



**HOPE VALLEY
WATTLEUP**
redevelopment project

Social Transition Strategy

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1. Introduction to the Social Transition Strategy

The specific purposes of Social Transition Strategy are as follows:

- To identify the social transition issues within the project area, resulting from the Hope Valley Wattleup Redevelopment Act (2000)
- Based on the social transition issues identified, determine how LandCorp can most appropriately respond

The Social Transition Strategy (the Strategy) identifies the nature of the issues being experienced by residents currently living in the project area and sets out a framework for managing these during the transition period.

The transition period relates to the redevelopment of the various precincts within the project area in accordance with the Master Plan and its associated staging strategy. The Strategy sets out a framework for continuing to address the needs of residents of the townships and the surrounding area to ensure any impacts of the redevelopment will be minimised as far as possible. It builds on the initiatives already undertaken by LandCorp since its appointment as the Implementation Authority in 2001.

The *Fremantle-Rockingham Industrial Area Regional Strategy (FRIARS)* recognised the need for a transparent and detailed social transition strategy to ensure that “the processes of property acquisition and community impact are managed in an accountable and equitable manner”. (FRIARS Final Report, April 2000).

The components of a social transition strategy proposed in the *FRIARS* included:

- Ongoing Community Consultation, Information and Support
- Provision of Appropriate Community Services
- Property Purchase Provisions

The residents of the Hope Valley - Wattleup Project Area have experienced more than a decade of uncertainty regarding their future since the establishment of the *Environmental Protection (Kwinana) (Atmospheric Wastes) Policy (1992)*, to maintain acceptable air quality around the Kwinana Industrial Area.

The prolonged period of planning and consultation involved in the preparation and finalisation of the *FRIARS*, has contributed to people’s uncertainty. Many people, especially those in the rural areas, see the Master Plan and its associated staging framework as a key to providing certainty for the future. Within the townships, significant proportions of the residents in Hope Valley and Wattleup have taken the opportunity provided by LandCorp’s acquisition program to create their own future in a new location. Others have chosen to stay, and a significant proportion of these see themselves in the area for the longer term. Of those who completed the community survey in March 2002, about 67 per cent of people living in rural areas and 50 per cent of people living in the townships saw themselves remaining in the area for five years or more. The Social Transition Strategy in association with the indicative redevelopment staging strategy allows many of those interviewed the opportunity to remain for periods well in

excess of five years. While it is recognised that many of the people surveyed were not the owners of the property, it is important that the Strategy addresses the concerns of the owners and those renting within the project area. Table 1 indicates the ownership details as at October 2002.

Table 1: Residential Property Ownership in Project Area

Township	Ownership			Total
	Government Owned	Committed Applications	Private Individuals	
Hope Valley	141	6	44	191
Wattleup	250	17	69	336
Rural	63	0	225	288

Source: LandCorp Project Office, October 2002

A review of the submissions received during the public consultation on the *FRIARS* indicated high levels of concern about the social impacts of relocating residents from Hope Valley and Wattleup. While many people wanted the townships to be retained in order to maintain their existing lifestyle, they also “asked that definitive decisions about the future of the townships be made as soon as possible”.

2. Process Used to Inform the Strategy

The Strategy has been developed following extensive discussions and consultation within the project area and with key organisations involved in the provision of social infrastructure and community services. This consultation included:

- one-on-one and small group meetings with officers from the City of Cockburn and Town of Kwinana and the Department of Family and Children's Services;
- a series of one-on-one meetings with principals, staff and parent representatives from Hope Valley and Wattleup schools;
- telephone conversations and meeting with representatives from the Department of Education;
- meetings with the Community Reference Group (CRG) and Community Management Committees (CMCs) for Hope Valley and Wattleup and follow-up discussions with individual members;
- Community Survey of 333 households representing 57 per cent of the total households in the redevelopment area (March 2002);
- Community Mapping Project undertaken by Year 6 and 7 students at the two primary schools (March – April 2002);
- Community Meeting on the Master Plan Process attended by more than 100 people (April 2002); and
- meeting with a small group of local residents who registered interest in being involved in discussing social transition issues following the, less-than-productive, large community meeting.

3. Social Transition Issues

This section of the report highlights the issues raised by residents in one-on-one discussions, small group meetings and the community survey. Those consulted include residents and business operators from the rural area, long-term residents of the townships, recently arrived, short-term tenants and primary school children.

The key issues have been classified into the following sections:

- Information Exchange
- Real Estate
- Community Structure
- Services

3.1 Information Exchange

The community survey identified provision of information as one of the most important issues throughout the transition period.

3.1.1 Information Services

Issue: Community wish to be able to make informed decisions about their future

Information is required to enable people to make decisions about their own future. As a result of the unique nature of the redevelopment project, people within the area require greater access to information regarding proposed timing for redevelopment, government property acquisition, ongoing provision of services, school services, etc. The area within which the community currently lives is changing and hence people need to know the extent of the changes occurring, when they will occur and what impact it will have on their quality of life. A dominant issue for the community is that of certainty – a basis on which to determine their future planning. Community representatives expressed the view that “what everybody wants is a time – a date to work towards”. After more than 10 years of uncertainty, it is evident that the community seeks clear direction so that decisions may be made which will enable them to move forward.

Actions:

- Establish and maintain a website that provides information in a timely manner and provides for feedback to be given
- Establish and maintain a project information centre that is accessible and can provide information by telephone or personal contact
- Provide a community liaison officer, who can meet with community members and is able to provide information and take action on community issues as they arise
- Provide a relocation adviser, who is able to give community members direction and advise in matters pertaining to relocation
- Undertake direct mail-outs to all members of the community on key issues as they arise
- Distribute a regular newsletter to keep the community informed of project progress
- Make CRG and CMC's meeting minutes accessible by posting on website, noticeboard at the Ray White office at the Wattleup shopping centre and project office.

3.1.2 Community Involvement

- Issue:**
1. Community wishes to have ability to influence its own future
 2. Community concerned about confusion over the project

The community wishes to have the ability to influence its own future and hence information flow from the community to LandCorp also is considered important. The community should be given the opportunity to provide input and comment on the management of the redevelopment area for as long as residents remain within the area. Many of the decisions made throughout the redevelopment process will have a direct impact on the residents of the area. The community is best positioned to provide comment on the redevelopment in terms of how it will be affected and hence an appropriate mechanism should be established and maintained for it to interact in the redevelopment process. While the community's input is considered very important, such input should be managed centrally to ensure the process is open, transparent and orderly.

A number of people within the project area have indicated the information being provided to them is unclear and in addition they are unclear as to how they may participate in the project. A comprehensive communication strategy should be developed and publicly available.

Actions:

- Consultation with the community at key stages of the planning process and input from the community to be obtained in developing the project vision and objectives, confirming the project opportunities and constraints (Strengths, Weaknesses, Opportunities, Threats (SWOT) workshop) and determining an appropriate land use distribution
- Ensure community is aware of formal comment period
- Establish CRG to provide community feedback on redevelopment issues
- Establish CMCs to provide township management advice
- Establish and make available comprehensive communication strategy

3.1 INFORMATION EXCHANGE				
	Issues	Responses	Actions	Status
3.1.1 Information Services	<ul style="list-style-type: none"> Community wish to be able to make informed decisions about their future, including: <ul style="list-style-type: none"> Property purchases Timing for redevelopment 	<ul style="list-style-type: none"> Provide the community clear and appropriate information to enable informed decisions to be made 	<ul style="list-style-type: none"> Establish & maintain website Establish & maintain project information centre Provide community liaison officer Provide relocation adviser Distribute newsletters Undertake direct mail-outs Make CRG and CMC's meeting minutes accessible 	Ongoing Established Established Periodic Ongoing Ongoing Ongoing
3.1.2 Community Involvement	<ul style="list-style-type: none"> Community wish to have ability to influence its own future Community concerned about confusion over the project 	<ul style="list-style-type: none"> Community involvement in all stages of Master Plan preparation Provide the community with a comprehensive communication strategy 	<ul style="list-style-type: none"> Consultation at key planning stages: <ul style="list-style-type: none"> Vision & Objectives Workshop SWOT Workshop Land Use Plan Presentation & Exhibition Ensure awareness of formal comment period Establish CRG to provide community feedback Establish Community Management Committees to provide township management advice Establish and make available a comprehensive communication strategy 	Constant Ongoing Constant Established Being prepared

3.2 Real Estate

Many of the issues identified were associated with the physical relocation process from selling properties to identifying and moving into an appropriate replacement property.

3.2.1 Property Purchases

Issue: Uncertainty created by project has deterred private investment

Over recent years, the redevelopment process has contributed to a level of uncertainty in the local real estate market which has resulted in private investors being deterred from making offers to purchase properties within the redevelopment area. The lack of a natural real estate market with willing buyers and sellers has meant that government intervention has been required to give owners of the township properties the ability to sell. This intervention will need to continue until the private market for property acquisition can be restored through providing certainty of land use. To enable owners to be able to sell their property, an ongoing acquisition program needs to be committed to.

The acquisition program needs to include a process incorporating hardship cases in rural areas (see Section 3.2.5).

Actions:

- Expediently complete the Master Plan so that certainty of future land use is restored to the area as soon as possible
- Undertake an active acquisition program in the townships
- Consider cases of demonstrable hardship in rural areas

3.2.2 Valuations

Issue: Owners consider Government offers for properties to be inadequate

There is a distinct perception by property owners that offers being presented by LandCorp are below what would in “normal” circumstances be fair market value. While it is not unusual for there to be a disparity between perceived values by buyers and sellers, even in a natural real estate market, the unique circumstances in this area require a greater commitment to an open and transparent valuation process. A number of landowners have expressed concern in not being involved in determining the Government’s acquisition process and policies and question its transparency. Vendors should be given access to valuation evidence and the opportunity to discuss its outcomes to alleviate concerns about its fairness and equity. Furthermore, the process should allow owners the opportunity to challenge valuations if they feel there has been bias by the valuers.

Actions:

- Establish an independent and accredited panel of valuers
- Vendors to be shown full valuation report, including all evidence supporting the valuation, upon request
- Vendors given the right to appeal against valuations including arbitration
- Vendors be advised of the policy in regard to property acquisition and valuation

3.2.3 Relocation

- Issues:**
1. Equivalent property and location difficult to find
 2. Cost of relocation
 3. Relocation in many cases requires owners to take out a mortgage

Relocation, whether actual or considered, can be stressful for people. The factors that compound such stress include the difficulty in finding a property that can offer a similar quality of life, costs associated with the relocation process and financial difficulty in relocating to another property that in some instances requires taking out a new mortgage. Other stress factors, such as moving away from established friendships, are covered in Section 3.3 (see Section 3.3.2).

It is imperative that steps are taken to minimise the factors that contribute to people's stress and then deal with the residual stress caused by unavoidable issues. By providing suitable relocation and financial options, many of the issues may be dealt with adequately. In receiving such advice, people will at least have information from which options can be considered and decisions can be made. To assist in relocation a one-off allowance should be made.

Actions:

- Provide independent real estate advice to access options and assist in decision-making
- Provide allowance to meet relocation costs

3.2.4 Not Wanting to Relocate

- Issues:**
1. Desire to stay within project area
 2. Concerns about effects on amenity as development occurs around them

A number of community members do not wish to relocate or at least not until they are ready to do so. They have expressed a desire to remain living, and in many cases working, within the project area until they themselves decide they wish to move on. For many people, their property is also their livelihood and hence relocation under these circumstances is made all the more difficult (see Section 3.2.5). Those who wish to remain are concerned about what happens around them and what access to services they will have in the future.

An important element of the area's redevelopment will be to ensure that those who desire to remain are given sufficient opportunity to continue their livelihoods, including continuity of essential services (see Section 3.4). The Master Plan will allow continued use beyond the redevelopment of the area in order that people feel secure in being able to stay should they wish to. The government acquisition program also should be supported until a private market is re-established in order to purchase properties should people decide to move on.

Those who choose to remain within the project area will have the surety of the strictest environmental controls set out in the Master Plan. Prior to any precinct being redeveloped, a structure plan for that precinct must be prepared and approved. If landowners within a precinct are not directly involved with the preparation of structure plan, they will have the opportunity to make a submission during the advertising of the precinct structure plan. Amenity of the redevelopment area will be protected by strict controls, including dust suppression and noise abatement.

Actions:

- Ensure planning scheme allows continued current land use beyond redevelopment
- Support government acquisition program until a private market is re-established
- Ensure planning scheme has precinct plans to guide development control aspects, particularly noise, groundwater, dust, and vehicle movements

3.2.5 Rural Areas

- Issues:**
1. Continuance of agricultural activities
 2. Retention of rural character
 3. Optimise land use over extended period

While the rural parts of the redevelopment area share many of the concerns of the people residing in the townships, they also have some particular issues that require specific attention. Many of the rural owners not only live on their property, but also make their living from their land through various agricultural activities. It is necessary to recognise that for many rural owners it would be difficult to find alternative opportunities to continue making a living. While the Master Plan will, in the long term, direct predominantly non-agricultural land use, those who wish to continue agricultural activities should be given the opportunity to do so.

The redevelopment of the area will occur over a long period of time and those living and working in the rural areas will not see significant change for many years. The finalisation and gazettal of the Master Plan will enable those wishing to continue working their land to do so, while also offering landowners the opportunity for redevelopment in accordance with the Master Plan.

To optimise the opportunities for rural landowners and particularly those who choose to remain in the project area for the longer term, the Master Plan will provide for interim land uses. These interim land uses will allow the Western Australian Planning Commission to approve immediate but transitional development opportunities for landowners to develop their land.

Actions:

- Ensure planning scheme allows continued current land use, including agricultural activities, beyond redevelopment
- Finalise and gazette Master Plan to describe clearly future land use and opportunities for redevelopment
- Ensure planning scheme allows transitional land use for interim development

3.2.6 Township Management

Issue: Government control of townships requires special professional expertise

Landowners in the townships, particularly Wattleup, believe that LandCorp does not have the necessary expertise to manage the townships. To address this, LandCorp shall retain the services of a professional property management agent to manage the tenancies. In addition, to deal with issues common to a number of properties, LandCorp shall maintain a Community Management Committee to meet regularly, raise issues of concern and jointly determine the most appropriate action. LandCorp also has retained personnel experienced in property management to provide additional capacity and understanding of property management issues.

Actions:

- Engage professional property management agent
- Establish township Community Management Committees
- LandCorp to maintain in-house personnel with property management experience

3.2 REAL ESTATE				
	Issues	Responses	Actions	Status
3.2.1 Property Purchases	<ul style="list-style-type: none"> Uncertainty created by project has deterred private investment 	<ul style="list-style-type: none"> The Master Plan needs to be finalised to instil confidence in private market Government policy to offer to purchase residential township properties at market value 	<ul style="list-style-type: none"> Government to support expeditious completion of Master Plan Government commits to an active residential acquisition program in townships Government to consider cases of demonstrable hardship in rural areas 	<p>Ongoing</p> <p>Policy prepared</p> <p>Policy prepared</p>
3.2.2 Valuations	<ul style="list-style-type: none"> Government offers for properties are considered, by some owners, to be inadequate 	<ul style="list-style-type: none"> Independent and transparent valuation process made available for vendor's assessment 	<ul style="list-style-type: none"> Establish an independent and accredited panel of valuers Vendors to be shown full valuation report Vendors given right to appeal against valuations Vendors advised of policy in regard to acquisition and valuation 	<p>Tendered</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
3.2.3 Relocation	<ul style="list-style-type: none"> Equivalent property and location difficult to find Cost of relocation Relocation in many cases requires a mortgage to be taken out 	<ul style="list-style-type: none"> Assist in the relocation process 	<ul style="list-style-type: none"> Provide independent real estate advice to access options and assist in decision- making Provide allowance for relocation costs 	<p>Ongoing</p> <p>Established as per Cabinet decision 2 April 2001</p>
3.2.4 Not Wanting To Relocate	<ul style="list-style-type: none"> Desire to stay within project area Concerns about the effects on amenity as redevelopment occurs 	<ul style="list-style-type: none"> Master Plan allows continued use beyond redevelopment Acknowledgment within <i>Town Planning and Development Act (1928)</i> of non-conforming uses Master Plan to acknowledge residents wishing to remain 	<ul style="list-style-type: none"> Ensure planning scheme allows continued current land use beyond redevelopment Support government acquisition program until private market is re-established Ensure planning scheme requires precinct plans to be produced prior to development 	<p>Ongoing</p> <p>Currently negotiating funds</p> <p>Ongoing</p>

3.2 REAL ESTATE (continued)

	Issues	Responses	Actions	Status
3.2.5 Rural Areas	<ul style="list-style-type: none"> Continuance of agricultural activities Retention of rural character Optimise land use over extended period 	<ul style="list-style-type: none"> Master Plan allows continued use beyond redevelopment Master Plan allows transitional land use for interim development 	<ul style="list-style-type: none"> Ensure planning scheme allows continued current land use beyond redevelopment Finalise Master Plan to describe opportunities Ensure planning scheme allows transitional land use 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
3.2.7 Township Management	<ul style="list-style-type: none"> Government control requires special professional expertise 	<ul style="list-style-type: none"> Supplement resources to ensure townships are managed to an appropriate level 	<ul style="list-style-type: none"> Engage professional property management agent Establish township community management committees LandCorp to maintain in-house personnel with property management experience 	<p>In place</p> <p>Established</p> <p>Ongoing</p>

3.3 Community Structure

The redevelopment project has caused a significant amount of disruption to the community. It has changed the demographic profile of the area and contributed to fragmentation of existing social structures. Many of the issues relating to the social fabric are less tangible than issues such as retention of services etc. and hence a greater sensitivity is required to manage them.

3.3.1 Changing Community Profile /Identity

- Issue:** Increasing levels of tenancy resulting in:
- Changing make-up of community
 - Less commitment to community pride
 - Anti-social behaviour
 - Untidy appearance of properties

The property acquisitions in the townships and their subsequent rental on a short-term lease basis has led to high proportions of new residents and transients. The propensity for some people who are renting, as opposed to owning their property, to take less pride in their property and maintenance of community groups has led to a markedly altered social environment, specifically within the two townships. Reports of increased anti-social behaviour, untidy properties etc. have caused significant concern and, in some cases, distress to the residents who have lived in the township for many years. For instance, 20 per cent of people surveyed in Wattleup have lived there for more than 20 years.

Addressing issues relating to the changing community profile requires strict management of the rental properties. While it should be acknowledged that this cannot resolve completely issues with transient residents, it can contribute significantly to minimising negative impacts.

Action

- Establish comprehensive screening process for new tenants
- Establish maintenance program for rental properties
- Manage tenancies in accordance with the property management policy

3.3.2 Social Uncertainty

- Issues:**
1. Fragmentation of established friendships
 2. Fear of change
 3. Psychological effects of property demolition

The redevelopment project has initiated an environment of change, which inevitably will have varying degrees of impact on community members. As residents make the decision to move away from the townships the social network will fragment. The departure of longstanding friends, neighbours and familiar faces has caused and will continue to cause a sense of isolation and loss. It also should be noted that the community has a high proportion of older

migrants who potentially will experience greater anxiety in the fragmentation of the social fabric. Migrant populations traditionally have settled in locations in close proximity to each other to provide mutual support, whether it is cultural, emotional or even financial. Fragmentation is an ongoing issue in communities undergoing change (i.e. South Fremantle, Coolbellup and Spearwood) and experience has shown that appropriate support should be provided

People are concerned by the unknown, and in this case, people fear what will become of their properties and their lives in the short and long term. The “unknown factor” should be reduced as far as possible, such that people are confident that they know and understand what the future holds. This can be achieved best by information disseminated in an appropriate and sensitive manner. In many instances, this will be through personal contact with the people concerned (see Section 3.1.1).

Demolition of homes also has had negative psychological impacts on the community. For many people, it has been difficult to see longstanding homes being demolished within their community. This has contributed to the sense of loss being experienced. A redevelopment strategy will ensure that the physical and community infrastructure of the townships is maintained for as long as possible. Any demolition prior to redevelopment should be highly selective and carried out only in cases where retention of the dwelling would diminish the amenity of the community. A detailed redevelopment strategy for the Hope Valley township can be found in Appendix 2.

Actions:

- Provide information on redevelopment plans (see Section 3.1.1)
- Undertake selective demolition in accordance with redevelopment staging

3.3.3 Preservation of Cultural Features

Issue: Redevelopment of places that hold memories or are culturally significant

A number of community members expressed a sadness at the prospect of losing physical elements of their past, such as the primary school or a local park. These places hold nostalgic memories that give people a sense of place. It is important that as part of the redevelopment, the area’s heritage is recognised. This may be in the form of retaining local parks and community buildings, providing monuments or plaques to certain places and people, keeping street configurations and names, etc. While the place will never be the same, at least some connection will be retained to past residents to indicate where they lived, grew up or raised their families.

Action

- Incorporate cultural features into the Master Plan and subsequent structure planning

3.3 COMMUNITY STRUCTURE				
	Issues	Responses	Actions	Status
3.3.1 Changing Community Profile / Identity	<ul style="list-style-type: none"> • Increasing levels of tenancy resulting in: <ul style="list-style-type: none"> ○ Changing make-up of community ○ Less commitment to community pride ○ Anti-social behaviour ○ Untidy appearance of properties 	<ul style="list-style-type: none"> • Manage strict tenancy code 	<ul style="list-style-type: none"> • Establish screening process for tenants • Establish maintenance program for rental properties • Manage tenancies in accordance with property management policy 	Policy prepared Policy prepared Policy prepared
3.3.2 Social Uncertainty	<ul style="list-style-type: none"> • Fragmentation of established friendships • Fear of change • Effects of property demolition 	<ul style="list-style-type: none"> • Assist community understanding of the project 	<ul style="list-style-type: none"> • Provide information on redevelopment plans • Undertake selective demolition in accordance with redevelopment staging 	Ongoing Ongoing
3.3.3 Preservation of Cultural Features	<ul style="list-style-type: none"> • Redevelopment of places that hold memories or are culturally significant 	<ul style="list-style-type: none"> • Retain continuity of physical features 	<ul style="list-style-type: none"> • Incorporate cultural features into the Master Plan and subsequent structure planning 	Ongoing

3.4 Services

Of fundamental importance to those residents who wish to remain within the area is that a full range of services is available until redevelopment occurs and some of these services remain available beyond redevelopment.

3.4.1 Education

Issue: Continuity of educational services

From the perspective of the community, retaining both primary schools is crucial to the viability of the townships. If the schools were to be closed immediately, the towns would be less attractive to tenants and it also would be a major psychological blow for those residents who have chosen to stay.

It is important to provide families whose children are in the schools with adequate notice as to when the schools will be closed in order for parents to make alternative arrangements. Parents also should be assisted by providing them with a range of options, should they decide to stay in the area. Any closure should occur at the end of the school year to ensure that children will not have the disruption of having to change schools mid-year.

The principals of both schools expressed concern that any decision to close the schools would compromise the enrolment opportunities for the period that the schools remained open. As school closure is determined by the Education Department and is based upon student numbers and subject to Local Area Planning, LandCorp can assist by ensuring families with children of primary school age are given priority in the renting of township homes in accordance with the indicative staging strategy.

As part of the Education Department's policy for closure of schools, its local area planning considers a range of issues associated with relocating children to a new school, including transportation, choice of school, settling in assistance and support and any other particular local issues.

Actions:

- Work closely with the Education Department and primary schools to ensure co-ordinated planning
- Prioritise tenancy applications to families with children of primary school age
- Maintain family tenancies in accordance with staging strategy

3.4.2 Convenience Shopping

Issue: Maintenance of convenience shopping

The maintenance of a post office agency, newsagent and daily convenience shopping is very important during the transition period, especially for those township residents without access

to a vehicle. It is, however, important for all residents of towns and the rural area to be afforded the opportunity for informal social contact offered by the presence of local shops.

While the presence of any convenience shopping is based on commercial decisions by the shop owners, LandCorp can support their retention by maintaining township population levels in Wattleup and ensuring that the commercial centre retains its land use throughout and beyond the area's redevelopment.

Actions:

- Ensure planning retains commercial land use up to and as part of the redevelopment
- Maintain population levels of Wattleup township in accordance with the staging strategy

3.4.3 Recreational Facilities

Issue: Maintenance of existing recreational facilities

Many of the existing recreation facilities are associated with the schools and community halls. While sporting clubs and community organisations are struggling to maintain members and remain viable, it is important that they are supported in their endeavours. Sport and informal active recreation are important outlets, especially for children and young people experiencing stress. Once areas start to be redeveloped, there also will be a requirement for recreational facilities for the workforce that the redevelopment will bring. The existing recreational facilities should be in demand by the workforce and assist their viability. At some point in the future, there may be some partnering necessary between private industry, local government and the community to ensure accessibility to recreational facilities.

Actions:

- Ensure planning retains elements of recreational land use up to and as part of the redevelopment
- Maintain population levels in accordance with the staging strategy

3.4.4 Local Government Services

Issue: Maintenance of standard Council services, such as rubbish collection, verge mowing, roads and paths maintenance, street sweeping, parks, etc.

As property owners are still paying full Council rates, it is not unreasonable to expect that standard services enjoyed by other areas within the local government areas be provided. This issue requires direct discussion between the community and the local governments.

Action

- Establish Community Management Committees to monitor services and liaise with local government

3.4.5 Utilities and Post

- Issues:**
1. Continuity of utility services such as power, water, gas, phone and postal services
 2. Immediate provision of potable water to rural area

Community members who choose to remain in the area require confidence that they will continue to enjoy the full range of utilities and postal services that currently serves their homes. There is no intention to shut down any of these services and in fact they will be required to be upgraded as part of the redevelopment process. Australia Post has indicated that postal services will be maintained and not affected by the redevelopment.

Also of concern to the rural landowners is access to potable water. Significant portions of the redevelopment area are not connected to scheme water and landowners are concerned about the quality of groundwater and rainwater. It is suggested that investigations are undertaken to prioritise the provision of potable water to all parts of the redevelopment area.

Actions:

- Ensure utility services are maintained as part of the redevelopment
- Investigate immediately requirements and priorities to provide potable water to all parts of the redevelopment area

3.4.6 Bus Services

Issue: Retention of existing bus services

A high proportion of the population in the townships does not have regular access to a vehicle. With 16 per cent of households in Wattleup and 12 per cent of Hope Valley households without daily access to a car, public transport is extremely important. As with other services that require a certain patronage, LandCorp can assist by ensuring population levels are maintained in accordance with the staging strategy. Transperth requires a viable population catchment to ensure continuity of service.

Action

- Maintain population levels in accordance with the staging strategy

3.4 SERVICES				
	Issues	Responses	Actions	Status
3.4.1 Education	<ul style="list-style-type: none"> Continuity of educational services 	<ul style="list-style-type: none"> Support the community and family profile to assist school viability 	<ul style="list-style-type: none"> Work closely with the Education Department and primary schools to ensure co-ordinated planning Prioritise tenancy applications to families with primary aged children Maintain family tenancies in accordance with staging strategy 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
3.4.2 Convenience Shopping	<ul style="list-style-type: none"> Maintenance of convenience shopping 	<ul style="list-style-type: none"> Support ongoing use of shops and long term retention 	<ul style="list-style-type: none"> Ensure planning retains commercial land use up to and as part of the redevelopment Maintain population levels of Wattleup township in accordance with staging strategy 	<p>Master Plan in progress</p> <p>Committed</p>
3.4.3 Recreational Facilities	<ul style="list-style-type: none"> Maintenance of existing recreational facilities 	<ul style="list-style-type: none"> Encourage retention of recreational facilities 	<ul style="list-style-type: none"> Ensure planning retains elements of recreational land use as part of the redevelopment Maintain population levels of Wattleup township in accordance with staging strategy 	<p>Ongoing</p> <p>Committed</p>
3.4.4 Local Government Services	<ul style="list-style-type: none"> Maintenance of standard Council services, such as rubbish collection, verge mowing, roads & paths maintenance, street sweeping, parks, etc. 	<ul style="list-style-type: none"> Support Council provision of services to ensure ongoing maintenance of area amenity 	<ul style="list-style-type: none"> Establish Community Management Committees to monitor services and liaise with local government 	<p>Established & ongoing</p>
3.4.5 Utilities and Post	<ul style="list-style-type: none"> Continuity of utility services such as power, water, gas, phone and postal services Immediate provision of potable water 	<ul style="list-style-type: none"> Utilities and postal services to be maintained as part of the redevelopment process. Give priority to providing potable water to all parts of redevelopment area 	<ul style="list-style-type: none"> Incorporate utility services as part of the Master Plan Investigate immediately requirements and priorities for providing potable water to all parts of the redevelopment area 	<p>Master Plan in progress</p> <p>Ongoing</p>
3.4.6 Bus Services	<ul style="list-style-type: none"> Retention of existing bus services 	<ul style="list-style-type: none"> Support current level of service 	<ul style="list-style-type: none"> Maintain population levels of townships in accordance with indicative staging strategy 	<p>Committed</p>

4. Timing of Redevelopment

A frequently asked question by the community has been “When will the various precincts indicated on the Master Plan be developed?”. This question cannot be answered with any certainty as redevelopment is based upon a number of factors, many of which are outside the control of the various stakeholders. Once the Master Plan is gazetted however, all parts of the redevelopment project area are eligible for redevelopment. In other words, the redevelopment process can commence in any of the area’s precincts. Some of the factors that will dictate the timing of redevelopment of the various precincts include:

- Market demand for developed land
- Market supply of similar developed land
- Availability and associated costs of trunk infrastructure, such as water mains, power, sewer, etc.
- Development of adjacent infrastructure, including components such as the Outer Harbour, Rowley Road, etc.
- Desire of other landowners within a precinct to redevelop their land

The staging strategy indicated in the Master Plan is **indicative only** and has been based upon a number of assumptions such as the timing of the Outer Harbour development. LandCorp will not be the only developer of land within the redevelopment area. The land can be developed by any individual, company or syndicate which holds land within the redevelopment area. Government currently owns a significant portion of the Hope Valley township and has a commitment to redevelop this area of the project as a priority. It can therefore be assumed that land redevelopment shall commence in the south of the project area. Once this land has been redeveloped, the infrastructure that will be constructed as part of the early stages will form the foundation for further development to the immediate north. The staging strategy indicated in the Master Plan therefore is based upon a sequence of development which commences in the south and moves northwards.

For land to be redeveloped, the precinct within which the land sits is subject to the preparation of a detailed structure plan. The structure plan is a development plan of the precinct which details information and cost allocations such as internal road layouts, lot layouts and location of infrastructure such as power, water, sewer, etc.

4.1 Hope Valley Township

The Master Plan designates the area occupied by the Hope Valley township as Stage One of the project which will commence within the next five years. A rolling program of demolition shall occur from May 2003. It is currently forecast that all properties owned by Government will be demolished by September 2004.

Given the proposed staging of development, Hope Valley should be the priority area for property acquisitions which will continue progressively. For more detailed information on the redevelopment of Hope Valley see Appendix 2.

4.2 Wattleup Township

It is anticipated the Wattleup township shall remain in the medium term, however, a rolling program of property demolition shall commence in the shorter term.

The redevelopment of Wattleup has an impact on the primary school which is expected to close when the township is redeveloped. Given the importance of the school to the community, its closure should relate as closely as possible to the redevelopment of the town.

The Master Plan provides for the existing retail and local service precinct to be retained as part of the main service centre. Existing facilities such as the Community Fire Service and ambulance centre could be used as part of the service centre development.

4.3 Rural Area

Much of the area currently occupied by rural businesses, horticultural enterprises and rural living allotments is included in the development precincts identified as part of Stages 2, 3 and 4 of the project. These precincts include a range of land uses, predominantly transport industry and eco-industrial activities, with commercial areas associated with the Wattleup township site.

Owners of properties immediately adjacent to the proposed Rowley Road corridor will experience the impacts and opportunities earlier than properties to the north. The Master Plan acknowledges the fact that many rural landowners will not have ready access to required infrastructure to be able to cost-effectively develop their land for many years. The reality is that not all parts of the project area can be serviced with infrastructure from the outset. Those landowners away from main infrastructure trunk lines will be able either to continue with their current land use or alternatively, have the option of undertaking development of a transitional nature, as set out within the Master Plan.

APPENDICES

APPENDIX 1

Transition Management since Implementation

Following the appointment of LandCorp by the State Government as the Implementation Authority for the Hope Valley-Wattleup Redevelopment Project, a comprehensive Transition Management Strategy has been put in place to address the social transition requirements identified in the *FRIARS*. The strategy establishes the process and principles for property acquisitions, property management and the program for consultation.

“In the context of the project, Transition Management means the management of the social issues relating to the residual population within the Project Area and the acquired physical assets / liabilities during the period through to redevelopment. The retention and effective use of existing homes and businesses in the Project Area prior to redevelopment is essential, not only to minimise cost but to accommodate the reasonable expectations of residents who wish to stay and to manage the existing improvements in an efficient and sustainable manner.” (Project Brief, 2000).

Information and Advice

LandCorp established the Hope Valley Wattleup Redevelopment Project Office in Wattleup in 2001. The office is staffed by a number of LandCorp staff involved in the project, including those providing relocation advice and community support.

The office has acted, and continues to act, as a focus for receiving and responding to enquires from residents about the project.

An Information Kit was prepared by June 2001 to provide details on the operation of the property acquisition programme and included a series of fact sheets giving practical tips about buying houses, signing contracts and moving house.

It was generally acknowledged by those people spoken to during the consultation, that the presence of LandCorp staff at the project office within the redevelopment area, has been a positive initiative as it has provided a focus for information and support.

LandCorp has prepared a newsletter “Update” to communicate information about the project on a regular basis. This newsletter is mailed to all landowners and tenants in the project area. The information provided through these newsletters is considered to be a useful tool for building understanding and addressing uncertainties. Initial distribution problems meant some residents of the rural area and non-resident property owners did not receive the information, however it appears that these problems now have been addressed.

Other methods of disseminating information included the establishment of a website in 2002 and the undertaking of direct mail-outs on key issues.

Relocation Advice and Assistance

LandCorp appointed a relocation adviser to provide advice to townsite residents with relocation options, guidance on property in nearby areas, including comparable real estate values, understanding real estate transactions, raising finance, building a new home, and transaction costs.

The State Government introduced a relocation allowance of \$9,000 until 30 June 2001, increasing to \$9,500 until 30 June 2002 and \$10,000 thereafter. The amount of the allowance is decided by the date of settlement and is paid separately from the payment for the sale of houses to LandCorp.

Community Involvement

LandCorp established three representative organisations during 2001 to provide a channel of information for residents of the redevelopment area and to act as a focus for residents to express their views.

The Community Reference Group (CRG) was established to deal with issues affecting the entire Hope Valley Wattleup redevelopment project area, including the interests of rural landholders. Members of the group include Local Members of Parliament and representatives of local government, industry and the community.

The function of the CRG is to:

- Provide an independent voice for the people of the project area during the planning and implementation of the redevelopment;
- Receive reports on, and provide input into, the preparation of the Master Plan;
- Disseminate information to members of the community; and
- Assist in determining the frequency, content and format of any community meetings, open days and other consultative mechanisms.

Two Community Management Committees (CMCs) were established, one each for the townships of Hope Valley and Wattleup. The CMCs have dealt with issues such as the ongoing management of tenanted properties, maintenance of community services and infrastructure, and long-term planning. Members of the CMCs include community representatives, chosen from people who responded to a public invitation to register their interest, the relevant Member of State Parliament, a Councillor from the relevant local government and LandCorp representatives. The feedback on the response of LandCorp staff to issues such as tenant management, property maintenance and security has been very positive. Residents report a significant improvement in these areas as a result of LandCorp's engagement of locally based property manager Ray White, improved liaison with police, and increased security patrols.

Contact details for the members of the Community Reference Group and Community Management Committees were provided in the Project Newsletters of Winter and Spring 2001.

Consultation on the Master Plan

In addition to the involvement of the Community Reference Group and Community Management Committees, LandCorp has worked with a consortium of consultants preparing the Master Plan for the redevelopment of the area to ensure residents have been able to comment on and contribute to the development of the Master Plan. The consultation process has involved public meetings and a staffed display of Master Plan directions.

In addition, a separate community meeting between rural landowners and the Minister for Planning and Infrastructure, Ms Alannah MacTiernan, was conducted in September 2001.

Property Management, Maintenance and Security

LandCorp responded to the concerns of township residents by establishing procedures to improve tenant selection and management and to retain the amenity of the area.

Ray White was engaged and established an office at the Wattleup shopping centre. There has been a concerted effort to retain former owners as tenants by providing incentives. A careful checking process was put in place to try to ensure houses were rented to reliable tenants who would care for the properties. LandCorp has been required to act in accordance with the *Residential Tenancy Act (1987)*.

In addition, LandCorp has:

- met the costs of lawnmowing services to help maintain properties and a New Residents Information Pack has been prepared and is distributed by the property manager to all new tenants;
- facilitated the regular inspections of rented homes and vacant homes and repairs and maintenance have been carried out as required;
- acted to improve the safety and security of residents in response to a range of issues and concerns expressed through the Community Management Committees;
- established effective liaison with police from Kwinana and Cockburn to ensure prompt response to incidences of vandalism, theft and other crime, and the Wattleup Neighbourhood Watch Group has been revitalised;
- funded a private security firm to patrol Wattleup and Hope Valley with a view to observing and deterring anti-social behaviour, and these services have been extended to include the rural areas following reports of problems outside the townships; and
- given assistance in the establishment of a Family Day Care Centre in Wattleup with an expected opening in 2003.

Community Events and Liaison

In November 2001, the City of Cockburn and LandCorp worked with local community clubs and organisations to provide a free Community Fun Day for residents of the project area. The day was seen as a valuable contribution, bringing together new residents and existing residents and providing fun for the children.

Ongoing community liaison and support to the two primary schools and community groups in the townships have been provided. The support provided by the community liaison officer to residents, schools and local groups was noted by many people as a positive contribution to the transition process.

Maintenance of Community Assets and Infrastructure

One area that has been difficult for LandCorp to achieve consistent responses, is the maintenance of the public realm and community infrastructure. While the attitude of Councils to spending money on maintenance and upgrading of infrastructure in towns which will eventually close may be understood on an economic level, to the community it represents a sense that "Councils don't care" and "What are we paying rates for"? This has been an area of frustration at times for LandCorp and the communities in the townships.

APPENDIX 2

Township Redevelopment

Hope Valley

A redevelopment strategy has been established for the Hope Valley township through liaison between LandCorp and the Education Department.

A major concern is the premature removal of students from the Hope Valley Primary School leading to an unnecessarily early closure. The Education Department has reported a current enrolment of 77 students at the school with 38 of these residing in the Hope Valley township.

Discussions with the Education Department have indicated that the Hope Valley primary school will remain open throughout 2003 and its long-term future will be determined through a Local Area Planning process that will be established by the Education Department in 2003. The following timeframes and objectives have been developed to give direction and provide some certainty for the community.

From September 2002, LandCorp properties requiring excessive maintenance or contravening any aspect of the current Property Management Policy, will be demolished. Where primary school children are resident in a property declared for demolition, the tenant family will be considered for relocation to another property in the township.

From 1 July 2003, following the transfer of Western Australian Planning Commission properties to LandCorp, all leases will be reviewed. Expired or periodic leases will be terminated unless there are primary school children living at the property. Where there are primary school children in situ, periodic leases will be offered. All other LandCorp properties will be scheduled for demolition.

By 30 October 2003, termination notices for all LandCorp properties will be issued and demolition scheduled.

Early 2004, all houses would have been vacated and demolition programmed to be complete by 30 September 2004.

Once the Education Department has determined a closure date for the Hope Valley Primary School, there is potential to transfer remaining students to the Wattleup Primary School. Advice regarding future arrangements will be communicated to residents of the township and surrounding area through the newsletter, website and direct mail-out.

Wattleup

The redevelopment of Wattleup is not anticipated in the short term and hence no detailed redevelopment strategy has been prepared. When more accurate timing for the redevelopment of Wattleup can be determined, a redevelopment strategy, similar to the one for Hope Valley, will be prepared.

APPENDIX 3

Social Transition Policies

HVWRP ACQUISITION POLICY Revised May 2004

INTRODUCTION

The purpose of this policy is to establish guidelines for LandCorp to purchase property in the Hope Valley Wattleup Redevelopment Project area (the “redevelopment area”).

PRINCIPLES

- Fair, equitable and transparent dealing with landowners based on a fair market price in all instances
- Consistently apply the provisions of the Hope Valley Wattleup Redevelopment Act 2000 (the “Act”) and the Government’s commitments in dealings with landowners
- Provision for rural hardship conditions
- Manage the acquisition program on a basis consistent with available funding.
- Valuations reflect the highest and best use
- Comparable sales evidence based on non-government sales to be utilised in ascertaining “market value”
- Arbitration is an option available to all vendors as a means of resolving valuation disputes. Arbitrators will be appointed by the President of the Australian Property Institute and operate within the Institute’s guidelines for arbitration.

TOWNSHIP ACQUISITION PROCESS

1. Vendors approaching LandCorp for purchase will receive an information pack detailing the acquisition processes.
2. LandCorp will commission a valuer from its panel of valuers to undertake a market valuation of the subject property. The vendor/s may obtain their own market valuation advice, as per the brief in the information pack, with LandCorp reimbursing the cost up to \$1,000. Should the vendor/s elect not to pursue their own valuation advice, LandCorp may provide a second valuer from its panel of valuers at no cost to the vendor/s.
3. Upon receipt of the valuation reports and the two valuations are within 10%, approval will be sought from LandCorp to make an offer based on the average of the two valuations. If the vendor/s decline to accept the offer to purchase, the vendor/s may elect for arbitration as a means of resolving the dispute (clause 5). Should the vendor/s not elect for arbitration clause 6 will apply.

4. In the event of the two valuations differing by more than 10%, a meeting between the valuers will be convened to attempt to reach an agreement of the market value. If agreement is reached, approval will be sought from LandCorp to make a revised offer to the vendor/s.
5. If an agreement at the meeting between the valuers is not achieved, the vendor/s may elect for arbitration to resolve the valuation dispute. The arbitrator's decision will be final and binding to both parties with settlement 30 days from the arbitration decision. The terms and conditions of Arbitration are provided in the information pack received when applying for purchase.
6. Should the vendor/s not elect arbitration then an offer to purchase based on LandCorp's valuation advice will be presented and be valid for 30 days.

HARDSHIP

Offers for rural properties will be acquired subject to demonstrable hardship and available funding.

LandCorp undertakes to purchase rural properties where owners can provide evidence of genuine hardship. Applications will be assessed on individual merit subject to documentary evidence provided by professional third party opinion stating continued ownership of the property and/or occupation of the existing residence would cause demonstrable and conspicuous hardship.

Hardship purchases are conditional on funding availability and the completion of an environmental assessment clearing the property of any contamination.

A relocation allowance is not applicable to rural purchases.

Upon approval to proceed with the hardship application the guidelines stated in the above "township acquisition process" will apply.

RELOCATION ALLOWANCE

State Cabinet determination of 2 April 2001 allows LandCorp to make a one off payment to owners of residential properties in the townships of Hope Valley and Wattleup with a Relocation Allowance calculated as follows:

- On properties where settlement occurs up to 30 June 2001, \$9,000;
- On properties where settlement occurs during the period 1 July 2001 to 30 June 2002, \$9,500; and
- On properties where settlement occurs after 30 June 2002, \$10,000
- On properties where settlement occurs after 1 June 2004, \$12,000.

The relocation grant does not form part of the purchase price and is paid once settlement has occurred.

The relocation grant is not payable to deceased estates, vacant land, rural hardship purchases or commercial purchases.

HVWRP Property Management Policy

INTRODUCTION

The aim of this plan is to establish guidelines to be used by LandCorp staff and consultants in the management of properties purchased in the Hope Valley Wattleup Redevelopment Project area (the “area”).

PRINCIPLES / OBJECTIVES

The overriding management principles are to ensure the letting of properties subject to this plan is in accordance with approved land uses and does not unreasonably diminish residential amenity within the neighbourhood due to the appearance of the property or the occurrence of anti-social behaviour.

The following specific objectives will be applied in accordance with the above principle:

1. Where feasible, retain existing residential uses.
2. To maintain the existing residential amenity in the area;
3. To maintain properties to an acceptable standard having regard to their age and construction;
4. To ensure tenants are not the source of socially disruptive behaviour;
5. To minimise vacancies
6. Demolition of properties in accordance with property management plan guidelines.

POST ACQUISITION HAND OVER

- Following acquisition of a property, the Project Manager shall organise a property inspection.
- Items of serious disrepair shall be undertaken by reputable tradesman instructed by and under the management of the Project Manager.
- Once all works are completed, the Project Manager shall issue to the LandCorp Property Manager and Managing Agent details of the availability of the property, recommended asking rental and arrangements for collection of keys for access.
- Where former owners wish to remain in occupation under a lease, the Project Manager shall provide details to both the LandCorp Property Manager and the Managing Agent of agreed terms for the transaction and provisional settlement date. The Managing Agent will ensure a Residential Tenancy Agreement is entered into with the former owner commencing on the date of settlement.
- Where a former owner will remain in occupation, Building Inspection reports will be carried out and items of serious disrepair undertaken whilst they are in occupation.

LEASING

- The owners of properties purchased by LandCorp will be offered first option to lease back the properties from LandCorp.

- Maximum length of leases granted shall be

Wattleup	6 months
Hope Valley	6 months
Rural	12 months

- All properties will be leased at current market value as determined by independent licensed valuation at the time of purchase. (Valuers to be appointed by Senior Project Manager – Hope Valley / Wattleup Redevelopment Project) and/or with advice from the Managing Agent having regard to their professional opinion and expertise in the letting and managing of properties in the area.
- Incentives in the form of rent rebates or other measures may be considered on merit and an individual basis at the discretion of LandCorp.
- The retention of a management agent will be subject to periodic performance reviews. The cessation of any Management Authority will be at the discretion of LandCorp's Property Manager and will be subject to 14 days notice in writing. The appointed agent will be measured by how well it meets the management policy objectives.
- The managing agent will be required to submit details of its intended marketing program to be used to secure suitable tenants.
- The agent, to assist LandCorp to meet its objectives, will screen all potential tenants (with the exception of owners leasing back). The managing agent shall use due care on the selection of tenants having regard to the Residential Tenancies Act and best property management practice.
- The Managing Agents shall collect a security bond equivalent to 4 weeks rent from all tenants prior to completion of the Residential Tenancy Agreement. The Security bond will be banked in accordance with the requirements of the Real Estate and Business Agents Supervisory Board's requirements.
- The managing agent is not obliged to give details or reasoning for the rejection of any application for a tenancy of a LandCorp property.
- The managing agent may refer applications for determination by the LandCorp Property Manager.
- As a guide and subject to LandCorp discretion, the number of occupants per property shall be calculated on the basis of 2 occupants per bedroom (ie 3 bedroom house = 6 occupants, 4 bedroom house = 8 occupants).
- Delegated authority will be given to the managing agent to enter into leases on behalf of the LandCorp.
- All properties and tenancies are to be managed in accordance with the Residential Tenancies Act.
- All properties will be inspected by the Managing Agent on the minimum basis of

Vacant Properties	Where possible weekly
Let Properties	Initial inspection on completion of the letting
	At the completion of the first 6 weeks
	3 monthly thereafter and on vacation of the property

- The managing agent will be required to provide LandCorp with a detailed procedure for complaint response. This shall include all complaints, including but not limited to property maintenance and anti-social behaviour.
- The management agent will be required to promptly and efficiently address all complaints received in respect to a property, the subject of this policy. The nature of the complaint and the action taken shall be promptly reported to LandCorp.
- Where a tenancy agreement is to be terminated for breach of any tenants covenant, the Managing Agent will proceed to issue termination and court orders and attend Court as required. Where a LandCorp representative is required to attend court the Managing Agent will advise the LandCorp Property Manager.
- Where a breach notice has been served on a tenant during the course of the initial tenancy period, LandCorp may, at its absolute discretion, refuse any extension of that lease and request the tenant to vacate the property at the expiry of the original term.
- The keeping of domestic pets may be permitted at the discretion of the management agent. The keeping of pets shall be subject to the written approval of the management agent and such approval shall be withdrawn if it is found that the pets constitute a nuisance or are the cause of unreasonable property damage. All pets should be restricted to the rear yards of the property and not allowed within the house.
- Tenants shall not store dismantle or maintain goods, unregistered vehicles or vehicle parts on verges or garden areas.

FINANCIAL CONSIDERATIONS

- In accordance with standard leasing practice, tenants will be liable for payment of all lease preparation costs, letting fees, bonds etc.
- LandCorp will be responsible for payment of all rates and taxes for residential and rural properties it owns which are used for residential purposes only.
- In the event all or significant proportions of rural properties are used by lessees for commercial purposes, rates and taxes will be payable by the lessees.

PROPERTY MAINTENANCE

- To ensure properties are maintained in a satisfactory state having regard to their age and construction, the management agent will retain a contractor to maintain lawns on a regular basis, unless otherwise determined at the request of the tenant. Each property is to be maintained to an acceptable standard.
- Tenants shall be responsible for the regular watering of all lawns and planted areas.
- LandCorp or its agent may appoint relevant tradespersons on a periodic contract. The agent will be responsible for monitoring the condition of properties and authorising contractors to effect repairs of an urgent nature up to a maximum cost of \$500 per repair. Any repairs in excess of this cost will be referred to LandCorp for consideration.
- The Managing Agent may provide rent-free periods to cover the cost of repairs to ingoing tenants. Proposals should be made to the LandCorp Property Manager for consideration and approval.

- LandCorp reserves the right to remove or not to maintain air conditioners and bore pumps. Tenants using reputable trade people may have repairs undertaken to make such equipment working at their own cost and with the written approval of LandCorp.
- Claims on LandCorp insurance policy shall be subject to a minimum claim of \$500.
- LandCorp's managing agent shall complete the insurance claim form having first obtained a Police Incident report number. It shall be for LandCorp to manage and submit the claim.

SWIMMING POOLS

- Where feasible swimming pools, will be removed from all properties once former owners have vacated the property.
- Holes shall be filled, compacted and landscaped.
- The Property Manager and Project Manager shall determine which pools should be removed. The Project Manager shall be responsible for the process of removing and disposing of the pool.

KEY PERFORMANCE INDICATORS (KPIs)

- The management agent will be required to attend monthly meetings with LandCorp's Property Manager where a detailed written report is to be submitted which will include:
 - Cash flow summary – including rental arrears
 - A list of new tenants including a description of the household and completed data report forms (if requested)
 - An inventory of works undertaken
 - A summary of any complaints received and action undertaken
 - If requested a property condition report including digital photographs of property exterior and gardens of all premises leased during the reporting period.
 - Vacancy rates and marketing program to attract new tenants
 - Details on the number of applications refused in any month.
 - Any other matters deemed relevant by the management agent

Note: LandCorp's Property Manager is to report to Senior Project Manager – Hope Valley / Wattleup with monthly status reports. Wider community issues will be addressed through the relevant community groups.

PROPERTY DEMOLITION

- Demolition of properties will be undertaken having regard to any closure policy or other agreed strategy.
- In addition to and until such time as such a strategy exists, demolitions will be carried out where

- the cost of repairing or making safe a property for residential purposes is greater than 6 months estimated rental income for Hope Valley and Wattleup properties.
- Properties which have been vacant for 6 months or longer
- Properties which have structural deficiencies or do not conform to health and building regulations
- LandCorp may also demolish any properties at its discretion if it believes it is to the benefit of the project and or the community to have a property demolished.
- LandCorp's Property Manager and Project Manager shall jointly inspect properties recommended for demolition. A joint recommendation shall be made to the Hope Valley Wattleup Redevelopment Team meeting for ratification.
- Demolitions will be carried out by approved contractors and in accordance with local council demolition permits.

SECURITY

- LandCorp will establish and at its discretion, maintain external security patrols in both Wattleup and Hope Valley townships.
- Security patrol officers shall liaise with police on the reporting of any disturbance and provide written reports to the Senior Project and Property Manager.
- Management of the Security contractor will be the responsibility of the Senior Project Manager with assistance from the Property Manager.