



City of **Perth**

Minutes

Special Council Meeting

17 July 2023

Approved for release

Michelle Reynolds

Chief Executive Officer

21 July 2023

Minutes to be confirmed at the next Ordinary Council Meeting

These minutes are hereby certified as confirmed.

Presiding member's signature _____

Date _____

Information

This information is provided on matters which may affect members of the public. If you have any queries on procedural matters, please contact a member of the City's Governance team via governance@cityofperth.wa.gov.au.

Question Time for the Public

An opportunity is available at Special Council Meetings for members of the public to ask questions specific to items on the agenda. This time is available only for asking questions and not for making statements. Complex questions requiring research should be submitted as early as possible to allow the City time to prepare a response.

The Presiding Person may nominate a member of staff to answer the question and may also determine that any complex question requiring research be answered in writing. No debate or discussion can take place on any question or answer.

To ask a question, please complete the Public Question Time form available on the City's website www.perth.wa.gov.au/council/council-meetings.

Disclaimer

Members of the public should note that in any discussion during a meeting regarding any item, a statement or indication of approval by any council member, committee member or officer of the City is not intended to be, and should not be taken as, notice of approval from the City. No action should be taken on any item discussed at a meeting of a Committee prior to written advice on the Committee or Council's resolution being received.

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Table of Contents

1.	Declaration of Opening.....	4
2.	Acknowledgement of Country/Prayer.....	4
3.	Attendance	4
3.1	Apologies.....	5
3.2	Leave of Absence	5
4.	Disclosures of Interests.....	5
5.	Public Participation	5
5.1	Public Questions.....	5
5.2	Deputations.....	5
6.	Reports	6
6.1	Long Term Financial Plan 2023/24 - 2032/33	6
6.2	Adoption of the Annual Budget 2023/24.....	74
6.3	Adoption of the Corporate Business Plan 2023/24- 2026/27	208
7.	Closure.....	246

1. Declaration of Opening

The Presiding Member declared the Special Council Meeting for the City of Perth open at 5:00pm.

2. Acknowledgement of Country/Prayer

The Presiding Member gave an Acknowledgement of Country:

I respectfully acknowledge the Traditional Owners of the land on which we meet, the Whadjuk Nyoongar people of Western Australia, and pay my respects to Elders past and present. It is a privilege to be standing on Whadjuk Nyoongar country.

The Chief Executive Officer recited a prayer:

Almighty God, under whose providence we hold responsibility for this City grant us wisdom to understand its present needs, foresight to anticipate its future growth, and grace to serve our fellow citizens with integrity and selfless devotion. And to Thee, be all blessing and glory forever. Amen.

3. Attendance

Members in Attendance

Lord Mayor	Basil Zempilas (Presiding Member)
Deputy Lord Mayor	Liam Gobbert
Councillors	Di Bain
	Sandy Anghie
	Clyde Bevan
	Brent Fleeton
	Viktor Ko
	Catherine Lezer

Officers in Attendance

Chief Executive Officer	Michelle Reynolds
General Manager Commercial Services	Steve Holden
General Manager Corporate Services	Melissa Murphy
General Manager Community Development	Kylie Johnson
General Manager Infrastructure and Operations	Allan Mason
General Manager Planning and Economic Development	Dale Page
Chief Financial Officer	Michael Kent
Alliance Manager Council Governance and Policy	Charlie Clarke
Governance Officer	Ebony Mackey

Public Gallery

There were approximately 6 members of the public in the gallery.

3.1 Apologies

Councillor Rebecca Gordon

3.2 Leave of Absence

Nil.

4. Disclosures of Interests

Nil

5. Public Participation

5.1 Public Questions

Nil.

5.2 Deputations

Nil.

6. Reports

6.1 Long Term Financial Plan 2023/24 - 2032/33

Responsible Officer	Michael Kent – Chief Financial Officer
Voting Requirements	Absolute Majority
Attachments	Attachment 6.1A – LTFP 2023-24 to 2032-33 Narrative Attachment 6.1B – LTFP 2023-24 to 2032-33 Financial Schedules

Purpose

To seek Council's endorsement of the Long-Term Financial Plan 2023/24 - 2032/33.

Recommendation

That Council ADOPTS the Long-Term Financial Plan (LTFP) 2023/24 - 2032/33 as detailed in Attachment 6.1A and Attachment 6.1B.

Background

1. The Long-Term Financial Plan (LTFP) is a rolling ten-year financial blueprint for the City and is used to ensure proper alignment between community aspirations, Council's strategic intent and organisational financial capacity.
2. The LTFP guides the City's approach to achieving best value outcomes when delivering services, projects and infrastructure to the community in a responsible, considered and affordable way.
3. The LTFP supports this objective by projecting the City's financial position forward over a ten-year time horizon using a series of realistic, conservative financial assumptions.
4. This financial modelling provides the City with reliable, robust information to assess the City's capacity to maintain overall financial sustainability into the long term and, most importantly, to ensure that the City has in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.
5. The LTFP is a critical informing document that allows Council to understand the financial impacts of decisions it makes in relation to operating and capital expenditures - and the funding mix.
6. Adopting this plan demonstrates Council's commitment to managing its operations in a financially responsible and sustainable manner.

Discussion

7. The attached Long Term Financial Plan (LTFP) presents a \$2.86 Billion financial blueprint for the City for the 2023/24 to 2032/33 period.
8. With its continuing focus on making the City more financially sustainable into the future, this plan continues to drive structural reform of the City's finances.
9. Fundamental principles underpinning the development of this plan include:
 - a. Critical review of operational expenditures to ensure value for money.
 - b. Engaging with our community in meaningful ways to understand their priorities.
 - c. Emphasising community priorities at a neighbourhood level.
 - d. Better matching staffing with agreed service levels.
 - e. Adjusting the scale of the capital program to better align to organisational delivery capacity.
10. Combining these approaches with an agile, service-based resource allocation model, means that the City can deliver quality, targeted services that offer a value for money proposition to its ratepayers whilst ensuring that the capital city is efficiently run and that service levels are responsive to the community's needs.
11. The Long Term Financial Plan is designed to be a dynamic, evolving financial model - incorporating new initiatives or priorities and responding to changing economic conditions as they arise.
12. This most recent iteration of the Ten Year Financial Plan has been developed at a time when the national economy is impacted by inflationary pressures that are proving challenging, increasing interest rates and low levels of unemployment. However, the WA economy is performing better than other states and is demonstrating greater resilience.

13. Perth continues to be the best performed capital City in the recovery post Covid. Activity levels within the office market are at post Covid highs. A new wave of CBD investment is underway. Population growth continues to outperform the rest of WA.
14. Whilst the State is in an economic recovery phase and is being impacted by supply chain and labour market impacts; these impacts and the current and anticipated economic conditions have been responsibly and conservatively considered in modelling the plan.
15. The Long Term Financial model reflects the content of the Corporate Business Plan and is informed by a suite of topic specific strategies and informing plans including asset management plans and a workforce plan.
16. The Plan is a high-level strategic document that is used to assist in planning for the future and aligning our community aspirations, strategic intent and organisational capacity.
17. It is necessarily based on a number of financial assumptions relating to the:
 - a. quantum of and anticipated movements in both revenues and expenditures
 - b. anticipated timeframes for cash flows into and out of the organisation
 - c. expectations of the continuation of (at least), existing funding initiatives by both commonwealth and state governments.
18. Included in the financial assumptions are anticipated movements in both the consumer price index, wages growth and interest rates as they relate to investment returns and borrowing costs across the ten-year horizon of the plan. Unanticipated changes in any of these parameters - or indeed in government policy directions are likely to have an impact on the financial modelling.
19. Indicative funding or cost estimates included in this plan may relate to broad proposals that:
 - a. have been approved by Council and are in progress.
 - b. have been considered by Council but have yet to be given final formal approval to proceed.
 - c. have only been considered by Council at a strategic or conceptual level.
 - d. are operational in nature and based on the continued delivery of existing services.
 - e. are operational in nature and relate to the maintenance of City assets in accordance with management plans and maintenance plans.
20. Adoption of the Plan by Council does not constitute an irrevocable commitment to any specific project or service referenced in the plan, nor to its timing.
21. Similarly, it does not preclude the possible subsequent inclusion of further service or capital initiatives in future years if the financial modelling and strategic direction of Council indicate that it aligns with that strategic direction and could be supported without adversely impacting on the City's financial sustainability.
22. The plan is regularly reviewed, and where such changes occur and the impact is significant, the financial modelling is adjusted to reflect these changes. This iterative approach is an essential aspect of the Integrated Planning and Reporting Framework and reflects responsible business practice.
23. The Plan is presented in two parts - **Attachment 6.1A** which is the narrative that provides analysis and interpretation of the financial model, and **Attachment 6.1B**, which contains the detailed financial schedules.
24. Headline expenditure data from the Long-Term Financial Plan 2023/24 - 2032/33 is shown below.

Table 1:

Expenditure Type	Amount \$M
Core Service Delivery	1,569.38
Programs - Events & Sponsorship	115.61
Discretionary Operating Projects	81.86
Parking Levy	185.92
WACA & PCH Capital Contribution	29.00
Asset Renewal & Community Infrastructure	562.57
Financing Activities - Reserve Transfers	298.16
Financing Costs - Loan Repayments & Lease Principal Payment, Interest	10.43
Closing Balance (Surplus)	3.86
Total Expenditure Allocation	2,856.79

25. The LTFP presents a balanced funding model incorporating a responsible mix of funding sources over the ten-year period to support the proposed expenditure program as indicated below:

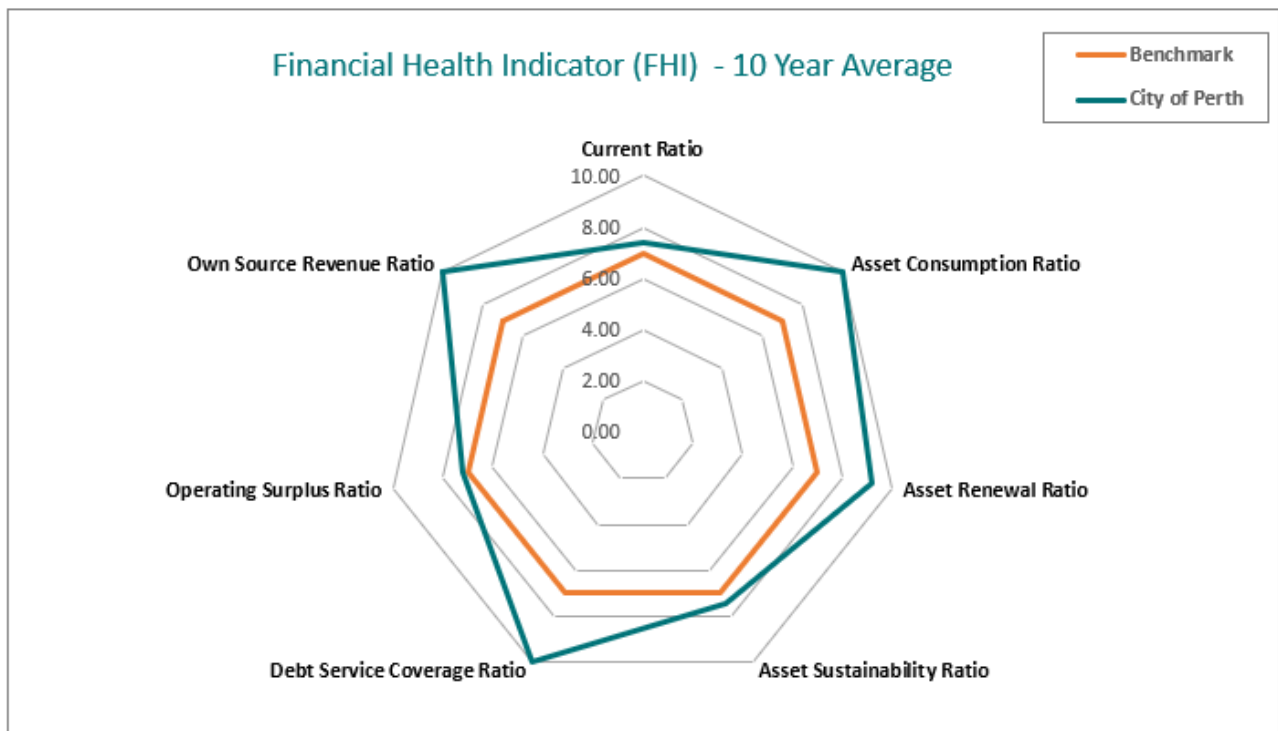
Table 2:

Funding Source	Amount \$ M
Rates	1,246.78
Parking Operations	769.35
Fees & Charges	146.91
Grant Funds	78.38
Interest Revenues	72.48
Other Revenues	170.77
Financing Activities - Cash Reserves	351.58
Financing Activities - Borrowings	10.00
Opening Balance	10.54
Total Funding	2,856.79

26. The major changes in this update of the Long-Term Financial Plan are detailed below:
- a. Aligning the first year of the LTFP and the proposed 2023/24 Budget.
 - b. Adjusting the model's indexing parameters to reflect contemporary economic conditions.
 - c. Incorporating agreed project and service allocations presented at Elected Member budget forums over the last six months into the first year (and ongoing where appropriate).
 - d. Ensuring that the City's continues to meet its ongoing asset renewal responsibilities.
 - e. Incorporating updated City Deal project information and other external funding opportunities.
 - f. Incorporating priorities emerging from Elected Member Engagement Sessions and Notices of Motion.
 - g. Acknowledging recent community input through neighbourhood forums.

27. The LTFP funding model acknowledges that other opportunities may arise through extra-ordinary grants from other levels of government or non-government sources or from asset rationalisations. These have not yet been incorporated into the model due to their uncertainty, however, the financial model can readily be adapted to respond to such opportunities should they arise.
28. The LTFP also references the financial ratios against industry benchmarks across each of the plan’s ten years to identify periods of financial challenge. Whilst a specific indicator may not be met in a specific year, the LTFP presents a responsible and realistic plan to ensure that trends and average ratios across the life of the plan meet or exceed preferred industry benchmarks.
29. Modelling the financial ratios and the Financial Health Indicator (FHI) scores for each of the years covered by the LTFP provides valuable insight to help inform future Council resource allocation decisions and to proactively address potential future financial challenges.

Financial Health Indicator - 10 Year Analysis



Ratio Names	Benchmark	City of Perth
Current Ratio	7.00	7.42
Asset Consumption Ratio	7.00	10.00
Asset Renewal Ratio	7.00	9.14
Asset Sustainability Ratio	7.00	7.44
Debt Service Coverage Ratio	7.00	10.00
Operating Surplus Ratio	7.00	7.17
Own Source Revenue Ratio	7.00	10.00
Calculated Financial Health Indicator (FHI)	70	85

A FHI of greater than 70 is required to indicate sound financial management

30. Analysis and interpretation of the ten-year financial model and commentary on the major financial elements is presented in the LTFP 2023/24 - 2032/33 Narrative - **Attachment 6.1A**.

Consultation

31. Preparation of the Plan is informed by the outputs of various community consultation exercises including, but not limited to, the Strategic Community Plan, Corporate Business Plan and community budget workshops. It also incorporates inputs from internally generated documents including Asset Management Plans and the Workforce Plan.

Decision Implications

32. Council's endorsement of the Long-Term Financial Plan 2023/24 - 2032/33 will mean that the plan is embedded into the City's operations and updated regularly to reflect changing economic conditions and emerging trends

Strategic, Legislative and Policy Implications

Strategy	
Strategic Pillar (Objective)	Sustainable
Related Documents (Issue Specific Strategies and Plans):	Strategic Community Plan Corporate Business Plan Annual Budget 2023/24 The LTFP exerts a persuasive influence on the budget for the first year of the plan (2023/24 in this case).
Legislation, Delegation of Authority and Policy	
Legislation:	Section 5.56 (1) and (2) of the Local Government Act 1995 This section of the Act prescribes the requirement to prepare a plan for the future of the district and to ensure that such plans are in accordance with any regulations made about planning for the future of the district.
Authority of Council/CEO:	Council adoption of the LTFP is considered best practice in terms of transparently disclosing how the City aligns community aspirations and the City's strategic intent with its financial and resource capacity.
Policy:	CP 2.3 Strategic Financial Planning & Budgeting CP 2.4 Cash Backed Reserves CP 2.5 Use of Debt as a Funding Option

Financial Implications

33. The LTFP should reflect a prudent, sustainable financial blueprint for the future that provides the necessary funding to sustain the delivery of the services and projects that our community wants.
34. It should also be sufficiently agile in its design and modelling that it can flex to accommodate changing community priorities or economic circumstances and emerging future opportunities.
35. The Long-Term Financial Plan 2023/24 - 2032/33 as presented, achieves that outcome.

Further Information

Nil.

Council Resolution (SCM-23/07-002)

Mover: Councillor Liam Gobbert

Seconded: Councillor Catherine Lezer

That Council ADOPTS the Long-Term Financial Plan (LTFP) 2023/24 - 2032/33 as detailed in Attachment 6.1A and Attachment 6.1B.

CARRIED BY ABSOLUTE MAJORITY (8/0)

For: Lord Mayor Basil Zempilas; Deputy Lord Mayor Liam Gobbert, Councillors Di Bain, Sandy Anghie, Clyde Bevan, Brent Fleeton, Viktor Ko and Catherine Lezer

Against: Nil.



Long Term Financial Plan

2023/24 - 2032/33





City of Perth Long Term Financial Plan 2023/24 - 2032/33

Contents

Introduction	2
1.0 Message from the Lord Mayor & Chief Executive Officer	3
2.0 Our City	4
2.1 Aspirations	4
2.2 Our City - Snapshot	5
3.0 Ten Year Financial Plan Snapshot	6
3.1 Our Services	7
4.0 Service Based Resource Allocation Approach.....	8
5.0 Long Term Financial Plan Modelling	8
5.1 Context for the Long-Term Financial Plan	8
5.2 Assumptions & Modelling Parameters	8
5.2.1 Qualifications & Limitations.....	9
5.2.2 Significant One-Off Considerations Impacting the Plan.....	9
5.2.3 Excluded Reserve Fund Transactions.....	9
5.2.4 Future Funding Opportunities	10
5.3 Long Term Financial Plan	10
5.3.1 LTFP Financial Schedules.....	10
5.3.2 LTFP Supporting Schedules	11
5.3.3 Key Financial Indicators	11
5.3.4 Loan Borrowings	12
5.3.5 Reserve Funds	13
6.0 LTFP Analysis & Commentary	13
6.1 Overall Commentary.....	13
6.2 Commentary on Reserve Funds	16
6.3 Commentary on Loan Borrowings	21
6.4 Commentary on the Financial Statements	22
6.5 Commentary on Capital Project Allocations	24
6.6 Commentary on Rates Yield.....	26
6.7 Commentary on Key Financial Indicators	26
6.8 Commentary on the Financial Health Indicator Score	27
6.9 Exclusions	29
7.0 Risk Analysis	29
8.0 Scenario Modelling	32



City of Perth Long Term Financial Plan 2023/24 - 2032/33

8.1 Preferred Scenario 32
9.0 Future Directions 32
9.1 Continuous Improvement 33

Introduction

The City of Perth’s Long Term Financial Plan is a high-level strategy that ensures we have the vision and planning in place to sustainably meet the needs of our community now and into the future.

It is an important strategic document that assists us align our community aspirations, strategic intent, and organisational capacity from 2023/24 until 2032/33.

This Plan projects our financial position over the coming decade using a series of realistic and conservative financial assumptions. This financial modelling provides the City with reliable and robust information to assess our ability to maintain overall financial sustainability into the long term and, most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital projects.

The purpose of the Plan is to demonstrate the City’s financial approach to managing its operations in a responsible, transparent and sustainable manner for the benefit of our residents, ratepayers and stakeholders.

Any assumptions in relation to either the financial modelling parameters, projects or service proposals are prepared based on the best available information and knowledge at hand.

The 10 Year Financial Plan is consistent with all the requirements of the Department of Local Government’s guidelines on the development of long-term financial management plans.

6.2 Adoption of the Annual Budget 2023/24

Responsible Officer	Michael Kent – Chief Financial Officer
Voting Requirements	Absolute Majority
Attachments	Attachment 6.2A – Annual Budget 2023-24 Attachment 6.2B – Fees & Charges Schedule 2023-24

Purpose

This report is for Council to consider the adoption of the Annual Budget 2023/24 and the Schedule of Fees & Charges 2023/24.

Recommendation

That Council:

1. ADOPTS the City of Perth 2023/24 Statutory Annual Budget as detailed in **Attachment 6.2A** inclusive of the following:
 - a. Statement of Comprehensive Income
 - b. Statement of Cash Flows
 - c. Rate Setting Statement
 - d. Capital Expenditure Program
 - e. Transfers to and from Cash Backed Reserves
 - f. Notes to and forming part of the Statutory Budget

2. ADOPTS the following Rates in the Dollar of GRV, based upon the predominant purpose for which the rated land is held, for 2023/24:

a. Commercial Category	6.62500 cents in the dollar
b. Hotel Category	6.90000 cents in the dollar
c. Retail Category	6.63500 cents in the dollar
d. Office Category	5.55000 cents in the dollar
e. Residential	5.90000 cents in the dollar
f. Vacant Land	11.0000 cents in the dollar

3. ADOPTS the following minimum rate payments to be imposed in accordance with Section 6.35 of the *Local Government Act 1995* in respect of any rateable land within the city for 2023/24:

a. Commercial Category	\$ 800.00
b. Hotel Category	\$ 775.00
c. Retail	\$ 765.00
d. Office Category	\$ 800.00
e. Residential	\$ 765.00

- f. Vacant Land \$1,000.00
4. APPROVES the provision for rates to be paid by either one, two or four instalments.
5. ADOPTS the following due dates for the payment of rates by instalments:
- a. Instalment 1 06 September 2023
 - b. Instalment 2 15 November 2023
 - c. Instalment 3 17 January 2024
 - d. Instalment 4 20 March 2024
6. ADOPTS an instalment charge of \$35 and an interest rate of 5.5% applicable to rate and service charge instalment arrangements, imposed in accordance with section 6.45(3) of the *Local Government Act 1995*.
7. APPROVES the Heritage Rate Concession Scheme (Council Policy 2.11 refers), in accordance with Section 6.47 of the *Local Government Act 1995*, for the 2023/24 financial year.
8. APPROVES the proposed transfers to and from Cash-Backed Reserves detailed in the Statutory Annual Budget 2023/24 at Note 10.
9. ADOPTS the Schedule of Fees & Charges 2023/24 as detailed in **Attachment 6.2B**.
10. NOTES that no public submissions were received following the advertising of the proposed differential rates for 2023/24.
11. REQUESTS the Chief Executive Officer to submit a copy of the Annual Budget 2023/24 to the Department of Local Government, Sport and Cultural Industries within 30 days of its adoption by Council.
12. ADOPTS the following thresholds for the reporting of material financial variances in the monthly financial reports:
- a. Operating Items - Greater than 10% and a value greater than \$20,000
 - b. Capital Items - Greater than 10% or a value greater than \$50,000
- (notwithstanding that the Administration may choose to provide comment on items below those thresholds if deemed appropriate).
-

Background

1. Preparing the Annual Budget is a statutory requirement under Section 6.2 of the *Local Government Act 1995* (the Act). More broadly, Division 6 of the Act provides guidance on financial management matters related to budgeting. Regulations 22 - 33 of the *Local Government (Financial Management) Regulations 1996* prescribe the form and content of the statutory Annual Budget.
2. The Annual Budget plays an important role in operationalising the strategic financial management approach detailed in the Long-Term Financial Plan, which exerts persuasive influence on the content of the City's Annual Budget.
3. This budget ensures that the City has in place the necessary funding arrangements to support delivery of agreed services and programs, proposed capital renewal programs and new capital projects. The City of Perth Annual Budget 2023/24 is consistent with all relevant legislative requirements.

Discussion

4. This Budget presents a \$297.8 Million financial blueprint for the City for the 2023/24 year.
5. It has been developed over a six-month period between December 2022 and June 2023 and has included a series of structured workshops involving Council, City management and representatives of the six neighbourhoods that the City comprises. It is designed to reflect a City that is liveable, sustainable and prosperous.
6. Council has worked hard to deliver a prudent and responsible budget for 2023/24 whilst ensuring that the Administration delivers the range and level of services expected by its community.
7. The centrepiece of the 2023/24 Annual Budget is a very modest rate yield increase, believed to be the lowest announced to date of all metropolitan local governments.
8. The rating model for the 2023/24 year was developed by applying the principles and guidelines detailed in the City's Rating Methodology Statement which was independently reviewed and assessed against best practice rating principles in May 2021.
9. The 2023/24 rating year is the one in three year revaluation of Gross Rental Values (GRV) for all rateable properties across the state.
10. The GRV supplied by Landgate Valuation Services is a critical variable used in calculating rates as it determines the respective contributions of each property owner to the overall rate yield.
11. The City uses a Differential Rating Model consisting of six differential rate categories in setting its rates. That is, it may apply a different rate in the dollar for each different property category. This can help to distribute responsibility for contributing to the rates yield more equitably.
12. The six differential rate categories, used in conjunction with the City's bespoke rates modelling approach, allowed iterative modelling of each property within the City to ensure that the 2023/24 rates model placed the greatest number of ratepayers in the most advantaged, or least disadvantaged position following the GRV revaluation.
13. Over ten different modelling scenarios were run and evaluated before settling upon the optimal rating model for 2023/24.
14. The 2023/24 proposed differential rating model was submitted for independent economic assessment in May 2023 prior to publicly advertising the proposed differential rates.

15. The City is anticipating a rate yield of \$103.8M in 2023/24 after allowing for concessions. The increase in rates yield, based on a like for like annual comparison, is 2.45%.
16. The differential rating model and the statement of objects and reasons for each differential rates category was advertised in accordance with statutory requirements for 21 days. The City did not receive any public submissions on the proposed rates in the dollar.
17. A detailed analysis of the City's Rating model for this year is provided at Section 6.2 of the 2023/24 Annual Budget document.
18. Minimum rates for each category have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the local government services and facilities.
19. The City uses a tiered approach to setting minimum rates - \$765 for properties in the Retail and Residential property categories, \$775 for the Hotel and Short Stay category, and \$800 for Commercial and Office properties. Vacant Land has a \$1,000 minimum rate.
20. The modest rates increase result has been achieved through prudent financial management emphasising value for money, (excluding abnormal expenses).
21. The 2023/24 Annual Budget makes a substantial financial commitment to renewal of community infrastructure, demonstrating Council's acknowledgement of its asset stewardship responsibilities. It has also been informed by valuable inputs from neighbourhood groups so that expenditures are directed towards responding to the identified neighbourhood priorities.
22. The 2023/24 Budget is presented in a summarised view in Table 1, demonstrating the calculation of the required Rates Yield.

Table 1:

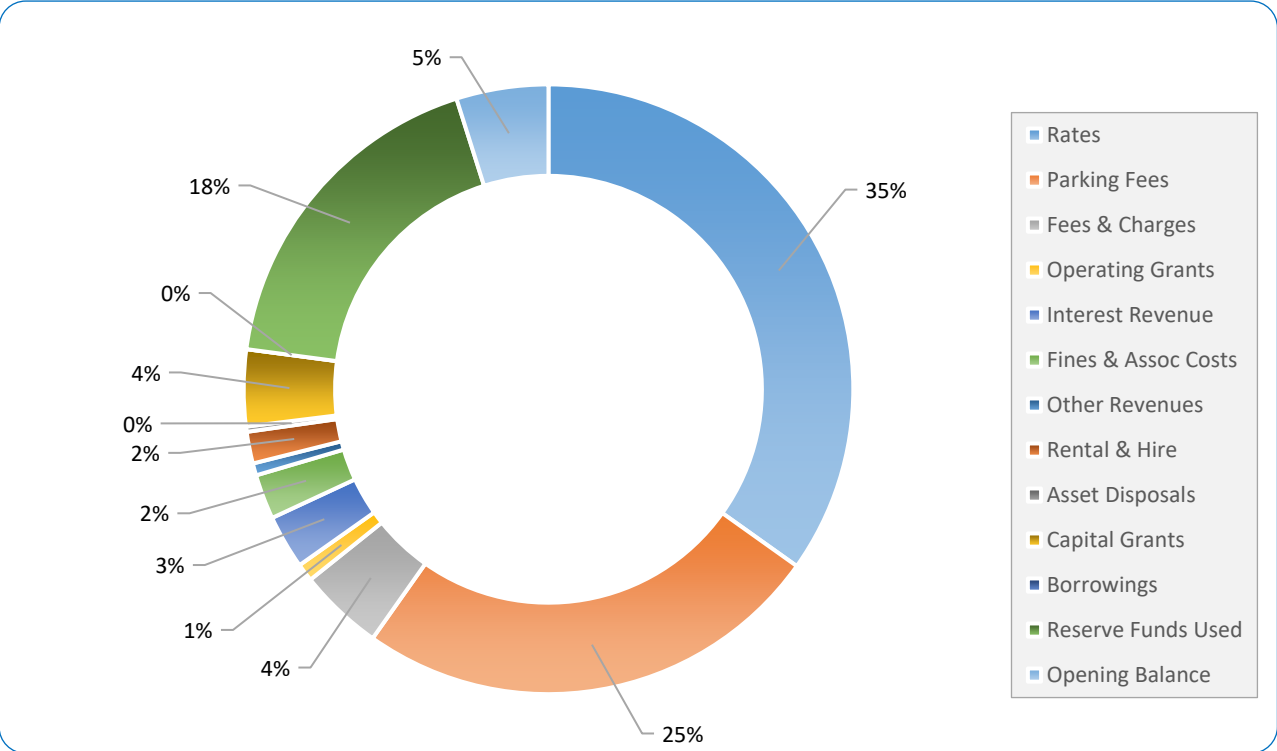
Funding Required	\$ Millions
Core Service Delivery (Excluding Non-Cash Items)	\$ 153.60 M
Programs - Sponsorship & Events	\$ 10.46 M
Discretionary Operating Projects	\$ 10.46 M
Sub Total - Operating Expenses	\$ 174.22 M
WACA Aquatic Facility Contribution	\$ 13.75M
Perth Concert Hall Contribution	\$ 4.00 M
Sub Total - Capital Contributions	\$ 17.75 M
Asset Renewal	\$ 36.05 M
Other Capital Projects	\$ 22.02 M
Sub Total - Capital Expense	\$ 58.07 M
Loan & Lease Principal Repayments	\$ 0.28 M
Reserve Funds Created	\$ 43.44 M
Budget Closing Position	\$ 4.10 M
Total - Financing Activities	\$ 47.82 M
Total Funding Required	\$ 297.87 M

Table 2:

Funding Sources	\$ Millions
Fees & Charges	\$ 13.34 M
Parking Revenues	\$ 74.27 M
Rental & Hire Fees	\$ 5.02 M
Grants - Operating	\$ 2.83 M
Interest Revenues	\$ 8.50 M
Other Revenues	\$ 8.99 M
Sub Total - Operating Funds excluding Rates	\$ 112.95 M
Grants for Capital Projects	\$ 12.09 M
Asset Disposal Proceeds	\$ 0.83 M
Reserve Funds Used	\$ 53.66 M
Opening Position	\$ 14.54 M
Sub Total - Financing Activities	\$ 81.12 M
Total Funding Available - Excluding Rates	\$ 194.07 M
Amount Required to be Raised from Rates	\$ 103.80 M
Total Funding Provided	\$ 297.87 M

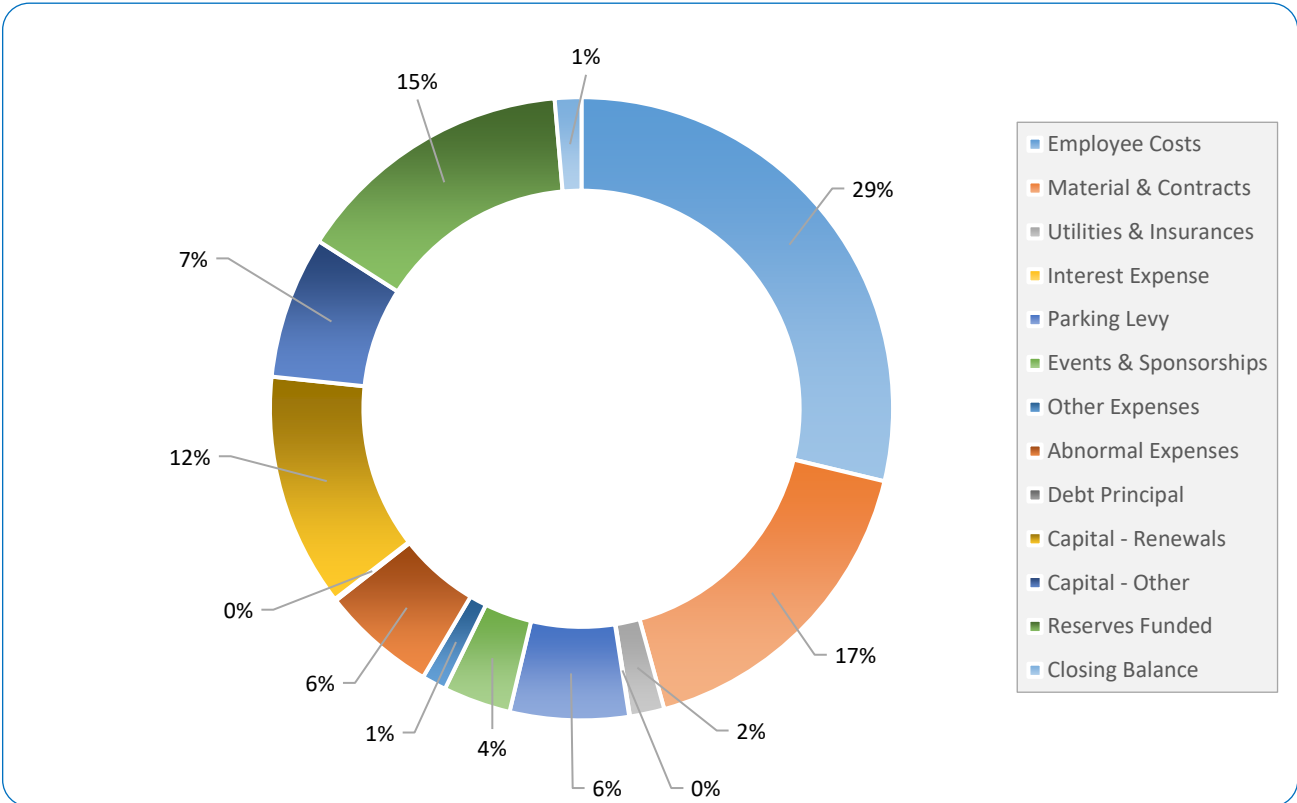
23. The Annual Budget does not propose any new loan borrowings in 2023/24.
24. The 2023/24 Budget makes use of some existing Cash Backed Reserves to support current year projects and initiatives and transfers some funds back to Cash Backed Reserves to support proposed future projects and initiatives.
25. Details of the proposed Reserve fund transfers and their purposes are detailed in the Statutory Annual Budget at Note 10.
26. The 2023/24 Budget also references the City's budgeted financial ratios against industry benchmarks.
27. The City has in place, through its Long-Term Financial Plan, a responsible and realistic plan to ensure that trends and average ratios over the longer term meet or exceed preferred industry benchmarks.
28. This budget reflects a balanced and sustainable response to the challenging economic climate in which it was developed.
29. It will play an essential role in guiding the organisation as it continues to position the City's finances for a sustainable future.
30. Chart 1 below demonstrates the budget funding mix by funding source and shows the relative contributions from each source.

Chart 1 - 2023/24 Funding Mix by Source



31. Chart 2 below demonstrates the proposed use of the budget funds by type of use and reflects the relative proportions for each fund use.

Chart 2 - 2023/24 Fund Uses by Type



32. The Annual Budget document is supplemented by the Schedule of Fees & Charges for 2023/24 (Attachment 6.2B).
33. Full detail of the City's 2023/24 Annual Budget including all statutory disclosures and supporting information is contained in the attachments to this report.

Consultation

34. Preparation of the Annual Budget has been persuasively influenced by the Long-Term Financial Plan 2023/24 - 2032/33 to be formally adopted by Council on 17 July 2023. It is informed by the outputs of various community consultation exercises undertaken over the last year, including the Community Budget Workshop. It also incorporates inputs from Elected Member Engagement Sessions, the City's Workforce Plan, Asset Management Plans and other internally focussed strategies and plans.

Decision Implications

35. Council's adoption of the Statutory Annual Budget will meet its obligations under Section 6.2 and Division 6 more generally of the *Local Government Act 1995* plus Regulations 22 - 33A of the *Local Government (Financial Management) Regulations 1996*. A copy of the adopted Budget must then be lodged with the Department of Local Government, Sport and Cultural Industries within 30 days.

Strategic, Legislative and Policy Implications

Strategy	
Strategic Pillar (Objective)	Well Governed
Related Documents (Issue Specific Strategies and Plans):	Long Term Financial Plan Budget Methodology Rating Methodology Corporate Allocations Methodology The methodology statements provide a sound rationale for the process and clear, consistent advice on the steps involved in producing a best practice budget.
Legislation, Delegation of Authority and Policy	
Legislation:	Section 6.2 of the <i>Local Government Act 1995</i> Regulation 22 – 33 (inclusive) of the <i>Local Government (Financial Management) Regulations 1996</i> This legislation prescribes the requirement to prepare and adopt a budget for the municipal (general) fund, in the manner prescribed, by no later than 31 August.
Authority of Council/CEO:	Section 6.2 of the <i>Local Government Act 1995</i> requires Council to adopt the budget by absolute majority.
Policy:	CP 2.3 Strategic Financial Planning & Budgeting CP 2.4 Cash Backed Reserves CP 2.5 Use of Debt as a Funding Option These policies are all highly influential in guiding the development of the Annual Budget.

Financial Implications

36. The financial implications of Council's adoption of the 2023/24 Annual Budget are presented in **Attachment 6.2A** to this report. They result in a (projected) budget surplus of \$4,258,725 - if all budget assumptions are fully realised. This represents around 1.9% of Operating Revenues which is within the target band of 1% to 3% suggested in Council Policy 2.3 Strategic Financial Planning & Budgeting.
37. The budget also anticipates projects in progress, but not fully invoiced at 30 June 2023. Those projects carried forward from 2022/23 to 2023/24 of around \$6.0M net (\$9.5M project costs less associated grant funding of \$3.5M) reflect that a number of these are due to the timing of supplier invoicing rather than non-completion of projects.
38. Supply chain disruptions have affected fleet purchases (\$2.1M), Roe St Project Retention (\$0.5M),
39. \$3.3M relates to delayed CBD Transport projects.
40. The remainder reflects the typical year-end in progress, but yet to be completed, works.

Further Information

41. Questions and Responses received prior to the Special Council Meeting are as follows:

	Question	Response
1.	page 5 - regarding the "City Snapshot" - the statement "a destination for more than 200,000 visitors", is this daily visitors? (ie like daily workforce of 170,188 workers?)	The 200,000+ visitation figure is consistent with the figure used in the current Strategic Community Plan. The figure was derived from a report previously prepared by ARUP (2016) that estimated the daytime population of the city at midday (residents, workers, visitors).
2.	What is the additional rates revenue raised by the 23/24 rate adjustments?	Based on a year on year, like for like comparison, \$2,448,284 (2.45% yield increase)
3.	And what was the additional rates revenue raised by the 22/23 rate adjustment?	Based on a year on year, like for like comparison, \$1,510,928 (1.5% yield increase)

Question	Response
<p>4. page 7 - re "Marketing, Activation & Events" of \$11.6 million, can I please have a breakdown?</p> <p>In particular:</p> <p>what is the marketing budget for 23/24? And what was the marketing budget for 22/23?</p> <p>is the amount for "major events" included in this total, or in the sponsorship and grants total? And how much of the \$3 million set aside for major events in 22/23 was spent?</p> <p>how much of the \$11.6 million total is for neighbourhood activation and events outside the CBD?</p>	<p>This grouping relates to a 'theme' which includes Events management (\$6.1M), place activation (\$800K), cultural heritage management (\$1.1M), collections management (\$900K), cultural development (\$200K) and marketing program of \$2.5M (remainder is assigned to other areas – Parking)</p> <p>Please note that a 'theme' relates to a type of expenditure, it does not relate to organisational structure – and in 23/24, the City has centralised marketing spend whereas in previous years it was disaggregated.</p> <p>The proposed marketing budget for 23/24 is \$3,011,000 (this includes marketing for events (\$500k), City Living (\$125k) and City of Perth Parking (\$200k).</p> <p>Previous marketing budgets-</p> <p>2018/19 - \$3,029,967</p> <p>2019/20 - \$3,086,526</p> <p>2020/21 - \$1,875,838</p> <p>2021/22 - \$1,233,408</p> <p>2022/23 - \$1,147,000</p> <p>The funding support for Major Events is administered through sponsorship and is not part of the \$11.6m. In 2022/23 \$1,510,000 was invested through the Major Event and Festivals Sponsorship Program.</p>
<p>5. page 7 - re "Sponsorship & Grants" of \$8.4 million, can I please have a breakdown by category listed?</p> <p>In particular, what is the sponsorship & grants allocation for neighbourhood events? (I think it was around \$100k in 22/23?)</p>	<p>Sponsorships & Grants is a 'theme' used for the budget snapshot. Like the figures disclosed for other themes, it includes associated administration, internal costs and staff costs associated with delivery of Sponsorships and Grants, Business Support, Sector Development and Sustainability initiatives.</p> <p>It is more than simply cash awarded as sponsorships – and this is consistent with how the themed information has been disclosed in previous years.</p>

Question	Response																										
	<p>Breakdown by category</p> <p>The following proposed grants and sponsorship programs were discussed at EMES in November 2022:</p> <table border="1" data-bbox="815 472 1514 1115"> <tr> <td>Major Events and Festivals Sponsorship</td> <td>\$1,600,000</td> </tr> <tr> <td>Event Sponsorship</td> <td>\$1,000,000</td> </tr> <tr> <td>Art & Culture Sponsorship</td> <td>\$800,000</td> </tr> <tr> <td>Local Activation Grants</td> <td>\$450,000</td> </tr> <tr> <td>Community Group Insurance</td> <td>\$50,000</td> </tr> <tr> <td>Venue Support Grants</td> <td>\$50,000</td> </tr> <tr> <td>Sustainable Building Grants</td> <td>\$100,000</td> </tr> <tr> <td>Adaptive Reuse Heritage Grants</td> <td>Quarantined in Heritage Incentive Reserve (\$4.0M over three years)</td> </tr> <tr> <td>Economic Development Sponsorship</td> <td>\$650,000</td> </tr> <tr> <td>Business Improvement Grants</td> <td>\$150,000</td> </tr> <tr> <td>City Business Lighting Grants</td> <td>\$100,000</td> </tr> <tr> <td>Small Business Grants</td> <td>\$50,000</td> </tr> <tr> <td>TOTAL</td> <td>\$5,000,000</td> </tr> </table> <p>Since the EMES Council also resolved to provide a further Heritage Conservation Grant program to the value of \$200,000 and the Tech Action Plan sponsorship and grant programs to the value of \$410,000. Further to these programs a notional budget allocation has been included for potential further programs that are being explored.</p> <p>The Council endorsed Events Plan 2023/24 has \$100,000 allocated for curated local-scale events such as community concerts for each of the six neighbourhoods to support community connection and diversity. These events are fully costed to the City and are not a sponsorship or grant program.</p>	Major Events and Festivals Sponsorship	\$1,600,000	Event Sponsorship	\$1,000,000	Art & Culture Sponsorship	\$800,000	Local Activation Grants	\$450,000	Community Group Insurance	\$50,000	Venue Support Grants	\$50,000	Sustainable Building Grants	\$100,000	Adaptive Reuse Heritage Grants	Quarantined in Heritage Incentive Reserve (\$4.0M over three years)	Economic Development Sponsorship	\$650,000	Business Improvement Grants	\$150,000	City Business Lighting Grants	\$100,000	Small Business Grants	\$50,000	TOTAL	\$5,000,000
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<p>6. page 10 - re "Lighting & Electrical Projects" of \$4.5 million, how much of this amount is for feature lighting, and where is this feature lighting going? (I note "Light It Up" on page 23 of the budget of \$300,000. Was this included in the \$4.5 million? Is there any additional spend on feature lighting?)</p>	<p>The \$4.5M budget allocation relates to Crawley Park Avenue, Adelaide Tce, Bronte St, Murray St, St Georges Tce, Nedlands and East Perth. It also includes \$1M (30% grant funded) for Wellington Square.</p> <p>The \$300K for Light it Up is allocated for the Hay Street mall and is additional to the \$4.5M.</p>																										

Question	Response
	<p>The LTFP also indicates notional funding for Light it Up in 24/25, 25/26 & 26/27.</p> <p>Enhancement lighting will also be delivered as part of the Main Street Refresh program and as part of the Two-Way Street projects.</p>
<p>7. page 10 - re "Parks & Landscape", how much of the \$2.2 million is going to planting in hardscape in the CBD and other neighbourhoods?</p>	<p>The \$2.2M includes playground and exercise equipment (\$740K), irrigation (\$155K), tree hardware (\$200K) and Urban Forest Program (\$350K).</p> <p>This allocation also includes Thomas St / Winthrop landscape (\$400K) and \$350K for park furniture.</p> <p>Urban Forrest plantings include 53 trees in hardscape and 64 in softscape.</p>
<p>8. page 10 - re "Building Renewals" of \$15.7 million, can I please have a breakdown of the items listed? I recall the Library Façade works itself was around \$11 million?</p>	<p>There are 23 different projects included in this category for 2023/24. The Library façade has a \$9.9M allocation in 23/24 (and a further \$1M in 24/25. Other major projects are Langley Changeroom \$850K, Forest Place Green Room \$790K and Forest Place loading dock \$870K and Supreme Court Garden Toilet \$685k.</p>
<p>9. page 31 - re "Fees & Charges" Parking, I note parking revenue is set to increase from \$68.5 million in 22/23 to \$74.3 million in 23/24. Is this due to an increase in parking fees?</p> <p>Further, I understand that the City will have reduced carparking revenue from the Perth Concert Hall in 23/24 - what is the amount of this reduction in parking revenue?</p>	<p>Yes, this is the annualised fee increase.</p> <p>Post entering into the new lease agreement with the State, net revenue to the City from the Concert Hall is expected to reduce by approximately \$400k per annum.</p>
<p>10. Also re parking - has the extended free parking in West Perth been factored into the budget for 23/24? Will this initiative continue?</p>	<p>Yes – it has been factored into the budget.</p>

	Question	Response
11.	page 59 - "re Major events activation reserve" - states that "this was established major ... sporting events". Is this fund limited to sporting event activations? (I recall I may have raised this previously.)	The specified purpose of the reserve adopted by Council is to leverage activations associated with third party run major national or international sporting events. That wording would appear to be explicitly referring to sporting events.
12.	Recently works to the City's tenancies on Pier Street in the East End went to an EMES. Has this been budgeted for?	This project is not featured in the budget as there is still an element of uncertainty. Market engagement, further design development and greater cost certainty is still required to complete the business case.

Council Resolution (SCM-23/07-003)

Mover: Lord Mayor Basil Zempilas

Seconded: Councillor Brent Fleeton

That Council:

1. ADOPTS the City of Perth 2023/24 Statutory Annual Budget as detailed in **Attachment 6.2A** inclusive of the following:
 - a. Statement of Comprehensive Income
 - b. Statement of Cash Flows
 - c. Rate Setting Statement
 - d. Capital Expenditure Program
 - e. Transfers to and from Cash Backed Reserves
 - f. Notes to and forming part of the Statutory Budget
2. ADOPTS the following Rates in the Dollar of GRV, based upon the predominant purpose for which the rated land is held, for 2023/24:
 - a. Commercial Category 6.62500 cents in the dollar
 - b. Hotel Category 6.90000 cents in the dollar
 - c. Retail Category 6.63500 cents in the dollar
 - d. Office Category 5.55000 cents in the dollar
 - e. Residential 5.90000 cents in the dollar
 - f. Vacant Land 11.0000 cents in the dollar
3. ADOPTS the following minimum rate payments to be imposed in accordance with Section 6.35 of the *Local Government Act 1995* in respect of any rateable land within the city for 2023/24:
 - a. Commercial Category \$ 800.00
 - b. Hotel Category \$ 775.00
 - c. Retail \$ 765.00
 - d. Office Category \$ 800.00
 - e. Residential \$ 765.00
 - f. Vacant Land \$1,000.00
4. APPROVES the provision for rates to be paid by either one, two or four instalments.
5. ADOPTS the following due dates for the payment of rates by instalments:
 - a. Instalment 1 06 September 2023
 - b. Instalment 2 15 November 2023
 - c. Instalment 3 17 January 2024
 - d. Instalment 4 20 March 2024

6. ADOPTS an instalment charge of \$35 and an interest rate of 5.5% applicable to rate and service charge instalment arrangements, imposed in accordance with section 6.45(3) of the *Local Government Act 1995*.
7. APPROVES the Heritage Rate Concession Scheme (Council Policy 2.11 refers), in accordance with Section 6.47 of the *Local Government Act 1995*, for the 2023/24 financial year.
8. APPROVES the proposed transfers to and from Cash-Backed Reserves detailed in the Statutory Annual Budget 2023/24 at Note 10.
9. ADOPTS the Schedule of Fees & Charges 2023/24 as detailed in **Attachment 6.2B**.
10. NOTES that no public submissions were received following the advertising of the proposed differential rates for 2023/24.
11. REQUESTS the Chief Executive Officer to submit a copy of the Annual Budget 2023/24 to the Department of Local Government, Sport and Cultural Industries within 30 days of its adoption by Council.
12. ADOPTS the following thresholds for the reporting of material financial variances in the monthly financial reports:
 - a. Operating Items - Greater than 10% and a value greater than \$20,000
 - b. Capital Items - Greater than 10% or a value greater than \$50,000

(notwithstanding that the Administration may choose to provide comment on items below those thresholds if deemed appropriate).

CARRIED BY ABSOLUTE MAJORITY (8/0)

For: Lord Mayor Basil Zempilas; Deputy Lord Mayor Liam Gobbert; Councillors Di Bain, Sandy Anghie, Clyde Bevan, Brent Fleeton, Viktor Ko and Catherine Lezer

Against: Nil.

6.3 Adoption of the Corporate Business Plan 2023/24- 2026/27

Responsible Officer	Michelle Reynolds – Chief Executive Officer
Voting Requirements	Absolute Majority
Attachments	Attachment 6.3A – Corporate Business Plan 23-24 - Draft

Purpose

For Council to consider the Corporate Business Plan 2023/24 – 2026/27

Recommendation

That Council ADOPTS the Corporate Business Plan 2023/24 – 2026/27 contained in Attachment 6.3A.

Background

1. Section 5.56(1) of the *Local Government Act 1995* (the Act) requires a local government to plan for the future of its district.
2. The *Local Government Administration Regulations 1996* (the Regulations) require a local government to prepare two documents to address 5.56(1):
 - a. A ten year strategic community plan that identifies the vision, aspirations and objectives of the community in the district (regulation 19C).
 - b. A four year corporate business plan that sets out how the local government will respond to the vision, aspirations and objectives identified in the strategic community plan (regulation 19DA).
3. A major review of the Strategic Community Plan (SCP) was undertaken in 2021/22. Council adopted the SCP 2022 - 2032 at its Ordinary Council Meeting held 26 April 2022.
4. A Corporate Business Plan (CBP) is required to be reviewed annually (regulation 19DA(4)). Council adopted the current CBP 2022/23 – 2025/26 at its meeting on 26 July 2022 and a review for the 2023/24 financial year has now been completed.

Discussion

5. The CBP has been developed to align with the strategic pillars – liveable, sustainable, prosperous and well-governed – and the eight goals that support these pillars, as articulated in the SCP 2022 - 2032. The CBP also responds to community priorities and features the priorities for each neighbourhood.
6. The CBP guides business planning and operations by integrating various issue-specific plans, including asset management plans, the Workforce Plan and the Long Term Financial Plan (regulation 19DA(3)).
7. The revised CBP identifies the core services and focus for the next four years and key deliverables for the 2023/24 financial year, aligned to the City's comprehensive annual budget process.
8. The layout of the CBP has been revised. Core services and deliverables have been separated into distinct sections. The City's neighbourhoods have been highlighted along with their specific priorities.
9. If adopted by Council, progress against the CBP deliverables will be reported to Council following the end of each quarter.
10. The CBP 2023/24 - 2026/27 is currently in draft format and is subject to graphic design, publication and related minor amendments.

Consultation

11. Community engagement was undertaken to develop the SCP 2022 - 2032. The results of this engagement were considered in the development of the CBP 2023/24 - 2026/27, in addition to the annual budget process and the review of the Long Term Financial Plan.

Decision Implications

12. If Council adopts the CBP 2023/24 - 2026/27, the City will meet the requirements of the Act and the Regulations.
13. If Council does not adopt the CBP, the City risks non-compliance with the Act and the Regulations.

Strategic, Legislative and Policy Implications

Strategy	
Strategic Pillar (Objective)	A Well-Governed City
Related Documents (Issue Specific Strategies and Plans):	The Strategic Community Plan 2022-2032, which identifies the objectives and aspirations of the community to guide preparation of a Corporate Business Plan. Corporate Business Plan 2022/23-2025/26 which will be replaced by the Corporate Business Plan 2023/24-2026/27.

Legislation, Delegation of Authority and Policy	
Legislation:	<i>Local Government Act 1995</i> , Section 5.56 requires a local government to plan for the future of the district. <i>Local Government (Administration) Regulations 1996</i> regulation 19DA requires a local government to prepare a Corporate Business Plan to set out its response to the Strategic Community Plan.
Authority of Council/CEO:	<i>Local Government (Administration) Regulations 1996</i> regulation 19DA(6) requires that a Corporate Business Plan be considered by the Council and adopted by absolute majority.
Policy:	Nil.

Financial Implications

14. The financial implications of the Corporate Business Plan 2023/24-2026/27 are considered and set out in the Annual Budget 2023/24 and the Long Term Financial Plan 2023/24-2032/33.

Further Information

15. Questions and Responses received prior to the Special Council Meeting are as follows:

	Question	Response
1.	<p>page 210 - in relation to the key pillar of sustainable, how much has been set aside in the budget in 23/24 for "environmental sustainability" initiatives?</p>	<p>A great deal of what the City delivers on an annual basis is aligned with our Sustainability Pillar. This includes many current business-as-usual initiatives and activities that relate to environmental sustainability and new initiatives contained in the new Sustainability Implementation Plan.</p>
2.	<p>page 215 - good to see neighbourhoods included in the Corporate Business Plan this year.</p> <p>In relation to the listed priorities:</p> <p>Central Perth - what are the initiatives and the budget in 23/24 for "activating heritage and vacant buildings"?</p>	<p>The Heritage Adaptive Reuse Grants, Business Improvement Grants (where relevant), Strategic City Enhancement Grants (lighting grants).</p>
3.	<p>In relation to the listed priorities:</p> <p>Claisebrook - what is the "feature lighting" proposed in 23/24 and budget? (I could only find decorative lighting for Hay Street listed in the table?)</p>	<p>There is no specific feature lighting planned for Claisebrook in 23/24. An amount of \$90,000 has been included in the budget for detailed design of a selected work package(s) under the Claisebrook Cove Rectification Plan (which was shared with Elected Members in April and June 2023). The exact work package to be selected for detailed design is yet to be determined. It could include lighting, depending on the work package selected.</p>
4.	<p>In relation to the listed priorities:</p> <p>Crawley/Nedlands - what are the "streetscape improvements" proposed in 23/24 and budget? (I could only see William Street listed in the table?)</p>	<p>The streetscape improvements for Crawley/Nedlands referred to on page 12 of the draft Corporate Business Plan refer to community aspirations for improvements, and the inclusion of these streets as a future priority in the Main Street Refresh program.</p> <p>Elected Member feedback on this program has led to prioritisation of William Street in 2023/24 and then James Street. Both Hampden Road and Broadway in Crawley / Nedlands are part of the Main Street Refresh program but will be progressed in later years.</p>
5.	<p>In relation to the listed priorities:</p> <p>East Perth - what are the "city events and celebrations" proposed in 23/24 and budget?</p>	<p>The Council endorsed Events Plan 2023/24 has \$100,000 allocated for curated local-scale events such as community concerts for each of the six neighbourhoods to support community connection and diversity. This equates to \$16,666 allocated to each neighbourhood – including East Perth precinct.</p>

	Question	Response
		<p>In 2023/24 \$3,050,000 is proposed through the Major Events and Festivals (\$1,600,000), Event Sponsorship Programs (\$1,000,000) and Local Activation Grants (\$450,000) with key event locations available across the City including Wellington Square, Ozone Reserve and Victoria Gardens.</p>
6.	<p>In relation to the listed priorities:</p> <p>Northbridge - what are the initiatives proposed to "strengthen the neighbourhood's arts and cultural identity" and 23/24 budget?</p>	<p>A key project is \$55,000 included in the budget for the rainbow Super Graphic in response to Cr Lezer's Notice of Motion.</p> <p>Arts and Cultural activities are further supported through the sponsorship and grants programs.</p>
7.	<p>In relation to the listed priorities:</p> <p>Northbridge - what is the budgeted amount in 23/24 for the "James Street refresh and lighting in trees"? (I could only see William Street listed in the table?)</p>	<p>At the EMES in March 2023 and June 2023, it was clarified that the estimated cost of the priority Main Street Refresh projects means that only one project will be delivered in 23/24. At the EMES, it was agreed that the refresh of William Street would be delivered as first priority. A subsequent CIBN provided to Elected Members on 27 June 2023 outlined that the custom seating in the William Street concept plan would be removed. It is currently intended that some of the budget for the custom seating will be redirected to installing improved functional lighting and some enhancement lighting in James Street. This is to occur in 23/24.</p>
8.	<p>In relation to the listed priorities:</p> <p>West Perth - what are the initiatives and the budget in 23/24 for "more arts and cultural activities"?</p>	<p>The Council endorsed Events Plan 2023/24 has \$100,000 allocated for curated local-scale events such as community concerts for each of the six neighbourhoods to support community connection and diversity. This equates to \$16,666 allocated to each neighbourhood – including West Perth precinct.</p> <p>Arts and Cultural activities are further supported through the sponsorship and grants programs.</p>

	Question	Response
9.	<p>In relation to the listed priorities:</p> <p>West Perth - what are the initiatives and the budget in 23/24 for "strengthening connections to Kings Park"?</p>	<p>The Kings Park Road Shared Path includes a formalised crossing across Kings Park Road, improving the connectivity and safety for pedestrians and cyclists travelling between Kings Park and West Perth.</p>
10.	<p>Page 229 - Tech Action Plan - there were a number of initiatives in the Action Plan not related to sponsorship. Will these be progressed in 23/24 or not? (The table only says sponsorship info presented?)</p>	<p>Yes – actions will be progressed as per the approved Year 1 activities in the Tech Action Plan. The draft CBP deliverable refers to two sponsorship related items that are required to be presented to Elected Members before December 2023, as per Council's resolution on the Tech Action Plan at the June OCM.</p>
11.	<p>LGBTQIA+ Plan - this is absent from the Corporate Business Plan and Budget. Are there any initiatives proposed to be progressed in 23/24?</p>	<p>The City continues to deliver against the LGBTQIA+ Plan through a range of actions such as training that are within operational budgets. Specific additional budget of \$55,000 has been included for installation of the rainbow Super Graphic, and \$20,000 to increasing the amount of LGBTQIA+ art, culture and history across the City and creating a library of images that reflect diversity of Perth's LGBTQIA+ community.</p>
12.	<p>Page 231 - City Deal - reference to \$4 million for safe night shelters. This reads as if it's yet to be delivered, but I assume it relates to the now completed trial. Should this be clarified?</p>	<p>Agreed, this reference is for the period May 2021 – November 2023.</p>

Council Resolution (SCM-23/07-004)

Mover: Councillor Liam Gobbert

Seconded: Councillor Brent Fleeton

That Council ADOPTS the Corporate Business Plan 2023/24 – 2026/27 contained in Attachment 6.3A.

CARRIED BY ABSOLUTE MAJORITY (8/0)

For: Lord Mayor Basil Zempilas; Councillors Di Bain, Sandy Anghie, Clyde Bevan, Brent Fleeton, Liam Gobbert, Viktor Ko and Catherine Lezer

Against: Nil.

7. Closure

There being no further business, the Presiding Member declared the meeting closed at 5:29pm.