD Accessories	Auto parts	198.81
12403468	5/08/2021	Amalgam Recruitment Amalgamated Services Pty Ltd	Contract staff	197.27
11424539	12/08/2021	Amalgam Recruitment Amalgamated Services Pty Ltd	Contract staff	197.27
12403468	5/08/2021	Inspirations Paint Belmont	Paints	196.95
12403468	5/08/2021	WINC Australia Pty Ltd	Office supplies	190.62
11371089	26/08/2021	Maxwell Robinson & Phelps	Pest Control	190.00
11371089	26/08/2021	Bidfood Perth	Supplies for Council	183.78
11421181	19/08/2021	Ultraclean Carpet Cleaning	Cleaning service	182.88
12403468	5/08/2021	Patrick Quigley	Reimbursement	172.90
11421181	19/08/2021	Eighty Nine Enterprises	Repair work-CPV	170.00
12403468	5/08/2021	Iron Mountain Aust Group Pty Ltd	Archive Service	168.58
12403468	5/08/2021	Down Under Stump Grinding Pty Ltd	Stump removal - Golf Course carpark	165.00
11371089	26/08/2021	Lock Stock & Farrell Locksmith	Locksmith service Como Bowling Club	162.25
11101255	12/08/2021	Australian Services Union	Union ASU	155.40
11371089	26/08/2021	Workpower Inc	Catering	150.00
11371089	26/08/2021	Parker Black & Forrest Pty Ltd	Service call	143.00
11424539	12/08/2021	Western Resource Recovery Pty Ltd	Grease Trap Waste Collection	140.80
11371089	26/08/2021	Allmark & Associates Pty Ltd	Council chamber Name plates	137.50
12403468	5/08/2021	Vetwest Animal Hospitals Pty Ltd	Animal Welfare C018	136.62
11421181	19/08/2021	Boral Construction Materials Group Ltd	Asphalt	130.90
12403468	5/08/2021	Harvey Fresh	Milk supplies	123.30
11371089	26/08/2021	Harvey Fresh	Milk Supply	123.30
11371089	26/08/2021	Initial Hygiene	Sanitation service	121.57
12403468	5/08/2021	Budget Rent A Car - LOC 20008	Car hire	121.00
12403468	5/08/2021	Officeworks	Office supplies	120.00
11421181	19/08/2021	Telstra - 3614257792 ID 1003577	Phone/data charges	119.98
12403468	5/08/2021	Castrol Australia Pty Ltd	Oil for fleet	114.18
11371089	26/08/2021	WINC Australia Pty Ltd	Office supplies	105.77
11421181	19/08/2021	Initial Hygiene	Sanitation Service	104.16
12403468	5/08/2021	Maxwell Robinson & Phelps	Bait Check	95.00
11371089	26/08/2021	Amalgam Recruitment Amalgamated Services Pty Ltd	Contract staff	93.94
12403468	5/08/2021	Pirtek Welshpool	Supplies	74.76
11371089	26/08/2021	Vetwest Animal Hospitals Pty Ltd	Animal Welfare C50	69.64
11371089	26/08/2021	Beacon Equipment - Canning Vale	Oil Cap	64.80
11424539	12/08/2021	Aussie Natural Spring Water	Water supplies	56.88
11371089	26/08/2021	Bee Jays Canvas Co	Tarp repair	56.74
11421181	19/08/2021	Poolegrave Signs & Engraving	Stainless Steel Plaque	55.00
11421181	19/08/2021	Sercul South East Region Centre Urban Landcare	Aquatic Weed Training	55.00
11421181	19/08/2021	City Of Gosnells	Animal Welfare G644	50.00
11371089	26/08/2021	Aussie Natural Spring Water	Water bottle supply	42.66
12403468	5/08/2021	Telstra - 3614257784 ID 1003577	Phone/data charges	40.00
11424539	12/08/2021	Carringtons Traffic Services	Traffic work-Waterbird Refuge	36.96
11424539	12/08/2021	Corsign WA Pty Ltd	Signs	29.70
11424539	12/08/2021	Iron Mountain Aust Group Pty Ltd	Archive service	20.77
11424539	12/08/2021	WA Police Service - Revenue Section	Volunteer Police checks	16.70
11421181	19/08/2021	Australia Post Civic Centre	Commission	2.62
Sub Total				2,956,609.69

Cheque Payments

Reference	Date	Payee	Description	Amount (\$)
10290243	5/08/2021	City of South Perth - Petty Cash	Petty Cash-Civic Centre	639.40

Reference	Date	Payee	Description	Amount (\$)
				Sub Total 639.40
Non Creditor EFT Payments				
Reference	Date	Payee	Description	Amount (\$)
11424539	12/08/2021	Fiona Brooks-Threefold Consulting	Community Funding Grant	5,500.00
11421181	19/08/2021	J Corp Pty Ltd T/A Perceptions	RRAB-113 Waterford	3,000.00
12403468	5/08/2021	101 Residential Pty Ltd	RRAB Refund- 17A Godwin Ave	2,200.00
11424539	12/08/2021	AMG Home Builders Pty Ltd	RRAB-101 Forrest St	2,200.00
11424539	12/08/2021	Richard Tanner	RRAB [REDACTED]	2,200.00
11421181	19/08/2021	Embark Building Pty Ltd	RRAB-26 Robert St	2,200.00
11421181	19/08/2021	Customised Projects Pty Ltd	RRAB-28 Birdwood Ave	2,200.00
11421181	19/08/2021	JPG Homes Pty Ltd	RRAB-66 Axford St	2,200.00
11421181	19/08/2021	Embark Building Pty Ltd	RRAB-135B Lansdowne	2,200.00
11421181	19/08/2021	BBG Morris Group P/L	RRAB-9 Onslow St	2,200.00
11421181	19/08/2021	Embark Building Pty Ltd	RRAB-28 Norfolk St	2,200.00
11421181	19/08/2021	Hyten Construction	RRAB-13 River Way	2,200.00
11421181	19/08/2021	Air Roofing Co P/L	RRAB-125 Douglas Ave	2,200.00
11421181	19/08/2021	Aries Construction Group Pty Ltd	RRAB-5-5A Garvey St	2,200.00
11371089	26/08/2021	Embark Building Pty Ltd	RRAB-2 Pitt St	2,200.00
11371089	26/08/2021	MR Terence Hoskin	RRAB [REDACTED]	2,200.00
11371089	26/08/2021	Luigi Di Virgilio	RRAB [REDACTED]	2,200.00
11371089	26/08/2021	Barrier Reef Pools Perth	RRAB-4B Pepler Avenue	2,200.00
11424539	12/08/2021	Mars Engineering Pty	Refund Hall/Swipe hire fees	2,150.00
11424539	12/08/2021	Stephen Terrence Harvey	Refund Hall/Key Bond Old Mill Education	2,050.00
11424539	12/08/2021	Darren Bunce	Refund Hall/swipe card Bond John McGrath	2,050.00
11424539	12/08/2021	Yvette Umutoiwabo	Refund Hall/Swipe card SPCH	2,050.00
11424539	12/08/2021	Lubinda Siyamba & Naomi Tshilumba	Refund Hall/swipe card fee Manning Hall	2,050.00
11424539	12/08/2021	Western Australian Seabird Rescue Inc	Refund hall/swipe card SPCH	2,050.00
11421181	19/08/2021	Elizabeth Clare & Mathew R E Masters	Refund Hall/Swipe card John McGrath	2,050.00
11371089	26/08/2021	Mendilyn Nyasha Dete	Refund hall/swipe card Manning Hall	2,050.00
11424539	12/08/2021	Norwegian Geotechnical Institute	Refund PRB SJMP	1,921.00
11424539	12/08/2021	Mohamad H Buang & N B Taha	Refund Hall hire fees SPCH	1,870.00
11424539	12/08/2021	Mohammad R Hussaini	Refund hall/swipe card fees	1,800.00
11424539	12/08/2021	Mohamad H Buang & N B Taha	Refund hire fees	1,670.00
11421181	19/08/2021	Syed Sarfraz Hussaini shah	Refund Hall/Swipe card SPCH	1,607.00
11421181	19/08/2021	Ghana Association of WA	Refund Hall/Swipe card Manning Hall	1,375.00
11421181	19/08/2021	WAMTAZA Inc	Refund Hall/Swipe Card John McGrath	1,207.50
11424539	12/08/2021	Bramante Mada Perkasa	Refund hall hire /swipe card fee Manning	1,050.00
12403468	5/08/2021	Factory Pools Perth	RRAB Refund-1 Walters Rd	1,000.00
11424539	12/08/2021	Craig & Jacqui Butler	RRAB [REDACTED]	1,000.00
11424539	12/08/2021	D & D Drake-Brockman	RRAB [REDACTED]	1,000.00
12403468	5/08/2021	Bruce Fowler	Crossing Subsidy [REDACTED]	959.32
11421181	19/08/2021	Ms T T Vo	RRAB [REDACTED]	750.00
11371089	26/08/2021	Luigi Di Virgilio	RRAB [REDACTED]	750.00
11371089	26/08/2021	Origin Events Pty Ltd	Refund Hire of SJMP	727.00
12403468	5/08/2021	Mr & Mrs Ramshaw	Crossing Subsidy [REDACTED]	718.66
11421181	19/08/2021	Mrs Lisa Wells	Crossing Subsidy [REDACTED]	685.84
11424539	12/08/2021	Mohamad H Buang & N B Taha	Refund Hall hire fee	650.00
11424539	12/08/2021	Synapse Australia Ltd	Refund Hall/Swipe card SPCH	600.00
11424539	12/08/2021	W A Waruni Mendis & D H Atapattu	Refund Hall/Swipe card Manning Hall	600.00
11424539	12/08/2021	Mojda Faiz	Refund hall/Swipe card fees	600.00
11421181	19/08/2021	James Shore	Refund Hall/Swipe card Collins St	600.00
11424539	12/08/2021	Gertrude Mortty	Refund hire fees SJMP	538.00
11421181	19/08/2021	Maharashtra Mandal of Perth WA Inc.	Refund hall hire fees SPCH	517.50
11424539	12/08/2021	Indian Society of Western Australia	Refund PRB	500.00
11424539	12/08/2021	Ryan Nye	RRAB [REDACTED]	500.00
11421181	19/08/2021	Advanced Patios	RRAB-4 Unwin Cr	500.00
11421181	19/08/2021	Alyce-Maree Walpole	RRAB [REDACTED]	500.00
11371089	26/08/2021	Mr David Hall	RRAB [REDACTED]	500.00
11371089	26/08/2021	MR Paul Wilson	RRAB [REDACTED]	500.00
11371089	26/08/2021	K&M Powdercoating Pty Ltd	RRAB-3/17 Axford St	500.00
11371089	26/08/2021	Frontier Steel	RRAB [REDACTED]	500.00
11371089	26/08/2021	Sam Mousavi	RRAB [REDACTED]	500.00
11424539	12/08/2021	Mrs Ashlynn Z Whang	Crossing Subsidy [REDACTED]	467.06
11421181	19/08/2021	Tania M Odea T/A Personal Attributes	Refund hire fees SJMP	270.00
11424539	12/08/2021	Nikita Bhatt	Refund PRB SJMP	250.00
11424539	12/08/2021	Stephen Terrence Harvey	Refund Hall hire fees Old Mill	212.50
11424539	12/08/2021	Mrs Lucinda Smith	Individual Dev. Grant	200.00
11424539	12/08/2021	Mohammad R Hussaini	Refund Hall Hire fees John McGrath	180.00
11371089	26/08/2021	Haylee-Ann Smith	Refund site fee SJMP	160.00
11371089	26/08/2021	Nola Pendlebury	Refund hire of GBLC MR 20/7/21	85.25
11424539	12/08/2021	Lynda Wright	Refund hire fees SJMP	70.00
11371089	26/08/2021	Christine Simms	Refund for Tip Pass	50.00

Reference	Date	Payee	Description	Amount (\$)
11421181	19/08/2021	Elisabeth Wang	Refund of fees paid Junior Soccer progra	40.00
11421181	19/08/2021	Mrs Lisa Ann Bryant	Refund of fees paid	30.00
Sub Total				90,911.63

Non Creditor CHQ Payments

Reference	Date	Payee	Description	Amount (\$)
15244078	26/08/2021	Monarch-M Developments Pty Ltd	Refund Overpayment-179 Lockhart St	4,824.09
15244078	26/08/2021	Hemant Gaba	Refund hall/swipe card Manning Hall	2,920.00
15244078	26/08/2021	Collier Hair Care	Install and replace 2 hairdryers	1,388.00
15244078	26/08/2021	City of South Perth	Refund Payment made in error	880.00
15244078	26/08/2021	Hemant Gaba	Refund hall hire fee Manning	330.00
15244078	26/08/2021	Nicholas Investments Pty Ltd	Refund Property deleted 4 Jarman Ave	113.97
Sub Total				10,456.06

**Excluding:** Voided Payments:

Reference	Date	Payee	Description	Amount (\$)
				0.00
Total Cancelled EFT				0.00

**Excluding:** Cancelled Cheques

Reference	Date	Payee	Description	Amount (\$)
				0.00
Total Cancelled Cheques				0.00



**City of South Perth**  
**Statement of Financial Position**  
**31 August 2021**

Details	31 August 2021 \$	31 August 2020 \$	30 June 2021 \$
<b>CURRENT ASSETS</b>			
Cash & Cash Equivalents	63,302,647	68,112,575	57,343,511
Trade & Other Receivables	42,846,985	27,482,987	3,694,231
Other Current Assets	236,636	342,392	363,618
<b>TOTAL CURRENT ASSETS</b>	<b>106,386,268</b>	<b>95,937,954</b>	<b>61,401,360</b>
<b>NON-CURRENT ASSETS</b>			
Trade & Other Receivables	11,698,850	938,223	981,232
Investments (LGHT & RRC)	221,220	214,755	221,220
Property, Plant & Equipment	372,173,973	374,765,818	372,335,646
Infrastructure	354,291,316	355,710,593	355,302,084
Intangibles	405,499	610,277	440,283
<b>TOTAL NON-CURRENT ASSETS</b>	<b>738,790,858</b>	<b>732,239,666</b>	<b>729,280,465</b>
<b>TOTAL ASSETS</b>	<b>845,177,126</b>	<b>828,177,620</b>	<b>790,681,825</b>
<b>CURRENT LIABILITIES</b>			
Trade & Other Payables	11,674,953	11,201,889	6,482,912
Borrowings	588,646	913,152	615,148
Provisions	5,281,801	4,836,861	5,305,884
Leaseholder Liability	26,032,814	26,703,807	26,124,645
Grant Obligations	7,819,335	465,834	7,872,335
<b>TOTAL CURRENT LIABILITIES</b>	<b>51,397,550</b>	<b>44,121,542</b>	<b>46,400,925</b>
<b>NON-CURRENT LIABILITIES</b>			
Leaseholder Liability	804,098	903,446	799,228
Borrowings	5,790,608	6,379,788	5,868,657
Provisions	494,220	590,666	494,220
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>7,088,925</b>	<b>7,873,900</b>	<b>7,162,104</b>
<b>TOTAL LIABILITIES</b>	<b>58,486,475</b>	<b>51,995,442</b>	<b>53,563,029</b>
<b>NET ASSETS</b>	<b>786,690,651</b>	<b>776,182,177</b>	<b>737,118,796</b>
<b>EQUITY</b>			
Retained Surplus	133,497,217	135,065,605	133,647,363
Reserves - Cash Backed	39,818,285	35,343,836	40,048,715
Revaluation Surplus	563,803,294	567,089,931	563,803,294
Net Profit/Loss	49,571,855	38,682,805	(380,576)
<b>TOTAL EQUITY</b>	<b>786,690,651</b>	<b>776,182,177</b>	<b>737,118,796</b>

**City of South Perth  
Statement of Change in Equity  
31 August 2021**

	31 August 2021 \$	31 August 2020 \$	30 June 2021 \$
<b>RESERVES</b>			
<b>Cash Backed</b>			
Balance at beginning of reporting period	40,048,715	35,573,691	35,573,690
Aggregate transfers to Retained Earnings	(616,177)	(306,593)	(11,755,173)
Aggregate transfers from Retained Earnings	385,747	76,738	16,230,197
Balance at end of reporting period	<u>\$ 39,818,285</u>	<u>\$ 35,343,836</u>	<u>\$ 40,048,714</u>
<b>Non - Cash Backed</b>			
Asset Revaluation Reserve	563,803,294	567,089,931	563,803,294
Balance at end of reporting period	<u>\$ 563,803,294</u>	<u>\$ 567,089,931</u>	<u>\$ 563,803,294</u>
<b>TOTAL RESERVES</b>	<u><b>\$ 603,621,579</b></u>	<u><b>\$ 602,433,767</b></u>	<u><b>\$ 603,852,008</b></u>
<b>RETAINED EARNINGS</b>			
Balance at beginning of reporting period	133,266,788	134,835,750	134,835,751
Realised Revaluation Reserve	-	-	3,286,637
Change in Net Assets from Operations	49,571,854	38,682,805	(380,576)
Aggregate transfers to Reserves	(385,747)	(76,738)	(16,230,197)
Aggregate transfers from Reserves	616,177	306,593	11,755,173
Balance at end of reporting period	<u><b>\$ 183,069,071</b></u>	<u><b>\$ 173,748,410</b></u>	<u><b>\$ 133,266,788</b></u>
<b>TOTAL EQUITY</b>	<u><b>\$ 786,690,651</b></u>	<u><b>\$ 776,182,177</b></u>	<u><b>\$ 737,118,796</b></u>

**City of South Perth**  
**Statement of Financial Activity**  
**31 August 2021**

<b>Original Budget 2021/22</b>	<b>OPERATING ACTIVITIES</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance Budget</b>	<b>Note</b>	<b>YTD % Variance Budget</b>
	<b>Income</b>					
38,868,198	Rates	38,708,198	38,729,119	20,921	F	0%
1,786,711	General Purpose Funding	610,763	317,746	(293,017)	U	-48%
70,000	Governance	6,667	9,583	2,916	F	44%
178,500	Law, Order, Public Safety	29,751	35,122	5,372	F	18%
102,000	Health	90,333	94,619	4,286	F	5%
1,914,235	Housing	355,489	340,751	(14,738)	U	-4%
7,750,514	Community Amenities	7,297,502	7,369,689	72,187	F	1%
5,700,632	Recreation and Culture	1,021,720	936,871	(84,849)	U	-8%
1,858,000	Transport	321,733	299,890	(21,844)	U	-7%
13,979,570	Economic Services	13,771,237	13,837,145	65,908	F	0%
35,000	Other Property and Services	5,833	5,304	(530)	U	-9%
<b>72,243,360</b>	<b>Subtotal Income</b>	<b>62,219,227</b>	<b>61,975,838</b>	<b>(243,389)</b>	<b>U</b>	
	<b>Expenditure</b>					
293,896	General Purpose Funding	32,032	36,545	(4,513)	U	-14%
4,848,767	Governance	933,697	656,936	276,761	F	30%
1,277,817	Law, Order, Public Safety	146,853	125,415	21,438	F	15%
792,881	Health	120,489	109,804	10,685	F	9%
673,352	Welfare Services & Education	103,979	104,740	(761)	U	-1%
2,940,611	Housing	553,684	507,394	46,289	F	8%
13,141,102	Community Amenities	2,055,641	1,953,043	102,598	F	5%
20,557,811	Recreation and Culture	3,162,577	3,064,846	97,731	F	3%
17,034,770	Transport	2,592,436	2,540,710	51,726	F	2%
14,611,227	Economic Services	3,244,893	3,201,540	43,353	F	1%
226,653	Other Property and Services	211,400	156,009	55,390	F	26%
<b>76,398,887</b>	<b>Subtotal Expenditure</b>	<b>13,157,680</b>	<b>12,456,984</b>	<b>700,697</b>	<b>F</b>	
<b>(4,155,526)</b>	<b>Net Operating Surplus/ (Deficit)</b>	<b>49,061,547</b>	<b>49,518,855</b>	<b>457,308</b>	<b>F</b>	
	<b>ADD NON CASH ITEMS</b>					
11,379,052	Depreciation of Assets	1,918,732	1,920,626	(1,894)	U	0%
204,789	Ammortisation Expense	34,786	34,784	2	F	0%
<b>11,583,842</b>	<b>Subtotal Non Cash Items</b>	<b>1,953,518</b>	<b>1,955,410</b>	<b>(1,892)</b>	<b>U</b>	
<b>7,428,316</b>	<b>Net Operating Surplus/ (Deficit)</b>	<b>51,015,064</b>	<b>51,474,265</b>	<b>459,200</b>	<b>F</b>	
	<b>LESS CAPITAL INCOME &amp; EXPENDITURE</b>					
4,822,394	Grants for Acquisition of Assets	92,500	53,000	(39,500)	U	-43%
(1,936,794)	Acquisition of Buildings	(47,820)	(138,611)	(90,790)	U	-190%
(110,000)	Acquisition of Computer Equipment	-	-	-		
(2,163,246)	Acquisition of Plant & Equipment	(175,738)	(114,610)	61,128	F	35%
(10,000)	Acquisition of Artworks	(5,946)	(71,079)	(65,133)	U	-1095%
(7,985,701)	Construction of Infrastructure Assets	(411,048)	(423,885)	(12,836)	U	-3%
<b>(7,383,347)</b>	<b>Subtotal Capital Income and Expenditure</b>	<b>(548,053)</b>	<b>(695,185)</b>	<b>(147,132)</b>	<b>U</b>	
	<b>LESS OTHER NON OPERATING ITEMS</b>					
(615,148)	Loan Principal Repayments	(104,016)	(104,551)	(534)	U	-1%
(14,332,140)	Transfers to Reserves	(577,037)	(385,747)	191,290	F	33%
<b>(14,947,288)</b>	<b>Subtotal Other Non Operating Items</b>	<b>(681,053)</b>	<b>(490,297)</b>	<b>190,756</b>	<b>F</b>	
	<b>OTHER FUNDING SOURCES</b>					
3,812,980	Transfers from Reserves	709,800	616,177	(93,623)	U	-13%
7,000,000	Movement in Grant Obligations	-	-	-		
348,500	Proceeds on Disposal of Assets	33,500	-	(33,500)	U	-100%
46,897	Self Supporting Loans Recouped	7,816	10,998	3,181	F	41%
-	Movement in CPV Liabilities (Non-Current)	-	(86,961)	(86,961)	F	0%
-	Movement in Deferred Rates (Non-Current)	-	15,160	15,160	F	0%
(10,543,152)	Movement in UGP Debtors (Non-Current)	(10,543,152)	(10,821,913)	(278,761)	U	-3%
10,545,609	Proceeds from New Borrowings	-	-	-		
3,691,484	Opening Net Current Assets July 1 B/Fwd	3,691,484	9,081,631	5,390,146	F	146%
<b>14,902,320</b>	<b>Subtotal Other Funding Sources</b>	<b>(6,100,551)</b>	<b>(1,184,910)</b>	<b>4,915,642</b>	<b>F</b>	
<b>0</b>	<b>CLOSING NET CURRENT ASSETS YTD</b>	<b>43,685,407</b>	<b>49,103,873</b>	<b>5,418,465</b>	<b>F</b>	



# City of South Perth

## 2021/2022 Operating Revenue and Expenditure Budget Versus Actual

August - 2021

Key Responsibility Area	YTD Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Original Budget \$
<b>REVENUE</b>						
<b>Office of the CEO</b>						
<b>Governance</b>						
100030 - Governance Admin	-	9,418	9,418	F	100%	-
100040 - Animal Control	27,500	34,193	6,693	F	24%	165,000
100041 - Fire Prevention	751	-	(751)	U	-100%	4,500
100042 - Parking	237,567	215,359	(22,207)	U	-9%	1,458,000
100043 - District Rangers	1,500	866	(634)	U	-42%	9,000
Total Revenue - Office of the CEO	267,317	259,836	(7,481)	U	-3%	1,636,500
<b>Office of the CEO Total</b>	267,317	259,836	(7,481)	U	-3%	1,636,500
<b>Human Resources</b>						
<b>Human Resources</b>						
Total Revenue - Human Resources	-	-	-			-
<b>Human Resources Total</b>	-	-	-			-
<b>Corporate Services</b>						
<b>Finance</b>						
200020 - Investment Activities	263,097	165,463	(97,634)	U	-37%	1,100,711
200021 - Financial Services	6,667	228	(6,438)	U	-97%	70,000
200022 - Rating Services	39,055,865	38,881,403	(174,462)	U	0%	39,554,198
200030 - Property Management - Commercial	45,833	49,339	3,506	F	8%	275,000
200031 - Recoverable Costs	6,067	14,730	8,664	F	143%	36,400
Total Revenue - Finance	39,377,528	39,111,163	(266,365)	U	-1%	41,036,309
<b>Corporate Services Total</b>	39,377,528	39,111,163	(266,365)	U	-1%	41,036,309
<b>Development &amp; Community Services</b>						
<b>Collier Park Village</b>						
300310 - Collier Park Village	354,489	339,760	(14,729)	U	-4%	1,908,235
300311 - Collier Park Community Centre	1,000	991	(9)	U	-1%	6,000
Total Revenue - Collier Park Village	355,489	340,751	(14,738)	U	-4%	1,914,235
<b>Community Development</b>						
300201 - CCR Admin	-	17,764	17,764	F	100%	-
300202 - Community Projects	4,983	5,750	767	F	15%	29,900
300205 - Community Events	2,917	19,565	16,648	F	571%	17,500
300211 - Summer Events	-	-	-			274,500
300213 - Public Art	-	1,095	1,095	F	100%	-
300220 - Facility Hire	77,700	88,949	11,249	F	14%	270,000
300221 - Recreation Admin	6,917	3,000	(3,917)	U	-57%	41,500
300222 - George Burnett Leisure Centre Operations	30,000	42,646	12,646	F	42%	180,000
Total Revenue - Community Development	122,517	178,769	56,252	F	46%	813,400
<b>Library</b>						
300400 - Library Services	1,000	2,558	1,558	F	156%	11,000
300401 - Civic Centre Library	2,000	2,364	364	F	18%	12,550
300402 - Manning Library	1,000	1,278	278	F	28%	6,550
300403 - Old Mill	933	1,866	932	F	100%	5,600
Total Revenue - Library	4,933	8,065	3,132	F	63%	35,700
<b>Statutory Planning</b>						
300610 - Planning Services	104,167	190,722	86,555	F	83%	425,000
300630 - Building Services	95,000	110,176	15,176	F	16%	300,000
300631 - Pool Services	80,000	79,664	(336)	U	0%	80,000

Key Responsibility Area	YTD Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Original Budget \$
300640 - Health Services	-	-	-			5,000
300641 - Preventative Services	90,333	94,619	4,286	F	5%	97,000
Total Revenue - Statutory Planning	369,500	475,181	105,681	F	29%	907,000
Strategic Planning						
300500 - Strategic Planning	-	20,916	20,916	F	100%	10,000
Total Revenue - Strategic Planning	-	20,916	20,916	F	100%	10,000
<b>Development &amp; Community Services Total</b>	<b>852,439</b>	<b>1,023,682</b>	<b>171,243</b>	<b>F</b>	<b>20%</b>	<b>3,680,335</b>
<b>Infrastructure</b>						
Assets & Design						
400120 - Environment (Natural & Built)	167	-	(167)	U	-100%	1,000
400150 - Network Operations	5,833	3,782	(2,052)	U	-35%	35,000
400160 - Underground Power	13,595,570	13,647,305	51,735	F	0%	13,595,570
Total Revenue - Assets & Design	13,601,570	13,651,087	49,517	F	0%	13,631,570
Business & Construction						
400300 - CPGC	810,620	654,298	(156,322)	U	-19%	4,349,632
400311 - Fleet Management	-	284	284	F	100%	-
400313 - Waste - Recycling	1,753,567	1,747,436	(6,131)	U	0%	1,766,900
400314 - Waste - Refuse	5,439,602	5,410,615	(28,987)	U	-1%	5,547,614
Total Revenue - Business & Construction	8,003,789	7,812,632	(191,157)	U	-2%	11,664,146
Programs Delivery						
400200 - BLDG Maintenance Administration	5,833	5,020	(813)	U	-14%	35,000
400201 - BLDG Maintenance- Manning Community & Park Sheds	-	753	753	F	100%	-
400203 - BLDG Maintenance - Historical Buildings	-	636	636	F	100%	-
400220 - Park Operations - Administration	31,750	30,280	(1,470)	U	-5%	190,500
400229 - Park Operations - Plant Nursery Operational	667	-	(667)	U	-100%	4,000
400240 - Works & Services Administration	62,500	54,086	(8,414)	U	-13%	270,000
400242 - Cross-overs	6,667	7,652	985	F	15%	40,000
400245 - Roads	9,167	19,011	9,844	F	107%	55,000
Total Revenue - Programs Delivery	116,583	117,438	854	F	1%	594,500
<b>Infrastructure Total</b>	<b>21,721,942</b>	<b>21,581,157</b>	<b>(140,785)</b>	<b>U</b>	<b>-1%</b>	<b>25,890,216</b>
<b>Total Revenue</b>	<b>62,219,227</b>	<b>61,975,838</b>	<b>(243,389)</b>	<b>U</b>	<b>0%</b>	<b>72,243,360</b>
<b>EXPENDITURE</b>						
<b>Office of the CEO</b>						
Office of the CEO						
100010 - Office of the CEO	89,521	83,959	5,562	F	6%	644,037
Total Expense - Office of the CEO	89,521	83,959	5,562	F	6%	644,037
Governance						
100030 - Governance Admin	103,666	84,826	18,839	F	18%	780,923
100031 - Council Members	193,387	181,801	11,586	F	6%	682,225
100032 - Council Functions	33,008	46,861	(13,854)	U	-42%	203,999
100033 - Marketing & Communications	105,743	70,403	35,340	F	33%	680,730
100034 - Publications	14,333	19,814	(5,480)	U	-38%	86,000
100040 - Animal Control	42,753	41,727	1,026	F	2%	273,494
100041 - Fire Prevention	16,186	5,911	10,275	F	63%	155,409
100042 - Parking	105,990	100,600	5,390	F	5%	772,285
100043 - District Rangers	39,117	34,778	4,339	F	11%	253,177
Total Expense - Governance	654,183	586,722	67,461	F	10%	3,888,242
Human Resources						
100020 - Human Resources	152,759	109,576	43,183	F	28%	1,041,189
100021 - Occupational Health & Safety	31,076	24,156	6,920	F	22%	197,386
Total Expense - Human Resources	183,835	133,732	50,102	F	27%	1,238,575
<b>Office of the CEO Total</b>	<b>927,539</b>	<b>804,413</b>	<b>123,126</b>	<b>F</b>	<b>13%</b>	<b>5,770,854</b>
<b>Corporate Services</b>						
Director of Corporate Services						
200010 - Corporate Services	39,524	40,652	(1,128)	U	-3%	255,394
Total Expense - Director of Corporate Services	39,524	40,652	(1,128)	U	-3%	255,394
Customer Services Admin						
200060 - Customer Services Admin	173,880	146,062	27,818	F	16%	1,154,126
Total Expense - Customer Services Admin	173,880	146,062	27,818	F	16%	1,154,126



Key Responsibility Area	YTD Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Original Budget \$
<b>Finance</b>						
200020 - Investment Activities	25,407	25,623	(217)	U	-1%	171,978
200021 - Financial Services	694,376	692,721	1,654	F	0%	2,723,887
200022 - Rating Services	32,032	27,723	4,309	F	13%	293,896
200031 - Recoverable Costs	45,803	19,995	25,808	F	56%	164,900
200032 - PreSchools	7,005	5,754	1,251	F	18%	34,915
Total Expense - Finance	804,623	771,817	32,806	F	4%	3,389,576
<b>Information Technology</b>						
200050 - Information Services	711,237	576,105	135,132	F	19%	4,764,134
200051 - Records Management	30,349	28,642	1,707	F	6%	197,266
Total Expense - Information Technology	741,585	604,747	136,838	F	18%	4,961,400
<b>Organisational Performance</b>						
200040 - Organisational Performance	32,670	17,345	15,325	F	47%	205,813
Total Expense - Organisational Performance	32,670	17,345	15,325	F	47%	205,813
<b>Corporate Services Total</b>	<b>1,792,282</b>	<b>1,580,624</b>	<b>211,658</b>	<b>F</b>	<b>12%</b>	<b>9,966,309</b>
<b>Development &amp; Community Services</b>						
<b>Director of Development &amp; Community Services</b>						
300010 - Development & Community Services	40,833	50,562	(9,729)	U	-24%	263,444
Total Expense - Director of Development & Community Services	40,833	50,562	(9,729)	U	-24%	263,444
<b>Community Development</b>						
300201 - CCR Admin	112,801	114,296	(1,495)	U	-1%	873,242
300202 - Community Projects	48,583	28,197	20,387	F	42%	201,000
300203 - Citizens Centre - South Perth	28,809	31,578	(2,769)	U	-10%	174,512
300204 - Citizens Centre - Manning	23,884	21,768	2,115	F	9%	150,039
300205 - Community Events	79,511	83,609	(4,098)	U	-5%	585,721
300210 - Major Events	1,153	-	1,153	F	100%	402,915
300211 - Summer Events	-	967	(967)	U	-100%	210,000
300212 - Functions	10,317	2,753	7,564	F	73%	84,900
300213 - Public Art	11,255	8,939	2,316	F	21%	77,883
300220 - Facility Hire	88,266	96,117	(7,850)	U	-9%	568,386
300222 - George Burnett Leisure Centre Operations	67,241	77,534	(10,292)	U	-15%	408,804
Total Expense - Community Development	471,820	465,759	6,062	F	1%	3,737,403
<b>Collier Park Village</b>						
300310 - Collier Park Village	425,427	379,136	46,290	F	11%	2,091,069
Total Expense - Collier Park Village	425,427	379,136	46,290	F	11%	2,091,069
<b>Library</b>						
300400 - Library Services	-	550	(550)	U	-100%	-
300401 - Civic Centre Library	266,494	246,956	19,537	F	7%	1,699,789
300402 - Manning Library	99,445	116,593	(17,148)	U	-17%	612,193
300403 - Old Mill	9,947	8,956	991	F	10%	177,514
300404 - Heritage House	2,951	4,729	(1,778)	U	-60%	29,370
Total Expense - Library	378,835	377,784	1,052	F	0%	2,518,866
<b>Statutory Planning</b>						
300610 - Planning Services	214,940	152,126	62,814	F	29%	1,424,489
300620 - Compliance	27,149	21,846	5,302	F	20%	181,674
300630 - Building Services	51,566	37,996	13,570	F	26%	353,970
300640 - Health Services	72,876	57,872	15,003	F	21%	471,200
300643 - Analytical Services	1,500	10,158	(8,658)	U	-577%	15,000
300644 - Pest Control	5,000	-	5,000	F	100%	60,000
Total Expense - Statutory Planning	373,030	279,999	93,031	F	25%	2,506,332
<b>Strategic Planning</b>						
300500 - Strategic Planning	133,855	165,137	(31,282)	U	-23%	1,085,926
Total Expense - Strategic Planning	133,855	165,137	(31,282)	U	-23%	1,085,926
<b>Development &amp; Community Services Total</b>	<b>1,823,800</b>	<b>1,718,377</b>	<b>105,423</b>	<b>F</b>	<b>6%</b>	<b>12,203,040</b>
<b>Infrastructue</b>						
<b>Director Infrastructure Services</b>						
400010 - Director Infrastructure Services	47,577	37,420	10,157	F	21%	329,679
400011 - Infrastructure Services-Planning	71,033	49,277	21,756	F	31%	452,467
Total Expense - Director Infrastructure Services	118,610	86,697	31,912	F	27%	782,147
<b>Assets &amp; Design</b>						
400100 - Asset & Design Administration	44,300	45,813	(1,513)	U	-3%	285,281
400120 - Environment (Natural & Built)	59,812	58,959	853	F	1%	433,998
400130 - Asset Management	48,156	32,235	15,921	F	33%	389,327
400140 - Civil Design	81,245	83,191	(1,946)	U	-2%	555,145



Key Responsibility Area	YTD Budget \$	YTD Actual \$	Variance \$	Var F/U	Var %	Original Budget \$
400150 - Network Operations	32,366	97,357	(64,991)	U	-201%	268,914
400160 - Underground Power	3,120,139	3,123,537	(3,398)	U	0%	13,650,755
Total Expense - Assets & Design	3,386,018	3,441,092	(55,074)	U	-2%	15,583,421
<b>Business &amp; Construction</b>						
400300 - CPGC	532,796	552,784	(19,988)	U	-4%	3,108,074
400310 - Business & Construction - Administration	132,136	175,853	(43,717)	U	-33%	849,016
400311 - Fleet Management	365,259	360,539	4,719	F	1%	1,663,115
400312 - Recycling Centre & Waste Management	101,171	68,859	32,311	F	32%	808,753
400313 - Waste Recycling Centre	137,535	93,512	44,023	F	32%	957,208
400314 - Waste - Refuse	722,306	701,516	20,791	F	3%	4,305,939
Total Expense - Business & Construction	1,991,203	1,953,063	38,140	F	2%	11,692,106
<b>Programs Delivery</b>						
400190 - Program Delivery Administration	57,292	51,777	5,515	F	10%	370,649
400200 - BLDG Maintenance Administration	54,582	49,343	5,239	F	10%	365,706
400201 - BLDG Maintenance- Manning Community & Park Sheds	23,805	26,291	(2,486)	U	-10%	190,231
400202 - BLDG Maintenance - Halls & Pavilions	17,517	10,066	7,451	F	43%	131,040
400203 - BLDG Maintenance - Historical Buildings	9,383	5,755	3,628	F	39%	70,099
400204 - BLDG Maintenance - Kindergartens	3,545	1,638	1,907	F	54%	21,267
400205 - BLDG Maintenance - Jetties & Broadwalk	1,232	-	1,232	F	100%	7,392
400206 - BLDG Maintenance - Public Conveniences	33,274	27,601	5,673	F	17%	276,932
400207 - BLDG Maintenance- Recreation Centres	15,529	15,623	(94)	U	-1%	130,868
400208 - BLDG Maintenance - Senior Citizens	7,807	11,920	(4,113)	U	-53%	75,041
400210 - BLDG Maintenance - Operations Centre Complex	19,189	16,289	2,899	F	15%	145,691
400211 - BLDG Maintenance - Minor Works Program	5,833	3,923	1,910	F	33%	35,000
400212 - BLDG Maintenance - Civic Centre Complex	54,089	52,448	1,641	F	3%	376,113
400220 - Park Operations - Administration	154,856	136,359	18,496	F	12%	1,102,415
400221 - Park Operations - Kindergarten	1,425	1,404	21	F	1%	8,550
400222 - Park Operations - Major Passive	106,114	92,578	13,537	F	13%	671,627
400223 - Park Operations - Other Gardens	22,954	14,784	8,170	F	36%	155,723
400224 - Park Operations - Passive	67,054	48,299	18,755	F	28%	409,823
400225 - Park Operations - Active (Sport)	354,604	343,773	10,831	F	3%	2,222,111
400226 - Park Operations - Senior Citizens	2,520	2,325	195	F	8%	15,120
400227 - Park Operations - Streetscapes Operational	251,129	253,348	(2,219)	U	-1%	1,982,730
400228 - Park Operations - Natural Park Areas Operational	202,560	193,850	8,710	F	4%	1,245,153
400229 - Park Operations - Plant Nursery Operational	47,470	31,205	16,266	F	34%	299,192
400231 - Park Operations - Retic Operational	31,853	12,365	19,489	F	61%	245,197
400240 - Works & Services Administration	1,120,939	1,107,694	13,245	F	1%	6,697,602
400241 - Bus Shelters	1,183	-	1,183	F	100%	7,100
400242 - Cross-overs	10,217	4,077	6,140	F	60%	96,100
400243 - Drainage	63,791	68,760	(4,969)	U	-8%	324,507
400244 - Footpaths	67,494	32,121	35,373	F	52%	513,496
400245 - Roads	74,410	57,797	16,612	F	22%	540,854
400246 - Signage	16,843	8,031	8,811	F	52%	132,886
400247 - Street Furniture	148,054	144,205	3,849	F	3%	920,011
400248 - Sumps	12,787	11,126	1,661	F	13%	76,700
400249 - Sweeping	56,897	35,946	20,951	F	37%	538,084
Total Expense - Programs Delivery	3,118,229	2,872,717	245,511	F	8%	20,401,010
<b>Infrastructure Total</b>	<b>8,614,060</b>	<b>8,353,570</b>	<b>260,490</b>	<b>F</b>	<b>3%</b>	<b>48,458,683</b>
<b>Total Expenditure</b>	<b>13,157,680</b>	<b>12,456,984</b>	<b>700,697</b>	<b>F</b>	<b>5%</b>	<b>76,398,887</b>
<b>Net Position</b>	<b>49,061,547</b>	<b>49,518,855</b>	<b>457,308</b>	<b>F</b>	<b>1%</b>	<b>(4,155,526)</b>

As at 08-Sep-2021 09:13:22

**City of South Perth**  
**2021/2022 - Significant Variance Analysis**  
**31 August 2021**  
**(Budget Versus Actual)**

**1. Operating Revenue and Expenditure by Business Unit**

Key Responsibility Area	YTD Budget (\$)	YTD Actual (\$)	Variance (\$)	Var F/U	Var %	Original Budget (\$)	<i>Variance Analysis &amp; Commentary</i> <i>Significant Variances: \$10,000 or 10% the greater of</i>
<b>REVENUE</b>							
<b>Chief Executive's Office</b>							
Governance	267,317	259,836	(7,481)	U	-3%	1,636,500	Insignificant Variance
Human Resources	-	-	-			-	
<b>Total Revenue - Chief Executive's Office</b>	<b>267,317</b>	<b>259,836</b>	<b>(7,481)</b>	<b>U</b>	<b>-3%</b>	<b>1,636,500</b>	
<b>Directorate - Corporate Services</b>							
Finance	39,377,528	39,111,163	(266,365)	U	-1%	41,036,309	Unfavourable due to timing, Grant revenue (\$90k) and Rates revenue (\$175k)
<b>Total Revenue - Corporate Services</b>	<b>39,377,528</b>	<b>39,111,163</b>	<b>(266,365)</b>	<b>U</b>	<b>-1%</b>	<b>41,036,309</b>	
<b>Directorate - Development &amp; Community Services</b>							
Collier Park Village	355,489	340,751	(14,738)	U	-4%	1,914,235	Lower mainly due to timing of Rental income.
Community Development	122,517	178,769	56,252	F	46%	813,400	Favourable permanent difference due to Grants revenue (\$17k) and Secondment payment (\$19k). Favourable timing difference in Facility hire revenue (\$11k) and George Burnett Leisure Centre (\$13k).
Library	4,933	8,065	3,132	F	63%	35,700	Insignificant Variance.
Statutory Planning	369,500	475,181	105,681	F	29%	907,000	Favourable mainly due to timing, higher Planning Fees.
Strategic Planning	-	20,916	20,916	F	100%	10,000	Permanent difference due to Secondment payment.
<b>Total Revenue - Development &amp; Community Services</b>	<b>852,439</b>	<b>1,023,682</b>	<b>171,243</b>	<b>F</b>	<b>20%</b>	<b>3,680,335</b>	
<b>Directorate - Infrastructure Services</b>							
Assets & Design	13,601,570	13,651,087	49,517	F	0%	13,631,570	Permanent difference, mainly in Underground Power due to revised GRV valuation received from Landgate.
Business & Construction	8,003,789	7,812,632	(191,157)	U	-2%	11,664,146	Timing, lower CPGC revenue (\$156k) and Rubbish collections (\$36k).
Programs Delivery	116,583	117,438	854	F	1%	594,500	Insignificant Variance.
<b>Total Revenue - Infrastructure Services</b>	<b>21,721,942</b>	<b>21,581,157</b>	<b>(140,785)</b>	<b>U</b>	<b>-1%</b>	<b>25,890,216</b>	
<b>Total Revenue</b>	<b>62,219,227</b>	<b>61,975,838</b>	<b>(243,389)</b>	<b>U</b>	<b>0%</b>	<b>72,243,360</b>	

<b>EXPENDITURE</b>							
<b>Chief Executive's Office</b>							
Office of the CEO	89,521	83,959	5,562	F	6%	644,037	Insignificant Variance
Governance	654,183	586,722	67,461	F	10%	3,888,242	Lower expenditure due to timing in Marketing and Communications (\$35k), Rangers (\$21k) and Council Members (\$11k).
Human Resources	183,835	133,732	50,102	F	27%	1,238,575	Favourable expenditure mainly due to timing in Consultants (\$18k), Training Course (\$20k), OSH Health Initiatives (\$6k) and Subscriptions (\$2k).
<b>Total Expense - Chief Executive's Office</b>	<b>927,539</b>	<b>804,413</b>	<b>123,126</b>	<b>F</b>	<b>13%</b>	<b>5,770,854</b>	
<b>Directorate - Corporate Services</b>							
Director of Corporate Services	39,524	40,652	(1,128)	U	-3%	255,394	Insignificant Variance
Customer Services Admin	173,880	146,062	27,818	F	16%	1,154,126	Favourable mainly due to timing in Salaries and Wages.
Finance	804,623	771,817	32,806	F	4%	3,389,576	Lower expenditure mainly due to timing of Utility charges.
Information Technology	741,585	604,747	136,838	F	18%	4,961,400	Favourable due to timing, IT - 1System Implementation (\$128k) and Telephone and Data Charges (\$8k).
Organisational Performance	32,670	17,345	15,325	F	47%	205,813	Timing, lower expenditure due to Consultant Fees (\$8k) and BAU Improvement (\$4k)
<b>Total Expense - Corporate Services</b>	<b>1,792,282</b>	<b>1,580,624</b>	<b>211,658</b>	<b>F</b>	<b>12%</b>	<b>9,966,309</b>	
<b>Directorate - Development &amp; Community Services</b>							
Director of Development & Community Services	40,833	50,562	(9,729)	U	-24%	263,444	Unfavourable mainly due to timing, Salaries and Wages.
Community Development	471,820	465,759	6,062	F	1%	3,737,403	Insignificant Variance
Collier Park Village	425,427	379,136	46,290	F	11%	2,091,069	Favourable due to timing, mainly due to Utility charges.
Library	378,835	377,784	1,052	F	0%	2,518,866	Insignificant Variance



Key Responsibility Area	YTD Budget (\$)	YTD Actual (\$)	Variance (\$)	Var F/U	Var %	Original Budget (\$)	<i>Variance Analysis &amp; Commentary</i> <i>Significant Variances: \$10,000 or 10% the greater of</i>
Statutory Planning	373,030	279,999	93,031	F	25%	2,506,332	Lower expenditure mainly due to timing, Salaries and Wages.
Strategic Planning	133,855	165,137	(31,282)	U	-23%	1,085,926	Unfavourable due to timing, Consultants (\$24k) and Precinct Studies (\$9k)
<b>Total Expense - Development &amp; Community Services</b>	<b>1,823,800</b>	<b>1,718,377</b>	<b>105,423</b>	<b>F</b>	<b>6%</b>	<b>12,203,040</b>	
<b>Directorate - Infrastructure Services</b>							
Director Infrastructure Services	118,610	86,697	31,912	F	27%	782,147	Lower expenditure mainly in Salaries and Wages due to timing.
Assets & Design	3,386,018	3,441,092	(55,074)	U	-2%	15,583,421	Unfavourable due to timing, higher expenditure mainly in Salaries and Wages.
Business & Construction	1,991,203	1,953,063	38,140	F	2%	11,692,106	Lower Waste expenditure (\$58k) offset by CPGC (\$20k) due to timing.
Programs Delivery	3,118,229	2,872,717	245,511	F	8%	20,401,010	Favourable due to timing, Park Operations (\$112k), Works and Services (\$103k) and Building Maintenance (\$31k).
<b>Total Expense - Infrastructure Services</b>	<b>8,614,060</b>	<b>8,353,570</b>	<b>260,490</b>	<b>F</b>	<b>3%</b>	<b>48,458,683</b>	
<b>Total Expenditure</b>	<b>13,157,680</b>	<b>12,456,984</b>	<b>700,697</b>	<b>F</b>	<b>5%</b>	<b>76,398,887</b>	
<b>Net Position</b>	<b>49,061,547</b>	<b>49,518,855</b>	<b>457,308</b>	<b>F</b>	<b>1%</b>	<b>(4,155,526)</b>	

## 2. Capital Revenue and Expenditure

Capital variance based on the subtotals contained in the f. Capital Revenue and Expenditure Report

CAPITAL REVENUE							
Park Operations	92,500	53,000	(39,500)	U	-43%	3,771,489	Timing variance. Challenger Reserve completion date extended to mid-December.
Roads	-	-	-			1,050,905	
<b>Total Capital Revenue</b>	<b>92,500</b>	<b>53,000</b>	<b>(39,500)</b>	<b>U</b>	<b>-43%</b>	<b>4,822,394</b>	

CAPITAL EXPENDITURE							
Drainage	-	-	-			162,500	
Pathways	21,429	9,477	11,951	F	56%	1,115,329	Variance due to timing Cliffe St, Canning Highway.
Roads	7,000	49,186	(42,186)	U	-603%	2,165,573	Permanent difference due to Salisbury Av. (\$27k) project delayed from last year total expected expenditure this year \$90k. Timing difference. Projects commenced ahead of budget timing (\$15k).
Buildings	85,964	135,290	(49,326)	U	-57%	1,592,824	Higher spend due to timing. RAF (\$32k) and Como Bowling Club (\$33k)
Lighting	237,901	60,480	177,421	F	75%	645,936	Lower spend due to timing. Challenger Reserve (\$183k)
Security	-	-	-			216,791	
Technology	-	-	-			100,000	
Artworks	5,946	71,079	(65,133)	U	-1095%	10,000	Permanent difference. RAC Intellibus carry forward greater than budget (\$65k).
Collier Park Golf Course	102,377	105,700	(3,323)	U	-3%	351,140	Insignificant Variance
Collier Park Retirement Village (CPRV)	7,000	34,694	(27,694)	U	-396%	417,500	Higher spend due to timing. Refurbishment (\$28k)
Plant and Fleet Management	27,000	8,910	18,090	F	67%	1,165,600	Timing difference in plant purchases undertaken.
Foreshore & Natural Areas	70,400	248,894	(178,494)	U	-254%	560,000	Timing variance, Black Swan Habitat (\$178k)
Park and Reserves	29,175	24,203	4,971	F	17%	2,108,038	Lower spend due to timing. Bradshaw Conochie Reserve Playground (\$22k)
Waste Management	46,361	-	46,361	F	100%	424,490	Timing variance in Fleet purchases.
Local Road Traffic Management	-	270	(270)	U	-100%	1,070,020	Insignificant Variance
Parking Facilities	-	-	-			100,000	
<b>Total Capital Expenditure</b>	<b>640,553</b>	<b>748,185</b>	<b>(107,632)</b>	<b>U</b>	<b>-17%</b>	<b>12,205,741</b>	
<b>Net Position</b>	<b>(548,053)</b>	<b>(695,185)</b>	<b>(147,132)</b>	<b>U</b>	<b>-27%</b>	<b>(7,383,347)</b>	



## City of South Perth

### 2021/2022 Capital Revenue and Expenditure Budget Versus Actual

August - 2021

Key Responsibility Area	YTD Budget	YTD Actual	Variance \$	Var F/U	Var %	Original Budget
<b>CAPITAL REVENUE</b>						
Park Operations	92,500	53,000	(39,500)	U	-43%	3,771,489
Roads	-	-	-			1,050,905
<b>Total Revenue</b>	<b>92,500</b>	<b>53,000</b>	<b>(39,500)</b>	<b>U</b>	<b>-43%</b>	<b>4,822,394</b>
<b>CAPITAL EXPENDITURE</b>						
<b>Drainage</b>						
Hampton Street – Sandgate to Lawler St - Drainage Works	-	-	-			5,000
River Drainage Network Replacement	-	-	-			100,000
Stormwater Pit Replacements	-	-	-			50,000
Sump - Thelma Street (58)	-	-	-			7,500
<b>Drainage</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>162,500</b>
<b>Pathways</b>						
Canning Hwy - Cliffe Street	21,429	-	21,429	F	100%	45,000
Davilak Crescent to Curtin Uni Cycle Path Link	-	-	-			50,000
Douglas Avenue - Coode Car Park Raised Cycle Crossing	-	675	(675)	U	-100%	60,000
Elderfield Wetlands - Pathway Infill	-	-	-			50,000
Jarman Avenue - Hennington -Downey St - Pathway Infill	-	-	-			30,000
Redmond Reserve Stairs	-	7,812	(7,812)	U	-100%	531,297
SJMP Foreshore - Pathway Infill	-	-	-			80,000
South Perth Esplanade – Bike & Pedestrian Upgrade Path	-	990	(990)	U	-100%	269,032
<b>Pathways</b>	<b>21,429</b>	<b>9,477</b>	<b>11,951</b>	<b>F</b>	<b>56%</b>	<b>1,115,329</b>
<b>Roads</b>						
Darley Street - Ray St to Mill Pt to End	5,000	270	4,730	F	95%	125,000
Gwenyfred Rd - George to Rathay	-	990	(990)	U	-100%	166,235
Hobbs Avenue - Throssell to Murray	-	270	(270)	U	-100%	200,000
Lockhart St - Woollana St to Davilak St	-	270	(270)	U	-100%	104,338
MRRG Barker Avenue (Talbot to Canning)	-	270	(270)	U	-100%	160,000
MRRG George Street (Douglas to Dyson)	-	6,520	(6,520)	U	-100%	400,000
MRRG Jackson Road (Kent to Walana)	-	360	(360)	U	-100%	120,000
MRRG Mill Point Road (Coode to Douglas)	-	6,260	(6,260)	U	-100%	320,000
MRRG South Terrace (Melville to Labouchere)	-	4,870	(4,870)	U	-100%	220,000
Pennington Street - Cul-de-sac	2,000	2,020	(20)	U	-1%	100,000
Salisbury Avenue - Canning to Broome	-	26,816	(26,816)	U	-100%	-
Thelma Street (Labouchere to Melville)	-	270	(270)	U	-100%	250,000
<b>Roads</b>	<b>7,000</b>	<b>49,186</b>	<b>(42,186)</b>	<b>U</b>	<b>-603%</b>	<b>2,165,573</b>
<b>Buildings</b>						
Civic Centre - Air Conditioning Units Upgrade	-	-	-			80,000
Civic Centre - Internal Upgrade	-	-	-			100,000
Como Bowling Club - Kitchen Upgrade	12,000	45,425	(33,425)	U	-279%	40,000
Como Bowling Club New UAT and Toilet Renovation	-	7,392	(7,392)	U	-100%	368,000
Furniture Replacement - Staff	800	-	800	F	100%	10,000
Manning Bowling Club - Male Toilet	-	-	-			135,000
Manning Community Centre Sports Club - Installation of Awnin	-	-	-			15,000
Manning Hub Stage 2 - Laneway and Pedestrian Access Way	45,144	31,373	13,771	F	31%	125,400
Manning Library - Replacement Furniture	3,600	-	3,600	F	100%	15,000
Mechanical System Condition & Replacement Program	-	-	-			30,000
Neil McDougall House - Roof Remedial Works	-	-	-			10,000

## City of South Perth

### 2021/2022 Capital Revenue and Expenditure Budget Versus Actual

August - 2021

Key Responsibility Area	YTD Budget	YTD Actual	Variance \$	Var F/U	Var %	Original Budget
Nursery plant Production Room Upgrade	-	-	-			18,000
Old Mill - Digital Screen	-	-	-			10,000
Old Mill & Cottage Walls Conservation	1,220	-	1,220	F	100%	3,814
Public Toilet Design	3,000	5,860	(2,860)	U	-95%	15,000
Recreation and Aquatic Facility	400	32,848	(32,448)	U	-8112%	400,000
Solar Panels	19,800	2,892	16,908	F	85%	66,000
South Perth Bridge Club New UAT and Toilet Refurb	-	-	-			80,000
South Perth Library	-	-	-			10,000
South Perth Library - Coin & Bill Acceptor	-	9,500	(9,500)	U	-100%	16,610
South Perth Library - Lighting Replacement Program	-	-	-			30,000
South Perth Senior Citizens - Lighting Renewal	-	-	-			15,000
<b>Buildings</b>	<b>85,964</b>	<b>135,290</b>	<b>(49,326)</b>	<b>U</b>	<b>-57%</b>	<b>1,592,824</b>
<b>Lighting</b>						
Floodlighting at Bill Grayden Reserve	13,415	19,162	(5,747)	U	-43%	290,666
Floodlighting at Challenger Reserve	224,486	41,319	183,167	F	82%	261,900
Hensman Park Tennis Club Floodlighting	-	-	-			93,370
<b>Lighting</b>	<b>237,901</b>	<b>60,480</b>	<b>177,421</b>	<b>F</b>	<b>75%</b>	<b>645,936</b>
<b>Security</b>						
CCTV Karawara Stage 2	-	-	-			140,516
Stage 4 - Kardan Circuit	-	-	-			76,275
<b>Security</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>216,791</b>
<b>Technology</b>						
Mends Street - Fibre Optic Cable	-	-	-			100,000
<b>Technology</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>100,000</b>
<b>Artworks</b>						
South Perth Foreshore - RAC Intellibus - Public Art	5,946	71,079	(65,133)	U	-1095%	10,000
<b>Artworks</b>	<b>5,946</b>	<b>71,079</b>	<b>(65,133)</b>	<b>U</b>	<b>-1095%</b>	<b>10,000</b>
<b>Collier Park Golf Course</b>						
Collier Park Golf Course - Plant and Fleet	-	-	-			115,000
CPGC - Greens Replacement	-	-	-			10,000
CPGC - Irrigation Filter	-	-	-			40,000
CPGC - Weir Rectification	102,377	105,700	(3,323)	U	-3%	186,140
<b>Collier Park Golf Course</b>	<b>102,377</b>	<b>105,700</b>	<b>(3,323)</b>	<b>U</b>	<b>-3%</b>	<b>351,140</b>
<b>Collier Park Retirement Village (CPRV)</b>						
Collier Park Retirement Village Plant & Fleet	-	-	-			31,500
CPV - Unit Refurbishment	7,000	34,694	(27,694)	U	-396%	386,000
<b>Collier Park Retirement Village (CPRV)</b>	<b>7,000</b>	<b>34,694</b>	<b>(27,694)</b>	<b>U</b>	<b>-396%</b>	<b>417,500</b>
<b>Plant and Fleet Management</b>						
City of South Perth Plant & Fleet	-	-	-			80,000
City of South Perth Plant & Fleet	27,000	8,910	18,090	F	67%	1,085,600
<b>Plant and Fleet Management</b>	<b>27,000</b>	<b>8,910</b>	<b>18,090</b>	<b>F</b>	<b>67%</b>	<b>1,165,600</b>
<b>Foreshore &amp; Natural Areas</b>						
Black Swan Habitat Island	70,400	248,894	(178,494)	U	-254%	240,000
Como Beach Groyne Riverwall & Drainage	-	-	-			270,000
Coode Street - Stage 1 - Playground / Carpark / Lighting / I	-	-	-			50,000
<b>Foreshore &amp; Natural Areas</b>	<b>70,400</b>	<b>248,894</b>	<b>(178,494)</b>	<b>U</b>	<b>-254%</b>	<b>560,000</b>

## City of South Perth

### 2021/2022 Capital Revenue and Expenditure Budget Versus Actual

August - 2021

Key Responsibility Area	YTD Budget	YTD Actual	Variance \$	Var F/U	Var %	Original Budget
<b>Parks and Reserves</b>						
Bradshaw Conochie Reserve Playground Replacement	22,175	75	22,100	F	100%	88,698
Furniture - Park Replacement	-	-	-			10,000
Hurlingham Playground Replacement	-	-	-			150,000
Irrigation Asset Replacement Program	-	13,887	(13,887)	U	-100%	145,000
McDougall Park Lake WSUD	7,000	7,907	(907)	U	-13%	900,000
Morris Mundy - Design and Construction	-	-	-			44,340
Table Tennis Tables – various locations	-	-	-			20,000
Waterford Triangle - Laneway and Park Upgrade	-	2,334	(2,334)	U	-100%	750,000
<b>Parks and Reserves</b>	<b>29,175</b>	<b>24,203</b>	<b>4,971</b>	<b>F</b>	<b>17%</b>	<b>2,108,038</b>
<b>Waste Management</b>						
Waste - 30m2 Bin Replacements	4,889	-	4,889	F	100%	50,000
Waste Plant & Fleet	33,650	-	33,650	F	100%	294,490
Waste Receptacles Replacement	7,822	-	7,822	F	100%	80,000
<b>Waste Management</b>	<b>46,361</b>	<b>-</b>	<b>46,361</b>	<b>F</b>	<b>100%</b>	<b>424,490</b>
<b>Local Traffic Management</b>						
Abjornson St - Curtin Primary School - replace slow point	-	270	(270)	U	-100%	20,000
Axford & Brittain Street - Roundabout & Street Lighting	-	-	-			350,000
Bus Shelters	-	-	-			25,000
Mill Point / Mends Street Raised Plateau	-	-	-			637,462
Speed Awareness Signage	-	-	-			37,558
<b>Local Traffic Management</b>	<b>-</b>	<b>270</b>	<b>(270)</b>	<b>U</b>	<b>-100%</b>	<b>1,070,020</b>
<b>Parking Facilities</b>						
Parking Management Devices	-	-	-			100,000
<b>Parking Facilities</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>100,000</b>
<b>Total Expenditure</b>	<b>640,553</b>	<b>748,185</b>	<b>(107,632)</b>	<b>U</b>	<b>-17%</b>	<b>12,205,741</b>



**Statement of All Council Funds  
31 August 2021**

<b>Municipal Fund</b>	<b>23,527,605</b>
Investments	20,733,116
Current Account at Bank	2,789,799
Cash on Hand	4,690
	<u>23,527,605</u>
<b>Cash Backed Reserves</b>	<b>39,818,285</b>
Plant Replacement Reserve	104
Reticulation and Pump Replacement Reserve	39,153
Information Technology Reserve	16,227
Employee Entitlement Reserve	5,312,357
Community Facilities Reserve	10,660,514
Underground Power Reserve	118,053
Parking Reserve	262,270
Riverwall Reserve	219,864
Public Art Reserve	366,501
Collier Park Residents Offset Reserve	19,572,756
Waste Management Reserve	1,931,418
Collier Park Village Reserve	1,319,068
	<u>39,818,285</u>
<b>Reserves represented by:</b>	
Investments	39,775,042
Accrued Interest	43,243
	<u>39,818,285</u>
<b>TOTAL COUNCIL FUNDS</b>	<b><u>63,345,890</u></b>

**Summary of Cash Investments**  
**31 August 2021**

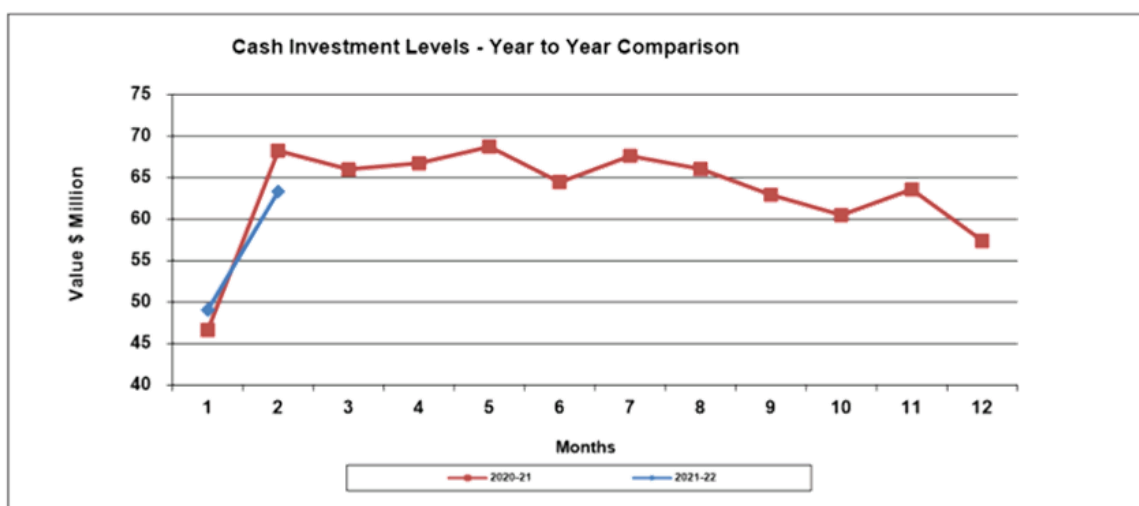
<b>Investments and Cash - Disclosed by Fund</b>	<b>\$</b>	<b>%</b>
Municipal	23,527,605	37.14%
Reserves	39,818,285	62.86%
	<b>63,345,890</b>	<b>100.00%</b>

<b>Investments - Disclosed by Financial Institution</b>	<b>Non-Fossil Fuel %</b>	<b>S&amp;P Credit Ratings (Short Term)</b>	<b>\$</b>	<b>%</b>
Commonwealth Bank (Fossil Fuel)*		A-1+	9,451,861	15.62%
ANZ Bank (Fossil Fuel)		A-1+	2,806,849	4.64%
Suncorp Metway Bank (Non-Fossil Fuel)	20.38%	A-1	12,333,790	20.38%
National Australia Bank (Fossil Fuel)		A-1+	11,918,800	19.70%
Macquarie Bank (Fossil Fuel)		A-1	12,756,072	21.08%
Bank of Queensland (Non-Fossil Fuel)	12.69%	A-2	7,678,413	12.69%
AMP (Fossil Fuel)		A-2	3,562,372	5.89%
	33.07%		<b>60,508,158</b>	<b>100.00%</b>
Current Bank Accounts and accrued interest			2,837,732	
			<b>63,345,890</b>	

<b>Interest Earned on Investments for Year to Date</b>	<b>31 August 2021</b>	<b>31 August 2020</b>
Municipal Fund	3,838	15,531
Reserves	25,747	76,738
	<b>29,585</b>	<b>92,269</b>

The anticipated weighted average yield on funds currently invested is 0.37%

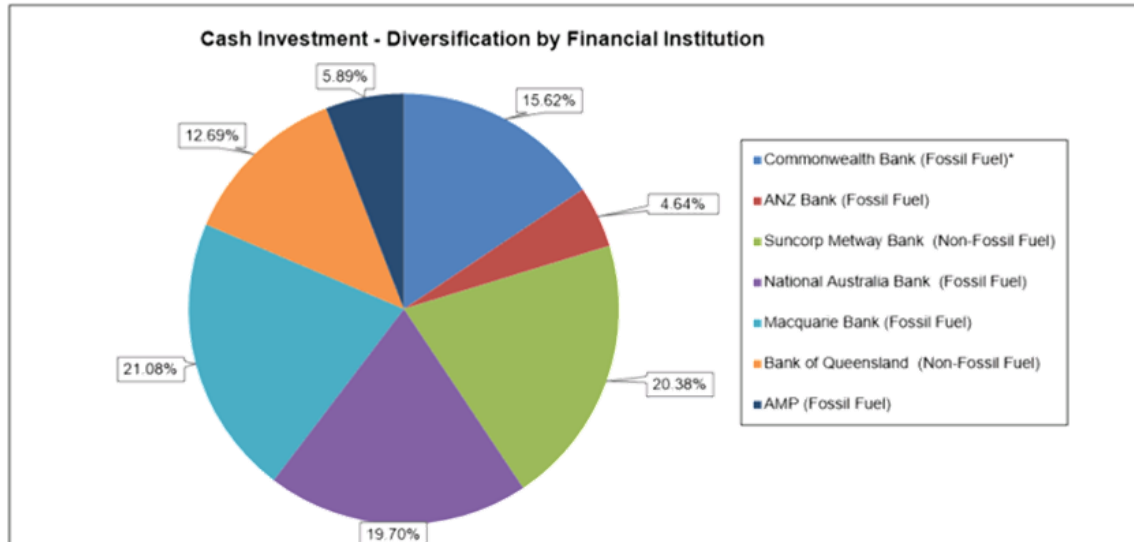
**Cash Investment Levels**



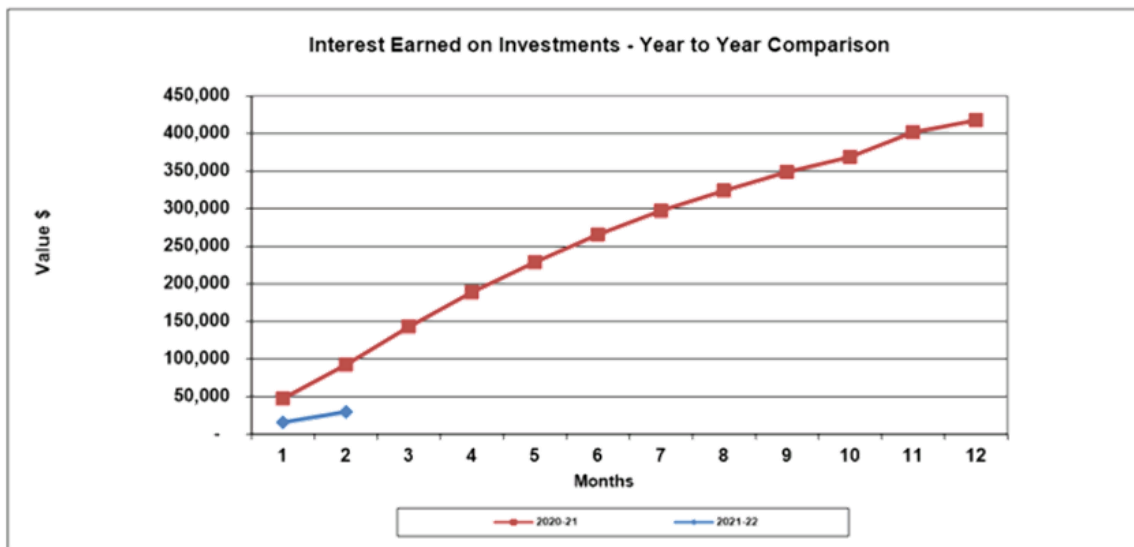
### SUMMARY OF CASH INVESTMENTS

31 August 2021

#### Investments - Disclosed by Institution



#### Interest Earned on Investments





**Statement of Major Debtor Categories  
31 August 2021**

**Rates Debtors Outstanding**

**31 August 2021**

**31 August 2020**

Outstanding - Current Year & Arrears

38,022,533

23,909,752

Pensioner Deferrals

2,167,810

2,094,045

**40,190,343**

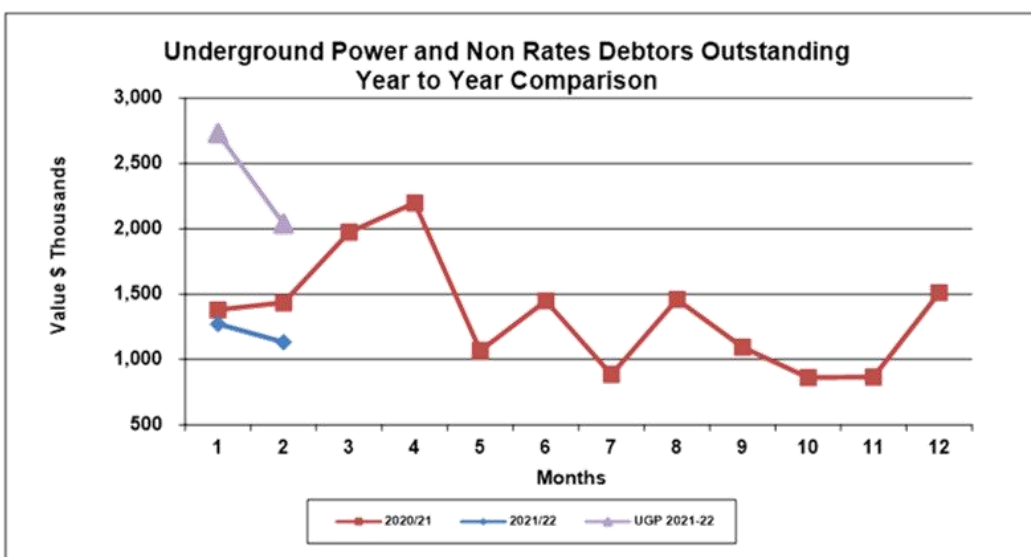
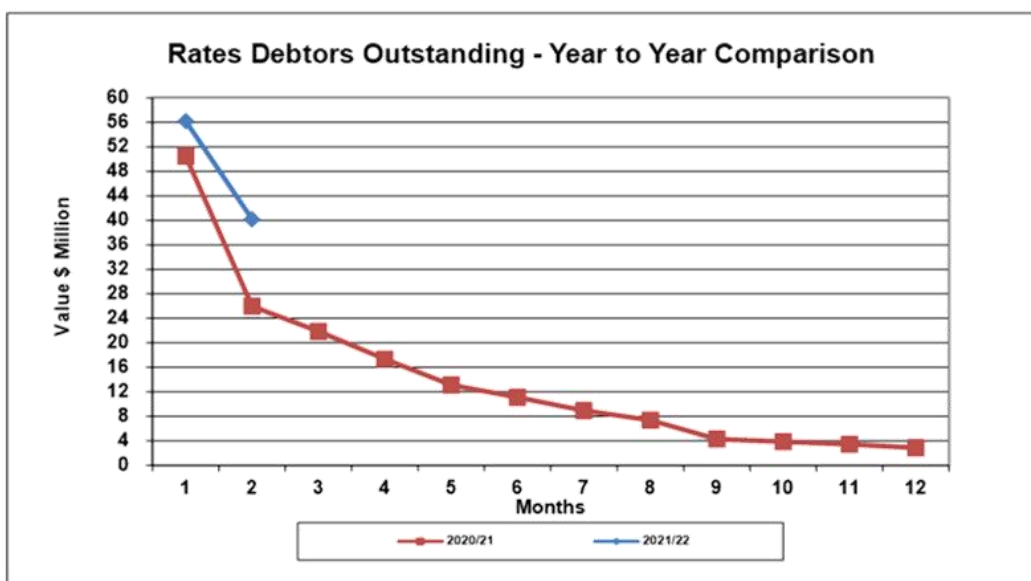
**26,003,797**

**Rates Outstanding as a percentage of Rates Levied**

Percentage of Rates Uncollected at Month End

**87.64%**

**57.56%**



## Strategic Direction *Leadership*

### Policy P695 Risk Management

<b>Responsible Business Unit/s</b>	<b>Governance</b>
<b>Responsible Officer</b>	<b>Manager Governance</b>
<b>Affected Business Unit/s</b>	<b>All Business Units</b>

#### Policy Objectives

This policy provides a strategic approach to risk management to raise awareness across the City ensuring sound risk management practices are integrated across current and future practices, processes, and systems. It aims to deliver consistent and effective assessment and management of risks in all corporate planning and decision-making activities and operational processes. The City's risk management approach aims to manage risk activities by anticipating, understanding, and mitigating risks to an agreed acceptable level.

#### Policy Scope

This policy is applicable to all employees and Elected Members of the City.

#### Policy Statement

1. The City is committed to developing and implementing a Risk Management Framework (the Framework) in accordance with the risk management standard AS/NZS ISO 31000:2018 (the standard).
2. The Framework reflects the principles contained within AS/NZS ISO 31000:2018 for the management of risk throughout the life of any process, activity, asset, operation, or project of the City.
3. The City is committed to developing and maintaining appropriate documentation to guide the implementation of risk management throughout the organisation.
4. Risk management will be aligned to the Strategic Community Plan 2020 – 2030.
5. The objectives of this policy are to:
  - Promote a culture of risk awareness and active management of risks;
  - Protect the City by systematically identifying risks and managing them appropriately;
  - Ensure Council is provided with reliable information to support decision-making and planning;
  - Reduce the potential costs of risk by reducing liability, preventing litigation, and improving loss control; and
  - Assign responsibilities for managing risks.

#### Risk Appetite

Risk management at the City is aligned to the objectives of the Strategic Community Plan 2020-2030 with the risk appetite for the City being in accordance with the Measures of Consequence and Risk Acceptance Criteria.

## Definitions

**Risk:** Effect of uncertainty on objectives (AS/NZS ISO 3100:2018).

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

**Risk Management:** Coordinated activities to direct and control an organisation with regard to risk. (AS/NZS ISO 3100:2018)

**Risk Management Framework** – Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation (ISO Guide 73:2009 Risk Management).



## Risk Assessment and Acceptance Criteria

Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year
4	Likely	The event will probably occur in most circumstances (>50% chance)	At least once per year
3	Possible	The event should occur at some time (>10% chance)	At least once in 3 years
2	Unlikely	The event could occur at some time (>5% chance)	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances (<3% chance)	Less than once in 15 years

*(Source – Department of Local Government – Risk Management Resources March 2013)*

## Measures of Consequence

City of South Perth Measures of Consequence									
Rating (Level)	Health / Injury	Financial Loss	Service Interruption	Legislative Breach	Reputational Damage	Property Damage	Environmental Damage	Project TIME	Project COST
<b>Insignificant (1)</b>	Near miss, Minor first aid injuries	Less than \$50,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
<b>Minor (2)</b>	Medical type injuries	\$50,001 - \$500,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
<b>Moderate (3)</b>	Lost time injury <30 days	\$500,001 - \$1,000,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
<b>Major (4)</b>	Lost time injury >30 days	\$1,000,001 - \$10,000,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
<b>Catastrophic (5)</b>	Fatality, permanent disability	More than \$10,000,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Risk Matrix						
Consequence Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	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)

(Source –LGISWA Risk Matrix)

Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
EXTREME	Unacceptable	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO & Council
HIGH	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	Executive / CEO
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Business Unit Manager
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Business Unit Manager

(Source –LGISWA – Risk Acceptance Criteria)

Existing Control Ratings		
Rating	Foreseeable	Description
Effective	There is <u>little</u> scope for improvement.	Processes (Controls) operating as intended and aligned to Policies / Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is <u>some</u> scope for improvement.	Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a <u>need</u> for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist or are not being complied with. Have not been reviewed or tested for some time.



## Legislation / Local Law Requirements

*Local Government Act 1995*

Local Government (Audit) Regulations 1996

## Other Relevant Policies / Key Documents

AS/NZS ISO 31000:2018 – Risk Management

City of South Perth Risk Management Framework

Management Practice M695 Risk Management

Policy Number:	P695
Council Adoption:	28/03/2017
Reviewed/Modified:	03/18

Relevant Council Delegation:	N/A
Relevant Delegation:	N/A
Relevant Management Practice:	M695



# City of South Perth

## Risk Management Strategy - 2018

A City of active  
places and beautiful spaces

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## Risk Management Strategy – 2018-2020

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## Risk Management Strategy – 2018-2020

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# 1. INTRODUCTION

The City of South Perth (City) provides a diverse range of services to our residents. The City is required to plan for and manage change; deliver on its objectives within the context of population, climate and urban change as well as increased legislative and regulatory compliance obligations and financial accountability.

It is incumbent on the City to understand the internal and external risks that may impact on the delivery of its organisational goals and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for Council, staff and the community. Therefore, the City is committed to promoting an organisational culture where risk management is embedded in all activities and business processes.

The Australian/New Zealand ISO Standard on Risk Management describes risk as “the effect of uncertainty on objectives”. Risk is the probability of an internal or external situation (an incident) having the potential to impact upon the City; preventing the City from successfully achieving its objectives, delivering its services or capitalising on its opportunities. Risks are an everyday occurrence that could potentially impact on the City’s ability to meet its obligations to stakeholders and the community. The City recognises that while some risks cannot be fully eliminated they can be identified, controlled and managed to an acceptable level.

Risk management is defined as “the coordinated activities to direct and control an organisation with regard to risk”. The City’s Risk Management Strategy is aligned to the ISO Standard AS/NZS 3100:2009 and shall be applied to all activities of the City.

The City undertakes proactive risk management because:

- It is good practice to understand the strategic and operational risks and opportunities facing the City in order to make informed decisions and meet organisational and strategic goals;
- Council provides critical services and infrastructure to the residents and visitors of this municipality; and
- Council has service agreements and contractual obligations with government and non-government agencies and organisations.

This Strategy is designed to provide the architecture for a common platform for all risk management activities undertaken by the City, from individual functional, process or project based assessments to whole-of-organisation assessments, with the aim of enabling comparative analysis and prioritisation of those assessments either individually or cumulatively.

## Risk Management Strategy – 2018-2020

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## 2. SCOPE

The primary objective of the Risk Management Strategy is to support the achievement of the City's strategic objectives contained in the Strategic Community Plan 2017 – 2027 and safeguard the City's resources, people, finance, property, knowledge and reputation through:

- Provision of a structured and consistent approach to identifying, rating, mitigating, managing and monitoring risks;
- Assisting decision makers to make good management decisions within an environment of tolerable strategic and business risk limits, including identifying and leveraging opportunities;
- Using a risk profile to challenge and inform strategic decisions;
- An environment where staff understand and assume responsibility for managing the risks for which they are responsible and the controls to mitigate those risks;
- Provision of relevant, timely information across clear reporting structures;
- Independent assurance and audit activities to provide feedback to management that quality; and
- Ensuring processes and controls are in place and are effective.

## Risk Management Strategy – 2018-2020

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### 3. PRINCIPLES

The City commits to the following principles:

- **Creates and protects values**  
Risk Management contributes to the achievement of objectives and improvement of performance in such areas as corporate governance, employee health and safety and project management.
- **Is an integral part of all organisational processes**  
Risk Management is not a stand-alone activity performed in isolation; rather it is an integral part of our governance framework, performance management, planning and reporting processes.
- **Is part of decision making**  
Risk Management helps decision makers make informed choices, prioritise actions and distinguish among alternative courses of action.
- **Explicitly addresses uncertainty**  
Risk Management explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed.
- **Is systematic, structured and timely**  
A systematic, timely and structured approach to risk management contributes to efficiency and to consistent, comparable and reliable results.
- **Is based on the best available information**  
Risk Management should draw on diverse resources on information such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgement to make evidence based decisions. As decision makers we should take into account any limitations of data or modelling used or the possibility of divergence among experts.
- **Is tailored; aligned to the organisation's context and risk profile**  
Risk Management aligns with the internal and external environment within which the City operates, and in the context of its risk profile.
- **Takes human and cultural factors into account**  
Risk Management recognizes that the capabilities, perceptions and aims of people (internal and external) can aid or hinder the achievement of objectives.



## Risk Management Strategy – 2018-2020

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- **Is transparent and inclusive**  
Risk Management requires appropriate and timely involvement of stakeholders to ensure that it stays relevant and up to date. Involving stakeholders in decision making processes enable diverse views to be taken into account when determining risk criteria.
- **Is dynamic, iterative and responsive to change**  
Risk Management senses and responds quickly to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change and others disappear.
- **Facilitates continual improvement of the organisation**  
Risk Management facilitates continuous improvement of our operation by developing and implementing strategies to improve risk management maturity alongside all other aspects of the organisation.

## Risk Management Strategy – 2018-2020

# 4. OUR APPROACH TO RISK MANAGEMENT

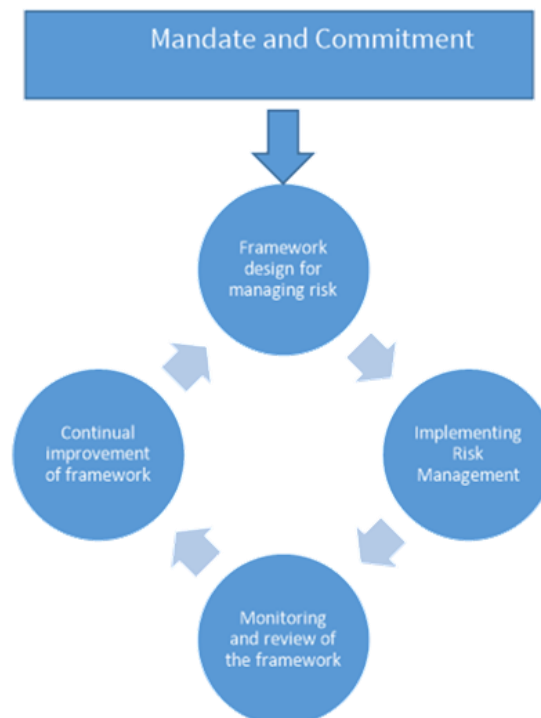
### Organisational Context

Local Government is a complex, multi business enterprise that has constant conflicts in allocating limited resources to build and maintain infrastructure and deliver community programs. The Strategy is an important tool to assist in making consistent decisions in a strategic, operational and project context. For the Strategy to work, both internal and external factors must be considered as they will influence the way in which objectives are set and priorities are determined.

The political, social economic, legal and physical environments are important in the day-to-day operation of the City. It is essential that the internal and external environment within which activity is conducted is adequately understood if the subsequent steps of the process are to have a meaningful context.

### Mandate and Commitment

Ensuring the ongoing effectiveness of Risk Management requires strong and sustained commitment by management of the City as well as strategic and rigorous planning to achieve commitment at all levels.



## Risk Management Strategy – 2018-2020

### Alignment to the Strategic Community Plan 2017-2027

The key strategic document for the City is our Strategic Community Plan 2017 – 2027 which identifies the following aspirations:

<b>1.</b>	<b>Community</b>	A diverse, connected, safe and engaged community.
<b>2.</b>	<b>Economy</b>	A thriving City activated by innovation, attractions and opportunities.
<b>3.</b>	<b>Environment (Built and Natural)</b>	Sustainable urban neighbourhoods
<b>4.</b>	<b>Leadership</b>	A visionary and influential local government

The City's commitment to the management of risk is evident in the following high level outcomes and strategies to meet the community's aspirations:

<b>1.1</b>	<b>Culture and community</b>
(a)	Develop and facilitate services and programs to respond to changing community needs and priorities
(c)	Encourage and educate the community embrace sustainable and health lifestyles
<b>1.2</b>	<b>Community infrastructure</b>
(a)	Develop and facilitate community infrastructure to respond to changing community needs and priorities
(b)	Manage the use and development of the City's properties, assets and facilities
<b>1.2</b>	<b>Community safety and health</b>
(a)	Facilitate and foster a connected and safe community



## Risk Management Strategy – 2018-2020

<b>2.1</b>	<b>Local business</b>
(c)	Connect with the learning and innovation economy so that the City can stimulate relevant economic activities
<b>3.1</b>	<b>Connected and accessible City</b>
(a)	Facilitate a safe, efficient and reliable transport network
(b)	Facilitate a pedestrian and cycle friendly environment
<b>3.2</b>	<b>Sustainable built form</b>
(a)	Develop a local planning framework to meet current and future community needs and legislative requirements
<b>3.3</b>	<b>Enhanced environment and open spaces</b>
(b)	Protect and enhance the City's urban forest
(d)	Facilitate effective management of the Swan and Canning River Foreshore
<b>3.4</b>	<b>Resource management and climate change</b>
(a)	Promote and implement sustainable water, waste, land and energy management practices
(b)	Manage the risks associated with climate change
<b>4.1</b>	<b>Engaged community</b>
(b)	Be agile to stakeholder, community and customer needs
<b>4.3</b>	<b>Good governance</b>
(a)	Empower effective and quality decision-making and governance
(b)	Continue to build a high performance culture to deliver community priorities

### Organisational Risk Culture

One of the most crucial elements of a successfully integrated Risk Management Framework is having a culture that promotes and facilitates its proactive use.

The city's four core values are:

- **Respectful**
- **Supportive**
- **Unified and**
- **Accountable**

## Risk Management Strategy – 2018-2020

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The City fosters an environment in which Risk Management is embraced by all staff. Risk Management is a corporate priority and as such, all staff are required to actively participate in the risk management process.

### Corporate Governance

Every organisation is governed by a set of rules and principles, which enable its effective and transparent operation. Transparency in decision making, accuracy in reporting and adequacy in compliance are all essential elements of good governance. Three of the principles of good governance are:

- **Risk Management:** This identifies and assesses threats and opportunities' confronting the City's attempts to achieve our business objectives and defines effective response strategies.
- **Compliance:** Identifies regulatory and statutory obligations and defines organisational obligations.
- **Audit:** Ensures the critical response to strategies and processes are being implemented effectively and are delivering the benefits for which they are designed.

Sound risk management not only contributes to good governance, it also provides protection in the event of adverse outcomes. Provided risks have been managed in accordance with the City's guidelines, protection occurs on two levels. Firstly, the adverse outcome may not be as severe as it might otherwise have been and secondly, the City can demonstrate a proper level of due diligence has been exercised.

## 5. ROLES AND RESPONSIBILITIES

Successful implementation of risk management requires a consistent and systematic approach at all levels of the City. Elected Members, officers, contractors, consultants and volunteers are responsible for ensuring that risk management is given high propriety in both strategic and day-to-day conduct of all City related activities. The risk management process makes a significant contribution towards establishing the priorities in the allocation of resources.

## Risk Management Strategy – 2018-2020

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### Council

The Council is responsible for the strategic direction of the City. The City's Audit, Risk & Governance Committee is a Committee of Council established in accordance with the *Local Government Act 1995* and consists of five Elected Members and two External Members. The External Members on the City's Audit Risk and Governance Committee are appointed in accordance with the Department of Local Government Guideline 09 – Audit in Local Government.

This Committee is responsible for providing guidance, assistance and oversight to the Council in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

In particular their responsibilities in relation to the City's risk management program are:

- overseeing the strategic risk management process;
- ensuring that the administration has a robust, structured process for identifying and managing organisational risks;
- receive reports on risk management initiatives and the City's Register of Internal Controls;
- critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management and review actions taken as a result of the issues raised; and
- monitors the risk exposure of the City by reviewing risk management processes and management information systems.

Reports considered by the Audit, Risk & Governance Committee are presented to Council for endorsement.

### Management

The Chief Executive Officer has the ultimate responsibility and accountability for ensuring that risk is managed across the City supported by Executive Management Team.

The Chief Executive Officer and the Executive Management Team provides governance leadership, agrees the strategic direction and risk appetite, promoting the culture and 'tone from the top', to ensure the best outcome for Council, staff and the community.

Managers are responsible for identifying opportunities to contribute to the City's wider goals, objectives, values, policies and strategies when making decisions. Therefore, it is important for managers to identify and manage risks associated with activities and decisions, and to decide whether a risk is tolerable or not.



## Risk Management Strategy – 2018-2020

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With risk management across the City, management is to:

- Develop and review the risk management policy;
- ensure that the City's risk management policy is aligned to organisational culture;
- determine risk management performance indicators that align with performance indicators of the City;
- align risk management objectives with the strategies of the City; and
- ensure activities and decisions comply with legal and regulatory obligations.

### Internal Risk Management Committee

The Internal Risk Management Committee consists of City Managers, and where appropriate officers with specific skills, to enhance the risk management process.

Members of this committee are responsible for:

- Identification, evaluation and documentation of potential operational risks;
- Identifying and documenting the appropriate measures which are in place to control identified risks;
- Assessing the effectiveness of risk control measures (for efficiency and effectiveness) using reliable sources of information regarding both the potential consequences and likelihood of an event occurring as per the AS/NZS ISO 31000:2009 methodology; and
- Identifying priority risk treatment areas and making recommendations in relation to these to the Executive Management Team.

### Employees, Contractors, Consultants and Volunteers

All officers of the City are committed to the pro-active management of all risks in a systematic way in order to enhance the City's operation as "one organisation" rather than as a group of individual entities. Therefore, management will invest the appropriate time and resources into training and awareness for all staff.

The City of South Perth considers risk management to be an integral component of carrying out City business; therefore all Employees, Contractors, Consultants and Volunteers are responsible for:

- Adopting the principles of risk management and comply with all policies, processes and practices relating to risk management;
- Alerting management to the risks that exist within their area; and
- As required, conduct risk assessments commensurate with the scope of the task and the associated level of risk identified.

## Risk Management Strategy – 2018-2020

# 6. RISK MANAGEMENT FRAMEWORK

The Council has finite resources, time and budget to manage all aspects of its activities. It is therefore vital that the City apportion resources into the areas of most need, or that will have the greatest impact. The City will develop policies, management practices and guidelines to manage risks across the City in consideration of the following principles:

### Risk appetite

Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that the City is willing to accept in pursuit of its objectives. Once the risk appetite threshold has been breached, risk management controls and actions are required to bring the exposure level back within the accepted range by considering:

- Emerging risks;
- Risks that might be outside the City's control (i.e. political change);
- Where best to allocate scarce resources; and
- Where the City might want to take on additional risk to pursue a strategic objective or expectation of above average returns.

Risk appetite should be set for each individual strategic risk and tolerance levels agreed, using relevant performance indicators which are monitored through regular reporting structures. For operational risks, the City's risk appetite will inform the annual risk process, controls and assurance activities as follows:

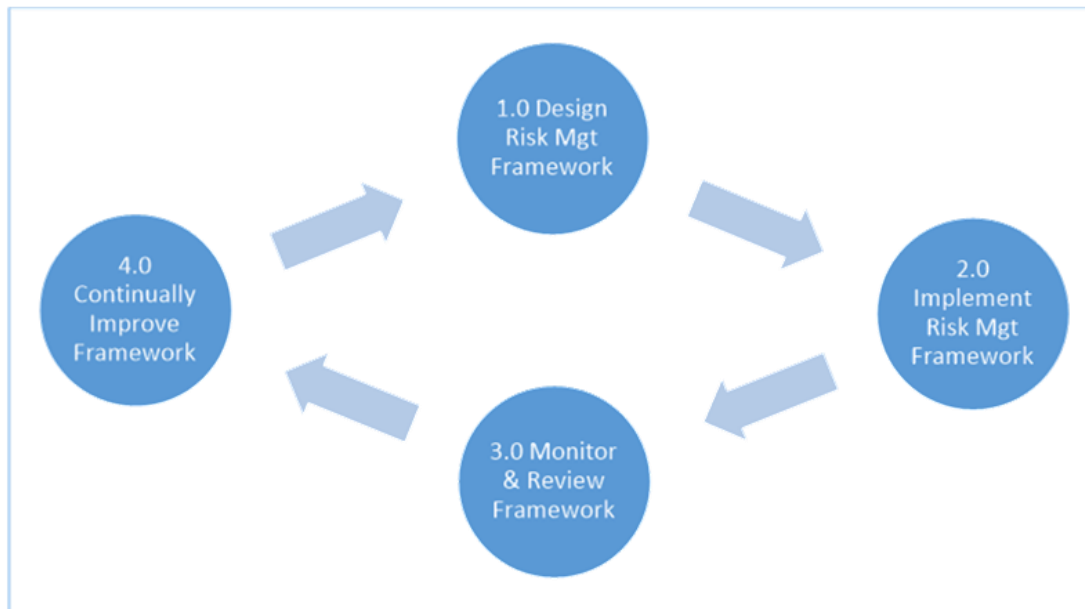
Event Outcome	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Personal Injury</b>	No injury	First aid required	Medical treatment required	Serious injury	Loss of life
<b>Financial Loss</b>	Loss is less than \$50K	Loss is between \$50K and \$250K	Loss is between \$250K and \$1M	Loss is between \$1M and \$10M	Loss is greater than \$10M
<b>Environmental Damage</b>	Resolved - can be repaired within 1 month	Repairable - can be rehabilitated within 6 months	Significant - can be repaired within 12 months	Long term - will take more than 12 months to repair	Irreversible - can not be repaired or restored
<b>Legislative Breach</b>	Minor compliance or technical breach	Requires internal investigation	Requires external investigation or formal warning	Formal investigation with adverse finding	Formal inquiry, prosecution or dismissal
<b>Business Interruption</b>	Forced change in service delivery model with no discernible customer impact	Forced change in service delivery model with up to 1 day delay to customer	Forced loss of a service with up to 7 day deferral of customer service	Forced loss of multiple services with up to 7 day deferral of customer service	Complete loss of multiple services. No customer service for more than 7 days
<b>Reputational Damage</b>	Unlikely to be raised in a public arena	Local adverse media coverage. Some complaint received	Adverse media coverage. Coordinated public response	Sustained adverse media. Coordinated public response	Long term reputation damage at state or federal level.

Schedule of Measures of Consequence against Impact

## Risk Management Strategy – 2018-2020

### Risk Management Approach

The City applies a four stage model (based on AS/NZS ISO 31000:2009) to develop and maintain its risk management process:



The process is a repetitive one which builds increased maturity in risk management techniques over time - resulting in more sophisticated and effective risk management outcomes. The four stages are described in more detail below.

#### 1. Design the Risk Management Framework

- Understand the organisation and its context;
- Establish and adopt a Risk Management Policy;
- Establish responsibilities and accountabilities;
- Integrate risk management into organisational processes;
- Allocate resources; and
- Establish internal and external communication and reporting mechanisms.

#### 2. Implement the Risk Management Framework

- Adopt the Risk Management Framework; and
- Implement corporate Risk Management Processes for the identification assessment and treatment of risk.



## Risk Management Strategy – 2018-2020

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### 3. Monitor & Review the Risk Management Framework

- Ensure that controls are effective and efficient in both design and operation;
- Identify changes in the internal and external context; and
- Identify emerging risks or changed risk conditions.

### 4. Continually improve the Risk Management Framework

- Use the results of monitoring and reviews to identify ways to enhance the risk management policy, framework and approach; and
- Document findings and encourage continuous improvement.

### Risk Exposures

Risks faced by the City relate not only to the increasingly litigious nature of modern society but also to events that could interrupt the delivery of service or impact on the quality of service delivered to the community. Potential risk event outcomes that may require management by the City include:

- Financial Risk (Lack of funding or fraudulent application of funds)
- Policy Risk (Inadequate or ultra-vires policy formulation)
- Legislative Risk (Failure to comply with legislative requirements)
- Regulatory Change (Dynamic nature of the legislative environment)
- Physical Risk (Damage to / loss of City assets including buildings)
- Insurance Risk (Failure to hold adequate & appropriate insurances)
- Environmental Risk (Risk of damage to the City's natural environment)
- Planning Risk (Inappropriate or indefensible planning decisions)
- Personnel Risk (Injury risk to employees, contractors or visitors)
- Business Interruption (Inability to continue to deliver expected services)
- Technology Risk (Loss of corporate knowledge and systems failure)
- Events Risk (Risks associated with holding events)
- Public Liability (Risk of litigation for public liability matters)
- Professional Risk (Litigation risk arising from action/statements)
- Infrastructure Risk (Infrastructure failure due to insufficient maintenance)

The City will therefore take a risk based approach to managing operational risks as follows:

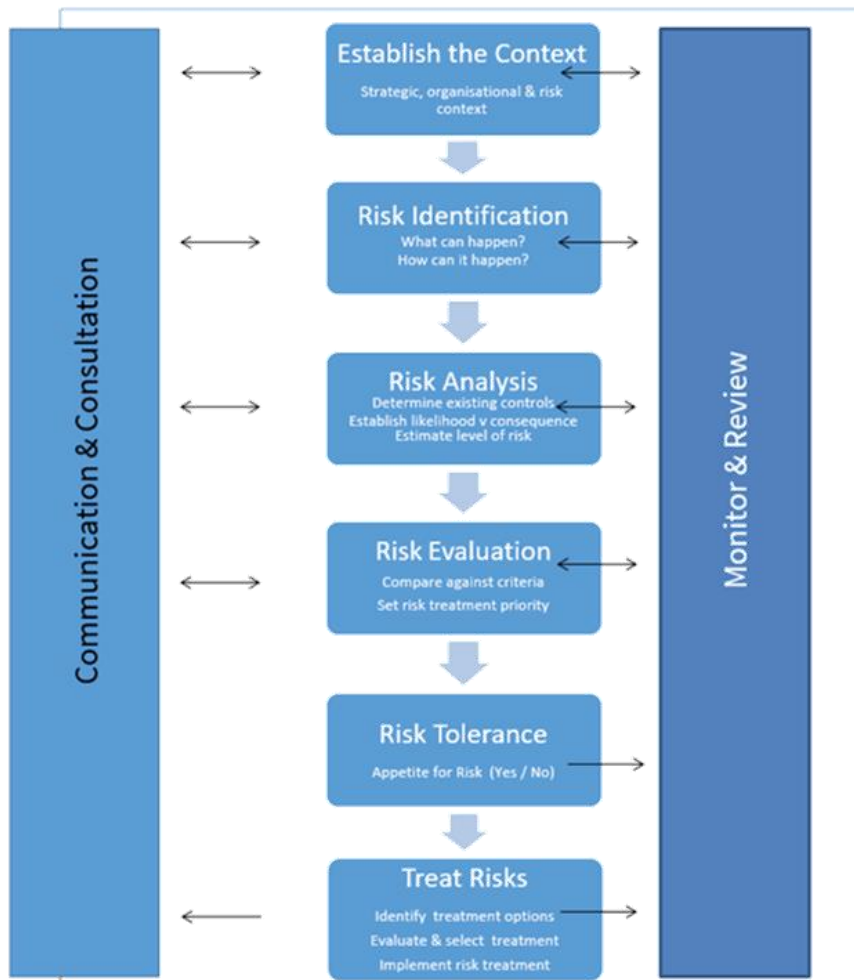
- Risk are initially identified and assessed on an inherent basis – the risk that an activity would pose if **no controls** or other mitigating factors were in place. Determining the Likelihood and Impact of the risk occurring allows the City to understand which risks are of greater concern and must therefore be mitigated accordingly;

## Risk Management Strategy – 2018-2020

- The Residual Risk – the risk that remains after the effectiveness of controls are taken into account (the risk after controls) – can be determined by assessing the effectiveness of controls in place to mitigate the Likelihood and Impact of the risk occurring;
- All risks will be captured in an organisational Risk Register and reported regularly through the various Management and Committee structures.

### Risk management process

The risk management process is the “how to” element of the Strategy and is defined in the ISO Standard as “the systematic application of management policies, procedures and practices to the task of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk:



## Risk Management Strategy – 2018-2020

### Communication and consultation

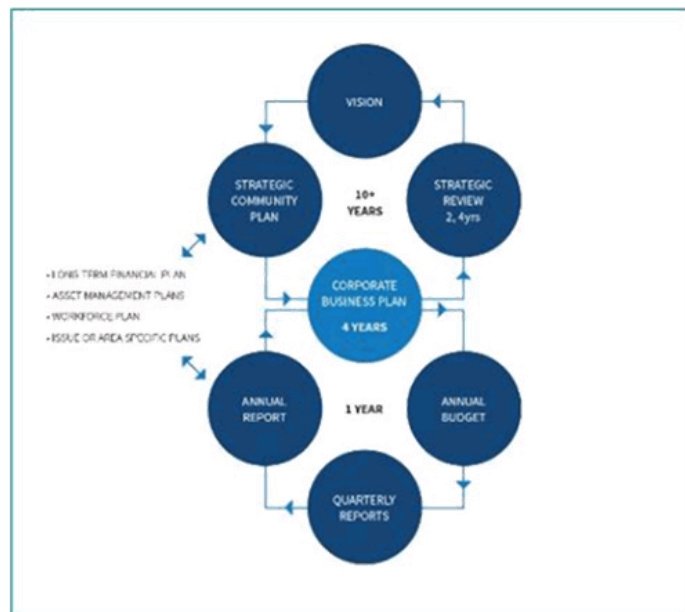
Communication and consultation with internal and external stakeholders are important elements at each step of the risk management process. Effective communication is essential to ensure that those responsible for implementing risk management and those with a vested interest understand the basis on which risk management decisions are made and why particular actions are required.

### Establish the context

Establishing the strategic and operational context in which the risk management process will take place is important. It is essential to define the parameters within which risks are to be managed, the criteria against which risk are to be evaluated and the structure of the analysis.

### Strategic Context

A framework for effective risk management requires integration with the strategic and organisational planning within the City. This Risk Management Strategy has been established within the context of the delivery of the community's vision and our implementation of the Integrated Planning & Reporting Framework:



Integrated Planning & Reporting Framework



## Risk Management Strategy – 2018-2020

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It is essential that the risk management processes across the City are carried out in the context of the strategic directions contained within the Strategic Community Plan 2017 - 2027 and the respective operational plans.

Risk management must be carefully planned and managed. This will ensure that the process produces worthwhile results. In order to get the best results from strategic risk management, the City will:

- initiate communication, consultation and participation;
- lead by example and empower staff;
- develop and improve tools and reporting; and
- provide training to staff.

### Operational Context

Risk Management Plans (RMPs) are to be used for all major processes, events and activities at the operational level. It is important that all staff understand the need for completing a RMP in order to ensure the best possible chance of success for their processes or activities.

### Defining our internal and external environment

To understand the internal environment, the City considers the organisational structure, key/core processes, resources available, our capacity and the risk relationship and interdependency.

Internal factors which may affect the City's management of risks include strategic plans and policies, organisational processes and procedures, systems and technology, the management of corporate records and availability of evidence, budget allocation, staff culture and internal relationships.

These factors will affect the City's risk appetite; that is the level of risk the City is willing to retain or pursue, and the setting of the risk criteria and policy. Understanding risk appetite helps the City to determine what level of risk is acceptable or unacceptable and the level of additional controls and risk treatment required.

Where the level of risk is high or extreme, additional controls are required to reduce the level of risk. In situations where the risk cannot be reduced below a rating of high, close monitoring of risk controls is required to ensure that the controls in place continue to be effective.

External factors include community expectations, state government policy and personnel, federal and state legislation, economy, funding, reputation and relationship. Examples are:

## Risk Management Strategy – 2018-2020

<u>External Context</u>		<u>Internal Context</u>
<ul style="list-style-type: none"> <li>• Economic conditions</li> <li>• Ratepayer issues</li> <li>• Political conditions</li> <li>• Growth of the City</li> <li>• Funding</li> <li>• Other agencies</li> </ul>	<p><b>Strategic Risks</b> These are the risks associated with long term Council or Department objectives</p>	<ul style="list-style-type: none"> <li>• Culture</li> <li>• Governance Structure</li> <li>• Staff Structure</li> <li>• Strategies &amp; Policies</li> <li>• Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Perception of ratepayers</li> <li>• Reputation</li> <li>• Councillor Performance</li> </ul>	<p><b>Operational Risks</b> These are the risks associated with normal business functions of Council Departments and objectives</p>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Skilled resources</li> <li>• Processes</li> <li>• Support services</li> <li>• Compliance</li> <li>• Staff performance</li> </ul>
<ul style="list-style-type: none"> <li>• Reputation</li> <li>• Contractual</li> <li>• Feasibility</li> <li>• Economic</li> </ul>	<p><b>Project Risks</b> These are risks associated with specific projects or undertakings made by Council. Any project will go through a lifecycle incorporating conception, planning, scoping, contracting, design, construction, testing/commissioning, handover and operation. Project risks exist at every stage, and they need to be identified and managed.</p>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Project Management Skills</li> <li>• Contract Management</li> <li>• Processes</li> </ul>

## Risk Management Strategy – 2018-2020

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### Risk Register

Potential risks are identified and documented in the Corporate Risk Register which contains details relating to each identified risk. This is supported by several subsidiary registers for specialised risk management areas (such as major event management) which have a large number of individual risk exposures.

Information that is used in compiling the Corporate Risk Register includes the following items:

- Risk Reference (Unique Identifier)
- Risk Description (Brief description of the risk)
- Control Measures (Details of the in-place controls)
- Control Effectiveness (Assessment of how effective the controls are)
- Risk Event Outcome (Potential outcome if a risk incident occurs )
- Level of Risk (Assessment of the severity of consequences versus likelihood of occurrence)
- Responsible Officer (Accountable officer for managing that risk item).

### Risk Event Outcomes

It is recognised that any individual risk can have more than one event outcome and that each event outcome can generate a different level of risk. For any individual risk, each event outcome must be assessed separately. The City uses a classification system that involves six categories of Risk Event Outcomes:

#### 1. Personal Injury

This refers to injurious effect to a person as a consequence of a risk event occurring ranging from a minor incident requiring no first aid treatment through to potential loss of life at the most extreme.

#### 2. Financial Loss

This relates to an adverse monetary impact on the City as a consequence of a risk event occurring. A rating is assigned to different levels of potential loss relative to the anticipated impact on the City's ongoing operations or service delivery.

#### 3. Environmental Impact

This relates to any detrimental impact on the natural environment within the City. It may include pollutant spillages and leakages or a failure to effectively maintain or enhance the natural environment within the City (or its connections with its natural or municipal neighbours).



## Risk Management Strategy – 2018-2020

**4. Legislative Breach**

This refers to a failure to comply with statutory obligations in the manner in which the City, its officers or Elected Members conduct its business or make decisions and determinations. This embraces a broad spectrum of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies representing the collective organisation.

**5. Business Interruption**

This incorporates the impact of risk events that impinge upon the City's capacity to deliver expected services to the community. These interruptions may range from minor inconvenience requiring an alternative service delivery model to be temporarily adopted, through to forced loss of multiple services to some or all customers. Knowledge loss, technology failure or property damage may all be contributing factors to this outcome.

**6. Reputation**

This relates to adverse impact on the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. This may range from a letter of complaint through to sustained and coordinated representation against the City or sustained adverse reflection on the City in the media.

**Risk Analysis & Evaluation Matrix**

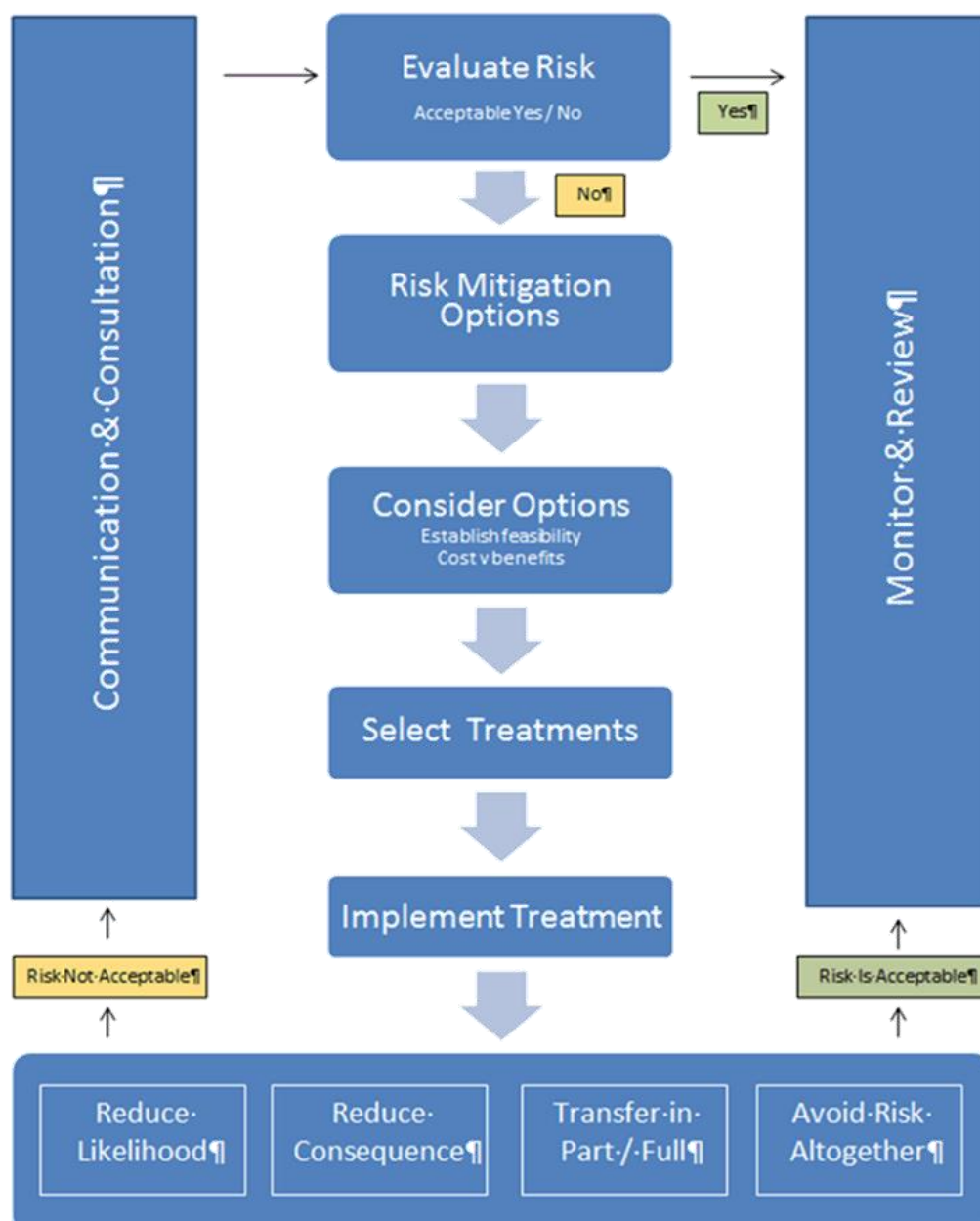
Risks are assessed using a matrix that assigns a risk rating score which is determined by comparing the severity of the *consequences* of the risk occurring with the *likelihood* of it occurring. This is demonstrated in the Risk Assessment Matrix:

	Consequences - Assessment of Severity				
	Insignificant Minor issue.	Minor Some disruption likely. Impact < \$250K	Moderate Significant time or resources. Impact < \$1M	Major Operations are severely impacted. Impact < \$10M	Catastrophic Continuity is at risk Impact > \$10M
Likelihood					
<b>Almost Certain</b> > 90% chance	Moderate (5)	High (10)	Extreme (15)	Extreme (20)	Extreme (25)
<b>Likely</b> 50 - 90% chance	Moderate (4)	Moderate (8)	High (12)	Extreme (16)	Extreme (20)
<b>Moderate</b> 10 - 50% chance	Low (3)	Moderate (6)	Moderate (9)	High (12)	Extreme (15)
<b>Unlikely</b> 3 - 5% chance	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
<b>Rare</b> < 3% chance	Low (1)	Low (2)	Low (3)	Moderate (4)	Moderate (5)

## Risk Management Strategy – 2018-2020

### Risk Treatment Process

The process by which the City will treat identified priority risks is based on AS/NZS ISO 31000:2009 and is represented diagrammatically below:



## Risk Management Strategy – 2018-2020

### Risk Treatment

The Risk Evaluation Matrix is used to determine, for each risk, a risk rating score which is then compared to the organisation's risk tolerance for that particular risk to establish whether or not that level of risk is acceptable. It is acknowledged that risk management is not about eliminating all risks, but rather mitigating the risk exposures down to a level that the organisations considers to be acceptable.

The assessed level of risk will guide the extent and priority of the treatment response as shown below:

Risk Level	Response
Extreme	Immediate attention by subject matter expert - response closely monitored by senior management
High	Senior management attention required - prioritise for treatment
Moderate	Response prioritised in accordance with resourcing - monitored by specified manager
Low	Responded to using routine procedures

In treating risks, the City may choose to adopt measures to achieve any of the following:

- reduce the likelihood of the risk event occurring;
- reduce the severity of the potential consequences;
- transfer all / part of the risk (eg: through insurance); and
- avoid the risk altogether.

In selecting risk treatments to action these strategies, it is important to consider the feasibility of the proposed treatment and the level of cost and resourcing necessary to implement it, relative to the benefit derived. Once appropriate treatment(s) are selected and implemented, the risk should be re-assessed to see if it is at an acceptable level and then be monitored to ensure that the desired outcome is being achieved.

### Risk management reviews & performance reporting

The Internal Risk Management Committee will conduct a comprehensive risk review annually with a report on the status of risk management initiatives being presented to the Audit, Risk & Governance Committee.



### Risk Management Strategy – 2018-2020

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A half yearly review focusing primarily on the progress of identified priority risk treatments will be undertaken with a status report being provided to the Audit, Risk & Governance Committee.

Notwithstanding the above, the City will respond in a timely and responsible manner in the event of a new or emerging risk being identified or the profile of a particular risk changing.

The City may also periodically engage specialist external consultants to review and audit certain non-financial systems or processes to ensure compliance with approved corporate processes and to mitigate risk exposures.



# City of South Perth

## Risk Management Framework - 2021

A City of active

places and beautiful spaces

**Civic Centre** Cnr Sandgate St & South Tce, South Perth WA 6151  
**Phone** 9474 0777 **Email** [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)  
**[www.southperth.wa.gov.au](http://www.southperth.wa.gov.au)**



## Risk Management Framework– 2021-2030

Date	Change made	By whom	Date endorsed EMT	Date recommended by ARGC	Date endorsed by Council
August 2018	New risk strategy developed	Manager Governance		11/09/2018	
October 2020	Updated to align with ISO 31000:2018 and City of South Perth Strategic Community Plan	Senior Governance Officer			
June 2021	Document amended from strategy to framework	Senior Governance Officer			



## Risk Management Framework– 2021-2030

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## Risk Management Framework– 2021-2030

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# INTRODUCTION

Local Government is a complex, multi business enterprise that has constant conflicts in allocating limited resources to build and maintain infrastructure and deliver community programs. The City of South Perth's (the City's) Risk Management Framework (the Framework), which has been developed in accordance with the ISO 31000:2018 Risk management – guidelines, is an important tool to assist in making consistent decisions in a strategic, operational and project context. For the Framework to work, both internal and external factors must be considered as they will influence the way in which objectives are set and priorities are determined.

This risk management framework document is intended to be a practical working document, designed to provide the architecture for a common platform for all risk management activities undertaken by the City.

# SUMMARY

This document outlines the City's methodology in achieving the following:

1. Who is responsible for risk management, and to what degree
2. How the City incorporates risk management principles
3. How the City manages known risk events and protects itself against unexpected risk events
4. How the City reports risk across the organisation
5. How the City integrates the Three Lines governance model into its operations
6. How the City enhances its resilience when navigating heightened risk environments

# PURPOSE

Regulation 17 of the Local Government (Audit) Regulations 1996 requires all Council Chief Executive Officers (CEO) to review the appropriateness and effectiveness of its systems and procedures in relation to:

1. Risk management
2. Internal control
3. Legislative compliance

The outcome of these reviews are required to be reported to the Audit, Risk and Governance Committee at least every three years.

## Risk Management Framework– 2021-2030

# TERMS AND DEFINITIONS

The City uses the ISO 31000:2018 Risk management – guidelines definition of risk and risk terminology:

<b>Risk</b>	Effect of uncertainty on objectives <u>Note 1:</u> An effect is a deviation from the expected – positive or negative <u>Note 2:</u> Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product, or process)
<b>Risk Management</b>	Coordinated activities to direct and control an organisation regarding risk
<b>Risk Management Framework</b>	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation ( <i>ISO Guide 73:2009 Risk Management</i> )
<b>Likelihood</b>	The chance of something happening
<b>Consequence</b>	Outcome of an event affecting objectives
<b>Control</b>	Measure that maintains and/or modifies the risk
<b>Inherent Risk</b>	Risk before controls
<b>Residual Risk</b>	Risk with controls in place

## Risk Management Framework– 2021-2030

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# PRINCIPLES

The ISO 31000:2018 standard has been organised around eight risk management principles. These principles are fundamental ideas, rules or truths relating to the practice of risk management. The standard does not specify how these principles are to be used but are designed to serve as a guide to help create a tailored, logical, and functional risk management program.

The City commits to the following principles which support Value Creation and Protection:

### Integrated

The City should integrate strong risk management processes into all business services and activities.

### Structured and Comprehensive

A structured and comprehensive risk management program will help the City attain consistent and appropriate risk outcomes.

### Customised

The risk management program must be fit for purpose and work to the needs of the City.

### Inclusive

The City's risk management program should appropriately accommodate all stakeholders.

### Dynamic

The City's risk management program must be able to adapt to change and help the City anticipate, identify, acknowledge, and respond to this change.

### Best available information

The City's risk management program must consider a range of qualitative and quantitative information. Information should be timely.

### Human and cultural factors

The City must acknowledge its risk management program will be influenced by a variety of human behaviours and cultures at each level.

### Continual improvement

The City must commit to a continual improvement strategy.



## Risk Management Framework– 2021-2030

# CITY OF SOUTH PERTH RISK CULTURE

Strong risk management is not an isolated activity. Risk Management needs to be a whole of organisation approach, driven by the requirement to respond quickly to risk as well as the evolving corporate and social expectations of good governance and stakeholder protection.

One of the most crucial elements of a successfully integrated Risk Management Framework is having a culture that promotes and facilitates its proactive use. Alignment to the eight Risk Management principles and the City's core values support a successful risk culture within the City which supports the creation and protection of value for the City.

The City's values are:

- Respectful
- Supportive
- Unified and
- Accountable

The City fosters an environment in which Risk Management is embraced by Council and all officers. Risk Management is a corporate priority and as such, all officers are required to actively participate in the risk management process. The Framework provides a practical guide for the implementation of risk management at the City and encourages all areas to communicate risk to those able to action and treat the risk.

## RISK APPETITE

Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that the City is willing to accept in pursuit of its objectives. Once the risk appetite threshold has been breached, risk management controls and actions are required to bring the exposure level back within the accepted range, by considering:

- Emerging risks;
- Risks that might be outside the City's control (i.e. natural disaster or pandemic);
- Where best to allocate scarce resources; and
- Where the City might want to take on additional risk to pursue a strategic objective or expectation of above average returns.

Risk appetite should be set for each individual strategic risk and acceptance levels agreed, using relevant performance indicators which are monitored through regular reporting structures. For operational risks, the City's risk appetite will inform the annual risk process, controls and assurance activities as detailed in Risk Management Policy P695 (Schedule of Measures of Consequence against Impact).

## Risk Management Framework– 2021-2030

# OPERATING MODEL

## The Three Lines Model

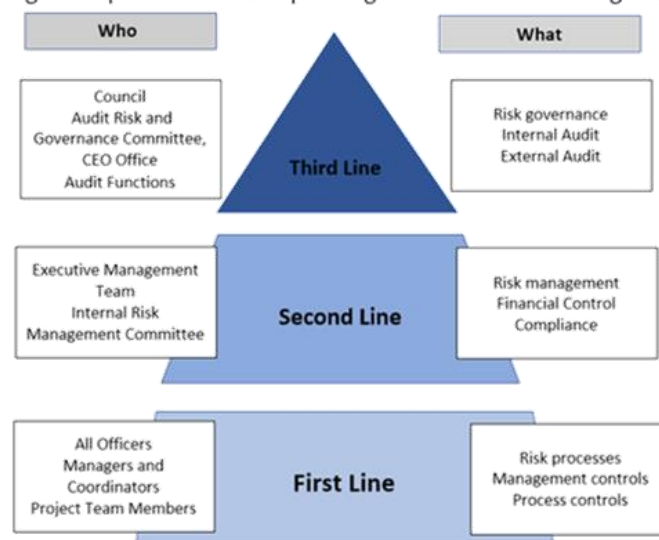
The City has adopted the *Three Lines* governance model.



The *Three Lines* governance model has been designed to:

- Effectively coordinate resources by aligning roles, responsibility, and accountability to the most appropriate level of authority and decision making,
- Ensure risk is appropriately covered and managed to the City's risk appetite,
- Minimise the probability of missed opportunities,
- Promote continuous communication up and down the organisation,
- Enable matters of urgency to be delivered effectively when necessary, and
- Provide assurance that risk is being managed effectively

The following diagram depicts the current operating structure for risk management within the City:



## Risk Management Framework– 2021-2030

# ROLES AND RESPONSIBILITIES

### Third Line

The city's Council, Audit Risk and Governance Committee and CEO are the '**3rd Line**' in the three lines model. Internal and External audit functions provide independent assurance on the effectiveness of business operations and oversight frameworks.

#### Council (Third line)

The Council is responsible for

- Setting risk appetite and defining and setting risk culture by way of approving the risk management policy, the framework and risk tolerance levels;
- Identifying and reviewing strategic risks on an annual basis;
- Reviewing Extreme operational risks on an annual basis;
- Considering risk management issues in reports to Council;
- Considering recommendations from the Audit, Risk and Governance Committee in relation to the adequacy of the City's systems and processes for managing risk; and
- Monitoring High and Extreme strategic risks on a quarterly basis.

#### Audit Risk and Governance Committee (Third line)

The Audit, Risk and Governance Committee (ARGC) is responsible for:

- Reviewing the risk policy, the framework and risk tolerance levels and making appropriate recommendations to Council;
- Ensuring the administration has a robust, structured process for identifying and managing organisational risks;
- Monitoring the risk exposure of the City by reviewing risk management processes and management information systems;
- Overseeing the strategic risk management process including the review of strategic risk ratings and treatment plans quarterly with biannual recommendations to Council;
- Reviewing High and Extreme operational risks and consider emerging strategic risks on a quarterly basis; and
- Critically analysing and following up on any internal or external audit report that raises significant issues relating to risk management and reviews the actions taken as a result of the issues raised.

#### CEO (Third line)

The CEO is responsible for:

- Development, implementation and review of the City's Risk Management Policy, framework, and management practice;
- Liaison with Council in relation to risk acceptance requirements.
- Ensuring reports to Council include appropriate information in relation to risk to enable informed decision making;

## Risk Management Framework– 2021-2030

### Second Line

The CEO, Executive Management Team, and Internal Risk Management Committee act as the **2<sup>nd</sup> Line** in the three lines model. The Chair of the Internal Risk Management Committee is responsible for managing the framework for risk management. Responsibilities include:

#### Executive Management Team (Second line)

- Drive consistent embedding of a risk management culture throughout the City as an essential business principle, including the implementation of risk management processes and procedures;
- Overseeing the operational risk register and reporting High and Extreme risks to the Audit Risk and Governance Committee in accordance with the Risk Acceptance Criteria;
- Analyse and discuss emerging risks, issues, and trends. and taking responsibility for the management of High and Extreme risks; and
- Undertaking reviews of the City's systems and processes for managing risk and reporting the outcome of those reviews to the Audit, Risk and Governance Committee;

#### Internal Risk Management Committee (Second line)

The Internal Risk Management Committee consists of City Business Unit Managers, and where appropriate officers with specific skills, to enhance the risk management process.

Members of this committee are responsible for:

- Identification, evaluation, and documentation of potential operational risks;
- Identifying and documenting the appropriate measures which are in place to control identified risks;
- Assessing the effectiveness of risk control measures (for efficiency and effectiveness) using reliable sources of information regarding both the potential consequences and likelihood of an event occurring as per the AS/NZS ISO 31000:2018 methodology;
- Identifying priority risk treatment areas and making recommendations in relation to these to the Executive Management Team via the Chair's reporting mechanisms; and
- Reviewing all High and Extreme risks and making recommendations to the Executive Management Team via the Chair's reporting mechanisms.



## Risk Management Framework– 2021-2030

### First Line

All operational areas of the City are considered '**1<sup>st</sup> Line**', in the three lines model. They are responsible for ensuring that risks (within their scope of operations) are identified, assessed, managed, monitored, and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk.

Responsibilities include the ability to:

#### Operations/Business Units (First Line)

- Demonstrate competency across relevant policy and management practices;
- Consistently promote a strong risk management culture;
- Demonstrate strong and consistent risk management processes;
- Assist in the risk and control management process as required;
- Highlight any emerging risks or issues accordingly;
- Capture and manage identified risks within the accepted risk register template;
- Undertake adequate analysis to support the risk management process;
- Escalate all High and Extreme risks to the Internal Risk Management Committee in accordance with the City's Risk Acceptance Criteria; and
- Attend risk related training and workshops as required.

## CORPORATE GOVERNANCE

Every organisation is governed by a set of rules and principles, which enable its effective and transparent operation. Transparency in decision making, accuracy in reporting and adequacy in compliance are all essential elements of good governance. Three principles of good governance are:

- **Risk Management:** This identifies and assesses threats and opportunities' confronting the City's attempts to achieve its business objectives and defines effective response strategies.
- **Compliance:** Identifies regulatory and statutory obligations and defines organisational obligations.
- **Audit:** Ensures the critical response to strategies and processes are being implemented effectively and are delivering the benefits for which they are designed.

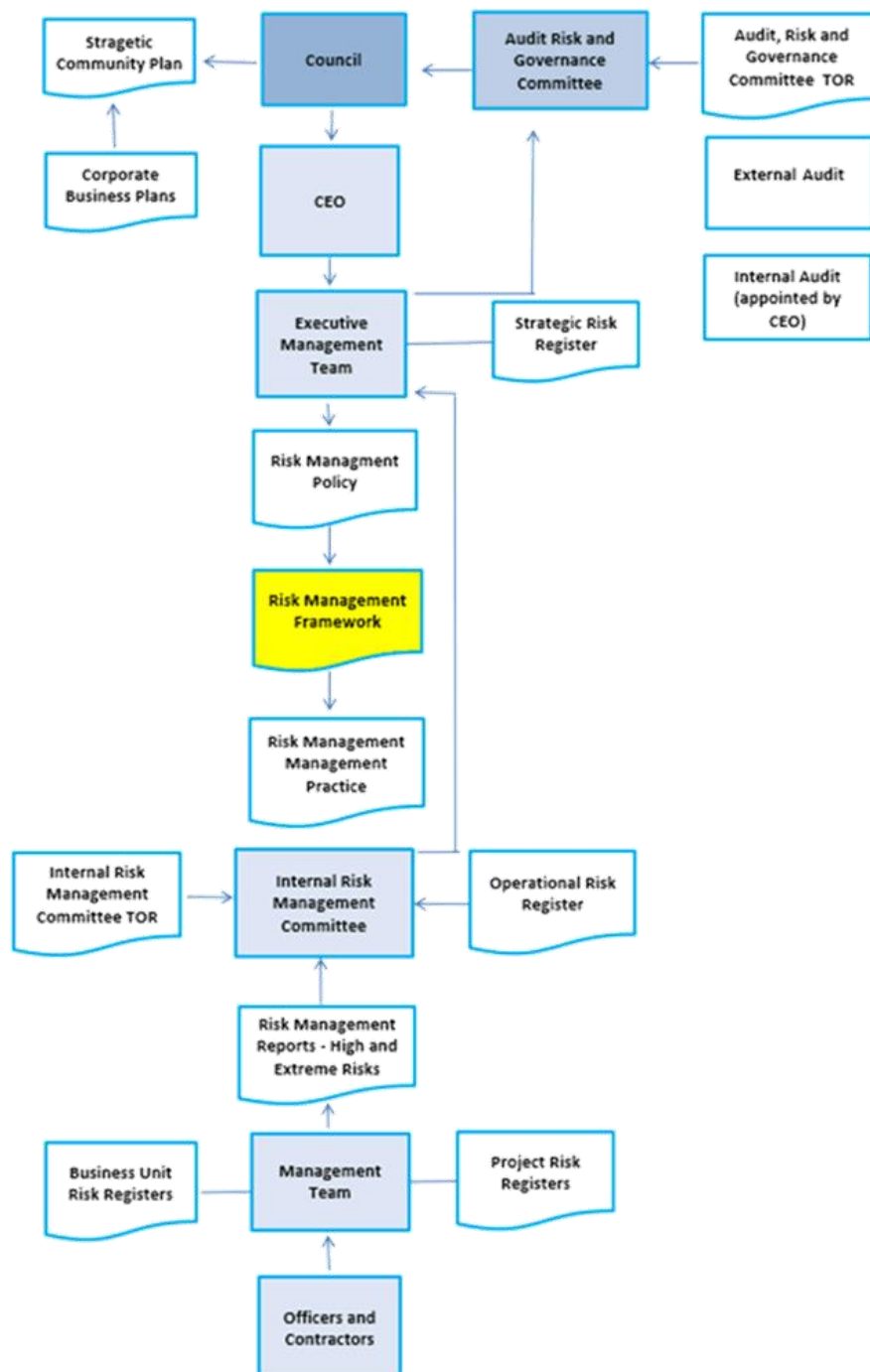
Sound risk management not only contributes to good governance, it also provides protection in the event of adverse outcomes. Provided risks have been managed in accordance with the City's guidelines, protection occurs on two levels.

Firstly, the adverse outcome may not be as severe as it might otherwise have been and secondly, the City can demonstrate a proper level of due diligence.

## Risk Management Strategy – 2021-2030

# RISK GOVERNANCE STRUCTURE

The following diagram depicts the current operating structure for risk management within the City.



## Risk Management Strategy – 2021-2030

# RISK MANAGEMENT PROCESS

The City follows the Australian Standard ISO 31000:2018 risk management process. The following diagram outlines the current risk management process:

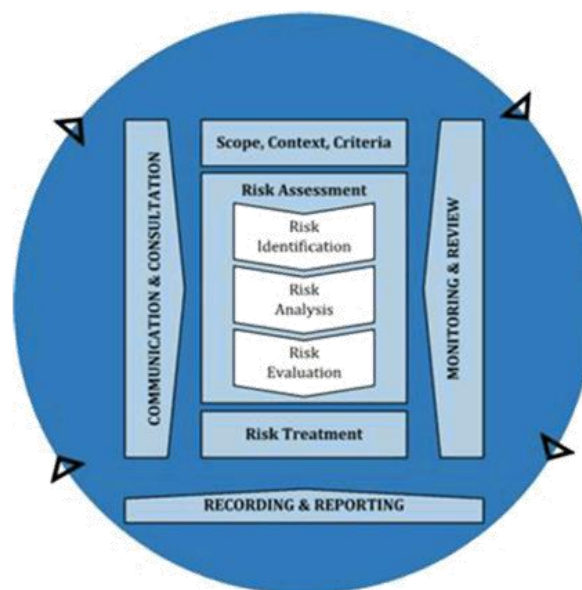


Figure 5. ISO 31000:2018 Process Clause 6

### 1. Scope, Context, Criteria

In order to establish context a comprehensive understanding of the City's internal (objectives, strategies, structures, culture etc.) and external environment (political, social etc.) is required.

Establishing the strategic and operational context in which the risk management process will take place is important. It is essential to define the parameters within which risks are to be managed, the criteria against which risks are to be evaluated and the structure of the analysis.

## Risk Management Strategy – 2021-2030

### Risk Context

When establishing the context of risk, consideration must be given to both the internal and external factors which may influence Council's risk tolerance and ability to mitigate risk.



## 2. Risk Identification

The aim of risk identification is to develop a comprehensive list of sources of risk and events that may have an impact on the achievement of the City's objectives.

Risks need to be identified at all levels of the City's operations. Business Unit Managers, Coordinators and Project Teams are the key drivers in the identification of operational risks and the Executive Management Team in conjunction with the Audit, Risk and Governance Committee and Council, are the drivers in the identification of strategic risks.

The City maintains both operational and strategic risk registers which are detailed below:

Type of Risk	Register Title
Strategic	Strategic Risk Register
Operational Risk	Operational Risk Register Business Unit Risk Register
Project Risk	Project Risk Register



## Risk Management Strategy – 2021-2030

The identification of risks is a structured process that includes risk sources, events, their causes, and any potential consequences.

The identification process may include the following:

- Direct observation of work conducted;
- Findings of health, safety, and quality management, compliance, and process audits;
- Health, safety and quality reports and management plans;
- Legislation, guidelines, policies, and information from regulatory authorities;
- Contracts, leases and licences;
- Other studies and risk assessments (peer agencies risk assessments and reports);
- Hazards identified from City Officers, contractors, and clients; and
- Incident and corrective action reports.

Potential risks are identified and documented in the appropriate risk register (strategic, operational, business unit or project) at which time they are assigned to a responsible officer. The registers will contain details relating to each identified risk. Information that is used in compiling risk registers includes the following items:

<b>Risk Reference</b>	Unique Identifier
<b>Risk Description</b>	Brief description of the risk
<b>Control Measures</b>	Details of the in-place controls
<b>Control Effectiveness</b>	Assessment of how effective the controls are
<b>Risk Event Outcome</b>	Potential outcome if a risk incident occurs
<b>Level of Inherent / Residual Risk</b>	Assessment of the severity of consequences versus likelihood of occurrence in relation to the risk
<b>Responsible Officer</b>	Accountable officer for managing that risk item

It is recognised that any individual risk can have more than one event outcome and that each event outcome can generate a different level of risk. For any individual risk, each event outcome must be assessed separately. The City uses a classification system that involves nine categories of Risk Event Outcomes.

- **Health/Injury**  
This refers to injurious effect to a person as a consequence of a risk event occurring ranging from a minor incident requiring no first aid treatment through to potential loss of life at the most extreme.
- **Financial Loss**  
This relates to an adverse monetary impact on the City as a consequence of a risk event occurring. A rating is assigned to different levels of potential loss relative to the anticipated impact on the City's ongoing operations or service delivery.

### Risk Management Strategy – 2021-2030

- **Service Interruption**  
This incorporates the impact of risk events that impinge upon the City's capacity to deliver expected services to the community. These interruptions may range from minor inconvenience requiring an alternative method of service delivery being implemented through to forced loss of ability to provide multiple services to all or some of the community. Knowledge loss, technological failure and property damage will also contribute to this outcome.
- **Legislative Breach**  
This refers to a failure to comply with statutory obligations in the manner in which the City, its officers or Elected Members conduct its business or make decisions and determinations. This embraces a broad spectrum of legal, ethical, and social obligations and responsibilities across all service areas and decision making bodies representing the collective organisation.
- **Reputation**  
This relates to adverse impact on the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. This may range from a letter of complaint through to sustained and coordinated representation against the City or sustained adverse reflection on the City in the media.
- **Property Damage**  
This relates to damage or destruction of City assets. Causes include but are not limited to theft, vandalism, fire or water damage and failure to adequately insure buildings property and assets.
- **Environmental Impact**  
This relates to any detrimental impact on the natural environment within the City. Impacts may include pollutant spillages and leakages or a failure to effectively maintain or enhance the natural environment within the City (or its connections with its natural or municipal neighbours.
- **Project Time**  
This relates to any project exceeding the project timeline. Ranging from exceeding the deadline by up to 10% to 30% and over.
- **Project Cost**  
This relates to any project exceeding the project budget. Ranging from exceeding the budget by up to 10% to 30% and over.

## Risk Management Strategy – 2021-2030

### 3. Risk analysis

Risk analysis is the process undertaken to understand the nature of the risk and to determine the level of risk.

It involves the analysis of the likelihood of an event occurring and the potential consequences of that event. This assists with determining appropriate controls to reduce or mitigate the risk, and the level of oversight the risk requires.

Risks are rated in terms of their consequence (rating from “insignificant” to “catastrophic” and the likelihood of occurrence (ranging from “almost certain” to “rare” as detailed in Policy P695 Risk Management – Risk Matrix).

To analyse identified risks the City’s Risk Assessment and Acceptance Criteria is applied as detailed in Risk Management Policy P695 and the steps detailed in Management Practice M695 Risk Management.

### 4. Risk evaluation

Risk evaluation is the approval of risk ratings and whether treatments are required.

The **inherent risk** rating is defined as the level of risk without any controls in place and the **residual risk** rating is the level of risk with controls in place. Determination of the inherent risk rating assist in understanding the value of implementing controls or actions to monitor the risk. For example, a risk may not necessarily be treated if it is rated as Low, if the cost of treatment outweighs the benefit or if the opportunities exceed the threat of the risk.

Risks are managed (or treated) through controls, mitigation strategies and procedures to reduce the risk rating to an acceptable level. Risk evaluation takes the residual risk rating and applies it to the City’s risk acceptance criteria as detailed in Risk Management Policy P695, to determine whether the risk is within acceptable levels to the City. The outcome of this evaluation will determine whether the risk is low; moderate; high or extreme. All risks will have an assigned City officer who will be accountable for the management and day to day monitoring of the risk in accordance with the City’s Risk Acceptance Criteria as detailed in Risk Management Policy P695.

Note: Individual Risks or Issues may need to be escalated due to its urgency, level of risk or systemic nature.

### 5. Risk Treatment

It is acknowledged that risk management is not about eliminating all risks, but rather mitigating the risk exposures down to a level that the City considers to be acceptable. In treating risks, the City may choose to adopt measures to achieve any of the following:

- Reduce the likelihood of the risk event occurring;
- Reduce the severity of the potential consequences;
- Transfer all/part of the risk (e.g.: through insurance);
- Avoid the risk altogether; and
- Retaining the risk by informed decision.

## Risk Management Strategy – 2021-2030

In selecting risk treatments to action these strategies, it is important to consider the feasibility of the proposed treatment and the level of cost and resourcing necessary to implement it, relative to the benefit derived. Once treatment(s) are selected and implemented, the risk should be re-assessed to see if it is at an acceptable level and then be monitored to ensure that the desired outcome is being achieved.

### 6. Monitoring & Review

It is essential to monitor and review the management of risks as changing circumstances may result in some risks increasing or decreasing in significance. By regularly reviewing the effectiveness and efficiency of controls and the appropriateness of treatment/action options selected, the City can determine if its resources are being put to the best use possible.

During the quarterly reporting process, the Management Team, Executive Management Team and where appropriate the Audit Risk and Governance Committee are required to review any risks within their area of responsibility and follow up on controls and treatments/action that are mitigating those risks. Monitoring and the reviewing of risks, controls and treatments also applies to any actions/treatments to come out of an internal audit. The audit report will provide recommendations that effectively are treatments for controls and risks that have been tested during an internal review.

### 7. Recording & Reporting

Risk reporting will be in accordance with the requirements of risk acceptance criteria as detailed in Risk Management Policy P695 and the responsibilities detailed in the Risk Management Framework.

The Executive Management Team are responsible for ensuring:

- The Management Team continually provide updates in relation to new, emerging risks and control effectiveness via the Internal Risk Management Committee.
- The Management Team, work through assigned actions and provide relevant updates to the Internal Risk Management Committee.
- Risks/Issues reported to the Executive Management Team are reflective of the current risk and control environment.

The Risk Management Committee is responsible for:

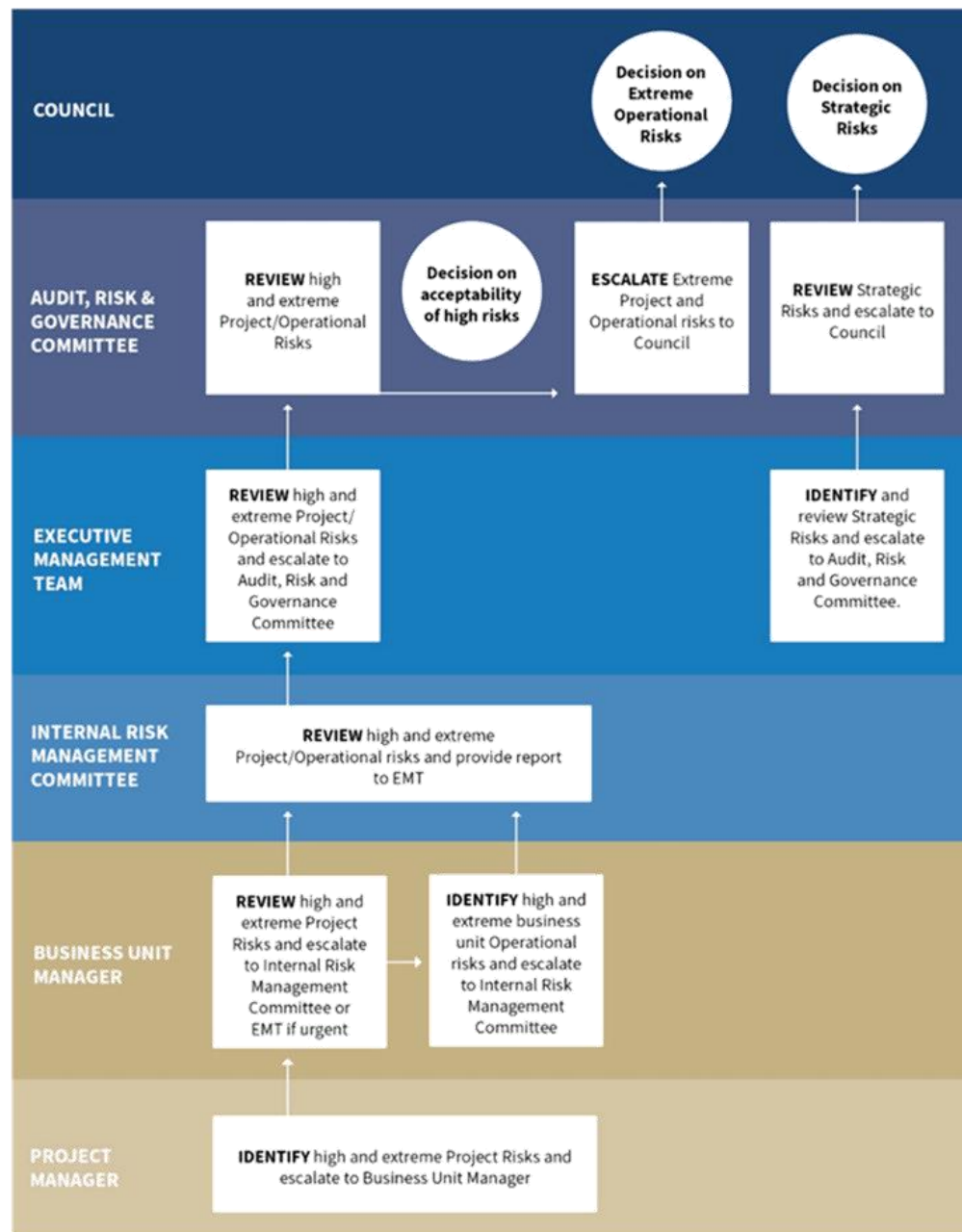
- Ensuring Risk Profiles are formally reviewed and updated, at least on a six monthly basis or when there has been a material restructure, change in risk ownership or change in the external environment.
- Quarterly Reporting for the Executive Management Team – contains an overview of the Risk Summary for the City.
- Annual Reporting to the Audit, Risk and Governance Committee following endorsement from the Executive Management Team.

Notwithstanding the above, the City will respond in a timely and responsible manner in the event of a new or emerging risk being identified or the profile of a risk changing. The City may also periodically engage specialist external consultants to review and audit certain non-financial systems or processes to ensure compliance with approved corporate processes and to mitigate risk exposures.



## Risk Management Strategy – 2021-2030

The following diagram provides a high-level view of the ongoing reporting process for Risk Management:



### 8. Communication and Consultation

Effective communication, consultation and education in risk management are essential to integrate risk processes into functional activities. Communication and consultation should take place throughout the risk management process. Identifying risks will involve all stakeholders including City Executive and Officers to ensure an understanding of the basis on which decisions are made and the rationale for the risk rating.



Our Ref: 7905

7th Floor, Albert Facey House  
469 Wellington Street, Perth

Mr Michael Bradford  
Chief Executive Officer  
City of South Perth  
Cnr Sandgate Street and South Terrace  
SOUTH PERTH WA 6151

**Mail to:** Perth BC  
PO Box 8489  
PERTH WA 6849

**Tel:** 08 6557 7500  
**Email:** [info@audit.wa.gov.au](mailto:info@audit.wa.gov.au)

Dear Mr Bradford

**ANNUAL FINANCIAL REPORT  
INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2021**

We have completed the interim audit for the year ending 30 June 2021. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to evaluate your overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report.

The result of the interim audit was satisfactory. An audit is not designed to identify all internal control deficiencies that may require management attention. It is possible that irregularities and deficiencies may have occurred and not been identified as a result of our audit.

This letter has been provided for the purposes of your local government and may not be suitable for other purposes.

We have forwarded a copy of this letter to the Mayor. A copy will also be forwarded to the Minister for Local Government when we forward our auditor's report on the annual financial report to the Minister on completion of the audit.

Feel free to contact me on 6557 7742 if you would like to discuss these matters further.

Yours faithfully

JAY TEICHERT  
DIRECTOR  
FINANCIAL AUDIT  
24 August 2021