

Ordinary Council Meeting

Agenda

13 December 2022

BELMONT
CITY OF OPPORTUNITY



Notice of Meeting

An **Ordinary Council Meeting** will be held in the Council Chamber of the **City of Belmont Civic Centre**, 215 Wright Street, Cloverdale, on **Tuesday 13 December 2022**, commencing at 7.00pm

John Christie
Chief Executive Officer

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CITY OF BELMONT

Ordinary Council Meeting

Agenda

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Confidential Attachments Index

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Attachment 14.1.2 – Item 14.1 refers
Attachment 14.1.3 – Item 14.1 refers
Attachment 14.1.4 – Item 14.1 refers

**Councillors are reminded to retain the
OCM attachments for discussion with the minutes.**

I Official Opening

The Presiding Member will read aloud the Acknowledgement of Country.

Acknowledgement of Country

Before I begin, I would like to acknowledge the Noongar Whadjuk people as the Traditional Owners of this land and pay my respects to Elders past, present and emerging.

I further acknowledge their cultural heritage, beliefs, connection and relationship with this land which continues today.

The Presiding Member will cause the Affirmation of Civic Duty and Responsibility to be read aloud by a Councillor.

Affirmation of Civic Duty and Responsibility

I make this affirmation in good faith and declare that I will duly, faithfully, honestly, and with integrity fulfil the duties of my office for all the people in the City of Belmont according to the best of my judgement and ability.

I will observe the City's Code of Conduct and Standing Orders to ensure efficient, effective and orderly decision making within this forum.

2 Apologies and leave of absence

Cr G Sekulla (leave of absence) West Ward

3 Declarations of interest that might cause a conflict

Councillors/Staff are reminded of the requirements of s5.65 of the *Local Government Act 1995*, to disclose any interest during the meeting when the matter is discussed, and also of the requirement to disclose an interest affecting impartiality under the City's Code of Conduct.

3.1 Financial Interests

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration.

Other members may allow participation of the declarant if the member further discloses the extent of the interest and the other members decide that the interest is trivial or insignificant or is common to a significant number of electors or ratepayers.

Name	Item No and Title	Nature of Interest (and extent, where appropriate)

3.2 Disclosure of interest that may affect impartiality

Councillors and staff are required (Code of Conduct), in addition to declaring any financial interest, to declare any interest that might cause a conflict. The member/employee is also encouraged to disclose the nature of the interest. The member/employee must consider the nature and extent of the interest and whether it will affect their impartiality. If the member/employee declares that their impartiality will not be affected then they may participate in the decision-making process.

Name	Item No and Title	Nature of Interest (and extent, where appropriate)

4 Announcements by the Presiding Member (without discussion) and declarations by Members

4.1 Announcements

4.2 Disclaimer

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4.3 Declarations by Members who have not given due consideration to all matters contained in the business papers presently before the meeting

5 Public question time

5.1 Responses to questions taken on notice

5.1.1 Ms L Hollands, Redcliffe

The following questions were taken on notice at the 22 November 2022 Ordinary Council Meeting. Ms Hollands was provided with a response on 30 November 2022. The response from the City is recorded accordingly:

2. Is the agreement for the use of the equipment between the City of Belmont and the Bowling Club or between the greenkeeper and the Bowling Club?

Response

Further to the response provided at the 22 November 2022 Ordinary Council Meeting, yes there is an agreement in place between the City of Belmont and the greenkeeper whereby the greenkeeper is responsible for the supply of the equipment to undertake the scope of works required. The City understands discussions have been undertaken between the greenkeeper and the Belmont City Bowling Club regarding the use of the Club's equipment. Any enquiries in this regard, should be directed to the Belmont City Bowling Club.

6. What percentage of staff are now working as per pre-COVID conditions back in the offices and what percentage are still working from home?

Response

Please refer to a similar question taken on notice at the 28 June 2022 Ordinary Council Meeting and the response provided can be found in the 26 July 2022 Minutes.

9. Have you ordered the sensors and have they been installed yet from the other company?

Response

As per the response provided at the 22 November 2022 Ordinary Council Meeting 'The City expects to be implementing the actions from the Council item in the first quarter of next year, so in three or four months subject to contractor availability'.

The provision of this service includes sensors and, on this basis, the City does not order sensors. The City is currently addressing procurement requirements associated with the provision of this service.

5.1.2 Ms L Hollands on behalf of Belmont Resident and Ratepayer Action Group (BRRAG)

The following questions were taken on notice at the 22 November 2022 Ordinary Council Meeting. Ms Hollands on behalf of Belmont Resident and Ratepayer Action Group was provided with a response on 30 November 2022. The response from the City is recorded accordingly:

1. Can we be provided with a list of the KPI requirements and scores to meet the KPI for the CEO and who sets the KPI, is it the Councillors, WALGA, CEO or outside sources?

Response

There is currently no requirement for the CEO's KPI's to be made public. All discussions regarding the CEO's performance, including Key Performance Indicators are confidential in nature. The Key Performance Indicators are set by agreement between the Council and the CEO.

4. Why, in comparison to other years, are there so few administration items coming before Council and why does it take so long to implement decisions that Council makes?

Response

All items that require a Council resolution are presented to Council at the monthly Ordinary Council Meeting. Resolutions of Council are implemented as quickly as possible, depending on staff resources and contractor availability.

5.2 Questions from members of the public

6 Confirmation of Minutes/receipt of Matrix

6.1 Ordinary Council Meeting held 22 November 2022

Officer Recommendation

That the Minutes of the Ordinary Council Meeting held on 22 November 2022, as printed and circulated to all Councillors, be confirmed as a true and accurate record.

6.2 Matrix for the Agenda Briefing Forum held 6 December 2022

Officer Recommendation

That the Matrix of the Agenda Briefing Forum held on 6 December 2022, as printed and circulated to all Councillors, be received and noted.

7 Questions by Members on which due notice has been given (without discussion)

8 Questions by members without notice

8.1 Responses to questions taken on notice

8.2 Questions by members without notice

9 New business of an urgent nature approved by the person presiding or by decision

10 Business adjourned from a previous meeting

11 Reports of committees

Nil.

12 Reports of administration

12.1 Draft Economic Development Strategy 2023-2028

Attachment details

Attachment No and title	
1.	Draft Economic Development Strategy 2023-2028 [12.1.1 - 16 pages]

Voting Requirement	:	Simple Majority
Subject Index	:	43/029 Economic Development Strategy 2023-2028
Location/Property Index	:	N/A
Application Index	:	N/A
Disclosure of any Interest	:	Nil
Previous Items	:	N/A
Applicant	:	N/A
Owner	:	N/A
Responsible Division	:	Development and Communities

Council role

- | | | |
|-------------------------------------|-----------------------|--|
| <input type="checkbox"/> | Advocacy | When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency. |
| <input checked="" type="checkbox"/> | Executive | The substantial direction setting and oversight role of the Council eg adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. |
| <input type="checkbox"/> | Legislative | Includes adopting local laws, local planning schemes and policies. |
| <input type="checkbox"/> | Review | When Council reviews decisions made by Officers. |
| <input type="checkbox"/> | Quasi-Judicial | When Council determines an application/matter that directly affect a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of quasi-judicial authority include local planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal. |

Purpose of report

To seek Council's endorsement to undertake public advertising of the draft Economic Development Strategy 2023-2028 for a period of 28 days.

Summary and key issues

- A draft City of Belmont Economic Development Strategy 2023 - 2028 (EDS) has been prepared (Attachment 12.1.1).
- The draft EDS has been developed in line with the West Australian Local Government Association's Economic Development Framework 2019 and aligns with the City's Strategic Community Plan (SCP) 2020 - 2040. It articulates how the City will focus its economic development activities, following a community centered approach in a way that is linked directly to wealth creation and improving quality of life outcomes for the local community.
- The draft EDS has been developed based on information gathered from research of the latest trends in economic development and an extensive business and community engagement process.
- The next step is to seek feedback on the draft EDS via public advertising.
- Feedback received from public advertising will be reviewed and appropriate revisions will be considered prior to finalising the EDS document.
- The EDS is identified as a key target for 2022-2023 and as an action in the Corporate Business Plan for 2022-2026. Additional staff resources and operational funding will be required to enable implementation of the EDS; this will form part of the 2023-2024 financial year budget.

Location

The draft Economic Development Strategy 2023 – 2028 applies to the City-wide community and businesses.

Consultation

Achieving the desired economic development outcomes requires ongoing communication and cooperation between the City, local businesses and the broader community, and community engagement has played a vital role in preparing the EDS.

Engagement included individual interviews, an online business perception survey, presentations at networking events, community events, Belmont Business Advisory Group (BBAG) meetings and workshops attended by business stakeholders representing a diverse mix of business types and industry bodies, specifically:

- Business Networking Events and Community Events:
 - Presentation to businesses at a Business Breakfast event on 23 September 2021.
 - Business consultation workshops during November 2021 facilitated by an economic development consultant.
 - Belvidere Street Party and Kambarang Festival during 2021.
- Markyt Business Score Card Survey undertaken during August 2021

- Belmont Business Advisory Group (BBAG):
 - Presentations on EDS timeline and progress at all BBAG meetings since June 2021, affirming the group was satisfied with the direction the City was taking.
- Cultural Diversity Advisory Group (CDAG):
 - A presentation was provided to the CDAG on Economic Development and progress on the draft EDS at the August 2022 meeting.

The following groups have been engaged as part of the development of the EDS (and attended three workshop sessions on 22 and 23 November 2021):

- Belmont Business Advisory Group
- Local Businesses
- Small Business Development Corporation
- Real Estate Agents
- Prospective Investors
- Property Managers and Developers
- Government stakeholders (Western Roads Federation, Small Business Development Corporation, Department of Education, Skills and Employment)
- Not for profit organisations (Belmont Business Enterprise Centre, Textile Clothing and Footwear Resource Centre of Western Australia)
- Education institutions (Department of Education Western Australia, Belmont Community College, Technical and Further Education: Central and Regional).

Advertising through the following channels:

- Belmont Bulletin (editions in 2021 and 2022)
- City of Belmont Business e-newsletters
- City of Belmont website
- City of Belmont social media posts
- Information flyers placed at the Civic Centre Administration Building.

The next step in the consultation process is to publicly advertise the draft EDS for a minimum period of 28 days. It is intended that advertising will conclude in late February to March 2023. Advertising will be carried out through the following channels:

- Perth Now and Belmont Chronicle newspapers
- Belmont Bulletin
- City of Belmont website

- City of Belmont social media posts
- City of Belmont Business e-newsletter.

Strategic Community Plan implications

In accordance with the 2020 – 2040 Strategic Community Plan:

Goal 1: Liveable Belmont

Strategy: 1.4 Attract public and private investment and businesses to our City and support the retention, growth and prosperity of our local businesses

Goal 2: Connected Belmont

Strategy: 2.3 Facilitate a safe, efficient and reliable transport network

Goal 5: Responsible Belmont

Strategy: 5.1 Support collaboration and partnerships to deliver key outcomes for our City

Strategy: 5.3 Invest in services and facilities for our growing community

Strategy: 5.7 Engage in strategic planning and implement innovative solutions to manage growth in our City.

Policy implications

There are no policy implications associated with this report.

Statutory environment

All local governments are required to produce a plan for the future under section 5.56(1) of the *Local Government Act 1995*. The Integrated Planning and Reporting Framework facilitates compliance with this requirement.

The EDS is an 'informing plan' within the City's Integrated Planning and Reporting Framework (IPRF). Guided by the higher-level, longer-term vision, goals and strategies in the Local Planning Strategy (LPS) and Strategic Community Plan (SCP), informing plans like the EDS provide more detail into the medium term about specific issues. These in turn guide specific activities captured in the Corporate Business Plan (CBP) and shorter-term documents like the Annual Plan and Annual Budget.

Background

The City has a long history of successfully delivering Economic Development (ED) activities but does not yet have an approved EDS. To support the City's economic activities the Corporate Business Plan for 2022 - 2026 identified the development of an EDS as an action

that will help achieve the economic development goals identified in the City's SCP 2020-2040.

Consultation both internally and with a range of local businesses, groups, government stakeholders, the BBAG and broader community was conducted as part of the Strategy's development process through business and community engagement sessions.

The aim of these sessions was to identify strengths and opportunities and to capture ideas to inform the development of future activities where economic development actions can be best targeted to support businesses for enhancing our community's development and creating positive outcomes for residents living in Belmont.

In addition, the City implemented an online business perceptions survey to gather comments and suggestions from the broader community. Feedback gained has provided insight that was incorporated into the draft EDS and Implementation Plan. There is strong local participation in networking, sponsorship, civic participation, corporate volunteering and other social and environmental sustainability activities by the local business sector, evidencing a strong sense of corporate social responsibility.

Desired outcomes for the City of Belmont's economy identified through the engagement process include:

- A strong and unique identity that accurately and authentically reflects the diverse local character and culture of the Belmont community (i.e. residents, businesses and workers);
- The development of a vibrant, diverse and dynamic economy for the City;
- A sustainable future economy focused around environmental and social sustainability; and
- Strong sense of corporate social responsibility and opportunities for the delivery of more local jobs for local people.

Further to stakeholder consultation, relevant research was also undertaken to consider other informing contexts, including:

- Planning context;
- Locational context;
- People, industry and employment context;
- Major project context;
- Current City economic development activity context; and
- Opportunity context.

Further detail on this contextual information is captured within the EDS.

Officer comment

In light of stakeholder input and contextual considerations, the draft EDS focuses on four key Themes:

THEME 1: Promotion and Attraction – To increase Belmont’s attractiveness for encouraging investment the City will prioritise activities to retain and enhance existing preferred businesses, attract new preferred investment, capture newcomers and enhance local employment.

THEME 2: Business Support and Engagement – To respond to the needs of the business community, create a sustainable business environment and activity centres with a thriving economy, the City of Belmont aims to establish a positive external perception and create a vibrant and attractive City.

THEME 3: Planning for Business – To demonstrate industry leading practice in facilitating land-uses, infrastructure, regulatory processes and services that maximise economic development opportunities.

THEME 4: Wellbeing Economy – Create a community that places people at the heart of our City’s economic opportunities. The City will focus on interrelationship between businesses and the community and seek innovative approaches to improve the livelihood, wellbeing and quality of life for our local community and our residents. We believe in building a future that is inclusive, vibrant and sustainable – one that will bring economic benefits and social rewards to our diverse and dynamic community.

Under each of these four themes, the EDS articulates more specific economic development activities to prioritise. Specific tasks and projects under each activity will be planned and captured at the operational level through implementation planning and the annual Corporate Business Plan and Budget.

It should be noted that the purpose of public advertising is to seek input and comments on the content and substance of the draft EDS. The graphics and presentation format, including relevant photographic imagery and info-graphics will be finalised following advertising, prior to final endorsement by Council.

Financial implications

The EDS is identified as a key target for 2022-2023 in the City’s Corporate Business Plan 2022 - 2026. Once the EDS is adopted by Council, additional staff resources and operational funding to implement and achieve the proposed actions will be presented through the budget process for the 2023-2024 financial year.

Environmental implications

Theme 3: Planning for Business includes working towards industry-leading practice in facilitating land-uses, infrastructure, and regulatory processes. It is envisaged that this would include an environmentally sustainable planning approach.

Social implications

Theme 4: Wellbeing Economy focuses on interrelationship between businesses and the community and seeks innovative approaches to improve the livelihood, wellbeing and quality of life for our local community and our residents.

Officer Recommendation

That Council endorse the draft Economic Development Strategy 2023 - 2028 as contained in Attachment 12.1.1 for the purpose of advertising for public comment for a minimum period of 28 days.

CITY OF BELMONT Draft Economic Development Strategy 2023-2028

January 2023



City of Belmont

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Alternative Formats

This document is available on the City of Belmont website and can be requested in alternative formats including electronic format by email and in standard print.

Acknowledgement of Country

The City of Belmont acknowledges the Noongar Nation and specifically the Whadjuk people as the Traditional Custodians of this land and we pay our respects to Elders, past, present and future leaders. We also acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

Introduction

What is Economic Development?

Economic development at a local government level is a process that focusses on job and wealth creation in a way that is linked directly to improving quality of life outcomes for a local community. Economic development is inherently distinct from economic growth. It focuses on strategically aligning the principles of economic growth to achieve broader social, economic and environmental benefits.

The Western Australian Local Government Association (WALGA) developed a useful Economic Development Framework in 2019 which identifies the range of outcomes and functions for local government in economic development:

Potential Local Government economic development outcomes	Potential local government functions to achieve outcomes
<ul style="list-style-type: none">• Attract new business• Retain existing business• Encourage the growth of existing business• Attract investment• Diversify the economy• Improve community outcomes through job creation, training and education• Enhance infrastructure• Grow the population• Attract visitors• Reduce impediments to commercial activity	<ul style="list-style-type: none">• Strategic Planning• Policy and Regulation• Supporting Local Business to Succeed• Cooperation and Partnerships• Promotion and Attraction• Customer Service• Direct Service Delivery• Infrastructure Provision• Advocacy

The framework does not suggest that local governments will focus on all of these outcomes and functions, but instead focus their efforts on strategic priorities relevant to their specific context and capacity.

Why Prepare an Economic Development Strategy?

Given the range of outcomes and functions that local government might focus on, the City of Belmont (the City) has developed this Economic Development Strategy (EDS) to articulate how the City has decided to focus its economic development activities.

The process involved in developing the EDS ensures that these decisions were informed by researching the unique contexts of the City of Belmont local government area (City area), contemporary economic development trends and practices, the City's broad strategic priorities, its capacity, and most importantly, the input of businesses and other stakeholders through consultation, as detailed below.

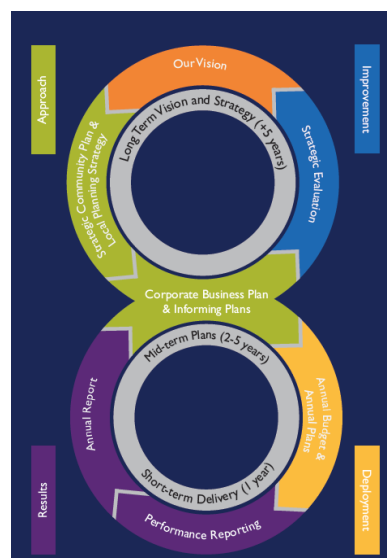
Informing the EDS

Planning Context

The EDS is an 'informing plan' within the City's Integrated Planning and Reporting Framework (IPRF).

Guided by the higher-level, longer-term vision, goals and strategies in the Local Planning Strategy (LPS) and Strategic Community Plan (SCP), informing plans like the EDS provide more detail into the medium term about specific issues. These in turn guide specific activities captured in the Corporate Business Plan (CBP) and shorter-term documents like the Annual Plan and Annual Budget.

The current City of Belmont Strategic Community Plan 2020-2040 emphasises the importance of the City area's business community and the need for a strong local and regional economy, with three Community Goals and associated strategies particularly applicable to supporting economic development activity:



Goal 1: Liveable Belmont

Outcomes:

- Business is attracted to the City creating more local jobs.
- All ages can live, work and play in the City.
- Our neighbourhoods are well serviced by local activity centres which are exciting and attractive.

Strategies:

- 1.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres.
- 1.3 Ensure activity centres have a thriving economy.
- 1.4 Attract public and private investment and businesses to our City and support the retention, growth and prosperity of our local businesses.



Goal 2: Connected Belmont

Outcomes:

- People and goods are able to move sustainably in and out of the City.

Strategies:

- 2.3 Facilitate a safe, efficient and reliable transport network.



Goal 4: Creative Belmont

Outcomes:

- Innovative businesses will look to the City as a preferred location due to its proximity to the airport and links to universities.
- The City runs awards programs for arts and innovation.
- The City works with local schools and businesses to run programs and a wide variety of public art will be located across the City.

Strategies:

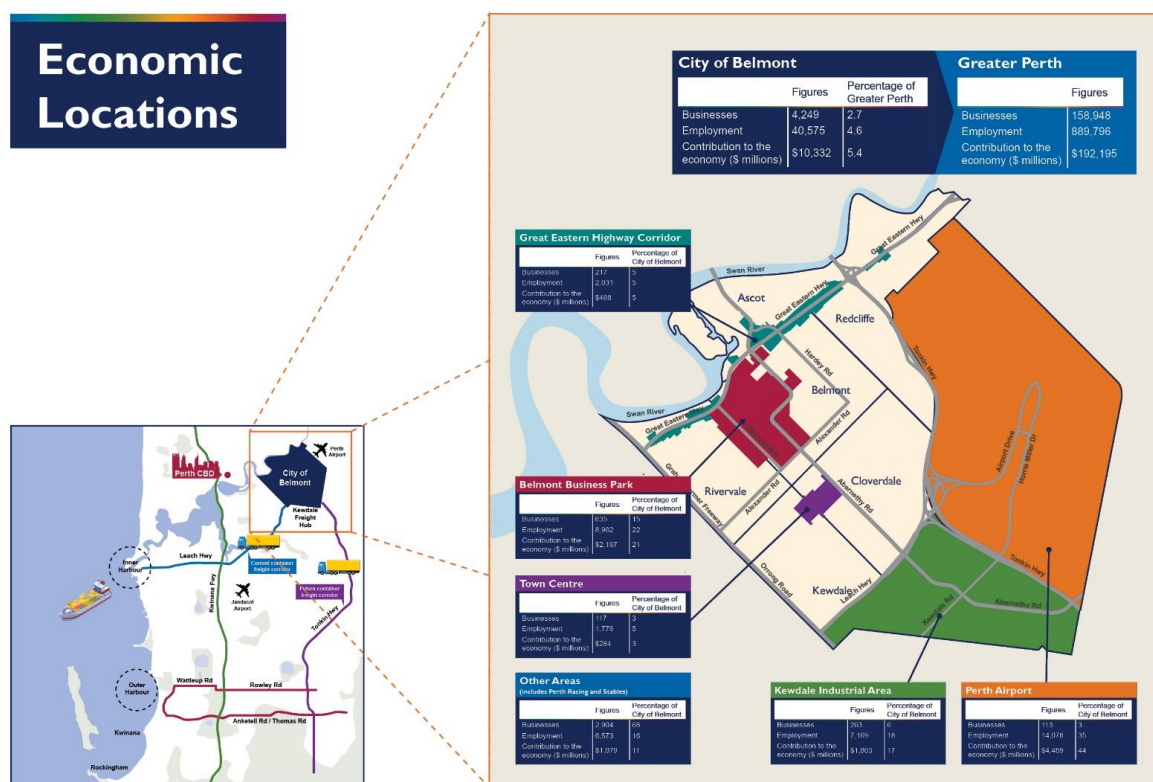
- 4.2 Embrace technology, creativity and innovation to solve complex problems and improve our City.
- 4.3 Support and collaborate with local schools and businesses.

The LPS is the City's long-term plan regarding land use. It identifies from a geographical perspective where there are opportunities and constraints to permit certain uses of land to improve environmental, social and economic outcomes. As such, the LPS is a key for driving economic development, as it identifies opportunities for improved movement infrastructure, land use intensification and diversity, and can protect natural amenity and encourage sustainability and wellbeing. The LPS is accompanied by other more detailed land-use related informing plans relevant to Economic Development activity (including the Activity Centres Planning Strategy). The City's current LPS is under review.

Locational Context

The City area has a strong locational economic advantage, being only six kilometres from the Perth Central Business District and intersecting with Graham Farmer Freeway and Tonkin, Roe, Leach and Great Eastern Highways, as well as connecting to the metropolitan passenger rail network via Redcliffe Station.

The City LGA consists of the suburbs of Ascot, Belmont, Cloverdale, Kewdale, Redcliffe and Rivervale, and contains a number of key economic locations:



Belmont Business Park

This area takes advantage of its excellent transport linkages, consisting of a mix of new modern developments alongside older properties with long-established family-owned businesses. It is home to around 800 businesses, representing approximately 15% of all businesses in the City and is the second highest precinct in terms of total employment. The predominant industry makeup is in construction, manufacturing, professional, scientific, and technical services.

Great Eastern Highway Corridor

The Great Eastern Highway Corridor is a strategically important transport route for business with a diverse mix of head office, industrial, tourism/hospitality purposes, as well as highway retail and commercial uses, mixed amongst residential apartments. It provides close connectivity to several key national and international attractions including the Ascot Racecourse, Swan River (including Bilya Kard Boodja Lookout) and the Outdoor Airport Viewing Area. Crown Casino and Optus Stadium are also just outside the City's boundary.

Kewdale Industrial Area

The Kewdale Freight Terminal is a significant transport, storage, manufacturing and logistics hub servicing the State's freight, logistics, construction and resource sector, and is home to distribution centres for some of Australia's largest companies. Approximately one third of all rail-borne containers unloaded from Fremantle Port are delivered to the Kewdale Freight Terminal for distribution within Western Australia and to the eastern states.

Perth Airport

The Perth Airport location is a highly productive area and supports the most jobs within the City area's economy at 33% (REMPAN, 2021). The strong growth in passenger traffic through the airport terminals adds significant commuter traffic to the region that contributes to economic growth, but the precinct has also recently undergone significant development of its surrounding lands to create a major passenger, freight, commercial and retail hub for the metropolitan region, including the recently completed Forrestfield-Airport passenger rail link and Redcliffe Station within the City. This has led to it now being classified by the state government as a 'Specialised Activity Centre'.

Future infrastructure developments for the Perth Airport location will include an additional runway, as well as continuing high-quality commercial, logistic, freight, distribution and light industrial development. This will support continued rapid growth and development of the City area's economy.

Town Centre and other retail centres

A significant proportion of the City area's major retail industry is located within the Belmont Town Centre. Containing approximately 3% of businesses and approximately 5% of employment, the location is a significant destination precinct that attracts visitors. It features civic and social servicing, high amenity retail and hospitality businesses, and recreational and leisure destinations. Adjacent to the City's largest shopping centre (classified as a Secondary Activity Centre), the City's civic precinct is a destination anchor, complete with the new state of the art Belmont Hub (featuring library, museum, café), recreation centre and parklands (featuring a regional playground).

Retail is the City's third largest employer by industry. In addition to the major retail precincts there are three Neighbourhood Activity Centres along Belvidere Street, Kooyong Road and Eastgate. Two more are proposed as part of the Golden Gateway and Airport West future developments.

Smaller Local Centres are located at Ascot, Ascot Waters, Belgravia Street, Belmay, Belmont Square, Epsom Avenue, Francisco Street, Love Street, The Springs and Wright Street. These commercial streetscapes are continually being improved and upgraded to provide a quality, attractive location for people to shop locally and interact.

People, Industry and Employment Context

The City area accommodates a diverse blend of commercial, industrial, retail and mixed-use business sectors that have ensured that it remains a key employment centre creating a multitude of jobs and fuelling economic growth. Unlike most local government areas characterised by a dominance of residential areas with some industry or commercial precincts, unique to the City of Belmont area there are more local jobs (52,692) than there are residents (43,873) living in the City (ABS, 2021).

The City of Belmont area's Gross Regional Product of nearly \$9 billion (NEIER, 2021) equates to around 3% of Western Australian GDP, and has strong growth outpacing the WA average with 38% increase in GRP compared to the WA average of 31%.

The City area's locational advantage leads to the freight and logistics sector being its largest industry by employment. Manufacturing, construction and the accommodation and food services industries reflect the function of major connectivity to Kewdale Industrial Area, Belmont Business Park, Great Eastern Highway, Perth CBD and Perth Airport.

Perth Airport is one of the largest economic land assets outside of the Perth CBD and together with the Kewdale Freight Terminal and the Belmont Business Park have attracted multinational, national and state company headquarters, as well as some of the most significant remote mining capability in the State.





Other significant industries include Retail Trade and Health Care and Social Assistance, indicating a diversity of employment within the locality.

The major regional shopping complex ranks in the ten largest in Western Australia and the smaller neighbourhood shopping precincts enjoy a strong level of support while servicing the daily needs of the local community.

The City is an industry leader amongst local governments in several economic development areas. The findings from a study finalised during August 2021 that evaluates business priorities and measures performance showed scores that were at a 10 year high. The MARKYT® Business Scorecard, by Catalyse, collected data using computer assisted telephone interviews with a senior representative of 100 randomly selected businesses. The City's strength as a 'Place to work or operate a business' scored 8 Index points above the WA average, also representing an increase of 8 index points since the 2019 Scorecard.

Economic development was regarded as one of the City's greatest strengths relative to MARKYT® Industry Standards for WA, with the highest comparative score for the shopping strips and centres development category, while 98% of businesses rate the City of Belmont positively as a place to work or operate a business. The economic confidence within City of Belmont is also relatively high where almost 80 percent of businesses were confident that they would still be operating their businesses in the City area in five years' time.

The following statistical snapshot shows that the business community continues to prosper.

Estimated Residential population 43,873 (ABS ERP 2021) 1.6% Population Growth Rate Population forecast 65,659 people (2041) Change 2022 – 2041 (42 %) (forecast.id)	 Local Businesses 4,240 (ABS, 2021) 5.89% Increase in businesses (2019 - 2021) 3.8% Western Australia 4.26% Greater Perth (ABS, REMPLAN 2019,2021)	 Local Jobs 52,692 (NEIER 2021)
Diversity 2.7% Aboriginal population, (2% Greater Perth area) (ABS, 2021) 2.5% Aboriginal population (ABS, 2016) 40.9% People born overseas 31% Speak language other than English at home (ABS, 2021)	Education and Training 41% Resident workers with tertiary qualification (ABS, 2016) 8.2% Residents attending tertiary institution, (7.1% Greater Perth) (ABS, 2021)	 Employment status 20,383 Employed Residents (ABS, 2021) Unemployment 8.8% (Belmont) 8.1% (Greater Perth) (ABS, 2021)
Gross Regional Product (GRP) \$8.95 billion (NEIER 2021) ~3% of WA GDP Increased by 38% from 2016 to 2020, outperforming the State average growth of 31% (REMPPLAN 2016, 2020)	 Top employing industries: Transport, Postal, Warehousing (24%) Construction (8.9%) Retail Trade (8.5%) (ABS, REMPLAN 2020)	Employment location of resident workers 23% Live and work in the area 72.7% Live in the area, but work outside (ABS, 2016)
SEIFA* Index of Relative Socioeconomic Disadvantage 985 – with pockets of higher levels of disadvantage 3 rd lowest SEIFA score of metropolitan LGAs *Socio-Economic Indexes for Areas (ABS, 2016)	Positive rating as a place to work or operate a business by 98% of businesses (Catalyse, 2021)	High Economic Confidence <ul style="list-style-type: none"> • 80% businesses confident for operating in the City in five years' time • Highest comparative score for the shopping strips and centres development (Catalyse, 2021)
Perth Airport <ul style="list-style-type: none"> • (fourth busiest airport in Australia) • occupies approximately 33.7% of the Belmont's land area • 15% of the Belmont Economy output is directly related to the Perth Airport Area 	Perth Airport <ul style="list-style-type: none"> • Annual Airport passenger numbers - 28.5 million (2020) • Annual aircraft movements will grow to 202,000 movements in 2040 (Perth Airport Master Plan, 2020) 	Employment Airport: 13,446 (33.1%) jobs Belmont Business Park : 8,962 (22.1%) jobs Kewdale: 7,169 (17.7%) jobs REMPLAN 2021) One third of all containers from Fremantle Port are delivered to Kewdale Freight Terminal (EMRC, 2017)

Major Project Context

Forrestfield-Airport Rail Link

The newly constructed Forrestfield-Airport Rail Link rail service connects the eastern suburbs of Perth and the airport to the broader metropolitan passenger rail network, and provides the City area's sole station at Redcliffe. This will also catalyse surrounding new infrastructure and redevelopment that supports growth, but also give cause to consider impacts on surrounding economic and residential locations. Impacts could include new job creation, risks of drawing trade from other economic locations, changing internal transport flow, and generating additional visitor traffic.

Increased Residential Density and Housing Diversity

An increase in residential and commercial development in recent years has resulted from substantial growth and urban renewal.

The City's robust economic profile suggests that targeted upgrading of existing low-density suburbs with ageing housing stock through land-use planning and development activity (such as in and around Development Area 6 and the Golden Gateway Precinct), will further strengthen the City area's economy through increased population and employment opportunities.

The vision for both areas is high quality, high amenity areas with a mix of open space, activity centres and medium to high density residential land uses. Development will be guided by the *Golden Gateway Local Structure Plan* and the *DA6 Vision Plan and Implementation Strategy*.

At the same time, the City is mindful to retain housing diversity and prioritise housing affordability. Current unaffordability of purchasing and renting homes means that there is less disposable income injected into non-housing sectors of the local economy.

Other City of Belmont Priority Projects

The City has identified a number of major priority projects in the Corporate Business Plan (2022 – 2026) that will contribute to economic development. These include Esplanade Park/Foreshore Upgrade, Garvey Park Section 2, Abernethy Road Master Plan, Belvidere Street Revitalisation, Wilson Park Precinct upgrade, and Belmont Oasis Leisure Centre redevelopment.

Current City Economic Development Activity Context

In addition to traditional local government functions to support economic development such as land-use planning, infrastructure development, major projects and business approval and compliance support, marquee events and public realm enhancement in economic precincts, the City also currently undertakes specific economic development focussed activity including:

- *Business support.* The City contributes significant funding support to local not for profit business enterprise and support providers, as well as employing economic development staff able to provide general advice and support.
- *Celebrating business success.* The City sponsors business awards.
- *Encouraging innovation.* Seed funding is provided to businesses with innovative ideas via the City of Belmont Business Innovation Grants Program.

- *Business networking.* A range of networking breakfast events, sundowners and other business focused networking opportunities are delivered by the City. The City is actively involved in a regional partnership (Link WA) with local governments to further strengthen the freight and logistics industry.
- *Business leadership and engagement.* The City has an active Belmont Business Advisory Group with diverse representation from the business community to help guide the City's decision making.
- *Employment, training and job-readiness.* A range of targeted programs are supported including job-readiness programs for culturally and linguistically diverse residents, small-business information sessions and youth training and education programs.
- *Wellbeing Economy.* Acknowledging a need for a socially and environmentally responsible and sustainable approach to economic development, the City recently combined its Economic Development Team and Community Development Team under one Department. The City also undertakes some of its own CSR initiatives including prioritising local businesses in procurement and the sponsoring of significant social and environmental programs and infrastructure, as well as informally connecting businesses and community partners.

These current activities will be reviewed as part of future economic development activity planning to ensure they continue to meet identified strategic economic development priorities.

Opportunity Context

Emerging technology and IT

The strong freight and logistics sector is further supported by modern manufacturing, professional services as well as numerous niche sectors (such as a large proportion of Australia's mine automation industry). Soon to be home to Western Australia's largest data centre, as well as having some niche robotics manufacturing companies, there is a strong opportunity to further grow emerging technology and IT related industries.

Freight and logistics

The freight industry is growing rapidly and the volume and number of freight movements are expected to increase significantly into the future. The closely connected freight and logistics areas that stretch across neighbouring local government areas present an opportunity for cooperation to develop a larger 'best practice' freight and logistics region called Link WA. The Link WA alliance is between the Cities of Belmont, Canning, Kalamunda and Swan.

The Link WA alliance will encourage the joint promotion, advancement and development of each City's major hubs into a coordinated inland Freight and Logistics Hub.

Small and home-based business

Small businesses (with less than 20 employees) make up the majority of businesses (94.8%) in the City area's economy. It is estimated that the small business sector contribution to the Australian economy is substantial and estimated to generate 34% of total Industry Value Added and 29% of all wages and salaries paid in selected industries (APH, 2020).

Approximately two-thirds of all businesses in the City are not within one of the defined economic precincts, demonstrating a significant level of home-based businesses and sole-traders.

Small business opportunities include:

- Micro-businesses moving out of the home-based environment as well as those employing additional staff would benefit from having higher levels of collaboration amongst local businesses as well as the facilitation of business support, seed resourcing and training.
- A significantly high percentage of local workers born overseas (40.9%) when benchmarked against Western Australian (32.2%) and Australian (27.7%) figures (ABS, 2021). The City's cultural engagement activity reveals a strong interest amongst this community in small business entrepreneurship.

Workforce development and alignment

The City area is a significant employment generator, producing more jobs than it has residents. There were over 52,692 jobs in the City in 2021 (NIEIR, 2021), equating to almost 4% of the WA jobs. As a result the City area has a high *employment self-sufficiency* rate at 227% (REMPPLAN, 2021), which indicates 227 jobs for every 100 employed residents. However, in contrast the City area has a low *employment self-containment* of 26.6% (REMPPLAN, 2021) which means that almost three-quarters of the City area's working residents are employed outside of the City area.

Low employment self-containment is more common in outer-urban local government areas with less jobs than resident workers. However low employment self-containment is also typically correlated with lower socio-economic areas. The City area has a relatively skilled local labour force with approximately 41% of resident workers with a tertiary qualification (ABS, 2016), and 8.2% of the residents attending a tertiary institution (University/TAFE) compared to 7.1% for the Greater Perth area (ABS, 2021) which could indicate local residents do not possess the skills and qualifications most suited to the predominant local industries. The potential mismatch presents a challenge to increasing employment self-containment but suggests opportunities for job-alignment focussed workforce development, alignment and industry-jobseeker connecting activities. These could be particularly targeted at youth, new migrant and unemployed or underemployed residents, especially given the complimentary job-readiness support needs that exist due to having a higher unemployment rate (8.8%) than 8.1% for the Greater Perth area (ABS, 2021).

Tourism and Visitor Attraction

Tourism is an emerging local industry, which coupled with support from the City, could provide significant future investment opportunities:

- *Capturing through-traffic visitors.* Located between the Perth CBD and Perth Airport, most people who fly into Western Australia visit the City area first, even if travelling through. This presents a unique opportunity to play a lead role in the metropolitan tourism market so that more visitors stop, rather than pass through. Developing key destination attractors, as well as visitor focussed marketing could realise this opportunity.
- *Aboriginal and multicultural focussed attractors.* With a higher proportion of Aboriginal residents (2.7%) than the Greater Perth (1.8%) average (ABS, 2021), this rich culture, history and knowledge can provide economic development opportunities in the fast-growing Aboriginal tourism sector. Building upon the iconic Bilya Kard Boodja Lookout example, additional riverfront or other opportunities warrant exploration, in partnership with Aboriginal stakeholders.

Similarly, as compared to the metropolitan local average, the City area has a significantly higher proportion of residents born overseas (City 40.9%; Greater Perth 36%) and speaking a language other than English at home (City 31%; Greater Perth 20.9%) according to the ABS,

2021. This also presents a unique opportunity to build attracting events or other destination opportunities that celebrate this local cultural diversity as a strength.

- *Accommodation and hospitality.* The City is well positioned directly between the airport and popular tourism destinations on our doorstep (such as the casino and stadium to the west, and Swan Valley to the north which lack accommodation options). Further development of high-quality accommodation and other hospitality opportunities presents economic development opportunities, particularly along the Great Eastern Highway corridor where there are some existing low quality or low intensity uses, along with extensive river views and amenity.
- *Recreation and adventure.* A variety of recreation and adventure-based businesses are located throughout Belmont Business Park, including indoor skydiving, indoor rock climbing, indoor go-karts, shooting and mini golf. They present opportunities for collaborative destination marketing and potential expansion of the activity type given proximity to the airport and accessibility to the wider metropolitan area.

Developing a Wellbeing Economy

The concept of a Wellbeing Economy emphasises the aspect of economic development focused beyond economic growth, on responsible economic growth. It deals with what benefit improved economic growth provides the local community, and seeks to maximise how local economies do benefit local residents, through contemporary approaches to circular economies, community wealth-building, and corporate social responsibility.

The City's unique characteristic of having a significantly high ratio of local businesses and jobs to residents, also reflects a significant interrelationship between the business and social contexts of the City. Rather than a typical local government situation of predominantly residential land use with isolated pockets of business land use, the City observes strong interrelationships between both realms. There is strong local participation in networking, sponsorship, civic participation, corporate volunteering and other social and environmental sustainability activity by the local business sector, evidencing a strong sense of corporate social responsibility (CSR). This was also referenced within consultation feedback.

CSR has seen a marked upward trend globally as a priority for many businesses. There is an increasing intent to align branding to positive social and environmental imaging increasingly expected from a socially aware customer base. This is accompanied by an observed increase in genuine philanthropic and social responsibility activity, as business owners increasingly seek to 'give-back' to the communities in which they operate.

There is opportunity to further develop CSR and other initiatives that contribute to a Wellbeing Economy, as an identifying characteristic of the City, that could be marketed and celebrated as a positive point of difference.

Consultative Context

Achieving the desired economic development outcomes requires ongoing communication and cooperation between the City, local businesses and the broader community, so community engagement has played a vital role in preparing the EDS.

Engagement included individual interviews, an online business perception survey, presentations at networking events, Belmont Business Advisory Group meetings and workshops. The workshops saw approximately 50 local business stakeholders participating, representing a diverse mix of business types.

An EDS Consultation Report is available with full details of engagement feedback, with summary highlights including:

Economic development advantages identified in consultation:

- Strategic infrastructure quality including roads and strong economic precincts
- Geographic location and surrounding transport network provides easy linkages
- Strong economic resilience due to diverse business types
- Unique cultural diversity brings vibrancy and opportunity.

Economic development barriers as identified in consultation:

- Relatively high levels of socio-economic disadvantage
- Poor external perception of area, but incongruent with reality
- Low levels of employment self-containment
- Increasing external competition from new freight and logistics hub developments.

Future desired outcomes as identified in consultation:

- Continued development of a vibrant, diverse and dynamic economy
- A strong and unique identity that reflects local character and culture and is positively regarded outside of the City area
- More local jobs for local people
- A sustainable future economy focused around environmental and social sustainability.

Desired role of the City in economic development as identified in consultation:

- Support businesses with strategic leadership, networking and advocacy. From the workshops feedback: *"It's about being an enabler, not a provider."*
- Continue providing steady governance and planning that enables economic growth and aligns it with community, sustainability and wellbeing outcomes. From the workshops feedback: *"It's about an evolution, not a revolution."*

Future Strategic Priorities

The preceding informing contexts combines to suggest some key strategic themes for the City's role in economic development going forward.

In summary, the local economy is strong, diverse and resilient, with the City's own economic development activity well regarded by the business and residential communities. The locational and connectivity advantages will continue to drive rapid growth and an evolving industry typology in line with emerging opportunities. This will be aided by targeted marketing and attraction of preferred industries, as well as business support to new and existing businesses. There is also a potential to improve alignment of local skill-matching and employability to local industry type, as well as enhancement of the existing culture of corporate social responsibility.

As a result, the City has aligned its focus areas into four key themes and activity priorities:

Future Economic Development Themes and Activity Priorities

Theme 1 – Promotion and Attraction

The City of Belmont should be front-of-mind for preferred businesses looking to relocate or establish operations in Western Australia. To encourage investment the City will prioritise activities to retain and enhance existing preferred businesses, attract new preferred investment, capture new customers and enhance local employment.

Key economic development activity under this Theme include:

- 1.1 Enhance and promote the City's locational, connectivity and other competitive advantages.
- 1.2 Enhance and promote the City as a safe, sustainable and vibrant place to live, work, invest and visit.
- 1.3 Enhance and promote the benefits for residents of working locally to increase local employment containment.
- 1.4 Explore opportunities for specific tourism or destination activity enhancement that attracts new visitors.

Theme 2 – Business Support and Engagement

The City will continue to support the needs of the business community. In creating a sustainable business environment and activity centres with a thriving economy, the City of Belmont aims to establish a positive external perception and create a vibrant and attractive City.

Key economic development activities under this Theme include:

- 2.1 Enhance the relationships and interactions between businesses within the City.
- 2.2 Enhance availability and access to support and advice for businesses.
- 2.3 Encourage business innovation and excellence and celebrate success.

Theme 3 – Planning for Business

The City should demonstrate industry leading practice in facilitating land-uses, infrastructure, regulatory processes and services that maximise economic development opportunities.

Key economic development activities under this Theme include:

- 3.1 Support appropriate regional planning and policy collaboration with other local governments.
- 3.2 Facilitate appropriately zoned land to encourage preferred business typology and growth.
- 3.3 Support business development with enabling, customer-centred planning, regulatory and approvals processes.
- 3.4 Plan for infrastructure and services that enhance economic precinct connectivity, amenity, functionality and activation.
- 3.5 Strategically engage key stakeholders in the planning and resourcing of business related infrastructure and service provision.
- 3.6 Ensure good information is available to enhance informed planning and decision making.

Theme 4 – Wellbeing Economy

The City's business and residential community have a shared identity by nature of a unique near-balance between the numbers of local jobs and local residents. The business community is already very socially-minded and active in civic and community life, which should be enhanced and celebrated as a unique point of difference and pride.

Key economic development activities under this Theme include:

- 4.1 Enhance corporate social responsibility and promote the benefits this brings to both the business sector, the environment and the wider community.
- 4.2 Facilitate the development of community wealth-building, circular economies and other aspects of enhancing a wellbeing economy.

Implementation

The Economic Development Strategy implementation will be guided by an operational plan to inform the annual Corporate Business Planning and Budget processes.

Actioning can be highly variable with dynamic planning considering community input, potential partnerships, resourcing implications, timing opportunities, associated risk and financial implications closer to intended implementation timing.

Monitoring and Review

The EDS will be monitored and reviewed broadly through the City's quarterly reporting on the Corporate Business Plan and more specifically in evaluation reports for specific initiatives, incorporating impact measures. The Implementation Plan will be updated quarterly and reviewed annually to adapt to changing context or opportunities, with the EDS to be reviewed in 2028.

References

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- National Institute of Economic and Industrial Research (NEIER) (2021), Australia.
- Profile. Id (2021). Id Consulting, Collingwood.
- REMPPLAN (2021). Business Focus Area Assessment for City of Belmont. November 2021. Belmont.
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- City of Belmont Facilitation Report (2021). Lucid Economics, Perth.



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12.2 Accounts for Payment – November 2022

(Report to follow)

I2.3 Monthly Activity Statement for November 2022

(Report to follow)

13 Reports by the Chief Executive Officer

13.1 Request for leave of absence

13.2 Notice of motion

13.2.1 Notice of Motion (Cr Carter) Peet Park Facilities Upgrade

Attachment details

Attachment No and title	
1.	Peet Park Kitchen Upgrade - Financial Breakdowns [13.2.1.1 - 1 page]

Voting Requirement	:	Absolute Majority
Subject Index	:	35/002; 33/019
Location/Property Index	:	Lot 1184 (96) Sydenham Street, Kewdale
Application Index	:	N/A
Disclosure of any Interest	:	Nil
Previous Items	:	N/A
Applicant	:	N/A
Owner	:	City of Belmont
Responsible Division	:	Infrastructure Services

Council role

- | | | |
|-------------------------------------|-----------------------|--|
| <input type="checkbox"/> | Advocacy | When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency. |
| <input checked="" type="checkbox"/> | Executive | The substantial direction setting and oversight role of the Council eg adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. |
| <input type="checkbox"/> | Legislative | Includes adopting local laws, local planning schemes and policies. |
| <input type="checkbox"/> | Review | When Council reviews decisions made by Officers. |
| <input type="checkbox"/> | Quasi-Judicial | When Council determines an application/matter that directly affect a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of quasi-judicial authority include local planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal. |

Purpose of report

To consider the Notice of Motion received from Councillor (Cr) Carter for Council to consider an upgrade of the Peet Park Community Centre (PPCC) kitchen facilities to a commercial standard.

Summary and key issues

This report considers the implications associated with a Notice of Motion received from Cr Carter for Council to consider an upgrade of the PPCC kitchen facilities to a commercial standard. In particular, the following items are considered within this report:

- Asset Management Policy, Strategy and Plan implications
- Statutory requirements associated with the equipment required to support deep fat frying
- Current timeframes associated with Western Power approvals
- Project prioritisation and the City's Project Management Framework
- Resource availability
- Financial implications
- Environmental implications

Location

The subject site is located on the corner of Armadale Road and Sydenham Street, Kewdale.



Figure 1 – Aerial map of Lot 1184 (96) Sydenham Street, Kewdale (Source: Intramaps)

Consultation

Over the past five years the City has been engaging with the Belmont Junior Football Club (BJFC) regarding the use of deep fat frying equipment on site to support the sale of hot chips during events, as the BJFC equipment is not suitable for use at the facility based on the current power provisions on site.

The PPCC is also used by the Belmont Cricket Club (BCC). Based on engagement undertaken with the BCC, the City understands the current kitchen facility meets the requirements of the BCC based on the items currently sold.

Consultation has been undertaken with an electrical engineer to ascertain the potential cost of the electrical upgrades required to the incoming electrical sub-mains, site main switchboard and the internal electrical distribution board.

Strategic Community Plan implications

In accordance with the 2020 – 2040 Strategic Community Plan:

Goal 1: Liveable Belmont

Strategy: 1.5 Encourage and educate the community to embrace sustainable and healthy lifestyles

Goal 5: Responsible Belmont

Strategy: 5.2 Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community

Strategy: 5.3 Invest in services and facilities for our growing community

Policy implications

Policy 1 – Asset Management

This policy aims to deliver a structured methodology to managing the City's assets to ensure a consistent and strategic approach is applied to asset management through the application of best practice and service standards that benefit the community.

The Notice of Motion as presented does not align with the City's Asset Management Policy, in relation to the following provisions of this policy:

1(iv) All capital expenditure will be judged on a life cycle cost approach with capital expenditure only being approved in conjunction with appropriate recurrent expenditure budgets (maintenance and operations). Alternative options will be considered to deliver the desired level of service as specified in the Asset Management Plans via asset creation/acquisitions, upgrade, renewal or disposal.

1(v) Capital works proposals will be evaluated and prioritised based on scheduled condition assessment surveys, infrastructure age and residual service life.

1(vi) Risk analysis at project initiation stages will be undertaken to mitigate future Council liability.

The proposed motion varies 1(v) as the asset has not reached the end of its lifecycle and has been assessed to be in excellent condition under the Moloney Rating Index and as a business case has not been prepared, a full risk analysis has not been undertaken, the requirements associated with 1(vi) have not been met.

Statutory environment

This issue is governed by the following legislation and standards:

- Food premises must comply with the *Food Act 2008*, *Food Regulations 2009* and Australia New Zealand Food Standards Code.
- Mechanical ventilation should comply with Australian Standard AS 1668.2-2012.
- Food Standards Code – Standard 3.2.3 s.3 The design and construction of a food premises must – (a) be appropriate for the activities for which the premises are used.
- Food Standards Code – Standard 3.2.3 s.7 Food premises must have sufficient natural or mechanical ventilation to effectively remove fumes, smoke, steam and vapours from the food premises.

The above legislation and standards have guided previous advice that the use of deep fat fryers in the current kitchen area is not compliant and without adequate ventilation this will cause (at the least) an accumulation of grease on the ceiling and walls.

Background

A Notice of Motion received from Cr Carter reads as follows:

That Council:

1. Directs the Chief Executive Officer to include funds within the 2023-2024 annual budget for the upgrade of the Peet Park kitchen facilities to a commercial standard.
2. Approves the allocation of funds for the upgrade of the Peet Park kitchen facilities from the City's Building Maintenance Reserve.
3. Directs the Chief Executive Officer to undertake stakeholder engagement with the users of the facility to ensure the kitchen is fit for purpose.

Reasons:

Public health and safety concerns have been raised as a result of the Football Club using deep fat fryers without the appropriate extraction system and grease traps when running their canteen during the football season. It is clear that the upgrade of the kitchen facilities is needed to ensure the Football Club remains financially viable in the

longer term and the facilities are safe and fit for purpose. The funds generated from the canteen are essential to the club and reduce the financial burden on players and their families. Should the kitchen facilities not be upgraded and the Club not be able to provide canteen facilities to satisfy its members, this will result in an increase in membership fees, a potential for a reduction in members and participation in sporting activity.

Officer comment

The PPCC was originally constructed in 2000 and was refurbished and extended in 2010.

The existing kitchen was not intended to operate as a commercial kitchen and as such there are no safety concerns with the fixtures and fittings currently provided. The kitchen is considered suitable for use when used in accordance with the purpose originally intended (non-commercial use).

The City has previously raised concerns with the BJFC over its non-compliant use of deep fat fryers which are placed on top of an existing free-standing cooker to allow for extraction through the domestic grade rangehood, and a direction remains in place that the BJFC is not permitted to use deep fat fryers at the PPCC.

Under the *Food Act 2008* the use of deep fat fryers is not allowed without the installation of a commercial grade exhaust system. The PPCC kitchen does not have this type of exhaust system installed, therefore it is classified as a non-commercial kitchen.

The PPCC kitchen facilities would require substantial upgrades to introduce the required level of equipment to meet commercial compliance, including (but not limited to) the following items:

- Upgrading the incoming Underground Mains Power (3-Phase);
- Upgrading the existing Site Main Switch Board (SMSB) which is currently operating at capacity;
- Upgrading the existing Internal Electrical Distribution Board (EDB) which is currently operating at capacity;
- Replacing the existing domestic rangehood (exhaust system) with a commercial grade extraction system, inclusive of venting to outside air;
- Providing a dedicated food preparation sink;
- Providing adequate dedicated food preparation area(s) that are fit for purpose in the kitchen space;
- Installation of a grease arrestor of an appropriate standard to support operations of a commercial kitchen; and
- Extension of the kitchen to accommodate the additional sink(s) and food preparation area.

Asset Management

In line with the City's Asset Management Plan, the PPCC facility is scheduled for further renewal work in the 2026-2027 financial year, and the City's intent for the 2026-2027 renewal/upgrade was to consider the following work as part of the business case:

- Upgrade and expansion of kitchen, including upgrading the kitchen to a commercial standard;
- Opportunities to expand the building to support wider community use and generate an income through hire fees;
- Upgrading of changerooms in consideration of the needs of user groups including female participation in sport; and
- Upgrading of sports lighting to support 100LUX standard (typically meeting requirements for competition).

Annual assessments are carried out to ensure that the PPCC facility meets a number of key performance indicators, with safety being a high priority. The November 2021 Building Condition Report reflected a Moloney Rating Index of two (2) which indicates that the facility is in excellent condition with only slight decline. The Moloney Model is used throughout Australia to provide guidelines in relation to assessing the condition of assets. Through the use of this methodology the City applies a consistent approach to identifying asset condition and undertaking long term financial planning in relation to the renewal of assets. Based on the condition assessment undertaken, no items were identified which would cause the City to deviate from the current asset management driven renewal plan set down for the 2026-2027 financial year.

Considering existing community levels of service, commercial kitchens are available at the City's other hired facilities that service sporting clubs and community groups. These facilities are different to the PPCC facility, in that the buildings have functional spaces available for the use of the wider community. As part of the development of a business case leading up to the 2026-2027 renewal, the City would investigate options to expand on the use of the PPCC facility through the potential expansion of the building to develop a functional and desirable space for the community to hire.

Upgrade Considerations

To minimise disruption to users and achieve financial efficiencies, it would be better use of ratepayer funds to undertake the upgrades, extension of the changerooms and floodlighting upgrades at the same time by reducing the number of times the City would have to undertake design, procurement and site mobilisation for construction, to a single process.

As a minimum, the City should allow for the electrical requirements associated with the future provision of floodlighting at the same time as the kitchen upgrade, as an interim upgrade could become redundant when the comprehensive renewal upgrade is undertaken in 2026-2027. Floodlighting upgrades on the sports oval are currently listed as a future project for consideration by the City.

In August 2022, the City engaged an electrical engineer to provide an assessment of the electrical requirements for the PPCC and reserve, to develop a better understanding of the

level of provision required to allow for future growth in line with the renewal/upgrade work planned for the 2026-2027 financial year. The City submitted a Design and Quotation Application (DQA) to Western Power on 15 November 2022. This will determine the extent of upgrades required to Western Power infrastructure servicing the site, both in relation to the kitchen upgrade and potential future needs on site, such as floodlighting upgrades.

Western Power has advised that all DQAs received as of today have an estimated wait time of three months from application to approval, with a further minimum 12 months to then have a contractor on site.

It is relevant to note that based on the City's experience with other City projects requiring Western Power approvals, there are potential delays and backlogs beyond the 12 months indicated. On this basis, the PPCC kitchen facility would remain a domestic grade kitchen until such time as the Western Power works are completed. In the meantime, the City will need to continue with its instruction to the BJFC to cease the non-compliant use of the deep fat fryers and there are no interim solutions available in the short term that would allow the BJFC to use deep fat fryers at the PPCC.

Project Management implications

The City currently delivers projects that are new assets, and major upgrades of existing assets, in accordance with the City's Project Management Framework. If the renewal is a like for like replacement, a full business case is not required however an assessment is undertaken regarding whether the asset is still required or requires an upgrade, as opposed to like for like replacement.

When preparing a business case a comprehensive review of the potential project is undertaken and includes an analysis of issues and options, access and inclusion requirements, strategic alignment, community consultation, engagement with relevant user groups and cost estimation. While some of the work undertaken in preparing this report aligns with the process followed in developing a business case, a business case has not been prepared for the work proposed in this motion.

The use of the Project Management Framework ensures that the City adopts an informed approach to decision making, whereby financial impact, risk, community expectations and strategic alignment are considered and weighed against other priority projects. As part of the Project Management Framework, consideration is also given to the scheduling of the project to ensure that any impact on user groups is minimised. Any upgrades undertaken will incur disruptions for user groups and will require advance notification to allow for alternate arrangements to be made.

In 2019, to ensure the City adopted a structured approach to allocating financial and project management resources to the progression of identified projects, a project prioritisation process was undertaken with Council and through this process priority projects were identified for progression by the City.

If the proposed renewal/upgrade is supported by Council, once the City has developed a better understanding of the likely timeline (based on advice from Western Power) and funding requirements, a review of the prioritised projects will need to be undertaken to

ascertain the impact on internal resources and potential impacts on the existing projects, including delays or deferrals required to prioritise the progression of this project.

While there is future renewal/upgrade work planned at this site in 2026-2027 and the bulk of the planning associated with this work was to occur in the 2024-2025 and 2025-2026 financial years, if the motion is supported this will bypass the due diligence process associated with the Project Management Framework and will not align with the City's Asset Management practices.

Strategic Alignment

In addition to the matters noted in the "Strategic Community Plan implications" section above, the following matters associated with the City's Strategies and Plans are also relevant to this item:

STRATEGIC DOCUMENT	ALIGNMENT	RELEVANT PRINCIPLES/OBJECTIVES
Recreation Strategy – Endorsed draft	No	<ul style="list-style-type: none"> Promoting public health and wellbeing in our community – Concerns may be raised regarding the promotion of unhealthy eating, conversely commercial kitchens are available at other facilities. Supporting programs and campaigns intended to improve public health – Concerns may be raised regarding the promotion of unhealthy eating, conversely commercial kitchens are available at other facilities. Renew and refurbish City assets to ensure they meet community need and expectations in line with the City's Public Open Space Strategy, Community Infrastructure Plan and asset management processes – Through the development of a business case, the work proposed in this motion has the potential to align with this
Public Open Space (POS) Strategy – Endorsed draft	No	<ul style="list-style-type: none"> Supporting and improving community health and wellbeing – Concerns may be raised regarding the promotion of unhealthy eating, conversely commercial kitchens are available at other facilities.
Community Infrastructure Plan – Endorsed draft	No	<ul style="list-style-type: none"> The provision of "multifunction and co-located facilities" – The additional functionality that would likely be achieved by a full upgrade, may be missed if a holistic approach is not applied to the project through the development of a business case. Providing "sustainable community infrastructure" – Requires the City to consider financial sustainability and explore options to work collaboratively or partner with external stakeholders to ensure we provide the greatest benefit to our Community.

STRATEGIC DOCUMENT	ALIGNMENT	RELEVANT PRINCIPLES/OBJECTIVES
		<ul style="list-style-type: none"> “Evidence-based decision making” – This principle requires the City to actively engage with the community in relation to decisions to build and/or renew infrastructure regarding their needs, coupled with the use of feasibility studies and business cases to explore benefits and costs of progressing one idea over another. <p>Through the development of a business case, the work proposed in this motion has the potential to align with the last two bullet points above.</p>
Asset Management Strategy	No	<ul style="list-style-type: none"> The City manages assets against the renewal and replacement needs. The City understands the community's needs and values, as well as providing multifunction facilities – This understanding is typically developed through the development of a business case and engagement with existing and potential user groups. This assists the City with determining the desired community level of service associated with this asset and whether the asset is fit for purpose. <p>Similar to the previous point, the work proposed in this motion has the potential to align with this strategy through broader engagement which would be undertaken as part of a business case.</p>
Asset Management Plan	No	As noted within this report, the upgrade proposed in the motion does not align with the renewal plan for the PPCC which is currently not due for renewal until 2026-2027.

Alternative Options

In support of the City's Strategic Community Plan and in line with Strategy 1.5 – ‘Encourage and educate the community to embrace sustainable and healthy lifestyles’, the City could consider reviewing an existing grant program or developing a new program to better support sporting clubs in relation to promoting healthy lifestyles and eating. This could be through the provision of tiered financial grants to clubs who provide healthier food options at events. This would assist with offsetting potential lost income through the sale of deep fried food.

Summary

While upgrading the PPCC has the potential to benefit the community and the City has an understanding of the needs of the two user groups currently utilising the facility

(BJFC/BCC), the City cannot develop a full understanding of the future needs without engaging with the wider community.

In relation to the renewal work due in 2026-2027, as noted in this report this engagement would have commenced during the one to two year period preceding the intended date for renewal. When the City has resources available to progress this work, the development of a business case could commence earlier.

The business case process would enable the City to consider all strategic implications across the full suite of the City's strategies and plans, while developing a better understanding of capital and operational costs associated with the upgrade. This process may also identify opportunities for improved financial outcomes through revenue generation. In any case, the City will continue to engage with Western Power to progress the DQA and as highlighted within this report, the City is likely to face protracted timeframes in relation to the provision of required services through Western Power, with at least 15 months expected (potentially longer based on the City's recent experience).

Financial implications

As noted above, the City has submitted a DQA request to Western Power on 15 November 2022 which is currently pending review by Western Power. The anticipated cost for this service is \$497.92 to \$6,600.00 and this fee will be funded through the Peet Park Clubrooms Services - Other (B05504-10-1279-000) within the existing 2022-2023 financial year budget.

In relation to renewal/upgrade work to be considered for the facilities and wider site, the following estimates are provided:

ITEM	OVERVIEW	COST (excl GST)
Upgrade to kitchen only	Upgrade kitchen facilities to a commercial grade kitchen including building power upgrade, electrical headworks for floodlight provision, expansion of work area, and installation of grease trap and commercial exhaust.	\$263,000
Upgrade to kitchen, changerooms and floodlight electrical headworks	Upgrade kitchen facilities to a commercial grade kitchen (as per previous item above), building power upgrade, floodlight provision (electrical headworks) and changeroom upgrade.	\$663,000
Upgrade to kitchen, changerooms, and floodlight supply and install	Upgrade kitchen facilities to a commercial grade kitchen, building power upgrade, changeroom upgrade and floodlight supply and install.	\$1,303,000

The above estimates have not been externally costed and based on the current market conditions, the final tendered cost may vary. Each of the estimates provided above are inclusive of the \$78,000 estimate for costs associated with the building upgrade and headworks for the provision of floodlighting, this estimate may vary when DQA has been undertaken by Western Power. In the event advice is received that a transformer upgrade is required, the above cost estimates would increase by \$250,000 to \$300,000.

Previously, a commercially compliant fit out was undertaken at Miles Park which is approximately 24sqm, whereas the PPCC kitchen is currently only 15sqm. The Miles Park kitchen and changeroom upgrade was exclusively inside the existing building envelope and was constructed in early 2020 at a cost of \$370,000. With the currently inflated market, the cost of the kitchen extension and refurbishment has been estimated at \$185,000 (inclusive of a commercial rangehood and grease trap) and the required power upgrades have been estimated at \$78,000, bringing the total estimated cost to \$263,000.

All values noted within this report do not include GST.

Environmental implications

There are no environmental implications associated with this report, however in the event the proposed work is undertaken, the upgrades would be undertaken in accordance with relevant environmental requirements and upgrades would include energy and water efficient equipment.

Social implications

Any works to be undertaken will result in the closure of the PPCC and will impact all user groups, including sporting groups and single event bookings. If the work proposed in the motion proceeds, the existing user groups on site could benefit from an additional income source through the sale of deep fried food goods.

Councillor Motion

That Council:

1. Directs the Chief Executive Officer to include funds within the 2023-2024 annual budget for the upgrade of the Peet Park kitchen facilities to a commercial standard.
2. Approves the allocation of funds for the upgrade of the Peet Park kitchen facilities from the City's Building Maintenance Reserve.
3. Directs the Chief Executive Officer to undertake stakeholder engagement with the users of the facility to ensure the kitchen is fit for purpose.

Reasons:

Public health and safety concerns have been raised as a result of the Football Club using deep fat fryers without the appropriate extraction system and grease traps when running their canteen during the football season. It is clear that the upgrade of the kitchen facilities is needed to ensure the Football Club remains financially viable in the longer term and the facilities are safe and fit for purpose. The funds generated from the canteen are essential to the club and reduce the financial burden on players and their families. Should the kitchen facilities not be upgraded and the Club not be able to provide canteen facilities to satisfy its members, this will result in an increase in membership fees, a potential for a reduction in members and participation in sporting activity.

*****Absolute Majority Required**

PEET PARK COMMUNITY CENTRE – FINANCIAL BREAKDOWN

Kitchen Upgrade Only

A preliminary assessment of probable costs to upgrade the Peet Park kitchen facilities to a commercial grade kitchen, would include the following:

ITEM	ESTIMATED COST
Power upgrade to building/lighting headworks	\$78,000.00
Commercial exhaust hood	\$25,000.00
Grease arrestor/trap	\$10,000.00
Kitchen extension, accommodate food preparation impact	\$150,000.00
Estimated Total	\$263,000.00

Table 1 – Kitchen Upgrade Only

Kitchen and Changerooms Upgrade

A preliminary assessment of probable costs to upgrade the Peet Park Community Centre kitchen and changerroom facilities as follows:

ITEM	ESTIMATED COST
Power upgrade to building/lighting headworks	\$78,000.00
Commercial exhaust hood	\$25,000.00
Grease arrestor/trap	\$10,000.00
Kitchen extension, accommodate food preparation impact	\$150,000.00
Increase/refurbishment of changerrooms	\$400,000.00
Estimated Total	\$663,000.00

Table 2 – Kitchen and Changerooms Upgrade

Floodlights (Additional to Table above)

ITEM	ESTIMATED COST
Increase lighting to 100LUX (Inc. 3 x new 25m light poles)	\$640,000.00
Estimated Total	\$640,000.00

Table 3 – Floodlights

Notes:

The figure in Table 1 and Table 2 of \$78,000 relating to power upgrades and Western Power (WP) headworks will only be ratified once the WP Design and Quotation Assessment (DQA) is completed and quoted. In the event a transformer upgrade is required, the cost may escalate by \$250,000 to \$300,000.

All values noted above do not include GST.

I 4 Matters for which the meeting may be closed

I 4.1 Code of Conduct Matter

This report is included in the Ordinary Council Meeting – Confidential Matters Agenda in accordance with Section 5.23(2) of the Local Government Act 1995, which permits the meeting to be closed to the public for business relating to the following:

(h) such other matters as may be prescribed.

Officer Recommendation

That Council:

1. Note the Complaint – Alleged Breach Form submitted on 31 October 2022 as set out in Confidential Attachment 14.1.1.
2. Note the Independent Investigator's report on the alleged breach as set out in Confidential Attachment 14.1.2.
3. Make a finding that either; (a) the alleged breach been substantiated or (b) the alleged breach has not been substantiated.
4. If the alleged breach has been substantiated, determine any further actions required.
5. Request the Manager Governance, Strategy and Risk to write to both parties advising them of the outcome of the investigation and Council's decisions regarding the alleged complaint.

I 5 Closure