

12.6 REPORT AND MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 7 DECEMBER 2022

- Attachments:**
1. **Audit Committee Minutes - 7 December 2022**
 2. **Financial Statements 2022-23**
 3. **Audit Final Management Letter - Financial Audit - Confidential**
 4. **Audit Management Letter - Information Systems - Confidential**
 5. **Annual Financial Audit - Exit brief - Confidential**
 6. **Auditor's Opinion - for the year ended 30 June 2022**

RECOMMENDATION:**That Council –**

1. **RECEIVES** the minutes of the Audit Committee Meeting of 7 December 2022, as at Attachment 1;
2. **RECEIVES** the Auditor's management letters (Financial Audit and Information System Audit) and exit brief, prepared for the year ending 30 June 2022 at Attachment 3, 4 and 5;
3. **RECEIVES** the Audit Opinion for the year ended 30 June 2022 at Attachment 6;
4. **ADOPTS** the Audited Annual Financial Statements for the year ended 30 June 2022 at Attachment 2; and
5. **ENDORSES** the remaining recommendations contained within the Audit Committee minutes of 7 December 2022.

PURPOSE OF REPORT:

To report to Council the proceedings of the Audit Committee at its meeting held on 7 December 2022 in accordance with clause 2.21(1) of the City's Meeting Procedures Local Law 2008.

BACKGROUND:

The City's Audit Committee is a statutory committee of Council, established in accordance with Section 7.1A of the *Local Government Act 1995*. The role of the Audit Committee is to provide independent advice and assurance to Council over the City's risk management, internal controls, legislative compliance and financial management.

The Audit Committee meets approximately every two months and comprises of up to three external independent members (one of which is the Audit Committee Chair) and four Elected Members.

DETAILS:

The Chairperson managed the order of agenda items for discussion for the convenience of the meeting and visiting representatives of the Officer of the Auditor General.

5.9 Audited Financial Statements and Management letters for year ended 30 June 2022

Representatives from the Office of the Auditor General presented the Audit Exit Brief as included in attachment 4 and outlined matters arising from the audit of the Annual Financial Statements to 30 June 2022. The financial statements have been reviewed by the Audit Committee and a version with suggested changes has been attached to this report at **Attachment 2**.

5.5 Audit Committee Meeting Dates – 2023

The proposed dates for 2023 were discussed, and it was agreed that meetings would move to Thursdays, but will continue to be at 4pm.

5.3 External Audit Interim Management Letter 2021/22

This item was approved en bloc, with no discussion.

5.4 Office of the Auditor General – Fraud Risk Management – Better Practice Guide

This item was approved en bloc, with no discussion.

5.7 Review of the City's Corporate Risk Register

This item was approved en bloc, with no discussion.

5.8 Review of the City's Audit Log

This item was approved en bloc, with no discussion.

5.2 Audit Results Report – Annual 2020-21 Financial Audits of Local Government Entities – Report 5: 2022-23

Discussion took place around the audit results, and the report was authorised noting the key findings.

5.1 Managing Risk through the Procurement, Contract Management and the Project Management Framework

This item was deferred to the next meeting.

5.6 Leederville Oval Risks

This item was deferred to the next meeting.

5.10 Cyber Security Controls Review

This item was deferred to the next meeting.

CONSULTATION/ADVERTISING:

Nil.

LEGAL/POLICY:

Clause 2.21 of the City's Meeting Procedures Local Law 2008 states that the reports and minutes of a Committee meeting are to be provided to Council.

The Audit Committee Terms of Reference govern the functions, powers and membership of the Audit Committee.

RISK MANAGEMENT IMPLICATIONS:

Low: It is low risk for Council to consider the report and minutes of the Audit Committee meeting on 7 December 2022.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Innovative and Accountable

Our resources and assets are planned and managed in an efficient and sustainable manner.

We are open and accountable to an engaged community.

SUSTAINABILITY IMPLICATIONS:

This does not contribute to any environmental sustainability outcomes. This action/activity is environmentally neutral.

PUBLIC HEALTH IMPLICATIONS:

There are no implications to the priority health outcomes of the City's Public Health Plan 2020-2025.

FINANCIAL/BUDGET IMPLICATIONS:

Nil.



CITY OF VINCENT

MINUTES

Audit Committee

7 December 2022

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

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AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

**MINUTES OF CITY OF VINCENT
AUDIT COMMITTEE
HELD AS E-MEETING AND AT THE
ADMINISTRATION AND CIVIC CENTRE
244 VINCENT STREET, LEEDERVILLE
ON WEDNESDAY, 7 DECEMBER 2022 AT 4.00PM**

	Mr Conley Manifis	Independent External Member (Chair) (electronically)
	Cr Susan Gontaszewski	South Ward
	Cr Ron Alexander	North Ward
	Cr Ross Ioppolo	South Ward
	Mr Olaf Goy	Independent External Member (electronically)
	Mr George Araj	Independent External Member
IN ATTENDANCE:	David MacLennan	Chief Executive Officer
	Wendy Barnard	Council Liaison Officer
	Peter Varris	Chief Audit Executive
	Rhys Taylor	Chief Financial Officer
	Main Bhuiyan	Financial Controller
	Peter Ferguson	Executive Manager Information and Communication Technology
	Mark Ambrose	Senior Director Financial Audit - Office of the Auditor General (Item 5.9 only)
	Bianca Ko	Office of the Auditor General (Item 5.9 only)
	Khubaib Gondal	Office of the Auditor General (Item 5.9 only)

1 INTRODUCTION AND WELCOME

The Presiding Member, Conley Manifis, declared the meeting open at 4.04pm and read the following Acknowledgement of Country statement:

"The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging".

2 APOLOGIES / MEMBERS ON APPROVED LEAVE OF ABSENCE

Cr Ashley Wallace was an apology for this meeting.

3 DECLARATIONS OF INTEREST

Conley Manifis declared an impartiality interest. The extent of his interest is that his company is contracted by the Office of the Auditor General to complete external audits.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

4 CONFIRMATION OF MINUTES**COMMITTEE DECISION****Moved:** Mr Goy, **Seconded:** Cr Gontaszewski

That the minutes of the Audit Committee held on 1 November 2022 be confirmed.

CARRIED (6-0)**For:** Mr Manifis, Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Goy and Mr Araj**Against:** Nil**(Cr Wallace was an apology for the Meeting.)**

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

5 BUSINESS ARISING

NOTE: For the convenience of the meeting the Chairperson brought forward Item 5.9 for discussion and welcomed the representatives from the Office of the Auditor General.

Mr Ambrose and Mr Gondal from the Office of the Auditor General presented the Audit Exit Brief as included in Attachment 4 and outlined matters arising from the audit of the Annual Financial Statements to 30 June 2022.

5.9 AUDITED FINANCIAL STATEMENTS AND MANAGEMENT LETTERS FOR YEAR ENDED 30 JUNE 2022

- Attachments:**
1. Audit Interim Management Letter - Financial Audit - Confidential
 2. Audit Final Management Letter - Financial Audit - Confidential
 3. Audit Management Letter - Information Systems - Confidential
 4. Annual Financial Audit - Exit brief - Confidential
 5. Auditor's Opinion - for the year ended 30 June 2022
 6. Financial Statements as at 30 June 2022

RECOMMENDATION:

That the Audit Committee:

1. RECEIVES the Auditor's management letters (Financial Audit and Information System Audit) and exit brief, prepared for the year ending 30 June 2022 at Attachments 1, 2,3 and 4;
2. RECEIVES the Audit Opinion (unsigned) for the year ended 30 June 2022 at Attachment 5;
3. RECEIVES the Audited Annual Financial Statements for the year ended 30 June 2022 at Attachment 6; and
4. RECOMMENDS to Council the adoption of the Audited Annual Financial Statements for the year ended 30 June 2022.

Moved: Cr Gontaszewski, **Seconded:** Mr Araj

That the recommendation be adopted.

At 4.52pm the Chair asked all non-Committee members to leave the room so that questions could be asked of the Auditors.

The CEO, Chief Audit Executive, Chief Financial Officer, Financial Controller and Executive Manager Information and Communications Technology left the room.

NOTE: At 5.00pm Cr Ron Alexander advised that he needed to depart the meeting.

At 5.00pm the non-Committee members returned to the meeting. The Executive Manager Information and Communications Technology did not return to the meeting.

At 5.03pm the OAG representatives left the meeting and did not return.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

AMENDMENT

Moved: Cr Gontaszewski, Seconded: Cr Ioppolo

That the recommendation be amended as follows:

4. RECOMMENDS to Council the adoption of the Audited Annual Financial Statements for the year ended 30 June 2022, **subject to no further comments being received from Audit Committee members by midday Friday 9 December 2022.**
5. **That the Audit Committee REQUESTS that relevant findings are added to the Audit Log and a report to come back to the first ordinary Audit Committee meeting of 2023 with an appropriate action plan.**

CARRIED (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

That the Audit Committee:

1. RECEIVES the Auditor's management letters (Financial Audit and Information System Audit) and exit brief, prepared for the year ending 30 June 2022 at Attachments 1, 2,3 and 4;
2. RECEIVES the Audit Opinion (unsigned) for the year ended 30 June 2022 at Attachment 5;
3. RECEIVES the Audited Annual Financial Statements for the year ended 30 June 2022 at Attachment 6; and
4. RECOMMENDS to Council the adoption of the Audited Annual Financial Statements for the year ended 30 June 2022, subject to no further comments being received from Audit Committee members by midday Friday 9 December 2022.
5. That the Audit Committee REQUESTS that relevant findings are added to the Audit Log and a report to come back to the first ordinary Audit Committee meeting of 2023 with an appropriate action plan.

CARRIED (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)



Auditor General

INDEPENDENT AUDITOR'S REPORT 2022 City of Vincent

To the Councillors of the City of Vincent

Opinion

I have audited the financial report of the City of Vincent (City) which comprises:

- the Statement of Financial Position at 30 June 2022, the Statement of Comprehensive Income by Nature or Type, Statement of Changes in Equity, and Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2022 and its financial position at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2022, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

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AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer of the City is responsible for:

- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality control relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Vincent for the year ended 30 June 2022 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.

Sandra Labuschagne
Deputy Auditor General
Delegate of the the Auditor General for Western Australia
Perth, Western Australia
xx December 2022

AUDIT COMMITTEE MINUTES7 DECEMBER 2022

CITY OF VINCENT
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

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The City of Vincent conducts the operations of a local government with the following community vision:

To be a clever, creative and courageous local government.

Principal place of business:
244 Vincent Street (opp Lofus Street)
Leederville, Western Australia, 6007

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

Local Government Act 1995
Local Government (Financial Management) Regulation 1996

The attached financial report of the City of Vincent for the financial year ended 30 June 2022 is based on proper accounts and records to present fairly the financial position of the City of Vincent at 30 June 2022 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the day of 2022

Chief Executive Officer

David MacLennan
Name of Chief Executive Officer

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AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
Revenue				
Rates	25(a),2(a)	36,824,729	36,745,248	35,819,566
Operating grants, subsidies and contributions	2(a)	1,887,483	810,383	1,385,085
Fees and charges	24(c),2(a)	19,038,250	18,429,368	16,356,743
Interest earnings	2(a)	502,706	503,000	458,820
Other revenue	2(a)	1,472,025	1,133,174	1,405,433
		59,725,193	57,621,173	55,425,647
Expenses				
Employee costs		(27,833,670)	(26,837,830)	(24,600,549)
Materials and contracts		(27,197,267)	(26,701,660)	(16,662,075)
Utility charges		(1,868,088)	(1,603,890)	(1,716,051)
Depreciation	10(a)	(11,802,017)	(14,068,923)	(12,061,729)
Finance costs	2(b)	(549,758)	(553,948)	(488,444)
Insurance		(595,012)	(604,121)	(512,653)
Other expenditure	2(b)	(1,707,779)	(2,502,332)	(1,034,283)
		(71,553,591)	(72,872,704)	(57,075,784)
		(11,828,398)	(15,251,531)	(1,650,137)
Capital grants, subsidies and contributions	2(a)	2,394,594	7,249,525	1,328,718
Profit on asset disposals	10(c)	140,764	1,061,943	149,585
Loss on asset disposals	10(c)	(131,240)	(5,222)	(1,478,785)
Profit/(Loss) from sale of Tamala Park Land		787,429	833,333	1,435,089
Net Share of Profit/(Loss) in associate	21(b)	7,288,446	0	(258,307)
Change in Equity Local Govt House Trust		1,999	0	1,292
		10,481,992	9,139,579	1,177,592
Net result for the period	24(b)	(1,346,406)	(6,111,952)	(472,545)
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	16	3,340,771	0	14,196,066
Total other comprehensive income for the period	16	3,340,771	0	14,196,066
Total comprehensive income for the period		1,994,365	(6,111,952)	13,723,521

This statement is to be read in conjunction with the accompanying notes.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	NOTE	2022 \$	2021 \$
CURRENT ASSETS			
Cash and cash equivalents	3	7,585,863	6,834,701
Trade and other receivables	5	2,876,075	3,073,976
Financial assets	4(a)	18,500,000	19,022,321
Financial assets at amortised cost	4(a)	11,000	11,000
Inventories	6	1,404,305	195,581
Other assets	7	985,826	689,073
TOTAL CURRENT ASSETS		31,363,069	29,826,652
NON-CURRENT ASSETS			
Trade and other receivables	5	1,870,712	2,012,419
Other financial assets	4(b)	38,902	36,903
Inventories	6	47,017	0
Other assets	7	1,051,797	680,965
Investment in associate	21(a)	14,211,418	6,541,814
Property, plant and equipment	8	220,825,237	221,673,717
Infrastructure	9	175,576,047	176,147,510
Right-of-use assets	12(a)	90,002	209,823
Intangible assets	10(d)	47,370	0
TOTAL NON-CURRENT ASSETS		413,758,502	407,303,151
TOTAL ASSETS		445,121,571	437,129,803
CURRENT LIABILITIES			
Trade and other payables	11	7,193,461	8,018,989
Other liabilities	13	2,027,361	1,424,144
Lease liabilities	12(b)	70,601	92,839
Borrowings	14	1,424,524	930,732
Employee related provisions	15	5,488,100	5,008,135
TOTAL CURRENT LIABILITIES		16,204,047	15,474,839
NON-CURRENT LIABILITIES			
Lease liabilities	12(b)	0	70,601
Borrowings	14	12,310,595	6,986,233
Employee related provisions	15	501,936	487,502
TOTAL NON-CURRENT LIABILITIES		12,812,531	7,544,336
TOTAL LIABILITIES		29,016,578	23,019,175
NET ASSETS		416,104,993	414,110,628
EQUITY			
Retained surplus		115,501,377	116,617,783
Reserve accounts	27	11,701,461	11,931,460
Revaluation surplus	16	288,902,155	285,561,384
TOTAL EQUITY		416,104,993	414,110,627

This statement is to be read in conjunction with the accompanying notes.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2020		118,045,261	10,976,525	271,365,318	400,387,104
Comprehensive income for the period					
Net result for the period - as previously stated		(472,543)	0	0	(472,543)
Other comprehensive income for the period	16	0	0	14,196,066	14,196,066
Total comprehensive income for the period		(472,543)	0	14,196,066	13,723,523
Transfers from reserves	27	3,213,472	(3,213,472)	0	0
Transfers to reserves	27	(4,168,407)	4,168,407	0	0
Balance as at 30 June 2021		116,617,783	11,931,460	285,561,384	414,110,627
Comprehensive income for the period					
Net result for the period		(1,346,406)	0	0	(1,346,406)
Other comprehensive income for the period	16	0	0	3,340,771	3,340,771
Total comprehensive income for the period		(1,346,406)	0	3,340,771	1,994,365
Transfers from reserves	27	3,515,319	(3,515,319)	0	0
Transfers to reserves	27	(3,285,320)	3,285,320	0	0
Balance as at 30 June 2022		115,501,377	11,701,461	288,902,155	416,104,992

This statement is to be read in conjunction with the accompanying notes.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		37,284,569	36,745,248	35,383,212
Operating grants, subsidies and contributions		2,233,536	810,383	2,274,940
Fees and charges		19,074,357	18,429,368	16,550,809
Interest received		502,706	503,000	458,820
Goods and services tax received		1,717,494	0	1,347,428
Other revenue		1,472,025	1,133,174	1,405,433
		62,284,687	57,621,173	57,420,642
Payments				
Employee costs		(27,339,271)	(25,887,830)	(24,135,340)
Materials and contracts		(28,782,609)	(24,701,661)	(16,391,088)
Utility charges		(1,868,088)	(1,453,890)	(1,716,050)
Finance costs		(549,758)	(553,948)	(488,444)
Insurance paid		(595,012)	(604,121)	(512,653)
Goods and services tax paid		(1,528,890)	0	(1,425,692)
Other expenditure		(1,707,779)	(1,502,332)	(1,057,460)
		(62,371,407)	(54,703,782)	(45,726,727)
Net cash provided by (used in) operating activities	17(b)	(86,720)	2,917,391	11,693,914
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	8(a)	(3,651,218)	(14,326,949)	(4,196,811)
Payments for construction of infrastructure	9(a)	(5,368,953)	(7,831,761)	(3,955,559)
Payments for intangible assets	10(d)	(60,035)	0	0
Non-operating grants, subsidies and contributions		2,394,594	7,249,525	1,328,721
Proceeds from financial assets at amortised cost		522,321	0	(6,378,387)
Distributions from investments in associates		833,334	833,333	750,000
Proceeds from sale of property, plant & equipment	10(c)	442,523	1,302,832	1,032,417
Net cash provided by (used in) investing activities		(4,887,434)	(12,773,020)	(11,419,619)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	14	(1,265,178)	(1,366,872)	(887,431)
Payments for principal portion of lease liabilities	26(c)	(92,839)	(92,839)	(91,376)
Proceeds from new borrowings	26(b)	7,083,333	8,368,366	0
Net cash provided by (used in) financing activities		5,725,316	6,908,655	(978,807)
Net increase (decrease) in cash held		751,162	(2,946,974)	(704,511)
Cash at beginning of year		6,834,701	13,277,893	7,539,213
Cash and cash equivalents at the end of the year	17(a)	7,585,863	10,330,919	6,834,701

This statement is to be read in conjunction with the accompanying notes.

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

CITY OF VINCENT
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
NET CURRENT ASSETS - At start of financial year - surplus/(deficit)	30(c) 6,125,327	5,166,974	2,122,499
OPERATING ACTIVITIES			
Revenue from operating activities (excluding general rate)			
Operating grants, subsidies and contributions	1,887,483	810,383	1,385,085
Fees and charges	19,038,250	18,429,368	16,356,743
Interest earnings	502,706	503,000	458,820
Other revenue	1,472,025	1,133,174	1,405,433
Profit on asset disposals	140,764	1,061,943	149,585
Share of net profit of associates and joint ventures accounted for using the equity method	8,077,874	833,333	1,178,074
	31,119,102	22,771,201	20,933,740
Expenditure from operating activities			
Employee costs	(27,833,670)	(26,837,830)	(24,600,549)
Materials and contracts	(27,197,267)	(26,701,660)	(16,662,075)
Utility charges	(1,868,088)	(1,603,890)	(1,716,051)
Depreciation	(11,802,017)	(14,068,923)	(12,061,727)
Finance costs	(549,758)	(553,948)	(488,444)
Insurance	(595,012)	(604,121)	(512,653)
Other expenditure	(1,707,779)	(2,502,332)	(1,034,283)
Loss on asset disposals	(131,240)	(5,222)	(1,478,785)
	(71,684,831)	(72,877,926)	(58,554,566)
Non-cash amounts excluded from operating activities	30(a) 3,747,058	12,178,869	12,179,065
Amount attributable to operating activities	(36,818,671)	(37,927,856)	(23,319,262)
INVESTING ACTIVITIES			
Non-operating grants, subsidies and contributions	2,394,594	7,249,525	1,328,718
Proceeds from disposal of assets	442,523	1,302,832	1,032,417
Distributions from investments in associates	833,334	833,333	750,000
Purchase of property, plant and equipment	8(a) (3,651,218)	(14,326,949)	(4,196,811)
Purchase and construction of infrastructure	9(a) (5,368,952)	(7,831,761)	(3,955,559)
Payments for intangible assets	10(d) (60,035)	0	0
	(5,409,754)	(12,773,020)	(5,041,234)
Non-cash amounts excluded from investing activities	30(b) 0	0	600,000
Amount attributable to investing activities	(5,409,754)	(12,773,020)	(4,441,234)
FINANCING ACTIVITIES			
Repayment of borrowings	14 (1,265,178)	(1,366,872)	(887,431)
Proceeds from borrowings	26(c) 7,083,333	8,368,366	0
Payments for principal portion of lease liabilities	26(b) (92,839)	(92,839)	(91,377)
Transfers to reserves (restricted assets)	27 (3,285,320)	(3,190,415)	(4,168,407)
Transfers from reserves (restricted assets)	27 3,515,319	5,177,037	3,213,472
Amount attributable to financing activities	5,955,315	8,895,277	(1,933,743)
Surplus/(deficit) before imposition of general rates	(30,147,784)	(36,638,625)	(29,694,239)
Total amount raised from general rates	25(a) 36,824,729	36,745,248	35,819,566
Surplus/(deficit) after imposition of general rates	30(c) 6,676,946	106,623	6,125,327

This statement is to be read in conjunction with the accompanying notes.

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CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

1. BASIS OF PREPARATION**Basis of preparation**

The financial report comprises general purpose financial statements which have been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

Local Government Act 1995 requirements

Section 5.4(2) of the Local Government Act 1995 read with the Local Government (Financial Management) Regulations 1996 prescribe that the financial report be prepared in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 28 of the financial report.

Judgements and estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, and infrastructure
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible asset

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2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	When rates notice is issued
Grants, subsidies and contributions - Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies and contributions - Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies and contributions - Grants with no contractual commitments	General appropriations and contributions with no specific contractual commitments	No obligations	Not applicable	Not applicable	When assets are controlled
Fees and charges - Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	On payment and issue of the licence, registration or approval
Fees and charges - Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	After inspection complete based on a 4 year cycle
Fees and charges - Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Revenue recognised after inspection event occurs
Fees and charges - Waste management collections	Kerbside collection service	Over time	Payment on an annual basis in advance	None	Output method based on regular weekly and fortnightly period as proportionate to collection service
Fees and charges - Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	On entry or at conclusion of hire
Fees and charges - Memberships	Gym and pool membership	Over time	Payment in full in advance	Refund for unused portion on application	Output method Over 12 months matched to access right
Fees and charges - Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Fees and charges - Sale of stock	Beatty Park kiosk	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods
Fees and charges - Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	When assets are controlled
Fees and charges - Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	When claim is agreed

Consideration from contracts with customers is included in the transaction price.

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2. REVENUE AND EXPENSES (Continued)

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature or types of goods or services is provided in the table below:

For the year ended 30 June 2022

Nature or type	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	36,824,729	0	36,824,729
Operating grants, subsidies and contributions	1,680,642	0	0	206,841	1,887,483
Fees and charges	7,857,140	0	9,899,710	1,281,401	19,038,250
Interest earnings	0	0	323,447	179,259	502,706
Other revenue	0	0	136,149	1,335,876	1,472,025
Non-operating grants, subsidies and contributions	0	1,970,984	0	423,610	2,394,594
Total	9,537,782	1,970,984	47,184,035	3,426,987	62,119,787

For the year ended 30 June 2021

Nature or type	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	35,819,566	0	35,819,566
Operating grants, subsidies and contributions	1,360,800	0	0	24,284	1,385,084
Fees and charges	6,307,121	0	8,960,971	1,088,651	16,356,743
Interest earnings	0	0	309,037	149,783	458,820
Other revenue	0	0	181,253	1,224,180	1,405,433
Non-operating grants, subsidies and contributions	0	1,323,406	0	5,312	1,328,718
Total	7,667,921	1,323,406	45,270,827	2,482,210	56,754,364

Note	2022 Actual	2022 Budget	2021 Actual
Interest earnings			
Interest on reserve funds	80,469	100,000	91,295
Rates instalment and penalty interest (refer Note 25(c))	320,960	303,000	307,439
Other interest earnings	101,277	100,000	60,086
	502,706	503,000	458,820
(b) Expenses			
Auditors remuneration			
- Audit of the Annual Financial Report	106,300	90,000	55,000
	106,300	90,000	55,000
Finance costs			
Borrowings	26(a) 547,958	552,147	485,181
Lease liabilities	26(c) 1,801	1,801	3,283
	549,759	553,948	488,464
Other expenditure			
Reversal of loss allowance on trade and other receivable recognised in the prior year	6 0	0	(23,178)
Sundry expenses	1,707,779	2,502,332	1,057,461
	1,707,779	2,502,332	1,034,283

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3. CASH AND CASH EQUIVALENTS

Note	2022	2021
	\$	\$
Cash at Bank and on hand	3,639,619	6,834,701
Term deposits	3,946,244	0
Total cash and cash equivalents	7,585,863	6,834,701
Held as		
- Unrestricted cash and cash equivalents	5,585,863	2,321,754
- Restricted cash and cash equivalents	2,000,000	4,512,947
	7,585,863	6,834,701

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

(a) Current assets

	2022	2021
	\$	\$
Financial assets at amortised cost	18,500,000	19,022,321
Financial assets at fair value through profit and loss	11,000	11,000
	18,511,000	19,033,321
Other financial assets at amortised cost		
Term deposits	18,500,000	19,022,321
Comprises:		
Unrestricted Term deposits - Municipal	8,798,539	9,100,000
Restricted Term deposits - Reserves	9,701,461	9,922,321
	18,500,000	19,022,321
Financial assets at fair value through profit and loss		
Shares in unlisted corporation:		
North Perth Community Financial Services Ltd	11,000	11,000
	11,000	11,000

(b) Non-current assets

	2022	2021
	\$	\$
Financial assets at fair value through profit and loss		
Investment in Local Government House Trust	36,902	36,903
	36,902	36,903

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 23 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income;
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk
Information regarding impairment and exposure to risk can be found at Note 22.

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5. TRADE AND OTHER RECEIVABLES

	Note	2022 \$	2021 \$
Current			
Rates outstanding		773,811	937,939
Sundry debtors		828,036	814,585
GST receivable		278,729	467,333
Receivables for employee related provisions	15	157,465	148,410
Allowance for impairment of receivables		(218,023)	(181,916)
Infringement Debtor		1,275,603	1,086,276
Infringement Debtor Impairment allowance		(219,546)	(198,651)
		2,876,075	3,073,976
Non-current			
Rates outstanding		356,996	574,866
Rates outstanding - pensioners		145,398	135,459
Infringement Debtor		1,530,743	1,436,572
Infringement Debtor Impairment allowance		(237,326)	(210,854)
Receivables for employee related provisions	15	74,901	76,376
		1,870,712	2,012,419

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed in the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 22.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to value is considered immaterial.

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6. INVENTORIES

	Note	2022 \$	2021 \$
Current			
Depot		124,554	116,838
Beatty Park Leisure Centre		75,475	78,743
Tamala Park - Developed land and land under construction *		1,204,276	0
		1,404,305	195,581
Non-current			
Tamala Park - Land held for development *		47,017	0
		47,017	0

* The City recognised its share of Inventory (Tamala Park Land - Developed land and land under construction) based on its equity in Tamala Park Regional Council prospectively as at 30 June 2022.

SIGNIFICANT ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Land held for resale (Continued)

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

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7. OTHER ASSETS

	2022	2021
	\$	\$
Other assets - current		
Deposits and Prepayments	484,401	464,578
Lease Incentives	162,500	162,500
Accrued income	338,925	61,995
	985,826	689,073
Other assets - non current		
Lease Incentive	1,051,797	680,965
	1,051,797	680,965

SIGNIFICANT ACCOUNTING POLICIES**Other current assets**

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Non-current assets held for sale

Assets are classified as held for sale where the carrying amount will be recovered through a sale rather than continuing use and the asset is available for immediate sale with a sale being highly probable.

Non-current assets held for sale (Continued)

Non-current assets classified as held for sale are valued at the lower of the carrying amount and fair value less costs to sell.

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 8(b).

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8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Note	Land \$	Buildings \$	Total land and buildings \$	Furniture and equipment* \$	Plant and equipment \$	Property, Plant and Equipment - Work in Progress \$	Total property, plant and equipment \$
Restated Balance at 1 July 2020		127,239,762	76,471,498	203,711,260	662,788	6,154,476	338,331	210,866,855
Additions		0	893,593	893,593	38,435	333,473	2,931,310	4,196,811
Disposals		(702,000)	(82,354)	(784,354)	0	(237,825)	0	(1,022,179)
Revaluation increments / (decrements) transferred to revaluation surplus		9,289,500	5,060,808	14,350,308	0	0	0	14,350,308
Fixed asset written off			(571,438)	(571,438)	0	0	0	(571,438)
Depreciation	10(a)		(4,439,012)	(4,439,012)	(230,063)	(1,458,304)	0	(6,127,379)
Transfers		(19,262)	253,654	234,392	27,971	39,600	(321,225)	(19,262)
Balance at 30 June 2021		135,808,000	77,586,750	213,394,750	499,131	4,831,420	2,948,416	221,673,717
Comprises:								
Gross balance amount at 30 June 2021		135,808,000	163,319,500	299,127,500	4,069,087	11,191,361	2,948,416	317,336,364
Accumulated depreciation at 30 June 2021		0	(85,732,750)	(85,732,750)	(3,569,956)	(6,359,941)	0	(95,662,647)
Balance at 30 June 2021		135,808,000	77,586,750	213,394,750	499,131	4,831,420	2,948,416	221,673,717
Additions			1,019,726	1,019,726	20,419	447,196	2,163,877	3,651,218
Disposals		0	(13,758)	(13,758)	0	(413,341)	0	(427,099)
Revaluation increments / (decrements) transferred to revaluation surplus		1,662,415	0	1,662,415	0	0	0	1,662,415
Transfer out from Working in Progress		0	268,416	268,416	20,558	24,432	(313,406)	0
Depreciation	10(a)	0	(4,294,156)	(4,294,156)	(166,351)	(1,274,506)	0	(5,735,015)
Balance at 30 June 2022		137,470,415	74,566,978	212,037,393	373,757	3,615,199	4,798,887	220,825,236
Comprises:								
Gross balance amount at 30 June 2022		137,470,415	163,720,242	301,190,657	3,764,795	10,935,863	4,801,001	320,692,336
Accumulated depreciation at 30 June 2022		0	(89,153,264)	(89,153,264)	(3,393,151)	(7,320,664)	0	(99,867,099)
Balance at 30 June 2022		137,470,415	74,566,978	212,037,393	371,644	3,615,199	4,801,001	220,825,237

*Intangible assets reclassified from Furniture and Equipment to Intangible Assets (Note 10-d)

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8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Land and buildings					
Land	2/3	Market and Cost Approach	Independent Valuation	June 2021	Sales evidence of similar assets, estimates of replacement cost, residual value.
Buildings	2/3	Market and Cost Approach	Independent Valuation	June 2021	Estimates of useful life, pattern of consumption, asset condition, residual value and relationship to the assessed remaining service potential of the depreciable amount.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

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9. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year

	Infrastructure - roads	Infrastructure - Footpaths	Infrastructure - Rights of Way	Infrastructure - Drainage	Infrastructure - Park Development	Infrastructure - Car Park Development	Other Infrastructure Assets	Infrastructure Work in Progress	Total Infrastructure
Note	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2020	108,613,335	21,144,354	8,357,939	17,070,886	11,069,650	3,441,728	7,401,627	907,070	178,006,588
Additions	2,451,332	157,440	54,060	47,404	164,859	94,774	267,282	718,808	3,955,559
Depreciation	10(a) (3,067,006)	(719,692)	(208,241)	(240,184)	(777,892)	(244,248)	(557,374)	0	(5,814,637)
Transfers	144,900	0	0	0	759,097	0	0	(903,997)	0
Balance at 30 June 2021	108,142,561	20,582,102	8,203,758	16,878,106	11,215,514	3,292,254	7,111,535	721,681	176,147,510
Comprises:									
Gross balance at 30 June 2021	148,222,963	32,764,509	11,516,105	29,224,394	18,544,972	8,688,914	14,914,905	721,681	264,598,442
Accumulated depreciation at 30 June 2021	(40,080,402)	(12,182,407)	(3,312,347)	(12,346,288)	(7,329,458)	(5,396,660)	(7,803,370)	0	(88,450,933)
Balance at 30 June 2021	108,142,561	20,582,102	8,203,758	16,878,106	11,215,514	3,292,254	7,111,535	721,681	176,147,510
Additions	2,374,888	161,545	110,781	67,716	232,181	93,807	1,172,529	1,155,505	5,368,952
(Disposals)	0	0	0	0	0	0	(5,899)	0	(5,899)
Transfer out from Work in Progress	63,064				216,724	49,211	57,627	(386,626)	0
Depreciation	10(a) (3,100,493)	(732,455)	(208,754)	(241,159)	(836,920)	(243,746)	(570,989)	0	(5,934,516)
Balance at 30 June 2022	107,480,020	20,011,192	8,105,785	16,704,663	10,827,499	3,191,526	7,764,803	1,490,560	175,576,047
Comprises:									
Gross balance at 30 June 2022	150,660,915	32,926,054	11,628,886	29,292,110	18,993,876	8,831,832	16,135,776	1,490,559	269,958,108
Accumulated depreciation at 30 June 2022	(43,180,895)	(12,914,862)	(3,521,101)	(12,587,447)	(8,166,377)	(5,640,406)	(8,370,973)	0	(84,382,061)
Balance at 30 June 2022	107,480,020	20,011,192	8,105,785	16,704,663	10,827,499	3,191,526	7,764,803	1,490,560	175,576,047

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9. INFRASTRUCTURE (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Fair Value					
Infrastructure - roads	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Footpaths	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Rights of Way	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Drainage	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Park Development	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Car Park Development	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Other Infrastructure Assets	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

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10. FIXED ASSETS

(a) Depreciation

	Note	2022 Actual	2022 Budget	2021 Actual
		\$	\$	\$
Buildings	8(a)	4,294,156	6,399,998	4,439,012
Furniture and equipment	8(a)	166,351	236,604	230,063
Plant and equipment	8(a)	1,274,508	1,506,348	1,458,304
Infrastructure - roads	9(a)	3,100,493	3,055,776	3,067,006
Infrastructure - Footpaths	9(a)	732,455	719,451	719,692
Infrastructure - Rights of Way	9(a)	208,754	240,443	208,241
Infrastructure - Drainage	9(a)	241,159	373,946	240,184
Infrastructure - Park Development	9(a)	836,920	246,851	777,892
Infrastructure - Car Park Development	9(a)	243,746	961,502	244,248
Other Infrastructure Assets	9(a)	570,989	208,292	557,374
Right-of-use assets - plant and equipment	12(a)	119,821	119,712	119,713
		11,789,352	14,068,923	12,061,729
Amortisation				
Intangible assets - Asset At Cost/Valuation	10(d)	12,665	0	0
		12,665	0	0
		11,802,017	14,068,923	12,061,729

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	15 to 80 years
Furniture and equipment	1 to 20 years
Plant and equipment	1 to 27 years
<u>Sealed roads and streets:</u>	
Subgrade structure	not depreciated
Formation	not depreciated
Pavement	60 to 100 years
Seal	
- bituminous seals	20 years
- asphalt surfaces	30 years
Footpaths	5 to 50 years
Water supply and Drainage systems	30 to 120 years
<u>Car park infrastructure:</u>	
Subgrade structure	not depreciated
Other infrastructure	10 to 60 years
<u>Parks infrastructure:</u>	
Reticulation	10 - 30 years
Parks other infrastructure	3 to 80 years
Right of use Asset (plant and equipment)	3 years
Intangible	3 - 5 years

(b) Fully Depreciated Assets in Use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below.

	2022	2021
	\$	\$
Buildings	2,135,800	0
Furniture and equipment	3,063,707	2,918,274
Plant and equipment	2,762,173	1,918,190
Other property, plant and equipment	345,270	0
Infrastructure - Park Development	1,605,300	1,605,300
Infrastructure - Car Park Development	559,927	558,727
Other Infrastructure Assets	657,582	710,216
	11,129,759	7,710,707

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10. FIXED ASSETS (Continued)

(c) Disposals of assets

	2022 Actual Net Book Value	2022 Actual Sale Proceeds	2022 Actual Profit	2022 Actual Loss	2022 Budget Net Book Value	2022 Budget Sale Proceeds	2022 Budget Profit	2022 Budget Loss	2021 Actual Net Book Value	2021 Actual Sale Proceeds	2021 Actual Profit	2021 Actual Loss
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land - freehold land	0	0	0	0	1	800,000	799,999	0	1,470,000	650,120	0	(819,880)
Buildings	13,758	0	0	(13,758)	0	0	0	0	653,792	0	0	(653,792)
Plant and equipment	413,341	442,523	140,764	(111,583)	246,110	502,832	261,944	(5,222)	237,825	382,297	149,585	(5,113)
Other Infrastructure Assets	5,899	0	0	(5,899)	0	0	0	0	0	0	0	0
	432,999	442,523	140,764	(131,240)	246,111	1,302,832	1,061,943	(5,222)	2,361,617	1,032,417	149,585	(1,478,785)

The following assets were disposed of during the year.

	2022 Actual Net Book Value	2022 Actual Sale Proceeds	2022 Actual Profit	2022 Actual Loss
	\$	\$	\$	\$
Plant and Equipment				
Program				
Governance	20,285	38,007	17,722	0
Law, order, public safety	9,977	23,457	13,480	0
Education and welfare	11,130	23,457	12,326	0
Community amenities	8,253	25,280	17,026	0
Economic services	10,690	23,689	12,999	0
Other property and services	353,005	308,634	67,212	(111,583)
	413,341	442,523	140,764	(111,583)
Other Asset class				
Program				
Recreation and culture	19,657	0	0	(19,657)
	19,657	0	0	(19,657)
	432,999	442,523	140,764	(131,240)

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10. FIXED ASSETS (Continued)

(d) Intangible assets

Note	2022 Actual \$	2021 Actual \$
Non-current		
Asset At Cost/Valuation	324,358	264,323
Less: accumulated depreciation	(276,988)	(264,323)
	47,370	0
Movements in balances of intangible assets during the financial year are shown as follows:		
Recognition of asset at cost/valuation	60,035	0
Amortisation of asset at cost/valuation	(12,665)	0
Balance at 30 June	47,370	0
TOTAL INTANGIBLE ASSETS	47,370	0

*Intangible assets have been reclassified from Furniture & Equipment

SIGNIFICANT ACCOUNTING POLICIES

Computer software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;

Computer software (continued)

- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

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10. FIXED ASSETS (Continued)

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost
Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with Financial Management Regulation 17A. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value
Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with Financial Management Regulation 17A (3). These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between scheduled revaluation dates of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period the carrying amount for each asset class is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with Local Government (Financial Management) Regulation 17A (2) which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Revaluation (continued)

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

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

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

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income and in Note 10(x).

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11. TRADE AND OTHER PAYABLES

	2022	2021
	\$	\$
Current		
Sundry creditors	3,272,411	3,900,388
Prepaid rates	494,694	406,913
Contribution Liabilities - Bonds	1,589,439	1,489,691
Accrued Expenses	1,836,917	2,221,997
	7,193,461	8,018,989

SIGNIFICANT ACCOUNTING POLICIES**Financial liabilities**

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

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CITY OF VINCENT
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12. LEASES

(a) Right-of-Use Assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.	Note	Right-of-use assets - plant and equipment	Right-of-use assets Total
		\$	\$
Balance at 1 July 2020		329,536	329,536
Depreciation		(119,713)	(119,713)
Balance at 30 June 2021		209,823	209,823
Depreciation	10(a)	(119,821)	(119,821)
Balance at 30 June 2022		90,002	90,002

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

		2022 Actual	2021 Actual
		\$	\$
Depreciation on right-of-use assets	10(a)	(119,821)	(119,713)
Interest expense on lease liabilities	26(c)	(1,801)	(3,263)
Short-term lease payments recognised as expense		(92,839)	(91,377)
Total amount recognised in the statement of comprehensive income		(214,461)	(214,353)
Total cash outflow from leases		(94,640)	(94,640)

(b) Lease Liabilities

Current		(70,601)	(92,839)
Non-current	26(c)	0	(70,601)
		(70,601)	(163,440)

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

SIGNIFICANT ACCOUNTING POLICIES

Leases

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 26(c).

Right-of-use assets - valuation measurement

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

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12. LEASES (Continued)

(c) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2022 Actual \$	2021 Actual \$
Less than 1 year	1,038,681	1,113,955
1 to 2 years	939,858	1,017,691
2 to 5 years	2,646,968	2,813,977
> 5 years	2,366,275	3,196,422
	6,991,782	8,142,045

Amounts recognised in profit or loss for Property, Plant and
Equipment Subject to Lease

Rental income	1,357,465	1,112,735
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Operating lease revenue is receivable from tenants in property owned by the City of Vincent.

Leases have an average lease term of 8 years and an implicit interest rate based on CPI.

SIGNIFICANT ACCOUNTING POLICIES

The City as Lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

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13. OTHER LIABILITIES

	2022	2021
	\$	\$
Current		
Contract liabilities from contracts with customers - Other	671,326	497,633
Capital grant liabilities from transfers for recognisable non financial assets	1,356,035	926,511
	2,027,361	1,424,144
Reconciliation of changes in contract liabilities		
Opening balance	497,633	368,289
Additions	671,326	(238,945)
Revenue from contracts with customers included as a contract liability at the start of the period	(497,633)	368,289
	671,326	497,633
The City expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period to be satisfied within the next 12 months.		
Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	926,511	166,000
Additions	1,356,035	926,511
Revenue from capital grant/contributions held as a liability at the start of the period	(926,511)	(166,000)
	1,356,035	926,511
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	2,027,361	926,511
	2,027,361	926,511

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

SIGNIFICANT ACCOUNTING POLICIES**Contract liabilities**

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as revenue when the obligations in the contract are satisfied.

Non-current capital grant/contribution liabilities fair values are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

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14. BORROWINGS

	Note	2022			2021		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Debentures		(1,424,524)	(12,310,595)	(13,735,120)	(930,732)	(6,986,233)	(7,916,965)
Total secured borrowings	26.	(1,424,524)	(12,310,595)	(13,735,119)	(930,732)	(6,986,233)	(7,916,965)

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the City of Vincent. Other loans relate to transferred receivables. Refer to Note 5.

The City of Vincent has complied with the financial covenants of its borrowing facilities during the 2022 and 2021 years.

SIGNIFICANT ACCOUNTING POLICIES**Borrowing costs**

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

Risk

Information regarding exposure to risk can be found at Note 22. Details of individual borrowings required by regulations are provided at Note 26 (a).

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15. EMPLOYEE RELATED PROVISIONS

Employee Related Provisions

	2022	2021
	\$	\$
Current provisions		
Employee benefit provisions		
Annual Leave	(3,028,075)	(2,837,316)
Long Service Leave	(2,460,025)	(2,170,819)
	(5,488,100)	(5,008,135)
Non-current provisions		
Long Service Leave	(501,936)	(487,502)
	(501,936)	(487,502)
	(5,990,036)	(5,495,637)

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2022	2021
		\$	\$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		(1,198,007)	(1,054,170)
More than 12 months from reporting date		(4,792,029)	(4,441,467)
		(5,990,036)	(5,495,637)

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees. Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

Expected reimbursements of employee related provisions from other WA local governments included within other receivables - Current	5	157,465	148,410
Expected reimbursements of employee related provisions from other WA local governments included within other receivables - Non-Current	5	74,901	76,376

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

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

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

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16. REVALUATION SURPLUS

	2022 Opening Balance	2022 Change in Accounting Policy	2022 Revaluation Increment	2022 Revaluation (Decrement)	Total Movement on Revaluation	2022 Closing Balance	2021 Opening Balance	2021 Revaluation Increment	2021 Revaluation (Decrement)	Total Movement on Revaluation	2021 Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	134,591,029	0	0	0	0	134,591,029	125,301,529	9,289,500	0	9,289,500	134,591,029
Revaluation surplus - Buildings	40,570,952	0	0	0	0	40,570,952	35,510,144	5,060,808	0	5,060,808	40,570,952
Revaluation surplus - Furniture and equipment	206,609	0	0	0	0	206,609	206,609	0	0	0	206,609
Revaluation surplus - Plant and equipment	2,948,368	0	0	0	0	2,948,368	2,948,368	0	0	0	2,948,368
Revaluation surplus - Joint Venture in Murrumbidgee Regional Council	1,968,802	0	1,878,356	0	1,878,356	3,847,158	2,123,044	0	(154,242)	(154,242)	1,968,802
Revaluation surplus - Joint Venture in Tamala Park Regional Council	529	0	1,662,415	0	1,662,415	1,662,944	529	0	0	0	529
Revaluation surplus - Infrastructure - Roads	81,580,765	0	0	0	0	81,580,765	81,580,765	0	0	0	81,580,765
Revaluation surplus - Infrastructure - Footpaths	12,870,701	0	0	0	0	12,870,701	12,870,701	0	0	0	12,870,701
Revaluation surplus - Infrastructure - Right of Way	5,142,685	0	0	0	0	5,142,685	5,142,685	0	0	0	5,142,685
Revaluation surplus - Infrastructure - Drainage	3,073,843	0	0	0	0	3,073,843	3,073,843	0	0	0	3,073,843
Revaluation surplus - Other Infrastructure Assets	2,607,101	0	0	0	0	2,607,101	2,607,101	0	0	0	2,607,101
	285,561,384	0	3,340,771	0	3,340,771	288,902,155	271,365,318	14,350,308	(154,242)	14,196,066	285,561,384

Movements on revaluation of property, plant and equipment (including infrastructure) are not able to be reliably attributed to a program as the assets were revalued by class as provided for by AASB 116 Aus 40.1.

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17. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Cash and cash equivalents	3	7,585,863	10,330,919	6,834,701
Restrictions				
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents	3	2,000,000	835,224	4,512,947
- Financial assets at amortised cost	4	9,712,461	9,495,695	9,933,321
		11,712,461	10,330,919	14,446,267
The restricted financial assets are a result of the following specific purposes to which the assets may be used:				
Restricted reserve accounts	27	11,701,461	9,495,695	11,931,460
Shares in unlisted corporation - North Perth Community Financial Services L		11,000	11,000	11,000
Payable to Leederville Garden		0	0	1,079,664
Contract liabilities from contracts with customers		671,326	0	497,633
Capital grant liabilities from transfers for recognisable non financial assets		1,356,035	0	926,511
Total restricted financial assets		13,739,822	9,506,695	14,446,267
(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities				
Net result		(1,346,406)	(6,111,953)	(472,545)
Non-cash items:				
Change in Equity Local Govt House Trust		(1,999)	0	(1,292)
Depreciation/amortisation		11,802,017	14,068,923	12,061,727
(Profit)/loss on sale of asset		(9,524)	(1,056,721)	1,329,200
Share of profits of associates		(7,288,446)	(833,333)	(1,435,089)
Net Share of Interests in Joint Arrangement		(787,429)	0	258,307
Changes in assets and liabilities:				
(Increase)/decrease in trade and other receivables		339,608	4,116,723	(343,731)
(Increase)/decrease in other assets		(667,585)	0	(1,035,411)
(Increase)/decrease in inventories		(4,448)	0	(10,106)
Increase/(decrease) in trade and other payables		(825,528)	(103,508)	1,316,507
Increase/(decrease) in employee related provisions		494,399	442,485	465,210
Increase/(decrease) in other liabilities		603,215	(355,700)	889,854
Non-operating grants, subsidies and contributions		(2,394,594)	(7,249,525)	(1,328,718)
Net cash provided by/(used in) operating activities		(86,720)	2,917,391	11,693,914
(c) Undrawn Borrowing Facilities				
Credit Standby Arrangements				
Credit card limit		60,000	50,000	0
Total amount of credit unused		60,000	50,000	0
Loan facilities				
Loan facilities - current		(1,424,524)	0	(930,732)
Loan facilities - non-current		(12,310,595)	0	(6,986,233)
Total facilities in use at balance date		(13,735,119)	0	(7,916,965)
Unused loan facilities at balance date		0	0	0

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18. CONTINGENT LIABILITIES

In compliance with the Contaminated Sites Act 2003, the City has listed sites to be possible sources of contamination. Details of the sites are:

Mindarie Regional Council (MRC)

In February 2020, MRC received its first Mandatory Auditor's Report (MAR) as requested by the Department of Water and Environmental Regulation (DWER) in respect to the Tamala Park Waste Management Facility site.

Among other things, the purpose of the MAR is to confirm that earlier investigations adequately characterised the contamination status of the site and whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site.

The MRC received a second iteration of the MAR in November 2021, which has further assessed the contamination status of the site. In reaching their conclusion, the independent auditor has evaluated the information contained in the investigative reports as generally complete, accurate and compliant with the relevant guidelines. Also, the assessments were sufficient to define the potential extent and types of contamination.

The auditor has determined, based on the analysis contained in the assessed reports, that the site remains suitable for ongoing use as a Class II landfill ('source site'). Likewise, the affected site to the north of the facility remains suitable for its current use as a development buffer zone ('affected site'). A summary of findings for the source site are listed below:

Source site:

- All soils samples returned results below established criteria.
- Groundwater results indicate impact to the aquifer immediately below the landfill levels above relevant drinking water established criteria, although some results are reflective of naturally occurring conditions. Groundwater on site remains suitable for controlled industrial use on site without an unacceptable risk.
- Landfill gas results indicate that the existing extraction system is working effectively, with negligible detection of landfill gas outside the extraction network.

Affected site:

- Groundwater results indicate some contaminants above relevant drinking water established criteria but not criteria for non-potable uses. Elevated levels of some identified contaminants are also known to occur naturally in the local environment.
- No landfill gas detected outside the site boundary.

Currently, DWER has classified the site as "Contaminated – Remediation Required" and the affected site as "Contaminated – Restricted Use".

The MAR report received in November 2021 required further investigation to confirm 2 main areas:

- Adequacy of the landfill gas monitoring network and assessment of the potential for off site migration of landfill gas
- On going assessment of landfill gas and groundwater as part of the ongoing Site Management Plan to inform long term trends and need for mitigation measures.

Since receiving the MAR in November 2021:

Groundwater monitoring

The MRC has commissioned 2 rounds of groundwater testing (December 2021 and June 2021), with the final report on the testing received August 2022. One of the report's conclusions were based on the groundwater monitoring results in 2021, no significant changes to the overall risk profile at the TPWMF, buffer zone and nearby residential development have been identified, compared to the 2020 assessment. This report also recommended ongoing monitoring required and the recommendation to rationalise the groundwater monitoring network and the number of analytical suites included in each sampling round.

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18. CONTINGENT LIABILITIES (Continued)

Site management plan (SMP)

A SMP was developed and received in May 2022 for the MRC. The SMP is required to provide a management plan for the site to ensure that potential risks associated with soil, landfill gas and groundwater contaminants are appropriately managed for the ongoing use of the site as a landfill facility and leachate management. There are no specific "results" from this plan. This Plan remains an evolving document that addresses the overall management of landfill gas and groundwater based on the latest advice.

Landfill gas monitoring

The most recent gas monitoring report was obtained in Sept 2021 this covered 3 sampling rounds (January to March 2021). One of the report's conclusions were "Under the current site conditions (i.e. active landfill gas extraction and continuous landfill gas monitoring in the workshop), the risks to the site's workers and off-site residents from landfill gas are considered Low. The risks to site's infrastructure and terrestrial ecosystem is however considered Negligible." Gas testing was also conducted in December 2021 and October 2022, however, the MRC has not yet received the gas monitoring report for these test.

At this time, the MRC has no new information to suggest that an additional landfill rehabilitation provision is required to address any specific remediation requirements, nor do the recommendations from groundwater or gas reports recommend any such action.

19. CAPITAL COMMITMENTS

	2022	2021
	\$	\$
Contracted for:		
- capital expenditure projects	766,347	1,491,819
- plant & equipment purchases	1,989,585	163,255
	2,755,932	1,655,074
Payable:		
- not later than one year	2,755,932	1,655,074

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20. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Mayor E Cole			
Mayor's annual allowance	63,354	64,000	63,354
Meeting attendance fees	31,149	34,258	31,150
Child care expenses	0	222	0
Other expenses	30	56	499
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	1,242	55	0
	98,275	101,091	97,511
Deputy Mayor S Gontaszewski			
Deputy Mayor's annual allowance	15,838	16,000	15,838
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	41,568	41,675	41,576
Cr A Castle			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr J Topelberg			
Meeting attendance fees	6,744	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	6,744	0	25,738
Cr D Loden			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	833	222	0
Other expenses	0	56	100
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	26,562	25,675	25,838
Cr A Wallace			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr J Hallett			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr S Smith			
Meeting attendance fees	0	0	0
Meeting attendance fees	6,744	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	6,744	0	25,738
Cr J Fotakis			
Meeting attendance fees	0	0	0
Meeting attendance fees	7,119	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	7,119	0	25,738

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20 RELATED PARTY TRANSACTIONS (continued)

Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Cr R Alexander			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
Cr S Worner			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
Cr R Ioppolo			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
	321,161	322,500	319,356
Fees, expenses and allowances to be paid or reimbursed to elected council members.			
	2022 Actual \$	2022 Budget \$	2021 Actual \$
Mayor's annual allowance	63,354	64,000	63,354
Deputy Mayor's annual allowance	15,838	16,000	15,838
Meeting attendance fees	217,363	217,000	216,990
Child care expenses	833	2,000	0
Other expenses	30	500	599
Annual allowance for ICT expenses	22,500	22,500	22,575
Travel and accommodation expenses	1,242	500	0
20(b)	321,161	322,500	319,356

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the City during the year are as follows:

	2022 Actual \$	2021 Actual \$
Short-term employee benefits	845,757	844,957
Post-employment benefits	79,930	73,562
Employee - other long-term benefits	14,380	9,590
Council member costs	321,161	319,356
20(a)	1,261,228	1,247,465

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

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20. RELATED PARTY TRANSACTIONS (continued)

(c) Transactions with related parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2022 Actual	2021 Actual
	\$	\$
Sale of goods and services	69,938	64,555
Purchase of goods and services	1,332,404	2,368,298
COVID 19 relief grant funding	0	68,559
Investments in associates:		
Distributions received from investments in associates	833,334	750,000
Amounts outstanding from related parties:		
Trade and other receivables	0	715
Amounts payable to related parties:		
Trade and other payables	65,601	231,984

(d) Related Parties

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

An associate person of KMP was employed by the City under normal employment terms and conditions.

Any entity that is controlled by or over which KMP, or close family members of KMP, have authority and responsibility for planning, directing and controlling the activity of the entity, directly or indirectly, are considered related parties in relation to the City.

iii. Entities subject to significant influence by the City

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

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21. INVESTMENT IN ASSOCIATES

(a) Net assets

Mindarie Regional Council (MRC)
Tamala Park Regional Council (TPRC)

2022	2021
\$	\$
9,668,427	1,961,040
4,542,991	4,580,774
14,211,418	6,541,814

Mindarie Regional Council

The Mindarie Regional Council was formally constituted in December 1987. The City of Vincent (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) is a member of the Mindarie Regional Council. The primary function of the Regional Council under the constitution agreement is for the orderly and efficient treatment and / or disposal of waste. City of Vincent is a participant in the Mindarie Regional Council and has a one twelfth (1/12) equity in the land and assets of the refuse facility as per the constitution agreement (dated 25 November 1996) that recognises the City as a member of the Mindarie Regional Council.

The City's interest in the MRC joint arrangement is represented by the following breakdown of the joint arrangement's financial position (1/12 share).

The valuation as shown below is, at the time of preparation of these statements.

	2022	2021
	\$	\$
Current Assets	4,190,124	3,543,905
Non-Current Assets	7,966,555	7,549,429
Total Assets	12,156,680	11,093,334
Current Liabilities	467,148	1,206,640
Non-Current Liabilities	2,021,104	7,925,654
Total Liabilities	2,488,252	9,132,294
Net Assets	9,668,427	1,961,040

Tamala Park Regional Council

The City is a participant (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) in the operations of Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City of Vincent has a one twelfth (1/12) equity in the assets and liabilities of the development as well as a one twelfth (1/12) equity in the assets and liabilities of TPRC as the operator of the development, and a one twelfth (1/12) share in the asset of the land held for development.

The City's interest in the TPRC joint venture is represented by the following breakdown of the joint venture's financial position (1/12 share).

Tamala Park Regional Council

The City is a participant (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) in the operations of Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City of Vincent has a one twelfth (1/12) equity in the assets and liabilities of the development as well as a one twelfth (1/12) equity in the assets and liabilities of TPRC as the operator of the development, and a one twelfth (1/12) share in the asset of the land held for development.

The City's interest in the TPRC joint arrangement is represented by the following breakdown of the joint arrangement's financial position (1/12 share).

	2022	2021
	\$	\$
Current Assets	4,423,253	4,472,348
Non-Current Assets	148,836	143,560
Total Assets	4,572,089	4,615,908
Current Liabilities	18,041	35,031
Non-Current Liabilities	11,057	103
Total Liabilities	29,097	35,134
City has received consideration from the customer.	4,542,991	4,580,774

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21. INVESTMENT IN ASSOCIATES (continued)

	2022	2021
	\$	\$
(b) Change in Equity		
Investment in Mindarie Regional Council		
Opening Balance	1,961,040	2,360,950
Changes on Revaluation of Non-Current Assets	1,678,356	(154,242)
Net Share of Interests in Mindarie Regional Council	6,029,031	(245,668)
Closing Balance (Based on audited financials)	9,668,427	1,961,040
Investment in Tamala Park Regional Council		
Opening Balance	4,580,774	3,908,324
Proceeds from Sale of Land	2,524,056	2,492,783
Land Development Expenses	(1,736,627)	(1,057,694)
	787,429	1,435,089
Proceeds Distribution	(833,334)	(750,000)
Net Share of Interests in Tamala Park Regional Council - Retained surplus	(57,406)	(47,714)
Net Share of Interests in Tamala Park Regional Council - Members Equity	65,527	35,075
	8,121	(12,639)
Closing Balance (Based on audited financials)	4,542,991	4,580,774
Net Share of Interests in Mindarie Regional Council	6,029,031	(245,668)
Net Share of Interests in Tamala Park Regional Council - Retained surplus	(57,406)	(47,714)
Net Share of Interests in Tamala Park Regional Council - Members Equity	65,527	35,075
Net Share of Tamala Park Land in Tamala Park Regional Council**	1,251,293	
	7,288,445	(258,307)
Non Current Assets		
Interest in TPRC Joint Arrangement	4,542,991	4,580,774
	4,542,991	4,580,774

** The City recognised its share of Inventory (Tamala Park Land - Developed land and land under construction -Note 6) based on its equity in Tamala Park Regional Council as at 30 June 2022.

SIGNIFICANT ACCOUNTING POLICIES

Investment in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Investment in associates (Continued)

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate. When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

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22. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rates	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits, investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate %	Carrying Amounts \$	Fixed Interest Rate \$	Variable Interest Rate \$	Non Interest Bearing \$
2022					
Cash and cash equivalents	0.92%	7,585,863	3,946,244	544,818	3,094,801
Financial assets at amortised cost	2.00%	18,500,000	18,489,000	0	11,000
2021					
Cash and cash equivalents	0.13%	6,834,701	0	3,078,272	3,756,429
Financial assets at amortised cost	0.23%	19,022,321	19,011,321	0	11,000

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2022	2021
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	5,448	30,783

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 26(a).

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22. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other Receivables

The City's major receivables comprise rates annual charges and user fees and charges. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land, that is, the land can be sold to recover the debt. The City is able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2021 or 1 July 2022 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables. Housing prices and unemployment rates have been identified as the most relevant factor in repayment rates, and accordingly adjustments are made to the expected credit loss rate based on these factors.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total	Note
30 June 2022						
Trade and other receivables						
Expected credit loss	0.03%	0.09%	0.10%	0.22%		
Gross carrying amount	560,667	122,271	63,450	2,887,993	3,634,382	
Loss allowance	19,390	11,507	6,148	637,850	674,895	5
30 June 2021						
Trade and other receivables						
Expected credit loss	0.04%	0.10%	0.10%	0.21%		
Gross carrying amount	514,496	97,573	54,162	2,671,202	3,337,433	
Loss allowance	22,130	9,643	5,441	554,208	591,422	5

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22. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

The loss allowances for trade receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Rates receivable		Trade and other receivables		Contract Assets	
	2022 Actual	2021 Actual	2022 Actual	2021 Actual	2022 Actual	2021 Actual
Opening loss allowance as at 1 July	\$ 0	\$ 0	\$ 591,422	\$ 614,598	\$ 0	\$ 0
Increase in loss allowance recognised in profit or loss during the year	0	0	83,473	0	0	0
Receivables written off during the year as uncollectible	0	0	0	(23,176)	0	0
Closing loss allowance at 30 June	0	0	674,895	591,422	0	0

Trade receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

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22. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 17(c).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2022					
Trade and other payables	6,698,767	0	0	6,698,767	7,193,461
Borrowings	1,847,337	8,770,109	5,221,959	15,839,405	13,735,119
Lease liabilities	70,601	0	0	70,601	70,601
	8,616,705	8,770,109	5,221,959	22,608,773	20,999,181
2021					
Trade and other payables	7,612,076	0	0	7,612,076	8,018,986
Borrowings	2,518,639	5,001,632	2,584,025	10,104,297	7,916,965
Lease liabilities	92,839	70,601	0	163,440	163,440
	10,223,554	5,072,233	2,584,025	17,879,813	16,099,391

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23. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

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

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Instruments held for trading are classified as current or non-current based on the City's intentions to realise for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (Single) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unfettered) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market prices information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the proceeds from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest expenses

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost, except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's cash-generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash-generating specialised assets that are measured under the revaluation model, such as made, owned, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regularity to ensure the carrying value does not differ materially from that which would be determined using fair value at the end of the reporting period.

k) Initial application of accounting standards

During the current year, no new or revised Australian Accounting Standards and Interpretations were adopted, became mandatory and were applicable to its operations.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2020-2 Amendments to Australian Accounting Standards - Annual Improvements 2019-2020 and Other Amendments
- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates
- AASB 2021-7 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

It is not expected these standards will have an impact on the financial report.

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CITY OF VINCENT
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24. FUNCTION AND ACTIVITY

(a) Service objectives and descriptions

City operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objective	Description
Governance To provide a decision making process for the efficient allocation of scarce resources.	This schedule details costs and revenues associated with Governance of the City. These include Members of Council and other costs involved in supporting members and governing the City.
General purpose funding To collect revenue to allow for the provision of services.	This schedule records details of rate revenue and general purpose grants allocated by the WA Local Government Grants Commission as well as expenditures associated with this (rates collection, investment of funds).
Law, order, public safety To provide services to help ensure a safer and environmentally conscious community.	This program covers costs associated with animal control, fire prevention and other law, order and public safety services generally associated with local law control.
Health To provide an operational framework for environmental and community health.	This program covers health administration and inspection, child health clinics, immunisation clinics, food control and pest control services.
Education and welfare To provide services to disadvantaged persons, the elderly, children and youth.	The major costs in this program relate to staff involved in coordinating welfare, disability and youth services and donations to various community welfare groups serving the City. The costs of maintaining pre-school premises are also included.
Community amenities To provide services required by the community.	This program covers activities of household refuse and recycling, other sanitation including public litter bins and bulk rubbish collections as well as town planning and regional development administration, protection of the environment and bus shelters and street furniture.
Recreation and culture To establish and effectively manage infrastructure and resources which will help the social well being of the community.	This program covers activities associated with public halls, recreation administration, sportsgrounds, parks and reserves. Beatty Park Leisure Centre, Vincent Library and cultural activities are included.
Transport To provide safe, effective and efficient transport services to the community.	The principal operating areas here relate to maintenance of paths, drains, street cleaning, verges and medians, roads and kerbs, rights of way, crossovers, street trees and road reserves. Parking control and operation of carparks is also covered.
Economic services To help promote the local government and its economic wellbeing.	This program covers costs associated with building control and area promotion.
Other property and services To monitor and control operating accounts.	This program is principally a clearing area where costs associated with public works overheads are accumulated and then subsequently dispersed to other expense areas. Other activities include general administration overheads, plant operation costs, insurance claims and properties held for civic purposes.

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CITY OF VINCENT
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24. FUNCTION AND ACTIVITY (Continued)

(b) Income and expenses

	2022 Actual \$	2022 Budget \$	2021 Actual \$
Income excluding grants, subsidies and contributions			
Governance	61,776	57,050	54,281
General purpose funding	37,215,755	37,581,248	36,611,948
Law, order, public safety	249,252	247,262	302,656
Health	384,194	333,242	352,660
Education and welfare	145,188	136,370	127,949
Community amenities	815,271	602,594	896,398
Recreation and culture	9,003,479	9,221,499	7,453,925
Transport	8,630,133	8,968,711	7,597,037
Economic services	265,499	1,111,958	320,711
Other property and services	9,285,802	446,132	1,650,657
	66,056,348	58,706,066	55,368,222
Grants, subsidies and contributions			
Governance	7,200		0
General purpose funding	1,632,455	570,000	1,108,969
Law, order, public safety	1,460	52,800	23,403
Health	1,259	3,300	3,791
Education and welfare	4,909	2,000	10,000
Community amenities	602,519	203,020	144,088
Recreation and culture	610,058	4,981,296	632,962
Transport	1,387,459	1,877,192	754,054
Economic services	726	331,800	812
Other property and services	34,031	38,500	35,723
	4,282,077	8,059,908	2,713,802
Total Income	70,338,425	66,765,974	58,082,024
Expenses			
Governance	(2,885,226)	(3,193,338)	(3,089,251)
General purpose funding	(632,607)	(716,799)	(600,000)
Law, order, public safety	(4,499,359)	(1,689,011)	(4,182,681)
Health	(1,617,516)	(1,768,032)	(1,549,610)
Education and welfare	(431,556)	(390,264)	(1,248,356)
Community amenities	(25,046,299)	(22,671,839)	(13,536,461)
Recreation and culture	(24,612,053)	(23,926,933)	(23,161,860)
Transport	(9,060,757)	(15,294,339)	(8,877,213)
Economic services	(618,505)	(660,253)	(556,230)
Other property and services	(2,280,952)	(2,567,119)	(1,752,907)
Total expenses	(71,684,830)	(72,877,927)	(58,554,569)
Net result for the period	(1,346,405)	(6,111,952)	(472,545)

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24. FUNCTION AND ACTIVITY (Continued)

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
(c) Fees and Charges			
Governance	22,389	300	216
General purpose funding	347,120	303,000	332,236
Law, order, public safety	231,504	236,950	282,870
Health	381,076	329,340	349,705
Education and welfare	95,860	92,750	85,809
Community amenities	754,984	582,865	837,247
Recreation and culture	8,236,064	8,394,311	6,468,029
Transport	8,629,860	8,135,852	7,596,810
Economic services	248,338	269,500	305,737
Other property and services	91,056	84,500	98,085
	19,038,250	18,429,368	16,356,743
(d) Total Assets			
General purpose funding	31,887,799	30,977,562	
Law, order, public safety	4,661,552	2,368,389	
Health	5,097,265	5,089,043	
Education and welfare	22,446,297	22,301,600	
Community amenities	4,948,095	6,514,632	
Recreation and culture	152,115,781	154,521,073	
Transport	198,693,099	195,645,060	
Economic services	0	211,870	
Other property and services	25,271,683	19,275,787	
	445,121,571	436,905,016	

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25. RATING INFORMATION

(a) General Rates

RATE TYPE		Rate in \$	Number of Properties	2021/22 Actual Rateable Value *	2021/22 Actual Rate Revenue	2021/22 Actual Interim Rates	2021/22 Actual Back Rates	2021/22 Actual Total Revenue	2021/22 Budget Rate Revenue	2021/22 Budget Interim Rate	2021/22 Budget Back Rate	2021/22 Budget Total Revenue	2020/21 Actual Total Revenue
Rate Description	Basis of valuation			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Residential	Gross rental valuation	0.07973	10,902	246,103,296	19,621,826	123,318	1,604	19,746,748	19,568,111	260,000	0	19,828,111	19,067,731
Other	Gross rental valuation	0.06718	1,622	124,304,935	8,350,806	153,848	10,084	8,514,738	8,369,858	10,000	0	8,379,858	8,337,055
Vacant Commercial	Gross rental valuation	0.12817	46	2,731,250	350,064	(13,027)	0	337,037	312,447	0	0	312,447	307,222
Vacant Residential	Gross rental valuation	0.076125	182	4,241,970	322,820	11,635	2,391	336,948	324,712	30,000	0	354,712	312,223
Sub-Total			12,752	377,381,451	28,645,616	275,773	14,079	28,935,469	28,575,128	300,000	0	28,875,128	28,054,230
Minimum payment													
Residential	Gross rental valuation	1,241.00	6,144	77,982,212	7,624,704	(41,154)	(813)	7,582,737	7,633,391	0	0	7,633,391	7,468,660
Other	Gross rental valuation	1,197.70	157	1,889,675	188,039	7,186	98	195,324	188,039	0	0	188,039	187,844
Vacant Commercial	Gross rental valuation	1,516.40	0	0	0	0	0	0	0	0	0	0	(2,022)
Vacant Residential	Gross rental valuation	1,170.00	185	2,105,090	218,450	14,931	(4,154)	227,228	183,690	0	0	183,690	238,714
Sub-Total			6,486	81,976,977	8,029,193	(19,036)	(4,869)	8,005,288	8,005,120	0	0	8,005,120	7,893,197
			19,238	459,358,428	36,674,809	256,737	9,210	36,940,757	36,580,248	300,000	0	36,880,248	35,947,427
Concessions on general rates (Refer note 25(b))								(116,028)				(135,000)	(127,861)
Total amount raised from general rates								36,824,729				36,745,248	35,819,565

* Rateable value is based on the value of properties at the time the rate is raised.

(b) Total Rates

36,824,729**36,745,248****35,819,565**

The entire balance of rates revenue has been recognised at a point in time in accordance with AASB 1058 Income for not-for-profit entities.

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25 RATING INFORMATION (Continued)

Rate or Fee and

Rate or Fee and Charge to which the Waiver or Concession is Granted	Circumstances in which the Waiver or Concession is Granted and to whom it was available	Objects of the Waiver or Concession	Reasons for the Waiver or Concession
Rates Waived	City's leased properties		Not-for-profit/Community and/or Sporting purposes

		Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Instalment Options	Date Due			
Option One				
Single full payment	27/08/2021	0.0	0.00%	7.00%
Option Two				
First instalment	27/08/2021	0.0	0.00%	7.00%
Second instalment	29/10/2021	8.0	5.50%	7.00%
Third instalment	07/01/2022	8.0	5.50%	7.00%
Fourth instalment	11/03/2022	8.0	5.50%	7.00%

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26. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual						Budget					
		New Loans		Principal		Repayments		New Loans		Principal		Repayments	
		Principal at 1 July 2020	During 2020-21	During 2020-21	Principal at 30 June 2021	During 2021-22	During 2021-22	Principal at 1 July 2021	During 2021-22	During 2021-22	Principal at 30 June 2022	During 2021-22	During 2021-22
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
246 Vincent Street DLOSC building		953,334	0	(94,342)	858,992	0	(95,706)	858,992	0	(95,706)	763,287	858,992	0
Lofus Centre Redevelopment		1,509,641	0	(174,346)	1,335,295	0	(185,745)	1,335,294	0	(185,745)	1,149,549	1,335,294	0
Underground Car Park Lofus Rec		556,623	0	(251,149)	305,474	0	(260,991)	305,474	0	(260,991)	44,483	305,474	0
Beatty Park Redevelopment		5,784,798	0	(367,594)	5,417,204	0	(388,291)	5,417,205	0	(388,291)	5,028,914	5,417,205	0
Strength Equipment- BPLC		0	0	0	0	0	0	0	407,898	(32,933)	374,965	0	407,898
Cardo Equipment- BPLC		0	0	0	0	0	0	0	460,466	(56,796)	403,702	0	460,466
Resource Recovery Facility		0	0	0	0	7,083,333	(334,447)	7,500,000	0	(346,441)	7,153,559	0	7,500,000
Total		8,804,396	0	(887,431)	7,916,965	7,083,333	(1,265,178)	15,416,965	868,366	(1,366,872)	14,918,459	868,366	(1,366,872)
Borrowing Interest Repayments													
Purpose	Note	Function and activity		Loan Number	Institution	Interest Rate	Actual for year ending 30 June 2022	Budget for year ending 30 June 2022	Actual for year ending 30 June 2021				
							\$	\$	\$				
246 Vincent Street DLOSC building		Recreation and culture	2B	WATC*	1.44%		(17,710)	(17,819)	(19,739)				
Lofus Centre Redevelopment		Recreation and culture	5	WATC*	6.35%		(87,695)	(88,677)	(100,237)				
Underground Car Park Lofus Rec		Recreation and culture	6B	WATC*	3.85%		(8,535)	(9,372)	(19,949)				
Beatty Park Redevelopment		Recreation and culture	10	WATC*	5.49%		(322,191)	(323,967)	(345,257)				
Strength Equipment- BPLC		Recreation and culture	12	WATC*	4.33%		0	(3,978)	0				
Cardo Equipment- BPLC		Recreation and culture	13	WATC*	4.48%		0	(3,691)	0				
Resource Recovery Facility		Community amenities	14	WATC*	1.26%		(111,827)	(104,673)	0				
Total							(547,958)	(552,147)	(485,181)				
Total Interest Repayments	2(b)						(547,958)	(552,147)	(485,181)				

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26. BORROWING AND LEASE LIABILITIES (Continued)

(b) New Borrowings - 2021/22

Particulars/Purpose	Institution	Loan Type	Term Years	Interest Rate %	Amount Borrowed		Amount (Used)		Total Interest & Charges	Actual Balance Unrepaid
					2022 Actual	2022 Budget	2022 Actual	2022 Budget		
Resource Recovery Facility	WATC*	Debentures	10	1.26%	7,083,333	7,500,000	(7,083,333)	(7,500,000)	453,621	0
					7,083,333	7,500,000	(7,083,333)	(7,500,000)	453,621	0

* WA Treasury Corporation

(c) Lease Liabilities

		Actual						Budget				
Purpose	Note	Principal at 1 July 2020	New Leases During 2020-21	Principal Repayments During 2020-21	Principal at 30 June 2021	New Leases During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022	Principal at 1 July 2021	New Leases During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022
EMV kits for Parking ticket machines		254,817	0	(91,377)	163,440	0	(92,839)	70,601	163,440	0	(92,839)	70,601
Total Lease Liabilities	4(b)	254,817	0	(91,377)	163,440	0	(92,839)	70,601	163,440	0	(92,839)	70,601
Lease Interest Repayments												
Purpose	Note	Function and activity	Lease Number	Institution	Interest Rate	Actual for year ending 30 June 2022	Budget for year ending 30 June 2022	Actual for year ending 30 June 2021	Lease Term			
EMV kits for Parking ticket machines		Law, order, public safety	E6N0162814	Maia Financial	1.60%	(1,801)	(1,801)	(3,263)	3 years			
Total Interest Repayments	2(b)					(1,801)	(1,801)	(3,263)				

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	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2021 Actual	2021 Actual	2021 Actual	2021 Actual
	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
27. RESERVE ACCOUNTS												
(a) Asset Sustainability Reserve	5,749,402	1,650,742	(2,116,212)	5,283,932	5,890,677	746,664	(2,726,156)	3,911,185	5,293,197	3,088,873	(2,632,668)	5,749,402
(b) Beatty Park Leisure Centre Reserve	102,096	802	0	102,898	102,048	789	0	102,837	101,218	878	0	102,096
(c) Cash in Lieu Parking Reserve	1,611,564	12,113	(166,103)	1,457,574	1,540,735	11,914	(441,000)	1,111,649	1,826,192	22,006	(336,634)	1,611,564
(d) Hyde Park Lake Reserve	160,649	2,995	0	163,644	160,575	1,242	0	161,817	159,269	1,380	0	160,649
(e) Land and Building Acquisition Reserve	300,049	1,593	0	301,642	299,910	2,319	0	302,229	297,471	2,578	0	300,049
(f) Leederville Oval Reserve	94,885	1,268	0	96,153	94,840	733	0	95,573	94,069	816	0	94,885
(g) Loftus Community Centre Reserve	37,219	441	0	37,660	37,204	288	0	37,492	36,901	318	0	37,219
(h) Loftus Recreation Centre Reserve	220,496	61,920	(63,075)	219,341	224,595	61,195	0	285,790	171,525	48,971	0	220,496
(i) 246 Vincent Street Building Reserve	311,925	1,532	(94,150)	219,307	288,445	2,230	(290,675)	0	401,156	3,475	(90,706)	311,925
(j) Parking Facility and Equipment Reserve	106,521	661	0	107,182	106,473	823	0	107,296	105,607	914	0	106,521
(k) Percent for Art Reserve	401,577	2,130	(70,800)	332,907	401,299	3,103	(374,227)	30,175	488,867	64,174	(151,464)	401,577
(l) Plant and Equipment Reserve	22,680	118	(22,667)	131	22,667	175	(22,667)	175	22,483	197	0	22,680
(m) POS reserve - General	0	653,071	0	653,071	0	1,461,333	(190,000)	1,271,333	0	0	0	0
(n) POS reserve - Haynes Street	159,265	36,495	0	195,760	159,194	36,476	(150,000)	45,670	0	159,265	0	159,265
(o) State Gymnastics Centre Reserve	119,423	12,173	0	131,596	120,783	12,078	0	132,861	110,197	9,226	0	119,423
(p) Strategic Waste Management Reserve	1,006,113	5,347	(982,312)	29,148	1,005,650	7,776	(982,312)	31,114	997,471	8,642	0	1,006,113
(q) Tamala Park Land Sales Reserve	1,093,870	836,491	0	1,930,361	593,697	837,924	0	1,431,621	340,902	752,968	0	1,093,870
(r) Underground Power Reserve	211,870	3,685	0	215,555	211,773	1,638	0	213,411	210,051	1,819	0	211,870
(s) Waste Management Plant and Equipment Reserve	221,856	1,743	0	223,599	221,752	1,715	0	223,467	219,949	1,907	0	221,856
	11,931,460	3,285,320	(3,515,319)	11,701,461	11,462,317	3,190,415	(5,177,037)	9,495,695	10,976,525	4,168,407	(3,213,472)	11,931,460

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

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27. RESERVE ACCOUNTS (continued)

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Anticipated date of use	Purpose of the reserve
(a) Asset Sustainability Reserve	Ongoing	For assisting Council in funding its long term asset management objectives and provide a means to spread the cost of intergenerational assets over multiple years.
(b) Beatty Park Leisure Centre Reserve	Ongoing	For the major upgrade and redevelopment of the Beatty Park Leisure Centre including the replacement or purchase of major plant, equipment, fixtures and fittings.
(c) Cash in Lieu Parking Reserve	Ongoing	This reserve is established from payment of cash-in-lieu of car parking from development applicants and is to be used for providing and/or upgrading existing and proposed Transport infrastructure as defined in the City's Parking and Access Policy 7.7.1.
(d) Hyde Park Lake Reserve	Ongoing	For works associated with the investigation, maintenance, remedial works and the rehabilitation of the Hyde Park Lakes and surrounds.
(e) Land and Building Acquisition Reserve	Ongoing	To ensure that proceeds of real assets disposed of are restricted to purchase other land and buildings for civic purposes.
(f) Leederville Oval Reserve	Ongoing	For the works associated with the maintenance, repairs, upgrade and replacement of Leederville Oval buildings, fixtures, fittings and associated land.
(g) Loftus Community Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(h) Loftus Recreation Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(i) 246 Vincent Street Building Reserve	Ongoing	For major building upgrade, maintenance, repairs, renovation and replacement of floorcovering, fixtures and fittings associated with the new Office Building and
(j) Parking Facility and Equipment Reserve	Ongoing	This reserve is for the purchase and replacement of parking ticket machines, provision and improvement of parking information systems, security lighting, improved pathways and associated infrastructure to access parking areas and associated works.
(k) Percent for Art Reserve	Ongoing	This reserve is funded from payment of public art contributions from development applicants and is to be used for the acquisition and provision of Public Art and associated infrastructure.
(l) Plant and Equipment Reserve	Ongoing	For the purchase of replacement plant and equipment associated with City's works.
(m) POS reserve - General	Ongoing	For the future development of public open space in the City.
(n) POS reserve - Haynes Street	Ongoing	For the future development of POS at Haynes Street.
(o) State Gymnastics Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(p) Strategic Waste Management Reserve	Ongoing	Investigation and implementation of integrated waste management strategies/programmes and initiatives, (including secondary waste treatment and costs associated with the redevelopment of Lot 118 Tamala Park).
(q) Tamala Park Land Sales Reserve	Ongoing	For future significant/major capital works, infrastructure, project or debt reduction programme for the benefit of the City.
(r) Underground Power Reserve	Ongoing	For the purpose of funding the City's contribution to approved underground power projects.
(s) Waste Management Plant and Equipment Reserve	Ongoing	For the purpose of replacing plant and equipment associated with the City's waste management, minimisation and recycling operations.

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28. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2021	Amounts Received	Amounts Paid	30 June 2022
	\$	\$	\$	\$
Leederville Gardens Inc. Trust	3,692,276	242,355		3,934,631
	3,692,276	242,355	0	3,934,631

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29. MAJOR LAND TRANSACTIONS

Tamala Park Regional Council – Development of Catalina Estate

(a) Details

The City is a participant (along with the Cities of Joondalup, Perth, Stirling, Wanneroo and the Towns of Cambridge and Victoria Park) in the operations of the Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop the Catalina Estate - approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City has a one twelfth (1/12) equity in the assets and liabilities of the development and the net proceeds of the land development; as well as a one twelfth (1/12) share in the asset of the lands held for development.

The City's share of the land sale proceeds at Tamala Park is \$2,524,056. The City's share of the development and selling costs is \$1,736,627 resulting in a net gain amount of \$787,429. This note should also be read in conjunction with Note 21 Interests in Associates.

(b) Current year transactions

	2022 Actual \$	2021 Actual \$
Operating Income		
- Proceeds from Sale of Land (distributed)	833,334	750,000
- Proceeds from Sale of Land (not distributed)	1,690,722	1,742,783
Capital Expenditure		
- Land Development Costs	(1,736,627)	(1,057,694)
Net proceeds	787,429	1,435,089

(c) Expected future cash flows

	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Total \$
Cash outflows					
- Development costs	(5,088,673)	(2,413,856)	(2,190,666)	(2,904,050)	(12,597,245)
	(5,088,673)	(2,413,856)	(2,190,666)	(2,904,050)	(12,597,245)
Cash inflows					
- Sale proceeds	5,013,045	4,744,462	5,037,014	5,503,308	20,297,829
	5,013,045	4,744,462	5,037,014	5,503,308	20,297,829
Net cash flows	(75,629)	2,330,606	2,846,348	2,599,258	7,700,584
	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	Total \$
Cash outflows					
- Development costs	(2,751,955)	(516,018)	(271,600)	(20,476)	(3,560,049)
	(2,751,955)	(516,018)	(271,600)	(20,476)	(3,560,049)
Cash inflows					
- Sale proceeds	6,609,530	3,739,413	389,156	0	10,738,099
	6,609,530	3,739,413	389,156	0	10,738,099
Net cash flows	3,857,575	3,223,395	117,556	(20,476)	7,178,050

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CITY OF VINCENT
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30. RATE SETTING STATEMENT INFORMATION

Note	2021/22 (30 June 2022 Carried Forward)	Budget (30 June 2022 Carried Forward)	2020/21 (30 June 2021 Carried Forward)
	\$	\$	\$
(a) Non-cash amounts excluded from operating activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with Financial Management Regulation 32.			
Adjustments to operating activities			
Less: Profit on asset disposals	10(c) (140,764)	(1,061,943)	(149,585)
Less: Share of net profit of associates and joint ventures accounted for using the equity method	(787,429)	(833,333)	(1,435,089)
Add: Loss on disposal of assets	10(c) 131,240	5,222	1,478,785
Add: Depreciation	10(a) 11,802,017	14,068,903	12,061,731
Non-cash movements in non-current assets and liabilities:			
Financial assets at amortised cost	(1,999)	0	(1,292)
Pensioner deferred rates	(9,941)	0	9,728
Employee benefit provisions	15,907	0	(15,754)
Infringement debtor provisions	26,470	0	(27,762)
Net Share of Interest in Associates	(7,288,445)	0	258,307
Non-cash amounts excluded from operating activities	3,747,058	12,178,869	12,179,067
(b) Non-cash amounts excluded from investing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with Financial Management Regulation 32.			
Adjustments to investing activities			
Movement in current unspent non-operating grants associated with restricted cash	0	0	600,000
Non-cash amounts excluded from investing activities	0	0	600,000
(c) Surplus/(deficit) after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with Financial Management Regulation 32 to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	27 (11,701,461)	(9,495,695)	(11,931,460)
Less: Shares transferred from non current to current asset	(11,000)	(11,000)	(11,000)
- Land held for resale	6 (1,204,276)		
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	14 1,424,524	1,631,739	930,732
- Current portion of lease liabilities	12(b) 70,601	92,839	92,839
Add: Rates outstanding Non-current	356,996	0	574,866
Add: Other assets Non-current	1,051,797	0	680,965
Add: Infringement debtors transferred to non current asset	1,530,743	1,000,513	1,436,572
Total adjustments to net current assets	(8,482,076)	(6,781,604)	(8,226,486)
Net current assets used in the Rate Setting Statement			
Total current assets	31,363,069	14,588,441	29,826,652
Less: Total current liabilities	(16,204,047)	(7,700,213)	(15,474,839)
Less: Total adjustments to net current assets	(8,482,076)	(6,781,604)	(8,226,486)
Net current assets used in the Rate Setting Statement	6,676,946	106,623	6,125,327

AUDIT COMMITTEE MINUTES**7 DECEMBER 2022**

NOTE: The Chairperson brought forward Item 5.5 for discussion.

5.5 AUDIT COMMITTEE MEETING DATES 2023

Attachments: 1. Proposed Audit Committee Dates 2023

RECOMMENDATION:

That the Audit Committee **ADOPTS** the meeting schedule for 2023 as follows:

Date	Time
Wednesday 1 March	4.00pm
Wednesday 3 May	4.00pm
Wednesday 28 June	4.00pm
Tuesday 8 August	4.00pm
Tuesday 3 October	4.00pm
Wednesday 29 November	4.00pm

Moved: Cr Ioppolo, Seconded: Cr Gontaszewski

That the Audit Committee **ADOPTS** the meeting schedule for 2023 as follows:

Date	Time
Thursday 2 March	4.00pm
Thursday 4 May	4.00pm
Thursday 29 June	4.00pm
Thursday 10 August	4.00pm
Thursday 5 October	4.00pm
Thursday 30 November	4.00pm

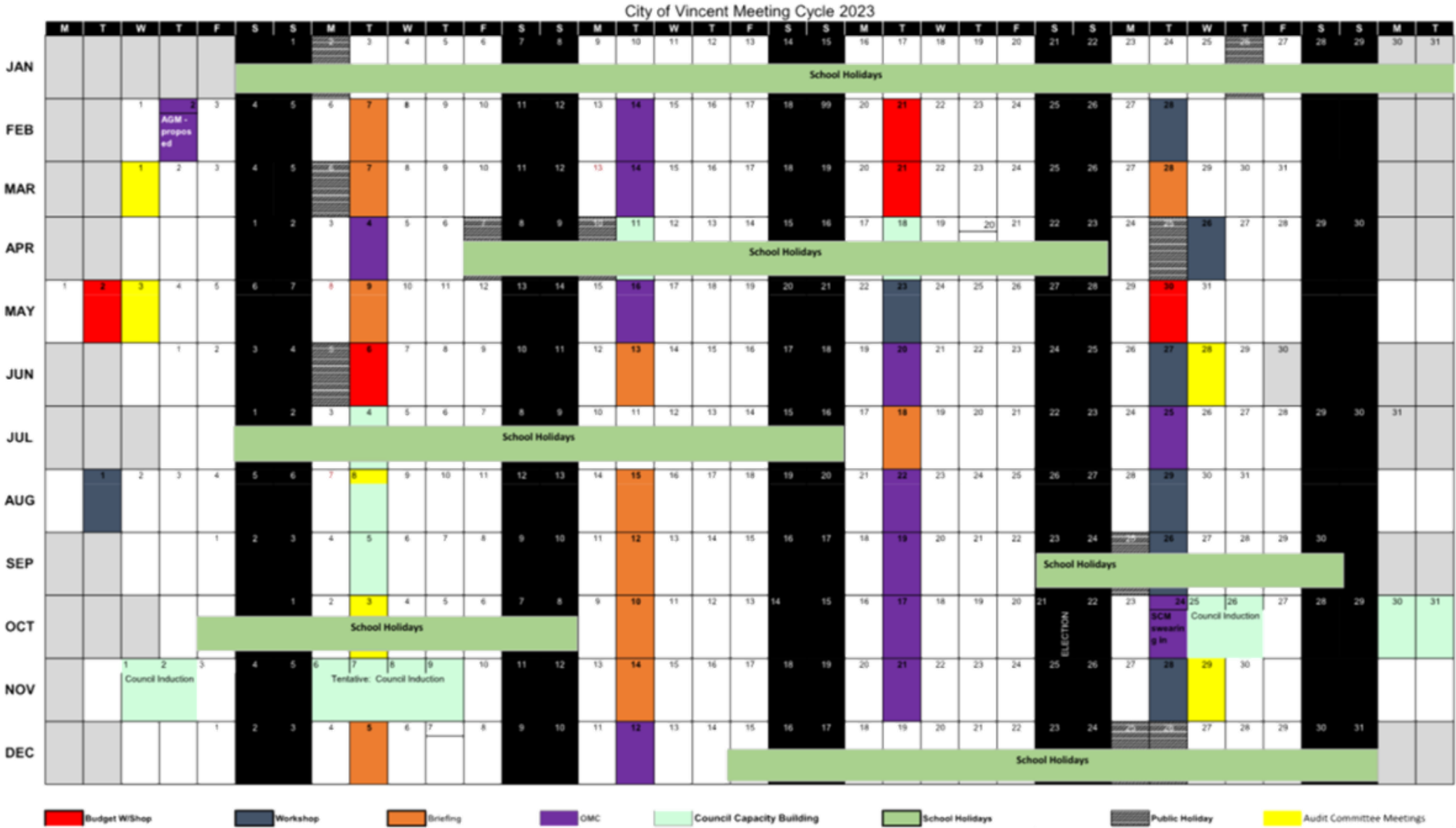
CARRIED (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)



AUDIT COMMITTEE MINUTES

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ITEMS APPROVED "EN BLOC":

The following Items were adopted unopposed and without discussion "*En Bloc*", as recommended:

COMMITTEE DECISION

Moved: Mr Araj, **Seconded:** Cr Gontaszewski

That the following unopposed items be adopted "*En Bloc*", as recommended:

Items 5.3, 5.4, 5.7 and 5.8

CARRIED (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

5.3 EXTERNAL AUDIT INTERIM MANAGEMENT LETTER 2021/22

Attachments: 1. Interim Audit Management Letter - 30 June 2022 - Confidential

RECOMMENDATION:

That the Audit Committee recommends to Council that it RECEIVES the external audit interim management letter for 2021/2022 at Attachment 1.

COMMITTEE DECISIONMoved: Mr Araj, Seconded: Cr Gontaszewski

That the recommendation be adopted.

CARRIED UNANIMOUSLY "EN BLOC" (5-0)**For:** Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj**Against:** Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

5.4 OFFICE OF THE AUDITOR GENERAL - FRAUD RISK MANAGEMENT - BETTER PRACTICE GUIDE

- Attachments:
1. Fraud Risk Management — Better Practice Guide
 2. Fraud and Corruption Prevention Plan

RECOMMENDATION:

That the Audit Committee recommends to Council that it:

1. RECEIVES the Western Australian Auditor General's Fraud Risk Management — Better Practice Guide, which was tabled in Parliament on 22 June 2022, at Attachment 1; and
2. NOTES that the City's Fraud and Corruption Prevention Plan, at Attachment 2, will be benchmarked against the requirements and guidance of the better practice guide as part of its annual review.

COMMITTEE DECISION

Moved: Mr Araj, **Seconded:** Cr Gontaszewski

That the recommendation be adopted.

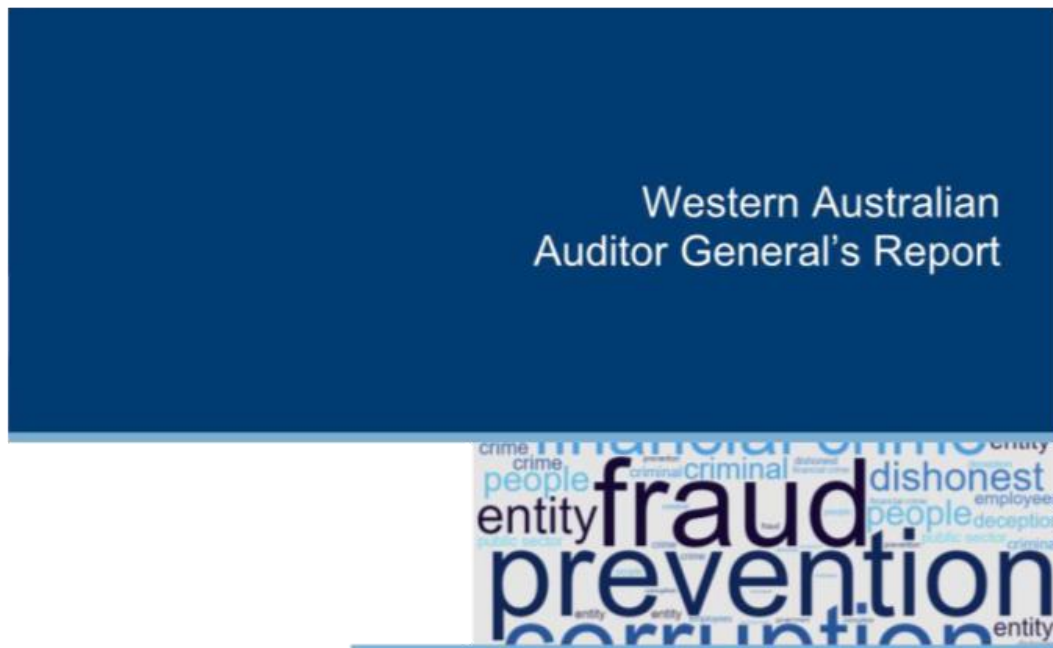
CARRIED UNANIMOUSLY "EN BLOC" (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)



Fraud Risk Management – Better Practice Guide



AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

Office of the Auditor General
Western Australia

Report team:

Carl Huxtable
Chiara Galbraith

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We can deliver this report in an alternative format for
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ISSN: 2200-1913 (print)
ISSN: 2200-1921 (online)

*The Office of the Auditor General acknowledges the traditional custodians throughout
Western Australia and their continuing connection to the land, waters and community. We
pay our respects to all members of the Aboriginal communities and their cultures, and to
Elders both past and present.*

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Fraud Risk Management
– Better Practice Guide**

Report 20: 2021-22
June 2022

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THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

FRAUD RISK MANAGEMENT – BETTER PRACTICE GUIDE

This report has been prepared for submission to Parliament under the provisions of section 23(2) and 24(1) of the *Auditor General Act 2006*.

Better practice checklists regularly feature in my Office's performance audit reports as a means of providing guidance to help the Western Australian public sector perform efficiently and effectively. This is the third comprehensive stand-alone better practice guide we have produced.

A handwritten signature in black ink, appearing to be 'C Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
22 June 2022

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Auditor General's overview

Fraud and corruption are ever present and growing threats to businesses, including the Western Australian public sector. As well as loss of funds, fraud and corruption can result in loss of confidence in government institutions. The community needs to have faith that the public sector is serving them well for democracy to work.

The social contract between taxpayer and Government is threatened when public money is misappropriated or other wrongdoing occurs. It strikes at the core of trust, accountability and transparency in Government.

Good governance is important to protect our power, water, justice and transport infrastructure, as well as our health, education and regulatory systems from ineffectiveness, inefficiency and of course failure to deliver what people need when they need it.

It is therefore critical that all levels of the Western Australian (WA) public sector commit to good governance to safeguard public assets from fraudulent or corrupt activity. To do this, every WA public sector entity must understand, in detail, the risks that occur generally within the public sector environment and the specific risks relevant to the activities they undertake.

A common motivator for most people who join the public sector is a desire to do a good job. To assist with this we develop and share guidance on better practice. The purpose of this Better Practice guide is to raise the standard of fraud and corruption control across the WA public sector. Parts 1 and 2 of this guide are aimed at decision makers, highlighting the importance of a fraud and corruption risk management program and the current state of fraud control in the WA public sector. Part 3 is aimed at guiding those responsible for developing and implementing an entity's fraud risk management program.

The guide follows the establishment of our Forensic Audit team as set out in my report of December 2021, its purpose being to uplift fraud resilience within the WA public sector. As has always been the case, public sector entities are responsible for the prevention and detection of fraud and corruption. This guide is intended to empower entities to do more to discharge their governance responsibilities by better controlling their risks of fraud and corruption.

We encourage entities to use this guide along with the tools and other available resources to manage the risk of fraud against their entity. While fraud risks cannot be eliminated, a robust and well-resourced fraud risk management program can minimise the likelihood and consequences of fraud events.

We thank the Commonwealth Fraud Prevention Centre for their generous support in helping develop this guide as well as McGrathNicol Advisory for their guidance. We also extend our appreciation to the State entities that provided valuable feedback on the draft guide.



Part 1: Introduction

1.1 About this guide

This Better Practice Guide aims to help Western Australian (WA) public sector entities to manage their fraud and corruption risks. It outlines why fraud and corruption risk management is important (Part 2) and provides practical guidance on the process of developing a fraud and corruption risk management program (Part 3).

The guide refers to a range of tools which are included in the appendices and available on our website (www.audit.wa.gov.au). The online tools will be updated as required.

1.2 Who should use this guide

This guide is intended for use by WA public sector entities (entities) and may be applicable to other organisations.

Parts 1 and 2 are intended for directors general, chief executive officers, managers and other key decision makers. Part 1 outlines the high-level principles entities should apply to fraud and corruption risk management and Part 2 highlights the importance of entities implementing an effective fraud and corruption risk management program.

Part 3 is for those tasked with fraud risk management within an entity. It aims to step them through the process of developing, executing and monitoring an entity's fraud and corruption risk management program.

Ultimately, preventing and detecting fraud and corruption is the responsibility of every person in the WA public sector, and as such, this guide may be relevant for all public sector employees.

1.3 What is fraud and corruption

Fraud and corruption involve a benefit being obtained through dishonesty and/or an abuse of position to the detriment of another person or entity (Figure 1). They can pose a risk to an entity's finances, reputation, and service delivery. More seriously, they go to the heart of trust and confidence in Government. In this guide, we use the term fraud to include corruption.



Source: OAG using information from the Victorian Auditor General's Office – *Fraud and Corruption Control* report, March 2018

Figure 1: Definitions of fraud and corruption

AUDIT COMMITTEE MINUTES

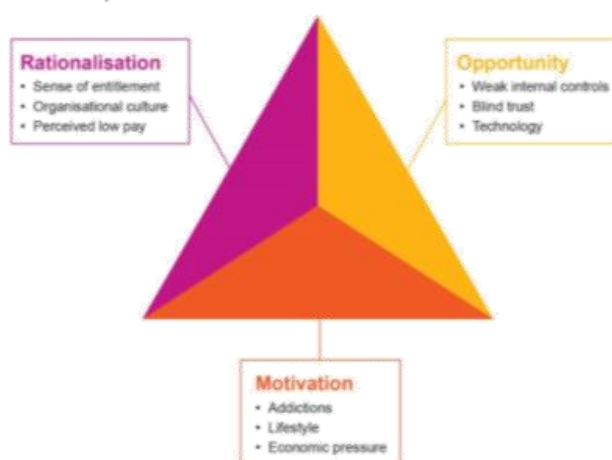
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Not all fraud can be prevented – every organisation, public or private, is vulnerable. A robust and rigorous fraud control system, with appropriate prevention and detection processes, can reduce the risk of fraud occurring and minimise losses.

To effectively fight fraud an entity must first acknowledge that fraud occurs and then seek to understand how and why it occurs. The fraud triangle (Figure 2) outlines 3 key elements that are generally present when fraud has occurred in an entity:

- **Opportunity** – a vulnerability within systems or processes is identified and exploited.
- **Motivation** – also referred to as pressure, is the reason someone commits fraud.
- **Rationalisation** – how someone justifies their fraudulent behaviour to themselves.

With the right mix of motivation, opportunity and rationalisation even the most trusted employee can be tempted to commit a fraudulent act.



Source: OAG adapted from Other People's Money¹

Figure 2: The fraud triangle

A fraudster's personal motivation and the ability to rationalise their behaviour is largely beyond an entity's control although, entities will benefit from being alert to and aware of behavioural red flags in respect of their staff and suppliers. The most effective way for an entity to manage its risk of fraud is by controlling the opportunity – implementing or enhancing controls aimed at preventing fraud or detecting it quickly if it does occur.

1.4 Fraud control principles

To build a robust and effective fraud risk management program requires 10 essential principles. Each of the following principles link to 1 or more stages of a better practice fraud risk management program as set out in this guide.

¹ Other People's Money: A Study in the Social Psychology of Embezzlement, Dr Donald Cressey, Free Press 1953.

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Strong leadership	An entity's leadership must model a commitment to fraud control, establishing a strong 'tone at the top' culture to demonstrate their personal commitment to operating with integrity and encouraging a 'finding fraud is good' mindset.
Recognise fraud as a business risk	Entities must acknowledge they are vulnerable to fraud. Fraud should be viewed and treated in the same way as an entity's other enterprise risks.
Adequate control resourcing	Entities should invest in appropriate levels of fraud control resourcing including specialist information system security management personnel.
Clear accountability for fraud control	Entities should establish clear personal accountabilities for fraud control at the governance, executive management and management levels.
Implement and maintain an effective fraud control system	An effective fraud control system (FCS) can reduce the opportunity for fraud. It needs to align with better practice guidance, be fully implemented, monitored and updated periodically.
Periodic assessment of fraud risks	Fraud risk assessments should be carried out periodically or whenever a significant change that affects the entity occurs.
Effective awareness raising program across the entity	To ensure employees recognise red flags for fraud, entities should establish an effective awareness program.
Open channels to report suspicions of fraud	To encourage whistle-blowers to come forward entities should support: <ul style="list-style-type: none"> • active reporting of fraud through accessible anonymised reporting channels • ensure that the entire workforce is aware of organisational expectations for reporting detected or suspected cases of fraud • ensure they have robust whistle-blower protection policies and procedure that includes assurance that victimisation of those who, in good faith, make such reports will not be tolerated.
Implement a fraud detection program	An effective fraud detection program that includes detection measures such as data analytics and post-transactional review are important.
Consistent response to fraud incidents	Rapid and robust response to suspected fraud events with effective investigation procedures will drive decisive action and result in better outcomes for detected fraud incidents. A strong and consistent response to all fraud events will send a strong message to the workforce that the entity will not tolerate fraud, no matter how minor.

Source: OAG

Table 1: Foundation principles for fraud control

1.5 Acknowledgements

We would like to express our appreciation to the entities and their employees who contributed to the development of this guide.

We also acknowledge and express our appreciation to the Commonwealth Fraud Prevention Centre (CFPC) and Standards Australia, who willingly shared their original intellectual property in the development of this guide, and McGrathNicol Advisory, who were engaged to provide technical expertise.

Part 2: Why develop a fraud risk management program

2.1 Overview

In this part of the guide, we outline why entities should develop a fit for purpose fraud risk management program. In summary:

- there are WA government requirements to implement integrity measures to protect the financial and reputational position of entities
- the financial, reputational and human impact on an entity and its employees when fraud occurs can be significant
- entities' fraud control maturity is not meeting best practice.

Fraud risk management has a critical role in preventing and promptly detecting fraud to minimise loss, retain trust in entities and protect employees.

2.2 Public sector requirements

Entities are required to consider their risks and implement protections.

Treasurer's Instruction (TI) 825 requires all WA State government entities to develop and implement a risk management program. The TIs state, where possible, entities' policies and procedures should be consistent with Australian Standards including:

- AS ISO 31000:2018 – *Risk management - Guidelines* (risk standard)
- AS 8001:2021 – *Fraud and corruption control* (fraud control standard).

Similarly, Regulation 17 of the Local Government (Audit) Regulations 1996 requires local government CEOs to review their entity's systems and procedures, including for risk management, to ensure they are effective and appropriate for the entity's needs.

In addition to these requirements, the Public Sector Commission encourages all entities to commit to implementing its *Integrity Strategy for WA Public Authorities 2020-2023*. This strategy includes the *Integrity Snapshot Tool* which enables entities to self-assess their current integrity position and help identify areas for improvement.

This guide is intended to aid all entities in the application of the above Australian Standards and is not a replication of them. Entities should obtain a copy of the above from Standards Australia or from an authorised distributor to ensure a full and proper understanding of the content and their compliance with them.²

2.3 Impact of fraud in the WA public sector

The Association of Certified Fraud Examiners Report to the Nations 2022, estimated that fraud losses in businesses, government and not-for-profits are approximately 5% of their

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annual turnover.³ If this estimate is an accurate reflection of actual fraud losses within the WA public sector, the impact on the people of WA, and the services to them, is considerable.

Fraud within the WA public sector is typical of instances in other jurisdictions and sectors where investigations regularly find deficiencies within entities' controls. These deficiencies may have been identified earlier if the entities had a robust and rigorous fraud risk management program in place.

The following is a short summary of some detected fraud events within the WA public sector in the last 15 years and the practical impact on service delivery. These incidents demonstrate that the WA public sector remains vulnerable to fraud by members of its own workforce as well as external fraudsters.

Fraud	The equivalent to
<ul style="list-style-type: none"> State government department executive Approved payments of false invoices to shell companies he controlled   \$27 million	90 public houses for vulnerable or low income people/families 
<ul style="list-style-type: none"> Radiographer Underreported income payable to the Department of Health   \$1.5 million	3 CT scanners 
<ul style="list-style-type: none"> Shire CEO Unauthorised credit card use and theft from municipal account   \$600,000	New fire unit 
<ul style="list-style-type: none"> State government department executive Approved payments of false invoices to shell companies he controlled   \$500,000	2 x-ray mammogram machine and 1 nurse's annual salary 
<ul style="list-style-type: none"> Contractor engaged by a metropolitan health service Provided benefits to an executive (travel, accommodation, meals and AFL grand final tickets)   \$100,000	1 nurse's annual salary 
<ul style="list-style-type: none"> Shire councillor contracted as a vehicle licence examiner Received payments for driving assessments that were not undertaken   \$50,000	Running cost of a medical centre in a regional area for 4 months 
<ul style="list-style-type: none"> Vehicle fleet coordinator Provided his friend with competitors' quotations and received \$3,400 worth of travel vouchers   \$3,400	Grants for healthy eating initiatives for local sporting clubs 

Source: OAG

Figure 3: Examples of known fraud in the WA public sector

³ Association of Certified Fraud Examiners, Occupational Fraud 2022: A Report to the Nations.

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The impact of fraud goes beyond financial and service delivery losses and includes:

- **Human impact:** Those who rely on government services (such as the elderly, the vulnerable, the sick and the disadvantaged) are often the ones most harmed by fraud, increasing the disadvantage, vulnerability and inequality they suffer.
- **Reputational impact:** When it is handled poorly, fraud can result in an erosion of trust in government and industries, and lead to a loss of international and economic reputation. This is particularly true when fraud is facilitated by corruption.
- **Industry impact:** Fraud can result in distorted markets where fraudsters obtain a competitive advantage and drive out legitimate businesses, affecting services delivered by businesses and exposing other sectors to further instances of fraud.
- **Environmental impact:** Fraud can lead to immediate and long-term environmental damage through pollution and damaged ecosystems and biodiversity. It can also result in significant clean-up costs.⁴
- **Organisational impact:** The impact of fraud on employees can be significant. It can lead to low morale, mistrust, inefficient additional oversight and ultimately staff leaving due to the entity's damaged reputation. It can also result in reduced efficiency and effectiveness of the entity's activities.

2.4 Status of fraud control maturity across the sector

In 2021, we conducted a high-level review of State government entities' fraud risk management. As reported in our *Forensics Audit Report – Establishment Phase*, we found many entities fell well short of better practice. We reported similar results in our 2013 report, *Fraud Prevention and Detection in the Public Sector*, and in our 2019 report, *Fraud Prevention in Local Government*. Significant work is required across the public sector to raise the standard of fraud risk management to a satisfactory level.

As part of our 2021 review we asked: "Has the entity completed an assessment of its fraud and corruption risks?" Set out at Table 2 is an analysis of the findings of that review.

Responses			
Assessment completed	Assessment in progress	Assessment not completed	Total
71	12	11	92

Source: OAG

Table 2: Number of entities who have completed an assessment of their fraud and corruption risks

We selected a sample of 12 entities for more detailed analysis. This further analysis highlighted several key themes as set out in Table 3 below:

Theme	Summary	Why it matters
Lack of a risk framework	Some entities did not have an overall risk framework that could be applied in the context of fraud risk.	An overall risk framework ensures consistency in approach to all the entity's identified risks.

⁴ Commonwealth Fraud Prevention Centre, *The total impacts of fraud* (accessed 17 May 2022).

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Theme	Summary	Why it matters
Entity size not an indicator of quality	Several larger entities provided insufficient details to show they had undertaken a fraud risk assessment. This suggests that inadequate resourcing is not the sole cause of poor fraud risk assessments being conducted.	The public sector collectively provides a diverse range of services and entities should apply a fit for purpose approach to their fraud risk assessment.
Lack of collaboration	Our analysis suggested a lack of collaboration with risk and process owners in the identification and analysis of the entity's fraud risks.	Collaboration is important because different employees bring different perspectives and experience.
No fraud risk register	Many entities did not have a fraud risk register, despite this being a requirement of their fraud control program.	Entities cannot efficiently monitor and review fraud risks if they have not been documented. The appropriate way to document an entity's fraud risks is in a fraud risk register.
Failure to assess fraud risk	It was clear from our analysis that a significant proportion of entities had not assessed their fraud risks. In many cases entities mistook a fraud control framework for a fraud risk assessment.	Entities must ensure they have a sound understanding of fraud risks that could impact their organisation – this can only be done by implementing a comprehensive process to identify, analyse and evaluate specific fraud risks that could impact the entity.
Data analytics not targeted	Entities had not identified and assessed relevant fraud risks prior to undertaking data analytics to identify fraudulent transactions.	Data analytics is a useful tool for the prevention and detection of fraud, but it requires discipline for it to be efficient and effective. Entities risk implementing inefficient and costly data analytics that are not effective for fraud risks specific to their entity.
Excessive generalisation	Fraud risks that were identified were excessively general rather than being linked to specific processes.	
Risk register limited to strategic risks	Fraud had been identified as an overall strategic risk; however, we saw little evidence that specific fraud risks were identified for individual business units or that a comprehensive fraud risk assessment had been undertaken across all parts of the organisation.	Entities must properly identify and define their vulnerabilities to enable implementation of effective controls.

Source: OAG

Table 3: Themes identified from survey of entities' fraud control maturity

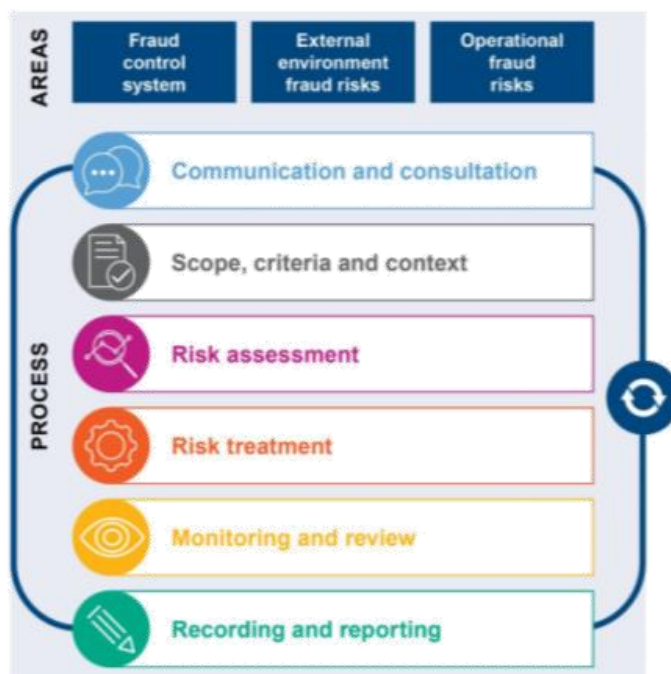
Part 3: How to develop a fraud risk management program

3.1 Overview

To effectively manage fraud risks, entities should develop and implement a robust and effective fraud risk management program. The program should be tailored to an entity's objectives, environment and risk profile and cover:

- the 3 areas where fraud vulnerabilities can be found (based on AS 8001:2021 – *Fraud and corruption control*) – section 3.2
- the 6-stage process to manage risks (based on AS ISO 31000:2018 *Risk management – Guidelines*) – section 3.3.

The diagram below is a simple illustration of the fraud risk management program.



Source: OAG based on AS 8001:2021 and AS ISO 31000:2018

Figure 4: Risk management process including 3 areas of fraud risks to consider

3.2 Where to look for fraud vulnerabilities

In accordance with AS 8001:2021, effective management of fraud risk requires a comprehensive examination of an entity's overall fraud control system (FCS), external threats and operational (or internal) activities.

Our survey of State government entities found that most entities who had taken steps to manage their risk of fraud only considered 1 of the 3 vulnerability areas and none provided evidence that they had considered all 3.

The following is a brief overview of the 3 areas of fraud vulnerability. Whilst we have focused the fraud risk management process that follows at 3.3 on operational risks, it can be applied to the other 2 areas of fraud vulnerability.

A fraud control system is the tools and techniques used to mitigate an entity's fraud risks. When considering fraud risks, analysing the existing control environment is important to assess how closely it aligns to better practice.

AS 8001:2021 – *Fraud and corruption Control* Clause 2.10 identifies 4 elements for an FCS: foundation, prevention, detection and response, examples of these are included in the table below:

FCS elements	Overview
Foundation	Adequate resourcing to implement a multi-faceted approach to managing fraud risks. Examples include specialist resourcing, awareness training, risk management, information security management systems.
Prevention	Prevention controls are the most common and cost-effective way to mitigate fraud. Examples include an integrity framework, internal controls, workforce screening, physical security.
Detection	Detection controls can help to identify when fraud has occurred but are not as cost-effective as preventative measures. Examples include post-transactional review, data analytics, whistle-blower management.
Response	Response controls can assist the entity to respond to a fraud incident after it has occurred and are the least cost-effective, however can significantly reduce the impact of present and future frauds. Examples include investigation, disciplinary procedures, crisis management, recovery.

Source: OAG based on AS 8001:2021 – *Fraud and corruption control* Clause 2.10

Table 4: Elements of a fraud control system

Entities may not have formally documented their FCS, but it is likely they have several existing controls.

Designing and implementing a robust fraud risk management program will inevitably strengthen an entity's FCS. It is for this reason it is recommended an entity assess their FCS against better practice prior to undertaking the fraud risk management process.

The fraud control standard (Clause 2.10) sets out an approach to developing and implementing an entity's FCS and a structure for documenting it. Appendix 3 is a tool for entities to benchmark their current FCS maturity against the fraud control standard.

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Updating the fraud control system documents throughout the fraud risk management process assists entities to monitor their increased maturity.

External threats come from outside an entity and are largely beyond their control. The fraud control standard recommends entities consider the 6 external factors that can impact an organisation, known as the PESTLE model. The model is explained in the table below and a complete tool is provided in Appendix 4:

PESTLE factor	Overview
Political	To identify the political situation of the country, State or local government area in which the entity operates, including the stability and leadership of the government, whether there is a budget deficit or surplus, lobbying interests and local, regional, national or international political pressure.
Economic	To determine the economic factors that could have an impact on the entity including interest rates, inflation, unemployment rates, foreign exchange rates and monetary or fiscal policies.
Social	To identify the expectations of society by analysing factors such as consumer demographics, significant world events, integrity issues, cultural, ethnic and religious factors, and consumer opinions.
Technological	To identify how technology, including technological advancements, social media platforms and the role of the internet more broadly, is affecting or could affect the entity.
Legal	To identify how specific legislation, including industry specific regulations, and case law are affecting or could affect the entity's future operations.
Environmental	To identify how national and international environmental issues are affecting or could affect the entity.

Source: OAG based on AS 8001:2021 – *Fraud and corruption control*, Clause 2.9

Table 5: External factors that can impact an entity

Operational fraud risks are the fraud risks associated with an entity's day-to-day operations. There will be risks that are common to all entities (e.g. procurement, payroll, asset management) and those that are entity specific (e.g. property development, grant administration, major projects). Operational risks will also include changes in function or activity (e.g. new government initiative, creation of a relief fund in response to a natural disaster). The following section, Fraud risk management process, is focused on managing your operational fraud risks and discusses this in more detail. We also provide further tools in the appendix to assist with better managing them.

3.3 Fraud risk management process

In this section we have mapped out the 6 stages in the risk management process as summarised in Figure 4 above. It is not a linear process; each stage will connect to others at different times throughout the risk management cycle.

We describe the stages and introduce several tools which can be used to assist in developing an effective fraud risk management program. The complete tools are included in the appendices and are available on our website. These tools are not an exhaustive list, there are many tools available (free and for a fee) and entities should determine which ones best suit their needs.

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Communication and consultation

To effectively identify fraud risks within an entity's processes and systems, it is essential that the people who best know and run or control the business processes and business area are adequately engaged throughout the fraud risk management process. Entities should also consider if subject matter experts need to be engaged, such as information system security specialists.



Communication and consultation are intended:

*"...to assist stakeholders in understanding risk, the basis on which decisions are made and the reasons why particular actions are required."*⁵

Employees can feel challenged when asked to respond to questions or contribute to discussions about fraud risks – they may feel that considering this issue with them or in their presence is, in effect, calling their integrity into question. Those tasked with the fraud risk management program should keep the people they need engaged and at ease throughout the process to ensure the best outcome.

Communication and consultation	Better practice
Promote awareness and understanding of fraud risks	<ul style="list-style-type: none"> Implement multimodal training programs specific to fraud risks – "What is a fraud risk" Effectively communicate to employees that the objective is to protect the integrity of the entity and employees
Bring different expertise together throughout the process using effective mechanisms	<ul style="list-style-type: none"> Engage different levels of expertise and experience to bring various perspectives Use a variety of communication methods such as emails, workshops, one-on-one interviews and surveys to obtain a wide range of feedback and opinions
Build a sense of inclusiveness and ownership for process owners (e.g. one-on-one interviews, focus groups)	<ul style="list-style-type: none"> Use fraud risk workshops to obtain "buy in" from process operators and owners Invite all relevant employees, regardless of seniority, to attend a workshop
Obtain sufficient knowledge from relevant stakeholders of business processes to facilitate fraud oversight and decision making	<ul style="list-style-type: none"> Facilitate fraud risk workshops to discuss and map business processes and internal controls Ask attendees to consider "what could go wrong?" in processes they engage with or manage Identify areas of fraud risk in a process map that requires internal controls
Engage with relevant stakeholders to obtain feedback and information to support decision-making	<ul style="list-style-type: none"> Structure emails and/or surveys that focus on fraud risks for specific processes Adopt appropriate modes of communication

Source: OAG

Table 6: Better practice examples of the communication and consultation stage

⁵ AS ISO 31000:2018 *Risk management - Guidelines* Clause 6.2.

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One way to enhance communication is by meeting one-on-one to facilitate a better understanding of relevant risk and control issues.

To help with communication and consultation, entities should prepare a communication plan that outlines the intended methods, people and timelines for consultation. This also forms the basis of reporting to any oversight committees on the progress of projects in the fraud risk management program. Examples of methods of communication and consultation are provided in Appendix 5.1.

Scope, context, and criteria

Establishing the scope, context and criteria for the fraud risk assessment is done using the communication and consultation processes outlined above. They will differ for each entity and will be determined by the size and complexity of the process being assessed.



"...Scope, context and criteria involve defining the scope of the process and understanding the external and internal context."⁶

Case study 1: Example of scope, context and criteria for a risk assessment of selected parts of the Procure to Pay process

Factor	Procure to Pay
Scope	<ul style="list-style-type: none"> The specific parts of the Procure to Pay process to be assessed are: supplier selection, onboarding vendors, purchase validation (business case, receipt of goods/services) and release of payment. We will engage with the finance business unit and operational staff responsible for purchase orders and validation of receipt of goods/service. The entity's risk assessment policy dated 31 January 2020 will be applied in conjunction with the approved fraud risk assessment program dated 30 June 2021. As the entity's procurement staff are across the State, we will need to engage in a number of online meetings with potential site visits. Timeline: <ul style="list-style-type: none"> engagement with procurement staff by 30 June 2022 identification of risks by 31 October 2022 completion of risk register and mapping of risks by 31 December 2022 first review to Internal Audit and Risk Committee (IARC) by 28 February 2023 second review to IARC by 30 April 2023 submission to Board for approval by 31 May 2023.

⁶ AS ISO 31000:2018 *Risk management - Guidelines* Clause 6.3.

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Context	<p>Internal factors include:</p> <ul style="list-style-type: none"> the strategic objectives of the entity are: community focused delivery of services, sound business practices and quality services. A list of the specific goods, services or works to be procured are provided in Annexure A the existing employee level in the Procure to Pay process is sufficient, however, their experience is inadequate. No training has been delivered in identifying indicators of potential fraud there is no assessment of fraud controls within vendors the entity has policies and processes in respect of independence for supplier selection panels and purchase validation. <p>External factors include:</p> <ul style="list-style-type: none"> increasing fraud trends targeting procurement and finance teams (i.e. business email compromise - fake emails impersonating an internal senior person or a vendor) recent known scams in the public domain that have been uncovered.
Criteria	<ul style="list-style-type: none"> The below risk criteria are taken from the entity's risk assessment policy dated 31 January 2020. The entity rates likelihood risk on a scale from extremely unlikely to almost certain. Within the Procure to Pay process, rare is conceivable but unlikely, unlikely is conceivable and has occurred in the past but unlikely in the next year. The entity rates consequence risk on a scale from negligible to catastrophic across the following loss factors: financial, reputational, legal, service delivery. Within the Procure to Pay process, negligible has no negative consequence, low disrupts internal non-management process and has no external financial loss, moderate requires corrective action by senior management, potential disciplinary action and minor financial impact etc.

Entities will need to develop a scope, context and criteria for all activities and processes they perform. The CFPC's *Fraud Risk Assessment Leading Practice Guide* provides a strategic profiling tool in support of its recommendation that entities responsible for multiple activities and processes prioritise the areas of the entity that are at higher risk for fraud.

Scope, context and criteria	Better practice
Define the scope of the activity being assessed for fraud risk including objectives and decisions to be made prior to commencing any fraud risk assessment	<ul style="list-style-type: none"> Clearly document the scope and objective of the process that is being assessed for fraud risks Circulate a document that sets out the scope to all employee participating in the fraud risk assessment Break down complex processes into manageable scopes

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Scope, context and criteria	Better practice
Establish the context of the fraud risk activity	<ul style="list-style-type: none"> Understand the external environment Understand the internal operating environment Reflect the specific environment of the activity to which the fraud risk management process is to be applied
Align the fraud criteria with an overarching risk management framework used to assess all business risks for consistency	<ul style="list-style-type: none"> Review the entity's existing risk management framework prior to commencing to ensure up-to-date and fit-for-purpose Align consequence and likelihood criteria and the risk rating matrix with existing framework
The fraud risk assessment criteria should reflect the organisation's values, objectives and resources and be consistent with policies and statements about risk management	<ul style="list-style-type: none"> Review the entity's existing risk management policy to understand the entity's risk appetite

Source: OAG

Table 7: Better practice examples of the scope, context and criteria stage

Appendix 5.2 provides a guide on how you could outline your scope, context and criteria.

Risk assessment

Once the scope, context and criteria are established, entities need to assess their fraud risks.

If an entity has a detailed risk assessment approach, then it is logical and likely more efficient to apply that for fraud risks as well.

AS ISO 31000:2018 *Risk Management - Guidelines* sets out 3 sub-phases in the risk assessment stage:

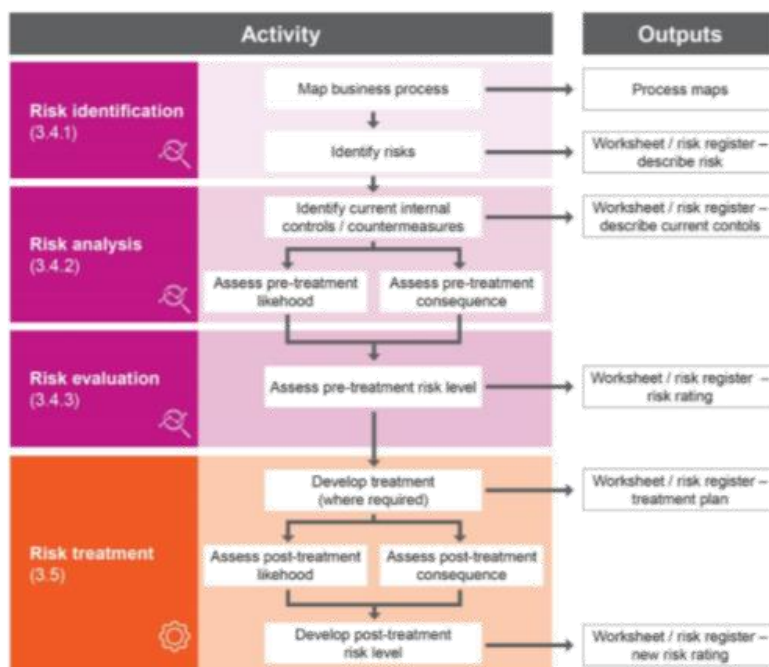
- risk identification
- risk analysis
- risk evaluation.

The assessment stage is followed by treatment. An overview of the risk assessment and treatment stages is set out below.



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Source: OAG based on AS ISO 31000:2018 Risk Management - Guidelines Clause 6.4 and 6.5

Figure 5: Risk assessment and treatment stages overview*Identifying risks*

Think like a fraudster. Discover what you don't know.

Risk identification involves:

*"... finding, recognising and describing risks that might help or prevent an organisation achieve its objectives."*⁷

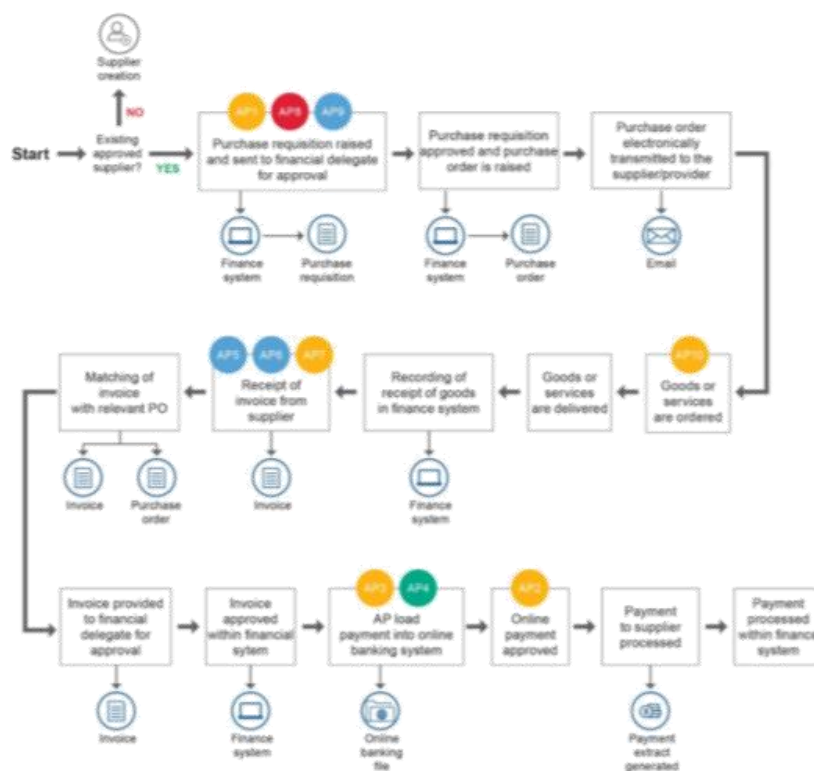
It is important to avoid the temptation to be defensive and dismiss risks before they have been properly analysed and evaluated.

Identifying fraud risks should be viewed as a creative process. Brainstorm the various fraud schemes that have and could be committed within or against the entity. An effective way to identify fraud risks is to map the process that is being assessed and identify vulnerabilities within the process. Below is an example of an accounts payable process map, sometimes referred to as a flow chart. The coloured circles represent identified fraud risks in the accounts payable (AP) process.

⁷ AS ISO 31000:2018 Risk management - Guidelines Clause 6.4.2.

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Source: OAG

Figure 6: Accounts payable process map

A fraud risk assessment should consider common methods used by fraudsters and look for vulnerabilities within the entity's processes and activities. This will involve challenging assumptions about, and existing processes within, an entity to identify gaps and thinking of creative ways to circumvent internal controls.

Common frauds are a good place to start but entities should not stop there. Risk identification needs to be realistic but at the same time entities should remember that even the most far-fetched fraud scheme can occur when the right balance of motivation, rationalisation and opportunity are present. Asking hypothetical questions about how fraud could be perpetrated in a structured and controlled way will put the fraud risk assessment process on the right path.

Finally, a good fraud description will allow you to understand ways to prevent or detect the fraud. One way to identify and describe your fraud risks is to consider who did what and what the result was, also described below as the Actor, Action, Outcome method⁹:

⁹ Commonwealth Fraud Prevention Centre, *Fraud Risk Assessment – Leading Practice Guide*.

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- actor – accounts payable (AP) officer
- action – submits and processes fictitious invoice
- outcome – payment of invoice results in money going to AP officer's bank account.

Fraud risks that have been identified should be adequately documented on a fraud risk worksheet. Fraud risk worksheets can function as an aid to the risk assessment but also as a fraud risk register and an implementation worksheet.

Appendix 5.3 includes:

- an example of a fraud risk worksheet
- risk assessment and treatment process overview
- key questions you could ask when trying to identify fraud risks
- the CFPC's Actor, Action, Outcome method of describing fraud risks
- an example diagrammatic presentation of assessed fraud risks
- a short summary of fraud risks that are commonly found in the public sector environment. The summary is not intended to be an exhaustive list. The examples in section 2.3 would also be useful in this exercise.

Analysing fraud risks

Once the potential fraud risks within the business unit or process have been identified the next step is to analyse the risks.

Risk analysis is:

*"... a detailed consideration of uncertainties, resources, consequences, likelihood, events, scenarios, controls and their effectiveness."*⁹

Fraud risk analysis requires input from employees within the business unit(s) being assessed and any additional subject matter experts who can add value to the process.

An analysis of each risk includes considering:

- **the likelihood** of the risk occurring
- **the consequence** for the entity if it did occur
- **resourcing constraints** impacting controls
- **the effectiveness of existing controls** intended to mitigate the risks.

The entity should use its established risk analysis matrix to analyse the likelihood, consequences, and strength of existing controls to assign a risk rating to each fraud risk. It is critical that every business unit within an entity use the same risk analysis matrix to allow for a proper comparison of risks across the entity.

Figure 7 below is an example of a risk assessment matrix that shows the likelihood combined with the consequences risks results:

⁹ AS ISO 31000:2018 *Risk management - Guidelines* Clause 6.4.3.

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		Consequence				
		Negligible	Low	Moderate	Major	Extreme
Likelihood	Almost Certain	Medium	High	Very High	Very High	Very High
	Likely	Medium	High	High	Very High	Very High
	Possible	Low	Medium	High	High	Very High
	Unlikely	Low	Low	Medium	High	High
	Rare	Low	Low	Low	Medium	Medium

Source: OAG

Figure 7: Example of a risk assessment matrix

Sometimes an entity undertaking a fraud risk assessment can overestimate the effectiveness of internal controls. One technique to fully assess their effectiveness is to conduct a walk-through of the relevant process or activity and determine if the controls are currently operating effectively. Applying a sceptical approach to the controls and adopting the mindset of a determined fraudster can help to assess if a control can be overridden or avoided. Internal audit resources can also be helpful in this assessment.

Risk analysis	Better practice
Consider uncertainties, risk sources, consequences, likelihood, events, scenarios, controls and their effectiveness	<ul style="list-style-type: none"> Detailed documentation of the analysis including reasoning for decisions for example if a risk is determined to be HIGH for consequence document why and what inputs were used
Events can have multiple causes and consequences and affect multiple objectives	<ul style="list-style-type: none"> Deep dive analysis to identify all causes, both internally, externally and potential consequences
Scrutiny of existing controls	<ul style="list-style-type: none"> Sufficiently analyse and test existing controls including walk-throughs and penetration testing Consider engaging specialists to identify gaps in existing system controls

Source: OAG

Table 8: Better practice examples of the risk analysis stage

Evaluating fraud risks

Once an entity's fraud risks have been analysed, they need to be evaluated against the entity's risk appetite and tolerance. This should be defined in the entity's risk management policy and framework. The evaluation is used to determine if further action is required to reduce identified residual risks to an acceptable level.

Entities' risk appetites and tolerances vary and depend on factors such as the circumstances of a particular program, the cost-benefit of implementing controls to reduce the risk of fraud, resources or other constraints and reputational risk. Risk tolerance is not static and should be determined on a case-by-case basis for each risk identified.

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The purpose of risk evaluation is to:

*"... support decisions. Risk evaluation involves comparing the results of the risk analysis with the established risk criteria to determine where additional action is required."*¹⁰

It is important that the evaluation of fraud risks involves detailed input from the process and risk owners and includes senior employees who can consider the cost of countering fraud against the entity's risk tolerance. The evaluation considers the residual fraud risk and should conclude with one of the following outcomes¹¹:

- avoid the risk
- accept the risk
- remove the risk source
- change the likelihood
- change the consequences
- share the risk
- retain the risk.

These conclusions, and links to any supporting documentation, should be included in the fraud risk assessment worksheet.

Risk evaluation	Better practice
Evaluate results from risk assessment	<ul style="list-style-type: none"> • Comparing the results of the risk analysis with the established risk criteria to determine if and where additional action is required
Record and communicate evaluation results	<ul style="list-style-type: none"> • Risk evaluation outcomes are recorded, communicated and then validated at appropriate levels of the organisation

Source: OAG

Table 9: Better practice examples of the risk evaluation stage

Risk treatment

After finalising the risk assessment, the risk treatment process is undertaken. An entity's evaluation of the risks and its risk appetite will determine if the residual risk is at an acceptable level or if treatment is required. Risk treatments can include enhancing existing controls, implementing new controls, or avoiding the risk altogether by no longer undertaking the activity, program or service.



An entity needs to consider how to mitigate the residual fraud risks that remain above the entity's tolerance level. The objective of treating the fraud risk is to reduce the residual risk identified in the assessment to an acceptable level.

¹⁰ AS ISO 31000:2018 Risk management - Guidelines Clause 6.4.4.

¹¹ AS ISO 31000:2018 Risk management - Guidelines Section 6.5.2.

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The aim of risk treatment is to:

".. select and implement options for addressing risk."¹²

An overview of the risk treatment process has been set out in Figure 5.

Some treatments may enhance existing controls or introduce new controls. Fraud controls are specific measures, processes or functions that are intended to prevent or detect fraud events or to enable the entity to respond to them. These would be suitable to address the following outcomes:

- accept the risk
- change the consequence
- change the likelihood
- change both the consequence and likelihood
- share the risk
- retain the risk.

Subject to the entity's risk appetite and tolerance, not every risk will require the development and implementation of treatments.

Risk treatment	Better practice
Determine appropriate risk treatments	<ul style="list-style-type: none"> Select risk treatment options with the entity's objectives, risk criteria and available resources Balance the potential benefits against cost, effort or disadvantage of implementation
Document implementation plan	<ul style="list-style-type: none"> Document the treatment plan outlining the responsibilities, resources and other relevant implementation information in the fraud risk worksheet
Risks that do not have a treatment option	<ul style="list-style-type: none"> If no treatment options are available or if treatment options do not sufficiently modify the fraud risk, the risk is recorded and kept under ongoing review
Remaining risk is documented	<ul style="list-style-type: none"> Inform decision makers and other stakeholders of the nature and extent of the remaining risk after treatment Document the remaining risk and subject to monitoring, review and, where appropriate, further treatment
Consider beyond economic consequences	<ul style="list-style-type: none"> Justification for risk treatment is broader than solely economic consequences and considers the entity's obligations, voluntary commitments and stakeholder views

Source: OAG

Table 10: Better practice examples of the risk treatment stage

¹² AS ISO 31000:2018 *Risk management - Guidelines* Clause 6.5.

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A useful way to examine your controls is to ensure they are specific, measurable, achievable, relevant and timed (SMART). This model and examples of internal controls that may be applied with a view to change the consequence, likelihood or both are provided at Appendix 5.4.

Monitoring and review

Entities should actively monitor the implementation of fraud risk treatments, because until the new or improved controls are in place, the fraud risk will remain above this tolerance level. Fraud risk owners will be responsible for ensuring the controls are implemented in a timely manner and remain effective. When a new or improved control has been implemented the entity should review the control in practice over time to ensure it continues to be effective.



Further, it is essential that entities have a program to continuously monitor and review their fraud risks. Sometimes only small changes to a business process or function can alter the inherent fraud risk rating, result in the emergence of new fraud risks, or impact the effectiveness of existing controls.

Monitoring and review is:

"... to assure and improve the quality and effectiveness of process design implementation and outcomes."¹³

Monitoring and review	Better practice
Monitoring and review takes place during all elements of fraud risk management program	<ul style="list-style-type: none"> Monitoring and review includes planning, gathering and analysing information, recording results and providing feedback
Monitoring and review progress is reported	<ul style="list-style-type: none"> Results of monitoring and review are incorporated throughout the entity's performance management, measurement, and reporting activities

Source: OAG

Table 11: Better practice examples of the monitoring and review stage

Recording and reporting

As noted earlier, fraud risks identified through a fraud risk assessment can be integrated into the entity's broader enterprise risk register. Whether entities combine all risks into a single source risk register or maintain a separate fraud risk register, they must be documented and reported. Entities should report to appropriate oversight committees and management including any audit committees which are responsible for overseeing the entity risk management and internal controls.



Risk management process and its outcomes should be:

"... documented and reported through appropriate mechanisms."¹⁴

¹³ AS ISO 31000:2018 Risk management - Guidelines Clause 6.6.

¹⁴ AS ISO 31000:2018 Risk management - Guidelines Clause 6.7.

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The fraud risk assessment worksheet details several key processes and outcomes that should be documented including the methodology for the risk assessment, the results and the response.

Recording and reporting	Better practice
Detailed recording of fraud risk assessment process	<ul style="list-style-type: none"> Worksheets include adequate information that demonstrates reason for decisions made and actions taken
Ongoing monitoring and periodic review of the fraud risk management process and its outcomes is planned, and responsibilities clearly defined	<ul style="list-style-type: none"> Updates provided to senior management and those charged with governance on progress Monitoring through audit committee Documented responsibilities for undertaking fraud risk management are outlined in the entities' FCS

Source: OAG

Table 12: Better practice examples of the recording and reporting stage

Conclusion

Fraud is a pervasive and growing issue within Australia. Fraud can be initiated by employees or close associates of an entity and, increasingly, by parties with no apparent connection to the entity. It can also involve collusion between internal and external parties.

Historically, the approach of many Australian entities to fraud risk management has been wholly reactive. Entities that embrace adequate and proportionate approaches to managing fraud risks will increase their chance of reducing fraud events.

We encourage entities to use this guide along with the tools and any other available resources when applying AS ISO 31000:2018 – *Risk management - Guidelines* and AS 8001:2021 – *Fraud and corruption control* to manage the risk of fraud against their entity. While fraud risks cannot be eliminated, a robust and well-resourced fraud risk management program can minimise the likelihood and consequences of fraud events.

Appendix 1: Glossary

Term	Definition
Better practice guide (BPG)	A fraud risk assessment better practice guide (this report).
Bribery	Offering, promising, giving, accepting or soliciting of an undue advantage of any value (either financial or non-financial) directly or indirectly, and irrespective of location(s), in violation of applicable law, as an inducement or reward for a person acting or refraining from acting in relation to the performance of that person's duties.
Cloud computing	The practice of using a network of remote servers hosted on the internet to store, manage, and process data, rather than a local server or a personal computer.
Close associate	A person with a close connection with the organisation other than an employee (e.g. director, consultant, contractor).
Collusive tendering	The act of multiple tenderers for a particular contract colluding in preparation of their bids – also often referred to as bid rigging.
Conflict of interest	A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity.
Corruption	Dishonest activity in which a person associated with an entity (e.g. director, executive or employee) acts contrary to the interests of the entity and abuses their position of trust in order to achieve personal advantage or advantage for another person or entity.
Cryptocurrency	A digital currency in which transactions are verified and records maintained by a decentralised system using cryptography, rather than by a centralised authority.
Data theft	Also known as information theft. The illegal transfer or storage of personal, confidential, or financial information.
Enterprise risk	Risks arising from the general operation of an entity that can impact on the entity's ability to meet its objectives (refer also definition of 'risk' below).
FCS	Fraud Control System - a framework for controlling the risk of fraud against or by an entity.
Fraud	Dishonest activity causing actual or potential gain or loss to any person or entity including theft of moneys or other property by persons internal and/or external to the entity and/or where deception is used at the time, immediately before or immediately following the activity.
Identity fraud	Also known as identity theft or crime. It involves someone using another individual's personal information without consent, often to obtain a benefit.
Internal control	Internal control is a process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance that information is reliable, accurate and timely.
Malware	Malicious software intentionally designed to cause disruption to a computer, server, client, or computer network, leak private information, gain unauthorised access to information or systems, deprive user's access to information or which unknowingly interferes with the user's computer security and privacy.

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Term	Definition
Nepotism and/or Cronyism	Where the appointee is inadequately qualified to perform the role to which he or she has been appointed. The appointment of friends and associates to positions of authority, without proper regard to their qualifications.
OAG	The Office of the Auditor General.
PESTLE model	Consideration of 6 external environmental factors that can impact an entity, namely the political, economic, social, technological, legal and environmental factors.
Phishing and/or Spear-phishing	Cyber-intrusion. Theft of intellectual property or other confidential information through unauthorised systems access.
Ransomware	Form of malware designed to encrypt files on a device, rendering any files and the systems that rely on them unusable.
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.
Risk appetite	The level of overall risk an entity is prepared to accept in pursuing its objectives.
Risk tolerance	The level of risk an entity is prepared to accept in relation to specific aspects of its operation – the practical application of the concept of 'risk appetite' to specific risk categories (relevantly to the subject of this guide, this can include application of an entity's risk appetite to the concept of fraud risk).
Social engineering	A broad range of malicious activities accomplished through human interactions (e.g. psychological manipulation of people into performing actions or divulging confidential information).

Appendix 2: References

Reference
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Appendix 3: Fraud control system benchmarking tool

An important component of the periodic assessment of the efficacy of an entity's FCS is to determine whether an entity's FCS aligns with the requirements and guidance set out in the standard, in effect, a benchmarking of the entity's fraud control program against the requirements and guidance of the standard. An organisation's performance against each element of the standard can be assessed in accordance with a 5-element rating scheme as set out below.

Alignment with AS 8001:2021 – <i>Fraud and corruption control best practice model</i>	Rating
Meeting better practice	5
Approaching better practice	4
Minimum acceptable level	3
Inadequate but some progress made towards better practice	2
Inadequate – no progress towards achieving better practice	1

The following are the relevant steps required to prepare and deliver an FCS benchmarking project:

Step 1	Consult and collaborate across the entity in a consideration of the FCS benchmarking model and determine which, if any, elements of the model are not relevant to the entity's own circumstances, make necessary adjustments to the model in preparation for analysis. ¹⁵
Step 2	Gather all entity documentation pertaining to the control of fraud risk within the entity – this would include: <ul style="list-style-type: none"> • current FCS documentation • current governing body charter • most recent fraud risk assessment • the entity's disciplinary procedures • recent analysis of awareness raising activities within the entity • most recent external environmental scan analysis

¹⁵ e.g. requirements and guidance of AS 8001:2021 Section 3.6 *Performance Based Targets* may not be relevant to public sector entities and could therefore be removed from the model.

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	<ul style="list-style-type: none"> • internal audit charter • any recent internal audit reports in relation to fraud risk management • all integrity related documentation • current workforce screening policy • current cybersecurity / information system management policies • a summary of the last 5 years fraud incidents covering results could provide insight into common activities, themes and weaknesses. Details such as number of events per year, fraud theme (procurement, CC etc), quantum, fraud substantiated Y/N, vulnerability identified, how vulnerability treated, date vulnerability treated • reports of analysis of internal control efficacy including pressure testing transactions.
Step 3	<p>Consult broadly across the entity to arrive at a realistic and reliable assessment of the entity's current performance against each relevant element of AS8001:2021. Consultation would include:</p> <ul style="list-style-type: none"> • if a relevant policy or procedure is currently in place or is proposed • the frequency of review of all relevant policies and procedures • if there is adequate resourcing to ensure that the FCS is properly and effectively administered • the culture within the entity in terms of adherence to the key elements of the FCS.
Step 4	Collaborate with relevant system and process owners to arrive at a rating on a scale of 1 to 5 for each element of the FCS being assessed in terms of its current alignment with AS 8001:2021.
Step 5	Consult broadly within the organisation in relation to initiatives currently in train for implementation in the future, collaborate with relevant system and process owners to arrive at a rating on a scale of 1 to 5 for each element of the FCS being assessed in terms of its future alignment with AS 8001:2021 on the assumption that the initiative is fully implemented.
Step 6	Enter scores into the model and review the output chart.
Step 7	Present to the relevant oversight committee within the entity.
Step 8	Implement remedial action required for the entity to better align with the better practice model per AS 8001:2021.
Step 9	Monitor the ongoing efficacy of the FCS in light of this analysis over time.

Presentation of the benchmarking analysis

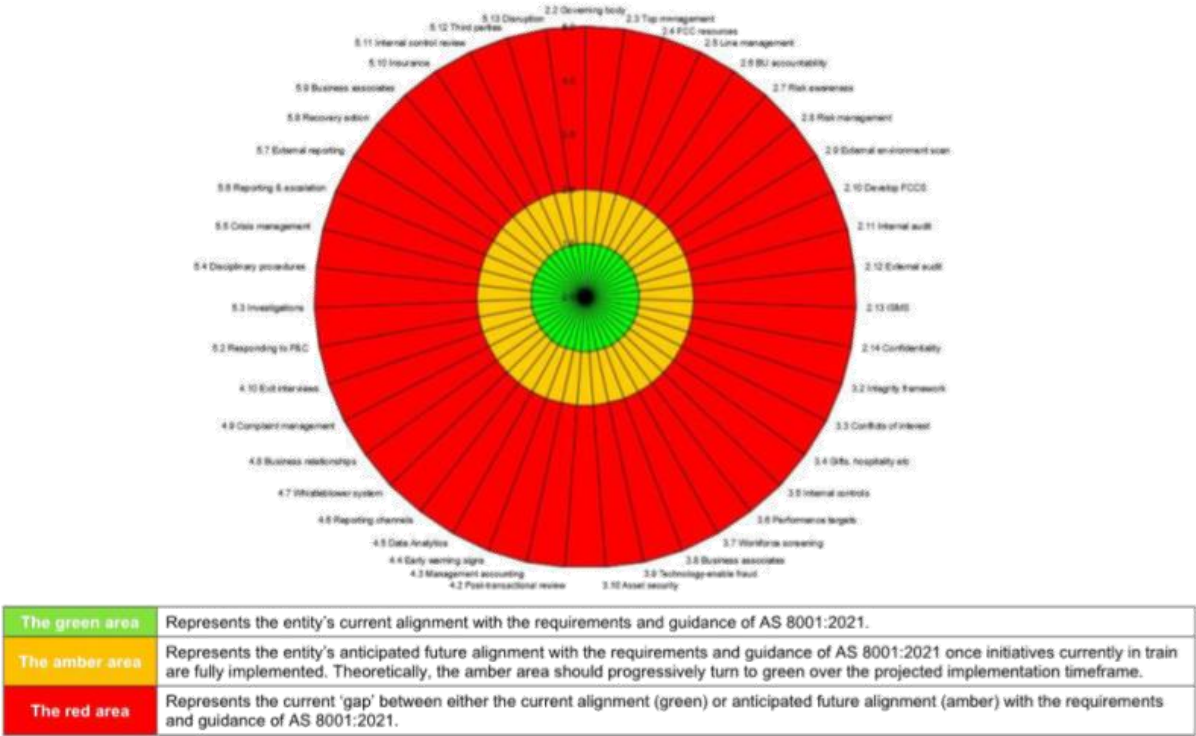
The outcome of this analysis can be usefully presented in a variety of tabular or graphical formats. The way in which the benchmarking analysis results are presented will depend on the needs of the entity. One particularly visual way of presenting the outcomes of the benchmarking analysis is by way of a 'spider-web' diagram as shown below.

A Microsoft Excel tool is provided on our website with detailed instructions to assist in the preparation of this analysis and production of the spider web diagram is detailed below.

The spider web diagram is particularly useful for presenting current and future state alignment of an entity's FCS with AS 8001:2021 and for showing improvement over time. For example, if a spider web diagram depicting the current and anticipated alignment of the entity's FCS with AS 8001:2021 is presented to each meeting of the relevant oversighting committee (e.g. an audit committee) the committee would be able to efficiently monitor progress against action items initiated to address identified gaps.

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Appendix 4: External threat assessment tool

Assessment of external threats using the PESTLE model requires a rigorous 7-step process as follows:

- Step 1:** Consult and collaborate across the entity, make necessary adjustments to the worksheet in preparation for analysis.
- Step 2:** Gather all documentation pertaining to external threats in the environment in which the entity operates or is considering operations.
- Step 3:** Consider the most recent fraud risk assessment conducted in relation to the entity's operation.
- Step 4:** In collaboration with risk and process owners, consider the six PESTLE factors that could impact the entity's fraud risks.
- Step 5:** Identify external factors that need to be addressed by the entity to more effectively control fraud risks.
- Step 6:** Develop risk treatments for risks that need to be further mitigated and adjust in fraud risk assessment and fraud control system.
- Step 7:** Review external threats periodically.

The following is an example worksheet for assessing external threats against an entity using the PESTLE model.

PESTLE factor	Example questions to consider	External threat assessment	Action to be taken (risk assessment, risk treatments, fraud control system)
Political			
To identify the political situation of the country in which the organisation operates, including the stability and leadership of the government, whether there is a budget deficit or surplus, lobbying interests and international political pressure.	<ol style="list-style-type: none"> Has there been a recent change in government (at local, state or federal level)? Is there any anticipated change in government funding foreshadowed? How will a change in funding impact the entity's fraud exposure (e.g. an increase in funding for grants or a decrease in funding for administration)? Is there any legislative change anticipated in relation to employment law that may impact the entity's ability to manage its fraud exposure? 	Insert text	Insert text

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PESTLE factor	Example questions to consider	External threat assessment	Action to be taken (risk assessment, risk treatments, fraud control system)
	<p>4. Is there a likely increase or reduction in government mandated regulation?</p> <p>5. If yes, will that give rise to an increase in the entity's fraud exposure (either internally or externally initiated fraud)?</p> <p>6. Are there any other political factors the entity should consider?</p>		
Economic			
To determine the economic factors that could have an impact on the organisation, including interest rates, inflation, unemployment rates, foreign exchange rates and monetary or fiscal policies.	<p>1. Are all economies in which the entity operates currently stable?</p> <p>2. If there are indications of instability in an economy in which the entity operates, to what degree will this impact the risk of fraud within or against the entity?</p> <p>3. Are there any key economic decisions (either recently implemented or in contemplation) likely to have an impact on the entity's fraud exposure (e.g. rising interest rates, a change in taxation rates)?</p> <p>4. Is there currently significant pressure on wages and salaries that could act to reduce disposable income of the general population and to what degree could that impact on the entity's fraud exposure?</p> <p>5. Is there likely to be a change in employment levels in the economy in the next three to five years?</p>	Insert text	Insert text

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PESTLE factor	Example questions to consider	External threat assessment	Action to be taken (risk assessment, risk treatments, fraud control system)
	<p>6. Is there likely to be a change in working arrangements that may increase the risk of fraud within the entity (e.g. remote working, flexible working arrangements)?</p> <p>7. Are there any other economic factors the entity should consider?</p>		
Social			
To identify the expectations of society by analysing factors such as consumer demographics, significant world events, integrity issues, cultural, ethnic and religious factors, and consumer opinions.	<p>1. Has there been a marked decline in integrity standards within the broader community or is this anticipated going forward? How could these changes impact the entity's fraud exposures in the future?</p> <p>2. Is it likely that the entity will only be able to attract adequate human resource is by offering work arrangements that are not sustainable for the entity?</p> <p>3. Are there any other social factors they should consider?</p>	Insert text	Insert text
Technological			
To identify how technology, including technological advancements, social media platforms and the role of the internet more broadly, is affecting or could affect the organisation.	<p>1. Does the entity have a heavy reliance on technology internally?</p> <p>2. Does the entity have a heavy reliance on technology to interact with external parties including business associates, customers, clients</p>	Insert text	Insert text

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PESTLE factor	Example questions to consider	External threat assessment	Action to be taken (risk assessment, risk treatments, fraud control system)
	<p>and the general public?</p> <p>3. Does the entity embrace leading edge cyber-security?</p> <p>4. Does the entity have strict policies governing the use of its IT equipment by the workforce for personal purposes?</p> <p>5. Does the entity have strong controls over the use of technology in the course of remote working?</p> <p>6. Does the entity closely monitor developments in technology-enabled fraud?</p> <p>7. Are there any other technological factors that the entity should consider?</p>		
Legal			
To identify how specific legislation, including industry specific regulations, and case law are affecting or could affect the organisation's future operations.	<p>1. Does the entity have a strong compliance function?</p> <p>2. Does the entity have a strong sense of its own duties of integrity when interacting with external parties (i.e. is there a risk of the entity itself being accused of fraudulent or other illegal conduct)?</p> <p>3. Are there indicators of significant change in the regulatory landscape affecting the entity?</p> <p>4. Is the entity aware of its vicarious liabilities in relation to the conduct of members of its own</p>		

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PESTLE factor	Example questions to consider	External threat assessment	Action to be taken (risk assessment, risk treatments, fraud control system)
	workforce? 5. Are there any other legal factors that the entity should consider?		
Environmental			
To identify how local, national and international environmental issues are affecting or could affect the organisation.	1. Does the entity operate in circumstances where there is a likelihood of a high environmental impact? 2. If so, does this give rise to any raised risk of manipulation of financial or non-financial reporting? 3. Are there any other environmental factors that the entity should consider?		

Appendix 5: Tools to support the fraud risk management process

A5.1 Communication and consultation tool

Fraud risk owners can sometimes encounter problems with those responsible for developing, implementing and maintaining fraud controls relating to their risks. This may be because a control owner is experiencing staffing or funding constraints or they lack the requisite expertise. In these circumstances the person tasked with performing the fraud risk program can assist through:



- requesting progressive pieces of work
- fostering productive linkages between parties responsible for fraud control
- providing expert advice to stakeholders
- seeking strategic support from the senior staff to formulate solutions to impediments at the operational or program level.

The table below describes some methods for communication and consultation across an entity.

Structured one-on-one discussion with the process / risk owners	Speak with relevant business units – the people who work with the systems and processes every day. Meet one-on-one to facilitate an enhanced understanding of relevant risk and control issues.
Convene focus groups with process and risk owners and stakeholders	Facilitate detailed discussion of fraud risks with focus groups along with one-on-one meetings as an effective way to identify risks, internal controls that should mitigate those risks, whether they are operating as intended (think like a fraudster), assessing risks and developing effective risk treatments.
Seek input on fraud risk matters from across the entity	Invite the entire workforce to provide their input in relation to the entity's fraud exposures in an online survey.
Regular reporting to the project management committee	A project to manage fraud risk should be subject to a rigorous program of two-way communication between the oversight committee and the practitioner/team tasked with the project.
External communication and consultation	The project committee and the team responsible for delivering the project should consider the benefits of communication and consultation with parties external to the entity such as regulators, subject matter experts and peer organisations.
Reporting to the audit and risk committee	It is important for an audit and risk committee to be informed of developments in relation to fraud risks because they are responsible for overseeing the entity's risk management and internal controls.

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A5.2 Scope context and criteria tool

Factor	Definition	Fraud risk assessment "XX Process"
Scope	The boundaries within which the fraud risk assessment will take place.	<ul style="list-style-type: none"> The specific parts of the XX process to be assessed for fraud risks. The business units and operational teams involved in the processes to be assessed. Tools to be used in the fraud risk assessment. Logistical considerations, milestones and timelines for completing the fraud risk assessment.
Context	The internal and external factors influencing the environment the entity operates in.	<p>Internal factors may include:</p> <ul style="list-style-type: none"> The strategic objectives of the entity and how this influences the XX process. The existing employee level in the XX process and their experience, as well as their level of training in identifying indicators of potential fraud. <p>External factors include:</p> <ul style="list-style-type: none"> Increasing fraud trends targeting XX process. Recent known scams in the public domain that have been uncovered.
Criteria	Likelihood and consequence criteria aligned to an entity's existing risk framework that can be used to rate fraud risks identified in the fraud risk assessment.	<ul style="list-style-type: none"> Likelihood criteria is a rating scale (i.e. Extremely unlikely to Almost certain) set by the entity to identify the expected frequency of a fraud risk in the XX process being realised, both with no internal controls in place (inherent) and existing controls in place (residual). Consequence criteria is a rating scale (Low – Catastrophic) across a number of defined loss factors (i.e. financial damage, reputational damage, legal damage), to identify the expected impact of a fraud risk in the XX process being realised both with no internal controls in place (inherent) and existing controls in place (residual). What is acceptable frequency / consequence.



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A5.3 Risk assessment tools

A5.3.1 Example fraud risk assessment worksheet

A fraud risk assessment worksheet can be used to document all relevant information for each risk identified and assessed. Having applied the worksheet for this purpose it can also then be used as a risk register (alternatively, identified and assessed fraud risks could be included in the entity's enterprise risk register).



Fraud Risk (Short Title)		Risk Level		Description of Risk:		
AP 1	Corruption in procurement (kickbacks)	Pre-treatment Very High	Post-treatment High	Procurement employee obtains a benefit from a supplier on the understanding that the employee will award work to the supplier.		
Current Internal Controls	Rating	Overall Ratings		Proposed Treatment (if Applicable)	Rating	Priority
Documented policies and procedures for procurement transactions >\$50,000 are in place.	Partially Effective	Pre-treatment		Training and awareness initiatives for staff.	Effective	High
Conflict of interest declaration forms are required to be completed by all staff.	Effective	Internal Control	Partially Effective	Regular review of the conflict of interest declaration register.	Effective	Medium
Independent evaluation of tender bids are undertaken.	Ineffective	Consequence	Major			HIGH
		Likelihood	Likely	Documented evaluation reports to be prepared and submitted to those charged with governance.	Effective	High
Missing control: There is no regular transaction review of purchases over \$50,000.	Ineffective	Post-treatment				HIGH
Due diligence is performed on successful vendors.	Partially Effective	Internal Control	Effective	Finance to review regular reports (i.e. monthly) with expenditure broken down by vendor.	Effective	Medium
An independent party reviews any vendor complaints from the tender process.	Partially Effective	Consequence	Moderate	Due diligence checks should include open source information background checks on Directors.	Effective	Low
		Likelihood	Possible			HIGH
Risk Owner	Department	System/Business Unit	Date	Entered By	Date Assessed	
HUG	Procurement	Accounts Payable	Finance	JBI	13 May 22	

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The following is a short summary of the information that would be recorded on each risk assessment sheet (note that much of the information referred to in the following table will not have been prepared in the risk identification stage when the fraud risk worksheet is first created. The worksheet is intended to build over time as the entity works its way through the identification, analysis, evaluation and treatment development phases).

As noted above, each identified risk should be recorded on a separate risk assessment worksheet. The risk assessment worksheet can then be used as the entity's register of fraud risks. Alternatively, identified and assessed fraud risks can be recorded in the entity's enterprise risk register.

Data field	Information to be recorded (for each risk)
Fraud Risk Number	A reference number unique to each risk – the risk number is used in all outputs of the risk assessment process.
Fraud Risk (Short Title)	Short description of the risk that is generally used to identify the risk being discussed in relevant outputs.
Description of Risk	A more detailed outline of the risk consistent with the short title.
Risk Owner	The individual or position within the business unit who has primary responsibility for the business systems relevant to the identified fraud risk.
Department	The department to which the business unit belongs (see below).
System Business Unit	The business unit that has most control of the business systems and processes relevant to the identified risk.
Entered By	The individual or position who entered the fraud risk particulars into the risk assessment worksheet.
Date Assessed	The date on which the worksheet was populated.
Current Internal Controls	A short active title / description of each existing internal control (e.g. "System controls only allow limited authorised users to change bank accounts") and a short statement as to how the internal control mitigates the risk.
Current Internal Controls Rating	A rating on an appropriate scale (i.e. "Ineffective", "Partially Effective" or "Effective") of the effectiveness of each internal control on mitigating the risk.
Proposed Treatment (If Applicable)	Treatments the entity proposes to take to strengthen the existing internal control framework and reduce the risk rating to an acceptable level.
Proposed Treatment (If Applicable) Rating	A rating on an appropriate scale (i.e. "Ineffective", "Partially Effective" or "Effective") of the effectiveness of each treatment on mitigating the risk.
Proposed Treatment Priority	The proposed priority of the treatment.
Overall Ratings – Pre-treatment Internal Control	A rating on an appropriate scale (i.e. "Ineffective", "Partially Effective" or "Effective") of the overall effectiveness of the existing internal control framework on mitigating the risk.

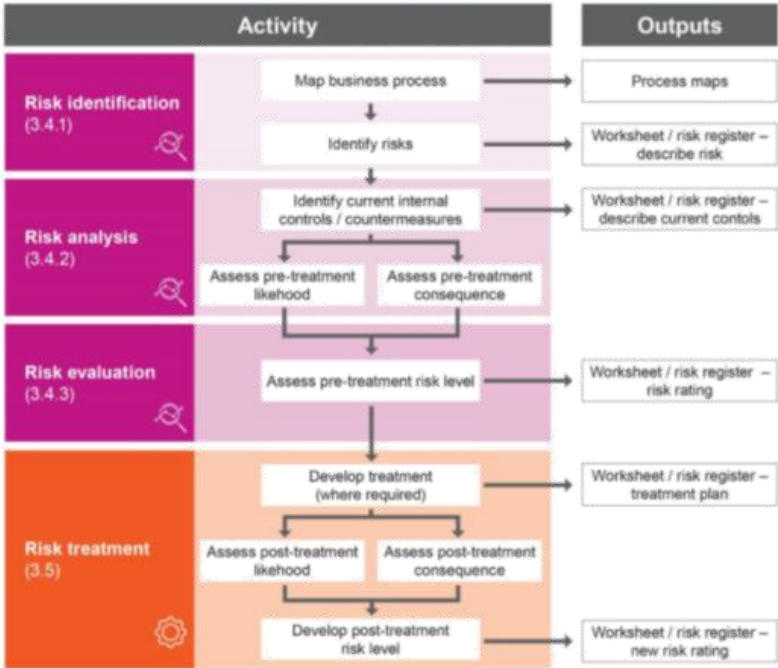
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Data field	Information to be recorded (for each risk)
Overall Ratings – Pre-treatment Likelihood	A rating on an appropriate scale (i.e. "Almost Certain" to "Rare") of the likelihood of a risk being realised with the existing internal control framework.
Overall Ratings – Pre-treatment Consequence	A rating on an appropriate scale (i.e. "Extreme" to "Negligible") of the consequence of a risk being realised with the existing internal control framework.
Overall Ratings – Post-treatment Internal Control	A rating on an appropriate scale (i.e. "Ineffective", "Partially Effective" or "Effective") of the overall effectiveness of the post-treatment internal control framework on mitigating the risk.
Overall Ratings – Post-treatment Likelihood	A rating on an appropriate scale (i.e. "Almost Certain" to "Rare") of the likelihood of a risk being realised with the post-treatment internal control framework.
Overall Ratings – Post-treatment Consequence	A rating on an appropriate scale (i.e. "Extreme" to "Negligible") of the consequence of a risk being realised with the post-treatment internal control framework.
Overall Risk Rating Pre-treatment	A rating on an appropriate scale (i.e. "Very High" to "Low") of the fraud risk level by reference to the risk matrix (taking into account the assessed effectiveness of pre-existing internal controls).
Overall Risk Rating Post-treatment	A rating on an appropriate scale (i.e. "Very High" to "Low") of the fraud risk level by reference to the risk matrix taking into account the assessed effectiveness of the post-treatment internal control framework.

A5.3.2 Risk assessment and treatment process overview



Source: OAG based on AS ISO 31000:2018 Risk management - Guidelines Clause 6.4 and 6.5

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A5.3.3 Key fraud risk identification questions

Some key questions to ask when trying to identify fraud risks are listed below.

Key questions that need to be asked in identifying fraud risks
If I wanted to steal from this entity, knowing what I know about the current business systems process and internal controls, how would I do it?
If I wanted to get some sort of improper financial or non-financial advantage out of my position, how would I do it?
What do I know about this process that nobody else knows or checks?
Who has sole control over specific systems or processes that nobody else has visibility over?
What forms of payment does this process have – is it cash, card, EFT etc?
How can this process be made easier for the process owner at the expense of the entity?

**A5.3.4 Commonwealth Fraud Prevention Centre's 'Actor, Action, Outcome' method of describing fraud risks¹⁶**

An effective method for describing fraud risk is to consider the actor, action and outcome. The level of detail is important when describing fraud risks. Without sufficient detail it becomes difficult to consider the factors (i.e. actors and actions) that contribute to the fraud risk and how fraud controls will specifically address these contributing factors.

An example of a poorly defined fraud risk from the invoice payment process provided would be "Fraud in the invoice payment process".

The following are more accurately defined fraud risks from the same example:

- "a service provider (Actor) submits a falsified invoice (Action) to receive a payment for services not provided (Outcome)"
- "a service provider (Actor) coerces an official to approve and/or process a falsified invoice (Action) to receive a payment for services not provided (Outcome)"
- "an official (Actor) manipulates the finance system (Action) to divert an invoice payment to their own bank account (Outcome)".

Judgement should be applied in striking a balance between capturing sufficient detail and documenting a manageable number of fraud risks. This could be achieved by combining similar risks and clearly documenting the various contributing factors (actors and actions).

¹⁶ Commonwealth Fraud Prevention Centre 'Fraud Risk Assessment – Leading Practice Guide'.

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The description can help with an entity's assessment of its fraud risks and how it considers ways in which to control it. Some of these controls may already exist and some may be new.

For example, an entity might limit the opportunity for an accounts payable officer to submit and processes a fictitious invoice that pays into an employee's account by:

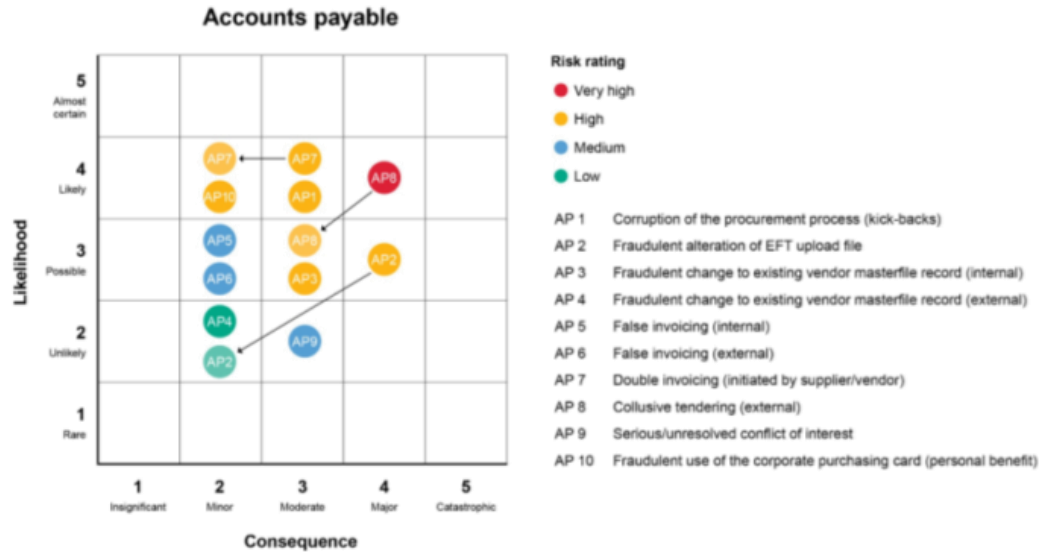
- splitting the authorising powers (submit and process)
 - segregation of duties between invoice entry and payment authority
- validating the invoice details (fictitious invoice)
 - third party verification of goods/services being received
 - check supplier details in your supplier master file are an exact match to public records (e.g. Australian Business Register)
- cross-checking internal records (employee account)
 - compare bank accounts in supplier payment file against employee bank accounts.

Entities can link each of the above controls back to distinct parts (actor, action, outcome) of the fraud description.

A5.3.5 Example diagrammatic presentation of assessed fraud risks

It can be useful to present identified and assist fraud risks in diagrammatic form.

The following example shows the relative ratings of likelihood and consequence and the resulting overall risk rating for ten accounts payable related fraud risks. Diagrammatic analysis is also useful to show the projected change in risk rating as a result of implementation of a treatment plan introducing new or revised internal controls / fraud controls. The change in rating in relation to risk PR-1 is due to the introduction of new or revised internal controls that will reduce the consequence of the risk if it did occur (although in this example the likelihood remains unchanged).



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A5.3.6 Example public sector fraud risks

The following is a short summary of fraud risks that are commonly found in the public sector environment. This summary is not intended to be an exhaustive list, but it can be used as a 'thought provoker' in the identification of operational risks types facing the entity being assessed.



Accounts payable fraud	
False invoicing (creation of a fictitious vendor)	A fictitious vendor is created in the finance system to which payments for false invoices are made for goods/services not ordered and not delivered (typically fraud of this type involves personnel within the entity but it can be perpetrated at times by external parties acting alone or by external parties operating in collusion with a member of the target entity's workforce)
Fraudulent change to vendor master file	Fraudulent change to the entity's vendor master file (i.e. change of bank details to divert legitimate vendor payments to an account controlled by the perpetrator) – this can be done by a person internal to the entity, a person external to the entity or by collusion between internal and external persons
Online banking fraud	Manipulation of vendor or other payments in the online banking system immediately prior to execution of the payment file in the entity's online banking system – the fraudulent manipulation of the online payment file is concealed by making false entries in the entity's accounting records
False invoicing (existing vendor)	Manipulation and processing of fraudulent payments for invoices apparently rendered by a legitimate vendor but, in fact, fraudulently generated and issued by the perpetrator who is generally a member of the entity's own workforce
Duplicate payments for the invoices already settled	More than one payment is made for the same invoice – this can be initiated inadvertently by a vendor who issues the same invoice twice in error but the vendor then fails to report the double receipt and fraudulently converts the duplicate payment
Procurement and tendering	
Corruption of the procurement process (involving personnel within the entity)	Corruption involving an employee of the entity and a vendor in the selection of a winning bid or tender often involving bribery / kickbacks but often motivated by personal or family association between the bidder and the entity's employee without direct financial reward – corruption can involve provision of a confidential bid price, contract details or other sensitive information to gain an advantage for one tenderer over other tenderers
Bid rigging (excluding personnel within the entity)	Collusive tendering between multiple bidders for the same contract for mutual advantage (no involvement of the entity's personnel)

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Procurement and tendering	
Conflicts of interest	Undeclared association between an employee of an entity and a tenderer giving rise to an actual or perceived bias in awarding of a contract
Improperly receiving hospitality, gifts and benefits	An employee receiving or soliciting hospitality, gifts or benefits from a vendor or potential vendor hoping to gain a commercial advantage in doing so – depending on the circumstances, this behaviour may constitute fraud

Falsification and manipulation of claims for work-related expenditure	
Use of the entity's funds for personal expenditure	Claiming employee expenses for business-related expenditure not incurred or incurred for personal use or benefit (supported by false or inflated receipts / invoices)
Double-dipping	Claiming multiple reimbursements for the same expenses or claiming for expenses paid personally using receipts for purchases already made via another of the entity's reimbursement systems

Diversion of incoming funds	
Accounts receivable fraud	Redirection of incoming receipts to a spurious account followed by write-off of accounts receivable balance
Unauthorised discounts	Processing unauthorised discounts for early payment of invoices where the discount value is fraudulently transferred to the employee's own bank account
An authorised application of unknown receipts	Funds can be received by an entity where the source of the funds is unknown and the funds are allocated to a suspense account pending rectification – a possible fraud involves the transfer of part of the balance of the suspense account to an employee's own benefit with a manipulation of the accounting system to conceal the theft
Inflating invoice value	Inflating the value of an invoice raised by the entity with receipts in payment of the invoice directed to a spurious account controlled by the staff member concerned who then redirects the correct (reduced) value of the invoice to the entity's correct account
Vendor overpayment	Deliberately overpay a vendor in payment of an invoice for goods or services validly received, claim a refund for the overpayment and then direct the remittance to a spurious bank account
Theft of cash all funds received	Fraudulently failing to record receipt of cash received and then misappropriate for own benefit

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Payroll	
Timesheet fraud	Fraudulent submission of falsified timesheets for casual employees who did not work with diversion of resulting remuneration generated to own account
Fraudulent alteration of remuneration rates	Alteration of remuneration rates (salaries or hourly rates) in the payroll system in relation to the employee making the change or for another employee in exchange for personal benefit
Ghost employee fraud	Fabrication of fictitious employees on the payroll with remuneration paid to own account
Fraudulently failing to record personal leave	An employee taking personal leave (annual, long-service, sick or carer's leave) without recording the leave in the HR system
Worker's compensation fraud	Worker's compensation fraud – fraudulent claims for injuries not sustained
Assets and Inventory	
Asset theft	Theft of the entity's assets, including computers and other IT related assets
Information theft	Theft or abuse of proprietary or confidential information (customer information, intellectual property, pricing schedules, business plans, etc)
Unauthorised private use of employer property	Use of employer property for personal use or benefit
Cash theft	Theft of petty cash
Manipulation of financial reporting	
Fraudulent manipulation of an entity's financial reporting	Fraudulent manipulation of financial reports in order to make it appear that a business entity has performed better (in financial or non-financial terms) than it has actually performed – this can be motivated by a need to demonstrate a certain level of personal performance in order to secure a performance bonus but may also be driven in the public sector by the need to meet political expectations

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Cyber-borne attack	
Business email compromise	Emails impersonating vendors or an executive instructing payment to be made to a spurious bank account or a change to existing bank details
Phishing emails	Emails designed to dupe employees into providing personal information (i.e. by clicking on a link or opening an attachment)
Malware	Installing malware onto a computer or computer system within the entity which then issues fraudulent instructions (e.g. to change the bank account of a vendor in the vendor masterfile or change the payroll bank account of one or more employees)

A5.4 Risk treatment tools

A5.4.1 SMART principle for co-designing fraud controls¹⁷

Think about the fraud risk you have described and ways in which you might be able to prevent, monitor or detect the exploitation.

The following table outlines the 'SMART' principle which can be applied to help co-design controls with key risk stakeholders.



Specific	The control should have a clear and concise objective. They should also be well defined and clear to anyone with a basic knowledge of the work. Consider: who, what, where, when and why.
Measurable	The control and its progress should be measurable. Consider: <ul style="list-style-type: none">• What does the completed control look like?• What are the benefits of the control and when they will be achieved?• The cost of the control (both financial and staffing resources).
Achievable	The control should be practical, reasonable and credible and should also consider the available resources. Consider: <ul style="list-style-type: none">• Is the control achievable with available resources?• Does the control comply with policy and legislation?
Relevant	The control should be relevant to the risk. Consider: <ul style="list-style-type: none">• Does the control modify the level of risk (through impacting the causes and consequences)?• Is the control compatible with the entity's objectives and priorities?
Timed	The control should specify timeframes for completion and when benefits are expected to be achieved.

¹⁷ Commonwealth Fraud Prevention Centre 'Fraud Risk Assessment – Leading Practice Guide'.

A5.4.2 Example internal controls that may be effective in controlling fraud risks

The following is a short summary of internal controls that experience has shown may be effective in controlling fraud risks in each of the categories contemplated in A5.3.6 above.

Once again, this is not intended as an exhaustive list and is intended to promote consideration of current and possible internal controls within each WA public sector entity when undertaking a targeted fraud risk assessment. It is anticipated that these internal controls may be effective in controlling fraud by:

- preventing a fraudulent transaction from being processed
- quickly detecting a fraudulent transaction after it has been processed thereby preventing any further transactions and minimising loss
- assisting an entity to respond to fraud incidents that have been detected.

The internal controls set out below can be used to:

- identify internal controls already in place during the risk analysis phase of the risk assessment
- identify internal controls that may be useful in further mitigating fraud risk in the risk evaluation phase of the risk assessment.

Accounts payable fraud
• Separate procurement and payment functions
• Separate handling (receipt and deposit) functions from record keeping functions (recording transactions and reconciling accounts)
• Require reconciliation to be completed by an independent person who does not have record keeping responsibilities
• Monitor the entity's financial activity, compare actual to budgeted revenues and expenses
• Require procurement and accounts payable employees to take leave of a minimum duration (e.g. two weeks at a time) with another member of the team performing their role in their absence
• If the entity is so small that duties cannot be separated, require an independent check of work being done supplemented by appropriate and effective data analytics and other reviews appropriate to the entity's situation

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Procurement and tendering
<ul style="list-style-type: none">• Implement a tendering / contracting panel made up of independent personnel (i.e. unconnected to the procurement processes), to oversight the awarding of contracts
<ul style="list-style-type: none">• Standard contract conditions and specifications to be used with variations to be approved by senior management
<ul style="list-style-type: none">• Use evaluation criteria as agreed by the contract panel prior to tendering
<ul style="list-style-type: none">• Contract terms and conditions should be those of the purchasing department and not subject to change without the written approval of senior management
<ul style="list-style-type: none">• Clear audit trails with written records including formal authorisation of changes to original documentation
<ul style="list-style-type: none">• Independent post-transactional review of a substantial sample of tendering and contracting transactions with a particular focus on high-risk transaction types
<ul style="list-style-type: none">• Splitting of contacts should not be permitted unless authorised by senior management
<ul style="list-style-type: none">• Management reviews of the reasonableness and competitiveness of prices
<ul style="list-style-type: none">• Ensure contractors with a poor performance record are removed from the approved supplier's list
Falsification and manipulation of claims for work-related expenditure
<ul style="list-style-type: none">• Limit the number of entity issued purchasing cards and users
<ul style="list-style-type: none">• Set account limits with purchasing card providers (value, items that can be purchased etc.)
<ul style="list-style-type: none">• Require employees with entity issued purchasing cards to submit itemised, original receipts for all purchases followed by lodgement of hard copy supporting documentation
<ul style="list-style-type: none">• Independent rigorous examination of credit card transactions each month including detailed review of relevant receipts, invoices and other supporting documentation

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Falsification and manipulation of claims for work-related expenditure
<ul style="list-style-type: none"> • Periodic review of a sample of hardcopy supporting documentation • Monitor the entity's financial activity, compare actual to budgeted revenues and expenses • Require an explanation of significant variations from budget
Diversion of incoming receipts
<ul style="list-style-type: none"> • Send official notification to all regular providers / suppliers with particulars of the entity's bank account with statement that this is the only account to which refunds should be remitted • Independent post-transactional view of a sample of invoices rendered to identify any manipulations • Independent post-transactional review of emails between accounts payable / accounts receivable personnel within the entity and customers / clients to determine if there is any indication of manipulation of invoices raised or payments made
Payroll
<ul style="list-style-type: none"> • Payroll system procedures and training • Segregation of duties preventing payroll batch file payments or payroll master file changes without two approvers • Limited system administrator access to the payroll system • System controls to prevent changes to pay rates or salaries without approval • Changes to payroll masterfile (e.g. particularly for bank account numbers) only available to employees via an HR 'kiosk' in the HR system – system unable to process a change of bank account number outside of the HR kiosk • HR system to automatically generate a confirmation email to the employee where there has been a change of masterful data • Rigorous approval process for creation of new employees in the payroll system

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Payroll
<ul style="list-style-type: none">• Timely notification process from HR to Payroll of employees due to resign from the entity
<ul style="list-style-type: none">• Periodic review of payroll system audit logs
<ul style="list-style-type: none">• Management review of variance reports from previous payroll run to confirm reasons for significant differences
<ul style="list-style-type: none">• Employee background checks for new hires with access to the payroll system – this should include criminal record screening and specific questions about any previous integrity concerns / disciplinary findings etc.
<ul style="list-style-type: none">• Mandatory password changes for those with access to the payroll system to a suitable strength and complexity
<ul style="list-style-type: none">• Physical security of computers used by payroll staff with direct system access
<ul style="list-style-type: none">• Electronic timesheet systems and approval process for overtime
Assets and inventory
<ul style="list-style-type: none">• Physical security of desirable assets (i.e. laptops, IT equipment)
<ul style="list-style-type: none">• Password protection and remote wiping capability in the case a laptop is lost or stolen
<ul style="list-style-type: none">• Regular stocktakes of assets and inventory and updating asset registers
<ul style="list-style-type: none">• Security of cash (i.e. petty cash) and gift vouchers in locked tins or a safe
<ul style="list-style-type: none">• Tracking systems for assets and approval process for transfer of location
<ul style="list-style-type: none">• Maintain vehicle logs, listing the dates, times, mileage or odometer readings, purpose of the trip, and name of the employee using the vehicle

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Manipulation of financial reporting
<ul style="list-style-type: none">• Active engagement with entity's external auditor in relation to the annual audit (i.e. working collaboratively with the auditor to identify any manipulation of the financial reporting)
<ul style="list-style-type: none">• Analysis to identify unusual activity
<ul style="list-style-type: none">• Detailed review of journal and other adjustments to the general Ledger with a focus, as a minimum, on high value transactions

Cyber-borne attack
<ul style="list-style-type: none">• BitLocker protection of all IT assets to ensure security of data
<ul style="list-style-type: none">• Access to databases/systems require unique user logon identification and password authentication
<ul style="list-style-type: none">• Document authorisation that is needed to establish accountability and issue, alter, or revoke user access
<ul style="list-style-type: none">• Prohibit shared user logon IDs and passwords, and user logon IDs and passwords
<ul style="list-style-type: none">• Set database user access permissions that are based on the principles of privilege and separation of duties
<ul style="list-style-type: none">• Restrict access to servers and office locations which contain sensitive and confidential data by physical security to authorised personnel
<ul style="list-style-type: none">• Access to databases/systems require unique user logon identification and password authentication

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Auditor General's 2021-22 reports

Number	Title	Date tabled
19	Forensic Audit – Construction Training Fund	22 June 2022
18	Opinion on Ministerial Notification – FPC Sawmill Volumes	20 June 2022
17	2022 Transparency Report – Major Projects	17 June 2022
16	Staff Rostering in Corrective Services	18 May 2022
15	COVID-19 Contact Tracing System – Application Audit	18 May 2022
14	Audit Results Report – Annual 2020-21 Financial Audits of State Government Entities Part 2: COVID-19 Impacts	9 May 2022
13	Information Systems Audit Report 2022 – State Government Entities	31 March 2022
12	Viable Cycling in the Perth Area	9 December 2021
11	Forensic Audit Report – Establishment Phase	8 December 2021
10	Audit Results Report – Annual 2020-21 Financial Audits of State Government Entities	24 November 2021
9	Cyber Security in Local Government	24 November 2021
8	WA's COVID-19 Vaccine Roll-out	18 November 2021
7	Water Corporation: Management of Water Pipes – Follow-Up	17 November 2021
6	Roll-out of State COVID-19 Stimulus Initiatives: July 2020 – March 2021	20 October 2021
5	Local Government COVID-19 Financial Hardship Support	15 October 2021
4	Public Building Maintenance	24 August 2021
3	Staff Exit Controls	5 August 2021
2	SafeWA – Application Audit	2 August 2021
1	Opinion on Ministerial Notification – FPC Arbitration Outcome	29 July 2021

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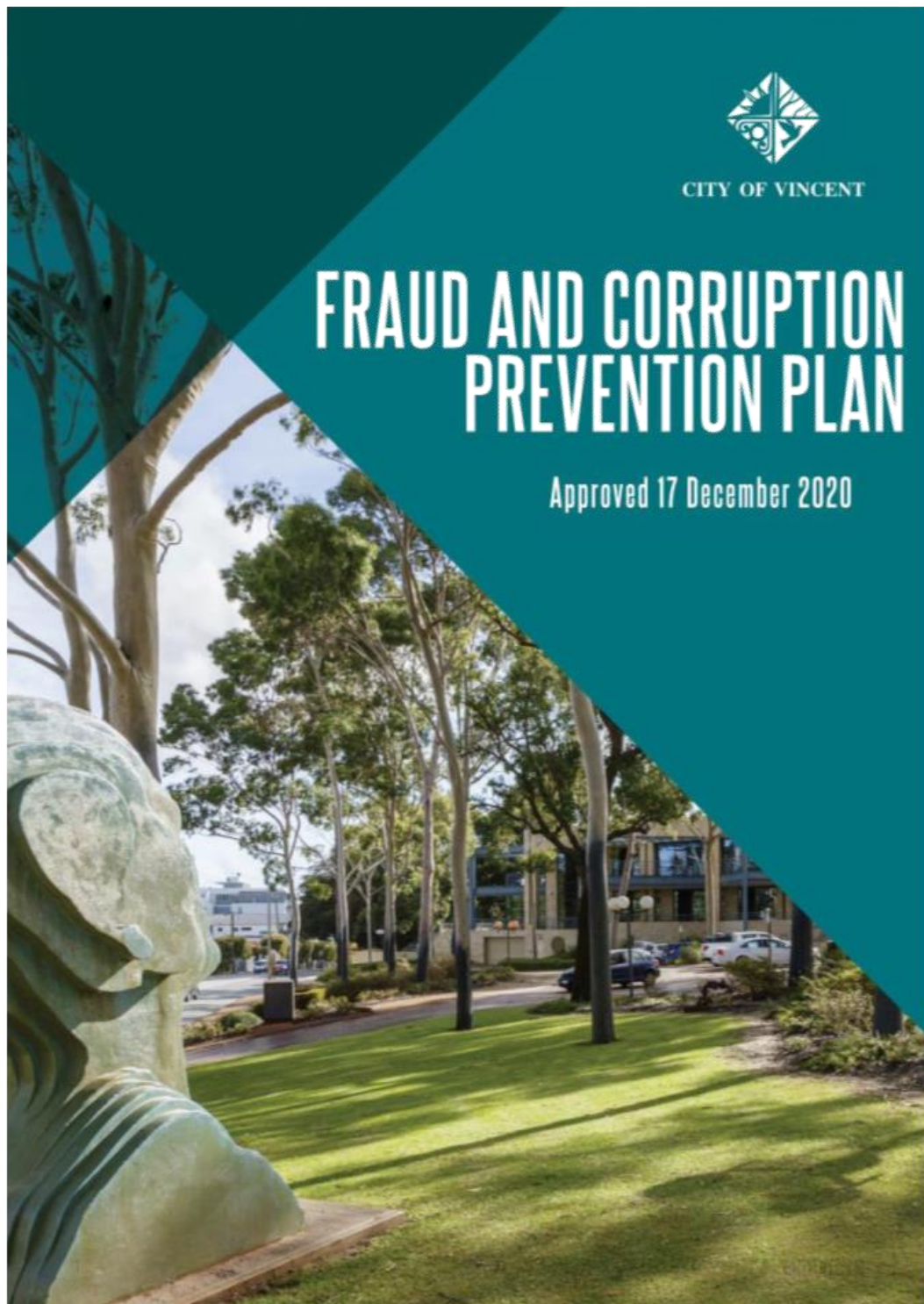


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Fraud and Corruption Prevention Plan



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Fraud and Corruption Prevention Plan



Executive Summary

The City of Vincent (**City**) is committed to the prevention, deterrence, monitoring, investigation and reporting of all forms of fraud and corruption. Fraud and corruption is damaging to an organisation as it may cause financial loss, loss of public confidence (either perceived or real), reputational damage and adverse publicity.

Local governments are the custodians of significant public funds and assets. Therefore it is important that the community has assurance that these are adequately protected from fraud and corruption.

Fraud and corruption prevention forms part of the City's Risk Management Framework. It is a risk that the City actively seeks to identify and limit its exposure to, by reducing the potential opportunity (risk likelihood) for fraud and corruption to occur.

The purpose of this Plan is to clearly document the City's approach to the prevention of fraud and corruption at both strategic and operational levels. It is to be read in conjunction with the City's [Risk Management Policy](#) and relevant legislation.



Adapted from Office of Auditor General for Western Australia, Report 5: 2019-20, *Fraud Prevention in Local Government*

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Fraud and Corruption Prevention Plan



Section 1 - Background

1.1 Purpose

This Plan supports the City's Fraud and Corruption Prevention Policy to provide a structured framework and approach to fraud and corruption prevention, detection, monitoring and reporting.

This Plan aligns with the Australian Standards for Fraud and Corruption Control (AS8001-2008) and has been endorsed by the Executive Management Committee.

The Plan will be reviewed by the Audit Committee annually.

1.2 Communication

This Plan is communicated to all staff via annual training and is available on the City's internal Vintranet site. All new staff are also made aware of the Plan as part of their induction.

1.3 Zero Tolerance to Fraud and Corruption

The City has zero tolerance for corrupt conduct or fraudulent activities. The City is committed to preventing, deterring, detecting and investigating fraudulent and corrupt behaviour in the delivery of City services. Elected Members and Administration must not engage in practices that may constitute fraud or corruption.

The desired outcome of this commitment is the elimination of fraud and corruption throughout City operations both internally and externally. The City may prosecute people identified as committing fraud or undertaking corrupt behaviour. Employees may also face disciplinary action under the City's Code of Conduct, and restitution of money or property lost through fraudulent activity will be pursued through legislative means.

Fraudulent and corrupt activities may also be required to be referred to external agencies or may be referred at the discretion of the Council or CEO. These agencies include but are not limited to –

- WA Police
- Crime and Corruption Commission
- Public Sector Commission
- Local Government Standards Panel.

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Fraud and Corruption Prevention Plan



1.4 Definitions

Fraud is defined by Australian Standard AS8001-2008 as –

Dishonest activity causing actual or potential financial loss to any person or entity including theft of monies or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity.

Fraud can take many forms including –

- the misappropriation of assets;
- the manipulation of financial reporting (either internal or external to the organisation);
- corruption involving abuse of position for personal gain.

Corruption is defined by Australian Standard AS8001-2008 as –

Corruption is dishonest activity in which an employee or contractor of the entity acts contrary to the interests of the entity and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or organisation. The concept of 'corruption' can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity.

Corrupt conduct tends to show a deliberate intent for an improper purpose and motivation and may involve misconduct such as: the deliberate failure to perform the functions of office properly; the exercise of a power or duty for an improper purpose; or dishonesty. Some examples of corrupt or criminal conduct which could be serious misconduct include –

- abuse of public office;
- blackmail;
- bribery, including bribery in relation to an election;
- deliberately releasing confidential information;
- extortion;
- obtaining or offering a secret commission;
- fraud or stealing;
- forgery;
- perverting the course of justice;
- an offence relating to an electoral donation;
- falsification of records.

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Fraud and Corruption Prevention Plan



1.5 Objective

The City is committed to meeting its legislative obligations under the *Local Government Act 1995* including *ensuring that resources are maintained in a responsible and accountable manner*.

The City's commitment to fraud control will be met by ensuring an environment in which fraudulent or corrupt conduct is discouraged, and conflicts of interest are avoided.

This commitment is reflected in the City's [Governance Framework](#), which has the following five principles:

1. Culture and Vision
2. Roles and Responsibilities
3. Decision Making and Management
4. Commitment to Sustainability
5. Accountability

1.6 Scope

This Plan applies to all Elected Members, employees, contractors and volunteers.

Elected Members must also adhere to the standards mandated by the *Local Government Act 1995*.

Further guidance on the City's responsibilities are detailed in the:

- Department of Local Government, Sport and Cultural Industries, *Fraud & Corruption Control Framework*, July 2015
- Office of Auditor General for Western Australia –
 - Report 24: 2018-2019, *Verifying Employee Identity and Credentials*
 - Report 5: 2019-2020, *Fraud Prevention in Local Government*
- Australian Standard AS 8001-2008

Fraud and Corruption Prevention Plan



Section 2 - Context

2.1 Corporate Framework

This Plan supports the objectives in the City's Strategic Community Plan and Corporate Business Plan, both of which directly inform the City's budgets, strategies, policies and service delivery.

2.2 Legislative Framework

The *Local Government Act 1995 (LG Act)* requires local governments to develop and maintain adequate internal control systems. Local governments are also required to establish a Code of Conduct for employees, contractors and Council and have an Audit Committee.

The *Public Interest Disclosure Act 2003 (PID Act)* requires the local government to establish written procedures for handling of any protected disclosures.

The diagram below shows the interdependency of this Plan with complimentary programs and processes.



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Fraud and Corruption Prevention Plan



Local Government (Financial Management) Regulations 1996, Regulation 5

- (1) Efficient systems and procedures are to be established by the CEO of a local government –
- (a) for the proper collection of all money owing to the local government; and
 - (b) for the safe custody and security of all money collected or held by the local government; and
 - (c) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and
 - (d) to ensure proper accounting for municipal or trust –
 - (i) revenue received or receivable; and
 - (ii) expenses paid or payable; and
 - (iii) assets and liabilities; and
 - (e) to ensure proper authorisation for the incurring of liabilities and the making of payments; and
 - (f) for the maintenance of payroll, stock control and costing records; and
 - (g) to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.
- (2) The CEO is to –
- (a) ensure that the resources of the local government are effectively and efficiently managed; and
 - (b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and
 - (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

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Local Government (Audit) Regulations 1996 Regulation 17 (1):

- (1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to –
 - (a) risk management; and
 - (b) internal control; and
 - (c) legislative compliance.
- (2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review at least once every 3 calendar years.
- (3) The CEO is to report to the audit committee the results of that review.

2.3 Australian Standards

Although not obligatory, Australian Standard for Fraud and Corruption Control (AS8001-2008) provide important guidance.

2.4 Roles and Responsibilities

Audit Committee

In relation to fraud control, the Audit Committee's responsibilities include –

- reviewing risk management frameworks and associated procedures for the effective identification and management of fraud risks;
- providing assurance that the City has appropriate processes and systems in place to prevent, detect and effectively respond to fraud-related information; and
- providing leadership in preventing fraud and corruption.

Chief Executive Officer (CEO)

The CEO applies the City's resources to fraud prevention and ensures the implementation of adequate controls for managing fraud and corruption risks within the City.

The CEO, under the *Corruption, Crime and Misconduct Act 2003* must notify the Corruption and Crime Commission or the Public Sector Commission if misconduct is suspected.

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Executive Management Committee (EMC)

The Executive Management Committee is responsible for implementing this Plan. In particular, the EMC must –

- provide leadership, guidance, training and support to employees in preventing fraud and corruption;
- identify high fraud risk areas;
- participate in fraud and corruption risk assessment reviews;
- monitor the continued operation of controls;
- report suspected fraud and corruption promptly, maintaining confidentiality; and
- ensure the protection of complainants who report fraudulent and corrupt activities.

Chief Audit Executive (CAE)

The CAE (Executive Manager Corporate Strategy and Governance) is responsible for –

- coordinating the fraud and corruption risk assessment process;
- developing and maintaining this Plan, in consultation with key stakeholders;
- communicating the existence and importance of the Plan to all staff; and
- delivering and/or coordinating fraud and corruption training.

Executive Manager HR

The Executive Manager Human Resources is responsible for managing the grievance and discipline process.

Public Interest Disclosure (PID) Officer

The City's PID Officers (Executive Manager Corporate Strategy and Governance and Executive Manager Human Resources) investigate disclosures in accordance with the *Public Interest Disclosure Act 2003*.

All Employees

All employees have a responsibility to contribute to preventing fraud and corruption by following the Code of Conduct, complying with controls, policies and processes; resisting opportunities to engage in fraudulent or corrupt behaviour; and reporting suspected fraudulent or corrupt incidents or behaviour.

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Section 3 - Planning and Resourcing

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- control planning,
- review of control plans,
- control resourcing,
- internal audit activity.

3.1 Program for fraud and corruption control planning and review

The LG Act requires that all local governments establish an Audit Committee. An Audit Committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

The Recommendation on p.7 of the WA Office of Auditor General's Report, Fraud Prevention in Local Government notes –

In line with better practice, all entities should ensure they implement a coordinated approach to manage their fraud risks. Entities should –

1. *assess fraud risks across their business*
2. *develop a Fraud and Corruption Control Plan and review it at least once every 2 years*
3. *develop and implement a periodic fraud awareness training program for all staff*
4. *ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place*
5. *have policies and procedures in place to verify the identity and integrity of employees and suppliers*
6. *document clear internal processes and systems to report any potential fraud, that include anonymous reporting*
7. *collect and analyse information received about potential fraud to identify any trends or emerging issues.*

This Plan is designed to achieve compliance with each of these recommendations.

The Plan operates in association with existing programs and initiatives throughout the City and forms an integral part of the overall risk management framework.

This Plan will be reviewed annually by the CAE with oversight from the Executive Management Committee. In reviewing the Plan the CAE shall give regard to the following –

- significant changes in business conditions
- strategies arising out of recently detected fraud or corruption control incidents
- results of fraud and corruption risk assessments completed
- changes in fraud and corruption control practices locally and internationally

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- resourcing requirements
- any identified changing nature of fraud and corruption within the sector.

The Plan will be presented to Audit Committee annually.

3.2 *Fraud control responsibility and resources*

The responsibility for implementation of this Plan is with the CAE. The CAE will report yearly to the Executive Management Committee, on the progress of delivery on the outcomes from this Plan.

The City is committed to allocating the required resources across the organisation to ensure appropriate controls in regards to fraud and corruption. In particular resources will be made available to –

- implement the Plan
- undertake fraud and corruption risk assessments
- deliver organisational training and awareness
- review incidents reports
- undertake investigations.

3.3 *External assistance*

Where required, external assistance will be engaged to support the delivery of any aspect of this Plan, including the delivery of training.

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Section 4 - Prevention

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- implementing and maintaining an integrity framework
- senior management commitment
- line management accountability
- internal control
- assessing fraud and corruption risk
- communication and awareness
- employment screening
- supplier and customer vetting
- controlling the risk of corruption.

4.1 Implementing and maintaining an integrity framework

The City's Code of Conduct specifies the expected behaviour of employees and contractors, which includes reporting and preventing any fraud or corruption.

Recruitment materials will include information on values and conduct expectations

The City will provide a formal induction process for all new staff and contractors that includes a clear focus on integrity.

Managers will exercise and demonstrate high levels of integrity in the performance of their roles and functions and will remind employees of the importance of complying with the City's Code of Conduct.

Annual performance reviews will include a requirement for employees to review the City's Code of Conduct each year and to complete the online training programs for both Fraud Awareness and Accountable and Ethical Decision-making (AEDM).

4.2 Commitment to controlling the risk of fraud and corruption

Managers will not be complacent and will treat fraud and corruption risks as a serious threat to the City.

The Executive Management Committee and Audit Committee will regularly be briefed on the following:

- information on the program and robustness of the internal control environment in regards to preventing and detecting fraud
- the types of fraud and corruption common with the sector
- incidence of fraud and corruption generally in Australia
- information on the types of fraud and corruption that have been detected at the local government over the previous five years
- information of new or emerging trends in this area.

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4.3 Maintaining strong internal control systems and internal control culture

The City has an existing culture of continuous improvement. The implementation of effective systems of internal control is an integral part of this program, particularly for activities assessed as having a high predisposition to the risk of fraud and corruption.

Well planned and documented internal controls will be a major defence for avoiding fraud and corruption. When undertaking projects or reviewing existing practices into the future consideration will be given to appropriate fraud and corruption controls in the development of outcomes.

Internal controls will be:

- Appropriately documented
- Accessible
- Reviewed and amended regularly
- Communicated effectively to all relevant employees
- Subject to review of adherence.

4.4 Fraud and corruption risk assessment

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with the City's Risk Management Policy.

As a minimum the following risks will be assessed –

- theft of cash
- theft/misuse of assets
- misuse of confidential corporate information
- conflict of Interest
- accounts payable
- payroll practices
- procurement
- IT and information security
- recruitment
- misuse of credit cards.

Additional risks will be identified through normal business unit operations and through the regular review of the risk register.

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4.5 Communication and awareness of fraud and corruption

It is important that fraud and corruption is identified and reported at an early stage and that employees have understanding and confidence in the system.

Employees will be provided with the following –

- a dedicated page will be maintained on the City's Vintranet in regard to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations and Public Interest Disclosures;
- fraud & corruption awareness training and AEDM training will be conducted annually, and learnings measured through staff assessment surveys;
- regular news feeds to remind staff of key integrity responsibilities including the process for reporting any instances of misconduct; and
- staff assessment surveys to measure staff confidence and attitudes about integrity, including confidence in speaking up about misconduct and integrity matters and identifying steps to address any findings

Our community will be provided with the integrity controls that have been implemented throughout the year. This will be published in each Annual Report.

4.6 Employment screening

Prior to appointment the following screening shall be undertaken with the express consent of the individual concerned, irrespective of whether they are internal or external applicants –

- verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification)
- Police criminal history check – relevant positions
- Working with Children check – relevant positions
- reference checks with two most recent employers
- consideration of any gaps on employment history and the reasons for the gaps
- verification of formal qualifications claimed – where relevant or required for position
- if necessary, residency or visa status.

The Recommendation on p.10 of the WA Office of Auditor General's Report, *Verifying Employee Identity and Credentials* notes –

Public sector entities should –

1. *have approved policies and procedures for verifying employee identity and credentials which cover –*
 - *using a 100-point identity check*
 - *criminal background checks, based on the risks associated with the position*
 - *periodic monitoring of existing employees*
2. *assess the positions which may require a criminal background or working with children check and ensure that these requirements are clearly documented in position description forms*

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3. *for high risk positions, or positions where there is an ongoing requirement to hold a licence or professional qualification, obtain regular declarations from employees that there is no significant change in their circumstances*
4. *ensure that sufficient documentary evidence is obtained prior to appointment which supports an employee's –*
 - *identification and right to work in Australia*
 - *professional qualifications and memberships*
 - *criminal background or capacity to work with children (where necessary)*
5. *perform appropriate referee checks for all potential employees and ensure that all employees' reference checks are retained in their employee or recruitment file*
6. *develop a procedure for monitoring the expiry dates of licences, certificates or working with children checks so that they can be followed up with the employee close to expiry date*
7. *perform periodic criminal background checks for positions which require it.*

4.7 Dealing with annual leave and job rotation

Directorates will consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective, local law enforcement, parking enforcement, planning officers, contract management, for example.

Excess annual leave will be monitored on a quarterly basis and reported to the Executive Management Committee.

4.8 Supplier vetting

The City will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices.

To avoid scams and incorrect payments, all suppliers are to have banking details verified upon initial entry of their details to the IT system and then periodically.

In accordance with the Procurement Policy, new suppliers with prospective business in excess of \$150,000, the minimum checks will include –

- search of Australian Securities & Investment Commission Company Register,
- Australian Business Register ABN verification,
- currency of insurances.

For new contracts exceeding, or potential to exceed \$500,000, the following additional checks should be considered –

- corporate scorecard check which looks at Bankruptcy search,
- assessment of credit rating,
- search of legal proceedings pending or judgements pending.

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Section 5 - Detection

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- implementing a fraud and corruption detection program
- role of external auditor in detection of fraud
- avenues for reporting suspected incidents
- whistle-blower protection program.

5.1 Fraud and corruption detection program

As part of the development of the annual internal audit program the Audit Committee will consider opportunities to undertake pro-active fraud and corruption detecting activities that might include –

- (a) conducting unscheduled internal reviews and audits
- (b) post-transactional reviews – a review of transactions after they have been processed, with the aim of identifying or uncovering –
 - documentation that may be missing, altered, missing or falsified,
 - authorisations that may have been omitted or altered, or
 - inadequate documentary support.
- (c) Analysis of management accounting reports – using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.
- (d) Financial Management and Risk Reviews will include a review of –
 - IT and information security
 - grants and other payments
 - tendering processes, purchasing and contract management
 - services provided to the community
 - revenue collection
 - use of credit cards
 - travel allowance and other allowances
 - salaries
 - money, property and other physical assets.
- (e) internal audits.
- (f) annual reports to management, the Audit Committee and Council regarding the position of risk management, internal controls and legislative compliance.

In accordance with the LG Act, the CEO is required to –

- a) in accordance with the *Local Government (Financial Management) Regulations 1996* r.5, advise Council at least once every 3 years in respect to –
 - efficient systems and procedures
 - ensure efficient use of resources
 - appropriateness and effectiveness of systems

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b) in accordance with the *Local Government (Audit) Regulations 1996* r.17, at least once every 3 years review –

- risk management
- internal controls, and
- legislative compliance.

5.2 External auditor's role in the detection of fraud

Consistent with recent changes to international and Australian auditing standards, the auditor's accountability for the detection of fraud will form part of any audit. These provisions will increase the likelihood of detecting material mis-statements or errors in the City's financial statements.

5.3 Mechanisms for reporting suspected fraud and corruption incidents

The City's Public Interest Disclosure Procedures (PID) [Information Guidelines](#) set out how employees can report suspicious or known illegal or unethical conduct.

Reports can be made anonymously. Anonymous reports will be examined and investigated on the available evidence.

All employees have the right to make a disclosure in accordance with the PID Act. This is encouraged where any person wishes to access the protections afforded by the PID Act.

5.4 Whistle blowers

Whistle-blowers, whether internal or external, may be an important component in the detection and exposure of fraud or corrupt behaviour.

They will be protected to the extent permitted by law. Protection may include but is not limited to –

- ensuring the person's safety
- protecting their confidentiality
- arranging any necessary physical or mental support
- referral to an external agency having greater resources for investigation.

A whistle-blower who has been involved in the reported misconduct may be provided with immunity or due consideration from City initiated disciplinary proceedings by agreement, however, the City has no power to provide immunity from criminal prosecution.

Where victimisation or reprisals are reported, a record of the report and the action taken must be placed on the file relating to the public interest disclosure. Steps taken to prevent acts of victimisation or reprisal should be recorded in a manner that they will be accessible for reference, should legal action be taken against the City.

However, vexatious or malicious complaint will not be tolerated, and an appropriate response may be made against the complainant.

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Section 6 - Response

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- policies and procedures
- investigations
- internal reporting and escalation
- disciplinary procedures
- external reporting
- civil action for recovery of loss
- review of internal controls
- insurance.

6.1 Procedures of the investigation of detected or suspected incidents

The City's Public Interest Disclosure Information Guidelines set out –

- appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity and fair due process (rules of natural justice)
- systems for internal reporting of all detected incidents
- process for reporting the matters of suspected fraud and corruption to appropriate external enforcement agencies.

The Guidelines will be reviewed regularly to ensure that it continues to meet these objectives.

6.2 Internal reporting

The CAE is to ensure that all incidents reported and investigated are documented and registered on the appropriate confidential file.

The documentation placed on the file must include the following minimum information –

- date and time of report
- date and time the incident was detected
- how the incident came to the attention of management
- the nature of the incident
- value of loss (if any) to the entity
- action taken following discovery of the incident.

6.3 Disciplinary procedures

The City's disciplinary guidelines and procedures outline the potential disciplinary outcomes that apply in regards to the application of this Plan.

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6.4 External reporting

The City's Public Interest Disclosure Information Guidelines provide direction to reporting any suspected fraudulent or corrupt conduct to any external enforcement agencies including –

- Department of Local Government, Sport and Cultural Industries;
- Public Sector Commission;
- Police; or
- Crime & Corruption Commission.

Employees may report any reasonable suspicion of minor misconduct involving a public officer to the Public Sector Commission (PSC), in accordance with the *Corruption, Crime and Misconduct Act 2003*.

Employees should consider what behaviours and circumstances constitute minor misconduct and whether the person/s involved is a public officer.

There is a good chance that if the public officer/s involved could be the subject of a disciplinary investigation at the City, then it might be minor misconduct. If you suspect the behaviour is minor misconduct employees can report it to the PSC or the CAE.

Department of Local Government Sport and Cultural Industries

Gordon Stephenson House, 140 William Street, Perth WA 6000

GPO Box R1250, Perth WA 6844

Telephone: (08) 6551 8700

Fax: (08) 6552 1555

Free call (Country only): 1800 620 511

Email: info@dlgc.wa.gov.au

Website: www.dlgc.wa.gov.au

Translating and Interpreting Service (TIS) – Tel: 13 14 50

Public Sector Commission

Two office locations:

- Dumas House, 2 Havelock St, West Perth WA 6005
- Hale House, 1 Parliament Place, West Perth WA 6005

Locked Bag 3002, West Perth WA 6872

Phone: (08) 6552 8500

Fax: (08) 6552 8501

Email: admin@psc.wa.gov.au

Website: <https://publicsector.wa.gov.au>

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Corruption and Crime Commission

Level 5, 45 Francis Street, Northbridge WA 6003

PO Box 330, Northbridge Post Shop WA 6865

Phone: (08) 9215 4888

Fax: (08) 9215 4884

Toll-free: 1800 809 000

Email: info@ccc.wa.gov.au

Website: <https://www.ccc.wa.gov.au/>

Hearing impairment: If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

TTY users phone 1800 555 677 then ask for 1800 809 000

Speak and Listen users phone 1800 555 727 then ask for 1800 809 000.

6.5 Civil proceeding to recover the proceeds of fraud and corruption

The City may seek recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.

6.6 Internal control review following discovery of fraud

Where fraud or corruption is detected the relevant Executive Manager will be responsible to assess the adequacy of the relevant internal control environment and provide a report to the Executive Management Committee on the improvements identified.

6.7 Maintaining and monitoring adequacy of insurance

The City will maintain a fidelity guarantee insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy and other policies relevant to fraudulent or improper conduct will be reviewed annually by the Executive Management Committee.

OFFICE USE ONLY	
Approved by EMC	Date: 17/12/2021, Ref# D20/244570
Reviewed / Amended	EMC - Date: 18/11/2021, Ref#: D21/213617 Presented to Audit Committee: 15/02/2022, Ref# D22/24825
Next review	Date 15/02/2023

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5.7 REVIEW OF THE CITY'S CORPORATE RISK REGISTER

- Attachments:
1. Corporate Risk Register - December 2022
 2. Risk Appetite and Tolerance Statements

RECOMMENDATION:

That the Audit Committee recommends to Council that it:

1. RECEIVES the City's Corporate Risk Register as at Attachments 1; and
2. NOTES the status of risk management actions for the high and extreme risks.

COMMITTEE DECISION

Moved: Mr Araj, Seconded: Cr Gontaszewski

That the recommendation be adopted.

CARRIED UNANIMOUSLY "EN BLOC" (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the meeting and did not vote.)

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CITY OF VINCENT CORPORATE RISK REGISTER




Risk Category	Risk Description	Comment	Impact Analysis				RISK MANAGEMENT			Strength (S-M-W)	Risk Acceptance (Y/N)	Net Risk (after RMA)	ACCOUNTABILITY			
			Likelihood	Consequence	Remarks	Actual Risk	Current Risk Management Strategy (what happens now)	Risk Management Actions (RMA)	Direction of further Rk				Risk Owner	Timetable	Assurances available	Last updated
Finance, Procurement and Contracts																
Any additional risk can only be addressed below the row																
Supplier / contract management	There is a risk that inappropriate contract management in respect to initiation and management of contract with suppliers may result in the City's interests not being protected or the contract terms not being fulfilled resulting in financial losses to the City		3	2		M	Australian standard contracts. Procurement training provided and procurement policy communicated to all staff. Additional Procurement Resource added to the team. Procurement system in place. Procurement and Contract Management Framework implemented. All new contracts are compliant. Contract creation controls are strong. Contract management controls need more work.	1. develop contract management framework, train staff in use and communicate - Complete 2. develop contract register - consultant currently preparing - Complete 3. update the contract template / use WALGA Strong / all templates - Complete 4. monitor compliance with the framework and use of templates - Complete 5. Contract management controls to be monitored through audits - Ongoing 1. Continue implementation of framework - Ongoing 2. staff training on implementing framework - Complete 3. Ensuring timely reporting and accountability by staff - Ongoing 4. Ongoing prioritisation of existing projects. New CBP has identified its strategic projects. These will be reported on monthly internally and quarterly to Council. 5. Continue to monitor and report on projects that are off track and over budget.		Y	M	Continue with regular procurement and contract management compliance audits	Council report to Audit Committee	Complete	Monitoring of contracts register and procurement processes ongoing	13-Jun-22
Major project management	Large number of projects, limited resources and ineffective management of projects resulting in financial losses and potentially poor project outcomes for the City		2	3		M	New project management framework and project prioritisation in place, but in early stage of adoption.	1. Continue implementation of framework - Ongoing 2. staff training on implementing framework - Complete 3. Ensuring timely reporting and accountability by staff - Ongoing 4. Ongoing prioritisation of existing projects. New CBP has identified its strategic projects. These will be reported on monthly internally and quarterly to Council. 5. Continue to monitor and report on projects that are off track and over budget.	Medium - systems are improving but not fully embedded	Y	M	Monitor Projects that are off track and over budget, via Project Board and Compla	Council report to Audit Committee	Ongoing	Regular reporting to Council and Audit	13-Jun-22
Financial stability, sustainability & reporting	Poor financial and management reporting regime leads to ineffective financial management, and results in insufficient resources to operate the City effectively		2	2		L	The City has improved its financial and management reporting. Now have a better understanding of funded and unfunded projects, and how this impacts the LTFP and beyond. Strategies for revenue generation are in place or planned.	1. Developing an accurate and updated LTFP which will be adopted by Council. - Complete 2. Will commence comprehensive monthly reporting covering cash flow management as well as relevant financial metrics. - Complete 3. Will assess financial sustainability as part of the development of the City's strategic priorities and masterplans. - Complete	Strong	Y	L	Refresh LTFP in 2022	Council report to Audit Committee	Ongoing	Regular reporting to Council and Audit	13-Jun-22
Asset, sustainability and environment management																
Any additional risk can only be added below the row																
Inadequate asset management	Inadequate asset management, including accountability, controls, framework, accountability and inadequate systems to record and interrogate data to inform asset renewal programs will result in poor asset management outcomes - financial loss and reputational damage	Cost - asset renewal Impact - financial loss, reputational damage	4	4	Council have endorsed the Asset Management and Sustainability Strategy (AMSS) Asset Prioritisation (Buildings) implementation Plan - AMSS is on track for delivery in December 2022. Dedicated team established to guide delivery of the AMSS.	H	Using alternative systems such as spreadsheets, Paperwork Annual review of asset renewal plans regular engagement with internal and external stakeholders	1. Develop an asset management strategy 2. Increase resource to implement the actions contained in the asset management strategy 3. Allocate additional financial resource for renewal of assets in the capital works program and operational budget	Weak - as only investigating the system/framework	N	H	Determine what asset management strategy is appropriate and implement it	Council report to Audit Committee	24-25-2022 early 2022		21-Oct-22
Asbestos management	Inadequate framework to manage the risk in respect to asbestos on City owned or managed land, or land adjoining this, will leave the City vulnerable to staff and community harm resulting in financial loss and reputational damage		3	3		M	LGR has prepared an asbestos register, and has developed an asbestos management framework in accordance with the legal advice received.	1. Finalise and implement the asbestos management framework, and communicate to staff 2. Develop actions based on gaps identified in framework.	Medium - investment in DDE Reporting/workflow technology to reduce risk even further	Y	L		CEO report to Executive Management Committee	Ongoing		17-Jun-22
Aging / unsafe assets (Leederville Oval grandstand)	Emerging safety risk associated with Leederville Oval grandstand. Buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	3	3		M	Essential maintenance is carried out, budget permitting. \$1,000 is allocated in 20/21 budget for essential electrical works.	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income.	Medium - relies on budget for the works	N	L		CEO report to Executive Management Committee	Aug 22		17-Jun-22

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CITY OF VINCENT



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CITY OF VINCENT

CORPORATE RISK REGISTER


Risk Category	Risk Description	Comment	Impact Analysis			RISK MANAGEMENT			ACCOUNTABILITY							
			Likelihood	Consequence	Remarks	Actual Risk	Current Risk Management Strategy (what happens now)	Risk Management Actions (RMA)	Strength (S-M-W)	Risk Acceptance (Y/N)	Net Risk (after RMA)	Direction of further Rk	Risk Owner	Timetable	Assurances available	Last updated
Aging / unsafe assets (Beatty Park grandstand)	Emerging safety risk associated with Beatty Park grandstand, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	3	3		M	Essential maintenance is carried out, budget permitting. Money allocated in 2020/21 budget for essential works at Beatty Park grandstand.	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income. 3. Beatty Park 2062 Option Project will identify future use and upgrade options and costs.	Medium - relies on budget for the works	N	L		CEO report to Executive Management FY2023 (Committees)		17-Jun-22	
Aging / unsafe assets (Lifts Stadium grandstand and buildings)	Emerging safety risk associated with lifts Stadium grandstand and buildings, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	3	3		M	Essential maintenance is carried out, budget permitting. Grandstand and some buildings proposed for demolition.	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income.	Medium - relies on budget for the works	N	L		CEO report to Executive Management FY2023 (Committees)		17-Jun-22	
Management of Vincent Underground Power Project (VUPP)	Failure to adequately manage the community engagement and financial management of payment obligations to Western Power to be recouped from the impacted property owners.	This risk has significant financial implications.	1	4	Most of the risk of this project is borne by Western Power as the asset owner. As project co-owner, the City shares project risks with Western Power.	H	Establish and deliver sound project management practices and maintain close partnership with Western Power.	1) Appoint project manager and establish sound project governance 2) undertake financial modelling on repayment options 3) work with Western Power on community engagement 2) Develop and implement Financial Plan to include detailed financial modelling, determination of services charges, cash flow management, and adequate financial resources 3) Develop and implement Community Engagement Plan 4) Work in close partnership with Western Power on project delivery 5) Monitor and manage project delivery	Strong	Y	M		CEO report to Executive Management 2022 (Committees)		14-Oct-22	
Any additional risk can only be added above this row.																
OH&S, employment practices																
Any additional risk can only be added above this row.																
Safety and security practices for staff	Staff working alone, after Callhours work, accessing building sites and/or private property, negative interaction with members of the community. Lack of comprehensive risk management in regard to safety practices leads to a lack of understanding of the appropriate training needs and potentially inadequate action against risks.		2	4		M	Staff training, patron education, emergency equipment provision and safety audits. Follow working alone procedures, toolbox weekly for handover, vehicle handover and audit of PPS, GPS monitoring enabled, enforcement and communication devices. Regular reporting of incidents to foster safety awareness culture.	1. Review of safety management plan and systems 2. Identify high risk positions 3. Identify gaps in OH&S procedures 4. Refer to OH&S Committee 5. Improve safety culture encourage employees to report hazards and incidents	Medium	Y	M	Note that this risk depends on behaviour of public - which City can not control - so remains medium risk.	Council report to Audit Committee	Ongoing		18-Jun-22
Any additional risk can only be added above this row.																
Business service disruption																
Any additional risk can only be added below this row.																
Disaster Recovery Plan & Business Continuity Management for Beatty Park Leisure Centre	Building or asset failure leading to an unexpected closure of part or whole of facility may lead to not meeting shareholder expectations and experiencing financial losses.		1	3		H	Asset audits, maintenance programs in place and reviewed regularly, communication strategies for any shutdowns.	Localize/create BCP for Beatty Park Develop an asset plan and incorporate into short and long term budgets	Medium - Need to increase Audit of Assets and put plan in place for maintenance including contracts and agreements	Yes - note that Medium risk as plans failure can still occur despite strategies	M	No further action	CEO report to Executive Management 2022/23 (Committees)		18-Jun-22	
Emergency Management (Interagency)	Ineffective collaboration with agencies results in a poor relationship and ineffective cooperation regarding emergency management leading to ineffective disaster management with an impact of extended service outages, worsened disaster outcomes.		2	3	Regular quarterly meetings are conducted at the WCLMC and CoP LEMC which involves interaction with all supporting agencies.	M	Local emergency management arrangements are in place with City of Perth and Western Central Councils LEMCs. Regular monitoring of EM local Recovery Plans and EM strategies are ongoing.	1. Provide additional training for relevant staff members and community agencies 2. Working towards implementation of exercises with WC LEMC 3. Exercises with WC LEMC and CoP LEMC are to be conducted during the 2022/23 period. A desktop exercise is planned for 30th June 2022 testing LEMAs Local Emergency Recovery plans.	Strong	Y	L	Conduct 4 desktop exercises per year	CEO report to Executive Management (Committees)	Ongoing - July 2022	Audit of arrangements and the number of desktop exercises per year	18-Jun-22

AUDIT COMMITTEE MINUTES

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CITY OF VINCENT



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CITY OF VINCENT CORPORATE RISK REGISTER

Risk Category	Risk Description	Comment	Impact Analysis			Risk Management			Strength (S-M-W)	Risk Acceptance (Y/N)	ACCOUNTABILITY					
			Likelihood	Consequence	Remarks	Actual Risk	Current Risk Management Strategy (what happens now)	Risk Management Actions (RMA)			Net Risk (after RMA)	Direction of further Risk	Risk Owner	Timetable	Assurances available	Last updated
Cyber Security	The City suffers a material breach of information security through ineffective protocols and processes	This is trending as an evolving risk in many organisations	3	4	Technical Security Review completed against Australian Signals Directorate Essential 8 - For Technical Security Review and current action item status - see 21/9/22 BSA The City's ongoing work with Office of Auditor General, provides a comprehensive annual review and report of the City's cyber security controls	H	anti-virus software deployed for computers, web traffic and email filtering - upgraded anti-virus software for computers and email filtering; new anti-virus software for server environment; data loss protection config on Office 365 for external file sharing; data loss protection controls are being deployed as part of Office 365 implementation - to be completed in 2024/2025; multi-factor authentication for Office 365 and remote access Ongoing improvements being made to system controls, information audits, processes, staff awareness and training	1. Staff awareness training being introduced 2. The City will introduce data loss protection and also review its processes to minimise the collection and storage of personal information	Strong	Y	H	minimal, control and improvement, internal penetration testing program, will commence in 2023	Council report to Audit Committee	Ongoing	annual SAC audit, Cyber security resource with LGs	18 Nov 22
COVID-19 pandemic	Disruption to City service delivery, local business and community group operations and staff and community well being	Global pandemic, declared state emergency and public health emergency	5	3	COVID risk management is now more easy to predict in comparison to the early days of the pandemic in 2020	H	Operational BCP planning has been completed and risk measures have been implemented	Implement risk management controls for each service/ project/ program	Strong	Y	H	Continue risk management controls and adapt to changing requirements	Council report to Audit Committee	Ongoing	monitoring COVID infections in the workforce and ensuring an appropriate response	14 Oct 22
Any additional risk can only be added above this row																
Governance, misconduct and fraud																
Any additional risk can only be added above this row																
Corporate governance / legislative compliance	Lack of an effective governance framework and culture, including risk management, leads to complacency in corporate governance, risk management and legislative compliance, potentially resulting in a failure to comply with legislative requirements and poor decision making		1	3		M	1. Governance team undertakes manual checks to ensure legislative compliance and communicates governance principles and legislative requirements to organisation 2. Audit Log monitors some financial and audit related risks, and improvements required, and is reported to EMC monthly and to Audit Committee 3. Currently no clear documentation of requirements	Determine and implement internal audit plan	Strong RMA once implemented, however, resourcing required to implement actions identified by previous reg 17 review (improvements plan and implement a compliance calendar, and ongoing monitoring / compliance checks)	N	M		CEO report to Executive Management Committee	3 year contract to deliver the IAP to be amended to reflect the time lag and priorities	1. reg 17 review 2. planned internal audit 3. Compliance calendar creates 25 Aug 22 4. Audit Log is reported to EMC and Council	
Fraud Risk Management	A lack of coordinated approach to identification, mitigation, management and monitoring of fraud, through a fraud risk framework increases the risk of fraud occurring potentially leading to reputational damage, and financial losses		3	3	Initial consideration by City has identified following fraud risk areas: 1. Payroll 2. Theft (property / money) 3. Credit card use 4. Procurement (services)	M	1. A number of fraud risks have been identified as a result of the SAC's Fraud Performance Audit in 2019, which recommended that the City have a coordinated approach to fraud management and a mechanism for reporting fraud: a. These risks are being actioned and progress is reported to Audit Committee b. Procurement risks are managed by two-level approval process for purchases c. Note, no specific current policies & procedures to prevent, detect and respond to fraud other than step 3 above A coordinated approach to identification, mitigation, management and monitoring of fraud is now in place and implemented through the Fraud Management Policy and Plan. The Plan is reviewed annually and reported to the Council through the Audit Committee	1. Testing for fraud will form part of the internal audit plan, and random checks will be undertaken by procurement 2. Ongoing training programs for both Fraud Awareness and Accountability and Financial Decision-making (AFDM) are to be developed and implemented in accordance with the Fraud Management Plan. Training will form part of induction and performance review processes 3. Regular staff assessment surveys to be developed and circulated to ensure learning from integrity training are embedded	Strong RMA, however, fraud risks must first be comprehensively identified and resourcing required to develop plan, train staff and undertake fraud testing / internal audits	N	M		Council report to Audit Committee	2022/23	Audit Log is reported to EMC and Council, random checks on transactions, inventory and processes in e.g. HR and payroll	21 Nov 22



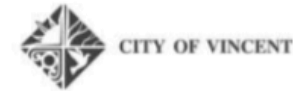
CITY OF VINCENT



CITY OF VINCENT CORPORATE RISK REGISTER

Risk Category	Risk Description	Comment	Impact Analysis			Actual Risk	Current Risk Management Strategy (what happens now)	Risk Management Actions (RMA)	Strength (S-M-W)	Risk Acceptance (Y/N)	Net Risk (after RMA)	ACCOUNTABILITY				
			Likelihood	Consequence	Remarks							Direction of further Risk	Risk Owner	Timetable	Assurances available	Last updated
Complex land management / maintenance requirements	Management and maintenance of City controlled land within the Swan River Foreshore, Aboriginal Heritage Sites and Development Control Areas		3	3	Urgent remedial path works at Banks Reserve undertaken in Feb 2019, no s 18 consent obtained. Caution issued by DPLH, may result in reputational damage, and if further non-compliances occur that could adversely impact relationship with DPLH	M	No formalised approach/ checklist for ensuring compliance with legislation relevant to works / management of land within the Swan River Foreshore, Development Control Area or Aboriginal Heritage Site. Follow process outlined in the City's 'Development/work on land containing an Aboriginal Heritage Site' (promap) checked when relevant to works / management of land within the Swan River Foreshore, Development Control Area or Aboriginal Heritage Site.	Discuss process and requirements with DPLH to ensure compliance ahead of any works.	Strong	Y	L		CEO report to Executive Management (ongoing Committee)		Annual review of process.	18-Jun-22
Non-compliance with drafting requirements for local laws	Additional administrative time and costs associated with redrafting of local laws to meet legislative requirements for local laws	Drafting of new Local Government Property Local Law, Parking Local Law and Animal Local Law occurring	4	2	Joint Standing Committee on Delegated Legislation found issues in the Local Govt Property Local Law 2021 and requested undertakings, resulting in the City needing to adopt an amendment local law within a limited time frame	M	Drafting of local laws in line with Department of Local Government's guidelines and WILGA templates	1. Discuss drafting further with Department, to ensure drafting meets Joint Standing Committee's requirements 2. Seek legal advice ahead of Gazetting local laws when necessary	Medium	Y	L		CEO report to Executive Management (ongoing Committee)			18-Jun-22

RISK APPETITE & TOLERANCE STATEMENTS



Overall City of Vincent risk appetite statement

The community want us to be a Council and an organisation that is clever, creative, and courageous - willing to push the operational boundaries and willing to think and act as an enabler.

We put this into practice in our everyday work and decision making by understanding and managing the risks in being clever and creative but still taking action to meet our strategic goals.

The City seeks to minimise its exposure to key risks relating to people, financial operational and regulatory and compliance responsibilities, while still taking action. We will ensure appropriate measures to mitigate our risks are in place.

Detailed Statements and Descriptors

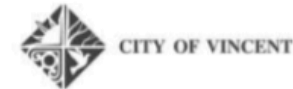
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
Financial Sustainability		
<i>Financially Volatile Decisions</i>	The City has a low appetite for risk in decision making that impacts financial volatility and sustainability	These are for those decisions not specifically considered below: Based on risk consequence criteria - Risk of loss in excess of \$100,000 (0.035% - 0.17% of operating budget)
<i>Decisions causing Budget Deficiency</i>	The City has a low tolerance for decisions or actions that result in material deficiency in achievement of budgeted: <ul style="list-style-type: none"> - Surplus - Balance sheet ratios - Profit and loss ratios - Rate of return on investments 	Based on risk consequence criteria - Risk of loss or missing budget in excess of \$100,000 (0.035% - 0.17% of operating budget)
Financial Investment & Growth		
<i>Sustainable financial investments</i>	The City has a moderate risk appetite for investments; investments must support strategic initiatives and financial sustainability. Investments must be aligned with the values and principles of the City.	Investments need to be in line with the City's Corporate Business Plan and Strategic Community Plan.

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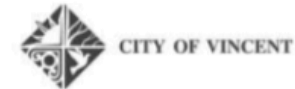
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Forwards, hedges, and derivatives</i>	The City has no tolerance for investments in forwards, hedges, and derivatives.	Organisations often use financial instruments to manage the risk in commodity and foreign currency. These can be very risky if not appropriately utilised; and the City has chosen not to use these instruments.
<i>Debt for growth</i>	The City has a moderate appetite to take on risk to fund growth.	This ties into the investment appetite; however specifically considers the use of debt funding. Based on the consequence table, a moderate risk would be in the vicinity \$100,001 to \$250,000 (0.17% - 0.43% of operating budget).
<i>Specific ratios - No specific rating given as these are set parameters that the City has determined that it must operate within. Ratios (and thresholds) are determined by the State Government.</i>	<ul style="list-style-type: none"> The City's debt to service ratio must always be above 5. Total Liabilities are never to exceed Total Assets Proposals supporting debt funding must be supported by a cash flow analysis that is financially sustainable 	<p>The debt to service ratio measures the City's ability to pay its debt. It is calculated by the annual operating surplus (before depreciation and interest), divided by the debt service cost, and is currently 5.092.</p> <p>Financial sustainability for debt funding will need to consider:</p> <ul style="list-style-type: none"> Free cash flow for monthly, capital or balloon payments Interest cover - refer above for the level of financial risk acceptable Cost of not undertaking project - i.e., repairs and maintenance of the current solution Future cost of new project once implemented - i.e., for a community centre, insurance, licences etc
Business collaboration		
<i>Commercially viable collaboration</i>	The City has a moderate risk appetite to being more commercially adept and to explore avenues to identify cost efficiency drivers, collaboration with business partners to deliver on objectives through commercially viable arrangements and partnerships.	Within the boundaries of the appetite stated above in respect to investments being within the City's Corporate plans and strategies, the City is willing to consider proposals to use partnerships and contracts to facilitate meeting the City's objectives, where consistent with legislative requirements (<i>Local Government Act 1995</i>). Suggestions would include using outside service providers to deliver current services provided by the City more efficiently, i.e., Waste Collection; or working

City of Vincent Risk Appetite and Tolerance Statements - D20/26234

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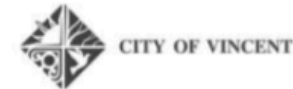
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
3 rd party Partner (Contractor) failure	The City has a low risk appetite for third party partner (contractors) failure.	collaboratively with an Arts organisation to set up a festival. Other projects may include working with developers.
Procurement		The City utilises many outside organisations in delivering on its mandate. This low appetite means that even minor or insignificant breaches in contracts or delays in delivery of products and services will be taken seriously. Accordingly, third party risk must be considered before entering into any contract, including reputation of third party, financial viability, audit clauses etc.
Procurement failure	The City has a low risk appetite for procurement failures that lead to poor value for money or financial loss, poor quality of service; incorrect or substandard products or delayed delivery; wastage of funds or services.	This ties into the above point; and thereby requires appropriate procedures in the procurement process to ensure the required outcomes for the City and appropriate enquiry and planning prior to purchases. Note, appropriate delegations must exist to support this.
	The City has zero tolerance for procurement decisions that endanger our staff and community.	Procurement decision making must consider the risk of injury or harm to the staff & community of Vincent. An example of this would be allowing the Beatty Park pool to use unregulated or unauthorised chemicals.
Asset & Environment management & sustainability		
Environmentally dangerous activity	The City supports investments, activities and developments that result in a sustainable future for our community while meeting the current needs of our residents. It recognises that this may at times involve accepting some degree of risk and is comfortable with this, subject to always ensuring that potential benefits and risks are fully understood before planning is approved and that appropriate measures to mitigate risk are established.	There is often a payoff. Proposals need to consider the risks and rewards based on the promises made to the community. This has been envisaged with the City's Project Management Framework implementation and future actions.

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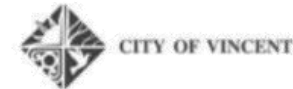
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Ecologically sustainable decisions</i>	The City has a high risk appetite for ecologically sustainable decisions	Activities that favour environmentally conscious actions will more likely be approved than those that don't. Furthermore, the City will act swiftly against actions that are detrimental to the environment.
<i>Resource wastage</i>	The City is committed to protecting and preserving the environment and has a low risk appetite for activities that would significantly degrade the environment and a high risk appetite for decisions that promote ecologically sustainable development. The City has a low risk appetite for irresponsible use of its resources.	
<i>Activities against ratepayer values & ethics</i>	The City has a very low risk appetite for investments and activities that do not align with the City's values.	The City has set its vision, purpose and guiding values based on the interpretation of those of the community it serves. When entering into new projects, investments and proposals, these values must be considered as one of the key consideration sets.
<i>Activities, structures, projects that present health risk for the community</i>	The City has a low risk appetite for activities, structures and projects that threaten the health of its community.	The City is committed to ensuring the health and wellbeing of its residents, this must be considered within the activities, projects, and new builds it approves or invests in. Activities that do not align with this will only be approved in exceptional circumstances. An example might be the approval of a Neo-Nazi festival to occur within the City's park space. A multi residential building with no nearby open space may be another example.
Values and Behaviours		
<i>Behaviour or conduct against City values</i>	The City is an equal opportunity employer that employs skilled and experienced employees in positions with clearly defined roles and responsibilities; it has a low risk appetite for actions and behaviours that threaten the people and organisational capacity.	This sets the City's view on the criticality of its employees and the City culture; accordingly, staff must be selected based on appropriate due diligence and fit for purpose considerations including against the City values. Behaviours and actions of current staff must be measured against their job performance criteria and against the values.
<i>Low individual and team performance</i>	The City places high importance on its values and a culture of integrity in conduct, performance excellence, innovation, equality and diversity, dignity and respect, collegiality, and cultural	Refer above.

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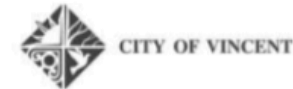
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	sensitivity. It has a low risk appetite for behaviour or conduct which does not meet these standards.	
Human Resource	The City has a low risk appetite for human resource risk.	
<i>Lack of Staff feedback & development</i>	The City has a low risk appetite for risk in practices or behaviours that lead to staff not receiving feedback and development; resulting in low staff performance, moral and staff retention.	KPI's need to be developed that ensure that staff performance management is undertaken within certain timeframes and parameters - timely responses and feedback provided, and that retention ratios are considered and acted on were outside norms. Regular surveys will support understanding moral & engagement and to understand what can be done to improve areas.
<i>Behaviour reducing cultural diversity & awareness</i>	The City has a low risk appetite for practices and behaviours that result in a workforce that is not diverse and culturally aware, be this through recruitment or day to day workplace activities.	Activities and actions to involve and include staff from diverse backgrounds considering culture, age, gender, experience sets etc.
<i>Harm of staff, clients, partners, or visitors</i>	The City has a very low risk appetite for risk in practices or behaviours that lead to the harm of staff, clients, partners, or visitors in its premises or when undertaking work related activities (within its control and responsibility).	The City's continued focus on OH&S matters, staff and contractor induction support this appetite. All new activities and projects should further consider the impact on the City's community.
<i>Breach of code of conduct, ethics, and Law</i>	The City has no appetite for conduct that is unlawful, unethical, or otherwise breaches the Code of Conduct or reflects misconduct / serious misconduct.	
Health and Safety		
<i>Inadequate & untimely reporting of breach & near-miss incidents</i>	The City has a low appetite for health and safety risk, and in particular a very low tolerance for inadequate or untimely remedy and reporting of breach incidents, or near misses.	The City's continued focus on OH&S matters, staff and contractor induction support this risk.
<i>Negligent & deliberate violations of health & safety requirements</i>	The City has no tolerance for negligent, deliberate, or purposeful violations of health and safety requirements.	

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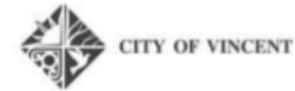
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
Business Service	The City acknowledges that in order to be innovative and nimble that some degree of risk taking is inevitable, however these risks must be considered in light of maintaining continuity of services to our stakeholders.	See below
<i>Disruption to the operation of the business</i>	The City has a very low tolerance for risks that may result in disruption to the operation of the business. Including loss of statutory services, operational continuity, loss, or lack of documentation of corporate knowledge. These risks will be mitigated and controlled to where the cost of control is equal to the marginal cost of the risk.	Interruption to services has been included in the Consequence criteria. A very low tolerance would be considered where <i>"Failure of assets / disruption which results in inconvenience but no material service interruption (resolved within one day)."</i> So, where there is a disruption, for example the phone lines are down, then a solution needs to be found within one day. The cost of this control must also be considered in the action sought.
<i>Loss or lack of documentation of corporate knowledge</i>	The City has a very low risk tolerance for loss or lack of documentation of corporate knowledge.	In order for the City to continue to provide services to its stakeholders to the degree required, the City must continue to maintain adequate systems and processes that support maintenance of all corporate knowledge.
Governance	The City is committed to best practice governance and practices and behaviours that support ethical, consistent, and informed decision making, compliance with legislation, regulation and internal and external reporting requirements.	
<i>Breaches in regulations, professional standards, and ethics</i>	The City has a very low risk appetite for any breaches in regulations, professional standards, and ethics.	There is a low, but not zero appetite for breaches. An example would be the submission of a BAS late due to resource constraints within the City. See specific examples below
<i>Bribery or Fraud</i>	The City has no tolerance for bribery or fraud.	The City will investigate all allegations and take action to the full extent of its capacity.
<i>Less than better practice for Governance, Due diligence, Accountability and Sustainability</i>	The City has a low risk tolerance for less than better practice decision making for governance, due diligence, accountability, and sustainability, as measured by accepted industry standards and practices.	

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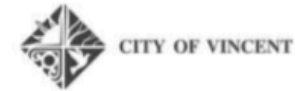
Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>A breach in Delegated Authority</i>	The City has a very low risk tolerance for breach in delegated authority.	
<i>Poor Project or Change Management</i>	The City has low risk tolerance for incidents or impacts which are generated by poor project management or change management practices.	The risk consequence level will need to be considered.
Information & Systems management		
<i>Compromising information, its management, security, and storage</i>	The City has a very low appetite for the compromise of processes governing the integrity of, and access to, information; the use of information, its management, security, and storage.	The City wishes to keep the information it has custody of, safe, secure, and uncompromised. Accordingly, it requires appropriate governance, a framework and processes in place for managing this risk.
<i>Information management and Security risk</i>	The City of Vincent has very low appetite for information management and security risk.	
<i>Internal or External threats to private information</i>	The City has no appetite for threats to private information arising from internal breaches or external malicious attacks.	
<i>Deliberate misuse of information</i>	The City has no appetite for the deliberate misuse of information.	
<i>Breaches of the Code of Conduct</i>	The City has no appetite for repeat breaches of the Code of Conduct.	
<i>Safe & approved Systems Development</i>	The City has a moderate risk appetite for systems development and changes where it is within the approved strategy, budget, and plans; and appropriate safeguards are installed.	Systems development always comes with an inherent risk factor, accordingly there must be an acknowledgement that for changes to occur some risk must be taken, however appropriate project plans and procedures should be in place to manage this risk.
Community Services	The City seeks to create a connected community where the City's residents can interact with the built environment and nature to	

City of Vincent Risk Appetite and Tolerance Statements - D20/26234

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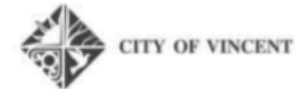
RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	create a vibrant and inclusive place to live, work and play. The City recognises that its purpose is tied to the needs and expectations of its community and in particular the rate payers. In order to meet these needs a certain level of collaboration and co-operation with these stakeholders is beneficial and necessary.	
<i>Community Engagement and Increased Participation</i>	The City has a high appetite for risks that will drive strong community engagement and increased participation.	The City wishes to match its community desire for high levels of engagement, and this is acknowledged to come with more risk. An example is the BMX track, which was highly desired by the community, but has associated risks.
<i>Constructive Community Consultation</i>	The City has a high risk appetite to engage in community consultation to deliver on our strategic objectives. This collaboration cannot be to the detriment of ensuring an efficient and effective decision-making process in the spirit of sustainability and achievement of objectives. (See sustainability above)	This point was important in driving the high engagement and participation in delivery of the City's objectives. But this should not be used as a lever to hinder progress or unnecessarily delay decision making.
<i>Activity risking long-term values or reputation of Council</i>	The City has zero risk appetite in any activity that will put its long-term values or reputation at risk.	
<i>Failure to meet customer commitments and/or provide appropriate advice and address regulatory concerns</i>	The City has a very low risk appetite for operational risks arising from failure to meet customer commitments and/or appropriateness of advice.	The City must provide appropriate advice to stakeholders and meet its commitments. The City will promptly take action to address ratepayer/customer complaints and regulatory concerns.
<i>Negotiate with Regulators, State & Federal Government Agencies</i>	The City has a high risk appetite to consult and negotiate with regulators, State & Federal Government Agencies to achieve the City's objectives.	
<i>Leasing of Community Facilities</i>	The City has a moderate risk appetite for financial loss in respect to the use of the City's community facilities provided the use is: <ul style="list-style-type: none"> • in the community interest • satisfies a recognised community purpose 	This is to ensure we are considering the needs of our community together with the financial impacts of decision making.

City of Vincent Risk Appetite and Tolerance Statements - D20/26234

RISK APPETITE & TOLERANCE STATEMENTS



Strategic Risks & Categories
<p>Finance, procurement & contracts</p> <p>Risks relating to ensuring reliability and timeliness of financial and other information; as well as ensuring the financial sustainability and viability of the City.</p> <p>Risk of failures in the City's procurement and contract engagement and management processes resulting in business loss or disruption.</p>
<p>Asset Management & sustainability, environment management</p> <p>Risks associated with investing in, developing and maintaining the City's infrastructure to ensure reliability and to meet its Vision and strategy.</p> <p>Risk of the City's current activities compromising the ability for the future residents meeting their needs. This refers to social and environmental needs. Consideration of both physical and investment actions.</p>
<p>OH&S, employment practices</p> <p>Risks relating to strategies and systems to maintain a workforce and partnerships that are productive, safe, and diverse as well as an effective and accountable organisational environment. Risks include workforce capability and capaCity, including staff, volunteers, contractors, and subcontractors.</p>
<p>Business service disruption:</p> <p>Risks or events that could cause disruption to services or operations; and/or impair or enhance the delivery of the program or project on time and within budget, or the quality of its outcomes; events that could lead to damage to your reputation, assets or compromise the security of sensitive information.</p>
<p>Governance, misconduct & fraud:</p> <p>Risks resulting in failure to meet regulatory, compliance and accountability requirements; inadequate or unclear definition of roles and responsibilities; lack of effective and transparent decision-making processes; inadequate control and procedural frameworks; the robustness of any third-party systems and processes.</p>
<p>Information & systems management:</p> <p>Risks that jeopardise information being authentic, appropriately classified, properly secured, and managed in accordance with legislative and operating requirements. Technology solutions must support strong internal control processes and the development of robust system and process solutions for the management and protection of information assets; and align technology, systems, processes and culture with business strategy and goals.</p>
<p>Community services:</p> <p>Risks or events that hinder the City's ability to meet the current and changing expectations of the ratepayers and community; including ratepayers'/customers' expectations of providing efficient, considerate, and cost-effective services; building positive and collaborative relationships and outcomes for the City.</p>

City of Vincent Risk Appetite and Tolerance Statements - D20/26234

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

5.8 REVIEW OF THE CITY'S AUDIT LOG

Attachments: 1. Audit Log as at 30 November 2022

RECOMMENDATION:

That the Audit Committee recommends to Council that it:

1. NOTES the status of the City's Audit Log at Attachment 1; and
2. APPROVES proposed completion dates as specified at Attachment 1.

COMMITTEE DECISIONMoved: Mr Araj, Seconded: Cr Gontaszewski

That the recommendation be adopted.

CARRIED UNANIMOUSLY "EN BLOC" (5-0)**For:** Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj**Against:** Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the meeting and did not vote.)

AUDIT LOG



Contents

Stanton Reg 5 & 17 Review2

EA:2020/12 (8) Manual Timesheet2

Audit Details3

Office of the Auditor General Audit for 2020/213

EA: 2021/12 (1) Asset Renewal Funding Ratio not presented3

Summary of open Confidential items (D21/61059)

Nil

AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Stanton Reg 5 & 17 Review				
<p>EA:2020/12 (8) Manual Timesheet Stanton Reg 5 & 17 Review – Manual Timesheet</p> <p>Finding The City uses manual timesheets, predominately for those employees who work in the depot and recreational leisure centre.</p> <p>Recommendation The use of manual timesheets should be eliminated, it is worth noting that the City has already noted this as a finding within their own audit log.</p> <p>Recommendation</p> <p>Risk Rating (prior to controls) Moderate</p> <p>Risk Rating (with current controls) Minor</p> <p>Management Response Responsible Officer: Executive Manager Human Resources and Executive Manager Information and Communication Technology</p>	<p>The City requires a robust online time-sheets system which is fit for purpose of a casual workforce (i.e. Beatty Park) that is flexible, easy to use and aligned to the relevant cost centres and employment.</p> <p>Administration has determined that Civica's online time-sheets module will be suitable for the City. The module however can only be implemented once work orders are activated as part of the Chart of Accounts project scheduled for completion in July 2021. Online time-sheets will have a mobile option as well. The scoping of this project will be requested to commence in March next year with implementation in December 2021.</p>	December 2021	<p>Partially completed: Beatty Park are now partially using mobile application for rostering and time-sheets. Further rollout subject to Beatty Park change management resourcing.</p> <p>In progress: for Depot staff with mobile application AND job costing requirements for time-sheets, two solutions are being reviewed:</p> <ol style="list-style-type: none"> 1. The City will help Civica test their new mobile time-sheets (currently in development) in early 2022. 2. A CRM-based approach where jobs are electronically work-flowed to staff who can then update and complete the job using a mobile application. 	<p>March 2022</p> <p>March 2022 No further progress. Resources have not been available to progress the Beatty Park roll-out. Civica have not completed their new mobile time-sheet. CRM project in early phases.</p> <p>May 2022 No update.</p> <p>July 2022 Ongoing HR team challenges have impacted attempts to resource this initiative. The HR/IT plan is now to:</p> <ol style="list-style-type: none"> 1. Prepare a change management plan in November & December 2. Implement in January & February 2023 <p>November 2022 In line with WA Government announcement (1st November 2022) that all WA Local Governments will transition to the State IR Legislation effective 1st January 2023, the City is now procuring a timesheet solution to meet legislative requirements. An electronic system will initially be rolled out to administrative staff, followed by transition of other teams using manual timesheets (Rangers, Depot field staff, Beatty Park). The City is aiming for go-live in January 2023.</p>

SC2566 - D19/147633

Page 2

AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Office of the Auditor General Audit for 2020/21				
EA: 2021/12 (1) Asset Renewal Funding Ratio not presented				
Office of the Auditor General Audit for 2020/21				
<p>Finding Regulation 10(3)(e) of the Local Government (Audit) Regulations 1996 requires the auditor to provide an opinion whether the asset renewal funding ratio is supported by verifiable information and reasonable assumptions.</p> <p>The City has not reported the Asset Renewal Funding Ratio for 2021 in the annual financial report as required by regulation 50(1)(c) of the Local Government (Financial Management) Regulations 1996, as the long-term financial plan is currently under review.</p> <p>Rating: Significant</p> <p>Implication The annual financial report does not comply with regulation 50(1)(c) of the Local Government (Financial Management) Regulations 1996.</p> <p>Recommendation The City should ensure that their long-term financial plan is kept updated, to allow the asset renewal funding ratio to be calculated based on verifiable information and reasonable assumptions for inclusion in the annual financial report.</p> <p>Responsible person Chief Executive Officer</p>	<p>In October 2021, Council approved the City of Vincent Asset Management Sustainability Strategy (AMSS). The AMSS will guide the management, spending and efficiency of the City's assets over the next decade, ensuring the best use of resources for current and future generations.</p> <p>The AMSS will assist the City to calculate an asset renewal funding ratio that is supported by verifiable information and reasonable assumptions and informed by the Vincent community.</p> <p>The AMSS involved extensive community consultation to ensure our asset management strategy met community expectations. We have also explained to the community the financial challenges we face in maintaining our ageing assets and sought feedback on different funding models. Community consultation commenced in March 2021 and concluded in September 2021. [Refer: Asset Management & Sustainability Strategy The City of Vincent]</p> <p>Management will now develop a Rating Strategy and Long-Term Financial Plan (LTFP) to reflect the outcomes of the AMSS. The LTFP will be considered by the community and Council during the budget setting process for FY23 and will be approved by Council approximately June August 2022.</p>	<p>30 June 2022 31 August 2022</p>	<p>Management is currently working on an updated LTFP which will be used to calculate the ratios for 2021-22.</p>	<p>30 June 2022 Completed 31 August 2022</p>

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5.2 AUDIT RESULTS REPORT – ANNUAL 2020-21 FINANCIAL AUDITS OF LOCAL GOVERNMENT ENTITIES - REPORT 5: 2022-23

Attachments: Nil

RECOMMENDATION:

That the Audit Committee recommends to Council that it NOTES the Financial Audit Results Local Government 2020-21 - 17 Aug 2022 report from the Officer of the Auditor General.

Moved: Cr Ioppolo, Seconded: Mr Araj

That the recommendation be adopted, noting the key findings in the report include:

Audit year	2017-18	2018-19	2019-20	2020-21
Number of entities subject to OAG audit	46	112	132	148
Clear audit opinions	44	107	129	130*
Qualified opinions	2	5	1	2*
Disclaimers of opinion	0	0	2	0*
Material matters of non-compliance	36	93	101	193*
Management control issues	198	802	704	601*

- 156 ratios at 109 entities indicated adverse trends of which the asset sustainability and the operating surplus ratios were the most common.
- During 2020-21, 601 **Management Control issues** reported, 172 reported as significant related to
 - **27% Expenditure** - control weaknesses predominantly relate to purchase order control weaknesses where PO's were raised after the goods had been supplied or after the invoices had been received and where evidence of quotes was not retained, increasing the risk of favouring certain suppliers.
 - **21% Financial Management** - predominantly relating to bank reconciliations not being routinely prepared and/or not independently verified so as to not detecting erroneous or unusual (including fraudulent items).
 - **16% Payroll & HR** – where leave entitlements were inappropriately managed, commencement and termination processes were not completed promptly to ensure accurate and timely processing
 - **10% Revenue** – including no register of infringements, interim rates not issued throughout the year and rateable values reconciliation not completed.
 - **9% Asset Management** – including no fixed asset reconciliations, no stocktaking policy or procedures.
- 358 **Information System Weaknesses**, 37 of which were significant relating to:
 - 47% Information Security - system and network vulnerabilities, and unauthorised and inappropriate access
 - 28% IT Operations - IT operations issues. In particular, issues in inadequate monitoring and logging of user activity, poor handling of information and lack of review of user access privileges.

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CARRIED (5-0)

For: Mr Manifis, Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

Against: Nil

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

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5.1 MANAGING RISK THROUGH THE PROCUREMENT, CONTRACT MANAGEMENT AND THE PROJECT MANAGEMENT FRAMEWORK

Attachments: 1. Project Management Framework - A guide for Project Managers

RECOMMENDATION:

That the Audit Committee recommends to Council that it NOTES the information provided in this report.

MOTION

That the recommendation be adopted.

DEFERRED

COMMITTEE DECISION

Moved: Mr Araj, Seconded: Mr Goy

That Item 5.1 be deferred for consideration at the next Committee meeting.

CARRIED UNANIMOUSLY (5-0)

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

City of Vincent Project Management Framework

A Guide for Project Managers

This guide is designed to assist Project Managers to undertake a project following the City of Vincent Project Management Framework



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Slide Number	Title
3	Approval to Develop a Project, Plan and Initiate
4	How do I run a Project at the City of Vincent?
5	How do I find out what the work I plan to undertake is?
6	How do I initiate my project?
7	How do I plan my project?
8	How do I get my project approved?
9	How do I deliver and manage my project?
10	How do I report on my project?
11	How do I change my project?
12	How do I close my project?
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16	Attachment C Project Size and Scalable Governance
17	Attachment D Project Prioritisation (Project Initiation)
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22	Attachment G Business Case (Project Initiation)
23	Attachment H Project Plan (Project Planning)
24	Attachment I Project Schedule & Expenditure (Project Planning)
25	Attachment I Project Schedule & Expenditure (Project Planning)
26	Attachment J Project Risks & Issues (Project Planning)
27	Attachment J Project Risks & Issues (Project Planning)
28	Attachment K Community Engagement Plan (Project Planning)
29	Attachment L Project Reporting (Project Delivery)
30	Attachment M Project Changes (Project Delivery)
31	Attachment N Project Closure (Project Closure)



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**Approval to develop a Project, Plan and Initiate**

How do I...

- [Run a project at the City of Vincent?](#)
- [Find out what the work I plan to undertake is?](#)
- [Start my project and develop my business case?](#)
- [Plan and initiate my project?](#)
- [Get my project approved?](#)

Project Delivery

How do I...

- [Deliver and manage my project?](#)
- [Report on my project?](#)
- [Change my project?](#)

Project completion and benefits realisation

How do I...

- [Close my project?](#)
- [Get help or more information?](#)



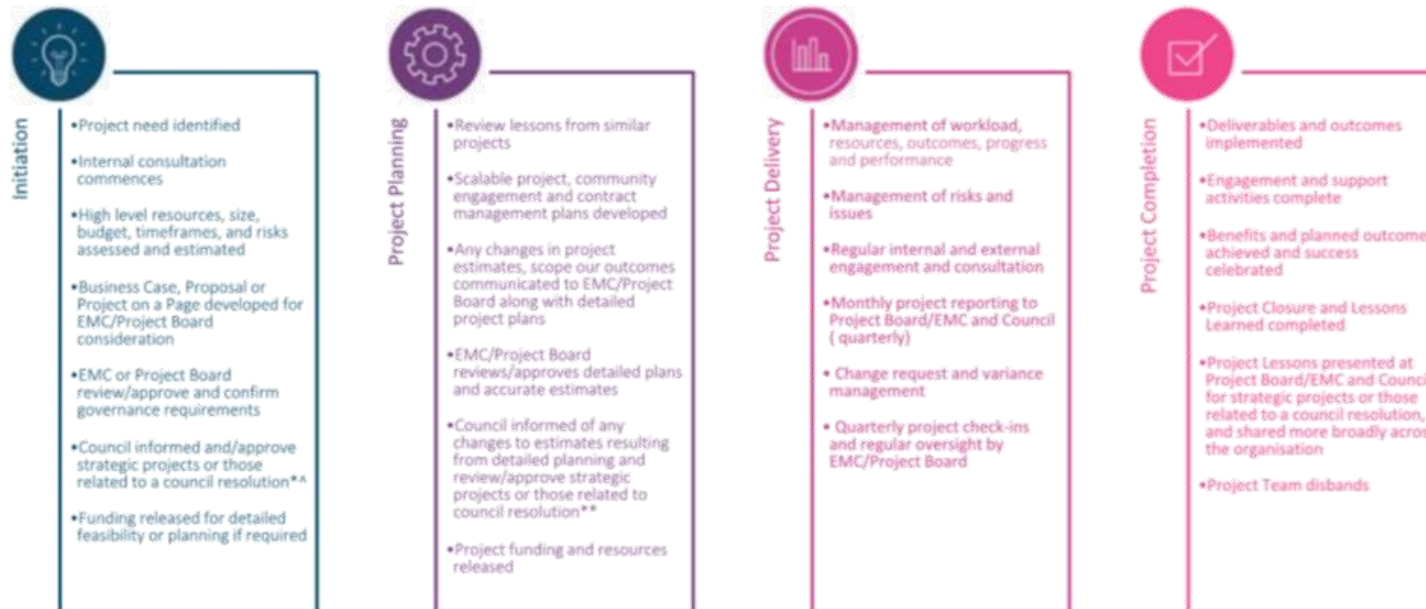
The **Project Management Framework (PMF)** was endorsed by Executive Management Committee (EMC) on 9 September 2021. It outlines four phases of managing a project from inception through to completion. This guide will help you to identify what actions are needed at each phase of your project's life.

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How do I run a Project at the City of Vincent?

The City uses the following framework to govern and complete projects.



*Council informed of accuracy of estimates and if they will be further refined as part of the detailed planning process.

^AAligned to the development and approval of the Corporate Business Plan and the Council budget approval process.

** Council informed of accuracy of estimates on detailed planning and approve/reject any changes within the budget review process. Project baselines set at this stage, and budget forecasts and estimates updated.

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How do I find out what the work I plan to undertake is?

The **first step** in developing your project is understanding what the work you are undertaking is. Is it a project, a task, or a business-as-usual piece of work?

The Project Prioritisation & Classification Guide (below) will help you to define:

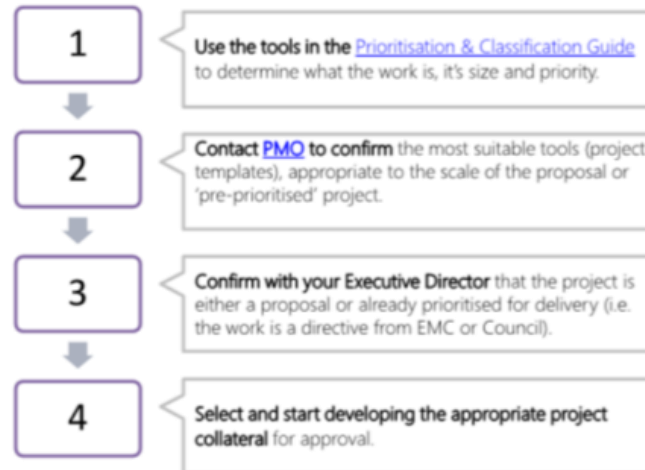
- Is it a project, program, task or a business-as-usual item
- What size it is (based on the Framework parameters)
- What the priority of the project is.

Once you have clarified the *type* of project work, you **next** need to confirm if the project:

- is a proposal, (a new idea/piece of work that has not yet been prioritised for delivery by the City) or,
- if it has already been identified and prioritised by the City or Council for delivery - speak with your Coordinator/Manager to clarify.



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Handy Hints:

- **Avoid duplication.** If documentation has been completed through another process (for example a submission to Council) then use that.
- **Proposals:** Follow the steps on [page 5](#) to develop your business case; then proceed to [page 7](#) (How do I get my project approved).
- **Projects already prioritised by the City:** Develop the Project on a Page at the same time as the planning and initiation steps (see [pages 5](#) and [6](#)).

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How do I initiate my project?

Developing a Business Case /Project on a Page and Project Plan assists you to identify what is required to successfully plan and deliver the project. These include:

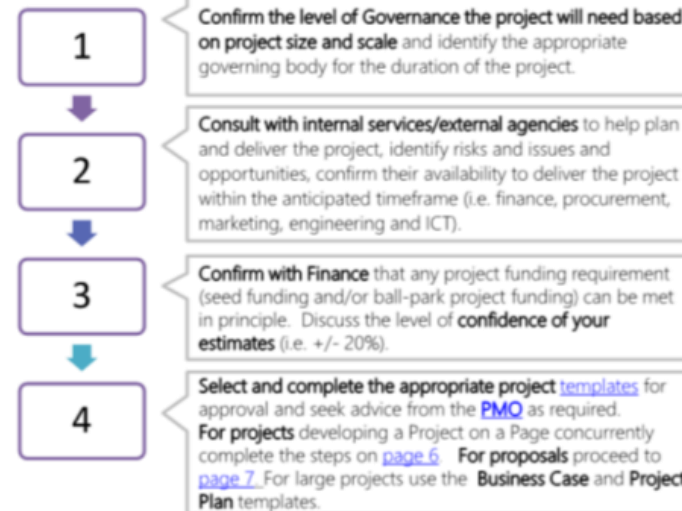
- What the project will cost and how long it will take
- What resources are required, both internally and externally
- What options there are to deliver the project
- What benefits the project aims to achieve
- What the key risks and issues are
- Identification of any [Code of Conduct](#) and [Procurement Conflict of Interest](#)
- What people, process and technology changes are necessary to meet the project deliverables.

The Project Management Office has a range of 'pick and choose' [templates](#) to fit the project size and scale. This guide refers to **project collateral** meaning collectively, all required templates and additional plans, registers or logs, as necessitated by the scale of the project.

The required 'collateral' for small projects or tasks will be at the discretion of the Executive Director



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Handy Hint:

- If you require a decision on the approach for a project (and need to present options to EMC) just a proposal will suffice at this stage. Knowing a rough estimate of the project cost and accuracy of the estimates will help decision makers to determine the initial viability of the projects.
- Where project priority is known and understood, project plan and other appropriate templates can be completed at the same time.
- Some examples of the governing body for a project are EMC and Council

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How do I plan my project?

Once you have developed the Business Case, or Project on taking the time to properly plan the project will ensure; the timeframe is realistic; the scope can adequately achieve the project objectives; stakeholder expectations are met; any requested funding aligns to the cost of required products or services; and appropriate engagement is in place.

When planning the project it is important to consider in detail the following:

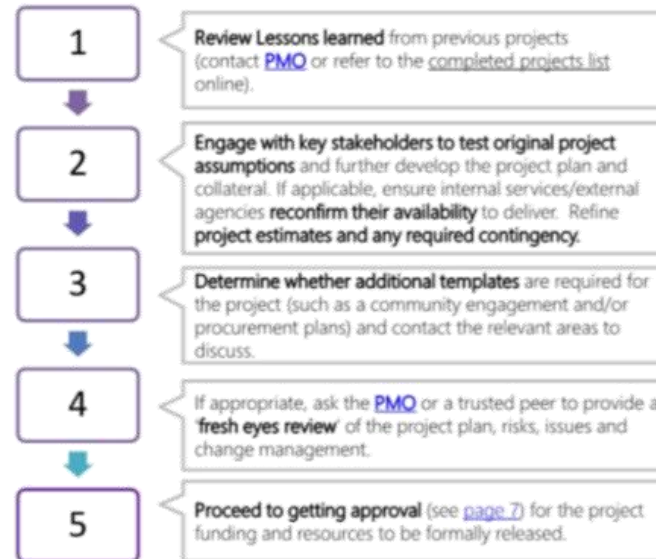
- Changes required to people, processes, policy or systems
- Internal and external resources or contractors
- How you plan to measure project success
- Budget and resource costs
- Risks and Issues (including Conflict of Interest consideration)
- Stakeholders and community engagement
- Cost of life for new or renewed assets.

It is really helpful to look at what worked well (or did not) for previous projects.

Consider if any additional collateral will benefit the delivery of the project (for example to more effectively manage project communications, stakeholders or procurement), and contact the relevant area to discuss what tools are available.



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Handy Hints:

- As a rule-of-thumb 30% of a project's total timeframe should be dedicated to planning the project.
- If you have an approved Project on a Page, ensure the appropriate governing body approves any significant changes to the timeframe, scope or budget in the project collateral.

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How do I get my project approved?

Before the project commences in earnest, the project plan must be approved by EMC and/or Council to formalise the use of resources assigned to the project; and where applicable, enable funding to be released*.

The scale and type of project will determine its governance and reporting requirements (for example EMC, Project Board, Council).

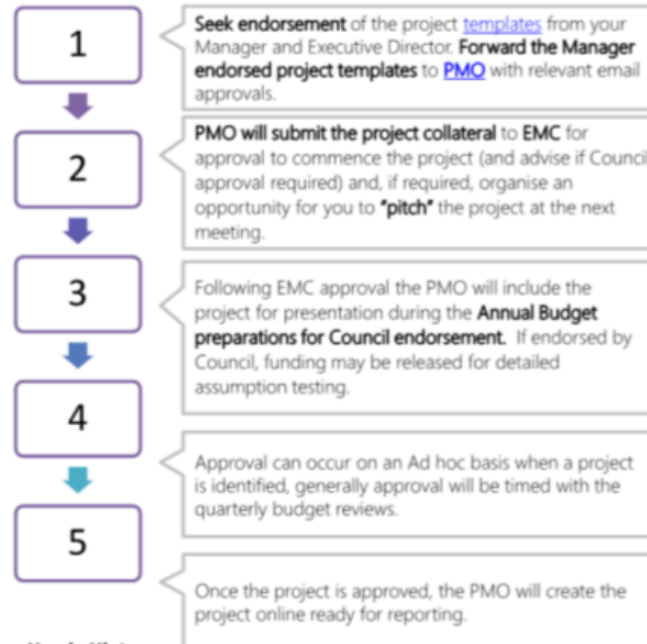
Large Projects (Strategic Projects and those resulting from a Council resolution) require the following to receive Council approval:

- A Business Case with options and attached detailed Project Plan
- Detailed Risk and Issues Register
- Expenditure forecast (phasing) and estimate of accuracy of your estimate (e.g. +/-20%)
- Procurement Plan in line with the Purchasing Policy and Contract Management Framework
- Communications, change management and engagement plan in line with Community Engagement Strategy
- Proposed measurements for benefits and outcomes (to be implemented later)

* **Funding** can provide support for the planning and preparation stages of the project. It may be used for resourcing research/information gathering, testing of project assumptions, recruitment for establishing the project team or developing a complex project plan. Speak to your Manager for further advice on seed funding.



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Handy Hints:

- Consider if **funding** is necessary to support the planning stage of the project.
- Follow a **Process**, email approval is preferred.
- The PMO team will inform you of the meeting date your project collateral will be considered by EMC. Please advise the [PMO](#) if there is an urgent need to have the project approval **fast-tracked**.

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How do I deliver and manage my project?

It is good practice to regularly review, monitor and report on your project's progress. Identifying any actual or potential issues early on will enable you to take action to ensure your project stays on track.

Regular review of your Risks and Issues register; any Conflict of Interest arising throughout different stages of the delivery of your project, and your project financials in [BIS](#) is important to ensure your project remains on track.

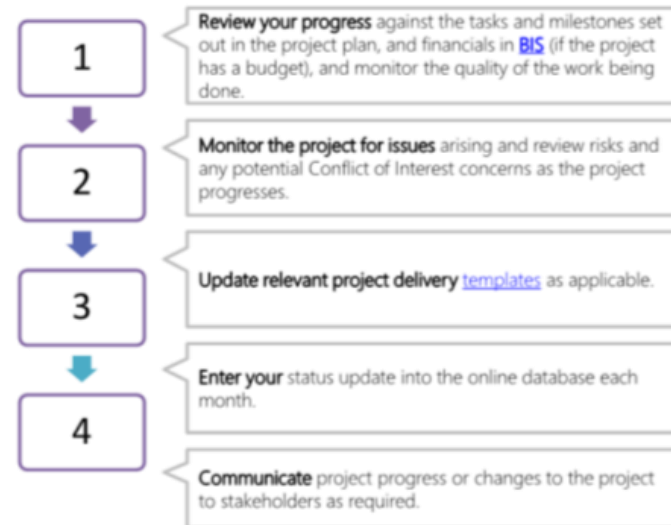
The City promotes a culture of open communication and no surprises. As such, please ensure that any issues or project changes are called out as early as possible, to ensure stakeholders are informed of any upcoming changes and the reasons for them.

The [PMO](#) are available for advice on managing or reporting on your project at any time. Quarterly project "check-ins" with project managers will be provided to proactively work through any key issues and enable reciprocal feedback on project management processes.

Project status updates are captured each month on line. See [page 9](#) for more information on reporting on your project.



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Handy Hints:

- The **monthly status update** reduces the need for duplication of reporting and informs reporting to Managers, EMC and Council.
- Calling out **issues** as early as possible often makes their resolution easier.

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How do I report on my project?

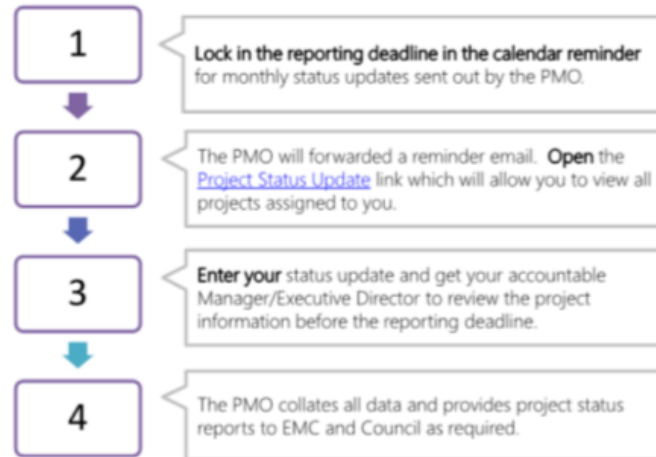
The City is transitioning to a digital toolkit, and the monthly [project status](#) reporting of our projects and programs. The PMO will forward an email each month with a link to your project and programs.

Key points for reporting:

- Project status should be short and concise (one sentence is fine).
- Traffic light indicators (for time, cost and overall health of the project) need to accurately reflect your comments or any current issues.
- Information provided by you in the status update informs reports provided to EMC and Council.
- 'How to' videos are available on the [Vintranet](#) to assist you to report on your project (see link below).
- The PMO team can provide one-on-one training in reports at your desk or via a Teams meeting. Contact [PMO](#) to arrange a time that suits.



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Handy Hints:

- Let the PMO team know if you get a **request for project information** outside of the PMO reporting process and refer the person asking for the information to the PMO. The aim is to use the projects dataset as much as possible to **avoid duplication of effort**.
- Contact [PMO](#) to confirm that yourself or a team member have the **correct access** especially if you are going on leave and someone else will be reporting.

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How do I change my project?

There are times when internal or external factors may adversely impact the project's progress, and there are other times when an opportunity may arise that allows the project to change in order to achieve a better project outcome.

If either of these situations occur the project may require a significant change to the timeframe, scope or budget to continue successfully.

It demonstrates good project management to be proactive when the need for change to the original project plan becomes apparent.

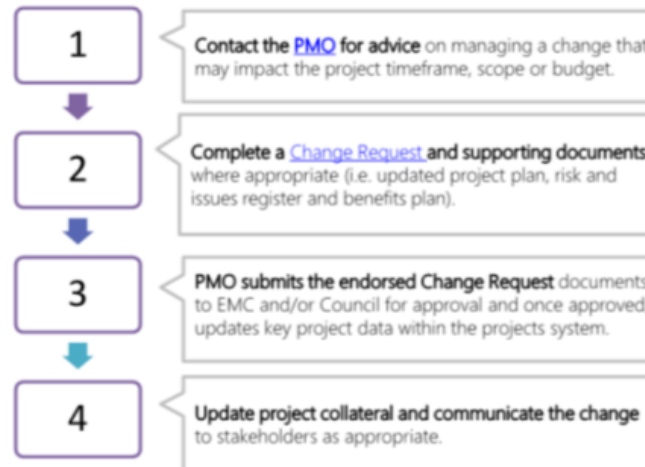
A [Change Request](#) is used to communicate the change to the governing body or key stakeholders and to seek their approval to officially change the project.

Complete a Change Request when:

- *There is a change to scope that impacts the Must Haves and/or Should Haves.*
- *The project will be delayed by more than 20% or two months whichever is the earlier.*
- *The project will not be delivered within budget.*



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Handy Hints:

- **Calling out issues** as early as possible often makes their resolution easier and actioning a required change promptly minimises any potential disruption to the project's progress.
- Speak to the [PMO](#) if you have an **urgent change request** and need to 'fast-track your change'.



How do I close my project?

Congratulations! You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the [Project Closure and Lessons Learned](#) template. The template is in a PowerPoint presentation format to make it easy to share with your stakeholders. You may even like to complete your report 'live' in a workshop with your project team!

This is a great opportunity to present what worked well and what could be improved, so the City can benefit from what you learned on this project. To make this easy, the PMO will share your valuable feedback across the organisation and use it to inform ongoing improvement in the process and delivery of City projects.

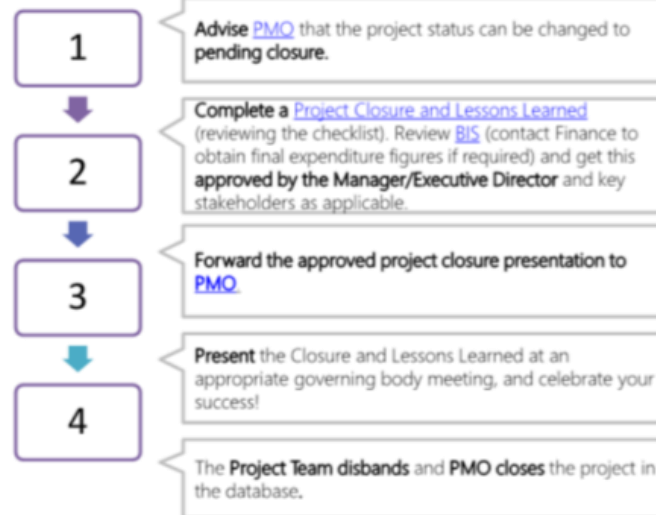
In some cases the project may lend itself to inform your teammates across the City via the weekly CEO address!!

Don't forget to finalise any change management requirements or communications to stakeholders once all project deliverables are completed.

Review your project financials in [BIS](#) and check there are no outstanding invoices, then notify Finance/Procurement that the project is closed.



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Handy Hints:

- Holding a closure/lessons learned workshop is a great way to wrap up your project. If you would like assistance to **facilitate a workshop** just ask the [PMO](#) team.
- If your project has **Benefits Realisation** measures speak to the [PMO](#) for advice.

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How do I get help or more information?

Contact the Project Management Office for advice on:

- the Framework, templates and managing project changes;
 - facilitation of in-house workshops (such as risk and issues or lessons learned);
 - seed funding, at project start-up
 - benefits realisation (currently under development);
 - quarterly check-ins and support for Project Managers; and,
 - training and support.
- [PMO](#)
 - [Project Management Framework](#)
 - [Project Management Templates](#)
 - [Online "How to Guides"](#)
 - [Promapp](#)

Tracy Bilyk

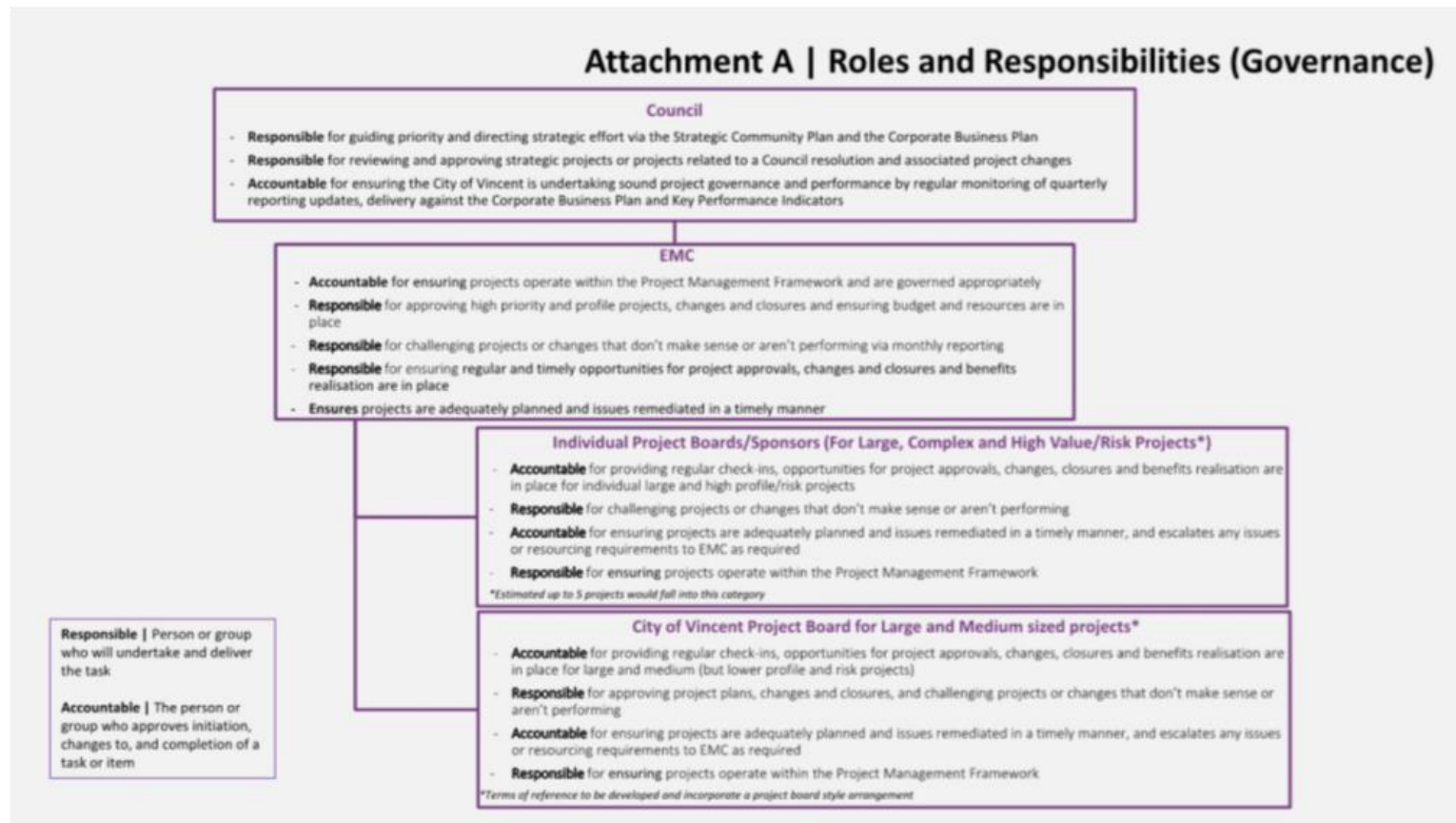
Finance Officer – Asset Reporting & Project Management

T: (08) 6112 5811

E: projects@vincent.wa.gov.au

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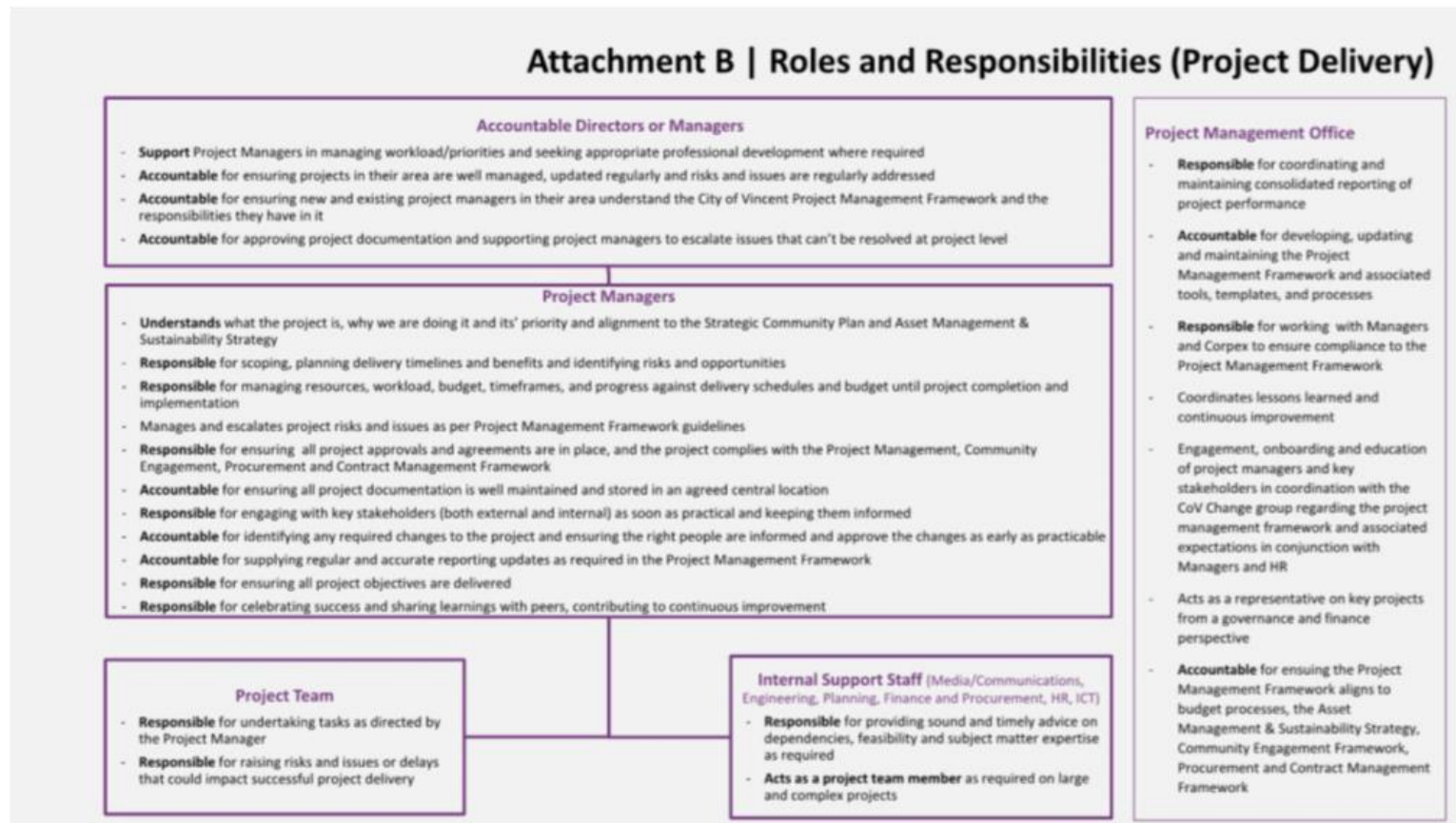
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Attachment B | Roles and Responsibilities (Project Delivery)



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Attachment C | Project Size and Scalable Governance

Large High Risk, Profile, Budget and Impact (12 Active Strategic Projects)	Medium Medium Risk and Impact	Small Low Risk or Minimal impact
General Attributes (3 or more of the attributes below)	General Attributes	General Attributes
<ul style="list-style-type: none"> High priority 12+ month duration Introduces significant risk, change, and significant benefit High profile or significant community impact or interest** 3+ FTE/cross divisional team \$250k+ budget* 	<ul style="list-style-type: none"> Must be a priority and deliver benefit 6 – 12-month duration Introduces moderate risk, change or benefit Medium profile or community impact or interest** 1-2 FTE required Up to \$250k budget* 	<ul style="list-style-type: none"> Must be a priority and deliver benefit Up to 6-month duration Low risk or change impact Low community impact or interest Up to \$50k budget*
Governance	Governance	Governance
<ul style="list-style-type: none"> Inclusion on the Strategic Projects Council Report and monthly EMC report Highest risk or profile projects have their own project board, the remaining have a standing agenda item on the Project Governance Board (inc. Reps from Marketing, Comms, Procurement, Finance, Engineering, Planning) Project team made up of interdivisional representatives from inception (i.e., Marketing, Procurement, Engineering) Central document management location 	<ul style="list-style-type: none"> Incorporated into existing governance at an appropriate level with Executive Director overview Included in monthly EMC reports Central document management location Interdivisional project team as required 	<ul style="list-style-type: none"> Approved in divisional business plans or capital works programs as appropriate Included in Project reporting at EMC discretion Central document management location
Required Project Management Tools or Evidence	Required Project Management Tools or Evidence	Required Management Tools or Evidence
<ul style="list-style-type: none"> Business Case with options (Project on a Page as a minimum) with attached detailed Project Plan Detailed Risk and Issues Register Expenditure forecast (phasing) and estimate of accuracy, (e.g. +/-40%) and agreed contingency Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Frameworks Communications, change management and engagement plan in line with Community Engagement Framework Proposed measurements for benefits and outcomes (to be implemented later) 	<ul style="list-style-type: none"> Project on a Page and appropriately scaled project delivery plan Risks and Issues Register Expenditure forecast (phasing) Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Framework Comms and Engagement Plan (if needed) in line with Community Engagement Framework 	<ul style="list-style-type: none"> Project on a Page Comms and Engagement Plan (if needed) in line with Community Engagement Framework Optional collateral (dependent on project need)
Optional Collateral (dependent on need)	Optional Collateral (dependent on need)	
<ul style="list-style-type: none"> Roles and Responsibility agreements (internal and external) Project specific collateral as required, i.e., Engineering plans 	<ul style="list-style-type: none"> Project specific collateral as required 	

*Capital works projects that have a larger budget however are considered low risk, low profile, and low impact should be treated as part of the annual capital works program

** in line with the Community Engagement Framework

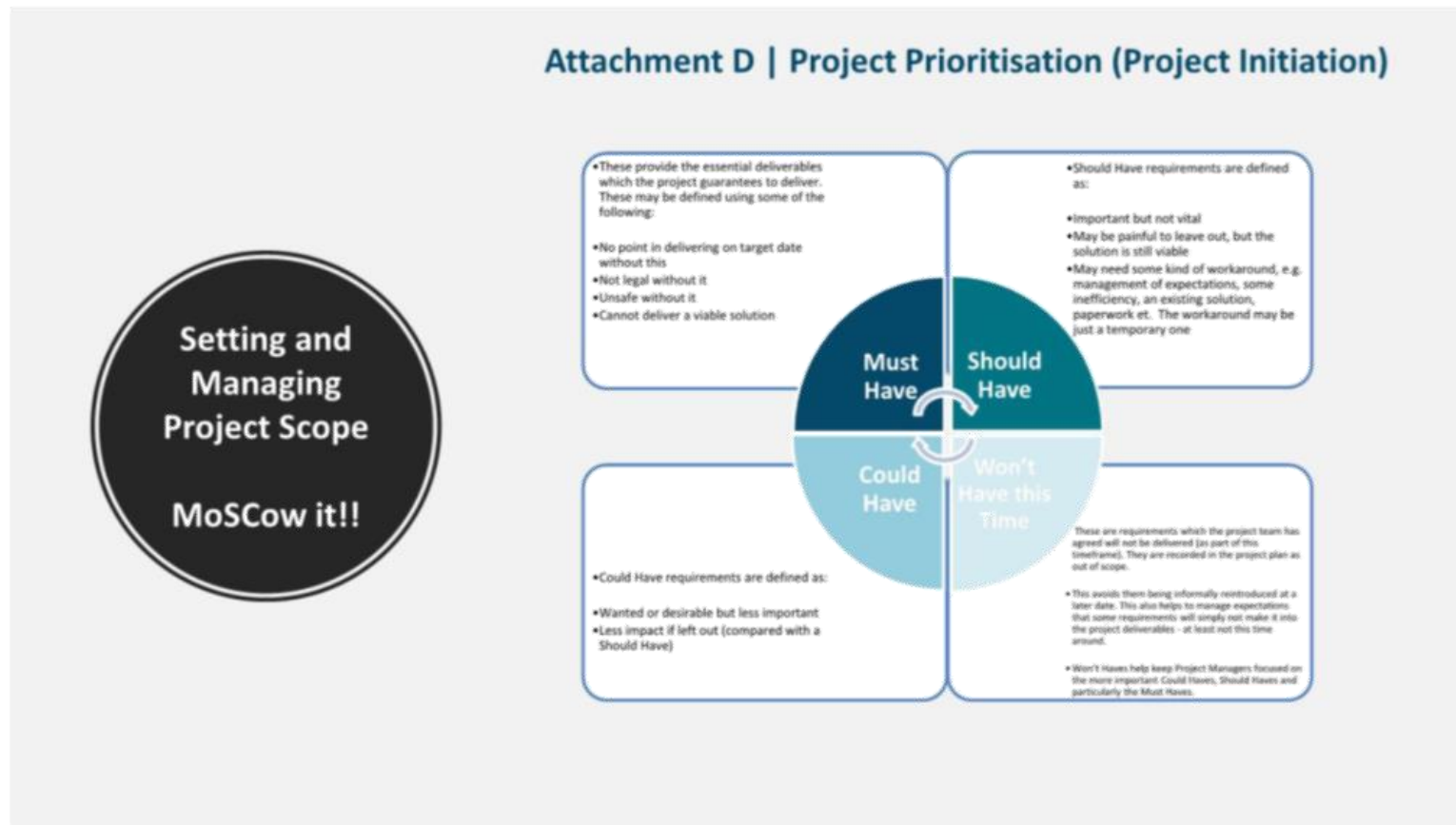
Attachment D | Project Prioritisation (Project Initiation)

How will we
prioritise our
projects?

Is it a Strategic Community Plan Priority?	Does it improve our efficiencies so we can provide more value-add services?	Does it improve customer or community outcomes?	Does it support the renew strategy?	Does it improve the safety of our patrons, staff or community?	Is it a Governing Act, Legislation or Audit requirement or critical to CoV operations?	Does the project deliver significant benefit or financial return that justifies resource and budget required to deliver it?	Is the work within our remit?
--	---	---	--	--	---	--	-------------------------------------

The prioritisation matrix has been updated to capture:

- Support for the 'renew' strategy
- Issues of safety



Attachment D | Project Prioritisation Calculator (Project Initiation)

PROJECT COMPLETION, PROTECTION AND SCORE

Result:
The calculator and guidelines are to be used as part of the City of Ipswich Project Management Framework and is designed to assist Project Managers to identify the place of work in a Business as Usual, a Project or Ongoing Program, when the priority is to drive the work into an approved and governance guidelines. The calculator for the Project Prioritisation calculator is to be used to prioritise your deliverables which can then be carried over into the final Business Case. The response of work is completed the same the calculator and supporting matrix should only be used as a guideline. If you are in doubt please speak to your Manager or Director.

Is a piece of work BBU, A Project or Ongoing Program?

Business as Usual
Is a piece of work that is ongoing, regular and continuing that is part of the City's core business and is generally considered a core function of the City.

A Project
Is a temporary initiative undertaken to create a unique product, service or result through management activities. Projects usually involve change, are temporary, unique, discrete and are cross functional.

Ongoing Program
Is a group of projects or tasks that have been identified for completion, although there are unique tasks involved in programs, it is generally accepted that programs are ongoing for at least three years, and take on a more operational management.

Priority / Benefit Score Indicator

High
(1-3) Best case

Medium
(4-5) Strong case

Low
(6-7) Good case

Not a Priority
(8-9) Weak case

Project Priority Questions								Total Score	Score to your priority rating (see sheet)
1	2	3	4	5	6	7	8		
Is it a Strategic Corporate Plan Priority?	Does it improve our efficiency or cost and provide more value for money?	Does it improve customer or community outcomes?	Does it support the vision strategy?	Does it improve the delivery of our programs, staff or community?	Is it a Government/Local Government or State requirement or critical to our operations?	Does the program deliver significant benefits to the community that justify the resources and budget requirements?	Is the work deliverable?		
Suggests there is a strategic business case	Significant improvement in efficiency	Improves outcomes for citizens, customers or community groups	Supports the vision strategy and Business Sustainability	Improves high risk delivery issues	Required by Government, Local Government or State	Community benefits	Yes		
2	2	1	2	2	2	1	1	10	High Priority

Project Prioritisation: Planning and Managing Project Risks / Opportunities / Budget and Workload

Must Have (M)

Where possible the project manager should ensure the project is delivered as soon as possible. This may be difficult due to the nature of the project.

High priority or strategic in nature and is critical to the business. It is a high priority and is critical to the business. It is a high priority and is critical to the business.

Should Have (S)

Where possible the project manager should ensure the project is delivered as soon as possible. This may be difficult due to the nature of the project.

High priority or strategic in nature and is critical to the business. It is a high priority and is critical to the business. It is a high priority and is critical to the business.

Could Have (C)

Where possible the project manager should ensure the project is delivered as soon as possible. This may be difficult due to the nature of the project.

High priority or strategic in nature and is critical to the business. It is a high priority and is critical to the business. It is a high priority and is critical to the business.

Won't Have at this Time (W)

Where possible the project manager should ensure the project is delivered as soon as possible. This may be difficult due to the nature of the project.

High priority or strategic in nature and is critical to the business. It is a high priority and is critical to the business. It is a high priority and is critical to the business.

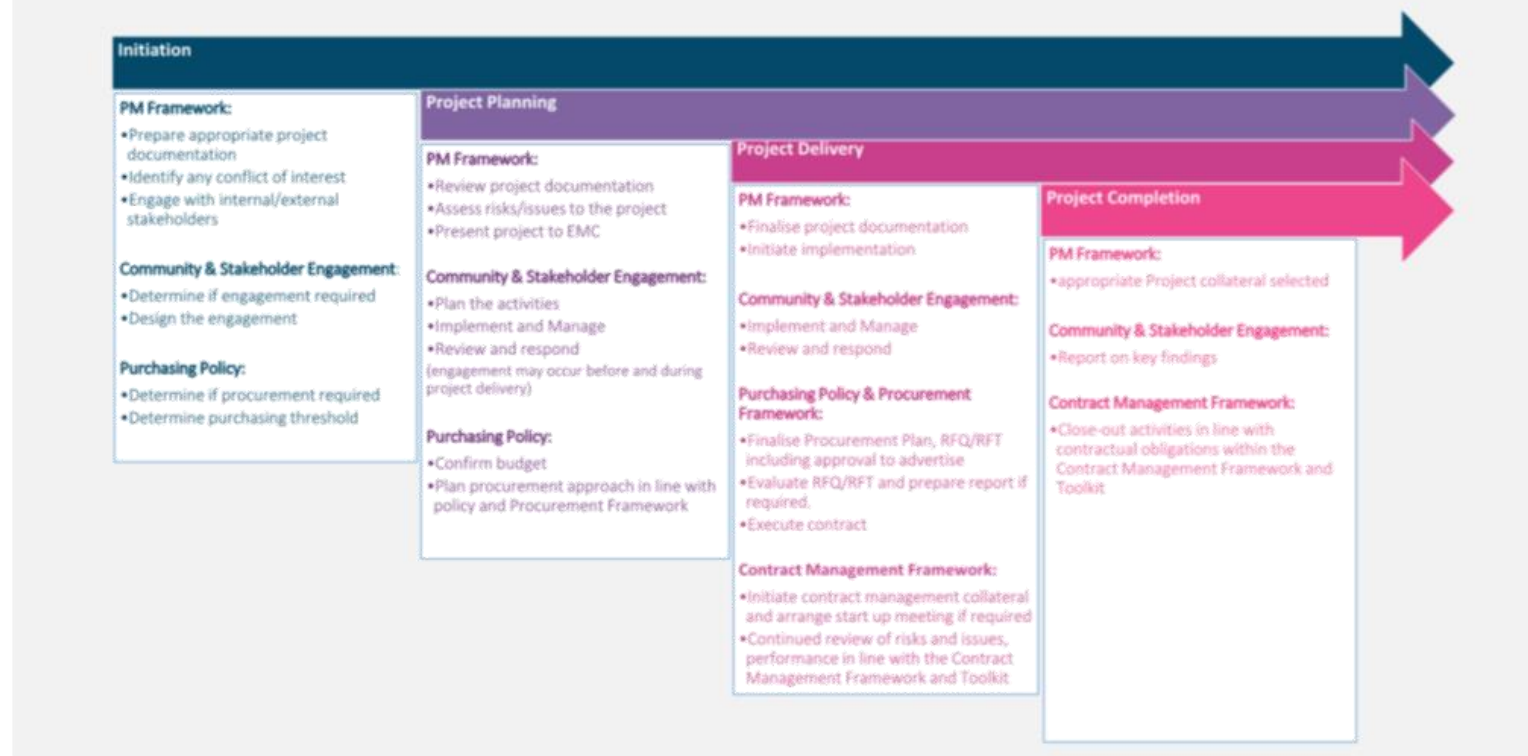
Item 5.1- Attachment 1

Page 194


Item 12.6- Attachment 1

Page 197

Attachment E | Alignment with Policies & Frameworks (Project Initiation)



Attachment F | [Project on a Page \(Project Initiation\)](#)

CITY OF VINCENT

PROJECT ON A PAGE

Project Size
S / M / L

Start Date
03/01/23

SOP Category
(delete not applicable)

Enhanced Environment
Accountable City
Connected Community
Thriving Places
Sustainable Design
Innovative & Accountable

Priority
101

Estimated Finish Date
06/30/23

Project Name:

Project Board:

Project Manager:

Project Code (CRP): CRP Strategic Project No.

Accountable Executive
Signature:

Service Area:

Project Description:

Expenditure Type:

Contract & Record No.:

Objectives & Scope:

Project Success Is...:

Estimated Timeframe
7 months

Results

Key Stakeholders (Internal and external)

Project Estimated Cost: \$

Contingency: \$

Total Expenditure: \$

Sensitivity Analysis:
Indicate the confidence level of your estimate
(e.g. 50-90% and provide factors to be considered)

75%

Total PTE cost (estimated): \$

Number of PTE:

Total Project Cost (ex. GST): \$

Account No. (Please do allocate)

Project Deliverables / Milestones
(Optional Phasing and Start/End charts available)

Milestone Priority
(M, S, L, W)

Year 1

Year 2

Year 3

Year 4

Other Years (S)

1

2

3

4

5

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AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

Attachment G | Business Case (Project Initiation)

BUSINESS CASE

Project Management Framework
City of Vincent



Date:	dd/mm/yyyy
Project Name:	
Project Manager:	
Disadvantages:	
Project Code:	
Accountable Executive Sponsor:	
Estimated Timescale:	Start Date: Estimated Finish Date:
Total Expenditure:	\$ (salary cost plus estimated cost of recommended option)
Total Salary Cost:	\$
Total Estimated Cost of Recommended Option:	\$
Sensitivity Analysis:	%
Number of FTEs:	Required Contingency: %

Has Finance confirmed that funding is available for this project? ☐ Yes, No, Not Applicable

OBJECTIVES & SCOPE

Description:
High Level Synopsis

The objectives of this project are:

-
-

Deliverables (Milestone Priority)	NA, S, L, HI
1.	
2.	
3.	
4.	

BENEFITS & MEASURABLES

Problem Definition and Urgency
Outline the problem the project seeks to address and the urgency

The benefits of the project are:

-

How does the project align to the Strategic Community Plan?
Describe how the project aligns to the Strategic Community Plan and how it supports key City priorities

BENEFITS & MEASURABLES

How will the success of this project be measured?
What will success look like? How and when will the benefits of the project be realised? The success of the project will be measured by the following:

-

If applicable, outline how the project will impact or be impacted by other departmental or government initiatives

-

APPROACH

Recommended option and Reason:
Note the recommended option and the reason for this recommendation

The advantages and disadvantages for each option are summarised below:

Option 1: Maintain the Status Quo

Total Estimated Cost:	\$	Sensitivity Analysis: (Indicate the confidence level of your estimate (e.g. 80% and provide factors to be considered))
Advantages:		
Disadvantages:		

Option 2: Insert Option

Total Estimated Cost:	\$	Sensitivity Analysis: (Indicate the confidence level of your estimate (e.g. 80% and provide factors to be considered))
Advantages:		
Disadvantages:		

Option 3: Insert Option

Total Estimated Cost:	\$	Sensitivity Analysis: (Indicate the confidence level of your estimate (e.g. 80% and provide factors to be considered))
Advantages:		
Disadvantages:		

SCOPE


What will be included as part of this project?

-

What will not be included as part of this project?

-

HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?... GUIDE

 [Templates and Tools](#) [Overview](#)

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

Attachment H | [Project Plan](#) (Project Planning)

PROJECT PLAN

Project Management Framework
City of Vincent

Date: dd/mm/yyyy

Project Name:

Project Manager:

Link to Business Case/Proposal or
Project Code: (only enter if funding is required on an existing project if known)

Accountable Executive Director:

Sponsor:

IMPLEMENTATION ACTIVITIES

The implementation activities associated with this project are:

-
-
-

FINANCE - Schedule and Expenditure Forecast, Procurement and Contract Management

Need help?

- if your project requires funding please complete the Schedule & Expenditure Costs spreadsheet [here](#) and submit with your proposal.
- for funding assistance information contact your Finance Business Partner
- both [Procurement](#) and [Contract Management](#) information is available at the attached link or email them [here](#)

Need More Help? Email the PMO [here](#)

INTERNAL SERVICE REQUIREMENTS

If your project requires input from the following areas please outline the following:

- Task
- Expected timeframes

Please discuss with the appropriate Service Area as soon as practicable and indicate how which will be involved

Internal Service Requirements

Please discuss with the appropriate Service Area as soon as practicable and indicate how which will be involved

	consulted	Plan attached	Plan to be developed	not applicable
Engagement / Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering / Parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning - Consulted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance / Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning - Consulted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risks & Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Insert)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RISES AND ISSUES

Please complete Appendix B project Risk, Issue and Decision Register [here](#) and submit with your proposal.

Risks

-
-

Issues

-
-

CONSULTATION AND COMMUNICATION

Internal/External Stakeholder	What do they need to know? What information do we need?	When do they need to know it?	How do they need to be informed?

Note: Consider the impact of the project against the City Community Engagement Strategy and develop an appropriate Engagement and Communications plan in line with Media and Communications.

HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO IT...GUIDE

Templates and Tools

Proposal

Attachment I | [Project Schedule & Expenditure \(Project Planning\)](#)

PROJECT SCHEDULE

	Year 1												Year 2											
Project Schedule	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Initiate																								
Procurement																								
Development																								
Stage X																								
Stage X																								
Stage X																								
Implementation																								
Project Close and Lessons Learned																								

Instructions

Show the expected delivery timeframes

If your project plan has been developed using another tool i.e. MS Project then please provide that as an appendix in place of the above.

Note: The Project Management Coordinator can assist Project Managers to develop a detailed project schedule.

Attachment I | Project Schedule & Expenditure (Project Planning)

PROJECT EXPENDITURE FORECAST													
Asset Class	Community Engagement												
Project Type	Asset Rate %												
Year 1 Capital or Operating Project Budget (Excludes GST)													
Revenue Type	01	02	03	04	05	06	07	08	09	10	11	12	Year 1 Total
Municipal													0
Grants													0
External Provider Contributions													0
Revenue													0
Loan / Borrowing													0
Other													0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure	01	02	03	04	05	06	07	08	09	10	11	12	Year 1 Total
Consultancy costs or additional resourcing only													0
Materials, contracts & professional services													0
Utilities													0
Other expenses (specify)													0
Total expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0

Outer Years Capital or Operating Project Budget (Excludes GST)													
Revenue Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget		
Municipal											0		
Grants											0		
External Provider Contributions											0		
Revenue											0		
Loan / Borrowing											0		
Other											0		
Total	0	0	0	0	0	0	0	0	0	0	0		
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget		
Consultancy costs or additional resourcing only											0		
Materials, contracts & professional services											0		
Utilities											0		
Other expenses (specify)											0		
Total expenditure	0	0	0	0	0	0	0	0	0	0	0		

Instructions:

The information above is provided to enable Finance to compile the Annual Budget and inform the Long Term Financial Plan (LTFF).

Revenue Type - Show when and what type of funding you anticipate you will be using in the first year (Phasing - which month do you expect to spend against project budget)

Expenditure - Show when and what anticipated expenditure you will be using in the first year (Phasing - which month do you expect to spend against the project budget)

Outer Years - Show the total amounts per year (without phasing)

AUDIT COMMITTEE MINUTES

7 DECEMBER 2022

Attachment J | Project Risks & Issues (Project Planning)

[illegible]

AUDIT COMMITTEE MINUTES

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Attachment J | Project Risks & Issues (Project Planning)**Daily Log**

To record required actions or significant events not recorded in other project documents - it can be used as a Project Manager's diary if required.

Entry Date	ID No.	Action, Item or Comment	Responsible Person	Result	Target Date	Actual Date	Status
	1						
	2						
	3						
	4						
	5						
	6						
	7						

Decision Register

This register notes the status of proposed changes to the project and the impact on Project Schedule, Scope and Budget.

Date Added	ID No.	Description of Change	Changes to the Project	Impacts	Endorsed By	Endorsement Date	Status	Comment
	1							
	2							
	3							
	4							
	5							
	6							
	7							

Lessons Learned

To record any lessons learned during the life of the project to assist with the closure and lessons learned process. Use if required.

Entry Date	ID No.	Lesson	Related to (Schedule, Stakeholder, Budget, Deliverables)	Recommendation
	1			
	2			
	3			
	4			
	5			
	6			
	7			

AUDIT COMMITTEE MINUTES

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Attachment K | [Community Engagement Plan \(Project Planning\)](#)

COMMUNITY ENGAGEMENT PLAN				
Project Management Framework City of Vacant				
Project Name	Project Lead		Engagement level (SAP2)	
Project in a nutshell?	Important dates or milestones			
Communication and Engagement Objectives		Key stakeholders		Key risks and mitigations
Communication/ consultation phases	Est timeframe (each phase)	SAP2 level (each phase)	Key messages (simple – to be further refined)	
Phase 1 – Phase 2 –			•	
Description of communication and engagement tactics (What)	Target timeframe* (When)	Audiences / stakeholders (Who to)	Responsible (Who by)	Notes (How / Why / How much)
Phase 1				
Phase 2				
Phase 3 – Closing the loop				
How will we measure success?			Proposed budget & cost code	

* Timeframes are suggested and may change - unless dates have a legislative requirement.

AUDIT COMMITTEE MINUTES

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Attachment L | [Project Reporting \(Project Delivery\)](#)


OK...do I dare ask – what about reporting?

What you need to do?	Guidelines
<p>Project status updates have been transitioned to a digital format to make the reporting process easier, and to use the same information in multiple reports.</p> <p>Each month you will need to:</p> <ul style="list-style-type: none"> • Open the email from the PMO • Click on and update your project by the due date • Save your project update and make sure that your Manager knows what your status update is <p>Status Reports go to EMC and then to Council, so you only have to report once!</p> <p>Alerts also go to Marketing and the PMO when you identify an upcoming engagement activity or that a project needs to change.</p> <p>It shouldn't take more than 5-10 minutes to complete a status update</p> <p>Links to Digital Reports and Status Updates</p> <p>EMC and Council Reports Portfolio Source of Truth Example Status Report How to complete your status update video Project Check-in</p>	<p>Remember to:</p> <ul style="list-style-type: none"> • Be concise and follow the instructions online and the instruction video • Be accurate • Call out issues or if changes need to occur as early as possible • Don't duplicate! If you are asked for another report on the same information direct the requestor to your status update • Make sure your Manager knows what you are reporting • Get your monthly report in by the due date

Attachment M | Project Changes (Project Delivery)

**What about
when my
project needs
to change?**

When you need to submit a change request?	What if I need to approve a variance now that meets the change request criteria?
<p>You need to submit a change request when:</p> <ul style="list-style-type: none"> <i>There is a change to scope that impacts the Must Haves and/or Should Haves.</i> <i>The project will be delayed by more than 20% or two months whichever is the earlier.</i> <i>The project will not be delivered within budget.</i> <p>Change Requests will need to be approved by your Manager and EMC/Project Board.</p> <p>Change Requests that impact or change a resolution of Council will need to go to Council for approval.</p> <p>You need to alert key stakeholders as soon as you know that a project change is required.</p> <p>Change Requests will be able to be sent electronically, and if the project dates and budget are to change it is expected that an updated project plan and expenditure phasing is attached to your change request. Once approved, the impacts of the change need to be communicated to all impacted stakeholders.</p> <p>Turnaround time - 3-5 business days unless it must go to Council.</p>	<p>Sometimes a change or variance needs to be fast-tracked or approved now. Examples of where a variance needs to be approved immediately are below:</p> <ul style="list-style-type: none"> Work needs to be done urgently to ensure immediate safety of staff or community Not actioning a variance now will result in incurring a significant delay and impact to community amenity (i.e., road could be resealed today with variance but if not would result in road being closed an additional week) Significant cost impact from having to do the work at another time <p>In these instances, the following process should be followed:</p> <ul style="list-style-type: none"> Executive Director or CEO approves for the change (verbally and via email if urgent) and then emails follow up approval to all within governance structure, cc' PMO Note the variance in the monthly status report and archive email in central project repository Retrospectively lodge a change request if the change meets the change criteria <p>Change Request</p>



**How do I
close my
Project?**

Attachment N | Project Closure (Project Closure)

How do I close my Project?

Congratulations! You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the [Project Closure and Lessons Learned](#) template.

Appendix A – Closeout Checklist

	Task	Complete	Date	Comment
1	Project deliverables accepted		DDMMYYYY	
2	Closure Report approved and endorsed by governing body	Yes/No	DDMMYYYY	Please attach approval evidence
3	All support change management and engagement tasks complete	Yes/No	DDMMYYYY	
4	Benefits Realisation plan in place	Yes/No	DDMMYYYY	Please attach
5	Closure Report approved and endorsed by Sponsor	Yes/No	DDMMYYYY	Please attach approval evidence
6	Closure Report approved and endorsed by Client/Customer	Yes/No	DDMMYYYY	Please attach approval evidence
7	Closure Report approved and endorsed by Accountable Manager	Yes/No	DDMMYYYY	Please attach approval evidence
8	Actual budget spent on Slide 3 confirmed by Finance Team	Yes/No	DDMMYYYY	
9	Outstanding tasks identified and documented	Yes/No	DDMMYYYY	
10	Risks and issues closed or transferred	Yes/No	DDMMYYYY	
11	Process in place to manage any outstanding risks, issues or tasks (and appropriate handover as required)	Yes/No	DDMMYYYY	
12	Lessons Learned Workshop undertaken	Yes/No	DDMMYYYY	
13	Procurement activities finalised and Procurement Team informed	Yes/No	DDMMYYYY	
14	Project Team released to undertake other work	Yes/No	DDMMYYYY	
15	Project Management Office and Centre Team informed of project closure	Yes/No	DDMMYYYY	
16	Internal and external stakeholders advised of project closure	Yes/No	DDMMYYYY	
17	Intranet and Internet sites updated accordingly	Yes/No	DDMMYYYY	
18	Content Manager (CMS) reference to project information	Yes/No	DDMMYYYY	File reference number:

AUDIT COMMITTEE MINUTES

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5.6 LEEDERVILLE OVAL RISKS

- Attachments:
1. Attachment 1 - Leederville Oval map of leased areas
 2. Attachment 2 - Capital Works Program 2004 - 2024 Adopted 26 October 2004
 3. Leederville Oval Master Plan Report
 4. DRAFT Leederville Oval Master Plan - March 2020

RECOMMENDATION:

That the Audit Committee recommends to Council that it:

1. NOTES the overview of Leederville Oval risks;
 - 1.1 NOTES that the existing leases do not suitably reflect costs associated with the management of the facility;
 - 1.2 NOTES the ageing infrastructure requires adhoc repairs and maintenance for which sufficient budget is not available;
 - 1.3 NOTES the existing turf conditions are not designed for level of use by the current users which is resulting in increased wear and tear and increased maintenance cost to the city.

MOTION

That the recommendation be adopted.

DEFERRED

COMMITTEE DECISION

Moved: Mr Araj, Seconded: Mr Goy

That Item 5.6 be deferred for consideration at the next Committee meeting.

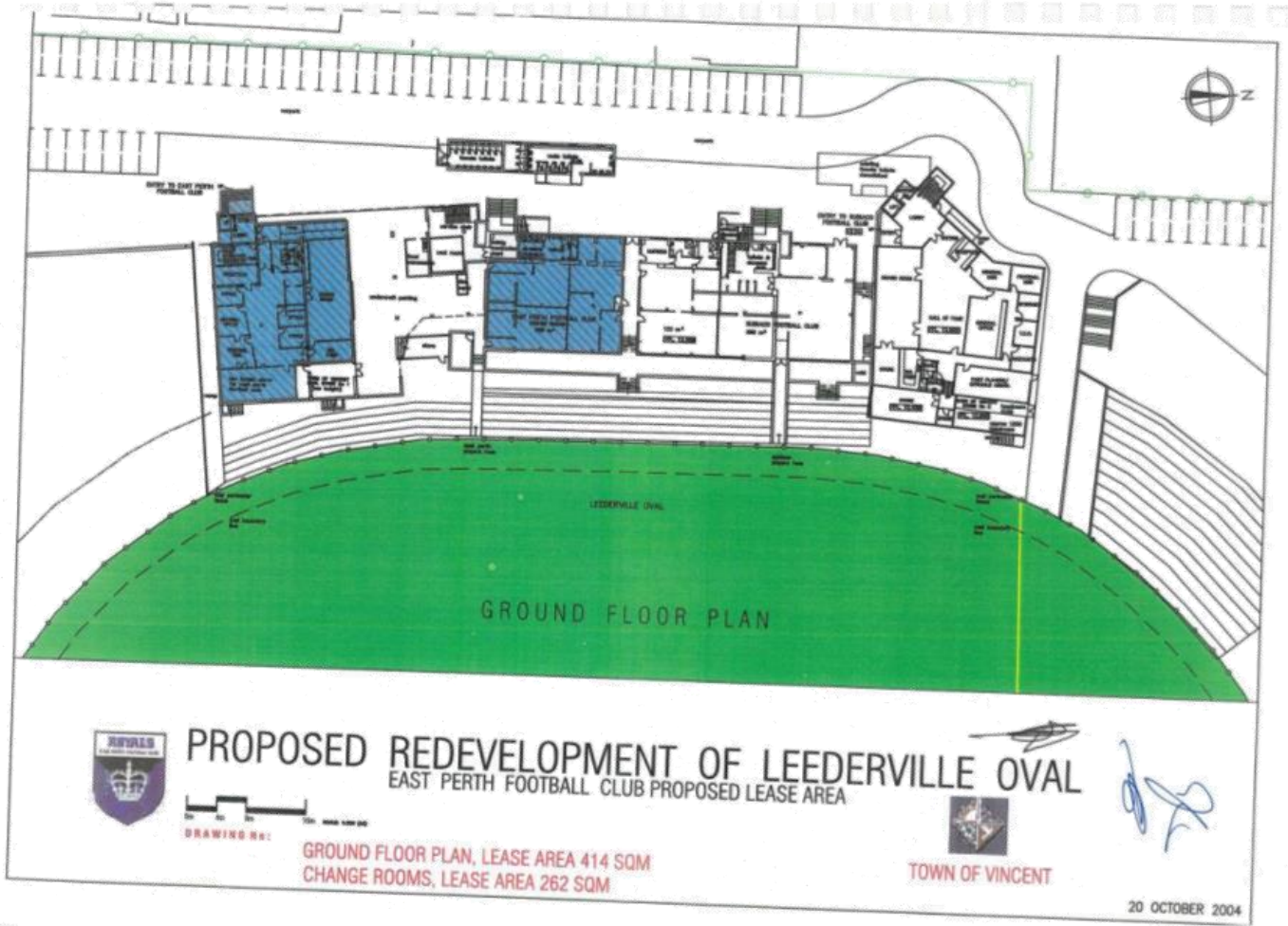
CARRIED UNANIMOUSLY (5-0)

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)









AUDIT COMMITTEE MINUTES

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ORDINARY MEETING OF COUNCIL
26 OCTOBER 2004

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TOWN OF VINCENT
MINUTES**10.4.10 Approval of Capital Works and Maintenance Program 2004-2024 for Leederville Oval, 246 Vincent Street, Leederville**

Ward:	South	Date:	20 October 2004
Precinct:	Oxford Centre, P4	File Ref:	RES0052
Attachments:	-		
Reporting Officer(s):	John Giorgi		
Checked/Endorsed by:	-	Amended by:	-

OFFICER RECOMMENDATION:*That the Council;*

- (i) *ADOPTS the Capital Works and Maintenance Program 2004-2024 for Leederville Oval, 246 Vincent Street, Leederville, as shown in Appendix 10.4.10; and*
- (ii) *APPROVES of \$30,000 being placed in the Leederville Oval Reserve Fund each year, subject to this being reviewed during the annual budget process.*

COUNCIL DECISION ITEM 10.4.10**Moved Cr Ker, Seconded Cr Cohen***That the recommendation be adopted.***CARRIED (8-0)****(Cr Torre was an apology for the meeting.)****BACKGROUND:**

At the Special Meeting of Council held on 30 October 2001, the Council approved of Leederville Oval to be redeveloped into a "Football Centre of Excellence" to be the home for East Perth and Subiaco Football Clubs. To ensure the facility is maintained in the future, a Reserve Fund has been created to provide for future capital works and maintenance.

Meetings have been held with the Project Architect and advice has been obtained from a Quantity Surveyor. The Quantity Surveyor has provided advice for the program as shown at Appendix 10.4.10.

FINANCIAL/BUDGET IMPLICATIONS:

Based on an annual average of 2.5% CPI increase and the Reserve Fund monies being invested by the Town at 4% per annum, the Reserve Fund would contain the following monies;

Leederville Oval Reserve Fund

	Opening Balance	4% Interest	Closing Balance
Year 1	\$77,816	\$3,113	\$80,929
Year 2	\$110,929	\$4,437	\$115,366
Year 3	\$145,366	\$5,815	\$151,180
Year 4	\$181,180	\$7,247	\$188,428

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

AUDIT COMMITTEE MINUTES

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ORDINARY MEETING OF COUNCIL 26 OCTOBER 2004	57	TOWN OF VINCENT MINUTES	
Year 5	\$218,428	\$8,737	\$227,165
Year 6	\$257,165	\$10,287	\$267,451
Year 7	\$297,451	\$11,898	\$309,349
Year 8	\$339,349	\$13,574	\$352,923
Year 9	\$382,923	\$15,317	\$398,240
Year 10	\$428,240	\$17,130	\$445,370
Year 11	\$475,370	\$19,015	\$494,385
Year 12	\$524,385	\$20,975	\$545,360
Year 13	\$575,360	\$23,014	\$598,374
Year 14	\$628,374	\$25,135	\$653,509
Year 15	\$683,509	\$27,340	\$710,850
Year 16	\$740,850	\$29,634	\$770,484
Year 17	\$800,484	\$32,019	\$832,503
Year 18	\$862,503	\$34,500	\$897,003
Year 19	\$927,003	\$37,080	\$964,083
Year 20	\$994,083	\$39,763	\$1,033,847

The Reserve Fund calculation is based on no monies being used during the period. This is obviously unrealistic, as it is expected that the monies will be progressively drawn upon as and when required. However, the figures do indicate that there will be sufficient funds to cover the anticipated capital works and maintenance items.

Anticipated income will be as follows;

Rent (both Clubs)	\$10,400 per annum
Catering Rights Tender	\$***** per annum*
Naming Rights Tender	\$***** per annum#
Other Events (e.g. WAFL Finals)	\$***** per annum
Total	\$***** per annum

* Investigations have revealed that the Catering Rights Tender will achieve an income of not less than \$***** per annum, increased by CPI.

Investigations have revealed that Naming Rights will achieve an income of \$***** per annum - this is to be split one third each for EPFC, SFC and the Town

**** = Confidential (Circulated separately to Elected Members).

The Leederville Oval Reserve Fund currently contains an amount of \$47,816 as at end of June 2004.

LEGAL/POLICY IMPLICATIONS:

N/A.

ADVERTISING/COMMUNITY CONSULTATION:

N/A.

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

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TOWN OF VINCENT
MINUTES

STRATEGIC IMPLICATIONS:

This is in keeping with the Town's Strategic Plan 2003-2008, Key Result Area 3.2 - *"Develop business strategies that provide a positive triple bottom line return for the Town"*, and 3.2(c) *"Maintain separate costs centres for Perth Oval and Leederville Oval and other business units."*

COMMENT:

The Capital Works and Maintenance Program will be reviewed and refined annually to ensure that the Town's asset is maintained at a high level.

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

AUDIT COMMITTEE MINUTES

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ORDINARY MEETING OF COUNCIL
26 OCTOBER 2004

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TOWN OF VINCENT
MINUTES

APPENDIX 10.4.10

LEEDERVILLE OVAL
246 VINCENT STREET, LEEDERVILLESCHEDULE OF POTENTIAL CAPITAL WORKS AND MAINTENANCE
2004-2024

Item	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment
1.00 <u>Buildings</u>					
1.01 <u>Structure</u> Grandstand Roof	1	2015	\$45,000	\$45,000	Based on condition of function room roof, this roof could also need replacement within the next 10 years (including gutters and fascias)
1.02 Grandstand balustrades & handrails	1	2005	\$20,000	\$20,000	These are non-compliant and require replacement to BCA Standards.
1.03 Grandstand - replacement of expansion joint grout	1	2012	\$6,000	\$6,000	The southern part of the grandstand has been completed. Remainder to be staggered over the 20 year period.
<u>Fittings And Fixtures</u>					
1.04 Windows and Doors			\$5,000	\$5,000	Replacement not expected within 20 year period apart from damage by accident or misuse.
1.05 Furniture and Fittings	nil				
<u>Interior Finishes</u>					
1.06 Redecorate building interiors - Grandstand common rooms	2	2010 and 2017	\$10,000	\$20,000	Allow for 2 redecorations over 20 year period.
1.07 Redecorate building interiors - Outbuildings (gatehouses, toilets, etc)	3	2009 and 2014 and 2019	\$10,000	\$30,000	Allow for 3 redecorations over 20 year period.
1.08 Replace carpets (Grandstand, Function Rooms/ Clubrooms)	1	2020 (average)	\$180,000	\$180,000	Allow for at least one replacement of carpets staggered over 20 years.
<u>Exterior Finishes</u>					
1.09 Redecorate building exteriors - Grandstand & Clubrooms	2	2010 & 2017	\$25,000	\$50,000	Allow for 2 redecorations over 20 year period

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

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ORDINARY MEETING OF COUNCIL
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TOWN OF VINCENT
MINUTES

APPENDIX 10.4.10

Item	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment
1.10 Redecorate building exteriors - Outbuildings (gatehouses, toilets, etc)	2	2010 & 2017	\$5,000	\$10,000	Allow for 2 redecorations over 20 year period
1.11 Renovate exterior and upgrade fixtures of external toilet building at rear of grandstand.	1	2007	\$20,000	\$20,000	Toilet building needs refurbishment.
2.00 External Works					
2.01 Bituminous hot mix carpark paving	1	2020	\$60,000	\$60,000	Allow for one resurface in approx. 15 years time
2.02 Carpark light fittings	1	2020	\$10,000	\$10,000	Allow for staggered replacement over 20 years.
2.03 Playing field	50%	2010	\$50,000	\$50,000	Redevelopment works and turf replacement should not be necessary if it is properly maintained. Allow for partial replacement within the next ten years
2.04 Fencing And Gates		-	\$5,000	\$5,000	Replacement not expected within 20 year period apart from damage by accident or misuse
3.00 Seating					
3.01 Outdoor spectator seating		2012	\$10,000	\$10,000	Replacement not expected to be required for 15 - 20 years, apart from seats damaged by accident or misuse. Allow for partial replacement over the 20 year period.
4.00 Services Plant And Equipment					
<u>Air Conditioning Plant</u>					
4.01 Clubroom and offices - units for offices	1	2020	\$20,000	\$40,000	Apart from the Clubs' offices, all other AC plant will only run part time. Allow for one replacement of office units

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

AUDIT COMMITTEE MINUTES

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ORDINARY MEETING OF COUNCIL
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TOWN OF VINCENT
MINUTES

APPENDIX 10.4.10

Item	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment
<u>Light Towers</u>					
4.02 Flood light lamps	1	2015 (average)	\$50,000	\$50,000	The flood light lamps have a 3000 hour design life but lose intensity over time. Allow for one staggered replacement of all lamps over the 20 year period
<u>Bore</u>					
4.03 Bore Pump	3	2009 & 2014 & 2019	\$6,000	\$18,000	Allow for 3 services over 20 year period
<u>Hot Water Units</u>					
4.04 Hot water Units	1	2020	\$10,000	\$10,000	Allow for one staggered replacement of all units over the 20 year period
<u>Tapware</u>					
4.05 Tapware in Public Toilet blocks and plumbing items	1	2015 (average)	\$5,000	\$5,000	Majority of the tapware will not require replacement within 20 years but allow for staggered replacement of tapware and plumbing items over the 20 year period
5.00 Contingency			10%	\$644,000 \$64,400	
ESTIMATED TWENTY YEAR TOTAL (In \$/2004)				\$708,400	
6.00 Provision For Inflation					
6.01 Allow for inflation @ 2.5% p.a.(compounding) over say 15 years		say	40%	\$265,650	The majority of replacements are likely to be required in approx. 15 years time, and money in the sinking fund will earn interest to partly off-set inflation, so inflation has been discounted to 15 years rather than 20
ESTIMATED TWENTY YEAR TOTAL (In \$/2004-2024)				\$974,050	

EXCLUSIONS AND NOTES

Item	Comment
• Lift maintenance	This is the responsibility of both Clubs
• Air conditioning maintenance	This is the responsibility of both Clubs
• Catering equipment upgrade	This is the responsibility of the Caterer
• General Cleaning	This is the responsibility of both Clubs. Town is responsible for carpark cleaning and maintenance
• General maintenance and incidental repairs due to accidental damage, misuse or general wear and tear	This is the responsibility of both Clubs

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004



Leederville Oval Master Plan Report

Dave Lanfear Consulting | City of Vincent | November 5, 2019

AUDIT COMMITTEE MINUTES

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Executive Summary

To be completed when draft report is accepted...

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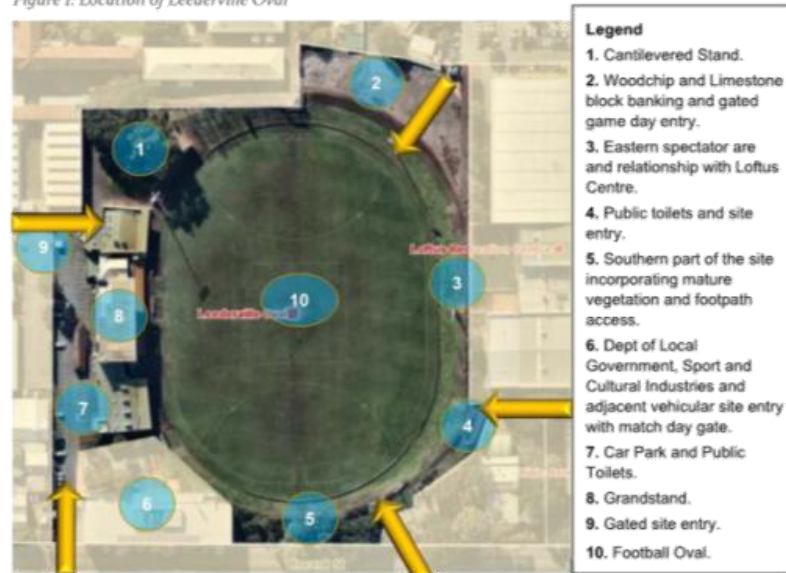
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1. Background

Leederville Oval (LO) is a West Australian Football League (WAFL) ground that is located at 246 Vincent Street, Leederville. The oval is currently used as a home ground by two clubs: East Perth Football Club and Subiaco Football Club and the clubroom facilities are leased by these two respective clubs. The facilities on site and surrounding infrastructure is dated, generally ageing and not fulfilling current day sport, recreation and event needs. East Perth Football Club, Subiaco Football Club and the City of Vincent together maintain the facilities and the surrounds. The development of a Master Plan was identified as a priority for City and its partners, which include the WA Football Commission (WAFC), Department of Local Government, Sport and Cultural Industries (DLGSCI) together with the two WAFL clubs. The intent of the Master Plan is to consider the potential upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use on the site. The plan is intended to explore all potential development options and service the current and future requirement of the community and stakeholders.

The Master Plan site is identified at Figure 1 below. The main access positions into the site are shown in yellow (arrows) and key development areas identified numerically.

Figure 1: Location of Leederville Oval



The assessment process and report is structured into four distinct areas which can be summarised as:

1. The Where Are We Now? Process has involved the following: A situation analysis incorporating:
 - A review of existing documentation and plans.
 - A review of industry trends.
 - Demographic analysis.
 - Benchmarking and gap analysis.
 - A visual audit of the existing facility.

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2. Where Do We Want to Be? This component incorporates:
 - o Visioning – at this stage, initial consultation with the main stakeholders – The two WAFL clubs and the City.
 - o Stakeholder Engagement Strategy.
3. How Do We Get There? An assessment of need incorporating:
 - o The outcome of stakeholder consultation.
 - o Identification of Options and Opportunities.
 - o Development of an initial site Master Plan and potential options.
 - o Financial considerations (funding plan and potential funding opportunities)
4. Have We Got It Right?
 - o The development of the draft final master plan and draft report; and
 - o Final Report.

The report is structured to reflect these processes and agreements reached at various phases during the development of the Master Plan.

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WHERE ARE WE NOW?

2. Document Review: Key Considerations

This section identifies the critical considerations identified through the document review. The detailed precis of all reviewed documents is provided at Appendix A, whilst key considerations and relevance are provided below.

2.1 City of Vincent Documentation

Table 1 provides a selection and summary of documents reviewed to support the initial analysis:

Table 1: City of Vincent Key Documents

Document	Brief Summary and Implications
City of Vincent Strategic Community Plan 2018-2028	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>"In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!"</i></p> <p>Of the specific outcomes the following are relevant to Leederville Oval, the following are particularly relevant:</p> <ul style="list-style-type: none"> • Increase access to green space in high priority areas. • Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity. • Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community. • Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams. • Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities. • Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community. • Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space. • Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.
Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting	<p>In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia.</p> <p>It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17.</p> <p>The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17. While adding to the economy, the report indicates that the contribution is not significant, tending to indicate that a more diverse use of the oval and associated buildings should be explored if it is to develop a presence as an economically significant asset of the City.</p>

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Document	Brief Summary and Implications
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	The irrigation system should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system. The eastern side of the turf is identified as being worn due to over training, which needs to be managed. Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem whilst no immediate problem was identified with the drainage (although likely to deteriorate in winter).
Masonry Drone inspection for City of Vincent by Devco Builders (2017)	Recommendations included rectification works to be carried out to the grandstand (which is structurally sound) to address a failure in the mortar joints and before any brickwork becomes dislodged and falls.
Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 & 2 - Report Existing Conditions Report (14th June 2018)	The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux (a LED solution should be explored as its replacement). The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux (current horizontal luminance is only 391lux). There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings to potentially enable 1,000lux to be installed. Current lighting does not comply with Australian Standards.
Leederville Oval Energy Audit by Cundall (13/12/2017) and Leederville Oval Services Condition Report by Cundall (22/12/2017)	<p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building's energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> Floodlight upgrade which provides an annual cost saving of \$19,500. Replacement with LED's will further increase efficiency. Photovoltaic installation which provides an annual cost saving of \$4,600 Staff training
City of Vincent Heritage Strategic Plan 2013-2017 - May 2013	<p>The document prepared by Strategic Planning, Sustainability and Heritage Services indicates that Leederville Oval is not incorporated within the list. The site, while not on the State Heritage List is however on the Municipal Heritage List. Discussions with officers indicated that the functionality, accessibility and future sustainable use of the site was a higher priority.</p> <p>The land was vested in the Leederville Municipality as a Reserve in 1900 and was known as the Recreation Grounds. In 1915 Leederville Oval was developed and a timber and brick grandstand built. It opened as the home for West Perth Football Club on 24 July 1915. A new stand was developed in the 1950's named after RP Fletcher, who was President of the West Perth Football Club from 1946 to 1962. The West Perth Football Club vacated the premises in 1994 and moved to Joondalup. In 2003 the East Perth Football Club relocated their headquarters to Leederville Oval, to be joined in 2004 by the Subiaco Football Club.</p>
Trees of Significance (City of Vincent Updated Nov 2016)	Trees of particular significance associated with the land around the Leederville Oval site (Leederville TAFE Campus) include: Eucalyptus citriodora (Lemon Scented Gum), Eucalyptus maculate (Spotted Gum). It is understood that these are unlikely to be impacted upon by the Leederville Oval Master Plan.

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Document	Brief Summary and Implications
Leederville Town Centre Masterplan & Built Form Guidelines (10/07/12)	It states: <i>'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</i> Little attempt was made to integrate the oval and grandstand development within the overall master planning of the area.
Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent	The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. One of the outcomes is to increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent. It is to be noted that EPFC and SFC have a strong heritage associated with Aboriginal players past and present
City of Vincent Bike Plan (Aurecon 2013)	In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling. Whilst not identified as a specific route for investment the Master Plan will need to recognise cycling as a mechanism to activate the site and improve connectivity across the City.
Community Safety and Crime Prevention Plan 2015-18	Strategy focus included: <ol style="list-style-type: none"> 1. Community Safety and Promotion 2. Safety through effective partnerships 3. Safe places and safe spaces
City of Vincent Car Parking Strategy (9 March 2010)	The strategy identifies a deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation
City of Vincent Asset Management Strategy 2010 to 2020	In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost.
City of Vincent Public Open Space Strategy (December 2018)	The strategy indicates given the high number of open spaces, or part of, currently utilised for a specific activity, the repurposing of some sites to improve public utilisation and accessibility may be required. Various Special Purpose Use open spaces dispersed along the southern and southwest boundary of the City including Dorrien Gardens, Litis Stadium, Leederville Oval, and Nib Stadium provide an opportunity to offset the lack of access to neighbourhood level provision. Leederville Oval and Litis Stadium provide the most achievable options for improving community accessibility to Special Purpose Use sites. Recommendation 22 states: Provide a long term Plan for Leederville Oval that considers: <ul style="list-style-type: none"> • Capabilities as a multi-use community asset (that increases community access and utilisation) within the Leederville Town Centre. • Current and future requirements of the WA Football Commission, East Perth Football Club and Subiaco Football Club. • Facility management options. • Capital funding model options

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Document	Brief Summary and Implications
Disability Access & Inclusion Plan 2017-2022	Of the strategies identified, the following are specifically relevant to the development of the Leederville Oval Master Plan: <ul style="list-style-type: none"> 2.1: Provide equitable access to all City buildings, facilities and infrastructure for people with disability. 2.2: Integrate equitable access and inclusion principles into the City's forward planning processes. 2.4 Show leadership and advocate for equitable access to buildings and facilities across the community.
City of Vincent Greening Plan 2018 - 2023	Of the objectives of the Vincent Greening Plan the following are relevant to the Leederville Oval Master Plan: <ul style="list-style-type: none"> Increasing Canopy Cover: Increasing the overall tree canopy cover across the City, on both public and private land. Greening the Town Centres: Improving the amenity of Vincent's Town Centres and reducing the urban heat island effect through trees and other vegetation. Average Tree canopy cover of 20% for the Town Centres by 2050 (interim target: 9.7% by 2023 based on 2019 mapping data, up from 8% in 2014)

The Key influential plans and reports indicate that the existing infrastructure, whilst structurally sound, is unlikely to meet the current sporting and community requirements and are not sufficient to maximise the use of the site for significant local, regional and state level events. There are a number of compliance issues related to the current site operations and accessibility. In addition, current floodlighting does not meet the desired standard for WAFL and the pylons are unlikely to be suitable for LED or other lighting which will achieve a minimum 500lux luminance across the site.

The current economic return from the site, whilst of value to the local economy is limited and will require a different business model if the City is to obtain a reasonable return on investment. The supporting documentation indicates that a complete redevelopment of the surrounding oval infrastructure will be necessary. This would need to be undertaken in a phased/staged manner as funding becomes available.

2.2 Additional Strategic Documentation and Guidelines

There are a range of state government, research and State / National Sporting Association publications which provide guidance for the future development of the site. These are also provided at Appendix A and summarised in Table 2 below:

Table 2: Strategic State Sporting Documentation and Relevant Guidelines related to Leederville Oval

Document	Brief Summary and Implications
WAFC Strategic Community Plan 2017-2022	A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. A selection of these include: <ul style="list-style-type: none"> E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available) E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition. E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL.

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Document	Brief Summary and Implications
	<ul style="list-style-type: none"> E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition. S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA. S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process. S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners. S5.5 Develop strategic facilities plan including focus on female-friendly facilities. <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years. Key messages however include the development of the women's game and the need to adapt new facilities to meet the growing demand.</p>
Classification framework for public open space (Department of Sport and Recreation) 2013	Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space. Leederville Oval can be identified by its primary function as a sporting space which fulfils both a district and regional level function by virtue of the level of sport played on the ground.
City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation December 2013) Griffiths Architects	The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing. In referring to Leederville Oval Grandstand it states: Notwithstanding the changes over time, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post-World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.
State Sporting Infrastructure Plan Review 2019 (DLGSC)	The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. No WAFL ground redevelopments are incorporated within the plan. The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.
Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020	<p>The document provides vision and direction for Western Australia's Sport and Recreation Industry. The following key challenges relevant to the development of Leederville Oval and associated WAFL clubs:</p> <ul style="list-style-type: none"> Public Open Space and Urban Form: Urban parklands and green spaces for sport and active recreation are integral components of

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Document	Brief Summary and Implications
(Department of Sport and Recreation)	<p>urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver POS which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.</p> <ul style="list-style-type: none"> Commercialisation: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. Financial [Un]Certainty: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.
AFL Facility Guidelines (AFL 2019)	<p>The guidelines reference a hierarchy of football facility provision and incorporate local, regional and state level infrastructure. The space identified for state level infrastructure is approximately 1,000m². This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club. Core design elements include: Amenities (Player toilet/showers), Change Rooms, Massage Room, Gymnasium, External covered viewing areas; Kitchen and Kiosk; First Aid/Medical Room (Public Access); Doctors Room; Office/Administration/Meeting; Public Toilets; Storage (internal and external); Social/Community Room; Timekeeping/Scorers Box; Umpires' Rooms (including toilet and showers); third umpire and Utility/Cleaners Room.</p>

2.3 Summary Conclusions

The document review identified a number of key areas which need to be considered in developing the Master Plan. These include:

- Increase accessibility to and activation of green space is a City priority.
- Diversity and inclusivity is important. While the development of a facility which services the WAFL clubs is important, the access to the site and infrastructure for diverse community use is important.
- Investment in maintenance and improvement programs is seen as a high priority. However the City have limited funds available to manage their current asset stock. The ability to consolidate assets is therefore a significant driver in considering Master Planning opportunities.
- While Leederville Oval generates employment in the area, the actual contribution to the Leederville community is not significant and should be addressed by considering alternative business models
- Existing asset studies indicate that while investment is needed in the facility, these can be managed in the short term. These don't however take into account the facility functionality and capacity. Lighting is the main issue as the current lighting towers are unlikely to be sufficient to accommodate a 500lux LED system.
- While Leederville Oval is noted on the Municipal Heritage list, it is not considered worthy of state heritage listing. The main consideration is the future functionality and viability of the site. It is

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also understood there are no trees of significance which are likely to be impacted upon by the Leederville Oval Master Plan.

- Previous master planning processes have failed to integrate the development with the broader precinct. This needs to be addressed.
- Recognition of the sites heritage and significant indigenous heritage will need to be considered. Opening up the site and incorporating recognition of its past will be important. This will need to be considered in more detailed design processes while recognizing its importance at this stage.
- It is evident the history associated with both EPFC and SFC and the WAFL is an important component associated with the future development of the site.
- The development of evidence-based outcomes is promoted by state government and enables alignment with external funding objectives. This needs to be a key consideration with the development of the Master Plan and subsequent associated business case development.
- AFL facility guidelines and those produced by other industry bodies are important considerations in ensuring that the appropriate floor space is allocated for both WAFL football operations, but also those of aligned community groups and potential partners.

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3. Demographic Analysis

The demographic analysis outlines the key data for the City of Vincent, focusing on the 2km & 5km catchments around Leederville Oval, which has been obtained using the following sources:

- Australian Bureau of Statistics (ABS) 2016 Census
- Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Forecast id (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Remplan Community (City of Stirling)
- WA Tomorrow (2015) (City of Stirling & Town of Cambridge).

The analysis has focused on the current population profile and future population growth, age composition and components of population change. It should be noted that no forecast ID data is available for the catchment suburbs within the City of Stirling and Town of Cambridge.

Key Census Data (2016):

- The Estimated Resident Population of the City of Vincent in 2016 was 33,693. This represents an increase of 2,145 since the 2011 census.
- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
 - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
 - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
 - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
 - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

Projected Population data and 2km/5km Catchment of Leederville Oval

The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

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Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 2. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table indicates the likely population growth to 2036:

Table 3: 2km and 5km catchment populations

Population Year	2016	2021	2026
2km Catchment	37,062	43,320	47,396
5km Catchment	137,119	160,551	175,060

Figure 2: Leederville Oval 2km and 5km Catchments



- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.
- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).
- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
 - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.
 - Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.
 - The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area,

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which when coupled with disposable income and high employment rates are likely to support local events.

- o All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

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4. Industry Trends and Current Site Auditing

This section identifies trends in sport and recreation provision and its relevance to the future development of Leederville Oval. In addition, a visual audit was undertaken of the Leederville Oval site and Associated infrastructure.

4.1 Industry Trends

Trends associated with WAFL infrastructure, broader sporting infrastructure development and general community facility provision have been identified through industry research, current publications and knowledge based on previous project work:

- Across many metropolitan local governments, there is a proliferation of ageing infrastructure in need of replacement. This is more acute for infrastructure which has traditionally provided for state level use where the responsibility for ongoing maintenance and replacement is not considered to be a high priority for local government investment. This is not untypical of existing WAFL grounds where infrastructure has been developed and the ongoing upgrade and/or replacement has not been undertaken. The current infrastructure at Leederville Oval principally provides for state level sporting use, is ageing and has a number of design deficiencies which is impacting upon its viable use and attractiveness to the surrounding residential community.
- Whilst investment has or is currently taking place at some WAFL grounds (most notably, Peel Thunder, West Perth, Claremont and Perth) there is a significant concern that the future of the WAFL and WAFL clubs is uncertain. WAFL clubs have indicated that their long term sustainability will be reliant on developing a new/updated business model focussed on generating income outside of the traditional sponsorship, match day and television rights deals.
- In more general terms, there are significant additional pressures facing local sporting and recreation groups through a declining volunteer base and increased risk management requirements of operating infrastructure. Whilst Leederville Oval benefits from having established sporting clubs on site with a relatively strong membership and volunteer base, this is recognised as declining and is likely to impact on the longer-term viability of the sporting infrastructure on site if this decline is not addressed.
- There is an ongoing increase in the availability of leisure opportunities and there is a need for traditional clubs to constantly review their service offering and focus on effective and efficient management and meeting the needs of the customer. The current management arrangement of Leederville Oval is dominated by the WAFL clubs who have priority access and usage. Whilst this is likely to remain in the short to medium term, the increased accessibility of the general community to the site is important to increase its viability and will need to be addressed in the future planning processes.
- The need for modern facilities that meet statutory building requirements is becoming more important. In particular the need to provide access for users of all abilities.
- The growth in the women's game across a number of traditionally male dominate sports. Currently, the design inefficiencies associated with Leederville Oval are inhibiting optimum use. The changing, locker, toilet and shower facilities are in need of replacement, modernisation and upgrade if it is to meet current day sporting requirements. This lack of provision has been recognised as an issue with facilities servicing football.
- There is a general acknowledgement that centralised administration and facilities can benefit clubs whilst meeting modern day sporting needs. The current shared use of the oval and associated infrastructure at between SFC and EPFC is considered to be a model for future WAFL ground developments. This is driven by the level of efficiency which can be achieved due to the avoidance of duplication of servicing and management obligations. This, however, is only partly being met at Leederville Oval due to the inefficiencies in current design and the need to further develop a shared use agreement and potential refined design which would increase security through added passive surveillance across the site and provide a single focal point for external users and site administration functions.

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- There is now a more acute focus on financial viability of all sport and recreation infrastructure and rationalisation of provision. This has been referenced within Strategic Directions 6 (DSR WA) as a key issue facing the industry. There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
- The focus of local governments is on maximising the social return on available public open space to provide a full range of sport and recreation opportunities that promote physical activity, balanced with complimentary recreational pursuits.
- The importance of fully costing out asset management plans and future proofing expenditure (including lifecycle costing) is becoming more critical. This will need to be addressed by the City of Vincent within its ongoing asset management program.
- There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Currently Leederville Oval fails to maximise connectivity with adjoining users and provide good access opportunities for neighbouring residents. This will need to be a focus for the master planning and ensure that the surrounding community have strong entry statements and access points which encourage greater activity and use of the site.
- The need to provide flexible sport and recreation infrastructure is becoming increasingly important due to factors such as demographic shifts and changing sport and recreation preferences. The changing demographic profile within the catchment of Leederville Oval (see below) indicates that over time, a greater provision of infrastructure for both an ageing demographic and youthful upwardly mobile demographic with potentially high levels of available discretionary spending capability will be necessary.
- There is an increase in community expectations of people in relation to the quality of provision for the spectator, including associated parking, shade and toilets. The current spectator provision at Leederville Oval is of poor quality and would not encourage potential WAFL supporters into the ground.
- The main consideration with the development of sites for event use relates to the flexibility of space, ability to provide substantial areas which are readily accessible to bring temporary infrastructure in and the availability of services. Strong public transport links and the ability to bring people to and from a venue is particularly important to increase viability.

The broader trends in relation to sport and recreation participation have been researched through The Australian Sports Institute who in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). Some of the key trends associated with participation included:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0-4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over
- One of the main conclusions from the research related to the gradual diminishing participation in formalised club based sport and the growth in personal fitness, walking and general health and wellbeing. The development of Leederville Oval will need to consider these trends as the project evolves.

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4.2 AFL Guidelines

The AFL have produced a series of guidance notes in relation to the development of various levels of infrastructure (state, regional and local). These include:

- AFL Preferred Facility Guidelines for State, Regional and Local Facilities 2012 and AFL Preferred Facility Guidelines Addendum – Amenities for Unisex Use (July 2015). These were subsequently replaced in 2019 by an updated version which incorporates both of the previous guidelines and provides greater clarity on gender diverse changing room, showers and toilets.
- AFL Venue Guidelines: AFL and AFLW Matches (Pre-Season Match Facility Guidelines 2018)
- AFL Information and Communications Technology Guidelines 2018
- AFL Televised and Non-Televised Professional Level Lighting Guidelines

It is to be noted that the facility guidelines in respect of state level infrastructure are minimum requirements and do not necessarily reflect those spatial requirements necessary to support current WAFL administrative staff, programs, zonal development initiatives and potential income generating opportunities. Both EPFC and SFC were requested to comment on the spatial requirements below and provide commentary on their future needs during this process. It became clear that both clubs required spectator and functional facility requirements above the minimum requirements identified below. In addition, the potential to utilise the site for AFLW games was raised as an important consideration which may attract external funding through the AFL. Where infrastructure is required to service at a state level, this is referenced as core. Where infrastructure is required to service both a WAFL and AFLW games (but are identified as non-core facilities for state provision) these are identified as Core for WAFL and AFLW. These were subsequently worked up to form the basis of a more detailed specification following the stakeholder and community consultation process.

Table 4: Grandstand and Club Requirements (Minimum): 2019 preferred minimum sizes (core and optional) and additional 2018 AFL and AFLW Facility Guidelines

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Main Pavilion	WAFL Level Category 4 specification	References	State League	State League
Amenities (Player toilet/showers)	1 x toilet cubicle 2 x urinals 1 x hand basin 4 x showers 4 x portable ice baths	Players Wet Area Wet area to be located adjacent to or in close proximity to the player change room facility	35m ² x 2	Core

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	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Change Rooms	85m ²	A secure Change room area in size Seating for Players and Staff (30) Lockers/appropriate apparel cabinetry for players and staff (30) Refrigerator with minimum capacity of 240 litres	80m ² -90m ² x 2 x 2	Core
Prayer Room	?	Each venue to provide a private, clean room or area available for patrons of all religious denominations for use on match day.		
Doctors Room	10 m ²	The Operator to provide a medical room for each AFL Club located adjacent to, or within, the team facilities. A clean private room with vinyl flooring and doors and corridors leading to the room wide enough to allow access for ambulance trolleys, stretchers and wheelchairs (double door access from medical room to field of play and ambulance)	15m ² x 2	Core
Massage/ Strapping Room		The Operator must provide a private area within the team change facility with a minimum of six (6) massage tables.	20m ² x 2	Core
External covered viewing area			150m ²	Core
Gymnasium/ Fitness Room			46m ² +	Core
Kitchen & Kiosk			40m ²	Core
First Aid/ Medical Room (Public Access)			15m ²	Core
Office/ Administration/ Meeting			25m ²	Core
Public Toilets			Male 17m ² , Female 17m ² , Disabled 9m ²	Core

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	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Storage (internal and external)			22m ² +	Core
Social/ Community Room			200m ²	Core
Third umpire/ match referee/ venue management room			15m ²	Core
Timekeeping/Scorers Box	Seating - 4	The Operator must provide the following box for the AFL Official Statisticians: Elevated central position between both 50 metre arcs with clear unrestricted view of playing arena. Tiered seating capacity with desktop provision.	15m ²	Core
Umpires Rooms (including toilet and showers).	45m Seating - 14	A secure Change room area. Refrigerator with a minimum capacity of 120 litres. Separate change room with lockers/ cabinetry for female umpires/ officials including a minimum of one (1) shower and one (1) toilet located within or adjacent to other umpires and officials change facilities. Area adjacent to the umpires change rooms to enable team sheets to be submitted to match day official with table and 2 chairs.	40m ²	Core
Wet Area	1 x toilet cubicle 2 x urinals 2 x showers 2 x ice baths	Area to be located adjacent to or in close proximity to the umpire change room facility		Core for WAFL and AFLW
Utility/ Cleaners Room			5m ² +	Core
Corridors			84m ²	Core

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	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Media/ Broadcasting	4 seats	Be elevated and positioned in the centre of the ground (on the northern or western wing depending on ground orientation) with a minimum number of seats and benches for commentators with unrestricted view of the ground. It is particularly important that the camera position be located right on centre wing. Be of sufficient size to accommodate a Hosting Set, Commentary Position and minimum of two Camera Positions. Typical width 13.5m, depth 5m and ceiling height 3m incl Camera deck (or 9m wide if camera position in alternative location)		Core for WAFL and AFLW
Outside Broadcast Compound	300m ²	A flat hard-stand surface of sufficient size to accommodate outside broadcast trucks and other broadcast vehicles. House a secure well-lit patch room, adjacent to the outside broadcast compound and also have provision for access to the satellite uplink location. Toilet facilities in close proximity. Parking Facilities close to the Outside Broadcast compound are to be made available for Broadcasters.		Core for WAFL and AFLW
Radio Boxes	4 (4 seat capacity minimum) 2.4m Minimum width of box Ground level seating - 2	Minimum no. of radio boxes with unrestricted view of ground. Each box to be located in an elevated position between the 50 metre arcs. Ground level seats in close proximity to the Club Interchange bench area for radio boundary side reporter		Core for WAFL and AFLW
Print and Online Media Area	6	Seating capacity with unrestricted view of ground located in an elevated position between the 50 metre arcs		Core for WAFL and AFLW
Interview / Press Conference Room	15m ² (10 theatre seats)	Secure room in close proximity to both team change rooms.		Core for WAFL and AFLW

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2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
	Table or bench with four (4) chairs on riser at front of room for interviewees. Sufficient area behind interview table at front of room for sponsor back drop.		
Auskick	Space TBD Where applicable the Operator is to provide a suitable change facility/area for Auskick participants and where possible a secure storage area for Auskick equipment. The quantity of reserved seats for Auskick participants and guardians will depend on the number of Auskick/Grid Games		

In addition to the minimum facility requirements to service the minimum state level club needs, additional guidelines are provided for spectator and match requirements associated with the main oval playing surface.

Table 5: Oval and Spectator Requirements (benchmarked against guidelines)

2018 Guidelines	2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Main Pavilion	References	State League	State League
WAFB Level Category 4 specification			
Car parking	Competing Team Parking	(i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and (ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility	No specific standards Core Non-core
		Match Day Official Parking – 12 umpires plus 20 match day officials	Core for WAFB and AFLW
Clock		The time clocks will be installed and maintained by the AFL for all Matches	Yes Core

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2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Cricket Wicket			Turf only	Optional
Cricket Practice Nets			As required	Optional
Oval Fencing		All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season. The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
Public address system			No specific standards	Core
Reserve Fencing			No specific standards	Core
Siren		The Venue must have an AFL approved siren system installed.	Yes	Core
Spectator Seating/Grandstand			No specific standards	Core for WAFL and AFLW
Water Harvesting/ESD			Optional	Optional
Car parking	Competing Team Parking	(i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and	No specific standards	Core
		(ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility		
		Match Day Official Parking – 12 umpires plus 20 match day officials		
Clock		The time clocks will be installed and maintained by the AFL for all Matches	Yes	Core
Cricket Wicket			Turf only	Optional

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2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m ²)	Core or Optional Facility Component
Cricket Practice Nets			As required	Optional
Oval Fencing		All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
Public address system			No specific standards	Core

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Minimum Unisex Changing Infrastructure

The AFL Preferred Facility Design for changing facility infrastructure focus is on transforming existing amenities to cater for unisex use. This involves removing urinals and open showers and replacing with toilet cubicles and shower cubicles that allow showering and changing in privacy. Some of the basic principles include:

- Avoid open shower pillars, open stalls and glazed shower screens.
- Provide compact laminate shower cubicles with dedicated seating.
- Provide vandal-resistant fittings and fixtures such as recessed soap dishes.
- Avoid trough and individual urinals.
- Convert all urinals into individual partitioned toilet pans.
- Provide minimum 1(no) ambulant accessible toilet cubicle in each Amenities and Umpires rooms as required by current codes and standards.
- Avoid wall-hung basins with no shelf space.
- Provide vanity / shelving / ledge and mirror behind.
- Provide electrical outlets in close proximity for hair dryers.

For umpire rooms, the following are relevant:

- Provide at least 1no. ambulant compliant toilet cubicle.
- Provide seating within each shower cubicle.
- Provide bench seating in main change area.
- Provide full-height partitions.
- Provide power outlets near basin for hair dryers.
- Provide shelving / ledge near basin for personal grooming items.
- Provide sliding / roller shutter doors to divide the space.

These principles are important considerations in assessing the facility composition of any replacement facility to ensure it, as far as practicable, meets the principles of gender diversity.

4.3 Facility Benchmarking

Research has been undertaken into state level football facility infrastructure and the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. This is provided in detail at Appendix D and specifically refers to the redevelopment of VFL grounds and WAFL clubs where the main tenants have been football clubs with capability to provide for broader community use (events, festivals and general community activities) when not utilised by the football club(s). The critical considerations are:

- A core focus for the majority of new and emerging facility developments has been on community outcomes with state level football infrastructure, being an ancillary benefit .
- The incorporation of other business opportunities (as either sub-leases or directly operated businesses i.e. gym, coffee shop, allied health) were important in maintaining a strong income stream.
- The ability for the community to gain access to a range of shared facilities (meeting rooms, function rooms etc.) is important to ensure the site is activated throughout the week and off-season.
- The management model varied. An important component was the ability of the sporting club to influence key decisions and maintain control at key usage times (especially for match days and for training).

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- Effective partnerships are critical to their success. This may include Universities, colleges, other sporting groups and health and wellbeing service providers.
- Commercial operations can be limited due to the needs of a football club. This is further compounded when the facility is shared with another club.
- The ability to generate income through functions and corporate activity is essential. These areas however need to be flexible and sound attenuation / acoustics are becoming more important.
- Funding commitments have been achieved through federal, state and local government together with funds raised through club activities. There is an expectation that the club will contribute financially to such infrastructure.
- Game day family activities and events are seen as a mechanism to attract greater spectator engagement.

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4.4 Site Audit: Leederville Oval and Associated Facilities

A visual site audit was undertaken together with images of the current infrastructure which is provided at Appendix D. The key outputs and potential opportunities are provided in Table 6 below and specifically refer to the areas identified in Figure 1 provided in Section 1.

Table 6: Visual Audit Overview of Leederville Oval and Associated Infrastructure

Facility	Visual Audit Outcomes
Area 1: Detached covered viewing area bank and overflow car parking area	<ul style="list-style-type: none"> • Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns. • The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered. • Stained by bore water. • Elevated viewing position on grass bank with car parking overflow behind. • Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent land owners. • Mature tree on banking behind stand. • Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development. • To gain access to the main grandstand requires spectators to walk through the stand. • A floodlighting pylon is located to the south of the stand. <p>Opportunity: Rationalise the area through the replacement of the covered grandstand and providing access from the top bank through to the main grandstand and spectator viewing area. Re-alignment of car parking and access.</p>
Area 2: Northern gate, banking and terracing	<ul style="list-style-type: none"> • Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park. • Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area. • Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds. • Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned. • The top part of the banking provides a relatively open area covered in wood chip which is used to gain access by event service vehicles (food and drink wagons). • The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground.

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Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval. The grassed area is well maintained but none of the terracing has any permanent shade. The boundary fencing is chain link and posts (approx. 2m in height). The edge of the area (to the west contains a retaining wall and advertising with 5m chain link fence behind the football goals. <p>Opportunity: The most prominent position on the site. Options include family activity area, play equipment, hardstanding for game day and event infrastructure. Elevated stage or viewing area with option to provide shade infrastructure. Potential to regrade the banking and provide a more effective link through to the main grandstand and car parking area. Improved gate entry statement and event profile. Activation of this area by pedestrians from surrounding through the existing car park needs to be considered.</p>
Area 3: Eastern terracing adjacent to Loftus Centre	<ul style="list-style-type: none"> A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out) The footpath provides access to maintenance vehicles, pedestrians and cyclists. Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area. One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing. The narrow spectator area has no shade and limited spectator infrastructure. <p>Opportunity: Incorporate terracing more effectively with adjacent Loftus Recreation Centre and alternative controlled entry to rear of building. Provision of shaded spectator viewing off the raised limestone wall (natural and shade sails) and potential seating areas. Re-alignment of terracing to provided elevated viewing above the oval.</p>
Area 4: South-eastern banking, public toilets and access to Civic Centre	<ul style="list-style-type: none"> Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only). The toilet block backs onto a child care centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building. The toilet block is structurally sound although in need of repointing in areas. The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point. Adjacent to the gated exit is a floodlight pylon. Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area. <p>Opportunity: Replacement of the existing toilet block with controlled access units open seven days per week. Expanding the footpath link and integrate terracing with area 3. Activation of this area through the site is to be the main focus.</p>

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Facility	Visual Audit Outcomes
Area 5: Southern oval and footpath adjacent to Vincent Street	<ul style="list-style-type: none"> The dual use path connects with Vincent Street and to the southern portion of Leederville Oval. The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015). High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site. <p>Opportunity: Consideration of opening up the visual amenity to the oval and increase the sites presence within the street scene.</p>
Area 6: Department of Local Government Sport and Cultural Industries Building (leased)	<ul style="list-style-type: none"> A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent. The facility provides undercroft car parking for users of the building and some secure above ground car parking. The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan. <p>Opportunity: Consideration of potential future use of the building as part of an extended WAFL Centre of Excellence (coaching, Umpire Development, Women's Football). All subject to discussion with DLGSC.</p>
Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC)	<ul style="list-style-type: none"> The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site. The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site. The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only). Car parking is heavily constrained by limited maneuvering space, ad hoc storage and external grandstand accessibility. <p>Opportunity: Re-alignment of site entry off Vincent Street to increase profile of the site for gameday and events. Re-align current car parking (subject to redevelopment of grandstand and integration of public toilets within built infrastructure. Improve boundary treatment with adjacent sites. Increase visibility of internal infrastructure to Vincent Street.</p>
Area 8: Main grandstand and administrative base of SFC and EPFC	<p>External:</p> <ul style="list-style-type: none"> The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails. There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers approximately two thirds of the seated area. The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating).

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Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> Beneath the main grandstand exists the central changing area and central race. To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators. Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval. <p>Subiaco Football Club:</p> <ul style="list-style-type: none"> Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame'/trophy display area. Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff. The Don Carter Room (subsidiary meeting room) provides access for external users off the car park. Access to the main function room and board room is via an internal stairwell leading into the extensive first floor function room. The function room incorporates a bar and presentation stage with a view over the oval. Player photographs and achievements are placed around the room on the wall. Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area. The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand. The function areas are supported by a commercial kitchen on the west side. Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC. The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. The gym is located just beyond the main warm-up area

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Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • A dedicated ice bath and spa is provided together with showers. • A tiered lecture theatre is provided for team briefings with individual permanent seating provided. • Lighting throughout is of fluorescent strips. • Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas. • The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). <p>East Perth FC:</p> <ul style="list-style-type: none"> • Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators. • Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind. • Access to the main function room and board room is via an internal stairwell leading into the first floor function room. • The function room incorporates a bar and presentation stage with a view over the oval. • Historic achievements are placed around the room on the wall. • A board room is located off the function area to the south. • Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible. • As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays. • The function areas are supported by a commercial kitchen on the west side. • The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). • Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor. • On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. • The gym is fitted in a matted area with cardio and weights equipment. • A tiered lecture theatre is provided for team briefings.

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Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> • Lighting throughout is of fluorescent strips. • The level and provision of space is above recognised AFL state level infrastructure but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). • Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security. <p>Opportunity: Complete redevelopment and integration of two football clubs. Elevated viewing both internally and externally to have unfettered views across the entire oval. Increased corporate opportunity shared between the two clubs designed to provide flexible space which can be split into membership areas, corporate hospitality and general public access. Co-location of shared infrastructure where possible whilst maintaining the identity of each club. Both clubs having independent administrative space, Hall of Fame, reception and membership. Duplicate unisex football facilities (changing, strapping, medical, gym, football department, ice bath areas, showers etc.) to perform home and away functions on match days.</p> <p>Additional commercial/retail/office accommodation to be considered together with potential additional tenants to offset operational costs.</p>
Area 9: Western entry to site from TAFE	<ul style="list-style-type: none"> • A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking. • A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting. • Area is fenced by rusted 2 metre high chain link fencing with barbed wire above. <p>Opportunity: Consideration of alternative access provision through TAFE (subject to discussion with TAFE) and enhanced boundary treatment. Alternative off-site parking provision and pedestrian access on matchdays through a redeveloped gate area.</p>
Area 10: The football oval and floodlighting	<ul style="list-style-type: none"> • The north-south orientation of the oval is the ideal positioning for football and provides the optimum viewing alignment. • The bowl around the oval provides the ability to bring in substantial event overlay if required. • The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist. • Floodlighting columns are recognised as being substandard for current football use and will require an upgrade. <p>Opportunity: Consideration of complete redevelopment and replacement of oval and floodlighting to meet modern state level requirements, increase playing and training capacity of oval and to address sting nematode infestation.</p>

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WHERE DO WE WANT TO BE?

Following the assessment and benchmarking process further consultation and dialogue was held with the Project Control Group. This was initially focussed on the vision for the site and the development principles. It then considered some of the initial development options related to the needs of the two football clubs, particularly with regard to their ongoing operations in developing their WAFL business. This is presented below.

5. Initial Consultation Process

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
 - SFC indicated that they are committed to remaining on site
 - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain, but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Consultation was undertaken internally within the City of Vincent with the Senior Executive and Elected Members who confirmed the approach which needed to be considered for the site. This included:

- Football is key to the sites short to medium term future.
- Community accessibility needs to be improved both to and within the site. Enhance pedestrian links to and within the site and assess the potential to create a Town Centre Park.
- Event capability needs to be explored (small community events and festivals).
- The current buildings are not worthy of retention due to inherent deficiencies related to health and safety, structure, disability access compliance, servicing and functionality.
- There is a need to upgrade floodlighting.
- Opportunities to improve relationships with neighbouring sites should be explored and in particular integrating those uses with the development of the broader precinct.
- Opportunities to increase or introduce new revenue to the site and key tenants should be explored.
- The outcome of the master plan should provide a sustainable business model.

Initial consultation undertaken independently with each club identified the following critical considerations:

- The need to cater for existing staff and future growth is important.
- A full rebuild of the grandstand and surrounds provides an opportunity for commercial development for the benefit of both clubs.
- Current servicing costs (power) are particularly high and need to be addressed.

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- The capacity of the oval is limited and there will still be a need to explore alternative options for training and competitive games to facilitate their expanded team program (particularly with the introduction of a women's team for both clubs). This is compounded by the current drainage on site which renders the use of the oval unplayable at times during winter.
- The master plan must deliver a more welcoming community offer.
- Car parking options to generate revenue should be explored.
- The DLGSC building is fundamental to the site development.
- The option for clubs to secure freehold should be considered.
- The connection through to Vincent Street and Oxford Street will need to be resolved. This may present opportunities for retail and other commercial developments.

Further to the PCG member input, discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the broader Leederville Activity Centre Plan. Options which were initially mooted to be considered at Leederville Oval included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

These approaches were supported through the initial Leederville Activity Centre Planning Reports which would inform a subsequent engagement process which is to run beyond the development of this Master Plan.

The Initial stakeholder consultation outputs are provided in detail at Appendix E.

5.1 Summary Conclusions: Vision for the Site

Following the initial assessment by the PCG it was determined that the vision for the site should be:

The development and delivery of a connected formal and informal active recreation and sporting space within a Town Centre location, which will be accessible to all, safe and sustainably managed for the benefit of the community and sporting clubs.

The initial feedback indicates that for the next decade or more the following components are going to be critical to the evolution of Leederville Oval:

- The site will be the home to the EPFC and SFC WAFL clubs and requires sufficient/appropriate infrastructure to enable the game to grow and develop.
- The site should provide a training, developmental and competition base for both the WAFL and WAWFL.
- The ability to commercialise aspects of the Leederville Oval site will be essential if the long term future of the WAFL clubs is to be secured.
- Existing infrastructure is substandard and should be re-developed in a staged and cost effective manner to meet the needs of the key tenants and also the broader needs of the community.
- Wherever possible the collocation of infrastructure should be incorporated to ensure the development is viable, cost effective and efficient.
- The future development must be cognisant of ongoing asset management, repairs and renewals and should not seek to develop infrastructure that is not substantiated by an explicit need.

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- The Leederville Oval site should provide the capability (servicing, accessibility, permanent and temporary infrastructure) to operate small, medium and large community events in a cost effective and efficient manner.
- The interface with adjacent users should be considered as a fundamental outcome of the Master Plan.
- The profile of the site and its use will need to be enhanced to increase its marketability and accessibility.
- Partnerships with other potential user groups and neighbouring landowners/users should be explored to maximise the potential opportunity to activate the oval and associated infrastructures use. This is particularly important with the DLGSC, Loftus Recreation Centre and neighbouring TAFE activities.
- The integration with the City's Activity Centre planning process is essential to ensure a consistent approach is adopted across all planning processes.
- Enhanced spectator and game day activities which can support alternative site uses should be considered as a fundamental part of the Master Plan.

It was on the basis of this approach that the more expansive club and community consultation process was undertaken.

5.2 EPFC and SFC Facility Requirements

The broader development principles and development options have been identified in Section 4.4 and 5.1 above. This however has not fully taken into account the requirements of the two existing WAFL clubs. In order to meet their ongoing needs, it was important to establish a broad specification and floor area which could be incorporated within a redeveloped grandstand (as a core component of the overall site development). This necessitated a review of their existing space, its functionality and potential future needs. Both WAFL clubs were requested to identify the preferred facility composition and the rationale for inclusion was assessed against the minimum AFL standards for state level infrastructure, having regard to the extent of playing, coaching, player development, administration, zonal and game day staff.

A combined specification is provided below at Table 7. It is to be noted that the spatial requirements reflect a combination of current club areas together with the guidelines provided by the AFL (previously referenced in Section 4.2) in respect of state level infrastructure. For the purposes of this table, dedicated space for each club is identified together with combined shared infrastructure. In some cases (such as changing room space which provides home and away provision) the dedicated area for each club is identified and the combined figure is provided as shared infrastructure. In other circumstances, where the club is the only user, a shared infrastructure figure is omitted.

Table 7: Indicative Specification for Grandstand accommodating WAFL Club requirements

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
AREA 1 Main Grandstand				
Amenities (Toilets / Showers)	88	88	176	In accordance with AFL State level requirements this space is identified as 70m ² in total. This does not take into account the current space both SFC and EPFC benefit from. This incorporates toilets, showers and spa bath areas. The amenities will need to cater for unisex.

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Change Rooms	148	148	296	2 x 80m ² changing facilities for home and away lockers for 2 teams playing each other (each changing room acts as the home changing room for SFC and EPFC respectively) This figure also includes a warm up area combined with the locker space which is not in accordance with AFL State level requirements (which references players room). The change rooms will need to cater for unisex.
Doctors Room	0	0	15	Incorporating secure storage/drugs area for testing. In accordance with AFL state level guidelines.
Massage / Strapping	40	40	80	AFL guidelines suggest a combined total of 40m ² but does not reflect current club provision.
Gymnasium / Fitness	200	200	400	Current AFL guidelines suggest 50m ² +. This does not reflect current club provision. Consideration will need to be given to whether the gym space could be shared or combined as a commercial entity.
Kitchen / Kiosk	60	60	20 (additional)	AFL Guidelines indicate a space of 40m ² . Current provision is 50m ² for the commercial kitchen for each club. It is anticipated that a shared kiosk could be incorporate whilst the commercial kitchen and associated areas to service each clubs function space will need to be increased. 20m ² is identified for the shared kiosk space
First Aid / Medical	0	0	15	As per AFL Guidelines
Office Administration	250	250	0	Basic 25m ² identified within 2012 AFL guidelines. This accommodates a minimal staff level. Generally, to accommodate permanent staff, a minimum of 6.5m ² for each user is required. Rooms are required for meetings and occasional staff. EPFC have suggested 294m ² for all staff offices and meeting room space. It is considered that with more efficient use of space 250m ² would accommodate each clubs' individual needs (including for coach and player consultation space/rooms).
Public Toilets	0	0	100	Identified in AFL guidelines as 45m ² minimum but does not reflect current

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
				public toilet allocation on site. Public toilets can be shared
Storage	70	70	0	Extended from 2012 guidelines to take into account all club administration storage areas and storage for football dept. This has been modified down from a request by EPFC to double current storage to 100m ² .
Social Community Room (Members Bar)	350	350	400	AFL Standard is 200m ² . EPFC have confirmed that the current: Members Area is 650m ² with an additional function facilities area 300m ² for game day. Ideally, they have suggested they require larger function spaces for their increasing facilities business. The Members area needs to accommodate 300 guests seated on 30 round tables, a Sponsor's Lounge function room for 250 guests standing, and a board room for 40 guests seated at 9 round tables. All three rooms to be air conditioned as per health standards. This has been split to accommodate both clubs and the potential to commercialise the space during the week.
Third Umpire	0	0	15	In accordance with AFL standards
Timekeepers	0	0	15	In accordance with AFL standards
Umpires Room	0	0	40	In accordance with AFL standards (includes shower and toilets)
Utility / Cleaners Room	0	0	30	AFL Standard is 5m ² which would be substandard for the venue. EPFC have suggested 30m ² which ideally should be shared.
Reception / Foyer	20	20	0	Reception desk for each club etc.
Hall of Fame / Display Area	20	20	0	Display of achievements, best and fairest, fags, photographs etc. (on entry)
Merchandise / Membership	20	20	0	Ticket sales etc. Potential to share should be explored
Other Potential Spaces (Those not included are deemed to be incorporated in the above infrastructure)				
Player analysis and review room	0	0	0	Generally accepted as a necessary requirement for state level infrastructure but could be combined with other areas to maximise use of space.

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Coaches Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area
Theatre Room	50	50	0	Generally accepted as a necessary requirement for state level infrastructure.
Match Cttee Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Laundry Room	0	0	14	Laundry room potentially to be shared by both clubs if deemed necessary.
Home and away wet ice baths	0	0	0	Considered as part of the change room configuration.
Football Staff Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Staff Toilets	15	15	0	Essential to service staff within the club administration
Staff Room	20	20	0	Essential to service staff within the club administration
Board Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Media / Broadcasting	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Radio Boxes	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Media / Print and Online	0	0	25	Essential for current media requirements and 2018 pre-season AFL game guidelines
Interview / Press conference room	0	0	15	Essential for current media requirements and 2018 pre-season AFL game guidelines
Total	1,351	1,351	1,696	
Overall Floor Area	3,446 m ² (Excluding Circulation Space)			
AREA 2 - External to main building				
External Covered Viewing Area	0	0	1,000	Indicative standing and seating area for members and corporates
Coaches Box (2)	15	15	30	In accordance with 2012 guidelines plus optimum figure desired by EPFC.

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Interchange Benches (2)	8	8	16	In accordance with 2012 guidelines
Interchange Steward / Umpires / Officials Box	0	0	5	In accordance with 2012 guidelines
Storage	0	0	10	External storage for game day equipment - larger area could be justified
Maintenance Area	0	0	20	To facilitate club pitch and building maintenance
External facing bar area	0	0	20	Complements kiosk and game day activities - essential
Total	23	23	1,101	
Overall Floor Area	1,101m² (Excluding Circulation Space)			
AREA 3 - Pitch and Lighting				
Relaying of Pitch, reticulation and improvements to sub-surface (full redevelopment based on m2)			Full Oval	Complete replacement of current surface based on industry benchmarking.
Floodlighting (500lux - 40m light poles, 100 light fittings)			4 Lighting Poles	Required for standard of play and tv requirements
Total			0	
AREA 4 - Commercial Space for income generation				
Café		60	60	Café could support activation of the space throughout the week and be an additional income generator for the club if operated as a franchise (i.e. limit risk)
Retail	TBD	TBD	TBD	
Commercial Lets	TBD	TBD	TBD	
Total	TBD	TBD	TBD	

The spatial components identified by the football clubs were then used as the basis for developing a master plan which could accommodate the clubs detailed requirements. It must however be stressed that while the specific facility areas and spatial components are identified, the Master Plan will; merely take these areas in total to ensure sufficient space exists within the grandstand to fulfill the clubs requirements.

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HOW DO WE GET THERE?

6. Consultation Outputs

The second phase of the consultation process included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22nd April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1st May 2019
- Elected state and federal representatives.

The detailed output from the consultation process is contained at Appendix F.

6.1 Nominated Organisations Agencies

A summary of the key outputs from organisations and agencies consulted is provided in Table 8 below:

Table 8: Overview of Consultation outputs

Consultee	Interest	Requirements
Foyer Oxford	An integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.	Visual access allowing the free flow of human traffic into and out of Leederville Oval. Better use of banks including an edible landscape on the wood chipped area. Greater integration.
Leederville Early Community Childcare (LECC)	A long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT).	Shading, particularly on Vincent Street side. Better or more visual access for the public into and out of Leederville Oval. Better use of the wood chipped area. Better relationship with the clubs – going/watching/playing. Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.
Loftus Community Centre	A 60 child 3+ kindy. It has several different size hire out rooms for community use and a toy library. The Centre caters for Seniors' activity and is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access.	Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa. Better relationships with Football Clubs and use of their facilities and personnel. Shade on the banks.

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Consultee	Interest	Requirements
Mt Hawthorn Kindy (Margaret's)	Caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight.	Fences remain important to keep the children in and strangers out. Some or all of the wood chip area could be made into a shaded playground area for different age groups which the Kindy would consider using.
North Metro TAFE	NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space. They use the oval under an arrangement with the City and football clubs.	More use of the oval area. Currently restricted to the eastern side of the oval. The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden. Shaded areas. Water fountains. More visible entrance points.
School of Isolated and Distant Education (SIDE)	While its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time	Fences remain important for car parking purposes. Believes it should be used more by the community and need to be accessible and inviting with modern facilities. SIDE believes it would still not be a user of the space even if it were modernised.
Gymnastics WA	Caters primarily for 5-12 year old girls and is primarily a competition venue attached to the Loftus Centre. They are in the 12th year of their current facility with 8 years to go on the lease	Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable. Shaded areas. Increase car parking. More visible entrance points. It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.
Dept of Local Government, Sport and Cultural Industries	State government department residing in the old Department of Sport and Recreation building on Vincent Street.	Authorised use of parking amongst the various stakeholders. Shaded areas. Landscaping and better use of available space around banks. Updated grandstand more suitable for WAFL games. DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.
Loftus Recreation Centre / Belgravia	Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball,	Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered. Shaded areas. Landscaping (not just woodchips) and better use of available space around banks. Authorised use of car parking.

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Consultee	Interest	Requirements
	volleyball and indoor soccer	More visible entrance points.
Noongar Sports Association	The association is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations.	Noongar Sports Association do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.
Leederville Connect	A representative body coordinating responses to the design and development of projects within the Leederville Precinct.	Connectivity and the interface to greater Leederville is critical Continue Scarborough Beach Road/ Greene Street intersection bikeway Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park) An interactive space and having art/ sculptures that can change over time. Recognise wetland belonging to the Noongar people. Turn Grandstand into apartments Space to children and families.
John Carey MP	Former Mayor of Vincent	Greater integration with the Leederville Town Centre and Vincent/Oxford Streets. Greater utilisation of the site. Car parking should not be seen as an issue because the precinct is serviced very well by public transport Additional density on the precinct, particularly in the form of residential and mixed use.
AFL	Option to use the venue as a Marquee Venue for AFLW	Require improvements to lighting towers for televised games. Need to enhance changing facilities to meet gender diverse obligations to comply with AFL guidelines. Investment may be provided to improve the oval condition, lighting and changing infrastructure. A need for a geotechnical report is essential to confirm approximate costings for the oval improvements.
Event and Promoter Consultation	Operations of major concerts and community events	The site is currently suitable for a range of events. The critical issue is the approval process undertaken by local governments. Event operators require decisions to be expedited within a 48 hour period. Ensure access for large pieces of equipment is maintained. Ensure the site can be managed and secured (i.e. controlled access positions and gate entry stations). Power is important, but if sufficient power is not available it can be readily supplied through generators.

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6.2 Advisory Group Input

During the consultation process further consultation was held with City Advisory Groups. A summary of the consultation output is provided in Table 9 below:

Table 9: Advisory Group Summary Outputs

Consultee	Requirements
Children and Young People Advisory Group	<p>Reference was made to the numbered plan referenced under Figure 1:</p> <ul style="list-style-type: none"> Entrance areas – Use art, rather than signage Area 1 – provide skate-able furniture Area 2 – Playground, consider cutting in to make amphitheatre, open up to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible. Area 4 – Playground and a toilet should be retained on this side of the oval Area 9 - A shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval Making the area more appealing for events and activations Furniture that can also be used as skate objects, or skate sculptures Space and facilities for performances to be held An entrance from Loftus Recreation Centre
Arts Advisory Group	<ul style="list-style-type: none"> Art can be integrated as wayfinding Incorporate a café to draw people into the area Open up and entrance from the Library, Loftus and create courtyards. Create spaces for rentable art studios and public art studios Incorporate a 'makers space' Integrated artwork into playgrounds Utilise the history of the oval and Consider Aboriginal history / use. Utilise DLGSCI building and create an entry statement through a café on the ground floor which would then open up out to the oval. Utilise trees to screen pathways from hot summer sun
Urban Mobility Advisory Group	<ul style="list-style-type: none"> Site is open to the public and could form important connection particularly from Richmond St to Vincent St Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public. Make more of the spaces around the oval itself

6.3 Community Survey Outputs

The Community survey was open from 24th May until 22nd April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed. Key statistics included:

- 53% of those which identified their normal place of residence indicated they resided within the City of Vincent.
- 86% of respondents were over 35 with the predominant age band being 36-54 (61%).
- When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month.

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- When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events.
- The following six facilities were highlighted as the most important (i.e. most important or important in order of priority).
 - The Sports Oval
 - Pedestrian access to the site
 - Spectator facilities around the oval and external to the main grandstand
 - Covered areas (Shaded spectator facilities)
 - Floodlighting
 - Public toilets
- When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. They indicated:
 - Public toilets
 - Covered areas (shaded spectator facilities)
 - Spectator facilities around the oval and external to the main grandstand.
- In response to the overall satisfaction with the appearance of Leederville Oval. 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance.

6.4 Additional Potential User Groups

In addition to the consultation undertaken above, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The outcome of the consultation process is contained in Appendix G. This identifies the potential spatial components for the installation of a baseball and softball diamond within the footprint of Leederville Oval.

The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnell's Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval

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of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence, and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition. Despite reservations from the DLGSC based on the view that it conflicted with the State Sporting Infrastructure Plan (2019) it was agreed that the potential option be explored in the development of the master plan.

In addition, a proposal to consider the development of a synthetic hockey turf on site to support the local hockey club should be explored. An initial assessment of the site indicated that the facility would likely compromise the use of the site for WAFL and their proposed expansion plans. Further research into similar turf provision across Metropolitan Perth revealed:

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.
- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played.

Due to site limitations and the above reasons which deem the development high risk, this option was not pursued any further.

6.5 Summary Conclusions

The key themes which emerged from the stakeholder engagement and community consultation process can be summarised as:

1. **Relationships:** The importance of enhancing the relationship between the football clubs and neighbouring land owners, particularly those who have a sport and recreational role to play in the local area.
2. **Integrated Development:** The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).
3. **Building Interface:** Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.
4. **Site Utilisation:** Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.
5. **Spectator Banking:** Better use of banks and in particular the area referenced as the wood chipped area.
6. **Toilet Blocks:** The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.

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7. **Shade Infrastructure:** The need for shade and improved spectator infrastructure throughout the site.
8. **Security:** Maintenance of security in all areas associated with child care and child protection.
9. **Ageing Infrastructure:** The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).
10. **Capacity of the Oval:** Potential overuse of the oval from current activities and the need to protect worn areas.
11. **Car Parking:** The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.
12. **Public Art:** Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.
13. **Youth Infrastructure:** Incorporation of skate sculptures/objects and appropriate street furniture.
14. **Pedestrian Use:** Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).
15. **Commercial Opportunities:** Incorporation of café within the site to encourage people through the area and
16. **Alternative Sporting Use:** The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure.

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7. Multiple Bottom Line Analysis – Consistent Themes

Based on the consultation output a number of key themes were identified which established potential future development opportunities and the need for change. Those were identified in the previous section and are summarised in column 2 of Table 10 below where reference is also made to the Multiple Bottom Line Impact (Social, Sports Development, Environmental and Financial) of each potential development opportunity as relevant. A number of the themes naturally overlap and where relevant these are referenced. The output of the multiple bottom line analysis is used to determine the direction and recommendations for the master planning options being considered.:

Table 10: Key Themes and Identified Facility Development Opportunities

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
1	Relationships: The importance of enhancing the relationship between the football clubs and neighbouring landowners, particularly those who have a sport and recreational role to play in the local area.	Ensure that all new development is focussed on reducing artificial barriers and increasing potential activity. Development of MOU, formal agreements, user's forum with neighbouring site users to ensure access to facilities, the oval and banking is formalised. This should evolve as the master planning and subsequent business case evolves to ensure wide support for investment.	Social and Sporting: It has the potential to provide a more integrated social and community hub with sport and recreation opportunities as a core focus. An increased awareness of sports and sporting facilities via the additional exposure to the organisations and resources within the Precinct should assist in the effective development and investment in new facilities. Financial: There would potentially be opportunities to share relevant infrastructure through agreement and avoid unnecessary duplication of provision. Recommendation: It is recommended that formal agreements be explored as part of the ongoing relationship building with neighbouring users.
2	Integrated Development: The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).	Incorporate community spaces within any newly developed facilities. Explore the potential to develop infrastructure which is consistent with neighbouring users and has the capability to attract additional investment and/or enhance the potential to generate income to sustain club and community activities at Leederville Oval.	Social and Sporting: The integration of social, recreational and sport activities will assist in enhancing activity within and adjacent to Leederville Oval. Environmental: Potential reduced footprint and/or enhanced energy efficiency of modern fit for purpose buildings and spaces which can be used by multiple users. Financial: Avoidance of unnecessary duplication of provision and potential generation of both initial capital and ongoing revenue sources of funding.

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			Recommendation: Aspects, such as shared space with DLGSC, Noongar Sports, Baseball and Softball are incorporated within the development of the site concept plans to test viability.
3	Building Interface: Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.	Focus on changing the profile of surrounding uses in order that they have an interface with the Leederville Oval site.	<p>Social: The re-alignment of surrounding users has the potential to enhance passive surveillance across the site which would encourage greater use.</p> <p>Financial: The ability to re-align existing infrastructure outside of the remit of the master plan is high cost and will not be achievable in the long term. This would be a long term proposition and part of the broader Leederville Activity Centre Planning process</p> <p>Recommendation: As part of the master planning process the concept plans indicate how the current boundary infrastructure can be altered to interface more effectively and increase site activity and inform the Leederville Activity Centre process.</p>
4	Site Utilisation: Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.	<p>The re-alignment of footpaths and opportunities to break through isolated areas which act as barriers to use needs to be considered.</p> <p>Consideration of attractors within the site including children's play for all ages.</p> <p>Potential opportunities for seating and meeting areas under shade through an expanded spectator area on the banking.</p>	<p>Social: The current site is recognised as being under-utilised and not achieving the optimum return for the community. The removal of barriers to access is a critical component to any future development and will need to be incorporated.</p> <p>Financial: At a relatively modest cost accessibility and community use could be increased with the provision of strategically placed infrastructure to attract visitors through and around Leederville Oval.</p> <p>Recommendation: As part of the master planning process the concept plans incorporate a range of dual use path improvements and activation nodes which can be utilised to both enhance day to day activity at Leederville Oval and for game day use.</p>
5	Spectator Banking: Better use of the banks and in particular the area referenced as the wood chipped area.	The inefficient and ineffectual use of the banking is identified as being an issue which needs to be addressed. There is potential to explore further the options for banking and	Social and Sporting: As an extension of site utilisation spectator banking has been identified as being under-utilised and not achieving the optimum return for the community. These can be more effectively managed with direct integration with neighbouring users

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		<p>use of the wood chip area as an activated space with shade, seating, play/playground and social meeting opportunities.</p> <p>The re-alignment of the woodchip banking area to provide an attractive entry statement to the site is important to draw community users into the site. There is potential to create an amphitheatre with appropriate shade and event infrastructure as an attractive entry into the site from the northeast gate.</p>	<p>and greater innovation in the placement of activity nodes within the site. The wood chip area is a particular focus which could be transformed into a family activity and focal point for events and game day activities.</p> <p>Financial: As with 4, above increased activation of the space can be achieved at a relatively modest cost.</p> <p>Recommendation: To redesign and redevelop the banking areas throughout the Leederville Oval site with a particular focus on the woodchip area as a major site entry and activation node. Incorporate a variety of play, exercise and social infrastructure particularly on the eastern banking in strategic locations with appropriate shade and integration with neighbouring properties (aligned to 3 above).</p>
6	Toilet Blocks: The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.	<p>The appearance of the toilet blocks and positioning inhibits the use of the Oval in critical locations (access and openness of the oval on the south-eastern corner and constraining the car parking area to the west). A need to integrate the public toilets within newly developed infrastructure is considered important as it will also provide the potential to maintain effective passive surveillance and control (i.e. potentially within re-designed grandstand and through incorporation within Loftus Recreation Centre).</p> <p>This will offer the potential to redevelop the land upon which the toilet blocks are located to increase the visual profile and accessibility through the site.</p>	<p>Social: The toilet blocks are recognised, particularly by the childcare centres as an issue which potentially encourage antisocial activity. The community survey similarly highlighted the dissatisfaction with current provision. The replacement of both detached toilet blocks would be highly beneficial for the site future activation.</p> <p>Financial: The re-alignment of public toilets within managed facilities with constant supervision will be a more cost effective solution than replacing current infrastructure in situ.</p> <p>Recommendation: Both detached public game day toilet facilities should be removed and integrated within a new development option for the site (within a replacement grandstand and potentially re-aligned Loftus Recreation Centre).</p>

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7	Shade Infrastructure: The need for shade and improved spectator infrastructure throughout the site.	Current shade throughout the site is limited to the grandstand and part of the north west banking (referenced as the tin shed). There is no shade on the east and the appearance does not encourage local community members to visit and stay within the Leederville Oval site. To attract greater spectator use of the eastern banking area during game day, additional shade is essential.	Social: The provision of additional shade has the potential to increase activation in otherwise under-utilised areas on the eastern banking. Sporting: From a spectator perspective the development of shade on the eastern bank and northern aspects will encourage greater spectator usage. This has been identified in the community survey as a high priority. Financial: The development of shade sails and associated supporting infrastructure is a relatively cost effective mechanism to enhance use. Recommendation: The integration of shade infrastructure with a re-aligned eastern banking together with structures associated with event infrastructure to the north are to be incorporated in the concept plans (aligned to 3 and 5 above).
8	Security: Maintenance of security in all areas associated with childcare and child protection.	The passive surveillance afforded areas adjacent to the childcare centres is limited as they are bordered by open accessible land. It is however the responsibility of the childcare centres to ensure effective security on site is managed. The increase in passive surveillance across the site by increasing public movement and accessibility should however reduce such instances.	Social: Via connecting Leederville Oval with the community (through the development of more park friendly facilities and significantly more community usage), it is expected that the local community's pride and ownership of the venue will increase significantly which in turn should increase passive surveillance. Recommendation: The boundary treatment to the two childcare centres should seek to maintain security whilst permitting access to play and sensory infrastructure immediately adjacent to their boundary.
9	Ageing Infrastructure: The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).	The ageing infrastructure has been recognised throughout the consultation process as being the critical component which impacts on the use of the site, discouraging site accessibility and adaptability for multiple user groups. This also confirms the output of the previous	Social: The replacement and reconfiguration of ageing infrastructure has the potential to address current perceived barriers to community access Sport: Current infrastructure servicing the needs of the sport, whilst providing adequate space, does not meet modern day standards for elite level provision. The redevelopment of the existing facilities offer

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		visual audit which highlighted the need to replace all infrastructure on site to ensure issues associated with quality of infrastructure, functionality and ongoing viability are addressed.	<p>the opportunity to consolidate space more effectively and provide a functional training, changing and rehabilitation space for the athletes and football departments.</p> <p>Environmental: The demolition of older parts of the venue and replacement with functional modern infrastructure will assist in reducing ongoing operational costs associated with energy consumption and lack of functionality in some areas. There is also the potential for additional environmentally sensitive design (ESD) initiatives to be incorporated such as an advanced water recycling program through use of the water from the redeveloped structures.</p> <p>Financial: The redevelopment reduces the current maintenance burden and functional deficiencies which is a direct result of the very old facilities.</p> <p>Recommendation: Based on the previous facility audit the existing buildings on site will need to be redeveloped and rationalised to meet current day sporting and community expectations. The specification for the redeveloped floor areas should be based on sport and community facility guidelines.</p>
10	Capacity of the Oval: Potential overuse of the oval from current activities and the need to protect worn areas.	<p>The need to enhance the sporting oval has been identified to ensure a greater potential capacity and use through enhanced drainage and floodlighting.</p> <p>Whilst current reticulation is deemed sufficient the drainage on site is recognised as having issues, partly caused through adjacent stormwater drainage onto the oval.</p> <p>Floodlighting is recognised as being below standard for televised games and would not be satisfactory to accommodate small ball sport use (see 16 below). Whilst the</p>	<p>Sporting: The oval is highly valued by the community and recognised as the most important aspect through the community survey. Increasing capacity can only be achieved if the surface drainage is improved and associated floodlighting infrastructure is put in place to enhance its potential use for other sporting uses and events.</p> <p>Social: in order to provide the optimum opportunity for community events the oval and surrounds needs to be constructed to be able to cope with high levels of foot traffic and opportunities for event overlay.</p> <p>Financial: The cost of re-laying the oval and enhancing its capacity will require substantial investment. This would also need to include</p>

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		management of game days may obviate the need for additional floodlighting, all WAFL ground infrastructure should seek to meet minimum televised standards and those identified for pre-season games to facilitate greater flexibility and use during the winter period. Current lighting poles will need to be replaced to conform to the required lighting cover upgrade.	enhanced servicing and potential installation of floodlighting towers at a level which can accommodate televised matches and capability to support small ball sports. The cost of floodlighting to 500lux and beyond is a significant impost and may be part of a phased investment program for the site's redevelopment. Environmental: The re-laying of the oval and improvements to drainage provide an opportunity to generate more efficient and effective water management solutions to that which currently exist. Recommendation: These aspects should be considered as a potential phase of future development and costed accordingly.
11	Car Parking: The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.	Car parking has been identified as an issue for neighbouring users during gamedays and at times where neighbouring use conflicts with occasional evening games during the WAFL season or pre-season. This could be addressed with more effective coordination and dialogue (see No.1 above).	Social: The introduction of more effective dialogue with neighbours through an agreed MOU or other mechanism will improved relationships and more effective coordination of activities. Financial: Currently there is no income derived from the car parking on site outside of any game day use and whilst car parking is at a premium within the City centre, the potential for expanded car parking options on site to generate income are likely to be limited. Recommendation: The re-alignment of car parking areas is to be considered in the concept plan development by focussing on more effective an efficient use of the car parking area to the west of the grandstand and in the northwest corner. This will necessitate the demolition of the current detached toilet block and re-alignment of the northwest banking and demolition of the spectator area (referenced as 'tin shed')
12	Public Art: Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.	This has emerged during the consultation process and would be a suitable addition to the redevelopment and re-design of built infrastructure on site. Examples existing within the new Perth (Optus) Stadium and Perth Oval (HBF Park) where public art has	Social: Has the potential to increase activation of the space and provide welcoming entry statements. Financial: Minimal financial cost and provides the opportunity to engage with local artists and community groups throughout the design and development phase.

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		added to the value of the precincts through recognising local and indigenous heritage	Recommendation: Public art is incorporated within the development of the Leederville Oval site and to be annotated on concept plans to identify appropriate location and potential impact.
13	Youth Infrastructure: Incorporation of skate sculptures/objects and appropriate street furniture.	Whilst this has been identified within one of the focus groups the ability to integrate skating infrastructure within the overall site master plan will need to be carefully considered. There is potential to integrate such furniture with game day spectator infrastructure. The avoidance of conflict with existing users and impact on pedestrian access through the site will need to be carefully assessed	Social: Potential to increase site activation across all age ranges if carefully planned and conflict between users is avoided. Financial: Limited financial investment and potential to integrate with spectator, play and game day infrastructure Recommendation: Consideration of street furniture within and adjacent to the shared path and activity nodes are to be considered within the initial concept plans for review.
14	Pedestrian Use: Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).	The importance of providing attractive entry statements and wayfinding around Leederville Oval has been emphasised throughout the consultation process as a mechanism to break down barriers to entering into the site. This needs to be incorporated as part of the overall development of re-aligned footpaths and opportunities to break through isolated areas which act as barriers to use (reference No.4 above).	Social: Pedestrian access through the site by community members and its value to users of the site is highly valued. Effective signposting and waymarking, in addition to what currently exists, is likely to encourage greater use. Financial: A relatively cost effective and easy to implement solution which can be undertaken in advance of some of the major infrastructure investment. Recommendation: In accordance with other theme recommendations (No.4, 5 and 12), the identification of suitable locations for signage and site entry statements are to be identified on the site concept plans.
15	Commercial Opportunities: Incorporation of café within the site to encourage people through the area and	The need for additional commercial opportunities has been identified by the PWG as a mechanism to ensure the long term viability of the site and in particular, the two WAFL clubs is maintained. Whilst the only commercial space identified through the	Social: Potential to increase the activation of the space through providing a resource/resources which will encourage wider community access. Sporting: Potential opportunities to increase the use of sports training, rehabilitation and developmental infrastructure with neighbouring users with similar infrastructure needs. Alignment with

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		consultation process alludes to a café, there are nevertheless opportunities to incorporate other community groups, potential future users and adjacent building occupiers within the potential funding of both the capital build and future use. These include DLGSC, Softball, Baseball and Noongar Sports. Other opportunities include a potential long-term re-alignment of Loftus Recreation Centre and greater integration of sports programming with adjacent users.	<p>theme 2 above in the potential sharing of space with DLGSC, Noongar Sports, Baseball and Softball.</p> <p>Environmental: More effective use of the building footprint will minimise environmental impact.</p> <p>Financial: The provision of a café will need to be market tested to ensure it is commercially viable and attractive for a potential lessee. Other uses are currently consistent with the sites use. Further commercial opportunities will need to be tested in accordance with the ongoing Leederville Activity Centre planning process to ensure consistency of approach</p> <p>Recommendation: Incorporate shared use and commercial areas on the ground floor of the redeveloped grandstand to test viability and consistency with the emerging outcomes from the Leederville Activity Centre planning process.</p>
16	Alternative Sporting Use: The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure	The opportunity to incorporate Softball and Baseball infrastructure has the potential to generate all year round use of the oval for significant sporting use. This requirement has emerged through the consultation process. No other sporting use of the oval has been identified as being compatible with other sporting codes	<p>Social: Increased activation of the space.</p> <p>Sporting: It has the potential to provide all year sporting use of the site and attract additional significant sporting events to Leederville Oval.</p> <p>Financial: There is a significant cost associated with the development of the infrastructure (\$10M+) which may be offset by the use of existing/ developing sporting infrastructure required to service the WAFL. Conversely the potential to attract additional major events during the football close season will potentially enhance the sites financial viability and attractiveness for a variety of sponsorship opportunities.</p> <p>Recommendation: The development of the softball and baseball infrastructure should be explored in the northwest, northeast and southeast corners of the Leederville Oval site. The preference would be to integrate the diamond location with the potential redeveloped</p>

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Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			spectator and game day infrastructure on the western side of the oval. It must however be viable without adversely impacting upon the Football operations.

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8. Master Plan Development

This Section identifies the evolution of the master plan from the initial concepts through to the agreed master plan considerations

8.1 Initial Development Options

The initial master plan considerations sought to explore all development options identified and recommended in section 7 above. The initial site development options included an assessment of the site from an architectural options perspective and a landscape design perspective. Hodge Collard Preston and Josh Burn Associates were engaged to explore the potential development solutions for the site. This was focused not just on Leederville Oval but also on the connectivity between neighbouring sites and from the local road and footpath / cycleway network. Both development options were to also consider a baseball / basketball option in alternative locations. The site opportunities are identified below and presented in in Figure 3 (Architectural Considerations) and Figure 4 (Landscape Considerations):

- Area 1 detached covered viewing area bank & overflow car park area: Replacement of covered grandstand, provide access from top bank through to main grandstand & spectator viewing area. Realignment of car parking & access. Landscape options for this area included:
 - Retention of shade trees
 - Improve visual and access permeability through to the covered viewing area
 - Reconfigure parking area to be integrated with the landform that may offer opportunities for passive recreation
 - Micro play space
 - Integrated approach to the boundary treatment using a combination of trees, planting and small scale fence
- Area 2 northern gate, banking & terracing: Family activity area, play eqpt, hardstand for game day & event infrastructure. Pedestrian activation from exist. Car park. Landscape options for this area included:
 - Mixed-use space with structures that accommodate for events, play, skate and exercise activities, and passive recreation
 - Integration of planting buffer and shade trees
 - Potential for direct access from TAFE
- Area 3: East terracing adjacent to Loftus Centre: More effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised l/stone wall. Landscape options for this area included:
 - Terraced vegetated swale and trees adjoining Loftus Recreation Centre to capture stormwater runoff
 - Improve pedestrian and service/emergency vehicle access
 - Integrated approach to the boundary treatment
 - Light weight and visually permeable shade to oval seating area
- Area 4: S/e banking, public wc's & access to Civic Centre: Replace exist. WC block with controlled access units (7 day access). Expand footpath link & integrate terrace seating. Landscape options for this area included:
 - Reinforce connection to the City of Vincent Civic Centre with pathways and landscape treatment
 - Micro playspace
 - Reposition ablution facility to suit new function of the oval

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- Retention of shade trees
 - Integrated approach to the boundary treatment
- Area 5: South oval & footpath to Vincent Street: Open up the visual amenity to the oval & increase site presence to Vincent Street scene. Landscape options for this area included:
 - Improve visual connectivity and sightlines from Vincent Street
 - Redevelop area as the street-front access to the oval and improve pedestrian and universal accessibility from street level
 - Integration with small scale built form to create a park like setting
 - Retention of shade trees
 - Reinforce interpretation opportunities
- Area 6: Dept. Local govt. Sport & Cultural Industries building: Potential future use of the building as part of extended WAFL Centre of Excellence. Landscape options for this area included:
 - Integrate building forecourt to the oval masterplan as a main entry point to the oval with landscaped areas including seating, wayfinding, accessible routes, wide pathways and shade trees
- Area 7: Vincent Street main site access: Realignment of entry to increase site visibility & profile for game day & events. Realign exist. Car parking & improve boundary treatments. Landscape options for this area included:
 - Pedestrian priority zone to facilitate access from Vincent Street
 - Streetscape to include planting, shade trees and parking bays
 - Feature lighting treatment to highlight access way to the oval, club houses and grand stand
- Area 8: Main grandstand & SFC and EPFC administrative bases: Complete redevelopment & integration of 2 football clubs, with elevated viewing. Possible additional commercial/ retail/ office accommodation. Landscape options for this area included:
 - Access permeability opportunities from street level to oval through built form
- Area 9: West entry to site from TAFE: Alternative access provision through TAFE & enhanced boundary treatment. Alternative off-site parking provision & pedestrian access with redeveloped gates. Landscape options for this area included:
 - Area to be a pedestrian priority zone to facilitate people traffic from Oxford Street
 - Create clear sightlines and access from Oxford Street
 - Streetscape to include planting, shade trees and parking bays
 - Feature lighting treatment to highlight access way to the oval
- Area 10 Football oval & floodlighting: Complete redevelopment & replacement of oval and floodlighting to state level requirements. Increase playing & training capacity of oval & address stinging nematode infestation. Landscape options for this area included:
 - Relocate seating areas for oval forward and closer to the playing field to allow for access around the oval
 - Grass treatment to suit playing field and events
 - Lighting to suit sports and club activities and organised/community events
- Area 11: Baseball Diamond: 76.2m outfield and backstop 18m from home base
- Area 12: Softball Diamond 76.2m outfield and backstop 9.14m from home base

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Figure 3: Initial Concept Ideas (Hodge Collard Preston)



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Figure 4: Initial Concept Ideas (Josh Burn and Associates)



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The outputs from this initial review process were presented to the PCG and feedback sought. In general the principles of the development were supported although there were distinct reservations with regard to the imposition of diamond pitch sports on the oval and the relationship between the potential diamonds(s) and the spectator / administrative function areas.

8.2 Further Development Options

Following more detailed considerations of the plans these evolved further to consider more detailed development options. Under this process the main landscape options were retained as being the optimum solution for the site. Further analysis was undertaken on the land, grandstand components and movement within and around the site. The next iteration of the plans incorporated the main Master Planning components by considering the following development options:

- Area 1: Football Club Building With 5 Floors Mixed Use Over - new integrated football facility to accommodate:
 - Subiaco Football Club
 - East Perth Football Club
 - Tiered & Covered Seating
- Area 2: Mixed Use Building - new building to accommodate commercial / food offering
- Area 3: WAWFL or Baseball Club - new club building with shared facilities to accommodate WAWFL or Softball & Baseball
- Area 4: East Terracing Adjacent to Loftus Building: more effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised l/stone wall.
- Area 5: North & South Exist. Grassed Areas: increased tiered seating areas, for enhanced spectator amenity & comfort
- Area 6 Boulevard: activated pedestrian boulevard link to Oxford Street. Incorporate public art
- Area 7 Boulevard: activated pedestrian boulevard link to Vincent Street. Incorporate public art
- Area 8: DLGSC Extension: Extension of existing DLGSC Building At Ground Floor
- Area 9: Vincent Street Main Site Access: realignment of entry to increase site visibility & profile for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment
- Area 10 Football Oval & Floodlighting: upgraded floodlighting to provide greater flexibility for scheduling & enhance exposure of various sporting codes
- Area 11 Baseball Field: 76.2m outfield. Backstop 18m from home base
- Area 12 Softball Field: 76.2m outfield. Backstop 9.14m from home base
- Area 13: Exist Public toilets demolished, and relocated to soccer field at Loftus Centre. consider gym facilities extension over on 1st floor

This plan is provided as Figure 5 below.

Further consideration was also given to the long term development options for the site and in particular to focus on potential building interfaces with:

- A redeveloped civic precinct incorporating the leisure centre, library, civic centre extension
- Connections through the adjacent North Metropolitan TAFE and School of Isolated and Distance Education (SIDE).
- Greater connectivity with Vincent Street.

The initial plan is presented at Figure 6 below.

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Figure 5: Initial Concept Plan exploring Baseball and Softball Options – Short to Medium Term Development Options (Hodge Collard Preston Architects)



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Figure 6: Initial Concept Plan exploring Baseball and Softball Options -Long Term Development Options



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HAVE WE GOT IT RIGHT?

9. Final Master Plan Development

The final development options are identified below and due to the concerns identified through the PCG consultation and feedback process, Basketball and Softball were omitted from the final plans.

The final plans produced as the Master Plan for Leederville Oval incorporated:

- The short term (funding constrained: 1-5 years in planning and delivery)
- The medium term (phased development in accordance with available funding program and negotiations with Treasury/Govt Depts: 3-10 years in planning and delivery) to provide an opportunity to rectify current deficiencies with the site and to provide the appropriate timeline to develop a business case, secure statutory approvals and secure funding.
- The long term development options which are subject to further detailed negotiations with state government and potential commercial partners (particularly centred around the potential mixed use residential and commercial development).

The key development options and approvals include:

Short Term:

- Upgrade lighting around the oval to comply with AFLW games and to support WAFL televised games
- Upgrade Changing room provision within the grandstand to meet AFLW requirements.
- Upgrade oval to increase playing capacity and winter playing capability (redirect stormwater flows)
- Address servicing issues (power, water, stormwater drainage)
- Undertake business case for medium to long term development options.
- Secure statutory approvals and undertake land negotiations with the Department of Planning and Lands to secure the potential development of alternative commercial opportunities to enable the management of, and investment in the asset to be secured.
- Explore agreed commercial opportunities, in the first instance through Landcorp and other state government departments to secure development options for the site.
- Re-negotiate the lease agreements with EPFC and SFC to secure their commitment to the site and its potential redevelopment.
- Engage surrounding landowners / occupiers in the ongoing evolution and development of the Leederville Oval precinct and broader development opportunities.
- Advertise the Master Plan Options for public comment through the Leederville Activity Centre Plan process.

Medium Term:

- Grandstand Redevelopment. Explore options for a 5-6 story development for mixed use potential.
- Re-alignment of existing public toilets into grandstand and adjacent Loftus Recreation Centre.
- Redevelop eastern terrace with hard and soft landscaping, including shade and street furniture.
- Develop north, south and west terracing with hard and soft landscaping, including shade and street furniture.
- Investigate and develop the boulevard from Oxford Street in partnership with adjacent landowners.

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- Investigate and develop the boulevard from Vincent Street in partnership with adjacent landowners.
- Confirm and obtain a commitment from DLGSC to extend the existing departmental building to form an extension to the grandstand redevelopment and integrate shared function, meeting room and office space with EPFC and SFC.
- Enhance the interface with Vincent Street at the southern end of the oval to increase visibility through the site and maximise opportunities for club sponsorship.

Long Term

- Explore potential development opportunities for the broader civic precinct on the eastern side of Leederville Oval, including a redeveloped recreation centre, library and community centre (multi-functional).
- Enhance site access and relationships between all surrounding users / occupiers and provide complimentary boulevard and access features enabling greater connectivity and passive surveillance across Leederville Oval.

The Final Master Plans are provided at Figure 7, 8 9 and 10. It should be stressed that the indicative floor plan for the grandstand is indicative and reflects the level of detail normally anticipated at the master planning phase. This would be subject to more detailed design during subsequent development phases associated with the business case and subsequent concept design and detailed design phases.

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Figure 7: Final Master Plan: Short to Medium Term Development Options (Hodge Collard Preston)



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Figure 8: Final Master Plan: Long Term Development Options (Hodge Collard Preston)



Figure 9: Indicative Grandstand Redevelopment Options (Hodge Collard Preston)



Figure 10: Indicative Grandstand Redevelopment Options – Upper Floor Areas(Hodge Collard Preston)



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10. Cost of Development

The overall costs for the full Leederville Oval Precinct development are identified below. They are split into two columns related to the short to medium term development options (Plan SK18) and the long term development options (Plan SK19).

Table 11: Estimated Project Costs (DCWC – Opinion of Probable Costs - OPC)

Element		Plan SK18 Total	Plan SK19 Total
Building and External Works		\$78,983,535	\$205,427,478
Site Clearance, Demolition and External Services		\$2,166,800	\$9,675,354
Construction Works Sub-Total		\$81,150,335	\$215,102,832
ESD Technology	1%	\$811,503	\$2,151,028
Design Contingency	8%	\$ 6,147,138	\$16,294,039
Construction Contingency	5%	\$4,405,449	\$11,677,395
Professional Fees	10%	\$ 9,251,443	\$24,522,529
Indicative Project Budget Total		\$101,765,868	\$269,747,824

These costs at this stage are estimated based on the Master Plans produced and will need to be refined during any subsequent Business Case. They exclude:

- GST
- Abnormal Ground Conditions
- Assume generally flat site with limited, if any, retaining structures
- services diversions
- major utility upgrades / contributions & headworks
- works to or new perimeter roads
- option with baseball and softball field
- FF&E client costs, legal costs, site costs, agents fees, finance etc
- land purchase costs
- Client Representative / Project Management
- Fee escalation - costs are current day
- % for Public Art unless stated

Costs assume Competitive Tender process with local builders using basic palette of materials. Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution.

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11. Management Approach to the Site

In order to provide guidance in respect of future development and use an overview of management options has been considered. The main concerns which have been raised by the existing tenants (WAFL clubs) relate to:

- Any lease or ownership structure requires clarity and equity. Any agreements must ensure primacy of tenants (WAFL/AFL clubs) and be cost effective, clear and fair.
- WAFL/AFL football should be the prime occupant.
- The need for redevelopment / improvement / maintenance is urgent and should be an immediate consideration.
- WAFL clubs need to be able to secure the site on game day / training / events.
- Management and maintenance of any 24/7 or fully public facility should be the responsibility of Local Govt.
- Explore potential for revenues to clubs or future transport hub revenue to go to the clubs
- The theming and brand important for WAFL clubs and should be part of any agreement
- Clubs should be offered freehold or long leases on clear and equitable terms

To ascertain the potential opportunities and ability to secure investment into the redevelopment of the site, the Department of Planning and Lands were approached and a number of potential solutions explored. These included:

- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve in accordance with the current agreement which divests responsibility to local government. This would secure limited financial return to be achieved from activities on the site. This would enable the City to enter into a lease agreement with the clubs in accordance with current arrangements.
- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve with the option to isolate the grandstand and associated building infrastructure from the current agreement to explore potential commercial returns which could then be re-invested in the site. The Department considered it to be a viable option provided that any income received from any commercial activity would then be re-invested in the site to secure the long term viability of the assets and activities. This would require a clear business case to be presented to the department with a well-considered cost benefit analysis incorporated. This may also require an MRA amendment depending on the level of commercial activity introduced into the site.
- The City managing the site and the WAFL clubs being provided with a long term lease to commercialise the asset and re-invest in club activities. The Department did not support this approach as the control by the City, and ultimately the state, would be diminished and the fundamental intent of the land and associated buildings would be compromised. An MRA amendment may be required depending on the level of commercial activity introduced into the site.
- Complete redevelopment of the Leederville Oval precinct and commercialise the building infrastructure while retaining the oval and surrounding community activity space. The Department advised that further detailed analysis would be required during a business case process to clearly identify how the commercialisation may contribute to the retention of the oval as a community resource. Any plans and future investment would need careful consideration and guarantee the future viability of the clubs, use of the oval by the community and retain its intended purpose. An MRA amendment would be required.

There are a variety of management models which may be considered and with the approach to sharing and co-locating clubs / user groups within a multi-functional facility. The common management approaches are:

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- Management by an Alliance of User Groups / Trust with a management board.
- Nominated Club / Organisation / Association under a leasehold arrangement (plus paid staff managing the complete complex under agreement)
- User Groups – Managing their own dedicated sports spaces only and shared use of the oval (plus paid staff managing the complete complex under agreement as is currently the case)
- Sport owned and managed facilities (with Government support).
- Owned and managed by the City of Vincent.
- Other Professional Management Body / Group under contract

Variations of these could be considered and the strengths of weaknesses of each are dependent on the extent of commercial development, the ability to generate income, capability, capacity, knowledge and the governance structure which is required to be put in place. Benchmarks identified in Appendix D provide a number of instances where local governments / state government has taken alternative approaches to the management and delivery of assets within their control. A complete redevelopment similar to Claremont Football Club is not supported by partners. The land deal is not recommended but a variation of the innovative approach may have merit. As part of the overall development at Claremont, the club relinquished the lease over the premises and surrounds and the state government through Landcorp provided funding for the facility. Landcorp then sold off all available land for unit development within the club confines. A consideration of this approach will need to be further developed within the subsequent business case.

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12. Funding Options

The development of the Master Plan is reliant on achieving a suitable level of external funding at all levels from the short term investment options (to increase functionality of existing infrastructure); medium term solutions (focused on the redevelopment of the grandstand) and long term (full internal and external Leederville Oval precinct development). The funding options available to develop the facility infrastructure are limited, but potentially include:

- Public Private Partnership and other private sector investment: Whilst private sector funding has been used to finance the complete build of sport and recreation facility projects, they have historically more often been confined to specific segments of the market where commercial returns can be made on the investment required to 'start-up' the facility (e.g. gymnasiums, commercial function infrastructure, commercial office space etc.). It is unlikely that this vehicle could be used as a mechanism for funding the development of Leederville Oval, given the current economic climate where investors are seeking to minimise and mitigate financial risk. More recent investment by commercial operators has seen the market divest risk and splitting the construction from management of infrastructure. In such instances the initial risk (financial investment) is taken by the developer with the surety that a specialist management body will take over the ongoing operational costs and generate profit. Opportunities would however exist for the long term development options associated with the potential redevelopment of the grandstand and civic precinct subject to a clear approvals process being adhered to and desired outcomes for the community clarified.
- State government redevelopment through Landcorp: Opportunities exist for Landcorp to explore development options and state government to consider the relocation of central Perth CBD state departments and office staff to the site. This would be subject to further negotiation with relevant state governments departments and in particular, the Treasury.
- Department of Local Government Sport and Cultural Industries – Community Sports and Recreation Facility Funding: The current allocation has been subject to change. Priority is given to facility sharing and rationalisation. The construction of new facilities to meet sport and recreation needs would fall within the remit of this fund. Limited financing for elements of the phased development approach could be considered, but would be subject to further planning, design, feasibility and potentially a business case.
- A rate levy administered by the City of Vincent: In order to achieve the extent of development associated with the Leederville Oval redevelopment, a rate levy is unlikely to be palatable for a limited number of sporting and community group users.
- Alternative State Funding: Current state and local governments support programs in addition to those operated by the Department of Local Government Sport and Cultural Industries which are published annually (previously by the Dept of Local Government). Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those funding sources would be able to contribute in any significant way to the development of Leederville Oval and associated infrastructure. In addition, LotteryWest has reviewed its investment priorities over the past few years and indicate it would be unlikely to support projects with a sporting outcome. LotteryWest however would consider the broader community outcomes associated with the development subject to an appropriate case being made.
- Federal Funding: There may be opportunities to attract investment in sport and recreation infrastructure from federal government, particularly where an economic and events outcome is promoted. Current grant assistance is limited but is likely to emerge as the project develops.
- Funding from other sports bodies: Various grants can be attracted from funding bodies related to community and elite level facility developments. The WAFC through the AFL has already indicated that they are prepared to consider investment in the floodlighting and upgrade to changing infrastructure to meet the needs of the AFLW and facilitating the development of Leederville Oval as the main home ground (Marquee Venue) for AFLW competitive matches.

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- Contributions from key user groups: There are currently none identified due to the limited financial reserves of the clubs involved in the feasibility process and the likely lead in time to its delivery.
- Other charitable trusts/foundations: Potential exists to attract funding through a variety of charitable organisations. However, these are limited in scope and extent. The project is unlikely to achieve a significant investment through these channels.
- Developer contributions: It is unlikely that such contributions would be sourced for the development of Leederville Oval as it would lie outside of the scope of such contributions identified in State Planning Policy 3.6.
- Asset leasing: There may be opportunities long-term, subject to market testing, to lease specific assets to operational service providers and/or commercial clubs.

These aspects will need to be considered in more detail during the Business Case development.

At this stage, it is premature to recommend the appropriate funding model which will deliver the desired objectives of all partners. This will need to be further developed within the subsequent business case.

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13. Recommendations

It is recommended that the Leederville Oval Master Plan be considered by the City of Vincent for public advertisement with a view to:

- Progressing the long term vision and overall site concepts with State Government
- Incorporating the Leederville Oval concept into the Leederville Activity Centre Plan for combined consultation
- Continue investigating the AFLW marquee venue opportunity with the AFL and WAFC

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APPENDIX A: Document Review

Document	Precis of Main Considerations
City of Vincent Documentation	
City of Vincent Strategic Community Plan 2018-2028	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>"In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!"</i></p> <p>Priorities for action included:</p> <ul style="list-style-type: none"> • Accessible City: We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent. • Connected Community: We want to celebrate what makes us unique and connect with those around us to enhance our quality of life. • Thriving Places: We want to create, enhance and promote great places and spaces for everyone to enjoy. • Sensitive Design: We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances. • Innovative & Accountable: we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously. <p>Of the specific outcomes the following are relevant to Leederville Oval:</p> <ul style="list-style-type: none"> • Increase access to green space in high priority areas. • Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity. • Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community. • Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams. • Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities. • Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community. • Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space. • Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.

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Document	Precis of Main Considerations
Corporate Business Plan 2017/18-2020/21	Our community cherishes the unique character and identity of our town centres, our parks and open spaces and that means we're committed to creating great places for people.
Long Term Financial Plan 2017/18 to 2026/27 (adopted by Council 22/08/17)	The plan states that the 'City has remained passionate about preserving and expanding green space for the enjoyment of residents and ratepayers, and our parks and reserves provide vital oases dotted throughout the City.' No provision has been allowed for the outcome of proposed planning projects listed in the 2017/18 Budget, such as the Leederville Oval Master Plan. These will be considered in future reviews of the LTFP once quantified.
Masonry Drone inspection for City of Vincent by Devco Builders	The grandstand is in a sound condition and shows now evidence of failure in the mortar joints. All west facing surfaces have damage that require attention. Failed mortar joints would be allowing water egress into the cavity and likely rusting of wall ties, etc. Recommendations included rectification works to be carried out before any brickwork becomes dislodged and falls. The area below the failing brickwork is used by the public which poses a significant risk. The rear wall of the grandstand supports a large awning style roof, so the integrity of the rear wall really should be checked and assessed by a structural engineer. Estimated costs for work is \$15k-\$20k
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	<p>The objective was to provide an independent audit of turf and irrigation infrastructure, with recommendations for upgrading or renewal that would likely to be required within the next ten years. The main findings include:</p> <ul style="list-style-type: none"> • Irrigation system: should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system. • Turf: The eastern side of the oval was found to be in much better condition than the western side (due to excessive wear from training). The main concern is the poor recovery of kikuyu and the development of bare, sandy spots with unstable footing and surface depressions. It is recommended to make provision for the replacement of up to 750 m² of turf each year • Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem. • The ground is still prone to becoming excessively soft and muddy in wet conditions. • Drainage - there is no immediate need for remedial action, however there is the potential for drainage to deteriorate during winter.
Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting	<p>The City's economy has grown at an average of 3.7 per cent per annum over the past five years. In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia. Leederville Oval and its buildings is also used by the local community for a variety of activities.</p> <p>It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17. This represents a little less than 0.1 per cent of the local economy, or 0.1 per cent if the influence of the Water</p>

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	<p>Corporation is abstracted from the City's overall economy. The implied economic value added multiplier is 5.9, which means that for every dollar spent by the Oval in the City of Vincent, additional spending of \$4.90 is generated across the City of Vincent's economy.</p> <p>The large multiplier occurs because the operations of the Oval (being the sum of the activities of the two football clubs and the City of Vincent in maintaining the Oval and its buildings) produce very little economic profit – almost all of the revenue raised is spent on the activities of the Oval. The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17.</p> <p>An increase in the average crowd from around 2,100 per game to 3,000 per game could deliver an additional \$186,100 in local economic activity, while an increase to 5,000 per game could deliver an additional \$568,700.</p>
Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 & 2 - Report Existing Conditions Report (14th June 2018)	<ul style="list-style-type: none"> The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux. The recently installed SMSB has sufficient space for an upgrade to 1000lux on the oval and would not need replacing. The current recorded lighting measurement on the oval has a horizontal illuminance average of 391lux. The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux. The LED solution is the recommendation solution for the site based on a Life Cycle cost analysis, site access issues and the most important issue of maintenance. If the proposed AFLW is introduced and television rights are required then the LED solution will remove any potential power spike issues in the system. There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings thereby reinforcing the existing footing to increase the support for a heavy-duty pole. This could potentially enable a 1000 lux requirement to be met. The current obtrusive lighting measurements do not comply with the Australian Standards at the southern end of the ground.
Leederville Oval Energy Audit by Cundall (13/12/2017)	<p>Electrical consumption is higher during the season with the base load for the period averaging 25,000kWh. Building has a base load consumption of approximately 20,000kWh. Flood lights consume the largest amounts of energy. The 1st floor function space is the second largest energy user. As of July 2017, the average daily cost of electricity is \$36.17.</p> <p>Average daily gas consumption was 270.44MJ as of July 2017. As of July 2017, the average daily cost of gas is \$22.75. There are no sub-meters located within the facility</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building's energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> Floodlight upgrade which provides an annual cost saving of \$ 19,500. Replacement with LED's will further increase efficiency. Photovoltaic installation which provides an annual cost saving of \$ 4,600 Staff training

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Document	Precis of Main Considerations
Leederville Oval Services Condition Report by Cundall (22/12/2017)	<p>The majority of services condition are ranked good. There is no BMS on site and base building lighting does not utilise a centralised lighting control system.</p> <p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>All electricity consumption (including tenancy power) is charged on a common utility bill based on two physical meters measuring consumption for the floodlights and the building. The building also contains sub-meters to 5 areas.</p> <p>Code compliance issues include:</p> <ul style="list-style-type: none"> At present, the external fire hydrants do not reach all portions of the building at the end of a 60m hose in accordance with AS 2419. Further investigation would be required to determine the intent and strategy for the existing installation to determine the extent of remedial works. The external fire hose reel located within the external grandstand was found to be defective and should be repaired as a matter of urgency to ensure it can be safely operated in an emergency event.
City of Vincent Heritage Strategic Plan 2013-2017 - May 2013	Prepared by Strategic Planning, Sustainability and Heritage Services, the document identifies the heritage assets within the custodianship of the City of Vincent. These include Perth Oval, Robertson Park, Hyde Park and Beatty Park. Leederville Oval is not incorporated within the list.
Leederville Town Centre Masterplan & Built Form Guidelines (10/07/12)	<p>It states: 'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</p> <p>No attempt has been made to integrate the oval and grandstand development within the overall master planning of the area.</p>
The Leederville Masterplan: Public Consultation Discussion Paper	<p>The document references Leederville as one of the most cosmopolitan and vibrant part of the Vincent community. In referring to Leederville Oval, at the time it was not seen as one of the key sites – the adjacent TAFE, Childcare Centre, Library, Local History Centre, Loftus Recreation/State Gymnastics Centre/Loftus Community Centre, Shire Offices (adjacent) and the then Dept of Sport and Recreation were. Key outcomes being sought included:</p> <ul style="list-style-type: none"> Economic Sustainability: realise maximum financial return, with managed financial risk to the City. Environmental sustainability: deliver or facilitate 'best practice sustainable' development that is high quality, innovative, contemporary, environmentally efficient and safe. Social sustainability: deliver or facilitate community and social activities where people can meet and interact.

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	<p>The education centre (TAFE and childcare) and Civic Precinct (library, Loftus Centre etc.) surrounded the site.</p> <ul style="list-style-type: none"> • Movement through to Leederville Oval was identified from the TAFE site (existing access). A planted area was identified adjacent to Loftus Centre Car Park with direct entry to the Loftus Centre from Leederville Oval.
Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent	<p>The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. Of the key actions the following are particularly relevant:</p> <ul style="list-style-type: none"> • 6. Celebrate Aboriginal and Torres Strait Islander histories, cultures and achievements through arts, place making and cultural projects. <ul style="list-style-type: none"> ◦ Increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent. ◦ Investigate Aboriginal and Torres Strait Islander sites of significance within public places as the basis for future installation of plaque/s or other suitable infrastructure to acknowledge significant cultures, histories and achievements.
City of Vincent Bike Plan (Aurecon 2013)	<p>In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling.</p> <p>Compared to other local governments in the Perth Metropolitan area, the City of Vincent already has a bicycle travel mode share well above the average. Also, many bicycle commuters pass through the City of Vincent to and from the Perth CBD. This means that appropriate bicycle infrastructure should be considered a justified expense.</p> <p>The recreational cyclist is targeted by route and cycle infrastructure such as:</p> <ul style="list-style-type: none"> • Shared paths • Meandering routes through parks and along rivers • Longer distance routes • Adequate information about routes (proper signage)
Physical Activity Strategic Plan 2009 – 2013	<ul style="list-style-type: none"> • The Physical Activity Strategic Plan's aim is to facilitate improved physical activity in the City of Vincent mainly through program delivery, the dissemination of information, creating environments that support physical activity and physical activity partnerships. • Selected comments raised during the plans development included: <ul style="list-style-type: none"> ◦ More facilities to encourage proper stretching and warm-up/cool-down. ◦ More equipment needed at park to make it more interesting and safer. ◦ Small business development like cafes around parks.

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	<ul style="list-style-type: none"> ○ Parks with outdoor gym equipment. • Shade is important.
Community Safety and Crime Prevention Plan 2015-18	<p>Strategy focus included:</p> <ul style="list-style-type: none"> • Community Safety and Promotion • Safety through effective partnerships • Safe places and safe spaces - It seeks to address matters impacting on the positive use of public spaces including parks, commercial areas and the entertainment precincts within the City, for increased social benefit. This strategy encompasses actions to further develop and maintain the City's assets as welcoming places and includes Crime Prevention through Environmental Design (CPTED) principles and other proactive strategies to deter and reduce anti-social behaviour. <ul style="list-style-type: none"> a. Identify vulnerable public places and community spaces for improved safety, accessibility and crime prevention through CPTED principles. • Collaborate with Technical and Health Services Divisions to promote, recommend and implement a CPTED approach to the development of the City's built and landscape development projects.
Town of Vincent Car Parking Strategy (9 March 2010)	<p>The strategy identifies a Deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation. Where this has already occurred, the opportunity to construct deck parking will not impose a further environmental cost, and makes use of the already established demand and awareness of the particular site. Additionally, there is also an opportunity cost where valuable land appropriated for parking could be sold off and the income used for alternative purposes.</p>
Town of Vincent Asset Management Strategy 2010 to 2020	<ul style="list-style-type: none"> • In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost. • It is proposed to review the Asset Management Strategy every 3 years in conjunction with the Long Term Financial Plan and Plan for the Future. The Town's Risk Management Strategy will also guide future actions and assist in the prioritisation of actions and/or activities if identified.
Disability Access and Inclusion Plan 2012 – 2017	<p>Of the strategies identified, the following are specifically relevant:</p> <ul style="list-style-type: none"> • 2.3 Planning of facilities and equipment considers accommodating people with specific requirements: Park design considers a wide range of access requirements including seating, paths, parking, toilets, signage and shelter. Play equipment includes access options for children and carers who have specific access requirements. Community and leisure facilities is reviewed as required to meet specific individual access requirements.

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	<ul style="list-style-type: none"> 2.4 Footpath access shall undergo a process of Continuous improvement: Continue the footpath upgrade programme and adopt a range of strategies to provide information regarding the importance of maintaining footpath access standards in relation to ensuring universal access
Vincent Town Centre Place Plans: Volume 01	Sets out the strategic direction for all of the City's town centres and outlines the projects (including associated funding and resources) which are common to all town centres. The City of Vincent is committed to 'Greening Vincent' by increasing overall canopy cover, creating more liveable and walkable neighbourhoods and fostering biodiversity within the City of Vincent.
Place Planning Documents	Leederville and West Perth Vision 2024 - Community facilities are accessible to all residents and cater to the diverse needs of our community. The community values large and small open spaces which serve both active recreational and passive uses. Excellent infrastructure provides a high level of public amenity. A neighbourhood park is within walking distance of all households without the need to cross a major road. Our parks and open spaces are well connected and recognise indigenous and heritage values. Guiding Principle: Parks and public open spaces are protected, enhanced and increased. Developed as quality 'people places' with public facilities catering for all users, parks are a focal point for community interaction and activity.
Town of Vincent Economic Development Strategy 2011-2016 (Nov 2010)	Leederville stakeholders – want to retain the unique character: Through appropriate urban design and development of vibrant open spaces, the precinct will continue to prosper as an upmarket, alternative precinct that is attractive to niche business owners and a diversity of visitors.
The Multicultural Plan 2013 – 2017	<p>The Plan communicates to internal staff and residents the City's approach for improving access, removing barriers and promoting awareness of cultural diversity in the City.</p> <p>The Multicultural Plan 2013-2017 has three objectives:</p> <ul style="list-style-type: none"> To implement a strategic planning approach to multiculturalism in the City of Vincent; To encourage community engagement to specific ethnic groups in the development and management of community projects and/ or events; and To foster an awareness of the City's role in supporting the development of a diverse range of quality multicultural facilities, activities and programmes, which contribute to the wellbeing of the community.
Sustainable Environment Strategy 2011 – 2016	<p>This Strategy provides a framework to progress the City to an environmentally sustainable future. These include:</p> <ul style="list-style-type: none"> Increasing opportunities for residents, businesses and visitors to use cycling and walking as their preferred means of transport; Encouraging sustainable practices that conserve the City's key physical features; Ensuring the effective and efficient management of water supplies within the City;

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	<ul style="list-style-type: none"> Encourage the incorporation of water sensitive urban design in developments within the City. Continue to replant areas of City-owned land with local plant and tree species to increase food and habitat areas, including native fringing vegetation as faunal habitat areas.
Relevant State Documentation and Sport Specific Plans and Strategies	
Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)	<p>The document provides vision and direction for Western Australia's Sport and Recreation Industry. The following key challenges, relevant to the development of sporting infrastructure, are:</p> <ul style="list-style-type: none"> PUBLIC OPEN SPACE AND URBAN FORM: Spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space, which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces. COMMERCIALISATION: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. FINANCIAL [UN]CERTAINTY: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment. LIFE COURSE AND LIFE STAGE PARTICIPATION: The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially-beneficial outcomes for our community.
City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation)	<p>The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing.</p> <p>The reports states: Perth Oval and Leederville Oval have been considered for entry in the State Register of Heritage Places, with Perth Oval being entered in the Register and Leederville Oval was assessed as not justifying assessment. Lathlain Oval has not been referred for assessment. Comparative analysis of the three stadia indicates little difference in the degrees of significance of each of the grounds. In terms of patronage and continuity of codes, Leederville Oval has a marginal edge on heritage value related to its relatives at Perth and Lathlain .</p>

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December 2013) Griffiths Architects	<p>Given the possibilities for a sustainable future, it is a more likely prospect that Leederville Oval and its grandstand have the prospect of conservation and adaptation. Options for Lathlain Park Oval grandstand may need to be considered if its long term future cannot be sustained. This view however is predicated on Perth Oval being demolished to make way for the redevelopment of the site and the lack of long term viability of Lathlain Park Oval. It further states:</p> <p><i>Leederville Oval Grandstand has been adapted to suit changing conditions and requirements over time, and has had additions made to its northern and southern ends. Notwithstanding these changes, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.</i></p>
Classification framework for public open space (Department of Sport and Recreation) 2013	<p>Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space.</p> <p>Descriptions of primary function comprise:</p> <p>Recreation space</p> <ul style="list-style-type: none"> Provides a setting for informal play and physical activity, relaxation and social interaction. Includes open parkland and gardens, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares. <p>Sport space</p> <ul style="list-style-type: none"> Provides a setting for formal structured sporting activities. Includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms. <p>Nature space</p> <ul style="list-style-type: none"> Provides a setting where people can enjoy nearby nature. Includes sites managed to encourage recreational access while protecting local ecological and biodiversity values. <p>Catchment category descriptions are based on expected purpose, typical size and how far a user might travel from their home to visit parkland, and include:</p> <p>Local Open Space</p> <ul style="list-style-type: none"> Usually small parklands that service the recreation needs of nearby residents. 0.4ha to 1ha in size and within 400 metres or a 5 minute walk. <p>Neighbourhood Open Space</p>

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Document	Precis of Main Considerations
	<ul style="list-style-type: none"> Usually provide a variety of features and facilities with opportunities to socialise. 1ha to 5ha in size and within 800 metres or a 10 minute walk. <p>District Open Space</p> <ul style="list-style-type: none"> Usually designed to provide for organised formal sport and inclusion of substantial recreation and nature space 5ha to 15ha in size and within 2 kilometres or a 5 minute drive. <p>Larger areas of Regional Open Space are expected to serve one or more geographical or social regions and attract visitors from outside any one local government (LG) area. Size will be variable and dependent on function. When sport space is identified as a necessary regional function, land allocations for playing fields and sports facilities are expected to be upwards of 20 hectares in area.</p>
State Sporting Infrastructure Plan Review 2019 (DLGSC)	<p>The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. Reference is made to the following projects which do not have an identified site:</p> <ul style="list-style-type: none"> BMX – State facility business case and feasibility planning Cycling – Criterion Track Lawn Bowls – State Centre Softball – State Centre Business Case Table Tennis – State Table Tennis Centre Rugby League – Admin and Training Facilities Business Case Squash – State Facility. <p>Key Themes identified for the sports and relevant to Leederville Oval include:</p> <ul style="list-style-type: none"> Resources: Sports with lower inherent levels of commercial opportunity face the risk of further declines in participation due to their low levels of resourcing and exposure. A lower diversity in sports offerings is likely to have a negative impact on participation rates. Cultural Hubs: Sport is arguably Australia's most popular cultural past-time and there is a significant opportunity to create integrated cultural hubs or precincts that provide both efficient use of shared facilities and offer a wider variety of cultural and entertainment offerings, further integrating sport into our local way of life. Facility provision therefore requires continued integration with broader strategic planning and local government planning processes. <p>The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.</p>

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Document	Precis of Main Considerations
WAFC Strategic Community Plan 2017-2022	<p>A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. These include:</p> <ul style="list-style-type: none"> • E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available) • E5.1 Identify and implement other specific competition equalisation measures that support club sustainability, team competitiveness and a broadcast quality competition, with all measures in place by the end of the 2019 season including zone review of WAFL Club/District zones. • E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition. • E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL. • E5.4 Work with AFL to ensure the WAFL remains the only senior competition in WA from which AFL players can be drafted and provide support to potential draftees accordingly. • E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition. • E5.6 Develop process for regular WAFL benchmarking both monthly and annually against agreed KPIs • E5.7 Review ideal competition structure for WAFL. • E5.8 Develop a heritage and memorabilia plan. • T1.1 Transfer management of the WA talent pathway from the WAFL to the WAFC (with commensurate changes to WAFL funding and AFL draft fees), whilst supporting the deep connection of players to WAFL Clubs. • T2.2 Provide support to mature-age talent playing in the WAFL competition. • T2.3 Work closely with our AFL Clubs to effectively align Next Generation Academies with WAFL programs and planning. • T3.1 Develop a plan to provide relevant Professional Development and mentoring to support talented coaches, umpires and administrators. • S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA. • S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process. • S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners. • S5.5 Develop strategic facilities plan including focus on female-friendly facilities. <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years, Key messages however include the development of the women's game and the need</p>

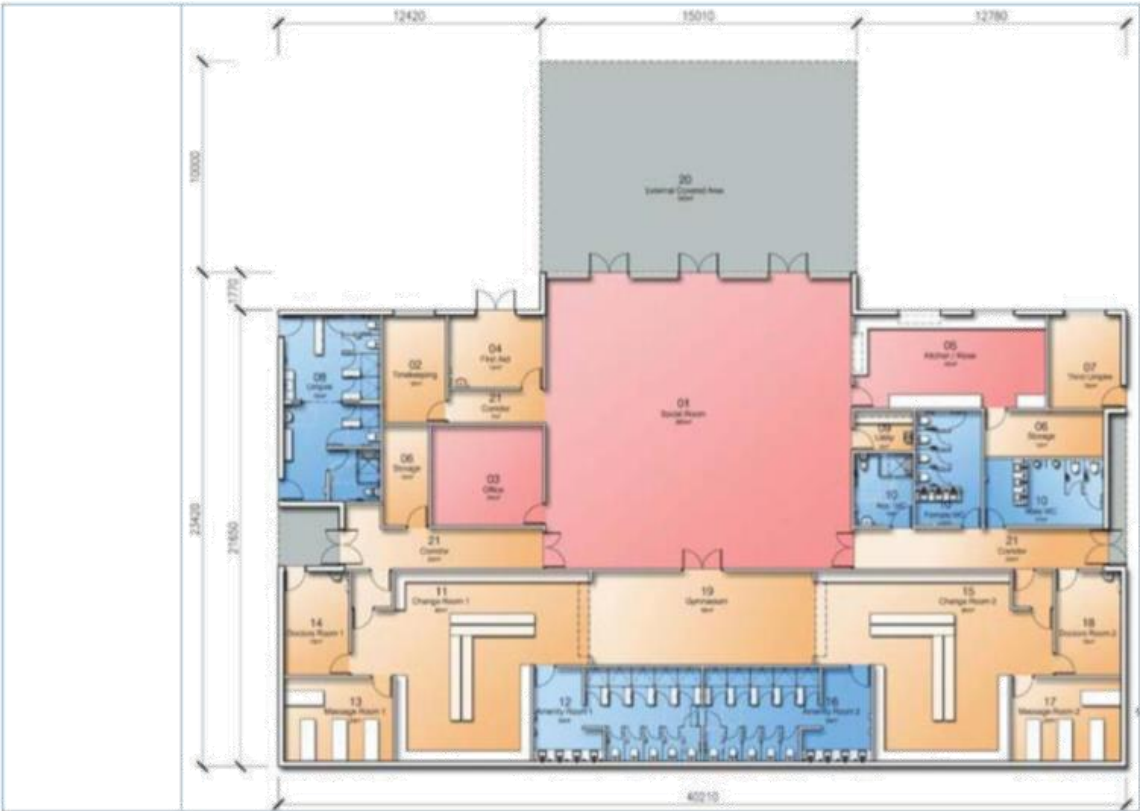
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Document	Precis of Main Considerations
	to adapt new facilities to meet the growing demand. In addition, the support for talented coaches, umpires and administrators in addition to players which ultimately feed the national AFL will become more dominant.
AFL Facility Guidelines (AFL 2019)	<p>The following is a summary of the recommendations contained within the facility guidelines for state level infrastructure. State facilities are primarily servicing state leagues and elite underage competitions and are seen as second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds. They contribute 3% of venues nationally. The diagram below identifies the facility composition suggested for state facilities. This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club:</p> <p>Orientation and Design of Clubhouse (1,000m²) - State (Essential components):</p> <ul style="list-style-type: none"> • Pavilions (and main viewing areas) should be positioned to allow viewing of the entire field of play and to avoid looking into the sun. For this reason, pavilions are generally positioned on the western side of the playing field. • Amenities (Player toilet/showers) - 35m² x 2, Change Rooms - 80m² x 2 and Massage Room - 20m² x 2 • Gymnasium - 46m² • External covered viewing area - 150m² • Kitchen and Kiosk - 40m² • First Aid/Medical Room (Public Access) - 15m², Doctors Room - 15m² x 2 • Office/Administration/Meeting - 25m² • Public Toilets - Male 17m², Female 17m², Disabled 9m² • Storage (internal and external) - 22m² • Social/Community Room - 200m² • Timekeeping/Scorers Box - 15m² • Umpires' Rooms (including toilet and showers) - 40m² and third umpire - 15m² • Utility/Cleaners Room - 5m² • Corridors - 84m² • The minimum level maintained average horizontal illuminance for semi-professional venues is 200lux but needs of AFL / AFLW and second tier competitions can alter based on competition regulations, broadcast needs and local environments. Venue owners wishing to conduct games are advised to consult closely with their AFL State body or relevant competition governing body to ensure lighting design and levels meet all stakeholder requirements.

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Document	Precis of Main Considerations
Hockey WA Strategic Facilities Plan (2009)	<p>The option to develop a synthetic hockey turf within the oval space was identified as a potential opportunity at the Leederville Oval site in its initial inception phase. The 2009 strategic plan for hockey contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. In consideration of State Sporting Strategic Facilities Plan, the Hockey WA Board is to review its existing policy titled "Additional Synthetic Turf" to determine the level of and the conditions under which funding may be available for turf provision. Twelve (12) specific sites are identified for synthetic turf pitch provision with associated grass pitch provision. The document is principally focused on metropolitan Perth and identifies a population trigger point of 1:75,000 head of population for turf provision. Due to a recent increase in turf provision which has had an adverse impact on existing turf viability, particularly at the State Hockey Centre, Curtin, Hockey WA have indicated they are in the process of reviewing the strategy with a view to providing more detailed guidance for the long-term viability and sustainability of turf infrastructure.</p>
5 Trends Driving the Future of Parking (Blake Laufer, VP of Research 2016)	<p>During the development of the Master Plan the ability to generate alternative revenue sources were considered. Of those, car parking was considered to be a short to medium term option to underwrite the development of the site and sustain club activities. This study sought to assess the likely future for car parking within developed urban areas. The key outcomes indicated:</p> <ul style="list-style-type: none"> • Self-driving Cars: University of Toronto predicts that autonomous cars could reduce parking demand by 90%. • The Internet of Things: Everyday physical objects will be connected to the Internet and will be able to identify themselves to other devices. Providing "ambient intelligence" and the ability to locate the best option available. • Smart Cities: Real-time occupancy data available via apps and signage; Optimization facility use via car counting. Dynamic pricing to incentivize parkers toward specific locations. Traffic congestion optimisation. • Millennials: Studies reveal they are less likely to use cars (Americans under 30 are 7.2 times more likely to take public transit than Americans over 60 - University of Michigan). If you're living in a city with a robust multi-modal transit system then you won't own a car • Data Analytics: Impact on carbon footprint analysis – making small adjustments to systems.

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APPENDIX B: Demographic Analysis

The following information identifies the City of Vincent Demographic influences. The information has been obtained from Forecastid™, Profileid™ and the ABS 2016 Census. In addition to support the catchment analysis data was obtained from Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth), Remplan Community (City of Stirling) and WA Tomorrow (2015) (City of Stirling & Town of Cambridge)

Population & Growth

The 2016 population of City of Vincent estimated at 33,693 (Estimated Resident Population). Figure 11 refers. This represents an increase of 2,145 (6.8%) since the 2011 census.

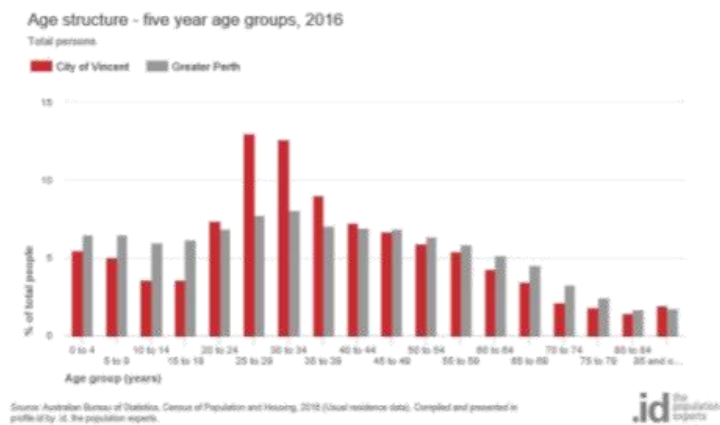
Figure 11: Population of the City of Vincent 2016 (Source: Profile ID)



- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
 - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
 - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
 - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
 - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

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Figure 12: City of Vincent Age Structure for 2016 (Source: Forecastid)



Projected Population data and 2km/5km Catchment of Leederville Oval

The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 13. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table and graph indicates the likely population growth to 2036:

Figure 13: Leederville Oval 2km and 5km Catchments



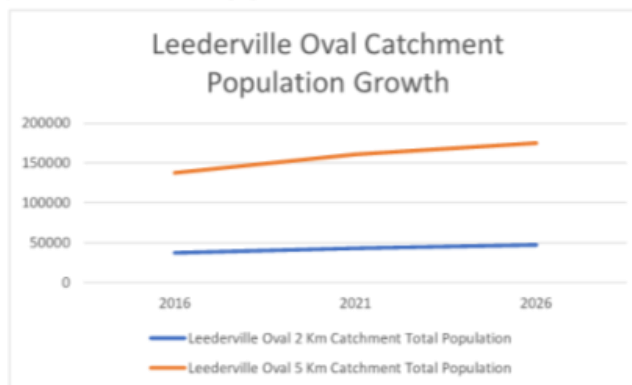
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Table 12: 5km and 5km catchment populations

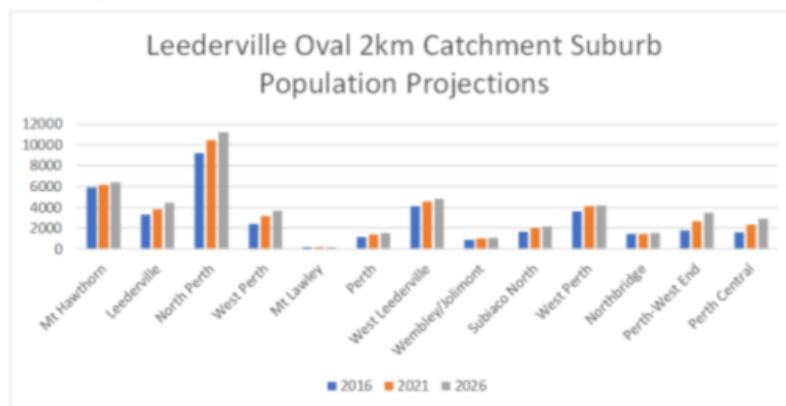
Population Year	2016	2021	2026
2km Catchment	37,062	43,320	47,396
5km Catchment	137,119	160,551	175,060

Figure 14: Leederville Growth Summary by Catchment (Source: WA Tomorrow / Forecastid)



- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.

Figure 15: Leederville Oval 2km Catchment by Suburb – Population Projections (Source: ABS Census 2016)



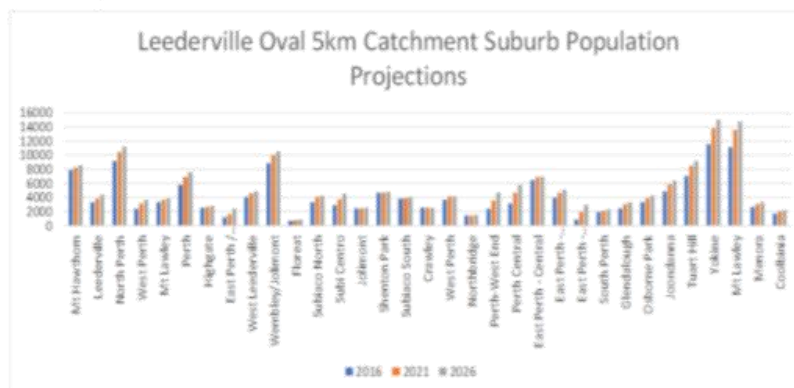
- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).

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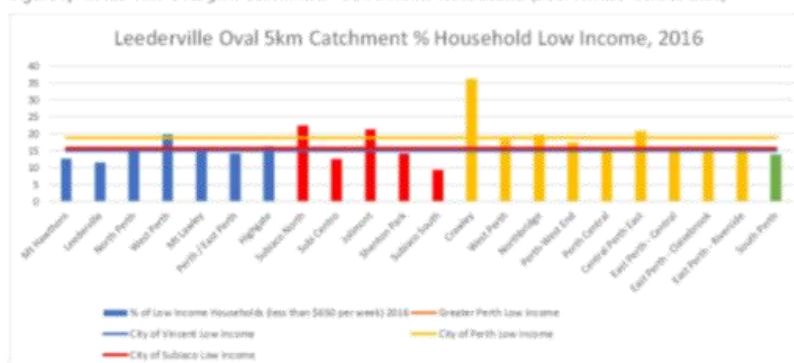
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Figure 16: Leederville Oval 5km Catchment by Suburb - Population Projections (Source: ABS Census 2016)



- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
 - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.

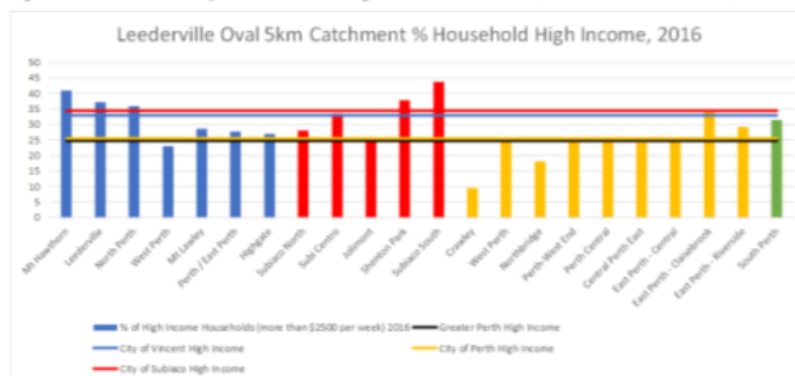
Figure 17: Leederville Oval 5km Catchment - Low Income Households (Source: ABS Census 2016)



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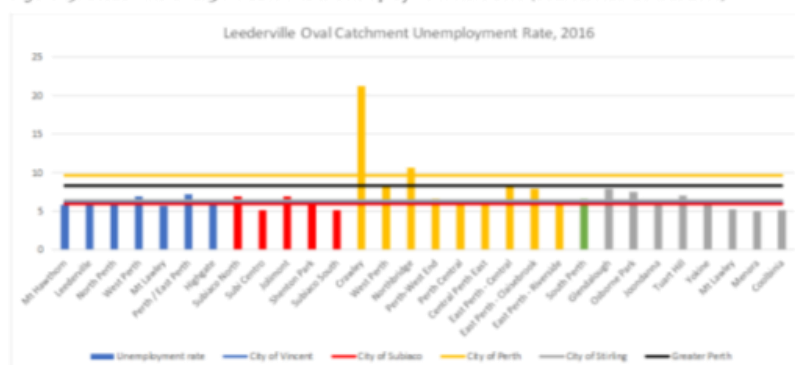
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Figure 18: Leederville Oval 5km Catchment - High Income Households (Source: ABS Census 2016)



- Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.

Figure 19: Leederville Oval 5km Catchment Unemployment Rate 2016 (Source: ABS Census 2016)

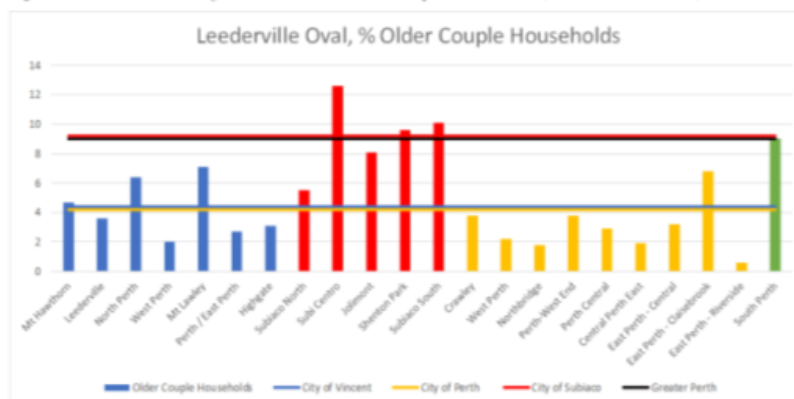


- The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area, which when coupled with disposable income and high employment rates are likely to support local events.

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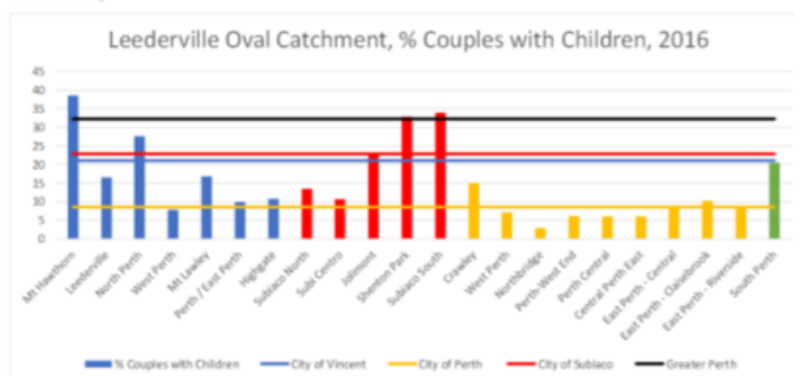
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Figure 20: Leederville Oval 5km Catchment - Older Couple Households (Source: ABS Census)



- All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

Figure 21: Leederville Oval 5km Catchment - Percentage of Couples with Children (Source: ABS Census 2016)



Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities

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at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

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APPENDIX C: Facility Benchmarking

WAFL and Equivalent Benchmarks

Research has been undertaken into state level football facility infrastructure and some of the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. The information supplied below relates to development of infrastructure related to state level facility developments (previous VFL grounds and WAFL clubs) where the key tenants have been football clubs:

Table 13: Selected Facility Benchmarks

Facility	Lessons Learnt
North Melbourne – Arden Street	<p>Business case developed by Coffey. The focus was as much on community as football. It incorporated:</p> <ul style="list-style-type: none"> • Incorporated indoor training facility (shared with Melbourne Tigers Basketball Team). • Commercial gymnasium. • 2 connected facilities – run by the City. North M had use of basketball facility. Community learning centre was provided for CaLD community. • 2-storey building – Fencing Victoria based on top floor. North M had ability to have access to this area. • Community could gain access to lecture theatres and other areas. • Management model – Club and City management but with interactions across both. <p>As a former VFL base it is considered to be one of the best examples where community and club development outcomes have been achieved in a collaborative manner. A true football community facility where additional services complement player, coach and official development program use.</p>
Carlton Facility – Princess Park	<p>The initial investment began in 2006/07 and incorporated the following:</p> <ul style="list-style-type: none"> • Gymnasium, weights and stretch areas • 4-lane, 25-metre indoor heated pool • Medical offices and rehabilitation/treatment areas • Football Administration offices • Lecture theatre and meeting rooms • Change room facilities <p>A broader Master Plan was developed in 2012 for the remainder of the park which incorporated a bowls club, bookable event area, temporary car parking, Carlton Recreation ground, grandstand, pavilion, tennis club, three ovals, a tram stop and public toilets. The vision was <i>'Princes Park will provide for a diverse range of high quality passive informal and active recreation and sporting activities in a magnificent landscape of open spaces, surrounded by significant tree avenues and boundary plantings. The park will be accessible, safe and sustainably managed.'</i></p> <p>The development incorporated upgrades to existing infrastructure, additional planting, car parking rationalisation, a synthetic oval and other sports field upgrades. The overall development of the football infrastructure is considered to be principally a football facility with certain aspects incorporating community activity. The community aspects were considered to be more of a side issue to access funding. The facility incorporated a</p>

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Facility	Lessons Learnt
	large commercial coffee shop, commercial allied health facilities. The business models for commercial operations have however been limited.
Peel Thunder, Rushton Park, Mandurah	<p>A \$9 million redevelopment of the ground, consisting of the construction of a new grandstand and facilities (change room, gym, function and administrative building), began in February 2010, and was completed in June 2011. The new development at the time was advocated as being able to 'substantially increase profits for Peel Thunder with 'out of football' revenue streams firmly established'</p> <p>An excellent football facility with good function room and bar area. The Platinum Room accommodates guest numbers up to approximately 500 persons (theatre style), and can be comfortably divided into North & South. It is ideal for the larger conference group. Commercial gym (public and club) was compromised by local competition. Operational costs are excessive and hence the club have identified a need to review current business model which they are currently progressing.</p>
Western Bulldogs – Whitton Oval	<p>Initially a VFL facility and now the training and administrative headquarters of the Western Bulldogs Football Club. In September 2004, the club secured a deal for a \$19.5m redevelopment, with contributions from the Federal Government (\$8.0m), Western Bulldogs Forever Foundation (\$5.5m), State Government (\$3.0m), AFL (\$1.5m) and the City of Maribyrnong (\$1.0m). The development included a community and football club orientation. It includes a 120 place childcare centre, a conference and convention centre and a state-of-the-art sports, medical, and health care centre for the Bulldogs to use as a training base.</p> <p>There is a relationship with Victoria University around health disciplines. The university brought people in to undertake support programs through an integrated business model. There is an indoor six basketball court hall providing a community basketball centre. The ground also includes a variety of commercially-oriented tenancies, including retail although it has been stated that the club did not focus on commercial activities.</p>
West Perth Football Club	<p>A club that remains in serious financial difficulty following the recent announcement that the state government rejected a request for support to keep the club afloat at Arena Joondalup. This follows a \$200k debt write off in 2018. The club have reduced debt but have not been able to build revenues to a sustainable level. The club are at the behest of VenuesWest. In moving to Arena Joondalup, the club had nothing bar the football side of the facility to generate income. Therefore, their ability to generate non-core football income was negligible.</p>

An additional review of WAFL facilities was undertaken on behalf of the WAFC by The Paatsch Group. The conclusions reached and selected recommendations are provided in summary in Table 14 below:

Table 14: WAFL Facilities Review (Source: Paatsch Group 2019)

Facility	Lessons Learnt
Peel Football Club	<p>Generally well thought out community integrated facility.</p> <p>Positive relationship with local Council</p> <p>Multiple funding streams across Federal, State and Local Government.</p>

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Facility	Lessons Learnt
	<p>Incorporate commercial facilities that meet community needs.</p> <p>Include flexible function spaces to maximise revenue.</p> <p>Focus on non-match day revenue streams</p>
Claremont Football Club	<p>Well developed commercial facilities (tenancies)</p> <p>Model for provision of funding for long term maintenance.</p> <p>Innovative funding strategy through State Government via the liquidation of valuable commercial land around the ground by Government who in turn used part proceeds of land sale to fund facility.</p> <p>Be Clear on your target markets when developing facilities.</p> <p>Provide dedicated space (and enough) space for match day family fun activations</p>
West Perth Football Club	<p>Quality admin facilities</p> <p>Lack of Governance and planning in the development process.</p> <p>over design of certain areas but no commercial revenue and no obvious opportunities for commercialisation.</p> <p>Funded entirely through State Government with what appears to be lack of strategy.</p> <p>Need strong project governance separate from CEO or administration.</p> <p>Fully develop commercial partnership opportunities including agreements with external parties before proceeding.</p> <p>Test the operating financial assumptions with other similar facilities</p>
<p>Overall Recommendations include:</p> <ul style="list-style-type: none"> • WAFC investigate shared facility related business opportunities on behalf of the Clubs, including but not limited to: <ul style="list-style-type: none"> ○ Gym/Health Club – single operator across multiple venues ○ Catering and function sales - centralised across multiple clubs ○ Allied Health/sports medicine/physio – single operator across multiple venues ○ Facilities Management - centralised across multiple clubs ○ Community programming – centralised across multiple clubs • New Potential Drivers of Revenue: <ul style="list-style-type: none"> ○ Physio/Allied Health/Sports Medicine <ul style="list-style-type: none"> ▪ Commercial tenants possibly aligned to club medical services ○ Field Club <ul style="list-style-type: none"> ▪ Generally low cost as they sit in dead space adjacent change room ▪ Great inner sanctum product ▪ Increase margin on premium hospitality ○ Decks and Terraces <ul style="list-style-type: none"> ▪ Low cost premium hospitality option ▪ Increase margin on food as can often serviced as BBQ style ▪ Low capital cost • Stadium Activation and Community 	

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Facility	Lessons Learnt
	<ul style="list-style-type: none">• Maintain consistent message from football for a "community facility supporting the operations of a WAFL club"

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APPENDIX D: Visual Site Audits

The Leederville Oval site has significant constraints associated with its development. It is land-locked with a number of existing users surrounding the oval which impacts on the opportunity to raise the visual profile of the site. For the purposes of the visual audit and to guide initial architectural/landscape architect considerations it has been divided into 10 specific areas. These are depicted below:

Area 1: Detached covered viewing area bank and overflow car parking area.

Area 2: Northern gate, banking and terracing.

Area 3: Eastern terracing adjacent to Loftus Centre.

Area 4: South-eastern banking, public toilets and access to Civic Centre.

Area 5: Southern oval and footpath adjacent to Vincent Street.

Area 6: Department of Local Government Sport and Cultural Industries Building (leased).

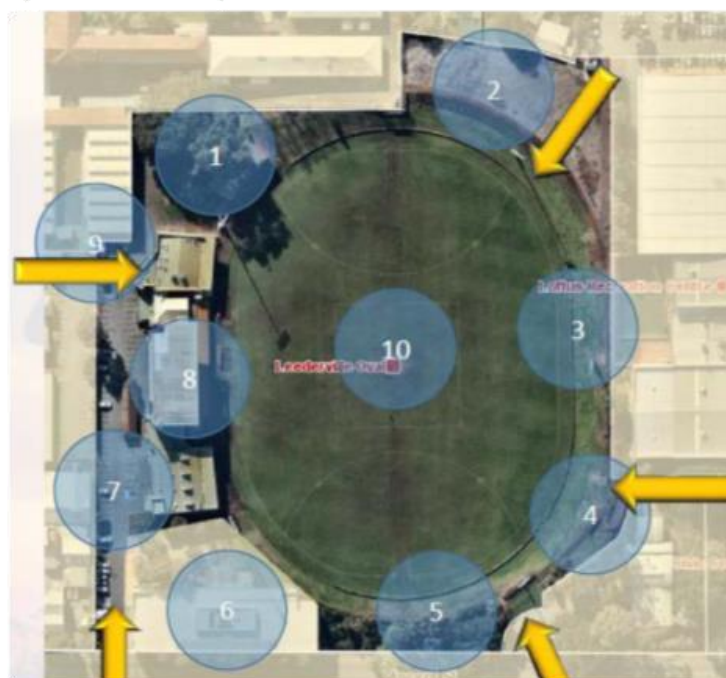
Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).

Area 8: Main grandstand and administrative base of SFC and EPFC.

Area 9: Western entry to site from TAFE.

Area 10: The football oval and floodlighting.

Figure 22: Visual Audit Components



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Visual assessment	Images
<p>Area 1: Detached covered viewing area bank and overflow car parking area.</p> <ul style="list-style-type: none"> • Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns. • The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered. • Stained by bore water. • Elevated viewing position on grass bank with car parking overflow behind. • Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent landowners. • Mature tree on banking behind stand. • Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development. • To gain access to the main grandstand requires spectators to walk through the stand. • A floodlighting pylon is located to the south of the stand. 	
<p>Area 2: Northern gate, banking and terracing.</p> <ul style="list-style-type: none"> • Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park. • Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area. • Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds. • Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned. • The top part of the banking provides a relatively open area covered in wood chip which is used to gain 	

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Visual assessment	Images	
<p>access by event service vehicles (food and drink wagons).</p> <ul style="list-style-type: none"> The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground. To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval. The grassed area is well maintained but none of the terracing has any permanent shade. The boundary fencing is chain link and posts (approx. 2m in height). The edge of the area (to the west contains a retaining wall and advertising with 5m chain link fence behind the football goals. 		
<p>Area 3: Eastern terracing adjacent to Loftus Centre.</p> <ul style="list-style-type: none"> A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out) The footpath provides access to maintenance vehicles, pedestrians and cyclists. Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area. One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing. The narrow spectator area has no shade and limited spectator infrastructure. 		

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Visual assessment	Images	
		
<p>Area 4: South-eastern banking, public toilets and access to Civic Centre.</p> <ul style="list-style-type: none"> Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only). The toilet block backs onto a childcare centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building. The toilet block is structurally sound although in need of repointing in areas. The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point. Adjacent to the gated exit is a floodlight pylon. Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area. 		
		
		
		
		
<p>Area 5: Southern oval and footpath adjacent to Vincent Street.</p> <ul style="list-style-type: none"> The dual use path connects with Vincent Street and to the southern portion of Leederville Oval. The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015). High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site. 		
		
		

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Visual assessment	Images	
<p>Area 6: Department of Local Government Sport and Cultural Industries Building (leased).</p> <ul style="list-style-type: none"> A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent. The facility provides undercroft car parking for users of the building and some secure above ground car parking. The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan. 		
<p>Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).</p> <ul style="list-style-type: none"> The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site. The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site. The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only). Car parking is heavily constrained by limited manoeuvring space, ad hoc storage and external grandstand accessibility. 		
<p>Area 8: Main grandstand and administrative base of SFC and EPFC.</p> <ul style="list-style-type: none"> External: The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails. There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers 		

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Visual assessment	Images
<p>approximately two thirds of the seated area.</p> <ul style="list-style-type: none"> The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating). Beneath the main grandstand exists the central changing area and central race. To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators. Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval. Subiaco Football Club: Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame/trophy display area. Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff. The Don Carter Room (subsidiary meeting room) provides access for external users off the car park. Access to the main function room and board room is via and internal stairwell leading into the extensive first floor function room. The function room incorporates a bar and presentation stage with a view over the oval. 	

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Visual assessment	Images
<ul style="list-style-type: none"> Player photographs and achievements are placed around the room on the wall. Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area. The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand. The function areas are supported by a commercial kitchen on the west side. Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC. The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs). On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. The gym is located just beyond the main warm-up area A dedicated ice bath and spa is provided together with showers. A tiered lecture theatre is provided for team briefings with individual permanent seating provided. Lighting throughout is of fluorescent strips. 	

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Visual assessment	Images
<ul style="list-style-type: none"> Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas. The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). East Perth FC: Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators. Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind. Access to the main function room and board room is via an internal stairwell leading into the first floor function room. The function room incorporates a bar and presentation stage with a view over the oval. Historic achievements are placed around the room on the wall. A board room is located off the function area to the south. Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible. As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays. The function areas are supported by a commercial kitchen on the west side. The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view 	

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Visual assessment	Images	
<p>across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</p> <ul style="list-style-type: none"> Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor. On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms. The gym is fitted in a matted area with cardio and weights equipment. A tiered lecture theatre is provided for team briefings. Lighting throughout is of fluorescent strips. The level and provision of space is above recognised AFL state level infrastructure, but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage). Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security. 		
<p>Area 9: Western entry to site from TAFE:</p> <ul style="list-style-type: none"> A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking. A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting. Area is fenced by rusted 2 metre high chain link fencing with barbed wire above. 		
<p>Area 10: The football oval and floodlighting.</p> <ul style="list-style-type: none"> The north-south orientation of the oval is the ideal positioning for 		

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Visual assessment	Images	
<p>football and provides the optimum viewing alignment.</p> <ul style="list-style-type: none">• The bowl around the oval provides the ability to bring in substantial event overlay if required.• The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist.• Floodlighting columns are recognised as being substandard for current football use and will require an upgrade.		
		

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APPENDIX E: Initial Stakeholder Consultation Outputs

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
 - SFC indicated that they are committed to remaining on site
 - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Subsequent to the PCG meeting a Senior Executive meeting and Elected members meeting was held to determine the focus point for the development of the Master Plan. The outputs from Both Meetings is provided below and will be refined as the Master Planning process progresses:

Table 15: Corporate Executive and Elected Member Briefing Outputs

Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<p>No consensus was reached and agreed to by Corp Ex. The points made are by individual Corp Ex members.</p> <ul style="list-style-type: none"> • Keep both WAFL clubs at LO in terms of weekend activation, resulting in people coming into Leederville and being exposed to potential sponsors branding / products – which would be beneficial to both clubs financially as sponsors would see value in sponsoring the clubs & ground. • The supporter member base is important to the City as they contribute to the economic vitality of the area during match days. • The clubs need to have facilities worth staying for • Demolish all buildings: <ul style="list-style-type: none"> ◦ Engineering issues / concerns with current buildings ◦ Health issues / concerns with current buildings and this negatively impacts approvals for any events. 	<p>No consensus was reached and agreed by the Elected Members. The following points were raised and to be considered through the MP process:</p> <ul style="list-style-type: none"> • Football is important. Key elements are: <ul style="list-style-type: none"> ◦ How do we support the community? ◦ Explain leasing arrangements to the public. ◦ Find out where the water table is • How do you open it up – TAFE is an important consultation • Event infrastructure: <ul style="list-style-type: none"> ◦ Arts requirement for a venue accommodating 2-5,000 ◦ Current accommodation provides a 15,000 capacity ◦ Commercially viable for people to hire ◦ A stage is not to impact on the pitch ◦ Focus on Festival season use (football club close season) • Assess capability of astro turf for hockey club

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Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<ul style="list-style-type: none"> Financially – probably better to knock down and start again, then to maintain and restore existing buildings. Floodlight upgrades – for TV and sponsors (financial benefit). There is a need to make sure there is the appropriate level of lighting for the telecast. Female facilities to be included for inclusiveness and increase grant funding success. Master plan needs to address how we are working with other users. Is there an expectation that the City of Vincent will contribute financially towards any upgrades or new facilities at LO? Possible available funding opportunities? Multi storey carpark is an option to increase revenue. Oval looks out to the 'backside' of other buildings. Enhance pedestrian links to and from the site. MP needs also to work with the integrated transport plan Potentially look at how the commercial use may be staged. Include DSR building in LOMP site area. Incorporation of DSR building is accepted – there will be certainty about the lease soon, but it is not clear what extent of the state government department will be housed in the current building. One option to consider is to cease it being a WAFL oval. <ul style="list-style-type: none"> However, it was thought that Council would want to keep it as a WAFL oval & that the Mayor would like the 2 WAFL clubs to stay. Why is the northern bank perimeter of the site currently undeveloped & unused with bark chips? Members will be looking for a sustainable business plan 	<ul style="list-style-type: none"> Basic principle is co-location and multi-use Alternative sports If it is a WAFL facility there is only a 3-4 month availability. Look at what TAFE want to do on there. Kinder kids carnival Loftus, DLGSC and TAFE are fixed – need to be innovative with linkage between Loftus and the club Opportunity to potentially link the small soccer pitch into the oval. Look at football from a potential growth sport perspective Short to medium term it will be a WAFL club base. Think about anchor tenants It must be a community outcome for the City to invest. It could become the Town Centre Park.

During the initial phases meetings were held with both Subiaco Football Club and East Perth Football Club. The key outputs of those meetings is provided in Table 16 overleaf:

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Table 16: Subiaco Football Club and East Perth Football Club Initial Consultation Outputs

Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<p>Current staffing:</p> <ul style="list-style-type: none"> 7 x staff paid for by SFC 2 x talent employees Therefore 9 FTE working out of the club 1 x community engagement program The football manager and talent manager are based in the office. <p>Office/Administration space:</p> <ul style="list-style-type: none"> 5 x offices – enough for current and future growth Open plan and board room structure A common meeting room also accessible by other community groups. <p>Club requirements</p> <ul style="list-style-type: none"> A full rebuild of the oval provides the opportunity for commercial development They have undertaken a number of stakeholder group meetings and developed their strategic plan (now expired and subject to review). The planning process identified 6 key things to address and these focussed on additional revenue in order to sustain the club Subi Forever is the investment strategy – Investing money, generating revenue, perception shift, corporate and stadium deal. The future of the club is firmly based on the current site – commitment has not wavered. Joint meetings have been held with EPFC and they have an agreed principles – when lease was renewed there was an \$80k reversal in revenue due to the changes imposed by the City. There are operational plans under business units – 6 investment portfolios. Governance models – they meet monthly and each is overseen by a board member and then report to the board. Club surveys over the past two years are to be supplied. <p>Investment from Club:</p> <ul style="list-style-type: none"> It must be a revenue raising facility The current facility was industry leading in 2004 but now needs a significant amount of work. <p>Constraints on site:</p>	<p>Current employment within EPFC:</p> <ul style="list-style-type: none"> 5 x FTE and 2 PTE <p>Current Club commitment to the site:</p> <ul style="list-style-type: none"> Varying levels of views within the club. They currently have concerns with the amount of cost associated with the shared use. In particular energy costs are \$80k when it was expected to be half of that cost. The club doesn't see the benefit of a shared facility which appears to benefit the City at a cost to the club. A Centre of Excellence was previously mooted for the site with an initial \$1M commitment. This has never materialised and the option appears to have discarded. This is partly assumed to be as a result of the investment required at Beatty Park. The Board is not wedded to anything on the site. <p>Three themes are required to be looked at:</p> <ol style="list-style-type: none"> There must be a function facility/corporate hospitality to attract income outside of the sporting club. Peel Thunder have unrestricted ability to open up as needs. Claremont give \$450k in management. All aspects are based around community need and what can be undertaken to generate revenue. AFL guidelines: There is an average of 2,000 people attending games. The facility needs to cater for sponsors and unrestricted viewing. This aspect alone contributes 25% of the income to the club. Look at how the facility is run for the benefit of the sport. It must have a business centre/commercial activities attached to it. <p>Options for development</p> <ul style="list-style-type: none"> DLGSC building is fundamental to the site development. If the club had everything they needed to service the sport and some commercial income, they would be happy. <ul style="list-style-type: none"> The principle of any development must be via a sustainable club business model. \$0.5M is required in addition to the

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> A shared ground doesn't allow female and talent to be developed together. There is a need to develop a Centre of Excellence There is a need to partner with colts and women. This could be achieved if the ground were not shared but all cannot train in one location. The clubs are currently paying double due to the lack of functionality. The shared facility in the middle is not licensed – liquor licensing is not available due to it being shared. A decking area was introduced due to the need to overcome the lack of viewing to the ground (built in 2018). The power is constrained – clubs are unable to add any new infrastructure on. Car parking has limitations and has been constrained further by recent TAFE developments. The bark chip area was previously identified as a family friendly area. Would not need to go back further than the tiered seating – need to look at revenue raising. Sponsorship is not possible on Oxford Street due to other users obscuring the vision. The clubs also in sharing the use of the oval inhibit sponsors requirements – each require a physical presence at the oval. <p>Revenue Opportunities:</p> <ul style="list-style-type: none"> Concerts/Events St Patricks Day/others Potentially look at personal training CEDA is based out of the facility (East Perth plus Loftus Centre). Real estate has been based on the site previously. <p>Current Operations</p> <ul style="list-style-type: none"> Attendance average is around 2,200. A home game would generate a surplus but does not cover player costs. The Boston Report has a number of outstanding actions which have yet to be undertaken. A sustainable competition has not been delivered yet. Women's football is in development and re-investment associated with government/ground finances. 	<p>sponsorship the club already receive. This will need to be generated outside of normal football operations.</p> <ul style="list-style-type: none"> The club ideally would wish to obtain the freehold to secure additional finance. Car parking revenue was suggested as an option. Up to 500 seated in the grandstand. There are aspects which need to be resolved regarding the Oxford Street access – previously a designated road reserve. Retail and commercial freehold. Building to be developed on advanced sustainability principles. (green roof, solar and water harvesting etc.) Sharing of space where practical between sport, recreation and commercial opportunities. More efficient entry and exit points. It is not considered that residential will work on site. <p>Key Issues:</p> <ul style="list-style-type: none"> Must solve connection between Vincent Street and Oxford Street. The club currently have \$1M in the bank which they need to use judiciously to secure its long term future following the severing of the alignment with West Coast. They currently have a problem with accommodating young people from the bush. <p>Financially:</p> <ul style="list-style-type: none"> Being a stand-alone club, they are potentially facing a \$150k year on year loss. Clubs will not survive in their current format There is a salary gap of \$280k Administration costs \$260k They do not have the ability to strip out much more of their on costs as they operate lean. An annual sponsorship of \$600k-700k has dropped back to \$200k-300k. The Medibank sponsorship no longer exists and is unlikely to be replicated. The location of where the club is based is secondary to the business model. <p>Zonal Catchment:</p> <ul style="list-style-type: none"> The club's catchment includes Ellenbrook, Beechboro and Mount Hawthorn.

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> The club has position statements, not a strategy. <p>Desired Master Plan outcomes:</p> <ul style="list-style-type: none"> It must be a more community welcoming site. TAFE/DSR/School are major constraints which impact on activation. Signage is required to enhance the opportunity to generate income. There are vertical parking opportunities (modulised and moveable). Potential to use DSR offices as part of the plan – the club does not necessarily need all activities to be placed on one site. Could generate more effective partnerships and activities. The fortunate aspect is that Leederville is in a transport hub and is changing scope – greater levels of retail etc. <p>Oval Usage:</p> <ul style="list-style-type: none"> It is maintained well Constraints are that it floods in winter – in a perfect world you would dig up and replace. Option is to look at the tiered area behind the seating for the car park. Limitations: <ul style="list-style-type: none"> weather dependant, worm during the season, need to look at impact of each sport, significant limitations during the winter. 3 x training sessions are held each week by each club. There is potential for one more. They are currently off the ground until mid-January. Spectator infrastructure is old – Grandstand has a reasonable level of seating, but it is disconnected. It is about as good as you will get at any WAFL ground. The clubs would prefer the TV to shoot from the opposite side <p>Women's Game:</p> <ul style="list-style-type: none"> They have an aligned women's team – one of the most successful. SFC went to one club three years ago. 5 x teams in the premier league, reserves and younger girls' team – all will play out of Leederville. There are 6/7 home games (EPFC will not have one at present). Training is a key issue 	<ul style="list-style-type: none"> The good aspect from a sporting side is the changing demographics and transport links are bringing people into the City. <p>Oval usage:</p> <ul style="list-style-type: none"> The club has a women's team but have elected not to enter the WAFL women's competition in year 1. The club do not consider themselves to be competitive and cannot afford the outlay at present. Additional games will put additional pressure on the oval. They currently alternate training across the week. They would love to have the full extent of playing teams but currently it is not viable. The oval in summer gets 5% usage and there is definitely capacity to enhance this. The club have previously tried to put on a youth concert but were pushed back. They have also looked at how they could be the states 3rd AFL side. The upside with the West Coast link was not as fruitful as first thought TV will drive the future of the next franchise. The club has a strong indigenous heritage – the link with Aboriginal groups would be an extremely positive benefit. – they have traditionally provided very gifted players. <p>Utopia:</p> <ul style="list-style-type: none"> Agreement with SFC where they share infrastructure, costs, expenditure, usage and infrastructure in a fair and equitable manner Sufficient office space to meet current and potential minor growth needs. Retail opportunities with a profile towards Vincent and Oxford Street.

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> • Need to be smart about how you do this. • Facilities are not compliant • They need a plan in place over 12 months to be compliant with league requirements – the club consider this can be achieved with minor modifications to showers and changing rooms. • The shower block is a square – a need to build cubicles in the shower area and build toilets. • The multi-purpose room is well designed with a separate access. <p>Centre of Excellence</p> <ul style="list-style-type: none"> • Colts and women should be on site but there is not enough capacity (days) to do it. • They want to operate coaching clinics and academy. • It is important to deliver this on site. • The potential is to develop Les Lileyman as the satellite site (EPFC is outside of the city area). 	

Leederville Activity Centre Planning

Initial discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the Leederville Activity Centre Plan. Options which were initially mooted to be considered included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

Current reports provided by the consultants are summarised below:

LEEDERVILLE TOWN CENTRE ACTIVITY CENTRE PLAN Context Report (April 2019).

In referencing Leederville Oval, the document states:

'Leederville Oval is a regional open space primarily used for football. Whilst the space is a restricted Metropolitan Region Scheme reserve, the oval is accessible to the general public when not being used for formal events or training. The oval is surrounded by tiered steps for seating and a small grandstand on the western side.'

Whilst there is development on all sides, it maintains the open feel of the oval. Reference is also made to the path accessibility to the general public during non-event times but is not well utilised as the space looks private and inaccessible to the public. Its lack of visual profile from Vincent Street is also referenced.

The option is to investigate ways to better utilise the land whilst maintaining the primary function of the oval as recreation space.

Leederville Activity Centre Structure Plan Part 1: Background Population, demographics and economic profile

The report highlights the current projects in the pipeline within Leederville. These include:

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- 15 residential projects that if completed could deliver approximately 580 dwellings to 2025, these projects have a total estimated value of \$262.8 million, 11 of which have received development approval and two are under construction.
- nine commercial projects in pipeline, with an estimated value of \$236.3 million. If completed on schedule these developments could deliver over 2,300m² of commercial floorspace to 2024. All but one (7-9 Loftus St) of these projects have received development approval.
- four retail projects in pipeline, with an estimated value of \$191.0 million and if completed could deliver more than 774m² of retail floorspace to 2025. Two of these developments have received development approval and the other two are at the tender stage.

All of these projects will have a significant impact on any future development of Leederville Oval. In particular it will be important to consider whether potential retail and commercial development should be considered within the site to enhance opportunities for providing both the City and current tenant clubs with the potential to generate greater income returns to sustain the current and future infrastructure.

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APPENDIX F: Second Phase Consultation Outputs

The second phase of stakeholder engagement included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22nd April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1st May 2019
- Elected state and federal representatives.

Nominated Organisations / Agencies

Table 17 provides a summary of the stakeholder consultation outputs with nominated agencies, organisations and individuals with a direct interest with the site.

Table 17: Detailed Consultation Response and Feedback from Selected Stakeholders

Consultee	Response
Foyer Oxford	<p>Foyer Oxford is an integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.</p> <p>The building was built in 2014 on an old TAFE carpark. Foyer Oxford has good relationships with State Government Departments, City of Vincent, Anglicare WA and other Leederville Oval stakeholders including the TAFE, SIDE and Leederville Childcare.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Foyer Oxford does not use Leederville Oval or have any real relationship with the Football Clubs. • The Foyer building is fenced causing a natural barrier between it and Leederville Oval. There is no natural access to Leederville Oval. • Foyer believes the Leederville Oval and its surrounds are a wonderful site but underutilised by the community. • There is no free flow of human traffic from Leederville into Leederville Oval. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Visual access allowing the free flow of human traffic into and out of Leederville Oval. • Better use of banks including an edible landscape on the wood chipped area. • The precinct is surrounded by learning, sporting, health and well-being businesses with a sporting field in the middle, but it is not integrated and there are barriers between the surrounding businesses and the fields.
Leederville Early Community Childcare (LECC)	<p>LECC is a long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT). The children are evenly split between male and female and are approximately 80% local and 20% from parents who are working local.</p>

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Consultee	Response
	<p>The Centre is a Not for Profit (NFP) under the Department of Community Services and has a peppercorn lease with the City of Vincent. Income is from fees for services rendered.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • LECC uses Leederville Oval on an ad hoc basis without any formal approval. They will have run around activities on the oval (when not being used), picnics on the banks or may watch football training. The oval is easily accessible from the Centre facility. • The Centre does not have any real relationship with the Football Clubs. • The banks are great for children's physical development and the grass on the oval is the best surface for running on. The wide open spaces are beneficial from a sensory development. • Public toilet block backs directly onto the Centre causing issues with strangers and smell. • Have had some issues with general public nuisance (after hours) coming from the Leederville social precinct. • The banks and the oval appear to be underutilised with no or little community use. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Shading, particularly on Vincent Street side. • Better or more visual access for the public into and out of Leederville Oval. • Better use of the wood chipped area. • Better relationship with the clubs – going/watching/playing. • Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.
Loftus Community Centre	<p>The Centre has a 60 child 3+ kindy that is 95% occupied. It has several different size hire out rooms (26/45/70/130 people) for community use and a toy library. The Centre caters for Seniors' activity and has been running for 40 years. The Centre is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access via a key system and bond arrangement.</p> <p>The Centre has been on a 12 month rollover lease since 2016 and is paying close to commercial rent. It has sought assistance from the City stating they are at risk of winding up.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Community Centre does not use Leederville Oval or have any real relationship with the Football Clubs. • The Centre does not back onto Leederville Oval and access requires walking through the car park and past the library. Access is not easy for Seniors. • Visibility to the Community Centre and also to Leederville Oval is restricted and not visual. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa. • Better relationships with Football Clubs and use of their facilities and personnel. • Shade on the banks. • Some individual relationships exist (Rec Centre and Foyer) but a holistic relationship with other precinct stakeholders should exist so that large

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Consultee	Response
	<p>community days could be held using the assets of the open space at Leederville Oval.</p> <ul style="list-style-type: none"> Need to draw people into Leederville Oval. At present, it is not visually accessible and is uninviting. During the day, the facility appears underutilised yet there are many people using the businesses around the oval and in the café hub.
Mt Hawthorn Kindy (Margaret's)	<p>Margaret's Kindy caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight from 8.30am to 3.15pm. It has an even spread of boys and girls with 95% of the children coming from the Leederville/Mt Hawthorn areas.</p> <p>There are 3 separate buildings on the site (2 permanent and 1 demountable) which backs onto Leederville Oval at the vacant woodchip area. The Kindy operates on a peppercorn lease from the City with operational costs picked up from Mt Hawthorn primary school.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> Margaret's does not use the Leederville Oval field and they have no real relationship with the Football Clubs or any other Leederville Oval Precinct stakeholders. Detailed paperwork is required for the children to venture outside the Kindy fencing and it is generally not seen as worth the effort. Facilities appear to be ageing, there is no shade and the woodchip area is a wasted space. Leederville Oval is underutilised and is currently uninviting. The access gate next to the Kindy is problematic as there is a path which runs between the side of the carpark and the side of the kindy which has risk potential from pedestrians viewing the children. <p>Improvements sought:</p> <ul style="list-style-type: none"> Fences remain important to keep the children in and strangers out. Some or all of the wood chip area could be made into a playground area for different age groups which the Kindy would consider using and could be a drawcard for other members of the community. Must be shaded. Viewing into the Kindy would need to be considered.
North Metro TAFE	<p>The Sports department of the NM TAFE are the users of the Leederville Oval fields. The NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space.</p> <p>There is one direct access gate from the TAFE to Leederville Oval at the northern end. The TAFE runs 3 primary departments, being Sport, Education and Disabilities/Community Service. The Sport program is 12 months long leading to a Certificate 3 Diploma in Sports Development. AFL and Swimming are the primary sports. The course has 3 FT teachers and between 65-80 students who are on campus 4 days per week during terms. The TAFE has 500 to 600 students attending each day with 200 to 300 students on campus at any one time.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> NM TAFE use Leederville Oval fields 2 to 3 days per week for up to 8 hours in total under arrangement with the City and the Football Clubs. Wednesday mornings and Friday afternoons are the main days for use. Due to concerns with loading on the turf, the students only use the eastern side of the oval and keep away from the centre square. The terracing on the banks at the northern end are also used for activities from time to time.

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Consultee	Response
	<ul style="list-style-type: none"> The oval is critical to the sports program (at times Britannia Park is used when Leederville Oval is unavailable). The TAFE also uses the Rec Centre courts from time to time which are conveniently located a couple hundred metres away. <p>Improvements sought:</p> <ul style="list-style-type: none"> More use of the oval area. Currently restricted to the eastern side of the oval. The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden. Shaded areas. Water fountains. More visible entrance points. <p>A multi-purpose sports precinct would be supported and given the education, health and mental wellbeing nature of the majority of the businesses around Leederville Oval, discussion amongst the stakeholders with support of the City and State would be beneficial.</p>
School of Isolated and Distant Education (SIDE)	<p>SIDE has existed on its current site since 1986 and replaced the old Leederville primary and junior schools. It is an education department site. As these schools are heritage listed, they form part of the overall SIDE facility. A separate education business, the Leadership Institute, also exists as part of the overall site.</p> <p>Whilst its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time. SIDE also has a small accommodation village for rural and remote students visiting Perth. Each unit has 8 beds and is self-contained. The car parking for SIDE is made available to the Football Clubs on weekends.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> SIDE does not use the Leederville Oval field. SIDE frequently uses EP social hall for staff meetings on commercial terms and has a good relationship with EP. It has a very limited relationship with Subiaco. Fences form a barrier between SIDE and Leederville Oval but this is important because it dictates parking priority and keeps the public out of SIDE's spaces. Parking is a major issue within the Leederville Oval precinct with the public often trying to get a free space. SIDE does have a community BBQ area but this is not advertised and is not evident from Oxford Street. <p>Improvements sought:</p> <ul style="list-style-type: none"> Fences remain important for car parking purposes. Not overly concerned with what the site should look like but believes it should be used more by the community and need to be accessible and inviting with modern facilities. SIDE believes it would still not be a user of the space even if it were modernised.
Gymnastics WA	<p>Gymnastics WA caters primarily for 5-12 year old girls and is primarily a competition venue. They are in the 12th year of their current facility with 8 years to go on the lease. They pay \$30k per year in rent (discounted). The facility backs onto Leederville Oval but there is no view of the field or direct access.</p>

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Consultee	Response
	<p>The current facility is fit for purpose but does use Court 4 of the Rec Centre for larger competitions. These competitions also result in significant spectator flow which can be problematic for the Rec Centre.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> Gymnastics WA does not use the Leederville Oval field and they have no real relationship with the Football Clubs or most other Leederville Oval Precinct stakeholders. The Rec Centre is an important neighbour and their facilities are used to help with larger competitions. Gymnastics has no real relationship with Leederville Oval or its stakeholders and, as such, has no real comment on the facilities other to say that they appear to be ageing and there is no shade. <p>Improvements sought:</p> <ul style="list-style-type: none"> Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable. Shaded areas. Increase car parking. More visible entrance points. It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.
Dept of Local Government, Sport and Cultural Industries	<p>DLGSC is a State Government department residing in the old Department of Sport and Recreation building on Vincent Street. Sport is still the primary activity but this could expand if the desired expansion of the building is undertaken.</p> <p>The building backs onto the south-west side of Leederville Oval and is next to one of the three access points. DLGSC has visitor car parks along the access way and has further staff parking in the north-west corner (backing onto NM TAFE). Parking is a major issue with illegal public use.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> DLGSC does not use Leederville Oval but it has relationships with the football clubs and other stakeholders within the Leederville Oval precinct such as the Rec Centre and NM TAFE. Entrance to the DLGSC building is off the access way as is visitor parking which flows into EP, Subiaco and SIDE parking also along the access way. DLGSC also has secure staff parking under its building and in a fenced area between its building and the Grandstand. The department is not looking to move elsewhere or decrease its footprint. DLGSC believes the site is underutilised during daylight hours on weekdays and the amenities around the banks are uninviting. This is particularly so with the lack of shade, the old toilet block in the south-east corner and the woodchip area. The old tin shed in the north-west corner is also visually unappealing and the grandstand is in need of updating. <p>Improvements sought:</p> <ul style="list-style-type: none"> Authorised use of parking amongst the various stakeholders. Shaded areas. Landscaping and better use of available space around banks. Updated grandstand more suitable for WAFL games. DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.

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Consultee	Response
Loftus Recreation Centre / Belgravia	<p>Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball, volleyball and indoor soccer. There is also an outdoor 5-a-side soccer pitch at the back of the centre. There are rooms for hire including a large event room.</p> <p>The Rec. Centre backs on to Leederville Oval but access is via locked gates. Most of the facilities are at the front of the Centre and do not look over Leederville Oval (with the exception of the Event Room).</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> • Apart from the outdoor soccer pitch (unused at present and in need of repair), the Rec. Centre caters for indoor sports and does not use Leederville Oval. • A fence and locked gate divide the back of the Centre with Leederville Oval. • The Rec. Centre has no real relationship with Leederville Oval or its stakeholders (football clubs) and, as such, has no real comment on the facilities other to say that they appear to be ageing, there is no easy access between the facilities and there is no shade. • There are synergies between the Rec. Centre and the football clubs such as the gym, exercise physiology and large indoor space but relationships have not formed. <p>Improvements sought:</p> <ul style="list-style-type: none"> • Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered. • Shaded areas. • Landscaping (not just woodchips) and better use of available space around banks. • Authorised use of car parking. • More visible entrance points.
Noongar Sports	<p>Noongar Sports is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations. They are currently based in Maylands but a discussion with the City of Vincent, the potential to accommodate space in the old grandstand has been considered. However, due to its age and asbestos issues have halted any progress.</p> <p>Noongar Sports run sport, training and cultural programs for Aboriginal youth and schools. They see themselves as an anchor tenant between the football clubs and believe they would bring activity and cultural experience to the precinct. By having a presence at Leederville Oval, features of the Clubs' Reconciliation Action Plan will have been enacted as well as closing the gap between aboriginal and non-aboriginal youth.</p> <p>Use of the Leederville Oval fields would be required for a couple of hours 2-3 days per week and there is a preference for 200-300sqm of space, being approximately 100sqm of office space and the remainder being multi use meeting space.</p> <p>Noongar Sports do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.</p>
Leederville Connect	<p>A workshop was held with Leederville Connect (David Galloway and Various Members of Design Committee) on May 1st and reported at PWG. The outcomes of the consultation process identified the following issues:</p>

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Consultee	Response
	<ul style="list-style-type: none"> Lack of permeability and not welcoming from the outside. Car parking should not exist on the site. Site is underutilised but work needs to be done to define exactly what spaces are underutilised. Should not just be about cost, it should also consider shared space Topographical issues between the low and high parts of Leederville. <p>Opportunities raised by the group included:</p> <ul style="list-style-type: none"> Connectivity and the interface to greater Leederville is critical Continue Scarborough Beach Road/ Greene Street intersection bikeway Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park) An interactive space and having art/ sculptures that can change over time. Recognise wetland belonging to the Noongar people. Turn Grandstand into apartments Space to children and families.
John Carey MP (former Mayor of Vincent)	<p>The following matters were raised as potential issues and solutions:</p> <ul style="list-style-type: none"> Lack of integration with the Leederville town centre and Vincent/Oxford Streets. Underutilisation of the site, particularly during weekday daylight hours and there should be further activity on the field including other sports and/or general community use. Car parking should not be seen as an issue because the precinct is serviced very well by public transport in the form of trains and buses. The current desire to have car parking on the site is one of the reasons the access points and the aesthetics are not seen by the public as inviting. More should be done to front buildings onto the oval There needs to be additional density on the precinct, particularly in the form of residential and mixed use. There is an opportunity to do this on the City's car park area near the Library and Margarets Kindy.

Advisory Group Consultation Outputs

The following table provides a summary of the stakeholder consultation outputs with advisory groups. An overview of their comments is provided, together with a separate summary aligned to the consistent themes in section 7 of the main body of the report:

Table 18: Working Groups Consulted by City Staff

Stakeholder	Brief Summary of Main Considerations
Children and Young People Advisory Group – 1st April 2019	<ul style="list-style-type: none"> Entrance areas – Use art, rather than signage, Having a public art piece at the main entrance Area 1 – Older, young adults connect to Oxford Street, amenities (i.e. coffee shops etc.) skate-able furniture Area 2 – Playground, consider cutting in and retaining this area to make amphitheatre, open up area 2 to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible Area 4 – Playground, is one of the nicest areas currently for families to sit and view football games and a toilet should be retained on this side of the oval Area 9 - a shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval

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	<ul style="list-style-type: none"> • Making the area more appealing for events and activations • Furniture that can also be used as skate objects, or skate sculptures • Space and facilities for performances to be held • An entrance from Loftus Recreation Centre could draw people down into the space
Arts Advisory Group – 4th April 2019	<ul style="list-style-type: none"> • Pathways are narrow and isolated, art can be integrated as wayfinding • It's currently not obvious or inviting to walk through the space • Incorporate a café to draw people into the area • Open up and entrance from the Library, Loftus and create courtyards that overlook the oval. • Create spaces for rentable art studios and public art studios • Incorporate a 'makers space' • Integrated artwork into playgrounds – Optus Stadium has a good example of this • Themes for the artwork to be influenced by the Leederville Activity Centre Plan and Leederville Town Centre Place Plan • Utilise the history of the oval and 'quirky' details through art and design <ul style="list-style-type: none"> ◦ Consider Aboriginal history and original use of the site • Murals, discovery trails • Utilise DLGSCI building and create an entry statement through a café on the ground floor which would then open up out to the oval • By bringing people in for food / beverages it bridges the gap between the buildings and creates a hub utilised by the surrounding area • Utilise trees to screen pathways from hot summer sun
Urban Mobility Advisory Group – 15th April 2019	<ul style="list-style-type: none"> • The site is seen as exclusive and unattractive • Site is open to the public and could form an important connection particularly from Richmond St to Vincent St • Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public. • Group agreed that it is underutilised, and more could be made of the spaces around the oval itself

Community Survey Outputs

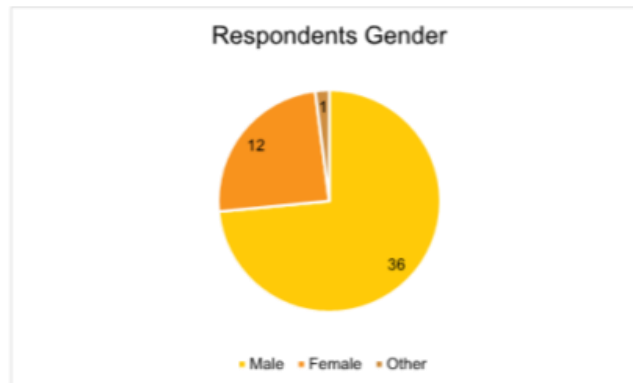
The Community survey was open from 24th May until 22nd April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed.

The following provides a summary of the outputs whilst the overall themes from the complete stakeholder engagement process is referenced in the main body of the report section 8.0.

The majority of respondents to the survey were male (73%). Figure 23 refers. The responses were received across the Metropolitan Perth area although the majority (53%) of those which identified their normal place of residence indicated they resided within the City of Vincent (Figure 24 refers)

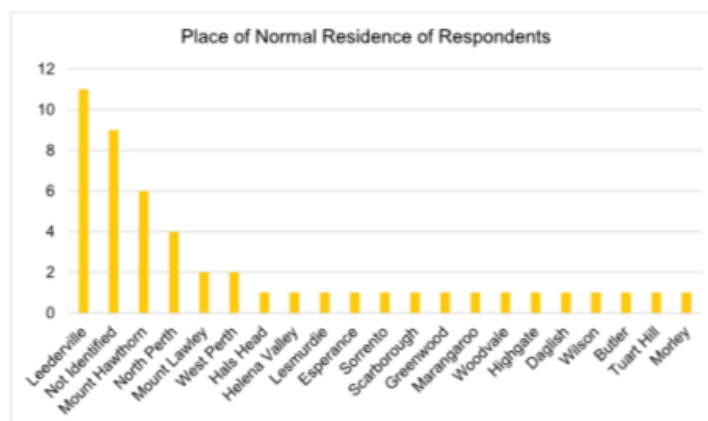
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Figure 23: Survey Respondents Gender



86% of respondents were over 35 with the predominant age band being 36-54 (61%) this is detailed at Figure 25. This is not untypical of a survey of this nature which generally attracts an older demographic with a specific interest in the sport and historic development of the Leederville Oval site and the WAFL teams located there.

Figure 24: Respondents Normal Place of Residence

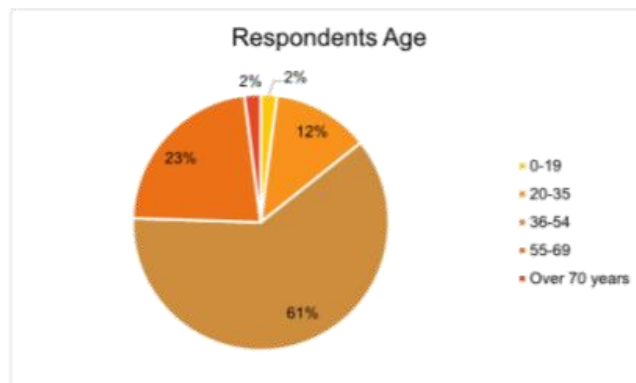


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Figure 25: Respondents Age at time of Completing the Survey



A series of specific questions were asked with regard to the usage of the site; the relative importance of current facilities located within the Leederville Oval site and an individual's perception of the quality of those facilities.

When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month. Figure 26 Refers.

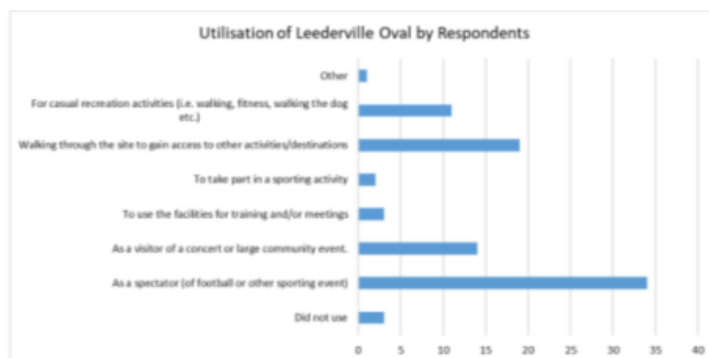
When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events. The lack of other uses identified highlights the general limitations of the site and the general perceptions of what the key uses associated with the land are. Figure 20 refers.

Figure 26 The Frequency of Leederville Oval Visitation by Respondents



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Figure 27 Utilisation of Leederville Oval by Respondents



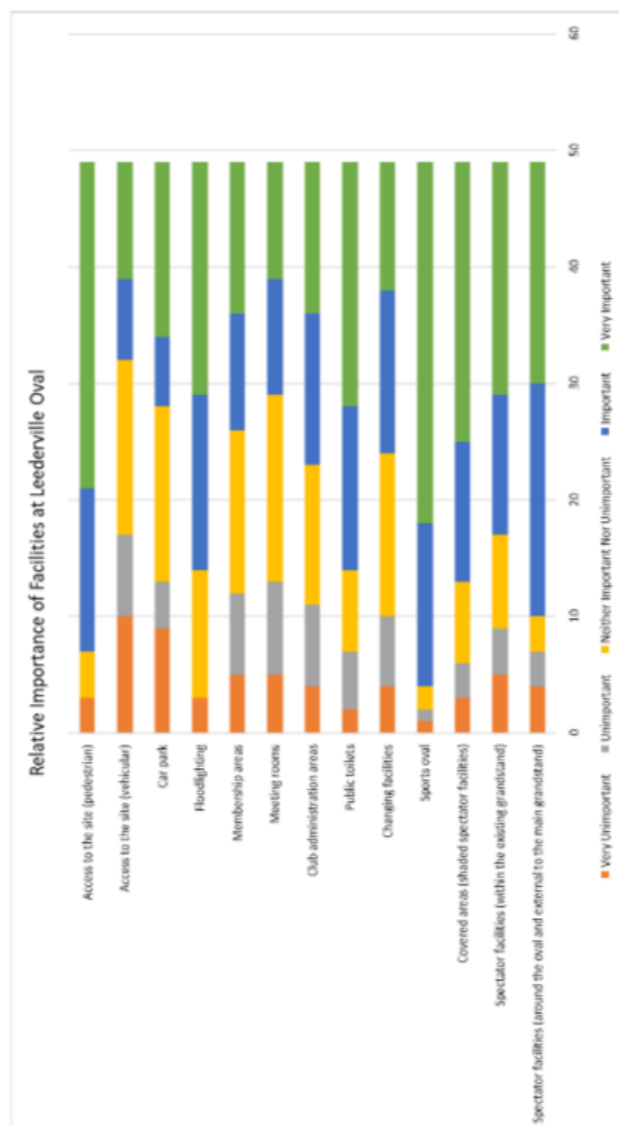
The current state of infrastructure at the Leederville Oval site has previously been raised as a concern and supported by respondents in the one to one interview process. When the respondents were requested to identify how important specific facilities at Leederville Oval were to them the following six facilities were highlighted as the most important (i.e. most important or important in order of priority).

- The Sports Oval
- Pedestrian access to the site
- Spectator facilities around the oval and external to the main grandstand
- Covered areas (Shaded spectator facilities)
- Floodlighting
- Public toilets

Figure 28 identifies the full range of responses. It should be noted that the sports oval and pedestrian access to the site were considered to be very important to over 50% of respondents. Vehicular access to the site, despite current constraints was not considered to be as important to respondents.

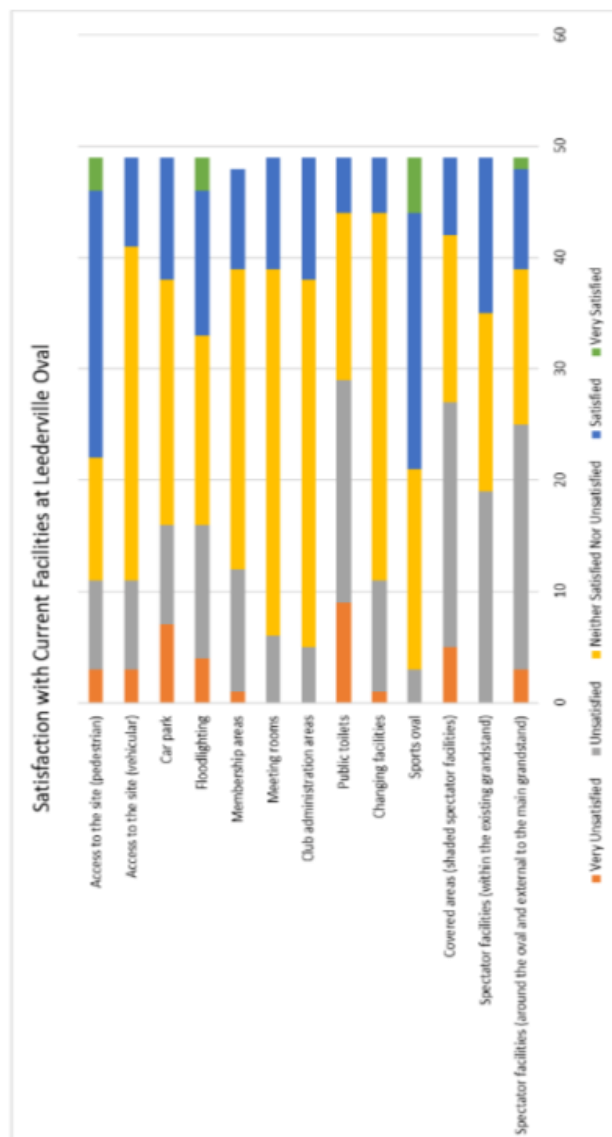
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Figure 28: Relative Importance of Leederville Oval Facilities to Respondents



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Figure 29 Satisfaction of Respondents with current Leederville Oval Facilities



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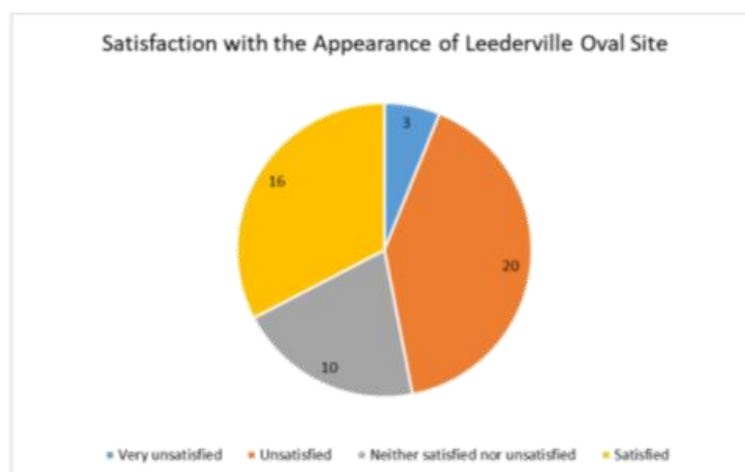
When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. Figure 29 refers. It is clear that there is a high level of dissatisfaction, in particular, with (in order of priority):

- Public toilets
- Covered areas (shaded spectator facilities)
- Spectator facilities around the oval and external to the main grandstand.

Spectator facilities within the existing grandstand also rated high in relation to relative dissatisfaction as did car parking and floodlighting. The relative satisfaction rate with all facilities is generally quite low with the exception of the pedestrian access and sports oval. Respondents were relatively ambivalent administrative and meeting room areas which is generally reflective of the limited access respondents may have to these facilities.

In response to the overall satisfaction with the appearance of Leederville Oval, 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance. Figure 30 refers.

Figure 30 Respondents Satisfaction with the Appearance of Leederville Oval Site



The response in relation to the future development of Leederville Oval and potential solutions to address any issues currently associated with the site was limited. Four responses were received in relation to the comments/ideas. These included:

- Subi should move to the Showgrounds and East Perth to the WACA, Leederville can then be redeveloped to high density living.
- I think the residential and commercial development around Claremont Football Oval is fantastic and would look here for inspiration.
- A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street.
- A comment in response to "A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street." suggested "Defo right way to go."

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Maybe also throw in some small retail/hospitality tenants on the ground floor to help activate the street.

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APPENDIX G: Additional Potential Development Option

Baseball and Softball

In addition to the broader stakeholder consultation undertaken, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnells Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition.

It is to be noted that the State Sporting Facilities Plan Review (2013) identified the State Baseball Centre as having opened in January 2005 as a purpose built facility to international standard with the capacity to be used as a training and competition venue for international teams and the hosting of major competitions with a seating capacity of 1,200 and standing room for a further 4,500. Additional funding was allocated in 2007 to provide increased corporate facilities and public seating. In 2010 improvements were made to permanent terrace bar, a batter's eye in centre field and an electronic scoreboard. The outfield fence was also brought in and improvements were made to the enclosed member's area, numbered seats, playing surface, corporate boxes, fencing around the terrace bar and a staff office building. In 2012 DSR undertook a business case and master plan for the site to determine the extent of facility upgrades and enhancements required to facilitate a phased approach to development of the site. The subsequent funding commitment was provided through the State Sporting Infrastructure Fund. The current State Infrastructure Plan of June 2019 in referencing baseball only alludes to Baseball Park as being the stadium to deliver the sport and a master plan realisation as a long term forward planning priority.

In respect of Softball WA, the need for a business case/feasibility study for the investment into media and corporate hospitality area for the Mirrabooka International Softball Stadium. This was identified as a medium-term priority for investment within the State Sporting Facilities Plan Framework but has been compromised by the uncertainty related to the future of the site. The current State Infrastructure Plan of June 2019 in referencing softball further confirms the short term need for a State Centre business case and a medium to long term forward planning priority being the development of a new state centre.

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It is important to recognise that for both sports the option to utilise Leederville Oval is linked to the potential for national and international competition and not for general community use. With this in mind the following specifications (Table 19) have been identified during discussions with representative from Baseball WA and Softball WA respectively. Whilst the table below is based on baseball infrastructure requirements it is understood that in all but the field dimensions Softball can be accommodated within this infrastructure. The areas from a provisional perspective which can be shared between the two sports and potentially with the two WAFL clubs is also identified.

Table 19 Facility Requirements for Baseball

Facility Requirement (Baseball) based on Winter League Venue Requirements	Shared Use Potential (Y/N)
Seating Bowl	Y
Premium Seating/Corporate	Y
Restrooms (Public Toilets and Media Restrooms)	Y
Customer Service	Y
Security/First Aid	Y
Concourse Level Concessions - Concession and Vending areas (5 feet per 350 seats)	Y
Storage/Receiving (Storage for training equipment and players)	N
Admin Offices for teams and events	Y
Ticket windows and entry turnstiles	Y
Press Box and Media Facilities	Y
Home Team Clubhouse/ Home Changing Room	Y
Visiting Team Clubhouse/ Visitors Changing Room	Y
Umpires with minimum of four lockers	Y
Groundskeeper	Y
Playing Field (to standard specification identified in figure 31 below)	Y
Dugouts	Y
Batting Cages	Y
Storage Maintenance	N
Janitorial	Y
Mechanical/Electrical	Y
Rubbish collection and storage	Y
Estimated Construction Cost - \$12.34M	
Estimated Construction and Fitout Costs - \$14.64M	

The Baseball and Softball field requirements are highlighted in Figures 31 and 32 below. The most critical components related to the field requirements is the positioning of the more extensive distance dimensions for Baseball. In all circumstances there is a need for:

- A backstop
- Bases (1st, 2nd and 3rd)
- Batter's Box

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- Coaches boxes
- Foul lines
- Home Plate
- Pitcher's Plate/Pitching mound/circle

Specific dimensions are provided for all aspects of the sports. In all guidelines it is stated that the field orientation should be laid out to avoid dangers related to sun interference. For baseball the layout of the field is preferred to be aligned southwest to northeast along the home plate and second base alignment, but is flexible provided that the batter does not have to face the sun as it sets in the west.

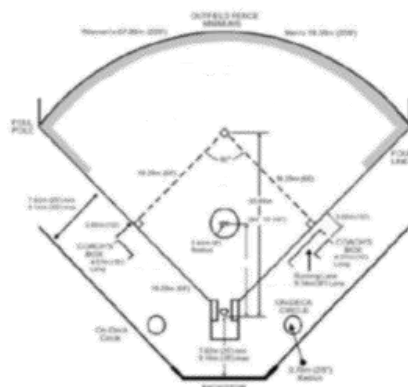
Figure 31 Dimensions of Baseball Playing Surface (Source: MBL)

The dimensions of a baseball playing surface are as follows:

- Home plate to Left-field foul pole: 310 – 325 ft (94 – 99m)
- Home plate to Center-field fence: 390 – 420 ft (118 – 128m)
- Home plate to Backstop: 45 – 60 ft (14 – 18m)



Figure 32: Softball Field Dimensions for a Women's Fast pitch Game (Source: Softball Field Guidelines - Softball Australia)



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A typical orientation of baseball/softball facility with spectator infrastructure behind the pitching mound is shown in Figure 33 below.

Figure 33: Indicative Diamond Field Layout (Source: ABL Model Stadium Dimensions and Orientation)



The option to consider baseball and softball activities at Leederville Oval could present an opportunity to maximise the use of the oval from November to February seasonally due to the current Australian Baseball League season being confined to those months. This would also enable international opportunities to attract top quality American teams to tour Australia and compete against ABL teams within a suitably accredited stadium.

It would however be necessary to determine the appropriate location for a potential diamond(s) and how such infrastructure could be accommodated without adversely impacting on the prime use as a football oval.

Hockey Benchmarking

The development of hockey facility infrastructure, in particular the development of synthetic turf (turf) has become a key consideration in metropolitan Perth over the past 5 years with facilities having been developed in Warwick, Guildford, Fremantle and Southern River. The intent for the development of a turf at Leederville Oval was suggested at the early phase in the site consideration options. It is important to understand the context of any potential turf development, usage and impact on the site.

The current Hockey WA strategy referenced in Appendix A above indicates a population tipping point of 75,000 for a new turf. This however is not now considered to be a viable benchmark to justify investment in such infrastructure which is reliant on clubs generating significant income to be able to set aside monies in a sinking fund to secure the replacement of a turf. Turf replacement occurs approximately every 10 years with a full under-surface (shocks) and turf replacement every 20 years. The following are important considerations in determining whether investment in a turf is justified, even where the population growth is in excess of the :

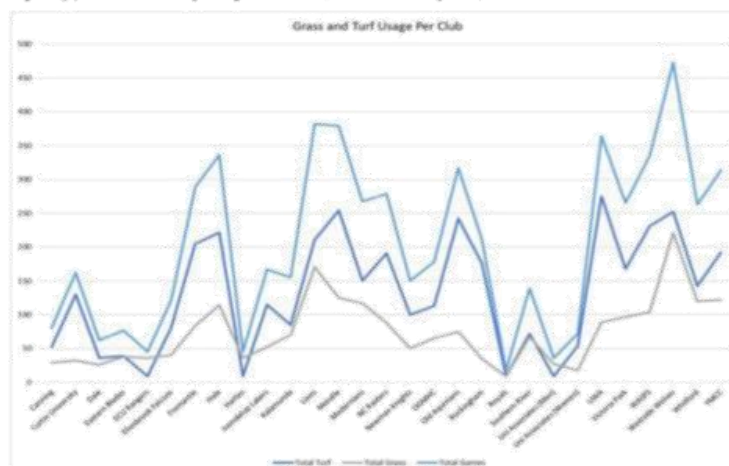
- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are

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likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.

Figure 34: Grass and Turf Usage Per Club (Source: Hockey WA)



- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played (see figure 34 above).
- Hockey WA have indicated that they are limited in the number of games which can be scheduled due to impact on other turfs and the limited growth in the sport turfs promote (i.e. it results in player transfer rather than increase in participation).
- The optimum development associated with a synthetic turf facility is access to two additional rectangular pitches to service the developmental needs of the club. A turf development in isolation is not an optimum solution as it would result in a split management solution.

The conclusion of the current assessment process would indicate that the need to accommodate a turf hockey facility is unlikely to be justified and financially viable. It is also likely that to service the sport of hockey, it would render the use of Leederville Oval for Football unviable.

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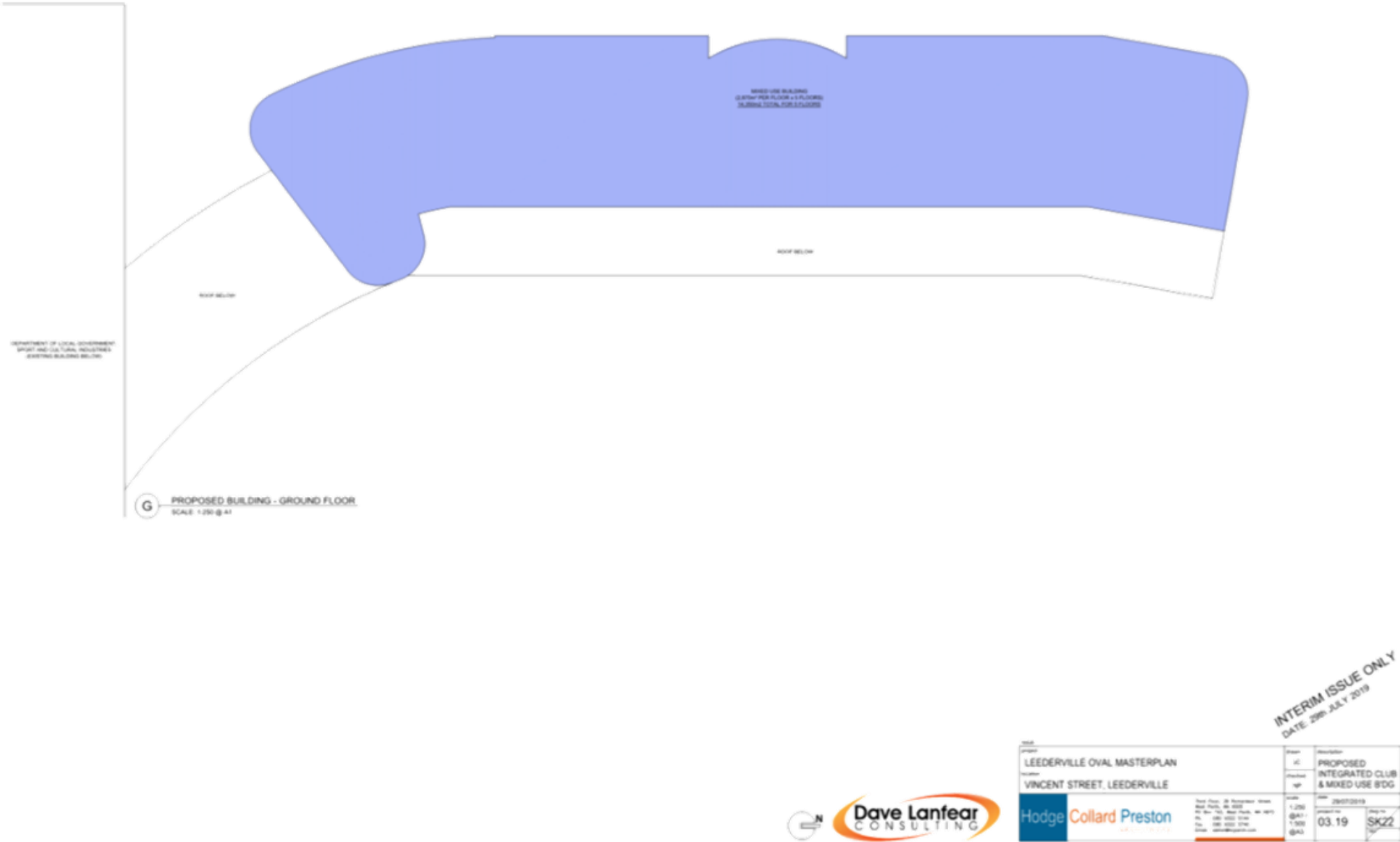
APPENDIX H: Master Plans

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APPENDIX I: Cost Plan

Figure 35: Comparative Costs for the Short to Medium Term Development Options and Long Term Development Options

Leederville Oval Masterplan		DONALD CANT WATTS CORKE	
6/11/2019			
Element	SK18		SK19
	Total	Total	
Building and External Works	\$78,983,535	\$205,427,471	
Site Clearance, Demolition and External Services	\$2,166,800	\$9,675,351	
Construction Works Sub-Total	\$ 81,150,335	\$ 215,102,822	
ESD Technology	1% \$ 811,509	\$ 2,151,028	
Design Contingency	8% \$ 6,147,138	\$ 16,294,039	
Construction Contingency	5% \$ 4,405,449	\$ 11,677,395	
Professional Fees	10% \$ 9,251,443	\$ 24,522,529	
Indicative Project Budget Total	\$ 101,765,868	\$ 265,747,824	
Exclusion :			
Excludes GST			
Excludes abnormal ground conditions / contamination etc			
Assume generally flat site with limited, if any, retaining structures			
Excludes services diversions			
Excludes major utility upgrades / contributions & headworks			
Excludes works to or new perimeter roads			
Excludes option with baseball and softball field			
Excludes FF&E			
Excludes client costs, legal costs, site costs, agents fees, finance etc			
Excludes land purchase costs			
Excludes Client Representative / Project Management Fee			
Excludes escalation - costs are current day			
Excludes % for Public Art unless stated			
Costs assume Competitive Tender process with local builders using basic pallette of materials			
Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution			
Notes :			
OPC based on indicative proposal drawings provided			
All quantities and rates are provisional therefore subject to adjustment			
Scope and quantities based on SK18, SK19, SK21, SK22 and SK23 all dated 27 July 2019			

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Figure 36: Short to Medium Term Development Cost Profiling

Leaderville Oval Masterplan				DONALD CANT WATTS CORKE	
FUNCTIONAL AREA BUDGET BREAKDOWN					
6/11/2019					
FUNCTIONAL AREA	SK18				
	Qty	Unit	Rate	Total	
Item 1 and 9					
Allowance for site preparation	3500	m2	\$30	\$105,000	
Ground Floor					
Store	105	m2	\$1,800	\$189,000	
Amenities	264	m2	\$4,000	\$1,056,000	
Changerooms	438	m2	\$3,500	\$1,533,000	
Message etc	165	m2	\$3,000	\$495,000	
Public WC's	100	m2	\$4,000	\$400,000	
Reception	320	m2	\$4,500	\$1,440,000	
Gym	400	m2	\$3,000	\$1,200,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Entry Concourse	760	m2	\$750	\$570,000	
Seating	670	m2	\$500	\$335,000	
Fencing	250	m	\$200	\$50,000	
Gates etc	1	Sum	\$25,000	\$25,000	
Signage	1	Sum	\$50,000	\$50,000	
First Floor					
Office / Admin	952	m2	\$3,500	\$3,332,000	
Social Room	400	m2	\$3,200	\$1,280,000	
Kitchen Kiosk	140	m2	\$3,000	\$420,000	
Kitchen Equipment	2	Item	\$100,000	\$200,000	
Theatre	100	m2	\$3,500	\$350,000	
WC's	30	m2	\$4,000	\$120,000	
Staff Room	40	m2	\$3,000	\$120,000	
Time Keep	30	m2	\$3,000	\$90,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Lobby	80	m2	\$4,500	\$360,000	
Cantilever Seating	670	m2	\$1,000	\$670,000	
Cantilevered Roof	3500	m2	\$1,200	\$4,200,000	
Signage	1	Sum	\$50,000	\$50,000	
Second to Sixth Floor					
Allowance for mixed use - assumed residential	14350	m2	\$2,500	\$35,875,000	
Item 2 - Mixed Use Building					
Allowance for site preparation	1065	m2	\$30	\$31,950	
Ground Floor					
Cafe / Bar	420	m2	\$4,500	\$1,890,000	
Fit Out and Equipment to above		Note		By tenant	
		m2	\$4,000	\$0	
First Floor		m2	\$3,500	\$0	
Mixed Use area	1065	m2	\$3,500	\$3,727,500	
Fit Out and Equipment to above		Note		By tenant	
Allowance for connection works to existing building	120	m2	\$850	\$102,000	
Allowance for soffit cladding / structure to underside of First Floor slab where exposed	350	m2	\$400	\$140,000	

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Item 4 - East Terracing				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hard/landscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
Item 5 - North / South / West Terracing				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hard/landscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
Item 6 - Boulevard				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
Item 7 - Boulevard				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc.	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,390
Item 8 - DUGSC Extension				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and equipment to above		Note		By tenant
Allowance for connection works to existing building	220	m2	\$850	\$187,000
Item 9 - Vincent Street Entry				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc.	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238

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Item 10 – Football Oval and Lighting				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	520	m	\$75	\$39,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
Item 11 – Event Space				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for sitegrit	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc.	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
Item 12 – Toilets and Extension				
Allowance for site preparation	350	m2	\$15	\$5,250
Allowance for toilets for ground	350	m2	\$4,500	\$1,575,000
Allowance for building extension to first	350	m2	\$3,500	\$1,225,000
Allowance for connection works to existing building	270	m2	\$850	\$229,500
Allowance for Preliminaries	7%	Sum		\$212,483
Indicative Buildings Sub-Total				\$78,983,535
External Works				
Generally				
Allowance for site clearance / levelling	50000	m2	\$5	\$250,000
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for Preliminaries	7%	Sum		\$61,300
External services				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$80,500
Indicative External Works and Services Sub-Total				\$2,146,800
Estimated Total Current Day Construction Budget				\$81,130,335

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Item 4 - East Terracing				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hard/landscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
Item 5 - North / South / West Terracing				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hard/landscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
Item 6 - Boulevard				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
Item 7 - Boulevard				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,990
Item 8 - DUGSO Extension				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and equipment to above		Note		By tenant
Allowance for connection works to existing building	230	m2	\$850	\$187,000

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Item 9 - Vincent Street Entry				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238
Item 10 - Football Oval and Lighting				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	\$20	m	\$75	\$99,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
Item 11 - Event Space				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
Item 12 - New Buildings				
Allowance for site preparation	37500	m2	\$15	\$562,500
Allowance for New Recreation Centre (assumed one full level plus half level at first)	10150	m2	\$3,500	\$36,225,000
Allowance for New Mixed Use Building (assumed 5 levels including ground of commercial)	16895	m2	\$3,000	\$50,685,000
Allowance for New Library and Community Hub (assumed one level)	4500	m2	\$4,000	\$18,000,000
Allowance for works to existing Civic Centre				Excluded
Allowance for extension to Civic and Childcare (assumed one level)	2150	m2	\$3,250	\$6,987,500
Allowance for levels	37500	m2	\$25	\$937,500
Allowance for hard /soft landscape	20571	m2	\$200	\$4,114,200
Allowance for trees	1	Sum	\$150,000	\$150,000
Allowance for signage	1	Sum	\$150,000	\$150,000
Allowance for lighting	20571	m2	\$15	\$308,565
Allowance for street furniture / bollards	20574	m2	\$10	\$205,740
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for public art	1	Sum	\$500,000	\$500,000
Allowance for canopies/shelters	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$470,170
Indicative Areas Sub-Total				\$205,427,478

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External Works				
Generally				
Allowance for site clearance / levelling	87468	m2	\$5	\$437,340
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for demolition of Loftus Recreation Centre	18300	m2	\$100	\$1,830,000
Allowance for Preliminaries	7%	Sum		\$202,514
External services				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for services infrastructure to Area 13	1	Sum	\$5,000,000	\$5,000,000
Allowance for Preliminaries	7%	Sum		\$430,500
Indicative External Works and Services Sub-Total				\$9,675,854
Estimated Total Current Day Construction Budget				\$215,102,832

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Leederville Oval Master Plan Report

March 2020

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1.0 WHERE ARE WE NOW?

1.1 Introduction

Leederville Oval (LO) is located at 246 Vincent Street in Leederville and is owned by the State of WA and vested in the City of Vincent through a Management Order. It is used as a West Australian Football League (WAFL) ground, and the oval is currently utilised as a home ground by two clubs: East Perth Football Club (EPFC) and Subiaco Football Club (SFC), with the clubroom facilities leased by the respective clubs from the City. Adjacent land to the east, including Civic Buildings (Library & Recreation / Community Centre - Reserve 39009) and Day Care Centre (Reserve 50346) are owned by the State of WA and vested in the City of Vincent through a Management Order. The Loftus Centre Car Park (Lot 10349) is owned freehold by City of Vincent.

With the passage of time, the facilities and surrounding areas are dated, generally aging and not keeping pace with increasing community expectations. To maintain the facilities and the surrounds, in conjunction with the current outstanding works, impose significant costs to all involved. As such, the development of a Master Plan was identified as a priority for the City and its stakeholders, which include the WA Football Commission (WAFC), Department of Local Government, Sport and Cultural Industries (DLGSCI) and the two WAFL clubs. The intent of the Master Plan is to consider the potential upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use on the site.

1.2 Current Situation and Considerations

A number of key areas were identified as being important considerations in developing the Master Plan. These included:

- Increasing accessibility to and activation of green space.
- The access to the site and infrastructure by diverse community groups is important.
- The ability to consolidate assets and minimise ongoing costs is a significant driver in considering Master Planning opportunities.
- Providing alternative business models with the capability of generating additional employment and contributing to the local economy.
- Facility functionality (including lighting) and capacity for events will need to be addressed.

- Leederville Oval is not considered worthy of state heritage listing. Any development, nevertheless, will need to respect its previous indigenous heritage, WAFL history and avoid impacting upon any trees of significance.
- Addressing the failure of previous master planning processes, which have failed to integrate the development with the broader precinct.
- The development of evidence-based outcomes needs to be a key consideration with the development of the Master Plan.
- AFL facility guidelines and those produced by other industry bodies are important in ensuring that the appropriate floor space is allocated for both WAFL football operations, but also those of aligned community groups and potential partners.

1.3 Industry Trends and Implications

Trends associated with WAFL infrastructure, broader sporting infrastructure development and general community facility provision indicate the following:

- Infrastructure, which has traditionally provided for state level use where the responsibility for ongoing maintenance and replacement is not considered a high priority for local government investment.
- There is a significant concern that the future of the WAFL and WAFL clubs is uncertain. While the future of the clubs is important, current circumstances may change and therefore any potential development needs to be cognisant of this.
- While Leederville Oval benefits from having established sporting clubs on site with a relatively strong membership and volunteer base, this is recognised as declining and is likely to impact on the longer-term viability of the sporting infrastructure on site if this decline is not addressed.
- Modern facilities must meet statutory building requirements. In particular, there is a need to provide access for users of all abilities.
- The growth in the women's game across a number of traditionally male dominated sports. Currently, the design inefficiencies associated with Leederville Oval are inhibiting optimum use.
- The current shared use of the oval and associated infrastructure between SFC and EPFC is considered a model for future WAFL ground developments. This is driven by the level of efficiency, which

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can be achieved due to the avoidance of duplication of servicing and management obligations.

- There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
- Local governments are seeking to maximise the social return on available public open space to provide a full range of sport and recreation opportunities that promote physical activity, balanced with complimentary recreational pursuits.
- There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Currently Leederville Oval fails to maximise connectivity with adjoining users and provide good access opportunities for neighbouring residents.
- The changing demographic profile within the catchment of Leederville Oval indicates that over time, a greater provision of infrastructure for both an ageing demographic and youthful upwardly mobile demographic will be required.
- There is an increase in community expectations in relation to the quality of provision for the spectator, including associated parking, shade and toilets. The current spectator provision at Leederville Oval is of poor quality and does not encourage potential WAFL supporters into the ground.

1.4 Football Facility Benchmarking

Research has been undertaken into State level football facility infrastructure and the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. The following is a summary of the key considerations and how they relate to Leederville Oval:

- A core focus for the majority of new and emerging facility developments has been on community outcomes with State level football infrastructure, being an ancillary benefit.
- The incorporation of other business opportunities were important in maintaining a strong income stream.
- The ability for the community to gain access to a range of shared facilities is important to ensure the site is activated throughout the week and off-season.

- An important component was the ability of the sporting clubs to influence key decisions and maintain control at key usage times (especially for match days and for training).
- Effective partnerships are critical to their success.
- Commercial operations can be limited due to the needs of a football club. This is further compounded when the facility is shared with another club. The ability to generate income, through functions and corporate activity, is essential.
- Funding commitments have been achieved through Federal, State and Local Government, together with funds raised through club activities. There is an expectation that the club will contribute financially to such infrastructure.
- Game day family activities and events are seen as a mechanism to attract greater spectator engagement.

2.0 WHERE DO WE WANT TO BE?

2.1 Vision for the Site

Following the initial assessment, it was determined that the vision for the site should be:

The development and delivery of a connected formal and informal active recreation and sporting space within a Town Centre location, which will be accessible to all, safe and sustainably managed for the benefit of the community and sporting clubs.

The initial feedback indicates that for the next decade or more the following components are going to be critical to the evolution of Leederville Oval:

- The site will be the home to the EPFC and SFC WAFL clubs and requires sufficient/appropriate infrastructure to enable the game to grow and develop.
- The site should provide a training, developmental and competition base for both the WAFL and WAWFL.
- The ability to commercialise aspects of the Leederville Oval site will be essential if the long-term future of the WAFL clubs is to be secured.

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- Existing infrastructure is substandard and should be re-developed in a staged and cost effective manner, to meet the needs of the key tenants and the broader needs of the community.
- Wherever possible the collocation of infrastructure should be incorporated to ensure the development is viable, cost effective and efficient.

Due to this, further detailed analysis was undertaken to determine the appropriate facility mix and spatial requirements of the WAFL clubs, which could then be incorporated within the overall Leederville Oval Site Master Plan development.

3.0 HOW DO WE GET THERE?

3.1 Consultation Approach

The second phase of the consultation process included a more intensive approach including:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated advisory / working groups within the City of Vincent, undertaken by City of Vincent staff.
- A community on-line questionnaire, which closed on 22nd April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing the Leederville Activity Centre Plan.
- Workshop with Leederville Connect on 1st May 2019.
- Elected state and federal representatives.

3.2 Key Emerging Themes

The key themes, which emerged from the stakeholder engagement and community consultation process, are summarised below:

1. **Relationships:** The importance of enhancing the relationship between the football clubs and neighbouring land user groups, particularly those who have a sport and recreational role to play in the local area.

2. **Integrated Development:** The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).
3. **Building Interface:** Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.
4. **Site Utilisation:** Perceived under-utilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.
5. **Spectator Banking:** Better use of banks and in particular the area referenced as the wood chipped area.
6. **Toilet Blocks:** The removal and redevelopment of the public toilet blocks to reduce potential issues from anti-social behaviour and hygiene issues.
7. **Shade Infrastructure:** The need for shade and improved spectator infrastructure throughout the site.
8. **Security:** Maintenance of security in all areas associated with childcare and child protection, e.g. adjacent childcare centre and kindergarten.
9. **Ageing Infrastructure:** The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).
10. **Capacity of the Oval:** Potential overuse of the oval from current activities and the need to protect worn areas.
11. **Car Parking:** The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.
12. **Public Art:** Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.
13. **Youth Infrastructure:** Incorporation of skate sculptures/objects and appropriate street furniture.
14. **Pedestrian Use:** Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).
15. **Commercial Opportunities:** Incorporation of café within the site to encourage people through the area.

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16. **Alternative Sporting Use:** The opportunity to integrate the redevelopment of the Leederville Oval site with international standard softball and baseball infrastructure.

3.3 Recommended Solutions to be Tested

Due to the outputs delivered through the consultation process, each theme was assessed against a multiple bottom line impact, and as a result, the following recommendations are to be explored in the development of the Master Plan:

- Formal agreements should be explored as part of the ongoing relationship building with neighbouring users.
- Aspects, such as shared space with DLGSCl, Nyoongar Wellbeing & Sports, Perth Heat Baseball and Softball WA are incorporated within the development of the site concept plans to test viability.
- As part of the master planning process, the plans should indicate how the current boundary infrastructure could be altered to interface more effectively, increase site activity and inform the Leederville Activity Centre process.
- A range of dual use path improvements and activation nodes, which can be utilised to both enhance day-to-day activity at Leederville Oval and for game day use.
- To redesign and redevelop the banking areas throughout the Leederville Oval site with a particular focus on the woodchip area as a major site entry and activation node. Incorporate a variety of play, exercise and social infrastructure particularly on the eastern banking in strategic locations with appropriate shade and integration with neighbouring properties.
- The detached public game day toilet facilities should be removed and integrated within a new development option for the site (within a replacement grandstand and potentially re-aligned Loftus Recreation Centre).
- The integration of shade infrastructure with a re-aligned eastern banking section together with structures associated with event infrastructure to the north are to be incorporated in the concept plans.
- The boundary treatment to the childcare centre and kindergarten should seek to maintain security whilst permitting access to play and sensory infrastructure immediately adjacent to their boundary.
- The existing grandstand and associated buildings will need to be redeveloped and rationalised to meet current day sporting and community expectations. The specification for the redeveloped floor areas should be based on sport and community facility guidelines.
- The re-laying of the oval and improved drainage and playing capability and capacity should be considered.
- The re-alignment of car parking areas is to be considered by focusing on more effective and efficient use to the west of the grandstand and in the northwest corner. This will necessitate the demolition of the current detached toilet block and re-alignment of the northwest banking and demolition of the spectator area (referenced as 'tin shed').
- Public art in appropriate locations is to be incorporated within the development of the Leederville Oval site together with the identification of and potential impact.
- Consideration of street furniture within and adjacent to the shared path and activity nodes are to be considered.
- The identification of suitable locations for signage and site entry statements.
- Incorporation of shared use and commercial areas on the ground floor of the redeveloped grandstand will be required to test viability and consistency within the Leederville Activity Centre planning process.
- The development of softball and baseball infrastructure should be explored. The preference would be to integrate the diamond location with the potential redeveloped spectator and game day infrastructure on the western side of the oval. It must however be viable without adversely impacting upon the football operations.

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4.0 Master Plan Development

The initial master plan considerations sought to explore all development options identified in section 3.3. The architectural development and landscaping options are summarised in Table 1 below and represented in Section 5.0, under the initial master planning approach.

Table 1: Development Options

Area	Build Description	Landscape Options
1	Football club building with 5 floors mixed use - new integrated football facility to accommodate: <ul style="list-style-type: none"> Subiaco Football Club East Perth Football Club Tiered & Covered Seating Possible additional commercial / retail / office accommodation. To include detached covered viewing area bank & overflow car park area: Replacement of covered grandstand, provide access from top bank through to main grandstand & spectator viewing area. Realignment of car parking & access.	Retention of shade trees. Improve visual and access permeability through to the covered viewing area. Reconfigure parking area to be integrated with the landform that may offer opportunities for passive recreation. Micro play space. Integrated approach to the boundary treatment using a combination of trees, planting and small-scale fence.
2	Mixed Use Building - new building to accommodate commercial / food offering.	Improve visual and access permeability.
3	WAWFL or Baseball Club - new club building with shared facilities to accommodate WAWFL or Softball & Baseball	As for 1 and 2 above.
4	East terracing adjacent to Loftus Centre: More effective	Terraced vegetated swale and trees adjoining Loftus Recreation

Area	Build Description	Landscape Options
	terracing & alternative controlled entry to rear of existing building. Shaded spectator viewing off raised /stone wall.	Centre to capture stormwater runoff. Improve pedestrian and service/emergency vehicle access. Integrated approach to the boundary treatment. Light weight and visually permeable shade to oval seating area.
5	North & South - Existing Banking and Grassed Areas: increased tiered seating areas, for enhanced spectator amenity & comfort. Northern gate, banking & terracing, family activity area, play equipment, hardstand for game day & event infrastructure. Pedestrian activation from existing car park. S/E banking - expand footpath link & integrate terrace seating	North Banking: Mixed-use space with structures that accommodate events, play, skate exercise activities and passive recreation. Integration of planting buffer and shade trees. Potential for direct access from TAFE. South and South East Banking: Reinforce connection to the City of Vincent Civic Centre with pathways and landscape treatment. Micro playspace. Retention of shade trees. Integrated approach to the boundary treatment.

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Area	Build Description	Landscape Options
6	West entry to site from TAFE: Alternative access provision through TAFE & enhanced boundary treatment. Alternative off-site parking provision & pedestrian access with redeveloped gates. Boulevard: activated pedestrian boulevard link to Oxford Street. Incorporate public art.	Area to be a pedestrian priority zone to facilitate people traffic from Oxford Street. Create clear sightlines and access from Oxford Street. Streetscape to include planting, shade trees and parking bays. Feature lighting treatment to highlight access way to the oval.
7	Vincent Street Main Site Access: realignment of entry to increase site visibility & profile for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment Boulevard: activated pedestrian boulevard link to Vincent Street. Incorporate public art	Pedestrian priority zone to facilitate access from Vincent Street. Streetscape to include planting, shade trees and parking bays. Feature lighting treatment to highlight access way to the oval, clubhouses and grandstand.
8	Dept. Local Govt. Sport & Cultural Industries building Extension of existing DLGSCI building at ground floor.	Integrate building forecourt to the oval masterplan as a main entry point to the oval with landscaped areas including seating, wayfinding, accessible routes, wide pathways and shade trees. Access permeability opportunities from street level to oval through built form.
9	South oval & footpath to Vincent Street: Realignment of entry to increase site visibility & profile	Improve visual connectivity and sightlines from Vincent Street. Redevelop area as the street-front access to the oval and

Area	Build Description	Landscape Options
	for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment.	improve pedestrian and universal accessibility from street level. Integration with small scale built form to create a park like setting. Retention of shade trees. Reinforce interpretation opportunities.
10	Football oval & floodlighting: Complete redevelopment & replacement of oval surface and floodlighting to state level requirements to provide greater flexibility for scheduling & enhance exposure of various sporting codes. Address sting nematode infestation.	Relocate seating areas for oval closer to the playing field to allow for access around the oval. Grass treatment to suit playing field and events. Lighting to suit sports and club activities and organised/community events.
11	Baseball Diamond: 76.2m outfield and backstop 18m from home base.	
12	Softball Diamond 76.2m outfield and backstop 9.14m from home base.	
13	Existing public toilets demolished and reposition ablution facility to suit new function of the oval. Potentially relocated to synthetic soccer field at Loftus Centre. Consider gym facilities extension over on 1st floor.	

The initial indicative master plan following these architectural and landscaping options is provided at Section 5 below. Opportunities were also explored for long-term development options including integrating the adjacent civic buildings with a series of re-aligned services and potential mixed use development adjacent to Loftus Street. This was put forward to explore the potential opportunities to fund or part fund the complete redevelopment of Leederville Oval.

5.0 Initial Master Planning Considerations

Figure 1: Initial Concept Plan exploring Baseball and Softball Options – Short to Medium Term Development Options



Figure 2: Initial Concept Plan exploring Baseball and Softball Options –Long Term Development Options



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6.0 HAVE WE GOT IT RIGHT?

6.1 Final Master Plan Development

The final development options are identified below and due to the concerns identified through the Project Reference Working Group and feedback process, baseball and softball were omitted from the final plans.

The final plans produced as the Master Plan for Leederville Oval incorporate:

- The short term (funding constrained: 1-5 years in planning and delivery)
- The medium term (phased development in accordance with available funding program and negotiations with Treasury/Government Depts: 3-10 years in planning and delivery) to provide an opportunity to rectify current deficiencies with the site and to provide the appropriate timeline to develop a business case, secure statutory approvals and secure funding.
- The long term development options which are subject to further detailed negotiations with state government and potential commercial partners (particularly centered around the potential mixed use residential and commercial development).

The key development options and approvals include:

Short Term:

- Upgrade changing room provision within the grandstand to meet AFLW requirements
- Upgrade lighting around the oval to comply with AFLW games and to support WAFL televised games.
- Upgrade oval to increase playing capacity and winter playing capability (redirect stormwater flows).
- Redevelop eastern terrace, including shade and street furniture, with hard and soft landscaping.
- Develop north, south and west terracing with hard and soft landscaping, including shade and street furniture.
- Investigate and develop a boulevard from Oxford Street in partnership with adjacent landowners.
- Investigate and develop a boulevard from Vincent Street in partnership with adjacent landowners.
- Enhance the interface with Vincent Street at the southern end of the oval to increase visibility through the site and maximise opportunities for club sponsorship.
- Investigate and develop an outdoor event space and associated infrastructure in the northern end of the oval.
- Address servicing issues (power, water, stormwater drainage).
- Undertake a business case for medium to long term development options.

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- Secure statutory approvals and undertake land negotiations with the Department of Planning and Lands, to explore the potential development of alternative commercial opportunities to enable the management of, and investment in, the asset.
- Explore agreed commercial opportunities, in the first instance through Landcorp and other state government departments to secure development options for the site.
- Re-negotiate the lease agreements with EPFC and SFC to facilitate their commitment to the site and its potential redevelopment.
- Engage surrounding landowners / occupiers in the ongoing evolution and development of the Leederville Oval precinct and broader development opportunities.
- Advertise the Master Plan options for public comment as part of the Leederville Activity Centre Plan process.

Medium Term:

- Grandstand redevelopment. Explore options for a 5-6 story development for mixed use potential.
- Re-alignment of existing public toilets into grandstand and adjacent Loftus Recreation Centre.
- Confirm and obtain a commitment from DLGSCI to extend the existing departmental building to be part of the grandstand redevelopment and integrate shared function, meeting room and office space with EPFC and SFC.

Long Term

- Explore potential development opportunities for the broader civic precinct on the eastern side of Leederville Oval, including a redeveloped recreation centre, library and community centre (multi-functional).
- Enhance site access and relationships between all surrounding users / occupiers and provide complementary boulevard and access features enabling greater connectivity and passive surveillance across Leederville Oval.

The Final Master Plans are provided at Figure 3 to 6.

It should be noted that the floor plan for the grandstand is indicative and it reflects the level of detail normally anticipated at the master planning phase. This would be subject to more detailed design during subsequent development phases associated with the business case, concept design and detailed design phases.

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Figure 3: Final Master Plan: Short to Medium Term Development Options



Figure 4: Final Master Plan: Long Term Development Options (Hodge Colliard Preston)



Figure 5: Indicative Grandstand Redevelopment Options (Hodge Collard Preston)

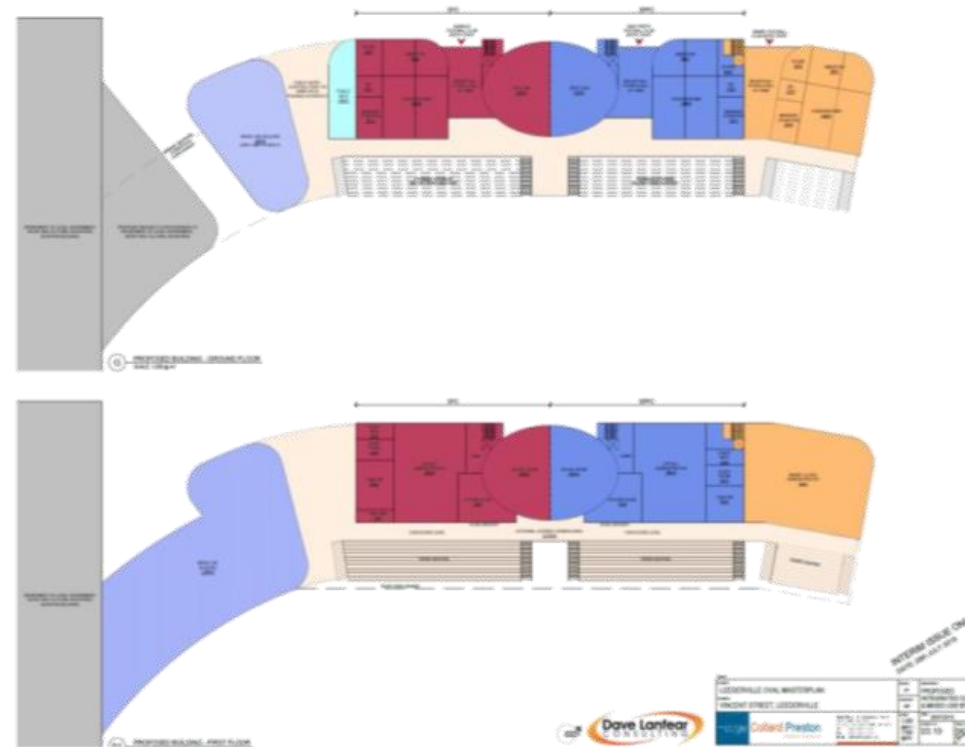
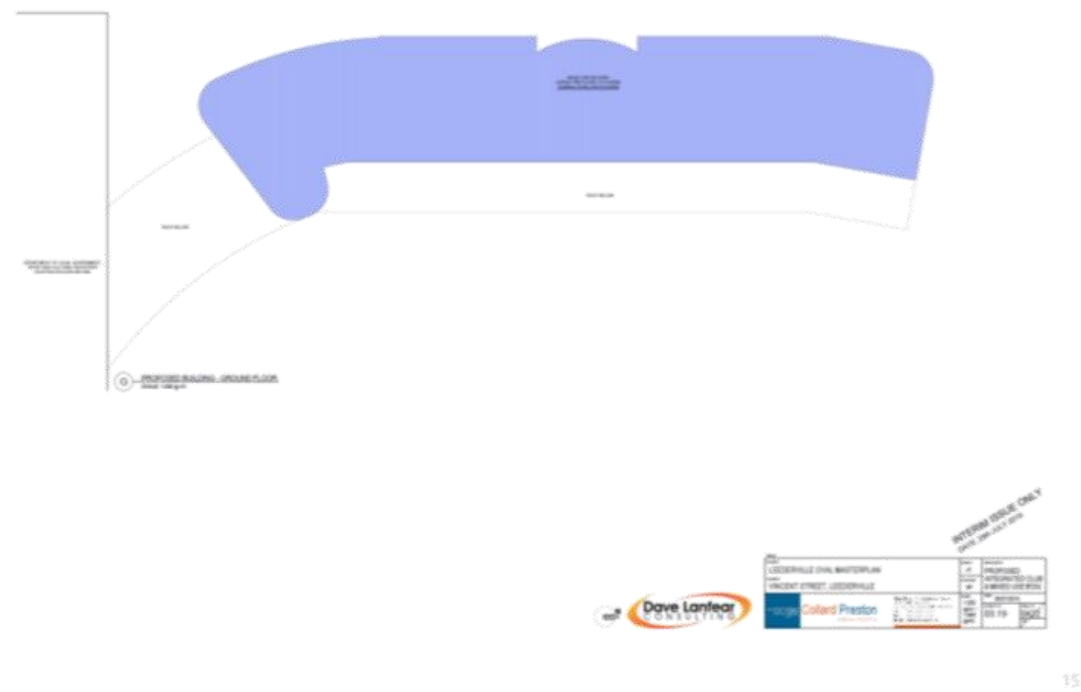


Figure 6: Indicative Grandstand Redevelopment Options – Upper Floor Areas (Hodge Collard Preston)



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7.0 Development Cost

The overall costs for the full Leederville Oval Precinct development are identified below. They are split into three columns related to the short, short & medium, and short, medium & long term development options.

Table 2: Estimated Project Costs (DCWC – Opinion of Probable Costs - OPC)

Element	Short Term Plan	Short & Medium Term Plan	Short, Medium & Long Term Plan	Element	Short Term Plan	Short & Medium Term Plan	Short, Medium & Long Term Plan
Area 4: East Terracing	\$3,507,510	Same	Same	Area 12: Public toilets & extension	N/A	\$3,247,232	\$0
Area 5: North/South/West Terracing	\$704,110	Same	Same	Area 13: Civic precinct redevelopment	N/A	N/A	
Area 6: Boulevard link to Oxford St	\$1,190,425	Same	Same	*New recreation centre			\$36,225,000
Area 7: Boulevard link to Vincent St	\$2,099,390	Same	Same	*Library & community hub			\$18,000,000
Area 9: Vincent St entry	\$1,745,488	Same	Same	*Civic & childcare extension			\$6,987,500
Area 10: Football oval & Floodlighting	\$1,705,630	Same	Same	*Mixed use 5 floor building			\$50,685,000
Area 11: Event space	\$1,685,300	Same	Same	*Other expenses			\$7,748,675
Area 1 & 3: EPFC, SFC & WAWFL building	N/A		Same	Total			\$119,646,175
*Ground Floor		\$7,650,500		Site Clearance, Demolition and External Services	N/A	\$2,166,800	\$7,508,554
*1st Floor		\$11,394,500		Construction Works	\$12,637,853	\$78,557,482	\$127,154,729
*2 nd to 6 th Floor Mixed Use		\$45,920,000		Sub-Total			
Total		\$64,965,000		Plus Previous Works Completed		\$12,637,853	\$87,948,103
Area 2: Mixed use building (commercial café / bar)	N/A		Same	TOTAL CONSTRUCTION WORKS	\$12,637,853	\$91,195,335	\$215,102,832
*Ground Floor		\$1,921,950		ESD Technology 1%		\$911,953	\$2,151,028
*1st Floor		\$3,969,500		Design Contingency 8%		\$6,908,047	\$16,294,039
Total		\$5,891,450		Construction Contingency 5%		\$4,950,767	\$11,677,395
Area 8: DLGCSI building extension	N/A	\$2,287,000	Same	Professional Fees 10%		\$10,396,610	\$24,522,529
				INDICATIVE PROJECT BUDGET TOTAL	\$12,637,853	\$114,362,712	\$269,747,823

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8.0 Management Approach to the Site

There are a variety of management models, to be considered aligning with the approach to sharing and co-locating clubs / user groups within a multi-functional facility. The common management approaches are:

- Management by an Alliance of User Groups / Trust with a Management Board.
- Nominated Club / Organisation / Association under a leasehold arrangement (plus paid staff managing the complete complex under agreement).
- User Groups – Managing their own dedicated sports spaces only and shared use of the oval (plus paid staff managing the complete complex under agreement as is currently the case).
- Sport owned and managed facilities (with Government support).
- Owned and managed by the City of Vincent.
- Other Professional Management Body / Group under contract.

Variations of these could be considered and the strengths and weaknesses of each are dependent on the extent of commercial development, the ability to generate income, capability, capacity, knowledge and the governance structure, which is required to be put in place. A complete redevelopment similar to Claremont Football Club is not supported by partners. The land deal is not recommended but a variation of the innovative approach may have merit. A consideration of this approach will need to be further developed within a subsequent business case, should the master plan be supported.

9.0 Key Actions

The Leederville Oval Master Plan to be advertised for public comment with a view to:

- Progressing the long-term vision and overall site concepts with the State Government.
- Incorporating the Leederville Oval concept into the Leederville Activity Centre Plan for combined consultation.
- Continue investigating the AFLW marquee venue opportunity with the AFL and WAFC.

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5.10 CYBER SECURITY CONTROLS REVIEW

Attachments: 1. LGIS Vincent City of Cyber Review 2022 - Confidential

Section under the Act	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 5.23(2) of the <i>Local Government Act 1995</i> .
Sub-clause and Reason:	f(ii) - a matter that if disclosed, could be reasonably expected to – endanger the security of the local government's property.

RECOMMENDATION:

That the Audit Committee recommends to Council that it notes a report prepared by LGIS concerning cyber security controls.

MOTION

That the recommendation be adopted.

DEFERRED

COMMITTEE DECISION

Moved: Mr Araj, Seconded: Mr Goy

That Item 5.10 be deferred for consideration at the next Committee meeting.

CARRIED UNANIMOUSLY (5-0)

(Cr Wallace was an apology for the Meeting.)

(Cr Alexander was absent from the Meeting and did not vote.)

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6 GENERAL BUSINESS**6.1 Purchasing Policy Review**

The City of Vincent is currently reviewing its purchasing policy and is proposing changes to the various threshold for seeking quotes / number of quotes etc. Council's Policy Review Framework provides the opportunity for Council members to provide comment on policy proposals and reviews prior to formal consideration by Council. Given the nature of the policy, It has been suggested that the External Independent Audit Committee members be provided the same opportunity to give input into the review. As a consequence the draft policy will be distributed separately to those members with an invitation to provide feedback.

7 NEXT MEETING

Thursday 2 March 2023

8 CLOSURE

The Chairperson thanked all in attendance, wished all a safe and happy festive season, closing the meeting at 5:32pm.

These Minutes were confirmed at the 2 March 2023 meeting of the Audit Committee as a true record and accurate of the Audit Committee meeting held on 7 December 2022

Signed: Mr Conley Manifis

Dated

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CITY OF VINCENT
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

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The City of Vincent conducts the operations of a local government with the following community vision:

To be a clever, creative and courageous local government.

Principal place of business:
244 Vincent Street (cnr Loftus Street)
Leederville, Western Australia, 6007

CITY OF VINCENT
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

*Local Government Act 1995
Local Government (Financial Management) Regulation 1996*

The attached financial report of the City of Vincent for the financial year ended 30 June 2022 is based on proper accounts and records to present fairly the financial position of the City of Vincent at 30 June 2022 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the day of 2022

Chief Executive Officer

David MacLennan
Name of Chief Executive Officer

CITY OF VINCENT
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
Revenue				
Rates	25(a),2(a)	36,824,729	36,745,248	35,819,566
Operating grants, subsidies and contributions	2(a)	1,887,483	810,383	1,385,085
Fees and charges	24(c),2(a)	19,038,250	18,429,368	16,356,743
Interest earnings	2(a)	502,706	503,000	458,820
Other revenue	2(a)	1,472,025	1,133,174	1,405,433
		59,725,193	57,621,173	55,425,647
Expenses				
Employee costs		(27,833,670)	(26,837,830)	(24,600,549)
Materials and contracts		(27,197,267)	(26,701,660)	(16,662,075)
Utility charges		(1,868,088)	(1,603,890)	(1,716,051)
Depreciation	10(a)	(11,802,017)	(14,068,923)	(12,061,729)
Finance costs	2(b)	(549,758)	(553,948)	(488,444)
Insurance		(595,012)	(604,121)	(512,653)
Other expenditure	2(b)	(1,707,779)	(2,502,332)	(1,034,283)
		(71,553,591)	(72,872,704)	(57,075,784)
		(11,828,398)	(15,251,531)	(1,650,137)
Capital grants, subsidies and contributions	2(a)	2,394,594	7,249,525	1,328,718
Profit on asset disposals	10(c)	140,764	1,061,943	149,585
Loss on asset disposals	10(c)	(131,240)	(5,222)	(1,478,785)
Profit/(Loss) from sale of Tamala Park Land		787,429	833,333	1,435,089
Net Share of Profit/(Loss) in associate	21(b)	7,288,446	0	(258,307)
Change in Equity Local Govt House Trust		1,999	0	1,292
		10,481,992	9,139,579	1,177,592
Net result for the period	24(b)	(1,346,406)	(6,111,952)	(472,545)
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	16	3,340,771	0	14,196,066
Total other comprehensive income for the period	16	3,340,771	0	14,196,066
Total comprehensive income for the period		1,994,365	(6,111,952)	13,723,521

This statement is to be read in conjunction with the accompanying notes.

CITY OF VINCENT
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	NOTE	2022 \$	2021 \$
CURRENT ASSETS			
Cash and cash equivalents	3	7,585,863	6,834,701
Trade and other receivables	5	2,876,075	3,073,976
Financial assets	4(a)	18,500,000	19,022,321
Financial assets at amortised cost	4(a)	11,000	11,000
Inventories	6	1,404,305	195,581
Other assets	7	985,826	689,073
TOTAL CURRENT ASSETS		31,363,069	29,826,652
NON-CURRENT ASSETS			
Trade and other receivables	5	1,870,712	2,012,419
Other financial assets	4(b)	38,902	36,903
Inventories	6	47,017	0
Other assets	7	1,051,797	680,965
Investment in associate	21(a)	14,211,418	6,541,814
Property, plant and equipment	8	220,825,236	221,673,717
Infrastructure	9	175,576,047	176,147,510
Right-of-use assets	12(a)	90,002	209,823
Intangible assets	10	47,370	0
TOTAL NON-CURRENT ASSETS		413,758,501	407,303,151
TOTAL ASSETS		445,121,570	437,129,803
CURRENT LIABILITIES			
Trade and other payables	11	7,193,461	8,018,989
Other liabilities	13	2,027,361	1,424,144
Lease liabilities	12(b)	70,601	92,839
Borrowings	14	1,424,524	930,732
Employee related provisions	15	5,488,100	5,008,135
TOTAL CURRENT LIABILITIES		16,204,047	15,474,839
NON-CURRENT LIABILITIES			
Lease liabilities	12(b)	0	70,601
Borrowings	14	12,310,595	6,986,233
Employee related provisions	15	501,936	487,502
TOTAL NON-CURRENT LIABILITIES		12,812,531	7,544,336
TOTAL LIABILITIES		29,016,578	23,019,176
NET ASSETS		416,104,992	414,110,627
EQUITY			
Retained surplus		115,501,376	116,617,783
Reserve accounts	27	11,701,461	11,931,460
Revaluation surplus	16	288,902,155	285,561,384
TOTAL EQUITY		416,104,992	414,110,627

This statement is to be read in conjunction with the accompanying notes.

CITY OF VINCENT
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2020		118,045,261	10,976,525	271,365,318	400,387,104
Comprehensive income for the period					
Net result for the period - as previously stated		(472,543)	0	0	(472,543)
Correction of error			0		0
Other comprehensive income for the period	16	0	0	14,196,066	14,196,066
Total comprehensive income for the period		(472,543)	0	14,196,066	13,723,523
Transfers from reserves	27	3,213,472	(3,213,472)	0	0
Transfers to reserves	27	(4,168,407)	4,168,407	0	0
Restated balance as at 30 June 2021		116,617,783	11,931,460	285,561,384	414,110,627
Comprehensive income for the period					
Net result for the period		(1,346,406)	0	0	(1,346,406)
Other comprehensive income for the period	16	0	0	3,340,771	3,340,771
Total comprehensive income for the period		(1,346,406)	0	3,340,771	1,994,365
Transfers from reserves	27	3,515,319	(3,515,319)	0	0
Transfers to reserves	27	(3,285,320)	3,285,320	0	0
Balance as at 30 June 2022		115,501,376	11,701,461	288,902,155	416,104,992

This statement is to be read in conjunction with the accompanying notes.

**CITY OF VINCENT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022**

	NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		37,284,569	36,745,248	35,383,212
Operating grants, subsidies and contributions		2,233,536	810,383	2,274,940
Fees and charges		19,074,357	18,429,368	16,550,809
Interest received		502,706	503,000	458,820
Goods and services tax received		1,717,494	0	1,347,428
Other revenue		1,472,025	1,133,174	1,405,433
		62,284,687	57,621,173	57,420,642
Payments				
Employee costs		(27,339,270)	(25,887,830)	(24,135,340)
Materials and contracts		(28,782,609)	(24,701,661)	(16,391,088)
Utility charges		(1,868,088)	(1,453,890)	(1,716,050)
Finance costs		(549,758)	(553,948)	(488,444)
Insurance paid		(595,012)	(604,121)	(512,653)
Goods and services tax paid		(1,528,890)	0	(1,425,692)
Other expenditure		(1,707,779)	(1,502,332)	(1,057,460)
		(62,371,406)	(54,703,782)	(45,726,727)
Net cash provided by (used in) operating activities	17(b)	(86,719)	2,917,391	11,693,914
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	8(a)	(3,651,218)	(14,326,949)	(4,196,811)
Payments for construction of infrastructure	9(a)	(5,368,954)	(7,831,761)	(3,955,559)
Payments for intangible assets	10	(60,035)	0	0
Non-operating grants, subsidies and contributions		2,394,594	7,249,525	1,328,721
Proceeds/ (Payments) from financial assets at amortised cost		522,321	0	(6,378,387)
Distributions from investments in associates		833,334	833,333	750,000
Proceeds from sale of property, plant & equipment	10(c)	442,523	1,302,832	1,032,417
Net cash provided by (used in) investing activities		(4,887,435)	(12,773,020)	(11,419,619)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	14.	(1,265,178)	(1,366,872)	(887,431)
Payments for principal portion of lease liabilities	26.(c)	(92,839)	(92,839)	(91,376)
Proceeds from new borrowings	26.(b)	7,083,333	8,368,366	0
Net cash provided by (used in) financing activities		5,725,316	6,908,655	(978,807)
Net increase (decrease) in cash held		751,162	(2,946,974)	(704,511)
Cash at beginning of year		6,834,701	13,277,893	7,539,213
Cash and cash equivalents at the end of the year	17(a)	7,585,863	10,330,919	6,834,701

This statement is to be read in conjunction with the accompanying notes.

CITY OF VINCENT
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022 Actual \$	2022 Budget \$	2021 Actual \$
NET CURRENT ASSETS - At start of financial year - surplus/(deficit)	30(c)	6,125,327	5,166,974	2,122,499
OPERATING ACTIVITIES				
Revenue from operating activities (excluding general rate)				
Operating grants, subsidies and contributions		1,887,483	810,383	1,385,085
Fees and charges		19,038,250	18,429,368	16,356,743
Interest earnings		502,706	503,000	458,820
Other revenue		1,472,025	1,133,174	1,405,433
Profit on asset disposals	10(c)	140,764	1,061,943	149,585
Share of net profit of associates and joint ventures accounted for using the equity method		8,077,874	833,333	1,178,074
		31,119,102	22,771,201	20,933,740
Expenditure from operating activities				
Employee costs		(27,833,670)	(26,837,830)	(24,600,549)
Materials and contracts		(27,197,267)	(26,701,660)	(16,662,075)
Utility charges		(1,868,088)	(1,603,890)	(1,716,051)
Depreciation		(11,802,017)	(14,068,923)	(12,061,727)
Finance costs		(549,758)	(553,948)	(488,444)
Insurance		(595,012)	(604,121)	(512,653)
Other expenditure		(1,707,779)	(2,502,332)	(1,034,283)
Loss on asset disposals	10(c)	(131,240)	(5,222)	(1,478,785)
		(71,684,831)	(72,877,926)	(58,554,566)
Non-cash amounts excluded from operating activities	30(a)	3,747,058	12,178,869	12,179,065
Amount attributable to operating activities		(36,818,671)	(37,927,856)	(23,319,262)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions		2,394,594	7,249,525	1,328,718
Proceeds from disposal of assets	10(c)	442,523	1,302,832	1,032,417
Distributions from investments in associates		833,334	833,333	750,000
Purchase of property, plant and equipment	8(a)	(3,651,218)	(14,326,949)	(4,196,811)
Purchase and construction of infrastructure	9(a)	(5,368,952)	(7,831,761)	(3,955,559)
Payments for intangible assets	10(d)	(60,035)	0	0
		(5,409,754)	(12,773,020)	(5,041,234)
Non-cash amounts excluded from investing activities	30(b)	0	0	600,000
Amount attributable to investing activities		(5,409,754)	(12,773,020)	(4,441,234)
FINANCING ACTIVITIES				
Repayment of borrowings	14	(1,265,178)	(1,366,872)	(887,431)
Proceeds from borrowings	26(c)	7,083,333	8,368,366	0
Payments for principal portion of lease liabilities	26(b)	(92,839)	(92,839)	(91,377)
Transfers to reserves (restricted assets)	27	(3,285,320)	(3,190,415)	(4,168,407)
Transfers from reserves (restricted assets)	27	3,515,319	5,177,037	3,213,472
Amount attributable to financing activities		5,955,315	8,895,277	(1,933,743)
Surplus/(deficit) before imposition of general rates		(30,147,784)	(36,638,625)	(29,694,239)
Total amount raised from general rates	25(a)	36,824,729	36,745,248	35,819,566
Surplus/(deficit) after imposition of general rates	30(c)	6,676,946	106,623	6,125,327

This statement is to be read in conjunction with the accompanying notes.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

1. BASIS OF PREPARATION

Basis of preparation

The financial report comprises general purpose financial statements which have been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the Local Government Act 1995 read with the Local Government (Financial Management) Regulations 1996 prescribe that the financial report be prepared in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 28 of the financial report.

Judgements and estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, and infrastructure.
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible asset

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	When rates notice is issued
Grants, subsidies and contributions - Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies and contributions - Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies and contributions - Grants with no contractual commitments	General appropriations and contributions with no specific contractual commitments	No obligations	Not applicable	Not applicable	When assets are controlled
Fees and charges - Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	On payment and issue of the licence, registration or approval
Fees and charges - Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	After inspection complete based on a 4 year cycle
Fees and charges - Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Revenue recognised after inspection event occurs
Fees and charges - Waste management collections	Kerbside collection service	Over time	Payment on an annual basis in advance	None	Output method based on regular weekly and fortnightly period as proportionate to collection service
Fees and charges - Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	On entry or at conclusion of hire
Fees and charges - Memberships	Gym and pool membership	Over time	Payment in full in advance	Refund for unused portion on application	Output method Over 12 months matched to access right
Fees and charges - Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Fees and charges - Sale of stock	Beatty Park kiosk	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods
Fees and charges - Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	When assets are controlled
Fees and charges - Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	When claim is agreed

Consideration from contracts with customers is included in the transaction price.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

2. REVENUE AND EXPENSES (Continued)

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature or types of goods or services is provided in the table below:

For the year ended 30 June 2022

Nature or type	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	36,824,729	0	36,824,729
Operating grants, subsidies and contributions	1,680,642	0	0	206,841	1,887,483
Fees and charges	7,857,140	0	9,899,710	1,281,401	19,038,250
Interest earnings	0	0	323,447	179,259	502,706
Other revenue	0	0	136,149	1,335,876	1,472,025
Non-operating grants, subsidies and contributions	0	1,970,984	0	423,610	2,394,594
Total	9,537,782	1,970,984	47,184,035	3,426,987	62,119,787

For the year ended 30 June 2021

Nature or type	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	35,819,566	0	35,819,566
Operating grants, subsidies and contributions	1,360,800	0	0	24,284	1,385,084
Fees and charges	6,307,121	0	8,960,971	1,088,651	16,356,743
Interest earnings	0	0	309,037	149,783	458,820
Other revenue	0	0	181,253	1,224,180	1,405,433
Non-operating grants, subsidies and contributions	0	1,323,406	0	5,312	1,328,718
Total	7,667,921	1,323,406	45,270,827	2,492,210	56,754,364

	Note	2022 Actual	2022 Budget	2021 Actual
Interest earnings				
Interest on reserve funds		80,469	100,000	91,295
Rates instalment and penalty interest (refer Note 25(c))		320,960	303,000	307,439
Other interest earnings		101,277	100,000	60,086
		502,706	503,000	458,820
(b) Expenses				
Auditors remuneration				
- Audit of the Annual Financial Report		106,300	90,000	55,000
		106,300	90,000	55,000
Finance costs				
Borrowings	26(a)	547,958	552,147	485,181
Lease liabilities	26(c)	1,801	1,801	3,263
		549,759	553,948	488,444
Other expenditure				
Reversal of loss allowance on trade and other receivable recognised in the prior year	6	0	0	(23,178)
Sundry expenses		1,707,779	2,502,332	1,057,461
		1,707,779	2,502,332	1,034,283

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

3. CASH AND CASH EQUIVALENTS

Cash at Bank and on hand
Term deposits
Total cash and cash equivalents

Held as
- Unrestricted cash and cash equivalents
- Restricted cash and cash equivalents

Note	2022	2021
	\$	\$
	3,639,619	6,834,701
	3,946,244	0
17(a)	7,585,863	6,834,701
	5,585,863	2,321,754
17(a)	2,000,000	4,512,947
	7,585,863	6,834,701

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

(a) Current assets

Financial assets at amortised cost
Financial assets at fair value through profit and loss

Other financial assets at amortised cost

Term deposits

Comprises:

Unrestricted Term deposits - Municipal
Restricted Term deposits - Reserves

Financial assets at fair value through profit and loss

Shares in unlisted corporation:
North Perth Community Financial Services Ltd

(b) Non-current assets

Financial assets at fair value through profit and loss

Investment in Local Government House Trust

	2022	2021
	\$	\$
	18,500,000	19,022,321
	11,000	11,000
	18,511,000	19,033,321
	18,500,000	19,022,321
17(a)	8,798,539	9,100,000
	9,701,461	9,922,321
	18,500,000	19,022,321
17(a)	11,000	11,000
	11,000	11,000
	38,902	36,903
	38,902	36,903

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 23 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 22.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

5. TRADE AND OTHER RECEIVABLES

	Note	2022 \$	2021 \$
Current			
Rates outstanding		773,811	937,939
Sundry debtors		828,036	814,585
GST receivable		278,729	467,333
Receivables for employee related provisions	15	157,465	148,410
Allowance for impairment of receivables		(218,023)	(181,916)
Infringement Debtor		1,275,603	1,086,276
Infringement Debtor impairment allowance		(219,546)	(198,651)
		2,876,075	3,073,976
Non-current			
Rates outstanding		356,996	574,866
Rates outstanding - pensioners		145,398	135,459
Infringement Debtor		1,530,743	1,436,572
Infringement Debtor Impairment allowance		(237,326)	(210,854)
Receivables for employee related provisions	15	74,901	76,376
		1,870,712	2,012,419

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed in the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 22.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to value is considered immaterial.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

6. INVENTORIES

	Note	2022	2021
		\$	\$
Current			
Depot		124,554	116,838
Beatty Park Leisure Centre		75,475	78,743
Tamala Park - Developed land and land under construction *		1,204,276	0
		1,404,305	195,581
Non-current			
Tamala Park - Land held for development *		47,017	0
		47,017	0

* The City recognised its share of Inventory (Tamala Park Land - Developed land and land under construction) based on its equity in Tamala Park Regional Council prospectively as at 30 June 2022.

SIGNIFICANT ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Land held for resale (Continued)

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

7. OTHER ASSETS

	2022	2021
	\$	\$
Other assets - current		
Deposits and Prepayments	484,401	464,578
Lease Incentives	162,500	162,500
Accrued income	338,925	61,995
	985,826	689,073
Other assets - non current		
Lease Incentive	1,051,797	680,965
	1,051,797	680,965

SIGNIFICANT ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Non-current assets held for sale

Assets are classified as held for sale where the carrying amount will be recovered through a sale rather than continuing use and the asset is available for immediate sale with a sale being highly probable.

Non-current assets held for sale (Continued)

Non-current assets classified as held for sale are valued at the lower of the carrying amount and fair value less costs to sell.

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 8(b).

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Note	Land \$	Buildings \$	Total land and buildings \$	Furniture and equipment*	Plant and equipment \$	Property, Plant and Equipment - Work in Progress \$	Total property, plant and equipment \$
Restated Balance at 1 July 2020		127,239,762	76,471,498	203,711,260	662,788	6,154,476	338,331	210,866,855
Additions		0	893,593	893,593	38,435	333,473	2,931,310	4,196,811
Disposals		(702,000)	(82,354)	(784,354)	0	(237,825)	0	(1,022,179)
Revaluation increments / (decrements) transferred to revaluation surplus		9,289,500	5,060,808	14,350,308	0	0	0	14,350,308
Fixed asset written off			(571,438)	(571,438)	0	0	0	(571,438)
Depreciation	10(a)		(4,439,012)	(4,439,012)	(230,063)	(1,458,304)	0	(6,127,379)
Transfers		(19,262)	253,654	234,392	27,971	39,600	(321,225)	(19,262)
Balance at 30 June 2021		135,808,000	77,586,750	213,394,750	499,131	4,831,420	2,948,416	221,673,717
Comprises:								
Gross balance amount at 30 June 2021		135,808,000	163,319,500	299,127,500	4,069,087	11,191,361	2,948,416	317,336,364
Accumulated depreciation at 30 June 2021		0	(85,732,750)	(85,732,750)	(3,569,956)	(6,359,941)	0	(95,662,647)
Balance at 30 June 2021		135,808,000	77,586,750	213,394,750	499,131	4,831,420	2,948,416	221,673,717
Additions			1,019,726	1,019,726	20,419	447,196	2,163,877	3,651,218
Disposals		0	(13,758)	(13,758)	0	(413,341)	0	(427,099)
Revaluation increments / (decrements) transferred to revaluation surplus		1,662,415	0	1,662,415	0	0	0	1,662,415
Transfer out from Working in Progress		0	268,416	268,416	20,558	24,432	(313,406)	0
Depreciation	10(a)	0	(4,294,156)	(4,294,156)	(166,351)	(1,274,508)	0	(5,735,015)
Balance at 30 June 2022		137,470,415	74,566,979	212,037,393	373,757	3,615,199	4,798,887	220,825,236
Comprises:								
Gross balance amount at 30 June 2022		137,470,415	163,720,242	301,190,657	3,764,795	10,935,883	4,801,000	320,692,335
Accumulated depreciation at 30 June 2022		0	(89,153,264)	(89,153,264)	(3,393,151)	(7,320,684)	0	(99,867,099)
Balance at 30 June 2022		137,470,415	74,566,979	212,037,393	371,644	3,615,199	4,801,000	220,825,236

*Intangible assets reclassified from Furniture and Equipment to Intangible Assets (Note 10-d)

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Land and buildings					
Land	2/3	Market and Cost Approach	Independent Valuation	June 2021	Sales evidence of similar assets, estimates of replacement cost, residual value,
Buildings	2/3	Market and Cost Approach	Independent Valuation	June 2021	Estimates of useful life, pattern of consumption, asset condition, residual value and relationship to the assessed remaining service potential of the depreciable amount.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

9. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Infrastructure - Footpaths	Infrastructure - Rights of Way	Infrastructure - Drainage	Infrastructure - Park Development	Infrastructure - Car Park Development	Other Infrastructure Assets	Infrastructure Work in Progress	Total Infrastructure
Note	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2020	108,613,335	21,144,354	8,357,939	17,070,886	11,069,650	3,441,728	7,401,627	907,070	178,006,588
Additions	2,451,332	157,440	54,060	47,404	164,659	94,774	267,282	718,608	3,955,559
Depreciation	10(a) (3,067,006)	(719,692)	(208,241)	(240,184)	(777,892)	(244,248)	(557,374)	0	(5,814,637)
Transfers	144,900	0	0	0	759,097	0	0	(903,997)	0
Balance at 30 June 2021	108,142,561	20,582,102	8,203,758	16,878,106	11,215,514	3,292,254	7,111,535	721,681	176,147,510
Comprises:									
Gross balance at 30 June 2021	148,222,963	32,764,509	11,516,105	29,224,394	18,544,972	8,688,914	14,914,905	721,681	264,598,442
Accumulated depreciation at 30 June 2021	(40,080,402)	(12,182,407)	(3,312,347)	(12,346,288)	(7,329,458)	(5,396,660)	(7,803,370)	0	(88,450,933)
Balance at 30 June 2021	108,142,561	20,582,102	8,203,758	16,878,106	11,215,514	3,292,254	7,111,535	721,681	176,147,510
Additions	2,374,888	161,545	110,781	67,716	232,181	93,807	1,172,529	1,155,505	5,368,952
(Disposals)	0	0	0	0	0	0	(5,899)	0	(5,899)
Transfer out from Work in Progress	63,064				216,724	49,211	57,627	(386,626)	0
Depreciation	10(a) (3,100,493)	(732,455)	(208,754)	(241,159)	(836,920)	(243,746)	(570,989)	0	(5,934,516)
Balance at 30 June 2022	107,480,020	20,011,192	8,105,785	16,704,663	10,827,499	3,191,526	7,764,803	1,490,560	175,576,047
Comprises:									
Gross balance at 30 June 2022	150,660,915	32,926,054	11,626,886	29,292,110	18,993,876	8,831,932	16,135,776	1,490,559	269,958,108
Accumulated depreciation at 30 June 2022	(43,180,895)	(12,914,862)	(3,521,101)	(12,587,447)	(8,166,377)	(5,640,406)	(8,370,973)	0	(94,382,061)
Balance at 30 June 2022	107,480,020	20,011,192	8,105,785	16,704,663	10,827,499	3,191,526	7,764,803	1,490,560	175,576,047

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

9. INFRASTRUCTURE (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Fair Value					
Infrastructure - roads	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Footpaths	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Rights of Way	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Drainage	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Park Development	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Infrastructure - Car Park Development	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3
Other Infrastructure Assets	3	Measurements based on unobservable inputs for the asset of liability.	Independent Valuation	June 2018	Residual Value and useful life estimates - Level 3

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

10. FIXED ASSETS

(a) Depreciation

	Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Buildings	8(a)	4,294,156	6,399,998	4,439,012
Furniture and equipment	8(a)	166,351	236,604	230,063
Plant and equipment	8(a)	1,274,508	1,506,348	1,458,304
Infrastructure - roads	9(a)	3,100,493	3,055,776	3,067,006
Infrastructure - Footpaths	9(a)	732,455	719,451	719,692
Infrastructure - Rights of Way	9(a)	208,754	240,443	208,241
Infrastructure - Drainage	9(a)	241,159	373,946	240,184
Infrastructure - Park Development	9(a)	836,920	246,851	777,892
Infrastructure - Car Park Development	9(a)	243,746	961,502	244,248
Other Infrastructure Assets	9(a)	570,989	208,292	557,374
Right-of-use assets - plant and equipment	12(a)	119,821	119,712	119,713
		11,789,352	14,068,923	12,061,729
Amortisation				
Intangible assets - Asset At Cost/Valuation	10(d)	12,665	0	0
		12,665	0	0
		11,802,017	14,068,923	12,061,729

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	15 to 80 years
Furniture and equipment	1 to 20 years
Plant and equipment	1 to 27 years
<u>Sealed roads and streets:</u>	
Subgrade structure	not depreciated
Formation	not depreciated
Pavement	60 to 100 years
Seal	
- bituminous seals	20 years
- asphalt surfaces	30 years
Footpaths	5 to 50 years
Water supply and Drainage systems	30 to 120 years
<u>Car park infrastructure:</u>	
Subgrade structure	not depreciated
Other infrastructure	10 to 60 years
<u>Parks infrastructure:</u>	
Reticulation	10 - 30 years
Parks other infrastructure	3 to 80 years
Right of use Asset (plant and equipment)	3 years
Intangible	3 - 5 years

(b) Fully Depreciated Assets in Use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below.

	2022 \$	2021 \$
Buildings	2,135,800	0
Furniture and equipment	3,063,707	2,918,274
Plant and equipment	2,762,173	1,918,190
Other property, plant and equipment	345,270	0
Infrastructure - Park Development	1,605,300	1,605,300
Infrastructure - Car Park Development	559,927	558,727
Other Infrastructure Assets	657,582	710,216
	11,129,759	7,710,707

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

10. FIXED ASSETS (Continued)

(c) Disposals of assets

	2022 Actual Net Book Value	2022 Actual Sale Proceeds	2022 Actual Profit	2022 Actual Loss	2022 Budget Net Book Value	2022 Budget Sale Proceeds	2022 Budget Profit	2022 Budget Loss	2021 Actual Net Book Value	2021 Actual Sale Proceeds	2021 Actual Profit	2021 Actual Loss
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land - freehold land	0	0	0	0	1	800,000	799,999	0	1,470,000	650,120	0	(819,880)
Buildings	13,758	0	0	(13,758)	0	0	0	0	653,792	0	0	(653,792)
Plant and equipment	413,341	442,523	140,764	(111,583)	246,110	502,832	261,944	(5,222)	237,825	382,297	149,585	(5,113)
Other Infrastructure Assets	5,899	0	0	(5,899)	0	0	0	0	0	0	0	0
	432,999	442,523	140,764	(131,240)	246,111	1,302,832	1,061,943	(5,222)	2,361,617	1,032,417	149,585	(1,478,785)

The following assets were disposed of during the year.

	2022 Actual Net Book Value	2022 Actual Sale Proceeds	2022 Actual Profit	2022 Actual Loss
	\$	\$	\$	\$
Plant and Equipment Program				
Governance	20,285	38,007	17,722	0
Law, order, public safety	9,977	23,457	13,480	0
Education and welfare	11,130	23,457	12,326	0
Community amenities	8,253	25,280	17,026	0
Economic services	10,690	23,689	12,999	0
Other property and services	353,005	308,634	67,212	(111,583)
	413,341	442,523	140,764	(111,583)
Other Asset class Program				
Recreation and culture	19,657	0	0	(19,657)
	19,657	0	0	(19,657)
	432,999	442,523	140,764	(131,240)

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

10. FIXED ASSETS (Continued)

(d) Intangible assets

Note	2022 Actual \$	2021 Actual \$
Non-current		
Asset At Cost/Valuation	324,358	264,323
Less: accumulated depreciation	(276,988)	(264,323)
	47,370	0
Movements in balances of intangible assets during the financial year are shown as follows:		
Recognition of asset at cost/valuation	60,035	0
Amortisation of asset at cost/valuation	(12,665)	0
Balance at 30 June	47,370	0
TOTAL INTANGIBLE ASSETS	47,370	0

**Intangible assets have been reclassified from Furniture & Equipment*

SIGNIFICANT ACCOUNTING POLICIES

Computer software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software.
- it can be demonstrated how the software will generate probable future economic benefits;

Computer software (continued)

- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

10. FIXED ASSETS (Continued)

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between scheduled revaluation dates of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period the carrying amount for each asset class is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Revaluation (continued)

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

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

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

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income and in Note 10(a).

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

11. TRADE AND OTHER PAYABLES

Current

	2022 \$	2021 \$
Sundry creditors	3,272,411	3,900,388
Prepaid rates	494,694	406,913
Contribution Liabilities - Bonds	1,589,439	1,489,691
Accrued Expenses	1,836,917	2,221,997
	7,193,461	8,018,989

SIGNIFICANT ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

12. LEASES

(a) Right-of-Use Assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.	Note	Right-of-use assets - plant and equipment	Right-of-use assets Total
		\$	\$
Balance at 1 July 2020		329,536	329,536
Depreciation		(119,713)	(119,713)
Balance at 30 June 2021		209,823	209,823
Depreciation	10(a)	(119,821)	(119,821)
Balance at 30 June 2022		90,002	90,002

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

		2022 Actual	2021 Actual
		\$	\$
Depreciation on right-of-use assets	10(a)	(119,821)	(119,713)
Interest expense on lease liabilities	26(c)	(1,801)	(3,263)
Short-term lease payments recognised as expense		(92,839)	(91,377)
Total amount recognised in the statement of comprehensive income		(214,461)	(214,353)
 Total cash outflow from leases		 (94,640)	 (94,640)
 (b) Lease Liabilities			
Current		(70,601)	(92,839)
Non-current		0	(70,601)
	26(c)	(70,601)	(163,440)

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

SIGNIFICANT ACCOUNTING POLICIES

Leases

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 26(c).

Right-of-use assets - valuation measurement

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

12. LEASES (Continued)

(c) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

Less than 1 year

1 to 2 years

2 to 5 years

> 5 years

2022 Actual	2021 Actual
\$	\$
1,038,681	1,113,955
939,858	1,017,691
2,646,968	2,813,977
2,366,275	3,196,422
6,991,782	8,142,045

Amounts recognised in profit or loss for Property, Plant and Equipment Subject to Lease

Rental income

1,357,465 1,112,735

Operating lease revenue is receivable from tenants in property owned by the City of Vincent.

Leases have an average lease term of 8 years and an implicit interest rate based on CPI.

SIGNIFICANT ACCOUNTING POLICIES

The City as Lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

13. OTHER LIABILITIES

Current

Contract liabilities from contracts with customers - Other
Capital grant liabilities from transfers for recognisable non financial assets

Reconciliation of changes in contract liabilities

Opening balance
Additions
Revenue from contracts with customers included as a contract liability at the start of the period

The City expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period to be satisfied within the next 12 months.

Reconciliation of changes in capital grant/contribution liabilities

Opening balance
Additions
Revenue from capital grant/contributions held as a liability at the start of the period

Expected satisfaction of capital grant/contribution liabilities

Less than 1 year

	2022	2021
	\$	\$
Contract liabilities from contracts with customers - Other	671,326	497,633
Capital grant liabilities from transfers for recognisable non financial assets	1,356,035	926,511
	2,027,361	1,424,144
Opening balance	497,633	368,289
Additions	671,326	(238,945)
Revenue from contracts with customers included as a contract liability at the start of the period	(497,633)	368,289
	671,326	497,633
Opening balance	926,511	166,000
Additions	1,356,035	926,511
Revenue from capital grant/contributions held as a liability at the start of the period	(926,511)	(166,000)
	1,356,035	926,511
Less than 1 year	2,027,361	926,511
	2,027,361	926,511

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

SIGNIFICANT ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as revenue when the obligations in the contract are satisfied.

Non-current capital grant/contribution liabilities fair values are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

14. BORROWINGS

	Note	2022			2021		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Debentures		(1,424,524)	(12,310,595)	(13,735,120)	(930,732)	(6,986,233)	(7,916,965)
Total secured borrowings	26.	(1,424,524)	(12,310,595)	(13,735,119)	(930,732)	(6,986,233)	(7,916,965)

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the City of Vincent. Other loans relate to transferred receivables. Refer to Note 5.

The City of Vincent has complied with the financial covenants of its borrowing facilities during the 2022 and 2021 years.

SIGNIFICANT ACCOUNTING POLICIES

Borrowing costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

Risk

Information regarding exposure to risk can be found at Note 22. Details of individual borrowings required by regulations are provided at Note 26 (a).

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

15. EMPLOYEE RELATED PROVISIONS

Employee Related Provisions

	2022	2021
	\$	\$
Current provisions		
Employee benefit provisions		
Annual Leave	(3,028,075)	(2,837,316)
Long Service Leave	(2,460,025)	(2,170,819)
	(5,488,100)	(5,008,135)
Non-current provisions		
Long Service Leave	(501,936)	(487,502)
	(501,936)	(487,502)
	(5,990,036)	(5,495,637)

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2022	2021
		\$	\$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		(1,198,007)	(1,054,170)
More than 12 months from reporting date		(4,792,029)	(4,441,467)
		(5,990,036)	(5,495,637)

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees. Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

Expected reimbursements of employee related provisions from other WA local governments included within other receivables - Current	5	157,465	148,410
Expected reimbursements of employee related provisions from other WA local governments included within other receivables - Non-Current	5	74,901	76,376

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

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

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

16. REVALUATION SURPLUS

	2022 Opening Balance	2022 Change in Accounting Policy	2022 Revaluation Increment	2022 Revaluation (Decrement)	Total Movement on Revaluation	2022 Closing Balance	2021 Opening Balance	2021 Revaluation Increment	2021 Revaluation (Decrement)	Total Movement on Revaluation	2021 Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	134,591,029	0	0	0	0	134,591,029	125,301,529	9,289,500	0	9,289,500	134,591,029
Revaluation surplus - Buildings	40,570,952	0	0	0	0	40,570,952	35,510,144	5,060,808	0	5,060,808	40,570,952
Revaluation surplus - Furniture and equipment	206,609	0	0	0	0	206,609	206,609	0	0	0	206,609
Revaluation surplus - Plant and equipment	2,948,368	0	0	0	0	2,948,368	2,948,368	0	0	0	2,948,368
Revaluation surplus - Joint Venture in Mindarie Regional Council	1,968,802	0	1,678,356	0	1,678,356	3,647,158	2,123,044	0	(154,242)	(154,242)	1,968,802
Revaluation surplus - Joint Venture in Tamala Park Regional Council	529	0	1,662,415	0	1,662,415	1,662,944	529	0	0	0	529
Revaluation surplus - Infrastructure - Roads	81,580,765	0	0	0	0	81,580,765	81,580,765	0	0	0	81,580,765
Revaluation surplus - Infrastructure - Footpaths	12,870,701	0	0	0	0	12,870,701	12,870,701	0	0	0	12,870,701
Revaluation surplus - Infrastructure - Right of Way	5,142,685	0	0	0	0	5,142,685	5,142,685	0	0	0	5,142,685
Revaluation surplus - Infrastructure - Drainage	3,073,843	0	0	0	0	3,073,843	3,073,843	0	0	0	3,073,843
Revaluation surplus - Other Infrastructure Assets	2,607,101	0	0	0	0	2,607,101	2,607,101	0	0	0	2,607,101
	285,561,384	0	3,340,771	0	3,340,771	288,902,155	271,365,318	14,350,308	(154,242)	14,196,066	285,561,384

Movements on revaluation of property, plant and equipment (including infrastructure) are not able to be reliably attributed to a program as the assets were revalued by class as provided for by AASB 116 Aus 40.1.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

17. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Cash and cash equivalents	3	7,585,863	10,330,919	6,834,701
Restrictions				
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents	3	2,000,000	835,224	4,512,947
- Financial assets at amortised cost	4	9,712,461	9,495,695	9,933,321
		11,712,461	10,330,919	14,446,267
The restricted financial assets are a result of the following specific purposes to which the assets may be used:				
Restricted reserve accounts	27	11,701,461	9,495,695	11,931,460
Shares in unlisted corporation - North Perth Community Financial Services Ltd		11,000	11,000	11,000
Payable to Leederville Garden		0	0	1,079,664
Contract liabilities from contracts with customers		671,326	0	497,633
Capital grant liabilities from transfers for recognisable non financial assets		1,356,035	0	926,511
Total restricted financial assets		13,739,822	9,506,695	14,446,267

**(b) Reconciliation of Net Result to Net Cash Provided
By Operating Activities**

Net result	(1,346,406)	(6,111,953)	(472,545)
Non-cash items:			
Change in Equity Local Govt House Trust	(1,999)	0	(1,292)
Depreciation/amortisation	11,802,017	14,068,923	12,061,727
(Profit)/loss on sale of asset	(9,524)	(1,056,721)	1,329,200
Share of profits of associates	(7,288,446)	(833,333)	(1,435,089)
Net Share of Interests in Joint Arrangement	(787,429)	0	258,307
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables	339,608	4,116,723	(343,731)
(Increase)/decrease in other assets	(667,585)	0	(1,035,411)
(Increase)/decrease in inventories	(4,448)	0	(10,106)
Increase/(decrease) in trade and other payables	(825,528)	(103,508)	1,316,507
Increase/(decrease) in employee related provisions	494,399	442,485	465,210
Increase/(decrease) in other liabilities	603,215	(355,700)	889,854
Non-operating grants, subsidies and contributions	(2,394,594)	(7,249,525)	(1,328,718)
Net cash provided by/(used in) operating activities	(86,720)	2,917,391	11,693,914

**(c) Undrawn Borrowing Facilities
Credit Standby Arrangements**

Credit card limit	60,000	50,000	0
Total amount of credit unused	60,000	50,000	0

Loan facilities

Loan facilities - current	(1,424,524)	0	(930,732)
Loan facilities - non-current	(12,310,595)	0	(6,986,233)
Total facilities in use at balance date	(13,735,119)	0	(7,916,965)

Unused loan facilities at balance date	0	0	0
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CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

18. CONTINGENT LIABILITIES

In compliance with the *Contaminated Sites Act 2003*, the City has listed sites to be possible sources of contamination. Details of the sites are:

Mindarie Regional Council (MRC)

In February 2020, MRC received its first Mandatory Auditor's Report (MAR) as requested by the Department of Water and Environmental Regulation (DWER) in respect to the Tamala Park Waste Management Facility site.

Among other things, the purpose of the MAR is to confirm that earlier investigations adequately characterised the contamination status of the site and whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site.

The MRC received a second iteration of the MAR in November 2021, which has further assessed the contamination status of the site. In reaching their conclusion, the independent auditor has evaluated the information contained in the investigative reports as generally complete, accurate and compliant with the relevant guidelines. Also, the assessments were sufficient to define the potential extent and types of contamination.

The auditor has determined, based on the analysis contained in the assessed reports, that the site remains suitable for ongoing use as a Class II landfill ('source site'). Likewise, the affected site to the north of the facility remains suitable for its current use as a development buffer zone ('affected site'). A summary of findings for the source site are listed below;

Source site:

- All soils samples returned results below established criteria.
- Groundwater results indicate impact to the aquifer immediately below the landfill levels above relevant drinking water established criteria, although some results are reflective of naturally occurring conditions. Groundwater on site remains suitable for controlled industrial use on site without an unacceptable risk.
- Landfill gas results indicate that the existing extraction system is working effectively, with negligible detection of landfill gas outside the extraction network.

Affected site:

- Groundwater results indicate some contaminants above relevant drinking water established criteria but not criteria for non-potable uses. Elevated levels of some identified contaminants are also known to occur naturally in the local environment.
- No landfill gas detected outside the site boundary.

Currently, DWER has classified the site as "Contaminated – Remediation Required" and the affected site as "Contaminated – Restricted Use".

The MAR report received in November 2021 required further investigation to confirm 2 main areas:

- Adequacy of the landfill gas monitoring network and assessment of the potential for off site migration of landfill gas
- On going assessment of landfill gas and groundwater as part of the ongoing Site Management Plan to inform long term trends and need for mitigation measures.

Since receiving the MAR in November 2021:

Groundwater monitoring

The MRC has commissioned 2 rounds of groundwater testing (December 2021 and June 2021), with the final report on the testing received August 2022. One of the report's conclusions were based on the groundwater monitoring results in 2021, no significant changes to the overall risk profile at the TPWMF, buffer zone and nearby residential development have been identified, compared to the 2020 assessment. This report also recommended ongoing monitoring required and the recommendation to rationalise the groundwater monitoring network and the number of analytical suites included in each sampling round.

18. CONTINGENT LIABILITIES (Continued)*Site management plan (SMP)*

A SMP was developed and received in May 2022 for the MRC. The SMP is required to provide a management plan for the site to ensure that potential risks associated with soil, landfill gas and groundwater contaminants are appropriately managed for the ongoing use of the site as a landfill facility and leachate management. There are no specific "results" from this plan. This Plan remains an evolving document that addresses the overall management of landfill gas and groundwater based on the latest advice.

Landfill gas monitoring

The most recent gas monitoring report was obtained in Sept 2021 this covered 3 sampling rounds (January to March 2021). One of the report's conclusions were "Under the current site conditions (i.e. active landfill gas extraction and continuous landfill gas monitoring in the workshop), the risks to the site's workers and off-site residents from landfill gas are considered Low. The risks to site's infrastructure and terrestrial ecosystem is however considered Negligible." Gas testing was also conducted in December 2021 and October 2022, however, the MRC has not yet received the gas monitoring report for these test.

At this time, the MRC has no new information to suggest that an additional landfill rehabilitation provision is required to address any specific remediation requirements, nor do the recommendations from groundwater or gas reports recommend any such action.

19. CAPITAL COMMITMENTS

Contracted for:

- capital expenditure projects
- plant & equipment purchases

Payable:

- not later than one year

2022	2021
\$	\$
766,347	1,491,819
1,989,585	163,255
2,755,932	1,655,074
2,755,932	1,655,074

CITY OF VINCENT
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20. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Mayor E Cole			
Mayor's annual allowance	63,354	64,000	63,354
Meeting attendance fees	31,149	34,258	31,150
Child care expenses	0	222	0
Other expenses	30	56	499
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	1,242	55	0
	98,275	101,091	97,511
Deputy Mayor S Gontaszewski			
Deputy Mayor's annual allowance	15,838	16,000	15,838
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	41,568	41,675	41,576
Cr A Castle			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr J Topelberg			
Meeting attendance fees	6,744	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	6,744	0	25,738
Cr D Loden			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	833	222	0
Other expenses	0	56	100
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	26,562	25,675	25,838
Cr A Wallace			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr J Hallett			
Meeting attendance fees	23,230	22,842	23,230
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	2,508
Travel and accommodation expenses	0	55	0
	25,730	25,675	25,738
Cr S Smith			
Meeting attendance fees	6,744	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	6,744	0	25,738
Cr J Fotakis			
Meeting attendance fees	7,119	0	23,230
Annual allowance for ICT expenses	0	0	2,508
	7,119	0	25,738

CITY OF VINCENT
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20 RELATED PARTY TRANSACTIONS (continued)

Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Cr R Alexander			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
Cr S Worner			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
Cr R Ioppolo			
Meeting attendance fees	16,486	22,842	0
Child care expenses	0	222	0
Other expenses	0	56	0
Annual allowance for ICT expenses	2,500	2,500	0
Travel and accommodation expenses	0	55	0
	18,986	25,675	0
	321,161	322,500	319,356
Fees, expenses and allowances to be paid or reimbursed to elected council members.			
	2022 Actual \$	2022 Budget \$	2021 Actual \$
Mayor's annual allowance	63,354	64,000	63,354
Deputy Mayor's annual allowance	15,838	16,000	15,838
Meeting attendance fees	217,363	217,000	216,990
Child care expenses	833	2,000	0
Other expenses	30	500	599
Annual allowance for ICT expenses	22,500	22,500	22,575
Travel and accommodation expenses	1,242	500	0
20(b)	321,161	322,500	319,356

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the City during the year are as follows:	2022 Actual \$	2021 Actual \$
Short-term employee benefits	845,757	844,957
Post-employment benefits	79,930	73,562
Employee - other long-term benefits	14,380	9,590
Council member costs	321,161	319,356
	1,261,228	1,247,465

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

CITY OF VINCENT
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20. RELATED PARTY TRANSACTIONS (continued)

(c) Transactions with related parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2022 Actual	2021 Actual
	\$	\$
Sale of goods and services	69,938	64,555
Purchase of goods and services	1,332,404	2,368,298
COVID 19 relief grant funding	0	68,559
Investments in associates:		
Distributions received from investments in associates	833,334	750,000
Amounts outstanding from related parties:		
Trade and other receivables	0	715
Amounts payable to related parties:		
Trade and other payables	65,601	231,984

(d) Related Parties

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

An associate person of KMP was employed by the City under normal employment terms and conditions.

Any entity that is controlled by or over which KMP, or close family members of KMP, have authority and responsibility for planning, directing and controlling the activity of the entity, directly or indirectly, are considered related parties in relation to the City.

iii. Entities subject to significant influence by the City

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

CITY OF VINCENT
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21. INVESTMENT IN ASSOCIATES

(a) Net assets

Mindarie Regional Council (MRC)
 Tamala Park Regional Council (TPRC)

2022	2021
\$	\$
9,668,427	1,961,040
4,542,991	4,580,774
14,211,418	6,541,814

Mindarie Regional Council

The Mindarie Regional Council was formally constituted in December 1987. The City of Vincent (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) is a member of the Mindarie Regional Council. The primary function of the Regional Council under the constitution agreement is for the orderly and efficient treatment and / or disposal of waste. City of Vincent is a participant in the Mindarie Regional Council and has a one twelfth (1/12) equity in the land and assets of the refuse facility as per the constitution agreement (dated 25 November 1996) that recognises the City as a member of the Mindarie Regional Council.

The City's interest in the MRC joint arrangement is represented by the following breakdown of the joint arrangement's financial position (1/12 share).

The valuation as shown below is, at the time of preparation of these statements.

	2022	2021
	\$	\$
Current Assets	4,190,124	3,543,905
Non-Current Assets	7,966,555	7,549,429
Total Assets	12,156,680	11,093,334
Current Liabilities	467,148	1,206,640
Non-Current Liabilities	2,021,104	7,925,654
Total Liabilities	2,488,252	9,132,294
Net Assets	9,668,427	1,961,040

Tamala Park Regional Council

The City is a participant (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) in the operations of Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City of Vincent has a one twelfth (1/12) equity in the assets and liabilities of the development as well as a one twelfth (1/12) equity in the assets and liabilities of TPRC as the operator of the development, and a one twelfth (1/12) share in the asset of the land held for development.

The City's interest in the TPRC joint venture is represented by the following breakdown of the joint venture's financial position (1/12 share).

Tamala Park Regional Council

The City is a participant (along with the Cities of Perth, Wanneroo, Joondalup, Stirling and the Towns of Victoria Park and Cambridge) in the operations of Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City of Vincent has a one twelfth (1/12) equity in the assets and liabilities of the development as well as a one twelfth (1/12) equity in the assets and liabilities of TPRC as the operator of the development, and a one twelfth (1/12) share in the asset of the land held for development.

The City's interest in the TPRC joint arrangement is represented by the following breakdown of the joint arrangement's financial position (1/12 share).

	2022	2021
	\$	\$
Current Assets	4,423,253	4,472,348
Non-Current Assets	148,836	143,560
Total Assets	4,572,089	4,615,908
Current Liabilities	18,041	35,031
Non-Current Liabilities	11,057	103
Total Liabilities	29,097	35,134
City has received consideration from the customer.	4,542,991	4,580,774

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

21. INVESTMENT IN ASSOCIATES (continued)

(b) Change in Equity

Investment in Mindarie Regional Council

	2022 \$	2021 \$
Opening Balance	1,961,040	2,360,950
Changes on Revaluation of Non-Current Assets	1,678,356	(154,242)
Net Share of Interests in Mindarie Regional Council	6,029,031	(245,668)
Closing Balance (Based on audited financials)	9,668,427	1,961,040

Investment in Tamala Park Regional Council

	2022 \$	2021 \$
Opening Balance	4,580,774	3,908,324
Proceeds from Sale of Land	2,524,056	2,492,783
Land Development Expenses	(1,736,627)	(1,057,694)
	787,429	1,435,089

Proceeds Distribution	(833,334)	(750,000)
Net Share of Interests in Tamala Park Regional Council - Retained surplus	(57,406)	(47,714)
Net Share of Interests in Tamala Park Regional Council - Members Equity	65,527	35,075
	8,121	(12,639)

Closing Balance (Based on audited financials)

	4,542,990	4,580,774
Net Share of Interests in Mindarie Regional Council	6,029,031	(245,668)
Net Share of Interests in Tamala Park Regional Council - Retained surplus	(57,406)	(47,714)
Net Share of Interests in Tamala Park Regional Council - Members Equity	65,527	35,075
Net Share of Tamala Park Land in Tamala Park Regional Council**	1,251,293	
	7,288,445	(258,307)

Non Current Assets

Interest in TPRC Joint Arrangement	4,542,991	4,580,774
	4,542,991	4,580,774

** The City recognised its share of Inventory (Tamala Park Land - Developed land and land under construction -Note 6) based on its equity in Tamala Park Regional Council as at 30 June 2022.

SIGNIFICANT ACCOUNTING POLICIES

Investment in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Investment in associates (Continued)

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate. When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

22. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rates	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
2022					
Cash and cash equivalents	0.92%	7,585,863	3,946,244	544,818	3,094,801
Financial assets at amortised cost	2.00%	18,500,000	18,489,000	0	11,000
2021					
Cash and cash equivalents	0.13%	6,834,701	0	3,078,272	3,756,429
Financial assets at amortised cost	0.23%	19,022,321	19,011,321	0	11,000

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2022	2021
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	5,448	30,783

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs.

The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 26(a).

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

22. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other Receivables

The City's major receivables comprise rates annual charges and user fees and charges. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land, that is, the land can be sold to recover the debt. The City is able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2021 or 1 July 2022 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables. Housing prices and unemployment rates have been identified as the most relevant factor in repayment rates, and accordingly adjustments are made to the expected credit loss rate based on these factors.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total	Note
30 June 2022						
Trade and other receivables						
Expected credit loss	0.03%	0.09%	0.10%	0.22%		
Gross carrying amount	560,667	122,271	63,450	2,887,993	3,634,382	
Loss allowance	19,390	11,507	6,148	637,850	674,895	5
30 June 2021						
Trade and other receivables						
Expected credit loss	0.04%	0.10%	0.10%	0.21%		
Gross carrying amount	514,496	97,573	54,162	2,671,202	3,337,433	
Loss allowance	22,130	9,643	5,441	554,208	591,422	5

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

22. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

The loss allowances for trade receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Rates receivable		Trade and other receivables		Contract Assets	
	2022 Actual	2021 Actual	2022 Actual	2021 Actual	2022 Actual	2021 Actual
Opening loss allowance as at 1 July	\$ 0	\$ 0	\$ 591,422	\$ 614,598	\$ 0	\$ 0
Increase in loss allowance recognised in profit or loss during the year	0	0	83,473	0	0	0
Receivables written off during the year as uncollectible	0	0	0	(23,176)	0	0
Closing loss allowance at 30 June	0	0	674,895	591,422	0	0

Trade receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

22. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 17(c).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2022					
Trade and other payables	6,698,767	0	0	6,698,767	7,193,461
Borrowings	1,847,337	8,770,109	5,221,959	15,839,405	13,735,119
Lease liabilities	70,601	0	0	70,601	70,601
	8,616,705	8,770,109	5,221,959	22,608,773	20,999,181
2021					
Trade and other payables	7,612,076	0	0	7,612,076	8,018,986
Borrowings	2,518,639	5,001,632	2,584,025	10,104,297	7,916,965
Lease liabilities	92,839	70,601	0	163,440	163,440
	10,223,554	5,072,233	2,584,025	17,879,813	16,099,391

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

23. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

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

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforsed) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regularity to ensure the carrying value does not differ materially from that which would be determined using fair value at the end of the reporting period.

k) Initial application of accounting standards

During the current year, no new or revised Australian Accounting Standards and Interpretations were adopted, became mandatory and were applicable to its operations.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates
- AASB 2021-7 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 126 and Editorial Corrections

It is not expected these standards will have an impact on the financial report.

**CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

24. FUNCTION AND ACTIVITY

(a) Service objectives and descriptions

City operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objective	Description
Governance To provide a decision making process for the efficient allocation of scarce resources.	This schedule details costs and revenues associated with Governance of the City. These include Members of Council and other costs involved in supporting members and governing the City.
General purpose funding To collect revenue to allow for the provision of services.	This schedule records details of rate revenue and general purpose grants allocated by the WA Local Government Grants Commission as well as expenditures associated with this (rates collection, investment of funds).
Law, order, public safety To provide services to help ensure a safer and environmentally conscious community.	This program covers costs associated with animal control, fire prevention and other law, order and public safety services generally associated with local law control.
Health To provide an operational framework for environmental and community health.	This program covers health administration and inspection, child health clinics, immunisation clinics, food control and pest control services.
Education and welfare To provide services to disadvantaged persons, the elderly, children and youth.	The major costs in this program relate to staff involved in coordinating welfare, disability and youth services and donations to various community welfare groups serving the City. The costs of maintaining pre-school premises are also included.
Community amenities To provide services required by the community.	This program covers activities of household refuse and recycling, other sanitation including public litter bins and bulk rubbish collections as well as town planning and regional development administration, protection of the environment and bus shelters and street furniture.
Recreation and culture To establish and effectively manage infrastructure and resources which will help the social well being of the community.	This program covers activities associated with public halls, recreation administration, sportsgrounds, parks and reserves. Beatty Park Leisure Centre, Vincent Library and cultural activities are included.
Transport To provide safe, effective and efficient transport services to the community.	The principal operating areas here relate to maintenance of paths, drains, street cleaning, verges and medians, roads and kerbs, rights of way, crossovers, street trees and road reserves. Parking control and operation of carparks is also covered.
Economic services To help promote the local government and its economic wellbeing.	This program covers costs associated with building control and area promotion.
Other property and services To monitor and control operating accounts.	This program is principally a clearing area where costs associated with public works overheads are accumulated and then subsequently dispersed to other expense areas. Other activities include general administration overheads, plant operation costs, insurance claims and properties held for civic purposes.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

24. FUNCTION AND ACTIVITY (Continued)

(b) Income and expenses

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
Income excluding grants, subsidies and contributions			
Governance	61,776	57,050	54,281
General purpose funding	37,215,755	37,581,248	36,611,948
Law, order, public safety	249,252	247,262	302,656
Health	384,194	333,242	352,660
Education and welfare	145,188	136,370	127,949
Community amenities	815,271	602,594	896,398
Recreation and culture	9,003,479	9,221,499	7,453,925
Transport	8,630,133	8,968,711	7,597,037
Economic services	265,499	1,111,958	320,711
Other property and services	9,285,802	446,132	1,650,657
	66,056,348	58,706,066	55,368,222
Grants, subsidies and contributions			
Governance	7,200		0
General purpose funding	1,632,455	570,000	1,108,969
Law, order, public safety	1,460	52,800	23,403
Health	1,259	3,300	3,791
Education and welfare	4,909	2,000	10,000
Community amenities	602,519	203,020	144,088
Recreation and culture	610,058	4,981,296	632,962
Transport	1,387,459	1,877,192	754,054
Economic services	726	331,800	812
Other property and services	34,031	38,500	35,723
	4,282,077	8,059,908	2,713,802
Total Income	70,338,425	66,765,974	58,082,024
Expenses			
Governance	(2,885,226)	(3,193,338)	(3,089,251)
General purpose funding	(632,607)	(716,799)	(600,000)
Law, order, public safety	(4,499,359)	(1,689,011)	(4,182,681)
Health	(1,617,516)	(1,768,032)	(1,549,610)
Education and welfare	(431,556)	(390,264)	(1,248,356)
Community amenities	(25,046,299)	(22,671,839)	(13,536,461)
Recreation and culture	(24,612,053)	(23,926,933)	(23,161,860)
Transport	(9,060,757)	(15,294,339)	(8,877,213)
Economic services	(618,505)	(660,253)	(556,230)
Other property and services	(2,280,952)	(2,567,119)	(1,752,907)
Total expenses	(71,684,830)	(72,877,927)	(58,554,569)
Net result for the period	(1,346,405)	(6,111,952)	(472,545)

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

24. FUNCTION AND ACTIVITY (Continued)

	2022 Actual	2022 Budget	2021 Actual
(c) Fees and Charges	\$	\$	\$
Governance	22,389	300	216
General purpose funding	347,120	303,000	332,236
Law, order, public safety	231,504	236,950	282,870
Health	381,076	329,340	349,705
Education and welfare	95,860	92,750	85,809
Community amenities	754,984	582,865	837,247
Recreation and culture	8,236,064	8,394,311	6,468,029
Transport	8,629,860	8,135,852	7,596,810
Economic services	248,338	269,500	305,737
Other property and services	91,056	84,500	98,085
	19,038,250	18,429,368	16,356,743
(d) Total Assets	\$	\$	
General purpose funding	31,887,798	31,202,349	
Law, order, public safety	4,661,552	2,368,389	
Health	5,097,265	5,089,043	
Education and welfare	22,446,297	22,301,600	
Community amenities	4,948,095	6,514,632	
Recreation and culture	152,115,781	154,521,073	
Transport	198,693,099	195,645,060	
Economic services	0	211,870	
Other property and services	25,271,683	19,275,787	
	445,121,570	437,129,803	

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

25. RATING INFORMATION

(a) General Rates

RATE TYPE		Rate in	Number	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2020/21
Rate Description		\$	of	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Actual
			Properties	Rateable	Revenue	Interim	Back	Back	Total	Revenue	Interim	Back	Total	Total
				Value *		Rates	Rates	Rates	Revenue		Rate	Rate	Revenue	Revenue
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Residential	Gross rental valuation	0.07973	10,902	246,103,296	19,621,826	123,318	1,604		19,746,748	19,568,111	260,000	0	19,828,111	19,097,731
Other	Gross rental valuation	0.06718	1,622	124,304,935	8,350,806	153,848	10,084		8,514,738	8,369,858	10,000	0	8,379,858	8,337,055
Vacant Commercial	Gross rental valuation	0.12817	46	2,731,250	350,064	(13,027)	0		337,037	312,447	0	0	312,447	307,222
Vacant Residential	Gross rental valuation	0.076125	182	4,241,970	322,920	11,635	2,391		336,946	324,712	30,000	0	354,712	312,223
Sub-Total			12,752	377,381,451	28,645,616	275,773	14,079		28,935,469	28,575,128	300,000	0	28,875,128	28,054,230
Minimum payment														
Residential	Gross rental valuation	1,241.00	6,144	77,982,212	7,624,704	(41,154)	(813)		7,582,737	7,633,391	0	0	7,633,391	7,468,660
Other	Gross rental valuation	1,197.70	157	1,889,675	188,039	7,186	98		195,324	188,039	0	0	188,039	187,844
Vacant Commercial	Gross rental valuation	1,516.40	0	0	0	0	0		0	0	0	0	0	(2,022)
Vacant Residential	Gross rental valuation	1,170.00	185	2,105,090	216,450	14,931	(4,154)		227,228	183,690	0	0	183,690	238,714
Sub-Total			6,486	81,976,977	8,029,193	(19,036)	(4,869)		8,005,288	8,005,120	0	0	8,005,120	7,893,197
			19,238	459,358,428	36,674,809	256,737	9,210		36,940,757	36,580,248	300,000	0	36,880,248	35,947,427
Concessions on general rates (Refer note 4(a))									(116,028)				(135,000)	(127,861)
Total amount raised from general rates									36,824,729				36,745,248	35,819,566
* Rateable value is based on the value of properties at the time the rate is raised.														
(b) Total Rates									36,824,729				36,745,248	35,819,566

The entire balance of rates revenue has been recognised at a point in time in accordance with AASB 1058 *Income for not-for-profit entities*.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

25 RATING INFORMATION (Continued)

(b) Discounts, Incentives, Concessions, & Write-offs
Waivers or Concessions

Rate or Fee and
Charge to which
the Waiver or
Concession is Granted

Type	Waiver/ Concession	Discount %	Discount \$	2022 Actual \$	2022 Budget \$	2021 Actual \$
Rates Waived	Rate	Waiver		116,028	135,000	127,861
				116,028	135,000	127,861
Total discounts/concessions (Note 25)				116,028	135,000	127,861

Rate or Fee and
Charge to which
the Waiver or
Concession is Granted

Circumstances in which
the Waiver or Concession is
Granted and to whom it was
available

Objects of the Waiver
or Concession

Reasons for the Waiver
or Concession

Rates Waived	City's leased properties					Not-for-profit/Community and/or Sporting purposes
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(c) Interest Charges & Instalments

Instalment Options	Date Due	Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Option One				
Single full payment	27/08/2021	0.0	0.00%	7.00%
Option Two				
First instalment	27/08/2021	0.0	0.00%	7.00%
Second instalment	29/10/2021	8.0	5.50%	7.00%
Third instalment	07/01/2022	8.0	5.50%	7.00%
Fourth instalment	11/03/2022	8.0	5.50%	7.00%

	2022 Actual \$	2022 Budget \$	2021 Actual \$
Interest on unpaid rates	137,594	150,000	146,361
Interest on instalment plan	183,366	170,000	161,078
Charges on instalment plan	132,804	133,000	141,834
	453,764	453,000	449,273

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

26. BORROWING AND LEASE LIABILITIES

(a) Borrowings

		Actual						Budget				
		Principal at 1 July 2020	New Loans During 2020- 21	Principal Repayments During 2020-21	Principal at 30 June 2021	New Loans During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022	Principal at 1 July 2021	New Loans During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022
Purpose	Note	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
246 Vincent Street DLGSC building		953,334	0	(94,342)	858,992	0	(95,706)	763,287	858,992	0	(95,706)	763,287
Loftus Centre Redevelopment		1,509,641	0	(174,346)	1,335,295	0	(185,745)	1,149,551	1,335,294	0	(185,745)	1,149,549
Underground Car Park Loftus Rec		556,623	0	(251,149)	305,474	0	(260,991)	44,483	305,474	0	(260,991)	44,483
Beatty Park Redevelopment		5,784,798	0	(367,594)	5,417,204	0	(388,291)	5,028,914	5,417,205	0	(388,291)	5,028,914
Strength Equipment- BPLC		0	0	0	0	0	0	0	0	407,898	(32,933)	374,965
Cardio Equipment- BPLC		0	0	0	0	0	0	0	0	460,468	(56,766)	403,702
Resource Recovery Facility		0	0	0	0	7,083,333	(334,447)	6,748,886	7,500,000	0	(346,441)	7,153,559
Total		8,804,396	0	(887,431)	7,916,965	7,083,333	(1,265,178)	13,735,120	15,416,965	868,366	(1,366,872)	14,918,459
Borrowing Interest Repayments												
Purpose	Note	Function and activity	Loan Number	Institution	Interest Rate	Actual for year ending 30 June 2022	Budget for year ending 30 June 2022	Actual for year ending 30 June 2021				
246 Vincent Street DLGSC building		Recreation and culture	2B	WATC*	1.44%	(17,710)	(17,819)	(19,739)				
Loftus Centre Redevelopment		Recreation and culture	5	WATC*	6.35%	(87,695)	(88,677)	(100,237)				
Underground Car Park Loftus Rec		Recreation and culture	6B	WATC*	3.85%	(8,535)	(9,372)	(19,949)				
Beatty Park Redevelopment		Recreation and culture	10	WATC*	5.49%	(322,191)	(323,967)	(345,257)				
Strength Equipment- BPLC		Recreation and culture	12	WATC*	4.33%	0	(3,978)	0				
Cardio Equipment- BPLC		Recreation and culture	13	WATC*	4.48%	0	(3,661)	0				
Resource Recovery Facility		Community amenities	14	WATC*	1.26%	(111,827)	(104,673)	0				
Total						(547,958)	(552,147)	(485,181)				
Total Interest Repayments	2(b)					(547,958)	(552,147)	(485,181)				

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

26. BORROWING AND LEASE LIABILITIES (Continued)

(b) New Borrowings - 2021/22

Particulars/Purpose	Institution	Loan Type	Term Years	Interest Rate %	Amount Borrowed		Amount (Used)		Total Interest & Charges	Actual Balance Unspent
					2022 Actual	2022 Budget	2022 Actual	2022 Budget		
Resource Recovery Facility	WATC*	Debentures	10	1.26%	\$ 7,083,333	\$ 7,500,000	\$ (7,083,333)	\$ (7,500,000)	\$ 453,621	\$ 0
					7,083,333	7,500,000	(7,083,333)	(7,500,000)	453,621	0

* WA Treasury Corporation

(c) Lease Liabilities

		Actual							Budget			
		Principal at 1 July 2020	New Leases During 2020-21	Principal Repayments During 2020-21	Principal at 30 June 2021	New Leases During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022	Principal at 1 July 2021	New Leases During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022
Purpose	Note	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EMV kits for Parking ticket machines		254,817	0	(91,377)	163,440	0	(92,839)	70,601	163,440	0	(92,839)	70,601
Total Lease Liabilities	4(b)	254,817	0	(91,377)	163,440	0	(92,839)	70,601	163,440	0	(92,839)	70,601

Lease Interest Repayments

Purpose	Note	Function and activity	Lease Number	Institution	Interest Rate	Actual for year ending 30 June 2022	Budget for year ending 30 June 2022	Actual for year ending 30 June 2021	Lease Term
EMV kits for Parking ticket machines		Law, order, public safety	E6N0162814	Maia Financial	1.60%	\$ (1,801)	\$ (1,801)	\$ (3,263)	3 years
Total Interest Repayments	2(b)					(1,801)	(1,801)	(3,263)	

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

27. RESERVE ACCOUNTS

	2022 Actual Opening Balance	2022 Actual Transfer to	2022 Actual Transfer (from)	2022 Actual Closing Balance	2022 Budget Opening Balance	2022 Budget Transfer to	2022 Budget Transfer (from)	2022 Budget Closing Balance	2021 Actual Opening Balance	2021 Actual Transfer to	2021 Actual Transfer (from)	2021 Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(a) Asset Sustainability Reserve	5,749,402	1,650,742	(2,116,212)	5,283,932	5,890,677	746,664	(2,726,156)	3,911,185	5,293,197	3,088,873	(2,632,668)	5,749,402
(b) Beatty Park Leisure Centre Reserve	102,096	802	0	102,898	102,048	789	0	102,837	101,218	878	0	102,096
(c) Cash in Lieu Parking Reserve	1,611,564	12,113	(166,103)	1,457,574	1,540,735	11,914	(441,000)	1,111,649	1,926,192	22,006	(336,634)	1,611,564
(d) Hyde Park Lake Reserve	160,649	2,995	0	163,644	160,575	1,242	0	161,817	159,269	1,380	0	160,649
(e) Land and Building Acquisition Reserve	300,049	1,593	0	301,642	299,910	2,319	0	302,229	297,471	2,578	0	300,049
(f) Leederville Oval Reserve	94,885	1,268	0	96,153	94,840	733	0	95,573	94,069	816	0	94,885
(g) Loftus Community Centre Reserve	37,219	441	0	37,660	37,204	288	0	37,492	36,901	318	0	37,219
(h) Loftus Recreation Centre Reserve	220,496	61,920	(63,075)	219,341	224,595	61,195	0	285,790	171,525	48,971	0	220,496
(i) 246 Vincent Street Building Reserve	311,925	1,532	(94,150)	219,307	288,445	2,230	(290,675)	0	401,156	3,475	(92,706)	311,925
(j) Parking Facility and Equipment Reserve	106,521	661	0	107,182	106,473	823	0	107,296	105,607	914	0	106,521
(k) Percent for Art Reserve	401,577	2,130	(70,800)	332,907	401,299	3,103	(374,227)	30,175	488,867	64,174	(151,464)	401,577
(l) Plant and Equipment Reserve	22,680	118	(22,667)	131	22,667	175	(22,667)	175	22,483	197	0	22,680
(m) POS reserve - General	0	653,071	0	653,071	0	1,461,333	(190,000)	1,271,333	0	0	0	0
(n) POS reserve - Haynes Street	159,265	36,495	0	195,760	159,194	36,476	(150,000)	45,670	0	159,265	0	159,265
(o) State Gymnastics Centre Reserve	119,423	12,173	0	131,596	120,783	12,078	0	132,861	110,197	9,226	0	119,423
(p) Strategic Waste Management Reserve	1,006,113	5,347	(982,312)	29,148	1,005,650	7,776	(982,312)	31,114	997,471	8,642	0	1,006,113
(q) Tamala Park Land Sales Reserve	1,093,870	836,491	0	1,930,361	593,697	837,924	0	1,431,621	340,902	752,968	0	1,093,870
(r) Underground Power Reserve	211,870	3,685	0	215,555	211,773	1,638	0	213,411	210,051	1,819	0	211,870
(s) Waste Management Plant and Equipment Reserve	221,856	1,743	0	223,599	221,752	1,715	0	223,467	219,949	1,907	0	221,856
	11,931,460	3,285,320	(3,515,319)	11,701,461	11,482,317	3,190,415	(5,177,037)	9,495,695	10,976,525	4,168,407	(3,213,472)	11,931,460

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

27. RESERVE ACCOUNTS (continued)

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Anticipated date of use	Purpose of the reserve
(a) Asset Sustainability Reserve	Ongoing	For assisting Council in funding its long term asset management objectives and provide a means to spread the cost of intergenerational assets over multiple years.
(b) Beatty Park Leisure Centre Reserve	Ongoing	For the major upgrade and redevelopment of the Beatty Park Leisure Centre including the replacement or purchase of major plant, equipment, fixtures and fittings.
(c) Cash in Lieu Parking Reserve	Ongoing	This reserve is established from payment of cash-in-lieu of car parking from development applicants and is to be used for providing and/or upgrading existing and proposed Transport infrastructure as defined in the City's Parking and Access Policy 7.7.1.
(d) Hyde Park Lake Reserve	Ongoing	For works associated with the investigation, maintenance, remedial works and the rehabilitation of the Hyde Park Lakes and surrounds.
(e) Land and Building Acquisition Reserve	Ongoing	To ensure that proceeds of real assets disposed of are restricted to purchase other land and buildings for civic purposes.
(f) Leederville Oval Reserve	Ongoing	For the works associated with the maintenance, repairs, upgrade and replacement of Leederville Oval buildings, fixtures, fittings and associated land.
(g) Loftus Community Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(h) Loftus Recreation Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(i) 246 Vincent Street Building Reserve	Ongoing	For major building upgrade, maintenance, repairs, renovation and replacement of floorcovering, fixtures and fittings associated with the new Office Building and
(j) Parking Facility and Equipment Reserve	Ongoing	This reserve is for the purchase and replacement of parking ticket machines, provision and improvement of parking information systems, security lighting, improved pathways and associated infrastructure to access parking areas and associated works.
(k) Percent for Art Reserve	Ongoing	This reserve is funded from payment of public art contributions from development applicants and is to be used for the acquisition and provision of Public Art and associated infrastructure.
(l) Plant and Equipment Reserve	Ongoing	For the purchase of replacement plant and equipment associated with City's works.
(m) POS reserve - General	Ongoing	For the future development of public open space in the City.
(n) POS reserve - Haynes Street	Ongoing	For the future development of POS at Haynes Street.
(o) State Gymnastics Centre Reserve	Ongoing	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.
(p) Strategic Waste Management Reserve	Ongoing	Investigation and implementation of integrated waste management strategies/programmes and initiatives, (including secondary waste treatment and costs associated with the redevelopment of Lot 118 Tamala Park).
(q) Tamala Park Land Sales Reserve	Ongoing	For future significant/major capital works, infrastructure, project or debt reduction programme for the benefit of the City.
(r) Underground Power Reserve	Ongoing	For the purpose of funding the City's contribution to approved underground power projects.
(s) Waste Management Plant and Equipment Reserve	Ongoing	For the purpose of replacing plant and equipment associated with the City's waste management, minimisation and recycling operations.

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

28. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2021	Amounts Received	Amounts Paid	30 June 2022
	\$	\$	\$	\$
Leederville Gardens Inc. Trust	3,692,276	242,355		3,934,631
	3,692,276	242,355	0	3,934,631

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

29. MAJOR LAND TRANSACTIONS

Tamala Park Regional Council – Development of Catalina Estate

(a) Details

The City is a participant (along with the Cities of Joondalup, Perth, Stirling, Wanneroo and the Towns of Cambridge and Victoria Park) in the operations of the Tamala Park Regional Council (TPRC). The TPRC was created in 2006 to develop the Catalina Estate - approximately 173 hectares of land for sale immediately north of the land leased by the Mindarie Regional Council. The City has a one twelfth (1/12) equity in the assets and liabilities of the development and the net proceeds of the land development; as well as a one twelfth (1/12) share in the asset of the lands held for development.

The City's share of the land sale proceeds at Tamala Park is \$2,524,056. The City's share of the development and selling costs is \$1,736,627 resulting in a net gain amount of \$787,429. This note should also be read in conjunction with Note 21 Interests in Associates.

(b) Current year transactions

	2022 Actual \$	2021 Actual \$
Operating Income		
- Proceeds from Sale of Land (distributed)	833,334	750,000
- Proceeds from Sale of Land (not distributed)	1,690,722	1,742,783
Capital Expenditure		
- Land Development Costs	(1,736,627)	(1,057,694)
Net proceeds	787,429	1,435,089

(c) Expected future cash flows

	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Total \$
Cash outflows					
- Development costs	(5,088,673)	(2,413,856)	(2,190,666)	(2,904,050)	(12,597,245)
	(5,088,673)	(2,413,856)	(2,190,666)	(2,904,050)	(12,597,245)
Cash inflows					
- Sale proceeds	5,013,045	4,744,462	5,037,014	5,503,308	20,297,829
	5,013,045	4,744,462	5,037,014	5,503,308	20,297,829
Net cash flows	(75,629)	2,330,606	2,846,348	2,599,258	7,700,584
	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	Total \$
Cash outflows					
- Development costs	(2,751,955)	(516,018)	(271,600)	(20,476)	(3,560,049)
	(2,751,955)	(516,018)	(271,600)	(20,476)	(3,560,049)
Cash inflows					
- Sale proceeds	6,609,530	3,739,413	389,156	0	10,738,099
	6,609,530	3,739,413	389,156	0	10,738,099
Net cash flows	3,857,575	3,223,395	117,556	(20,476)	7,178,050

CITY OF VINCENT
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2022

30. RATE SETTING STATEMENT INFORMATION

		2021/22 (30 June 2022)	Budget (30 June 2022)	2020/21 (30 June 2021)
	Note	Carried Forward)	Carried Forward)	Carried Forward)
		\$	\$	\$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals	10(c)	(140,764)	(1,061,943)	(149,585)
Less: Share of net profit of associates and joint ventures accounted for using the equity method		(787,429)	(833,333)	(1,435,089)
Add: Loss on disposal of assets	10(c)	131,240	5,222	1,478,785
Add: Depreciation	10(a)	11,802,017	14,068,923	12,061,731
Non-cash movements in non-current assets and liabilities:				
Financial assets at amortised cost		(1,999)	0	(1,292)
Pensioner deferred rates		(9,941)	0	9,728
Employee benefit provisions		15,907	0	(15,754)
Infringement debtor provisions		26,470	0	(27,762)
Net Share of Interest in Associates		(7,288,445)	0	258,307
Non-cash amounts excluded from operating activities		3,747,058	12,178,869	12,179,067
(b) Non-cash amounts excluded from investing activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to investing activities				
Movement in current unspent non-operating grants associated with restricted cash		0	0	600,000
Non-cash amounts excluded from investing activities		0	0	600,000
(c) Surplus/(deficit) after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	27	(11,701,461)	(9,495,695)	(11,931,460)
Less: Shares transferred from non current to current asset		(11,000)	(11,000)	(11,000)
- Land held for resale	6	(1,204,276)		
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	1,424,524	1,631,739	930,732
- Current portion of lease liabilities	12(b)	70,601	92,839	92,839
Add: Rates outstanding Non-current		356,996	0	574,866
Add: Other assets Non-current		1,051,797	0	680,965
Add: Infringement debtors transferred to non current asset		1,530,743	1,000,513	1,436,572
Total adjustments to net current assets		(8,482,076)	(6,781,604)	(8,226,486)
Net current assets used in the Rate Setting Statement				
Total current assets		31,363,069	14,588,441	29,826,652
Less: Total current liabilities		(16,204,047)	(7,700,213)	(15,474,839)
Less: Total adjustments to net current assets		(8,482,076)	(6,781,604)	(8,226,486)
Net current assets used in the Rate Setting Statement		6,676,946	106,623	6,125,327



Auditor General

INDEPENDENT AUDITOR'S REPORT 2022 City of Vincent

To the Councillors of the City of Vincent

Opinion

I have audited the financial report of the City of Vincent (City) which comprises:

- the Statement of Financial Position at 30 June 2022, the Statement of Comprehensive Income by Nature or Type, Statement of Changes in Equity, and Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2022 and its financial position at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2022, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer of the City is responsible for:

- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality control relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Vincent for the year ended 30 June 2022 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.

Sandra Labuschagne
Deputy Auditor General
Delegate of the the Auditor General for Western Australia
Perth, Western Australia
xx December 2022