

Ordinary Council Meeting

Notice of Meeting

6 June 2017

6.00pm

Council Chamber

Level 9

Council House

27 St Georges Terrace, Perth WA

6000



City of Perth

Agenda

ORDER OF BUSINESS AND INDEX

- 1 Prayer
- 2 Declaration of Opening
- 3 Apologies
- 4 Question Time for the Public
- 5 Members on Leave of Absence and Application for Leave of Absence
- 6 Confirmation of minutes – **Ordinary Council Meeting – 9 May 2017**
- 7 Announcements by the Lord Mayor
- 8 Disclosure of Members' interests
- 9 Questions by Members of which due notice has been given
- 10 Correspondence
- 11 Petitions
- 12 Matters for which the meeting may be closed

In accordance with Section 5.23(2) of the *Local Government Act 1995*, the meeting will be required to be closed to the public prior to discussion of the following:

Item No.	Item Title	Reason
Confidential Item 13.28 and attachment 13.28A	City of Perth Internal Audit Plan 2017/18	s5.23(2)(e)(iii)
Confidential Item 13.29 and attachment 13.29A	Outstanding Internal Audit Recommendations – May 2017	s5.23(2)(e)(iii)

In accordance with Section 5.23(2) of the *Local Government Act 1995*, should an Elected Member wish to discuss the content of the confidential attachments listed below, it is recommended that Council resolve to close the meeting to the public prior to discussion of the following:

Please convey apologies to Governance on 9461 3250
or email governance@cityofperth.wa.gov.au

Attachment No.	Item No. and Title	Reason
Confidential Attachment 13.11B	Item 13.11 Industry/Sector Development Sponsorship – Perth Convention Bureau	s5.23(2)(e)(iii)
Confidential Attachments 13.12B-D	Item 13.12 Industry/Sector Development Sponsorship – SPARK Co-Labs Actuator Program	s5.23(2)(e)(iii)
Confidential Attachments 13.21A-B	Item 13.21 Tender 139 – 16/17 – Corporate Travel Services	s5.23(2)(e)(iii)
Confidential Attachments 13.22A-B	Item 31.22 Tender 142 16/17 – Cleaning of City of Perth Car Parks	s5.23(2)(e)(iii)
Confidential Attachment 13.23A	Item 13.23 Risk Management Update – May 2017	s5.23(2)(e)(iii)
Confidential Attachment 13.24B	Item 13.24 Internal Audit 2016/17 - Parking Infringements Review	s5.23(2)(e)(iii)
Confidential Attachment 13.25B	Item 13.25 Tender 132-16/17 – City of Perth Lighting 2016 /2017	s5.23(2)(e)(iii)
Confidential Attachment 13.27A	Item 13.27 Preservation of Public Open Space - Development of Joint Trust for Land Adjacent to JH Abrahams Reserve	s5.23(2)(e)(iii)

13

Reports

13.1 - 251 (Strata Plan 59114) Adelaide Terrace, Perth – Proposed Wall Sign

13.2 - 2 - 4 (Lots 2 and 3) William Street, Perth – Proposed Mixed-Use Development
Comprising 52 and 25 Storey Buildings Containing 484 Multiple Dwellings, 190 Hotel Rooms/Serviced Apartments, Office, Dining and Retail Uses and a Total of 547 Car Parking Bays

13.3 - Outcomes of Preliminary Community Consultation on Design Concepts - 75 (Lot 70)
Haig Park Circle, East Perth

13.4 - Vacant sites and/or Buildings in disrepair

13.5 - Event Sponsorship – Triennial Event Sponsorship 2017 to 2020

13.6 - Event Sponsorship – Annual Event Sponsorship - Telstra Perth Fashion Festival

13.7 - Arts Sponsorship - Triennial Arts Partnership – 2017 to 2020

13.8 - Annual Event Sponsorship – NAIDOC Week Opening Ceremony 2017

13.9 - Annual Event Sponsorship – Quit Targa West

13.10 - Annual Event Sponsorship – Chevron City to Surf for Activ

- 13.11 - Industry/Sector Development Sponsorship – Perth Convention Bureau
- 13.12 - Industry/Sector Development Sponsorship – SPARK Co-Labs Actuator Program
- 13.13 - Payments from Municipal and Trust Funds – April 2017
- 13.14 - Financial Statements and Financial Activity Statement for the Period Ended 30 April 2017
- 13.15 - Annual Budget 2017/18 – Draft Fees and Charges Schedule
- 13.16 - Differential Rating – Preliminary Setting of the Annual Rates Levy for 2017/18
- 13.17 - Waste Management Service Fees 2017/2018
- 13.18 - City of Perth Code of Conduct Review
- 13.19 - Amended Council Policy 1.9 – Media Policy – Media Statements and Press Releases
- 13.20 - Adoption of Integrated Planning Documents
- 13.21 - Tender 139 – 16/17 – Corporate Travel Services
- 13.22 - Tender 142 16/17 – Cleaning of City of Perth Car Parks
- 13.23 - Risk Management Update – May 2017
- 13.24 - Internal Audit 2016/17 - Parking Infringements Review
- 13.25 - Tender 132-16/17 – City of Perth Lighting 2016 /2017
- 13.26 - Receipt of Organisational Capability and Compliance Assessment
- 13.27 – Preservation of Public Open Space – Development of Joint Trust for Land Adjacent to JH Abraham Reserve
- 13.28 - City of Perth Internal Audit Plan 2017/18
- 13.29 - Outstanding Internal Audit Recommendations – May 2017
- 14** Motions of which Previous Notice has been given
- 15** Urgent Business
- 16** Closure



MARTIN MILEHAM
CHIEF EXECUTIVE OFFICER

1 June 2017

This meeting is open to members of the public

Please convey apologies to Governance on 9461 3250
or email governance@cityofperth.wa.gov.au



City of Perth

Council Chambers Seating Layout



Manager Governance
Mark Ridgwell



The Right Honourable
the Lord Mayor
Ms Lisa-M. Scaffidi



Chief
Executive Officer
Martin Mileham



Director Community and
Commercial Services
Rebecca Moore



Cr Judy McEvoy



Cr Janet Davidson
OAM JP



Personal Aide to
the Lord Mayor
Paul Anastas



Acting Director Planning
and Development
Erica Barrenger



Cr Reece Harley



Cr Jemma Green



Director Construction
and Maintenance
Paul Crosetta



Manager
Development Approvals
Margaret Smith



Cr Keith Yong



Cr Lily Chen



Director
Corporate Services
Robert Mianich



Acting Director Economic
Development and Activation
Annaliese Battista



Deputy Lord Mayor
Cr James Limnios



Cr Jim Adamos



Governance and
Electoral Officer
Siobhan Rippington

Public Gallery

INFORMATION FOR THE PUBLIC ATTENDING COUNCIL MEETINGS

Welcome to this evening's Council meeting. 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 staff in attendance tonight.

Question Time for the Public

- An opportunity is available at Council meetings for members of the public to ask a question about any issue relating to the City. This time is available only for asking questions and not for making statements. Complex questions requiring research should be submitted as early as possible in order to allow the City sufficient time to prepare a response.
- The Presiding Person may nominate a Member or officer to answer the question and may also determine that any complex question requiring research be answered in writing. No debate or discussion is allowed to take place on any question or answer.
- To ask a question please write it on the white Question Sheet provided at the entrance to the Council Chamber and hand it to a staff member before the meeting begins. Alternatively questions can be forwarded to the City of Perth prior to 3.00pm on the day of the meeting, by:-
 - Letter: Addressed to GPO Box C120, Perth, 6839;
 - Email: governance@cityofperth.wa.gov.au.
- Question Sheets are also available on the City's web site: www.perth.wa.gov.au.

Disclaimer

Members of the public should note that in any discussion regarding any planning or other application that any statement or intimation of approval made by any Member or officer of the City during the course of any meeting is not intended to be and is not to be taken as notice of approval from the City. No action should be taken on any item discussed at a Council meeting prior to written advice on the resolution of the Council being received.

Any plans or documents contained in this agenda may be subject to copyright law provisions (*Copyright Act 1968, as amended*) and the express permission of the copyright owner(s) should be sought prior to their reproduction.

EMERGENCY GUIDE

Council House, 27 St Georges Terrace, Perth



The City of Perth values the health and safety of its employees, tenants, contractors and visitors. The guide is designed for all occupants to be aware of the emergency procedures in place to help make an evacuation of the building safe and easy.

BUILDING ALARMS

Alert Alarm and Evacuation Alarm.

ALERT ALARM

beep beep beep

All Wardens to respond.

Other staff and visitors should remain where they are.



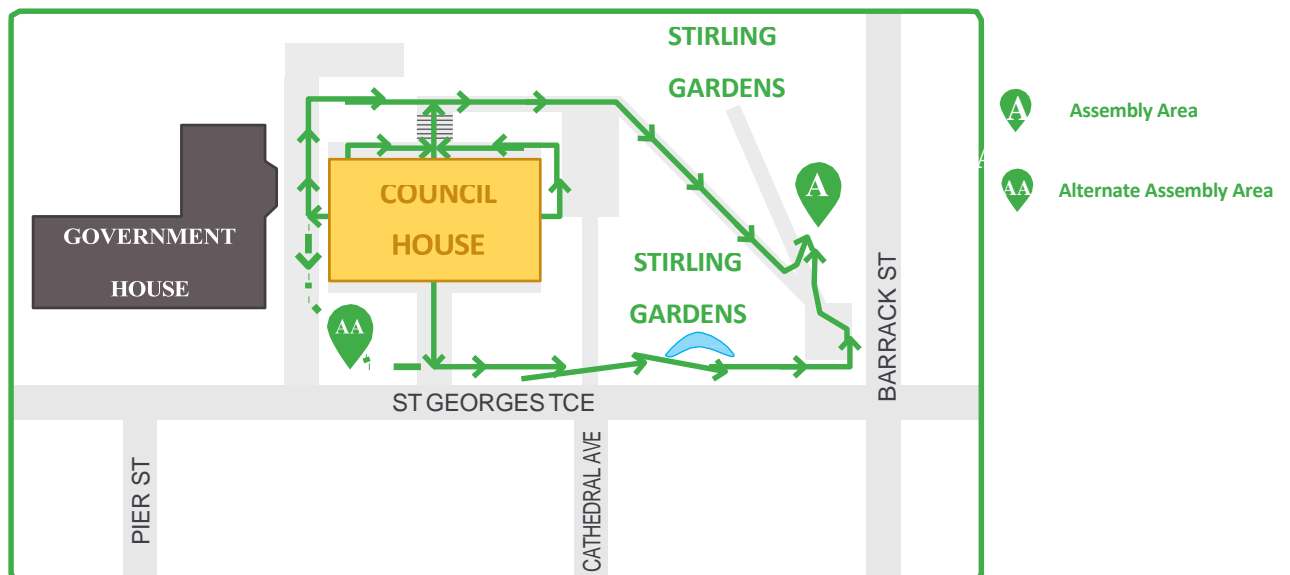
EVACUATION ALARM / PROCEDURES

whoop whoop whoop

On hearing the Evacuation Alarm or on being instructed to evacuate:

1. Move to the floor assembly area as directed by your Warden.
2. People with impaired mobility (those who cannot use the stairs unaided) should report to the Floor Warden who will arrange for their safe evacuation.
3. When instructed to evacuate leave by the emergency exits. **Do not use the lifts.**
4. Remain calm. Move quietly and calmly to the assembly area in **Stirling Gardens** as shown on the map below. Visitors must remain in the company of City of Perth staff members at all times.
5. After hours, evacuate by the nearest emergency exit. **Do not use the lifts.**

EVACUATION ASSEMBLY AREA



Report to the Planning Committee

Agenda **251 (Strata Plan 59114) Adelaide Terrace, Perth – Proposed**
Item 13.1 **Wall Sign**

Recommendation:

That, in accordance with the provisions of the City Planning Scheme No. 2 and the Metropolitan Region Scheme, the Council APPROVES BY AN ABSOLUTE MAJORITY the application for a proposed wall sign displaying third party advertising content at 251 (Strata Plan 59114) Adelaide Terrace, Perth as detailed on the Metropolitan Region Scheme Form One dated 12 April 2017 and as shown on the plans received on 21 April 2017 subject to:

- 1. the sign displaying only advertisements with high quality graphics and vibrant artistic local content that maintains or improves the visual amenity of the locality;*
- 2. the part of the sign occupied by corporate markings, logos, branding or the like occupying a maximum of 10% of the total sign area;*
- 3. a comprehensive advertising strategy, detailing the control of all signage content to satisfy conditions 1 and 2 above, and the management and maintenance of the sign, being submitted to the City for approval within 28 days of the date of approval or prior to any new advertising content being erected and implemented by the proponent thereafter to the satisfaction of the City;*
- 4. any individual advertisement shall be displayed for a maximum period of six months with any approved replacement sign or advertisement being installed immediately following the removal of the previously approved sign; and*
- 5. this approval being valid until 31 December 2022, and the supporting structure being removed within 30 days of this date and the building made good.*

The officer's original recommendation as presented to the Planning Committee meeting held on 30 May 2017, is set out below:

That in accordance with the provisions of the City Planning Scheme No. 2 and Metropolitan Region Scheme the Council REFUSES the application for a wall sign at 251 (Strata Plan 59114) Adelaide Terrace, Perth as detailed on the Metropolitan Region Scheme Form One

dated 12 April 2017 and as shown on the plans received on 21 April 2017 for the following reasons:

1. the proposed sign does not comply with City Planning Scheme No. 2 Policy 4.6 – Signs ‘4.0 Objectives’ given that:
 - 1.1 the sign is not considered to respect and make a positive contribution to the streetscape, the locality and the city skyline; and
 - 1.2 the sign is considered to adversely affect the amenity of the area and the public generally;
2. the proposed sign does not comply with City Planning Scheme No. 2 Policy 4.6 – ‘General Provisions’ Signs given that:
 - 2.1 the sign is not considered to be compatible in scale and integrated with the architectural design of the building;
 - 2.2 the sign is considered to dominate the skyline in the surrounding vicinity; and
 - 2.3 the third party content has not demonstrated that it enhances but rather it is considered to adversely affect the visual quality and amenity of the area;
3. the proposed sign does not comply with City Planning Scheme No. 2 Policy 4.6 – Signs ‘Content’ given that under 6.6 c) i) A) third party advertising content shall only be considered for development approval on a sign facing or in a public space within...the Terraces Area where the sign is orientated for viewing within the space and not from adjacent streets;
4. the proposed sign does not comply with City Planning Scheme No. 2 Policy 4.6 – Signs ‘Specific Sign Types – Wall’ given that under 7.12 d) i) third party content in accordance with 6.6 c) i) B) the sign is in excess of 25% of the wall area and stretch the width of the wall and considered ill proportioned to the scale of the building;
5. the proposed sign does not comply with City Planning Scheme No. 2 Policy 4.6 – Signs ‘Place Specific; Terraces’ given that under 9.3:
 - 5.1 the sign does not reflect the character and role of St Georges and Adelaide Terrace forming the principal city boulevard; and
 - 5.2 signs in this area should principally be for the purpose of numbering and naming buildings and identifying their occupants

At the Planning Committee meeting held 30 May 2017, the Committee resolved to adopt an alternate recommendation as follows:

That, in accordance with the provisions of the City Planning Scheme No. 2 and the Metropolitan Region Scheme, the Council APPROVES BY AN ABSOLUTE MAJORITY the application for a proposed wall sign displaying third party advertising content at 251 (Strata Plan 59114) Adelaide Terrace, Perth as detailed on the Metropolitan Region Scheme Form One dated 12 April 2017 and as shown on the plans received on 21 April 2017 subject to:

1. *the sign displaying only advertisements with high quality graphics and vibrant artistic local content that maintains or improves the visual amenity of the locality;*
2. *the part of the sign occupied by corporate markings, logos, branding or the like occupying a maximum of 10% of the total sign area;*
3. *a comprehensive advertising strategy, detailing the control of all signage content to satisfy conditions 1 and 2 above, and the management and maintenance of the sign, being submitted to the City for approval within 28 days of the date of approval or prior to any new advertising content being erected and implemented by the proponent thereafter to the satisfaction of the City;*
4. *any individual advertisement shall be displayed for a maximum period of six months with any approved replacement sign or advertisement being installed immediately following the removal of the previously approved sign; and*
5. *this approval being valid until 31 December 2022, and the supporting structure being removed within 30 days of this date and the building made good.*

Reason: The Planning Committee considered that, as the sign has been in existence for over five years, it has no adverse impact on amenity of the locality and adds to a sense of space which would be consistent with the objective of the City's Signs Policy.

FILE REFERENCE:	2017/5152
SUBURB/LOCATION:	251 Adelaide Terrace, Perth
REPORTING UNIT:	Development Approvals
RESPONSIBLE DIRECTORATE:	Planning and Development
DATE:	12 May 2017
ATTACHMENT/S:	Attachment 13.1A – Location Plan and Perspectives
3D MODEL PRESENTATION:	N/A
LANDOWNER:	The Owners of 251 Adelaide Terrace, Perth
APPLICANT:	EPICO
ZONING:	(MRS Zone) Central City Area zone (City Planning Scheme Precinct) Adelaide (P13) (City Planning Scheme Use Area) Office / Residential
APPROXIMATE COST:	Nil.

Legislation / Strategic Plan / Policy:

Legislation	<i>Planning and Development Act 2005</i> City Planning Scheme No. 2
--------------------	--

Policy	
Policy No and Name:	4.6 – Signs Policy

Purpose and Background:

On the **6 December 2011** Council approved the installation of the sign subject to a condition requiring the signs to be removed after five years. The sign licence was issued for the sign on the 10 February 2012 and the sign was erected shortly after. The content of the sign changes on a monthly basis and displays third party content for local, national and international brands. The planning approval was due to expire on 6 December 2016

In May 2016 the applicant sought approval to retain the advertising sign on the building for an additional ten years. At its meeting held on the **19 July 2016** Council considered the proposal in the context of the outcomes sought by the Signs Policy at that time and the draft revised Signs Policy that was subsequently adopted by the Council at its meeting held on **13 December 2016**. In acknowledging that the sign did not comply with the revised Signs Policy the Council resolved to extend the approval of the subject sign for only an additional 12 months, , subject to the following conditions:

- "1. the sign displaying only advertisements with high quality graphics and vibrant artistic content that maintains or improves the visual amenity of the locality consistent with the City's Signs Policy 4.6 and having regard for the locality being the focus of local retail, business, commerce, civic and tourist activities for the State;*
- 2. the part of the sign occupied by corporate markings, logos, branding or the like occupying a maximum of 10% of the total sign area;*
- 3. a comprehensive advertising strategy, detailing the control of all signage content to satisfy conditions 1 and 2 above, and the management and maintenance of the sign, being submitted to the City for approval within 28 days of the date of approval or prior to any new advertising content being erected and implemented by the proponent thereafter to the satisfaction of the City;*
- 4. any individual advertisement shall be displayed for a maximum period of six months with any approved replacement sign or advertisement being installed immediately following the removal of the previously approved sign; and*
- 5. this approval being valid until 31 December 2017 with the sign and supporting structure being removed within 30 days of the expiry of the 1 year period and the building made good."*

Details:

Approval is sought for the permanent approval for the existing wall sign displaying third party advertising on the subject site. The wall sign measures 25 metres by 25 metres (625m²) on the upper seven floors of the western elevation of the twenty storey retail and office building on the subject site. The applicant intends to display 'vibrant and artistic advertising', indicative of that displayed for the past five years and as shown on the conceptual perspective accompanying this report. The advertising signs will be installed on

the existing sail track system. The sign is illuminated by offsite lighting from the adjoining property.

It is intended that the sign will continue to be used to advertise special events, commercial events of special interest to the public, and general third party advertising of high graphic quality. The applicant advised that if permanent approval is obtained, details of each specific advertisement will be submitted to the City for approval (to be determined under delegated authority by the City's Administration) prior to being installed, as currently occurs.

The applicant has provided the following justification for the proposal:

- a. The Wall Sign has unique characteristics given its location and dimensions;
- b. The Wall Sign provides significant vibrancy and colour to the streetscape and represents an iconic feature along Adelaide Terrace;
- c. The sign's visual aesthetics is achieved via its scale (a frameless wall banner occupying the full Western side of the building) and the location of the building which has unobstructed views when travelling East on St George's Terrace;
- d. The display of signage is regulated pursuant to a contract between the 251 Adelaide Terrace Strata Company and Epico. The Contract stipulates that the artwork/signage is not to contain anything of immoral nature or anything that may be offensive to the general public with all artwork/signage required to be approved by the Council of Owners;
- e. The Owners of 251 Adelaide Terrace together with Epico have expended a material amount in installing a framework on the West side of the building together with the installation of equipment (E.g. gantry) to enable signage to be displayed in its current format; and
- f. The existing signage provides (via the contract with Epico) much need revenue to the Strata Company of 251 Adelaide Terrace. This revenue offsets the quantum of outgoings that would need to be charged to tenants of 251 Adelaide Terrace in order to fund ongoing repair and maintenance requirements of the building.

The applicant has advised that the current contract with the owners of the building will expire in December 2022.

Compliance with Planning Scheme:

Development Requirements

The City Planning Scheme No. 2 Policy 4.6 – Signs sets out the City's requirements for the erection and management of signs on or adjacent to buildings within the City. The policy defines different types of signs; place specific requirements to ensure signs are consistent with the desired character for the relevant Precinct and provide guidelines for their acceptable design and location.

The subject site is located within the 'Terraces Area' under the policy which states that:

"Signs should be designed to reflect the character and role of St Georges and Adelaide Terrace that together form the principal city boulevard, with St Georges Terrace also forming the focus for business, finance, commerce and administration in the state."

"Signage should principally be for the purpose of numbering and naming buildings and identifying their occupants. Signage should be limited in size and number per tenancy."

The proposed sign will fall within the following definitions of the current Signs Policy 4.6:

***"Third Party Advertising Content"** means sign content that advertises businesses, products, goods or services not located or available at the premises where the sign content is displayed"*

***"Wall Sign"** means a sign that is fixed flat or parallel to, or painted upon, the surface of a wall of a building (including a glass wall or a decorative or screen material fixed flat or parallel to the wall), but not to a roof top plant room setback from the main elevation of the building or to an architectural feature at the top of the building. It includes cabinets fixed to walls to display an advertisement."*

The proposal's compliance with the current Signs Policy is detailed in the proceeding comments section of this report. The applicant is seeking the Council's discretion to support variations to the Signs Policy. Variations to the Signs Policy can only be granted by an absolute majority decision of Council, in accordance with Clause 47 of the City Planning Scheme No. 2 and provided Council is satisfied that:

- "47(3)(c)(i) if approval were to be granted, the development would be consistent with:*
- (A) the orderly and proper planning of the locality;*
 - (B) the conservation of the amenities of the locality; and*
 - (C) the statement of intent set out in the relevant precinct plan; and*
- (ii) the non-compliance would not have any undue adverse effect on:*
- (A) the occupiers or users of the development;*
 - (B) the property in, or the inhabitants of, the locality; or*
 - (C) the likely future development of the locality.'*

Comments:

Compliance with the Signs Policy

The City's Signs Policy outlines specific criteria for signs along Adelaide and St Georges Terrace which fall within the 'Terraces Area' under the policy. The policy states that signs should be designed to reflect the character and role of St Georges and Adelaide Terrace that together form the principal city boulevard. Signage should principally be for the purpose of

numbering and naming buildings and identifying their occupants with signage being limited in size and number per tenancy.

In accordance with the Policy, signs are required to be assessed in accordance with the general (relevant) criteria below:

Appropriate Location and Scale of Signage on Buildings

Signage should be predominantly located at ground, first floor or the top of the building identifying principle tenants of the building. Signage at other locations on a building should be limited and may only be supported where the building has been designed to specifically accommodate signage at that location and where the purpose and viewing audience of the signage is clear and justified.

Under the City's Signs Policy 4.6 third party advertising sign content shall only be permitted in limited locations within the city and where it is demonstrated that it will enhance and not adversely affect the visual quality, amenity, vibrancy and safety within the city. Clause 6.6(c)(i)(B) states that a wall signs shall only be considered on a building within the Entertainment, Retail Core and Town Centre Areas (as identified in the Policy) where the building has a valid development approval granted prior to June 2014 and the wall sign is proposed to be installed upon a large section of blank wall that would be enhanced by its addition. These specified areas are dynamic areas within the city where carefully managed third party advertising may be compatible with their role and nature. The site at 251 Adelaide Terrace is located within the Terraces Area, which comprises the principal city boulevard and incorporates the focus of business, finance, commerce and increasingly residential uses in the city. The façade of the building in this instance whilst largely blank, is not completely featureless and in relatively good condition and is considered to be acceptable in terms of remaining blank. Third party advertising is generally not considered to be compatible with the desired character and role of this Area.

Clause 7.12(d) of the policy also restricts the size of a third party content wall sign to not be more than 25% of the wall area and not extend to the full height or width of the wall as currently proposed. In this way the advertisements will not dominate the building and the building will provide a frame for the sign. The subject sign is significantly larger, occupying approximately seven typical floor levels of the building, which is almost the entire visible portion of the western façade of the building. The size of the sign is considered excessive, out of place with the surroundings, and dominating the skyline within the area, which is contrary to the policy provisions and intent and, as such, should not be supported.

The sign is prominent and not only impacts the immediately locality it can also be seen from various distant viewpoints. The location of the sign being at the top of the building results in the sign being mainly oriented towards passing motorists and pedestrians some distance away approaching east along Adelaide Terrace and St Georges Terrace. It is not considered the sign the location and viewing audience is justified in this case.

Having regard to the statement of intent for signage within the precinct it is considered that the retention of a wall sign with third party advertising content permanently would be

inconsistent with the design and types of signage generally permitted in the locality. The location the scale of the sign is considered to add to the visual noise of signage within the Precinct.

Sign Content

Signage on buildings on Adelaide Terrace should be designed to reflect the character and role of St Georges and Adelaide Terrace that together form the principal city boulevard, and generally be for the purpose of numbering and naming buildings and identifying their occupants with signage being limited in size and number per tenancy. Whilst the display of international advertising does add to the business environment of the City the limited local content is not considered to add to the tourism environment or support local businesses within Perth.

The policy states that third party advertising content shall not undermine the role of the city as the primary retail, commercial and cultural centre of the metropolitan area and/or state. The initial information provided by the applicant was that third party, or general advertising will only be displayed when the sign is not being utilised to advertise events or other similar promotions. The content of the sign has almost exclusively been used to advertise general advertising for international brands with no or little relation to local advertising and with limited local content. Whilst there was no minimum percentage of local events or promotions required to be displayed under the original approval the predominant display of general third party advertising is considered contrary to the original proposal and not considered to be beneficial to the character of the area.

Since installation of the sign the City has had issues in regulating what is deemed to be 'high quality graphics and vibrant artistic content that maintains or improves the visual amenity of the locality', as per condition one of the original development approval. Even with this requirement, issues have been raised by the City regarding the lack of local content or vibrant artistic content, such an assessment has been subjective and arbitrary and the signs have still been installed on the basis that they were national and international advertising campaigns that cannot be amended to incorporate any local context. It is not envisaged that this issue will change if permanent approval is granted and as such it is considered the sign will not enhance the visual amenity of the locality or of the City's skyline, and comply with the general goals and objections of the Signs Policy.

The permanent installation of the wall sign displaying third party content permanently is not considered consistent with the intent of the policy requirements within this precinct and is considered to have had a resultant negative impact on the streetscape within the area.

Applicant's justification

The applicant has explained that considerable expense has gone into the installation of the sign and that the leasing of the wall space at 251 Adelaide Terrace for advertising provides important income for strata owners in difficult economic times. However this is not a matter that can or should be taken into consideration when determining development applications. Planning decisions made on the basis of financial hardship or gain would set an

inappropriate and inequitable precedent which would conflict with the principles of orderly and proper planning. They would potentially lead to poor urban outcomes and ad hoc proliferation of signage.

Conclusion

There are known financial benefits for building owners to allow advertising to be installed on their buildings and 251 Adelaide Terrace is a highly visible location that enables the advertisements to be viewed from major roads where they have the largest audience in terms of motorists and pedestrians, but this is not necessarily a good outcome for the visual appearance of the locality or the city generally. Third party advertising, if not carefully managed, can create visual noise and detract from the visual amenity of the city, from way-finding and from the advertising of city businesses and their goods and services. There is a danger that it can become the dominant element of an urban environment, rather than the buildings, spaces and businesses.

For these reasons the City's Signs Policy 4.6 seeks to ensure that signage is well designed and positioned, innovative, responds to its setting and makes a positive contribution to the visual appeal of the public realm and the city as a whole. The proposed permanent display of a large third party advertising wall sign on the western elevation of building at 251 Adelaide Terrace is contrary to the intent and specific requirements of the City's Signs Policy. Although the sign has been previously approved to remain on the building for a total period of six years, it is considered that this sign dominates the building and has had a negative impact on the streetscape and character of the area. Therefore, it is recommended that this application be refused.



2017/5152 – 251 (STRATA PLAN 59114) ADELAIDE TERRACE, PERTH – PROPOSED WALL SIGN (MAP)



2017/5152 – 251 (STRATA PLAN 59114) ADELAIDE TERRACE, PERTH – PROPOSED WALL SIGN (PERSPECTIVES)

Agenda Item 13.2	2 - 4 (Lots 2 and 3) William Street, Perth – Proposed Mixed-Use Development Comprising 52 and 25 Storey Buildings Containing 484 Multiple Dwellings, 190 Hotel Rooms/Service Apartments, Office, Dining and Retail Uses and a Total of 547 Car Parking Bays
---------------------	--

Recommendation:

That:

1. ***the Metropolitan Redevelopment Authority (MRA) be advised that the Council supports the proposed mixed-use development comprising 52 and 25 storey buildings containing 484 multiple dwellings, 190 hotel rooms/serviced apartments, office, dining and retail uses and a total of 547 car parking bays at 2-4 (Lots 2 and 3) William Street, Perth subject to:***
 - 1.1 ***the buildings being modified addressing the following matters in consultation with the City and to the satisfaction of the MRA with final details being submitted for approval by the MRA prior to applying for the relevant building permit:***
 - a) ***balconies being redesigned to achieve compliance with the minimum 10m² useable area and minimum dimension of 2 metres as prescribed by the Elizabeth Quay Design Guidelines to enhance residential amenity;***
 - b) ***the configuration of all residential floors within the southern tower being redesigned to provide permanent access to natural light for internal lift lobbies and common corridors;***
 - c) ***the treatment and management measures for the vehicular accessway located on the western boundary of the site/s (parallel to William Street) addressing the potential for conflicts between vehicles and pedestrians accessing the site;***
 - d) ***the treatment of the ground level western façade which forms the main vehicular access to the City from the freeway noting the proposed development signifies the visual western entry into the City Centre;***

(Cont'd)

- e) *the ground and lower levels of the southern façade of the southern tower providing a suitable interface with the adjacent promenade area and Swan River noting this area of the building does not include a podium element which would traditionally provide a 'human scale' for a building of this bulk and scale;*
 - f) *final details of the proposed interface between the residential apartments of the southern tower on Levels 1 to 4 which face directly into the central plaza area including details of how the outdoor living areas of the apartments will be provided with suitable levels of noise attenuation, ventilation and light noting the proposed activation of the plaza space;*
 - g) *the vehicle access to the site and internal manoeuvring areas within the building being designed to provide for vehicles which are required for servicing and waste removal in consultation with the City and to the satisfaction of the Metropolitan Redevelopment Authority;*
 - h) *a minimum of one residential store being provided for each residential dwelling with the current basement levels stores layout being redesigned (where required) to ensure adequate safety for residents including multiple exit paths and no entrapment areas;*
- 1.2 *final details and a sample board of the high quality and durable materials, colours and finishes for the proposed buildings, demonstrating and confirming the development will deliver and achieve the required Design Excellence outcomes, being prepared in consultation with the City and submitted to the Metropolitan Redevelopment Authority for approval, , prior to applying for the relevant building permit;*
- 1.3 *the proposed 'Sky Deck' being provided as a publically accessible facility in perpetuity, with a management plan being prepared in consultation with the City that demonstrates the operation of the facility to the satisfaction of the Metropolitan Redevelopment Authority, and shall include measures for equitable access to the general public in terms of cost, availability, opening hours and security for the facility;*
- 1.4 *a detailed management plan for the proposed plaza space addressing matters including (but not limited to) tenure, safety/security, lighting, noise, events/uses and need/nexus for the area being submitted to the Metropolitan Redevelopment Authority for approval, in consultation with the City, prior to applying for the relevant building permit;*

(Cont'd)

1.5 a Hotel/Serviced Apartment Management Plan addressing the operation of the hotel/serviced apartments in accordance with the provisions of the City's Special Residential (Serviced and Short Term Accommodation) Policy, including but not being limited to the following:

- a) company name and relevant experience of management/operator;**
- b) type or extent of room service to be offered (if any);**
- c) cleaning and laundry services, where applicable;**
- d) opening hours for guest check-ins and check-out including the method of reservations / bookings;**
- e) security of guests and visitors;**
- f) control of noise and other disturbances; and**
- g) a complaints management service;**

being submitted for approval by the MRA, in consultation with the City prior to the occupation of the hotel/serviced apartments;

1.6 a management plan detailing control of noise, patron behaviour, waste management and hours of operation, being submitted for approval by the Metropolitan Redevelopment Authority prior to any bar/restaurant tenancies commencing operation, with the management plan being implemented by the proprietor / manager of the tenancy on an on-going basis;

1.7 air conditioner condensers and any proposed external building plant, lift overruns, piping, ducting, water tanks, transformers, and fire booster cabinets shall be located so as to minimise any visual and noise impact on the future occupants of adjacent properties and being screened from public view, including any such plant or services located within the vehicle entrance of the development, the relevant building permit with details of the location and screening of such plant and services being submitted for approval by the Metropolitan Redevelopment Authority prior to applying for the relevant building permit;

1.8 all development and works shown outside of the Lot boundaries including vehicle crossovers and alfresco dining areas, not forming part of this approval and being the subject of separate applications for approval noting the City will not support any removal of existing street trees and any works proposed to the adjacent William Street road reserve will be subject to separate consideration and approvals by the City and Main Roads Western Australia;

1.9 the proposed floor levels of the pedestrian and vehicle entrances to the building being designed to match the current levels of the immediately adjacent footpaths and promenades, to the City's specifications and to the Metropolitan Redevelopment Authority satisfaction;

(Cont'd)

- 1.10 on-site stormwater disposal/management being to the City's specifications with details being submitted to the Metropolitan Redevelopment Authority for approval prior to applying for the relevant building permit;**
- 1.11 maximum of 78 commercial (hotel, restaurant, office etc.) tenant car parking bays provided on site being for the exclusive use of the tenants or occupants of the commercial tenancies within the development and not being leased or otherwise reserved for use of the tenants or occupants of other buildings or sites;**
- 1.12 residential car parking bays being reduced in accordance with the maximums prescribed by the Elizabeth Quay Design Guidelines, noting the site's compromised access and noting the increased traffic likely to be generated by other developments located adjacent to the site and the high accessibility of the site via alternative means of transport;**
- 1.13 the dimensions of all car parking bays, aisle widths and circulation areas complying with the Australian Standard AS2890.1, ensuring that vehicles can enter and exit the building in forward gear;**
- 1.14 a Parking Management Plan, identifying the management and maintenance strategies for access to ACROD and other Special Purpose bays and bicycle parking facilities, being submitted and approved by the Metropolitan Redevelopment Authority prior to applying for a building permit;**
- 1.15 a Service and Delivery Access Plan for the hotel, restaurants and bars, outlining the management strategies proposed to coordinate the on-site parking and servicing for all facilities, being submitted and approved by the Metropolitan Redevelopment Authority prior to applying for the relevant building permit;**
- 1.16 the proposed development being designed and constructed in such a manner so that existing and possible future noise levels associated with:**
- inner city activities including commercial and entertainment uses and activities;**
 - traffic impacts;**
 - the Bell Towers; and**
 - noise generated from within the development;**

(Cont'd)

that could potentially affect residents and guests, can be successfully attenuated. Details of such noise attenuation measures shall be prepared by a qualified acoustic consultant and be submitted for approval in consultation with the City prior to the submission of an application for the relevant building permit. The construction specifications detailed in the above acoustic report must be implemented in full to the satisfaction of the Planning authority with the relevant working drawings being certified by an accredited acoustic consultant to confirm compliance with the specifications prior to applying for the relevant building permit;

1.17 a suitably qualified Crime Prevention Through Environmental Design (CPTED) consultant confirming the final design of the development is in accordance with CPTED design principles to the satisfaction of the Metropolitan Redevelopment Authority, prior to applying for the relevant building permit;

1.18 the recommendations contained in the Wind Tunnel Study report prepared by MEL Consultants dated 24 March 2017 being incorporated into the detailed design with a final Wind Tunnel Study, together with details of the measures being introduced to mitigate any adverse wind impacts, being submitted and approved by the Metropolitan Redevelopment Authority, in consultation with the City, prior to applying for the relevant building permit;

1.19 a section 70A notification, pursuant to the Transfer of Lands Act 1893 (as amended) being placed on the Strata Title of each residential apartment alerting prospective purchasers that the land is located within an inner-city mixed use precinct and may be affected by high levels of activity, light, noise, traffic and late hours of operation within public and private areas;

1.20 a final Waste Management Plan complying with the City's waste collection requirements being submitted for approval by the MRA in consultation with the City, prior to applying for the relevant building permit;

1.21 any signage for the development being designed as an integral component of the development with details of any signage being subject to a separate application for approval by the Metropolitan Redevelopment Authority;

1.22 a construction management plan for the proposal being submitted prior to applying for the relevant building permit for the City's approval, detailing how it is proposed to manage:

a) the delivery of materials and equipment to the site;

(Cont'd)

- b) the storage of materials and equipment on the site;*
- c) the parking arrangements for the contractors and subcontractors;*
- d) maintaining acceptable access at all times between William Street and Elizabeth Quay;*
- e) any dewatering of the site;*
- f) construction/upgrading of the crossover;*
- g) the protection of street trees and any other City and MRA assets; and*
- h) other matters likely to impact on the surrounding properties.*

1.23 car parking access and egress from the site being rationalised to improve the interface of the development with the public realm along William Street and to improve pedestrian amenity and safety.

- 2. the MRA be requested to provide the City with an updated Transport Assessment for the Elizabeth Quay project area to assess the impact of this development (which differs from the original design guidelines and vehicle numbers and access/exit configuration within the project area) on the surrounding road network;***
- 3. the MRA be requested to advise the applicant to consult with the City in regard to the requirements of the Health Act and Regulations for Public Buildings (which includes the hotel) and may differ from the Building Code of Australia provisions prior to applying for the relevant building permit.***

At the Planning Committee held on 30 May 2017, the Committee agreed to amend the officer recommendation by including an additional point 1.23 as follows:

1.23 car parking access and egress from the site being rationalised to improve the interface of the development with the public realm along William Street and to improve pedestrian amenity and safety.

Reason: The additional condition was added to strengthen the Council's position on the design impacts of the proposed vehicle access / egress.

FILE REFERENCE:	2017/5140
SUBURB/LOCATION:	2-4 William Street, Perth
REPORTING UNIT:	Development Approvals
RESPONSIBLE DIRECTORATE:	Planning and Development
DATE:	22 May 2017
ATTACHMENT/S:	Attachment 13.2A – Location Plan and Perspectives
3D MODEL PRESENTATION:	A 3D Model for this application will be available at the Planning Committee meeting.
LANDOWNER:	CA & Associates Pty Ltd
APPLICANT:	TPG+Place Match
ZONING:	(MRS Zone) Redevelopment Scheme/Act Area (MRA Central Perth Redevelopment Scheme Precinct) Elizabeth Quay - Inlet (P39) (City Planning Scheme Use Area) N/A
APPROXIMATE COST:	\$300 million

Legislation / Strategic Plan / Policy:

Legislation

Metropolitan Redevelopment Authority Act 2011
Metropolitan Redevelopment Regulations 2011
 Metropolitan Redevelopment Authority's Central Perth
 Redevelopment Scheme

Policy

Policy No and Name: Metropolitan Redevelopment Authority's Elizabeth Quay
 Design Guidelines

Purpose and Background:

The subject application relates to 'Site 2' (Lot 2) and 'Site 3' ('Lot 3') within the Elizabeth Quay Project Area. Site 2 has a total land area of 3,060m², whilst Site 3 is 3,148m². Site 2 is bound by William Lane to the north, Western Promenade to the east, William Street Landing to the south, and William Street to the west. Site 3 is bound by Station Park to the north, Western Promenade to the east, William Lane to the south, and William Street to the west.

Council at its meeting held on **22 November 2016** considered an 'in principle' development application for 'Site 2' and 'Site 3' of the Elizabeth Quay Project Area. The proposed development included a new 25 storey hotel/serviced apartment building and a 50 storey residential building for the subject sites and was referred to the City for preliminary comment by the Metropolitan Redevelopment Authority (MRA). Council resolved to advise the MRA of its in principle support subject to:

- "1. the height and setbacks of the residential tower building being extensively reviewed to ensure they align with the objectives of the Elizabeth Quay Design Guidelines with additional analysis being undertaken with regards to the impacts of overshadowing and wind on the immediate locality;*
- 2. residential car parking and hotel/serviced car parking bays being reduced in accordance with the maximums prescribed by the Elizabeth Quay Design Guidelines and Perth Parking Policy, noting the increased traffic likely to be generated by other developments located adjacent to the site and the high accessibility of the site via alternative means of transport;*
- 3. the preparation and submission of a detailed management plan for the proposed plaza space addressing matters including (but not limited to) tenure, safety/security, lighting, noise, events/uses and need/nexus for the area;*
- 4. all balconies being designed as predominantly transparent, naturally ventilated, non-habitable structures that cannot be fully enclosed, with no temporary or permanent window treatments or furnishings being permitted that could diminish the transparency of the balcony or obstruct views to and from the public domain; and*
- 5. the preparation and submission of a draft/preliminary:*
 - 5.1 construction management plan providing for early consideration of how the proposed development will be constructed noting the constrained nature of the sites;*

- 5.2 *waste and servicing management plan noting the limited vehicular access to and from the site;*
- 5.3 *acoustic report demonstrating proposed measures to mitigate noise impacts within and external to the development; and*
- 6. *the preparation and submission of a detailed transport impact assessment addressing all matters related to traffic management, vehicular and pedestrian access to and from the site."*

On 21 December 2016, the MRA granted 'in-principle approval' for the preliminary development application subject to various conditions including that development of the site/s is to be undertaken generally in accordance with the statutory planning framework, comprising the Central Perth Redevelopment Scheme, Metropolitan Redevelopment Authority (MRA) Development Policies and the Elizabeth Quay Design Guidelines.

The variations which include Increasing the maximum building height for Site 2 from 25 to 50 storeys; Increasing ground level setbacks; and Land Use mix that incorporates Office within the podium levels are approved in-principle subject to the submission of a Design Report, floor plans, elevations, specifications and associated management plans at development application stage to demonstrate that the proposal achieves Design Excellence to the satisfaction of the MRA in consultation with the Office of the Government Architect.

Further conditions include that elevations and specifications detailing high quality exterior materials and finishes and colours for the development to achieve and demonstrate Design Excellence (including colour swatches or material samples) are to be provided at the development application stage to the satisfaction of the MRA in consultation with the Office of the Government Architect and the submission of supporting technical reports at the development application stage including an Environmental Wind Impact and Amelioration Report, a Transport Impact Assessment, an Overshadowing Assessment and related Landscape Analysis and a Place Activation Strategy.

Details:

Further to the MRA's granting of 'in-principle approval' as detailed above, a formal development application has now been submitted to the MRA for approval to construct a mixed use development on Lots 2 and 3 at Elizabeth Quay. The application, the subject of this report, has been referred to the City for comment by the MRA. It is noted that the proposed development is generally consistent with the development scheme, the subject of the in-principle approval, with approval being sought for the coordinated development of Lots 2 and 3 to provide two distinct tower buildings, a 52 storey and a 25 storey building comprising residential, hotel, office, retail and dining uses and associated car parking.

The proposal is focused around a covered plaza, with a shared five storey podium and basement levels. The shared basement levels will continue under William Lane which separates the two sites. The developer will seek the appropriate title arrangement via the subdivision/amalgamation process to allow this to occur.

A summary of the main features of the proposed development are as follows:

Residential Component	<p>The residential component of 484 apartments is located within both buildings and provides for the following dwelling mix:</p> <p><u>Southern Building (Lot 2)</u></p> <ul style="list-style-type: none"> 157 x two-bedroom dwellings 82 x three-bedroom dwellings 36 x four-bedroom dwellings <p><u>Northern Building (Lot 3)</u></p> <ul style="list-style-type: none"> 144 x one-bedroom dwellings 27 x one-bedroom 'affordable' dwellings 32 x two-bedroom dwellings 6 x two-bedroom 'affordable' dwellings <p>Communal facilities for the residential dwellings are provided within each building, along with separate entry lobbies, lift and vertical transportation facilities, and mail rooms, distinct from the other building components. The southern building maintains its resident entry off the covered plaza whilst the northern building maintains its resident entry off William Street.</p>
Hotel/Serviced Apartment and Office Component	<p>190 hotel/serviced apartment rooms are proposed within the northern building (Lot 3) with a grand entry lobby provided off the central covered plaza. Wellness centre facilities including a pool, gym and spa treatment rooms occupy the fifth and sixth floors of the building. Below this are four floors of office accommodation, also comprising the hotel staff/servicing facilities on the fourth floor, along with a meeting/event space, and upper level retail/food and beverage tenancies facing Elizabeth Quay to the east.</p>
Ground Floor and Public Realm Interface	<p>The ground floor of the proposed development incorporates retail, food and beverage tenancies, and resident/hotel guest entry lobbies for the majority of the built edge. Internal 'activation' is proposed via the proposed covered central plaza and associated laneway components. These aspects are proposed to 'break-up' the development site, and achieve a high degree of pedestrian permeability that would not otherwise be provided by a typical development within Elizabeth Quay. In addition to the internal activation and pedestrian activation, awning cover is provided for the full perimeter of the subject development, with a minimum width of three metres for the northern building along its eastern side. Extensive glazing is also proposed to add to the sense of openness, permeability and activation of the adjacent public realm.</p>
Car Parking	<p>The development proposes a total of 469 residential car parking bays and 78 commercial tenant car parking bays which will be located within a total of four basement levels. Vehicular access to the site is proposed via a two-way crossover at the northern end of the site onto William Street. A secondary porte-cochere style access is also proposed at the southern end of the site onto William Street, providing drop-off/pick-up services for the hotel, serviced apartment and residential components.</p>

Viewing Deck/Art Gallery	A significant component of the development is the creation of an art gallery and viewing deck located at the top of the southern tower (52 nd storey). The facility is intended to be accessible to both residents and the public and provide a unique tourist destination and focal point for the development and the Perth CBD.
--------------------------	--

With respect to the physical design of the proposal, the applicant advises that the design *“embraces the MRA’s aspirations for a world-class destination and iconic landmark for the Perth region, which will re-establish the important relationship between the City and the Swan River. The proposed development will present an architecturally designed landmark of the highest quality, incorporating a striking, contemporary façade design that will contribute positively to the streetscape, skyline and amenity of the locality”*.

The applicant further advises that *“the distinctive, contemporary form of the development will provide a unique and innovative landmark for the western frame of the Elizabeth Quay inlet, contributing to a unique sense of place for the Elizabeth Quay project area that has its foundations in contemporary and creative architectural expression. The design complements the existing development within the Perth City Centre, whilst providing a unique and memorable landmark for this prominent development site.*

The development has been designed to provide a contemporary design aesthetic through the use of a glass curtain wall and by incorporating significant use of glazing and riveted panelling within the building façades. The two taller buildings in the composition are conceived as light, transparent volumes that hover above the public realm. The lower volume connects these taller buildings and is conceived as a multilayered metallic volume.

The taller volumes are wrapped in a high quality, transparent and silvery glass, with sections of the façade to be faceted in order to create ambiguous reflections and avoid the flat, mirrored façade common to glazed curtain walls. There is a subtle register of floor banding and vertical sun screening, which scales the building and provides a finer grain of façade detail. Operable panels for winter gardens maintain the vertical expression but create a subtle animation and variety to the façade.

The lower level podium is characterised by a metal clad volume that houses the public functions. This is conceived as a robust material cladding that develops patina and weathers with age. Corten, copper or zinc are some examples of the materials that will be explored for this volume. The material will be evident as both a mesh and a planar surface”.

Compliance with Planning Scheme:

Land Use

Under the provisions of the *Metropolitan Redevelopment Authority Act 2011*, the MRA is responsible for planning and development control within the Central Perth Redevelopment Area (CPRA). The Elizabeth Quay project area is subject to the provisions of the MRA’s Central Perth Redevelopment Scheme (CPRS). The general land use intent of the CPRS is to create diverse mixed land use urban environments, including creating high quality spaces for people through an activated and interesting public realm. Commercial, Retail, Residential and Dining and Entertainment land uses are preferred uses within the Inlet Precinct, whilst Culture and Creative Industry and Community land uses are contemplated uses within the Precinct.

The land uses proposed are generally in accordance with the preferred land uses stipulated in the CPRS and Design Guidelines. The exception being the proposed office located within the ground and podium levels of the hotel/serviced apartments building. Whilst 'Commercial' uses are preferred within the Precinct under the CPRS, the Design Guidelines include 'shop' and 'restaurant/café' as preferred uses within the podium for Sites 2 and 3. Given the level of ground and podium level activation proposed, it is considered that the inclusion of the office use will not detract from the safety and vibrancy of the development and the adjacent public realm.

While the above land uses are desirable in this location, it is noted that the potential for land use conflict exists, particularly between the residential apartments and hotel/serviced apartments and the various entertainment and hospitality uses. The design and management of the development will be critical to its success.

Development Requirements

The form and function of development within Elizabeth Quay is guided by the MRA's associated Elizabeth Quay Design Guidelines. The Guidelines aim to transform the relationship between the city and the river and enhance the identity of central Perth. The vision for Elizabeth Quay under the Guidelines is:

"a highly interactive civic space, accessible to the whole region and within walking distance of all major facilities within central Perth."

The specific statement of development intent for Sites 2 and 3 within the Guidelines are as follows:

"Site 2

The ground floors of the development will incorporate highly activated food and beverage uses while the residential/hotel tower above will command significant views of the Inlet, the Swan River, Kings Park and the city.

The new building will be a landmark architectural design that responds to the prominent location of the site, the river context and provides highly activated interface with the public realm."

"Site 3

The ground floor level will provide significant food and beverage opportunities, particularly on the north-east corner of the site, where the adjacent Promenade and Station Park provide opportunities for alfresco dining.

The podium and tower above will command significant views of the inlet, the Swan River, Kings Park and the city while the building will be designed to appropriately terminate the view lines from Riverside Drive."

The Central Perth Development Policies set out development approval requirements and performance standards for the development of land in the CPRA. The policies relevant to this development include Green Building Design, Sound and Vibration Attenuation, Providing Public Art, Signage, Affordable and Diverse Housing, Hosting Public Events and Adaptable Housing.

Comments:

Building Height and Setbacks

The proposed development includes a significant variation to the height controls contained within the MRA's Elizabeth Quay Design Guidelines recommended building heights and envelopes. In particular, 52 storeys are now proposed for the residential tower in lieu of the prescribed maximum 25 storey height limit. It is considered that whilst the Guidelines allow for flexibility, the recommended building heights and envelopes were formulated based on a rigorous analysis of the site context and overall vision for Elizabeth Quay and there is an inherent expectation that development will proceed generally in accordance with the prescribed requirements.

While it is acknowledged that this preliminary design is the winner of an international design competition for Sites 2 and 3, judged by eminent architects, it was previously considered that the degree to which the residential tower varies the height requirement requires additional detailed consideration.

Further, it is noted that the proposed heights are in direct conflict with the City's Urban Design Framework that suggests how the organisation of the city's buildings, open spaces and activities can be tailored to create a stronger and more legible urban structure. The Urban Design Framework Given recognises that the city's built form has an influence over many aspects of the city's social and economic life. Built form controls, such as height, *"provide a higher degree of certainty for developers, regulators and the community on the city's capacity for growth, development potential, land values, access to views, overshadowing of public spaces, and access to light and sunshine. Control of the built form also enables the scale and proportion of streets and other public spaces to be set at levels that encourage an appropriate degree of intimacy or grandeur depending on the role of the space and the surrounding buildings"*.

For these reasons, the Council previously advised the MRA that:-

- "1. the height and setbacks of the residential tower building being extensively reviewed to ensure they align with the objectives of the Elizabeth Quay Design Guidelines with additional analysis being undertaken with regards to the impacts of overshadowing and wind on the immediate locality;"*

Notwithstanding the above, the form of the proposed development is consistent with the MRA's 'in-principle approval' for the sites. This approval was awarded by the MRA in order for the applicant to proceed with details of the development with the confidence that the overall concept, including the building height, had been supported. Given the MRA's in principle support for the variations it is not considered necessary to provide further assessment of the merits (or otherwise) of the various building height and setback variations proposed.

One element of the proposed building form however, which still requires additional consideration relates to the southern 52 storey tower having no podium element on the southern elevation. This proposed elevation remains a concern as it does not provide a human scale and is directly abutting the Swan River meaning there is no transition from the tower to the Swan River. It is therefore recommended that additional details be provided to demonstrate how the lower building levels will be treated to reduce the overall bulk and scale impact of the overall tower.

It is noted that part of the applicant's justification for seeking a major variation to the height requirements of the MRA's Guidelines relates to the provision of a 'Sky Deck' within the top floor of the southern tower. The applicant states the MRA's 'in-principle approval' for the variation *"will allow the developer to deliver significant public benefits, that would not otherwise be feasible for a 'compliant' development, including the sky viewing deck with art gallery that will be a first for Perth"*. Noting the significance of the variation, it is considered appropriate that a condition be placed on any approval to ensure the viewing deck is ultimately delivered as a facility which truly provides a 'public benefit'. This includes the provision of an appropriate management plan and commitment by the developer/operator to ensure the facility provides equitable usage opportunities for the wider community and is not overly restricted in relation to its future use.

Building Design

A major component of the MRA's 'in-principle approval' for the proposed development is that the applicant be required to *"demonstrate that the proposal achieves Design Excellence to the satisfaction of the MRA in consultation with the Office of the Government Architect"*. In response, the applicant advises that the additional plans and details submitted as part of this application demonstrate that *"the 50 storey tower represents an iconic piece of architecture that will come to define Perth globally in the 21st century. The Elizabeth Quay project area allows the opportunity for the provision of this absolute river-front development site, and this tall slender tower is an appropriate, and best-use, capitilisation of this once-in-a-generation development opportunity. The taller slender tower has the potential to positively impact the Perth city skyline and act as a defining built feature of the city as a whole"*.

Whilst the general form of the development and functions of the spaces provided generally accord with the above statement, it is considered appropriate that final detailing be provided at the building permit stage to confirm the choice and siting of materials and external features confirming that the development will deliver an appropriate outcome for the site and wider precinct. Particularly as the MRA's 'in principle approval' was predicated on the delivery of a development of exceptional design quality in order to account for the significant height variations proposed.

Storage facilities have generally been provided for the residential apartments in accordance with the MRA's requirements. However it is considered that the layout and distribution of the residential storerooms within the basement levels in some areas needs to be reviewed to address potential safety and security issues. In particular dead ends and excessively long passageways should be avoided in order to provide adequate surveillance and alternative pathways for users of the facilities. It is recommended that these matters be further reviewed at the building permit stage.

Whilst each of the residential apartments is provided with an outdoor living space in the form of a balcony or 'winter garden', only approximately 20% of these spaces achieve compliance with the minimum area and dimensions required by the MRA's Design Guidelines being 12m² for one bedroom apartments and 15m² for two bedroom (and above) apartments. Part of the applicant's justification for the size of the balconies and winter gardens provided relates to their intended function as extensions of the internal living areas and the reality that the prevailing wind conditions impacting on the site will ultimately reduce the usability of traditional open style balconies. For this reason the applicant further advises that the winter gardens and balconies have all been contained within the facade envelopes to *"maintain the overall prismatic quality of the façade"*.

Whilst the City notes some aspects of the provided justification, it is recommended that the majority, if not all, of the balconies/winter gardens should ideally achieve the minimums prescribed by the Guidelines. As minimum, the City recommends balconies/winter gardens be redesigned to meet the 10m² area and minimum internal dimension of 2 metres generally applied to residential apartments in the City.

An aspect of the development which is considered to require additional consideration is the lack of natural light being provided to the common corridors of the residential floor levels of the southern tower. While this is not a specific MRA or City policy requirement, it is considered that natural light in these spaces adds to the residential amenity for long term occupants. In the interests of providing future residents with maximum amenity inclusive of communal spaces and journeys to and from their place of residence, a condition should be placed on any approval requiring natural light to be provided to all residential corridor areas within the southern tower. It is considered that this can be achieved by making only minor design modifications to the layout of some apartments and does not substantially affect the overall design of the building.

Consistent with Council's previous consideration of the 'in principle' application, the applicant should provide details to demonstrate to the City and MRA's satisfaction how the central covered plaza space will be managed to ensure that events at Elizabeth Quay are coordinated in addition to managing during and after hours in terms of access, safety and noise. It is noted that a place activation strategy was included as one of the conditions of the MRA's 'in principle' approval however the matter is yet to be addressed by the applicant.

In addition the design and potential impacts to lower level residential apartments which face into the central plaza area requires further attention. It is therefore recommended that a condition be placed on any approval requiring the design and function of these interface areas to be resolved to the MRA's and City's satisfaction prior to applying for a building permit.

It is considered that additional details are required with regards to the western vehicular access way which is located adjacent to the William Street road reserve. The management and treatment of this area is important both in terms of visual design and safety as vehicles and pedestrians will be in close proximity. This should also extend to final design details of the western façade which will form the main vehicular access to the City from the freeway with this building signifying the visual western entry into the City Centre.

Car Parking and Traffic Management

The development proposes a variation to the maximum car parking bays for residences with a total of 469 bays (0.97/dwelling) in lieu of the 0.7/dwelling maximum being 339 bays in this case. City officers do not consider the applicant's rationale of *"premium end of the market being targeted (therefore) there is an expectation and demand for car parking bays and multiple bays for some of the larger three and four bedroom dwellings"* as warranting the significant variation proposed.

It is recommended that the MRA be advised of the City's preference for the prescribed maximums being adhered to in the final submission based on the increased traffic likely to be generated by other developments located adjacent to site. In addition, the high accessibility of the site via alternative means of transport further justifies the recommended reduction in bays.

It is noted that Elizabeth Quay Design Guidelines recommend *“alternative methods of parking being provided to achieve greater efficiency from parking areas including shared use of parking bays between different land uses and the provisions of ‘car-pooling’ bays to decrease overall parking provision”*. It is considered appropriate in this case the applicant investigate and implement appropriate car-sharing arrangement in lieu of simply provided standard car parking bays in excess of the maximums prescribed.

With regards to on-site car parking and servicing management, access to on-site car parking is proposed via a two-way crossover along William Street which is consistent with the Design Guidelines. In addition a one-way ‘vehicle arrival’ area is proposed via William Street adjacent to the proposed plaza area. The City has a general presumption against internal port-cochere driveways given their potential impact on the streetscape and conflict with pedestrians. However in this case, noting that vehicles cannot stop or park in William Street and the position adjacent to the covered plaza area, it may be supported subject to appropriate design and management measures as previously outlined.

It is noted the submitted plans do not provide sufficient detail in relation to impacts on the existing verge area and street trees. In this regard it is recommended that the applicant and MRA be advised that the City would not support the removal and/or relocation of any existing street trees within the existing road reserve area adjacent to the sites.

Noise

The development will be located in a mixed-use precinct incorporating retail, dining and entertainment uses at the ground floor level and wider Elizabeth Quay precinct. To avoid conflict between these activities and residents and occupants of the proposed development, the building will need to be designed to ameliorate these noise impacts. City officers have reviewed the preliminary acoustic report submitted in support of the application and consider that it addresses the relevant noise requirements of the City.

The applicant has advised that the proposed development will be designed to ensure compliance with the MRA’s requirements, the Environmental Protection (Noise) Regulations 1997 and the National Construction Code. In accordance with the MRA's Sound and Vibration Attenuation Policy, a further Acoustic Report will be submitted at the working drawings stage addressing all of the relevant considerations. Any approval should include a condition requiring that the building be constructed and certified to comply with the requirements.

Waste

The applicant has submitted a Waste Management Plan (WMP) in support of the application. The WMP confirms that the development will generally be consistent with the City’s servicing requirements however, some matters need to be further addressed in preparation of the final WMP to be submitted at the building permit stage. The matters identified by City officers as requiring additional information include:

- details showing travel paths for each tenancy to the relevant bin stores;
- provision for tenancy agreements to ensure that there is adequate waste storage space in each tenancy;
- details of any temporary waste storage areas for commercial tenancies;

- inclusion of generic residential and commercial floors for both buildings, showing convenient and practical waste and recycling collection measures;
- figures for the transfer of residential bins from the southern tower temporary bin areas to the common waste collection area;
- overall bin quantities, waste streams and collection frequencies require revisions to meet City standards;
- additional bin storage figures demonstrating all dimensions, access widths, opening widths and tap/sewer points;
- clarification of management measures to ensure commercial tenants do not use residential bins; and
- figures including paths waste collection staff will take and distances to the last bin.

Conclusion

The proposed development represents the second major development of private lots within Elizabeth Quay. The proposed development will provide for a variety of accommodation types and includes a range of uses and functions which will enhance the current level of amenities and attractions within Elizabeth Quay. It is considered that the proposal has generally satisfied the requirements of the MRA's 'in principle approval' and will ultimately deliver a landmark development for these prominent sites.

Based on the above it is recommended that the Metropolitan Redevelopment Authority be advised that Council supports the proposed development subject to conditions addressing the matters raised in this report.



2017/5140 – LOTS 2 AND 3 ELIZABETH QUAY, PERTH



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



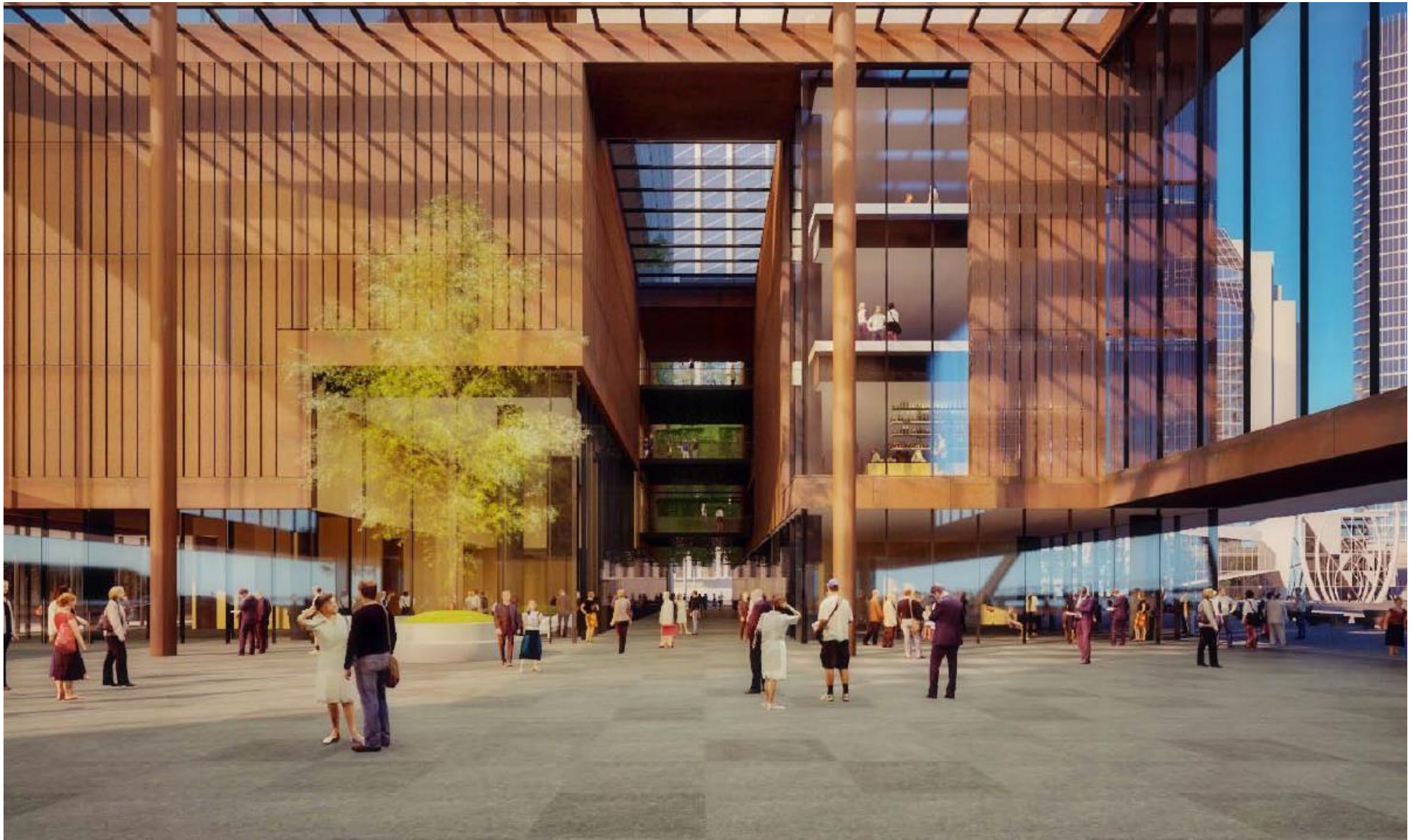
2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140 - LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)



2017/5140: LOTS 2 AND 3 ELIZABETH QUAY, PERTH (PERSPECTIVES)

Recommendation:

That Council in relation to 75 (Lot 70) Haig Park Circle, East Perth:

1. *receives the outcomes of the preliminary community consultation on the three design concepts as detailed in Attachment 13.3D;*
2. *supports the development of the site for appropriate land uses including but not limited to public car parking;*
3. *agrees to the preparation of an amendment to the City Planning Scheme No.2 and the Local Planning Scheme No. 26 in relation to 75 (lot 70) Haig Park Circle, East Perth to:*
 - a) *deliver site specific design guidelines in accordance with the alternative Concept D that:*
 - i) *identify building footprints and envelopes on the western and eastern portions of the site;*
 - ii) *specify maximum building heights and minimum setbacks, as detailed in this report and Attachment 13.3G;*
 - iii) *require a pedestrian access way (with a minimum width of 8 metres) to be provided through the site to assist to break up the building mass of any future development and to provide a pedestrian connection between Sovereign Close and Haig Park Circle;*
 - iv) *specify building design which incorporates passive surveillance of adjoining streets (including the pedestrian access way) and ensures appropriate levels of privacy, noise attenuation and general amenity for surrounding residents and future occupants of the development;*
 - v) *require development to be of an appropriately high design quality and detailing which makes a positive contribution to the character of the locality and to the skyline;*
 - vi) *require primary vehicular access to basement car parking to be from Sovereign Close, with possible secondary vehicular access from Haig Park Circle (east);*
 - vii) *specify that should fee paying public parking be provided at basement level of any future development on the site, it will be excluded from the plot ratio calculations;*

(Cont'd)

- viii) *require a minimum number of visitor bays for residential use to be provided on site at a rate of one space for each four dwellings, or part thereof in excess of four dwellings, served by a common access;*
 - ix) *require the provision of on-site service bays;*
 - x) *stipulate additional on-site parking will only be considered on the ground level of any future development of the site if appropriately sleeved behind any proposed commercial/retail tenancy and/or dwellings; and*
 - xi) *accommodate existing vehicular and pedestrian access easements over the site benefiting the adjoining Lot 71.*
 - b) *review the land use table within the Local Planning Scheme No. 26 – Precinct EP1 - Claisebrook Inlet in relation to the site to:*
 - i) *reclassify all land uses other than ‘Permanent Residential’ Use as ‘Contemplated’ –‘C’ uses, to ensure a high standard of design and to protect the amenity of adjacent residential land uses; and*
 - ii) *specify that residential land uses only are to front Haig Park Circle.*
4. *advises the Metropolitan Redevelopment Authority that it does not support the discharge of the restrictive covenant over the site until suitable planning provisions for its future development are in place.*

The officer’s original recommendation as presented to the Planning Committee meeting held on 30 May 2017, is set out below:

That Council in relation to 75 (Lot 70) Haig Park Circle, East Perth:

1. receives the outcomes of the preliminary community consultation on the three design concepts as detailed in Attachment 13.3D;
2. supports the development of the site for appropriate land uses including but not limited to public car parking;
3. supports the alternative ‘Concept D’ with a reduced plot ratio of 1.5:1.0 as detailed in this report and Attachment 13.3H;
4. agrees to the preparation of an amendment to the City Planning Scheme No.2 and the Local Planning Scheme No. 26 in relation to 75 (lot 70) Haig Park Circle, East Perth to:
 - a) deliver site specific design guidelines in accordance with the alternative Concept D that:
 - viii) identify building footprints and envelopes on the western and eastern portions of the site;
 - ix) specify maximum building heights and minimum setbacks, as detailed in this report and Attachment 13.3G;
 - x) require a pedestrian access way (with a minimum width of 8 metres) to be provided through the site to assist to break up the building mass of any

future development and to provide a pedestrian connection between Sovereign Close and Haig Park Circle;

- xi) specify building design which incorporates passive surveillance of adjoining streets (including the pedestrian access way) and ensures appropriate levels of privacy, noise attenuation and general amenity for surrounding residents and future occupants of the development;
 - xii) require development to be of an appropriately high design quality and detailing which makes a positive contribution to the character of the locality and to the skyline;
 - vi) require primary vehicular access to basement car parking to be from Sovereign Close, with possible secondary vehicular access from Haig Park Circle (east);
 - vii) specify that should fee paying public parking be provided at basement level of any future development on the site, it will be excluded from the plot ratio calculations;
 - viii) require a minimum number of visitor bays for residential use to be provided on site at a rate of one space for each four dwellings, or part thereof in excess of four dwellings, served by a common access;
 - ix) require the provision of on-site service bays;
 - x) stipulate additional on-site parking will only be considered on the ground level of any future development of the site if appropriately sleeved behind any proposed commercial/retail tenancy and/or dwellings; and
 - xi) accommodate existing vehicular and pedestrian access easements over the site benefiting the adjoining Lot 71.
- b) reduce the existing plot ratio of 2.0:1.0 to 1.5:1.0 on the site;
- c) review the land use table within the Local Planning Scheme No. 26 – Precinct EP1 - Claisebrook Inlet in relation to the site to:
- iii) reclassify all land uses other than ‘Permanent Residential’ Use as ‘Contemplated’ –‘C’ uses, to ensure a high standard of design and to protect the amenity of adjacent residential land uses; and
 - iv) specify that residential land uses only are to front Haig Park Circle.
- 5 advises the Metropolitan Redevelopment Authority of its support for the discharge of the restrictive covenant over the site once suitable planning provisions for its future development are in place.

At the Planning Committee meeting held 30 May 2017, the Committee resolved to adopt an amended recommendation as follows:

That Council in relation to 75 (Lot 70) Haig Park Circle, East Perth:

1. *receives the outcomes of the preliminary community consultation on the three design concepts as detailed in Attachment 13.3D;*

2. *supports the development of the site for appropriate land uses including but not limited to public car parking;*
3. *agrees to the preparation of an amendment to the City Planning Scheme No.2 and the Local Planning Scheme No. 26 in relation to 75 (lot 70) Haig Park Circle, East Perth to:*
 - c) *deliver site specific design guidelines in accordance with the alternative Concept D that:*
 - xiii) *identify building footprints and envelopes on the western and eastern portions of the site;*
 - xiv) *specify maximum building heights and minimum setbacks, as detailed in this report and Attachment 13.3G;*
 - xv) *require a pedestrian access way (with a minimum width of 8 metres) to be provided through the site to assist to break up the building mass of any future development and to provide a pedestrian connection between Sovereign Close and Haig Park Circle;*
 - xvi) *specify building design which incorporates passive surveillance of adjoining streets (including the pedestrian access way) and ensures appropriate levels of privacy, noise attenuation and general amenity for surrounding residents and future occupants of the development;*
 - xvii) *require development to be of an appropriately high design quality and detailing which makes a positive contribution to the character of the locality and to the skyline;*
 - xviii) *require primary vehicular access to basement car parking to be from Sovereign Close, with possible secondary vehicular access from Haig Park Circle (east);*
 - xix) *specify that should fee paying public parking be provided at basement level of any future development on the site, it will be excluded from the plot ratio calculations;*
 - viii) *require a minimum number of visitor bays for residential use to be provided on site at a rate of one space for each four dwellings, or part thereof in excess of four dwellings, served by a common access;*
 - ix) *require the provision of on-site service bays;*
 - x) *stipulate additional on-site parking will only be considered on the ground level of any future development of the site if appropriately sleeved behind any proposed commercial/retail tenancy and/or dwellings; and*
 - xi) *accommodate existing vehicular and pedestrian access easements over the site benefiting the adjoining Lot 71.*
 - d) *review the land use table within the Local Planning Scheme No. 26 – Precinct EP1 - Claisebrook Inlet in relation to the site to:*
 - v) *reclassify all land uses other than ‘Permanent Residential’ Use as ‘Contemplated’ –‘C’ uses, to ensure a high standard of design and to protect the amenity of adjacent residential land uses; and*
 - vi) *specify that residential land uses only are to front Haig Park Circle.*
4. *advises the Metropolitan Redevelopment Authority that it does not support the discharge of the restrictive covenant over the site until suitable planning provisions for its future development are in place.*

Reason: The Planning Committee considers this Item requires further and more robust consultation with the land owner and residents without restriction on possible outcomes.

FILE REFERENCE: P1030607
 REPORTING UNIT: City Planning
 RESPONSIBLE DIRECTORATE: Planning and Development
 DATE: May 2017
 ATTACHMENT/S: Attachment 13.3A – Advertised Material
 Attachment 13.3B – Consultation Area and Submitter Locations
 Attachment 13.3C – Summary of Submissions
 Attachment 13.3D – Consultation and Issue Analysis
 Attachment 13.3E – Shadow Diagrams Concept C
 Attachment 13.3F – Building Heights and Setback Plan
 Attachment 13.3G – Additional Modelling - Alternative Concepts
 Attachment 13.3H – Shadow Diagrams – Alternative Concepts

Legislation / Strategic Plan / Policy:

Legislation *Planning and Development Act 2005;*
Planning and Development (Local Planning Schemes) Regulation 2015;
 City of Perth City Planning Scheme No.2; and
 Local Planning Scheme No. 26 – Normalised Redevelopment Areas (EP1 – Claisebrook Inlet).

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Community Outcomes
		S1 Ensure that major developments effectively integrate into the city with minimal disruption and risk.
		S5 Increased place activation and use of under-utilised space.
		S9 Promote and facilitate CBD living.
		S10 Improve the diversity of housing stock.

Policy

Policy No and Name: East Perth – Area 20 South Cove Design Guidelines

Purpose:

At its meeting on **15 March 2016**, Council resolved to undertake preliminary community consultation on three possible design concepts for 75 (Lot 70) Haig Park Circle, East Perth (the site). This preliminary community consultation has been completed and the outcomes are now provided for the Council's consideration.

Background:

Site Description and Context

The site has an area of 2,233m² and is bounded by Plain Street to the west, Haig Park Circle to the south and east, and mixed-use buildings facing Royal Street to the north. A pedestrian access way (PAW) extends along a portion of the southern boundary of the site, connecting Haig Park Circle to Plain Street. A Western Power substation (46m²) is also situated on the southern boundary.

A 1.5 metre gradient affects the site with the land sloping down in a north-west direction towards Royal and Plain Streets resulting in the site being situated below Haig Park Circle.

A number of pedestrian and vehicular access easements exist over the site, benefiting adjoining Lot 71 (on the corner of Royal and Plain Street).

Surrounding buildings vary from two to six storeys in height with most residential building in close proximity to the site being predominately between two and four storeys (with the top portion of the building envelopes typically designed at 45 degrees to the vertical). Street setbacks range from nil to 3 metres. Development to the west of the site accommodates a six storey public car park (owned and operated by the City of Perth) with retail at the street level.

Within the broader East Perth area (along East Parade and within the area east of Wellington Square), there have been a number of recent approvals for residential developments varying in height from six to twelve storeys.

Site History

The site was developed by the (former) East Perth Redevelopment Authority (EPRA) as an at-grade public car park. The car park has access from Sovereign Close and Haig Park Circle (east), and currently contains 49 car bays, including 42 public fee-paying parking bays, four free short term public parking bays and three 'offsite tenant' parking bays.

In 2001 the site was sold by EPRA. The sale was conditional on the creation of a restrictive covenant restricting the use of Lot 70. The operative part of the covenant states that: *"Kingslane for itself and its successors in title hereby covenants with the Authority by virtue of provisions of section 129BA of the Transfer of Land Act 1893 to restrict the use of the Restricted Lot as a car parking area and for no other use."* The restrictive covenant is registered to EPRA, now the Metropolitan Redevelopment Authority (MRA). This matter is discussed further in the report.

In February 2002 the planning control for large areas of the East Perth Redevelopment Area including the site, was returned to the City, and on **24 April 2007** Council adopted Local Planning Scheme No. 26 (LPS26) to incorporate the planning provisions for the area.

At its meeting held on **10 December 2013**, Council adopted Amendment No. 28 to the City Planning Scheme No. 2 (CPS2) and Amendment No. 1 to the Local Planning Scheme No. 26 (LPS26). These amendments updated planning provisions for all normalised MRA areas. Under these amendments, the site along with the two other lots to the north (Lots 71 and 72) were transferred from the Precinct EP 2: Constitution Street to Precinct EP1: Claisebrook Inlet. This resulted in changes to land use permissibility as well as the maximum plot ratio of the site. The planning rationale for this was:

"These lots accommodate commercial and retail land uses, and together with the lots on the northern side of Royal Street, fall within the South Cove Design Guidelines Area 20. As the lots have similar development requirements, it is proposed they be in one precinct."

At that time a request to reclassify Lot 70 Haig Park Circle to 'Scheme Reserve – Public Purposes (Car Park)' was not supported by the Council. It was however resolved that the Administration should *"investigate the development of specific design guidelines for Lot 70 No. 75 Haig Park Circle, East Perth for incorporation into the East Perth Design Guidelines Area 20 – South Cove."*

Following a request from the MRA, Council at its meeting on **11 March 2014** agreed to accept management of the restrictive covenant from the MRA. A change of land ownership subsequently occurred on the 28 April 2015 and the new landowner has yet to consent to this transfer of the restrictive covenant from the MRA to the City. Therefore the City is not currently a party to it.

Current Planning Provisions

The site is located within Precinct EP1: Claisebrook Inlet under Local Planning Scheme No. 26 (LPS26), where land use permissibility and maximum plot ratio are as follows:

EP1: Claisebrook Inlet	
Land Use Category	Permissibility
Preferred	Commercial Retail Permanent Residential (except prohibited where it fronts the street at pedestrian level) Transient Residential Community
Contemplated	Culture and Creative Industry Dining and Entertainment
Maximum Plot Ratio	1.0:1 and may be increased to 2.0:1 provided that in any development having a plot ratio in excess of 1.0:1, not less than 50% of the excess relevant floor area shall be dedicated to residential use.

The South Cove Design Guidelines - Area 20 when referencing appropriate development on the adjoining Lots 71 and 72, state that the car park on Lot 70 is, and will remain, a public parking facility intended to service the retail and commercial uses in the area. Otherwise the Guidelines are silent in relation to the site, with no built form guidance provided. This lack of guidance has, and will continue to, create uncertainty around appropriate development for the site and the determination of development applications.

It is important to note that the preferred uses identified for Precinct EP1 under LPS26 take precedence over the South Cove Design Guidelines. In addition, the restrictive covenant does not form part of the planning framework. Therefore when considering a development application for the site, its use cannot be restricted to public car parking.

Development Applications

Two development applications have been received for the site since it was sold in 2001 as follows:

- On the **31 October 2006**, Council approved a three storey office building with two car parking levels containing 45 tenant car parking bays and 49 public car parking bays. The development had a maximum plot ratio of 1.11:1.
- On the **28 November 2013** the City of Perth Local Development Assessment Panel (LDAP) refused a five storey mixed use development comprising 60 multiple dwellings and a commercial tenancy with 99 car parking bays on the grounds that *“the proposed development does not respect the scale, form and character of the local area and that of the surrounding buildings”*. The development had a maximum plot ratio of 1.5:1.0 and a nil setback to Haig Park Circle (south).

These developments were assessed under the previous LPS26 - Precinct EP2: Constitution Street, whereby the maximum plot ratio for the site was 1.5:1.

Details:

The three possible design concepts developed for the site for preliminary community consultation are illustrated in Attachment 13.3A – Advertised Material. All three concepts utilised the maximum plot ratio of 2.0:1 that is applicable to the site, equating to a plot ratio floor area of approximately 4,466m² and a yield of approximately 60 dwellings.

Under all three design concepts:

- the development is proposed to be largely residential with commercial tenancies fronting Plain Street;
- residential and tenant parking is proposed to be located in the basement of the development with access from Sovereign Close to minimise any increase in traffic on Haig Park Circle; and
- the vehicular and pedestrian access easements over the site benefiting adjoining Lot 71 are accommodated.

The details of each concept are outlined below:

Options	Details
Concept A	<ul style="list-style-type: none"> • Development confined to western portion of the site; • Three storey podium, setback two metres from Haig Park Circle south, with 14 storey tower above, setback four metres from Haig Park Circle south and adjacent Plain Street; • Eastern portion of the site developed as public space, accommodating pedestrian access to Sovereign Close; • From August through to April, the tower element would overshadow approximately six adjoining properties in the middle of the day for four months (August/September and March/April).
Concept B	<ul style="list-style-type: none"> • Development on both western and eastern portions of the site; • Eastern building generally four storeys in height including a two storey element over the existing electrical sub-station. This building conceals the backs of the commercial buildings on Royal Street and is setback either two metres or 11 metres from Haig Park Circle south; • Western building comprises a three storey podium, setback 2 metres from

Options	Details
	<p>Haig Park Circle south, and an eight storey tower element, setback four metres from setback Haig Park Circle south and adjacent to Plain Street;</p> <ul style="list-style-type: none"> • Central public space area breaks up the building mass, enhances amenity along Haig Park Circle and provides pedestrian connection to Sovereign Close; • From August through to April, the tower element would overshadow approximately three adjoining properties in the middle of the day for two months (August/April).
Concept C	<ul style="list-style-type: none"> • Development on both western and eastern portions of the site; • Eastern building and central public space in same configuration as Concept B; • Western building comprises a three storey podium, setback two metres from Haig Park Circle south, with a slimmer nine storey tower element above, setback between four and 11 metres from Haig Park Circle south and adjacent to Plain Street. The slimmer tower allows for a great setback from Haig Park Circle and enhances a feeling of openness; • From August through to April, the tower element would overshadow approximately three adjoining properties in the middle of the day for two months (August/April).

The three design concepts were prepared taking into consideration the concerns raised by the community through consultation on the previous development applications, and look to enhance the amenity of the residents of Haig Park Circle through the provision of a public space along the Haig Park Circle frontage. Concept C was identified at the time as the City Administration's preferred option given the additional benefits it was considered to provide.

Additionally, it was acknowledged that the City and any future applicant would need to discuss the viability of incorporating the existing electrical sub-station into any future development on site with Western Power.

Consultation

The community consultation period ran for a period of 55 days, between 13 September 2016 and 10 October 2016.

The consultation approach included:

- Letters sent to the owner of the site, East Perth Community Safety Group and the landowners of 309 surrounding properties as identified in Attachment 13.3B – Consultation Area and Submitter Locations;
- Detailed information, a 3D video and a community survey available to the public on the City's Engage Perth website;
- An advertisement placed in *The Guardian Newspaper* on 13 September 2016;
- Two (2) Community Information Sessions (4pm-7pm on Thursday 22 September and 4pm-7pm on Tuesday 27 September) at the City Library;
- Attendance at an East Perth Community Safety Group Meeting; and
- Attendance at a meeting with members of the "Haig Park Circle Action Group".

In response to this consultation, a total of 51 submissions were received, including 45 completed surveys. This represents a response rate of approximately 16.5%. Of the

responses received, over 80% did not support the proposed concepts. Of the responses that indicated support for the concepts:

- Three supported or strongly supported Concept A;
- Four supported or strongly supported Concept B; and
- Five supported or strongly supported Concept C.

A petition containing 36 signatures was lodged during the consultation period indicating strong objection to all guidelines, proposals and concepts for the site and to the lifting of the restrictive covenant over the site. The petition was formally presented to Council on **22 November 2016**.

Financial Implications:

Any costs attributed to the project relating to the preparation of a scheme amendment to CPS2 and LPS26 in addition to detailed design guidelines, printing, public notices and consultancy would be of approximate cost of \$13,500. This would be accommodated in the 2017/ 2018 budget.

Comments:

Submission Analysis

The key issues raised in the submissions and the petitions are summarised and analysed in the following section of the report. Further details are contained within:

- Attachment 13.3C – Summary of Submissions
- Attachment 13.3D – Consultation and Issue Analysis

Restrictive Covenant

17 submissions raised issues in relation to the restrictive covenant over the site, and are summarised as follows:

- *Opposed to the development of the site given the restrictive covenant is in place;*
- *The MRA intended the site to be retained for public car parking and for this reason imposed a covenant over the land – it is inappropriate for the Council to ignore this;*
- *Commercial and residential owners purchased property in the area on the basis of the restrictive covenant and the site being retained as public car parking in perpetuity.*

Administration response:

It is clear that a significant number of the community had expectations that the site would remain as a public car park in perpetuity. It is also acknowledged that the former EPRA intended the site to remain a public car park. However the planning provisions that the former EPRA put in place and those now applicable under LPS26 do not restrict the use of the site to a public car park, nor prohibit the approval of a use other than a public car park.

The City has previously sought legal advice on the impact of the restrictive covenant on the determination of a development application for the site. This advice indicated that the restrictive covenant is a private agreement and does not form part of the planning

framework. Development applications are required to be determined having regard to the matters identified in the Planning and Development (Local Planning Schemes) Regulations 2015 including the aims and provisions of relevant State Planning Policies and local planning schemes. Development in contravention of the restrictive covenant would, however, be grounds for civil action between the parties to the restrictive covenant (currently the MRA and the landowner).

A restrictive covenant is not an effective mechanism for controlling the use of the site, particularly when it conflicts with the applicable local planning scheme provisions. To ensure the retention of the site as a public car park the Council would need to either reclassify the site as a City of Perth Scheme Reserve – Public Purposes (Car Park) and/or purchase the site for market value.

Reclassification of the land as a Reserve for car parking was not supported by Council at its meeting on **10 December 2013**. The report to Council at that time noted that:

“Reserved land is generally in public ownership. Any reservation of land in a scheme or amendment gives rise to injurious affection compensation under the Planning and Development Act 2005. Lot 70 is in private ownership and any proposed reclassification of the land would need to be discussed with the current landowner and consideration given to compensation by Council.”

Purchase of the land by the City is not considered equitable or appropriate spending of ratepayer money.

The current use of the site as an at-grade public car park is not considered to be the highest and best use of the site from an urban planning perspective given its inner city location. It is contrary to both the State Government and the City’s planning objectives. These objectives seek to promote:

- Development of a sufficient intensity within the city to reflect its capital city status whilst recognising the individual character and needs of the specific localities within the city;
- Higher density development around core activity centres and public transport nodes; and
- Public transport and other sustainable transport modes over the private vehicle.

The redevelopment of the site for predominately residential use would assist in meeting the State Government’s draft *Central Sub-Regional Planning Framework* (May 2015) housing target for the City of over 16,000 additional dwellings for a metropolitan population of 3.5 million. It would also offer greater housing choice within the locality.

Furthermore, Council has previously supported the development of the site to accommodate a three storey office building and more recently the City’s Administration and Design Advisory Committee supported amended plans for a five storey mixed use development (although the later was not supported by the LDAP based on the proposed built form).

The site’s use and development for purposes other than car parking in accordance with the provisions of LPS26 is therefore supported. It is recommended that the restrictive covenant be lifted following a scheme amendment to CPS2 and LPS26, and appropriate design guidelines for the site being adopted as discussed further in this report.

Car Parking and Access

33 submissions raised concerns in relation to car parking availability and access that are summarised as follows:

- Lack of adequate car parking in the area which will be compounded by the loss of the 49 public car parking bays at the site;
- Loss of public car parking for customers, particularly those travelling from outside the area;
- The use of public car parking within the area is at capacity and redevelopment of the site would exacerbate this and lead to increased competition between customers and residents for car parking bays;
- The development of Perth Stadium will create greater demand for public car parking bays in the area. Businesses will not be able to take full advantage of the influx of people if public car parking numbers are reduced;
- Public car parking should be required as part of any redevelopment; and
- The Council should purchase the site to provide ongoing car parking.

Administration response:

Under LPS26, a car park is a use that falls under the 'Commercial' land use category. Within Precinct EP1, 'Commercial' is a 'Preferred' land use category, as well as 'Retail', 'Permanent' and 'Transient Residential' and 'Community'. A landowner is entitled to lodge a development application for a land use that falls within these categories, including a public car park. However, this would be the landowner's decision and would likely be determined on market demand and financial feasibility.

The demand for public car parking purposes on the site and in the locality has been analysed. There is a total of 1031 public car parking bays within a 400 metre walkable catchment from the site. The 49 public car parking bays on the site represent only 4.7% of the total car parking bays within this 400 metre catchment.

An analysis of City of Perth Parking (CPP) facilities in the area, including the Regal Place Public Car Park (located 50 metres from the site and containing 273 car parking bays), has indicated that there is considerable capacity during peak periods on both weekdays and weekends. In addition, there is capacity at the Regal Place Public Car Park during peak periods when events are held at the WACA sporting ground.

An analysis of commercial on-street car parking bays in the Royal Street area where residential permits are not valid, has indicated that the majority of bays within the area have a low (<20%) or moderate (20-50%) rate of occupancy during ticket restriction hours.

It is therefore concluded that a shortage of public car parking does not currently exist within the area.

It would follow that there should not be a significant impact on on-street parking where residential permits are valid. It is important to note however that while residential permits increase resident access to on-street parking bays, they are not intended to guarantee that this parking will be available or prejudice the needs of commercial facilities. In any case most dwellings in the locality have at least one private off street car parking bay.

Additionally, the provision of car parking associated with any new development on the site would be assessed when a development application is lodged in accordance the State Government's Perth Parking Policy for commercial tenant and public car parking and by the City's CPS2 Parking Policy for residential car parking.

It is acknowledged that at-grade public car parking as close to businesses as possible is the most convenient for customers travelling to the area by car. However, East Perth is an inner-city area with competing pressures on land use. An at-grade car park is not the highest and best use of limited inner city land where a maximum plot ratio of 2:1 is applicable. Development for an alternative higher intensity use (such as residential) may result in higher pedestrian numbers along Royal Street and an increased local customer base.

In relation to the Perth Stadium, the State Government released a Transport Project Definition Plan (PDP) in 2012 that detailed a holistic transport approach for Perth Stadium focussed on patrons arriving by public transport or foot rather than by car. This has led to significant investment in public transport facilities including a train station, two dedicated bus stations and a pedestrian bridge landing at Nelson Avenue, south of the site, to be serviced by buses.

In relation to East Perth public car parking bays, the PDP modelled that approximately 8,000 people would be attracted to 3,200 car parking bays within the area. The existing 49 car parking bays at the site are included in this and represent 1.5% of the total. This minor percentage of bays is not likely to have a major impact on the recommendations on the PDP.

It is acknowledged that while the car parking bays remain available, it is likely that they will be utilised on event days given their proximity to the Perth Stadium. However, given the stated intent of the PDP to focus on public transport to reach the Stadium and the total supply of parking within East Perth and the city generally, the loss of the public parking on this site is unlikely to notably affect movement to and from the Perth Stadium.

Notwithstanding the above, the City's Administration is cognisant that the surrounding areas were developed on the basis that a public car park facility would be provided on this site to service the retail and commercial uses in the area. As such, the community has an expectation that what was promised will be maintained. However, as outlined above the former EPRA created development standards for this site (in terms of plot ratio and land use permissibilities) but did not provide an appropriate planning framework to retain the site for use as a public car park. To complicate the problem further, the State Government sold the site with development potential to a third party, private landowner. This has created a challenging set of circumstances.

Additionally, it is noted that the two previous development applications for the site proposed the retention of all or some of the 49 public car parking bays on site to serve the retail and commercial uses in the immediate area.

The previous planning provisions for the site required a minimum number of visitor bays for residential use being provided based on the R-Code requirements. Accordingly the previous mixed use development proposal proposed 27 car parking bays on site for visitors (of which a minimum of 20 car bays were also made available as free short stay public bays). This is no longer required under the current parking provisions.

The CPS2 Parking Policy does however state that visitor parking should be provided in residential development where it can be expected that existing on-street facilities will not adequately provide for visitors to the development.

Given its location, and the unique set of circumstances outlined above, it is considered that a different approach may be considered in the preparation of standards for this site which the City would not typically replicate elsewhere.

Accordingly, a minimum number of visitor bays for residential use should be provided on site at a rate of one space for each four dwellings, or part thereof in excess of four dwellings, served by a common access. This provision can be incorporated into the specific design guidelines and will assist to reduce the future demand for any on-street parking requirements associated with any development on site.

Additionally, it is considered that a provision may be introduced within the specific design guidelines which states that should fee paying public parking be provided at basement level of any future development on the site, it will be excluded from the plot ratio calculations. This will provide some incentive should the market determine that retaining some or all of the public car parking on site, is a viable option. It is acknowledged that the proposed provision may have implications for the built form outcome including additional height if additional parking is proposed at ground level (albeit sleeved behind proposed dwellings etc.)

Development Intensity and Plot Ratio

21 submissions raised issues in relation to development intensity and appropriate plot ratio that are summarised as follows:

- The maximum plot ratio applicable to the site should be reduced from 2:1 to 1:1;
- The number of dwellings proposed is excessive;
- The density of development and its impact on the character and amenity of the area is of concern;
- There will be an oversupply of apartments in East Perth with three other developments to be constructed;
- Design of apartments should cater for families with limited single bedroom dwellings; and
- The size and quality of apartments should be appropriate to encourage long term residents rather than short and medium term tenants; and
- The planning framework currently permits a 2:1 plot ratio (landowner submission).

Administration Response

As indicated the maximum plot ratio for the site is 1:1, which can be increased to a maximum of 2:1 if 50% of the excess relevant floor area is dedicated to residential use. This provision applies to all land within Precinct EP1, with similar or greater additional plot ratio applicable in nearby Precincts in the area.

The additional plot ratio for residential use is in accordance with LPS26 principles, specifically 'Critical Mass', which seeks to *'increase the number of residents, businesses and jobs in the city and provide facilities, services, amenities and infrastructure to support ongoing growth'*.

The principle of encouraging residential density within close proximity to services and facilities is also well established within the State Government's planning framework including *Directions 2031 and beyond* (2010), *Activity Centres for Perth and Peel* (2010), *Capital City Planning Framework* (2013), and the draft *Perth and [Peel@3.5million](#)* (2016).

A review of the *Claisebrook Village Case Study* released by the MRA in 2012 found that the project was rated as an overwhelming success with the exception that *"with the benefit of twenty years of hindsight, it seems that Claisebrook Village lacks the density to be described as a vibrant urban village"*.

A 2.0:1 plot ratio is in keeping with the State Government's planning framework and would assist to provide the critical mass required to achieve a more vibrant Claisebrook Village Project Area.

Notwithstanding, it is clear from the majority of the submissions received that any redevelopment of the site is contrary to the community's expectation of the site being retained as an at grade public car park in perpetuity.

The challenge for the City is how to apply current planning standards to a large infill site located within close proximity to the city centre, whilst acknowledging the community's expectation and values of the original Claisebrook Village Area.

In this instance, it is considered given the unique circumstances surrounding the site that a reduced plot ratio of 1.5:1 may have merit in the local context and would respond to the community's concerns that the proposed scale and mass of the three design concepts do not respect the existing form and character of the local area and that of the surrounding buildings.

The City's Administration is mindful that the site was previously situated within Precinct EP2: Constitution Street, which has a maximum plot ratio of 1.5:1.0. The land to the south and east of the site also has a maximum plot ratio of 1.5:1.0. On closer analysis it is considered that a plot ratio of 1.5 would accord with the scale of buildings in the immediate area which range in height from two to six storeys. A reduced scale of development on the site would also assist to further minimise the overshadowing of the three properties situated on the southern boundary.

However, a lower plot ratio provision does not in itself necessarily equate to a better urban form outcome as reflected in the LDAP refusal of a five storey mixed use development on the site in November 2013. As such, specific design guidelines are required to guide an appropriate built form outcome. This is discussed further in the report.

In relation to the concerns raised about dwelling diversity and size, when a development application is lodged it would be assessed against the relevant provisions of the CPS2 Residential Design Policy which addresses these matters.

While LPS26 and associated design guidelines control land use, plot ratio and built form, the market ultimately controls supply of apartments. Developments proceed on the basis of market demand and feasibility. This is especially true for larger scale residential developments that generally rely on a level of pre-sales to raise capital for construction.

Built Form and Neighbourhood Character and Amenities

32 submissions raised issues in relation to the built form of the design options and the impact on neighbourhood character and amenity that are summarised as follows:

- The proposed mass and scale of the design options are inappropriate and excessive in relation to surrounding streetscapes;
- The character of the area is defined by buildings of two to four storeys;
- Buildings should be lower:
 - two to four storeys;
 - no higher than the Royal Street Public Car Park;
- High-rise development conflicts with the local village character and will not add to vibrancy;
- The development would conflict with the existing architectural character in the area and would be an eyesore;
- Height above four storeys should be designed to respond to the high level of visibility the site has with appropriate design excellence;
- Existing street setbacks of three to four metres in Haig Park Circle should be reflected in new development;
- Loss of amenity, ambience and desirability of the area as a result of the development;
- Development would result in overshadowing and impact upon the natural light and privacy of adjacent residences and their views of the city skyline;
- There should be no discretion within the Design Guidelines for discretion to vary plot ratio and built form provisions; and
- Higher scale of development is supported as proposed to enhance the vitality of the area and support local businesses. (landowner submission).

Administration Response

The proposed design concepts were provided to determine appropriate bulk and scale that maintains and/or enhances existing levels of amenity in the area. They would deliver this by:

- Building heights and setbacks that respond to the form of surrounding development, break up the building mass and scale and provide adjacent residential development with appropriate levels of privacy, daylight and ventilation;
- Incorporation of a pedestrian connection through the site to Royal Street;
- Incorporation of a central public space;
- Screening the rear drop off areas of the a Royal Street commercial land uses; and
- Integration of the existing Western Power sub-station into the development so that its impact is minimised.

The building form of Concept C was broken into four distinguishable elements: the eastern building (four storeys); the western podium (three storeys); the western tower element (nine storeys); and the central open space and pedestrian connection.

The heights and setbacks of both the eastern building and the western podium were carefully considered to respond to adjacent development. The required podium and eastern building would continue the three to four storey streetscape along Haig Park Circle, with the majority of the height located adjacent to Plain Street and consistent with the height of recent development and approvals along this street. To limit the impact of the tower element on the surrounding streetscapes, it proposed a small footprint relative to the size of the site. In addition, it was setback from Haig Park Circle between four and 11 metres.

It is acknowledged that the nine storey element of the western building would be taller than existing built form within the immediately adjoining residential streets. However there are a number of existing developments and development approvals adjacent to Plain Street and within the broader East Perth area of similar scale. These include:

- A number of six storey buildings adjacent to Claisebrook Cove;
- An eight storey building at 29 Trafalgar Road (Upper Eastside Apartments);
- The six storey Regal Place Public Car Park at 81-95 Regal Place;
- A number of six to eight storey buildings in Bronte and Wickham Streets;
- A nine storey building at 9 Tully Rd recently approved; and
- A nine storey building at 34 East Parade recently approved.

The additional building height proposed on the Plain Street frontage, would reinforce the strong north and south connections of the street. It would therefore be appropriate that the design guidelines note this and require the development, and particularly the tower element, to be of an appropriately high standard of design quality.

An analysis of the overshadowing impacts of the three design options was undertaken and the overshadowing created by Concept C is considered to be reasonable for an inner city location. A level of overshadowing should be anticipated between May and July when the shadows are at their longest. For the remainder of the year overshadowing would extend to three dwellings at the western end of Haig Park Circle for between two to three hours a day for four months as indicated in Attachment 13.3E.

Development in accordance with Concept C would be well separated from existing residential properties in Haig Park Circle (minimum 14 metres) so that these properties would retain appropriate levels of privacy and daylight.

Notwithstanding, it is considered that a plot ratio of 1.5:1 would further address the community concerns in terms of reducing the overall scale of the buildings akin to that of the adjacent properties. It would also minimise overshadowing on the adjacent three dwellings situated on the southern boundary of the site.

Given the community concerns and the detailed analysis that has been undertaken to arrive at the built form concepts for the site, it is recommended a scheme amendment to CPS2 and LPS26 be undertaken to provide a mechanism to prescribe development standards for the site to deliver appropriate built form outcomes. This may be in the form of introducing a Special Control Area over the site and would ensure strict adherence to the building height and setback provisions and would provide a level of certainty for the landowner and the surrounding community.

Architectural Design and Detail

Seven submissions raised issues in relation to architectural design and related elements of the materials and detailing. These are summarised as follows:

- *Architectural design of the options lack interest, imagination and diversity;*
- *External materials should be consistent with existing development in the area; and*
- *No public art is proposed.*

Administration Response

The concepts were prepared to provide an idea of the possible bulk and scale of future development on the site. They were detailed to provide a sense of realism, but this detailing will not necessarily reflect the actual development on the site.

The design detail and an indication of materials would be proposed by the landowner as part of a development application. The application and this level of detail would then be assessed by the Administration and the City's Design Advisory Committee and determined by either the Council or the Local Development Assessment Panel (LDAP).

The South Cove Design Guidelines contain provisions relating to building design, character and articulation generally and for specific sites (but not the subject site). They suggest that *'building forms should reflect an innovative and contemporary interpretation of Perth architecture utilising a rich palette of materials'*. Specific design guidelines for the subject site would draw upon this and have regard to the architectural character of development on surrounding sites. Importantly they should provide future developers/designers with a level of flexibility to achieve a high quality design and innovation whilst ensuring that community amenity and character is maintained and enhanced.

The City does not require the provision of public art in new developments. However if the applicant should wish to provide public art on the site this would be considered as part of the development application.

Traffic Movement

Seven submissions raised issues in relation to traffic movement that are summarised as follows:

- Issues with commercial vehicle manoeuvring within the development including loading, unloading and waste collection need to be addressed;
- The development will lead to increased traffic on local streets and congestion on Plain and Royal Streets; and
- Access to and from Sovereign Close needs further consideration.

Administration Response

The concepts allow for vehicular access from Sovereign Close and it is intended that the design guidelines would prescribe vehicular access points to the site. Based on the feedback received, a secondary access point from Haig Park Circle can be nominated, consistent with existing access arrangements to the car parking facility. This would assist the movement of vehicles accessing the future development, but final approval would be subject to a Traffic Impact Assessment (TIA) which will be required as part of the development approval process. The TIA would include details of commercial vehicle manoeuvring and loading requirements (including for waste collection), as well as:

- the traffic generation of the proposed development on the surrounding road network and nearby intersections; and
- whether an alternative vehicular access to the site via Plain Street may be a more appropriate option.

While waste storage and waste collection from the site would be considered as part of the development application process, any development approval would be subject to the

lodgement of a Waste Management Plan for the approval of the City. This would address issues such as location and size of bins stores and collection points.

Public Space

Six submissions raised issues in relation to the proposed public space indicated within the identified design options and they are summarised as follows:

- The locality is already well served by open space and the additional space would be underutilised;
- Open space is a priority;
- The public space would be overshadowed by the proposed buildings. A redesign to allow solar access year round is suggested; and
- Detailed design aspects such as level changes, stairs, ramps and materiality need to be addressed.

Administration Response

The concepts were designed in accordance with the LPS26 scheme principles in order to deliver development that is appropriate to the Claisebrook Village neighbourhood.

Within the Claisebrook Village Area there is a network of ‘pocket parks’ – small areas of green open space. Concept C, proposed a public space of approximately 480m² to add to this network of spaces and provide an additional amenity for adjacent residents. The public space would also provide significant separation between existing residential development in Haig Park Circle and any new development on the site and provide pedestrian access through the site to Royal Street.

An analysis of the overshadowing of the public space has been undertaken. In an inner city location moderate to high levels of sunlight penetration into public spaces in the middle of the day (10am to 2pm) between August and April is considered desirable. Moderate to high levels of sunlight penetration will be achieved in the public space between October and February. It is acknowledged that at other times sunlight penetration will be less. However the location of the public space on the southern edge of the site delivers other benefits such as assured separation between, and an attractive outlook for, dwellings. With good design and appropriate plant choices that enjoy partial shade, the space can provide a high quality environment for public use.

It is acknowledged that any public space would also need to be designed to accommodate universal access.

Community Opposition and Consultation

Six submissions noted the community’s ongoing opposition to the proposal and the consultation process and are summarised as follows:

- Strong community objections to previous proposals for development of the site are being ignored by the Council;
- The design options were prepared without consideration of community views and expectations;

- There has been a lack of community involvement and consultation in the preparation of the design options; and
- The questionnaire is biased with three options which exclude public car parking.

Administration Response

The concepts were prepared to inform the recently completed preliminary community consultation process to guide the preparation of design guidelines. The concepts were designed to address community concerns previously expressed in relation to built form and scale and neighbourhood character and amenity.

Following a review of submissions and further analysis of the site, additional modelling of alternative design concepts has been undertaken by the City based on a reduced plot ratio of 1.5:1.0. This is discussed further in the report.

The community will be provided with a further opportunity to comment on the draft design guidelines and the proposed scheme amendment during the formal public advertising period.

The reserving of the site as a public car park was previously considered by the Council in 2013 and not supported. For this reason public car parking was not included in the concepts, although it is a permitted use on the site which could be considered by the Council if proposed by the landowner as part of a development application.

Construction Works

Four submissions raised concern about disturbance of local amenity during construction and are summarised as follows:

- Noise created during construction will affect business;
- Vehicular access to Haig Park Circle will be disrupted during construction; and
- Adverse impact on business owners with changes to car parking during construction.

Administration Response

The developer would be required to lodge a construction management plan as a condition of any development approval issued and this would need to be approved prior to construction commencing on site. This plan would address issues such as noise, hours of operation and traffic management in line with relevant legislation and to ensure minimal impact on the amenity of adjacent residents and businesses.

Overview of Submissions

The majority of the submissions expressed opposition to development on the site.

Whilst specific comments in the submissions on the concepts were limited, Concepts B and C received the greatest level of support as they were considered to provide the most appropriate scale and form, more in keeping with the surrounding building heights. Concept C was preferred by a small margin. The landowner's submission indicated support for Concept A as it would enable a more efficient build with greater amenity and outlook opportunities and a more feasible development.

As indicated earlier, out of the three concepts originally proposed with a plot ratio of 2.0:1.0, Concept C was preferred by the City's Administration as the building configuration allows for:

- an eastern building that assists in screening commercial tenancies;
- increased setbacks from Haig Park Circle, reducing the tower's visual impact on the street and residential properties to the south; and
- a taller slender tower will reduced over-shadowing to the south;
- an increased feeling of openness from Haig Park Circle and the proposed public space; and
- appropriate incorporation of the existing electrical sub-station on site;

Please refer to Attachments 13.3E and 13.3F.

The maximum building height in Concept A, whilst enabling the delivery of more amenities at ground level, is not supported as it exceeds existing and approved building heights along Plain Street and in East Perth generally.

Based on the planning rationale above it is considered that Concept C is the most appropriate built form outcome should the Council wish to retain the current plot ratio provisions for the site.

Alternative Concepts

It is clear from the submissions received that the local community had expectations that the site would remain as a car park in perpetuity and that it would not be developed for any other purposes. Furthermore, there is concern the proposed scale and bulk illustrated in the three concepts will have a detrimental impact on the character and amenity of the locality.

Due to the unique set of circumstances surrounding the site, in addition to the large lot size of 2233m², further consideration was given to reducing the plot ratio to 1.5:1 in order to reduce the development intensity on the site. A plot ratio of 1.5:1 on the site would equate to approximately 3,349.5m² of permitted floor area. This being approximately 1,116.5m² less of floor area than what would be permitted under the existing plot ratio provisions.

Additional analysis and modelling was undertaken on the site to review three possible built form outcomes with a plot ratio of 1.5:1.0, which are provided in Attachment 13.3G. Each scenario illustrates an eastern side building with a maximum height of three storeys. A three storey podium is proposed on the western side for each scenario but Concept D has a 5 metre setback above the podium level and results in a five storey building. Concept E has setbacks above the podium similar to Concept C and results in a six storey building. Concept F has a 2 metre setback above the podium level and accommodates a four storey building.

In view of the above, it is considered that any additional height above podium level on the western building should address Plain Street and be setback a minimum of 5 metres from Haig Park Circle, in order to reduce the built form impact on the street and residential properties to the south. However, this setback may be reduced down to 2 metres provided the proposed design demonstrates a high quality built form outcome which will not detract from the amenity of the surrounding properties.

Each concept also illustrates a two metre front setback from Haig Park Circle (south) in order to provide some continuity within the existing streetscape.

Additionally, given the lot frontage along Haig Park Circle (south) being over 84 metres in width, it is considered essential that a pedestrian access way (PAW) be required to assist to break up the overall horizontal building massing of any future development of the site. This will also assist to maintaining pedestrian connectivity through the site regardless of the allocated plot ratio. A truncation at the Haig Park Circle side may also be required to reduce any potential 'canyon' effect. It is considered however unreasonable to require the provision of a large central open space area (as is proposed for the original three concepts) should the plot ratio on site be reduced.

It may also be argued that due to the proposed reduced scale of development, a large central open space area is not a critical design element to maintain the feeling of openness or to reduce overshadowing as it is for the original concepts. The additional modelling does demonstrate that a reduced scale of development will further minimise the impact of overshadowing of the properties situated to the south of the site as shown in Attachment 13.3H. It is also acknowledged that a number of respondents did not support the provision of a small pocket park on the site.

Should Council consider it appropriate to reduce the plot ratio on site to 1.5:1 it is essential that the design principles outlined below be adopted:

- an 8 metre wide (minimum) pedestrian access way;
- a 2 metre minimum front setback from Haig Park Circle;
- a three storey podium to be provided on the western side with any additional height to address Plain Street and be setback a minimum of 5 metres from Haig Park Circle and the PAW. This setback may be reduced down to 2 metres provided any proposed development demonstrates a high quality built form outcome which will not detract from the amenity of the surrounding properties;
- residential development to address Haig Park Circle and consideration be given to any potential commercial or retail tenancy to front Plain Street;
- restricting the building height on the eastern side to three storeys;
- minimal overshadowing of adjacent residential properties;
- specify building design which incorporates passive surveillance of adjoining streets and the pedestrian access way; and ensures appropriate levels of privacy, noise attenuation and general amenity for surrounding residents and occupants of the development.
- require development to be of an appropriate high design quality and fine grain detailing which makes a positive contribution to the character of the locality and to the sky line;
- incorporation of the existing electrical sub-station on site (pending discussions with Western Power);
- car parking to be provided at the basement level with access via Sovereign Close, with possible secondary vehicular access from Haig Park Circle (east);
- any additional parking may be considered at the ground level only if sleeved behind commercial/retail tenancy and/or dwellings; and
- a limited amount of visitor parking for residential use and service bays to be provided on site.

LPS26 Policy 1.1 – Claisebrook Village Project Area requires buildings to respect the scale of the street and recognises that throughout most of East Perth, building will be required to be two to four storeys in height, depending on location.

It is considered that any future development based on the above design principles and requirements will provide a good built form outcome which respects the existing scale and rhythm of development within the immediate locality and accords with the objectives of the Claisebrook Village Project Area.

Review of Land Uses

All the concepts propose residential use facing Haig Park Circle at street level. An amendment to LPS26 would be required to permit this.

A review the land use table within the LPS26 – Precinct EP1 - Claisebrook Inlet in relation to the site may also be appropriate to consider whether to reclassify all land uses other than ‘Permanent Residential’ as ‘Contemplated’ Uses, to ensure a high standard of design and avoid potential conflict with the existing residential uses in Haig Park Circle.

The land uses which are currently ‘Preferred’ Uses and would be affected by this proposal are ‘Commercial’, ‘Retail’, ‘Transient Residential’ and ‘Community’. It is acknowledged that whilst a commercial or retail tenancy may be appropriate addressing Plain Street - only permanent residential should be permitted to front Haig Park Circle.

This is also considered to be a more balanced approach given that all the above uses are ‘Prohibited’ with the exception of ‘Transient Residential’ and ‘Community’ which are ‘Contemplated’ Uses and ‘Permanent Residential’ which is a ‘Preferred’ Use in the adjoining Precinct EP2: Constitution Street, situated to the south of the site.

Conclusion

It is acknowledged that any infill development over such a large site which was originally intended to remain a public car park is unlikely to be supported by the majority of landowners situated within close proximity to the site. This is evident with over 80 per cent of the respondents from the 51 submissions received not supporting any the three proposed concepts.

The City is in an invidious position of trying to reconcile the local community’s values and expectations of the Claisebrook’s “urban village”, whilst at the same time acknowledging the current use of the site as an at-grade public car park is not considered to be the highest and best use of the site from an urban planning perspective given its inner city location.

This matter has been extensively researched and considered. It is acknowledged that under normal circumstances the redevelopment of the site in accordance with Concept C and to the maximum 2:1 plot ratio applicable would be appropriate and in accordance with the State Government’s and the City’s planning framework.

Notwithstanding the above, it is considered that there is a unique set of circumstances that warrants a different approach on this site.

A development with a maximum plot ratio of 1.5:1.0, demonstrating the key design principles outlined above will achieve a good built form outcome at a scale in keeping with development in the immediate area, whilst contributing to the State Government’s and the City’s planning objectives to provide for greater diversity in housing stock and vibrancy in the inner city.

On balance, it is considered a less intensive development on site as proposed in the alternative Concept D would strike a balance between realistic development of the site and the protection of the character of the locality and amenity of adjacent dwellings and as such should be supported.

On the basis of the above, the preparation of a scheme amendment is required to the CPS2 and the LPS26 to:

- reduce the plot ratio from 2.0:1.0 to 1.5:1.0;
- address the appropriate land use permissibilities on site with only 'Permanent Residential' Use being a 'Preferred' Use and the remaining uses to be 'Contemplated'; and
- deliver specific design guidelines for the site based on the key planning principles illustrated in the alternative Concept D.

This approach will provide the community with increased certainty in relation to appropriate land uses, the arrangement of built form, provision of high level of quality design and detailing, appropriate building heights and setbacks, vehicular access and the provision of a pedestrian link.

A draft scheme amendment and site specific design guidelines will be presented to the Council for initiation and approval for formal advertising to the community. A complex amendment process may take 18 months or longer and will require Ministerial approval, prior to being published in the Government Gazette. It would be appropriate at this time for the restrictive covenant to be lifted.

While it is recognised that any development of the site will bring about change in the immediate locality, the City's Administration is committed to ensuring that any development of the site contributes to the sustainability, liveability, safety and vitality of the East Perth Area.

Furthermore, the City's Administration is cognisant of the lesson learned and the need to ensure that any future transitioning arrangements for the remaining areas of the MRA yet to be 'normalised', resolve any outstanding planning matters so as not to replicate this current unwieldy situation.

Design Principles And Concepts

Lot 70 Haig Park Circle, East Perth



Lot 70 Haig Park Circle, East Perth (the site) is currently operated as an open air public car park accommodating 49 car bays.

Under the Planning Scheme, the site is capable of being redeveloped however no design guidance is provided to ensure that any future development produces good design outcomes, responds to the site's context and enhances the East Perth neighbourhood. The City of Perth is therefore investigating the preparation of Design Guidelines for the site. These guidelines will be used to inform and guide the assessment of any future Development Application over the site.

The following information boards explain the history of the site, analyse the neighbourhood context and set out a series of Design Principles for incorporation into the Design Guidelines. These principles have been used to prepare 3 Design Concepts that we would like your feedback on.

The City is committed to ensuring that any development of the site contributes to the sustainability, liveability, safety and vitality of the East Perth Area.



HISTORY

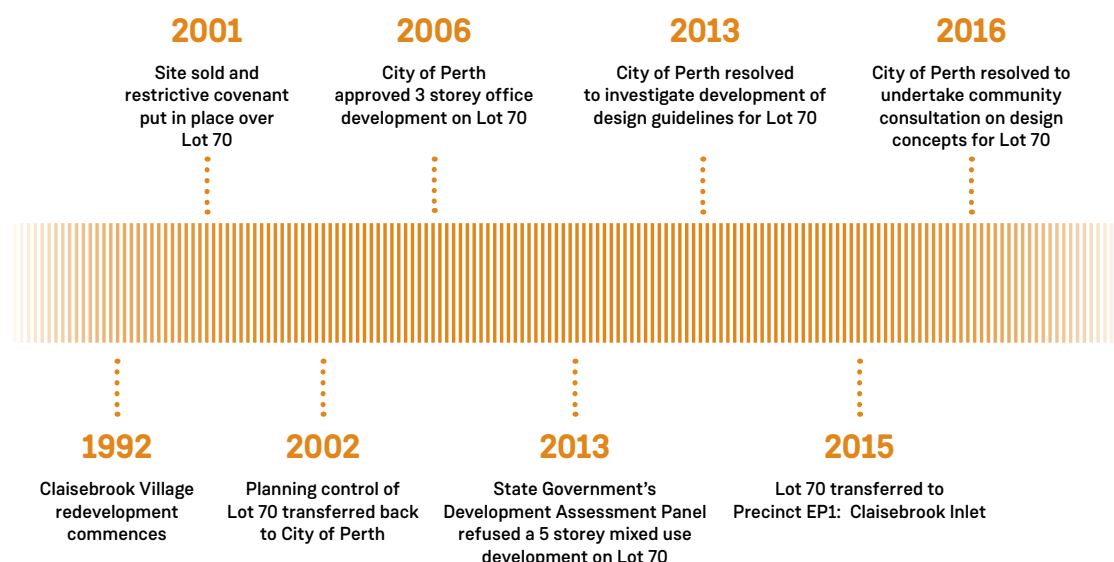
Lot 70 Haig Park Circle was sold by the East Perth Redevelopment Authority (EPRA) to a private landowner in 2001. At this time, it was considered important to use the site as a car park to provide access to Royal Street town centre and Claisebrook Cove and support the development of local businesses. A private agreement (restrictive covenant) between EPRA and the purchaser was therefore put in place to restrict its use to car parking. Its use however was not restricted under the Planning Scheme.

In 2002, planning control over the site was transferred from EPRA back to the City of Perth.

Two development applications have been lodged over the site. In 2006, the City of Perth Council approved a 3 storey office development, and in 2013, the State Government's Development Assessment Panel refused a 5 storey mixed use development on the grounds that *"the proposed development does not respect the scale, form and character of the local area and that of surrounding buildings."*

In 2015, changes to the Planning Scheme were made which saw the site and two other lots to the north transferred from Precinct EP 2: Constitution Street to Precinct EP1: Claisebrook Inlet.

Given the development potential of the site under the Planning Scheme but the lack of guidance in terms of design outcomes, the City decided to investigate the development of Design Guidelines for the site and to undertake community consultation on three Design Concepts to inform their intent.



Development Application 2006



Development Application 2013

Current Planning Controls

Under the Planning Scheme, the site is capable of being redeveloped for commercial, retail, community and residential uses. The site has a maximum plot ratio of 1.0:1.0 however this may be increased to 2.0:1 provided that a substantial component of the development is residential in use.

*A plot ratio of 2:1 means you can build over twice the amount of available land area.

STATE PLANNING FRAMEWORK

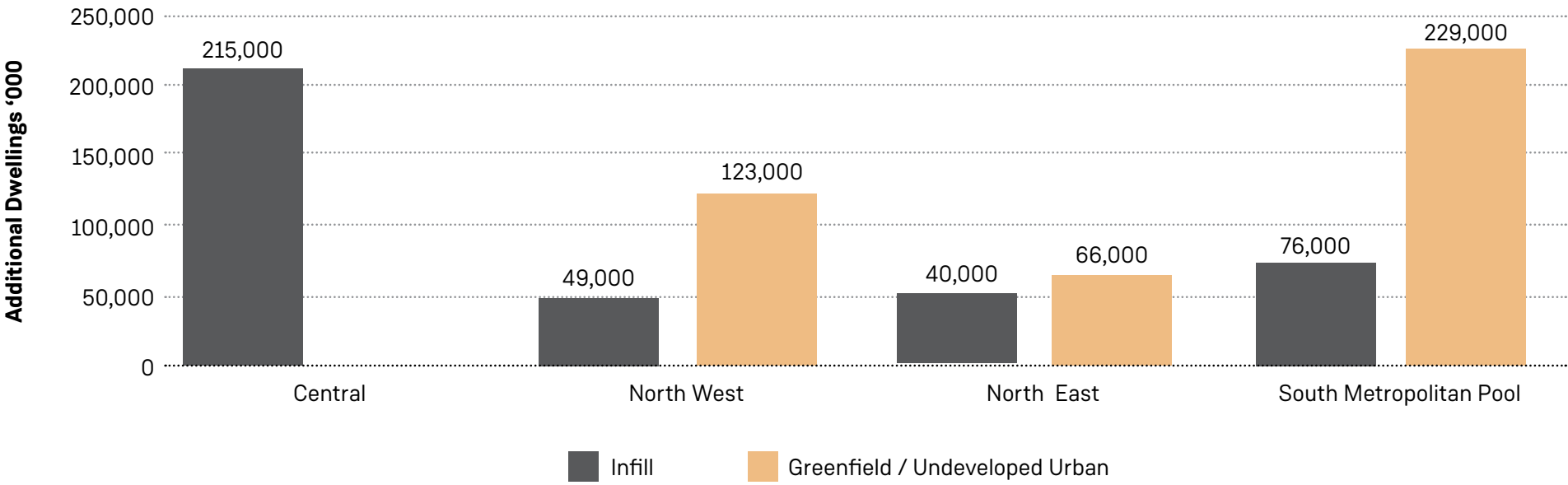
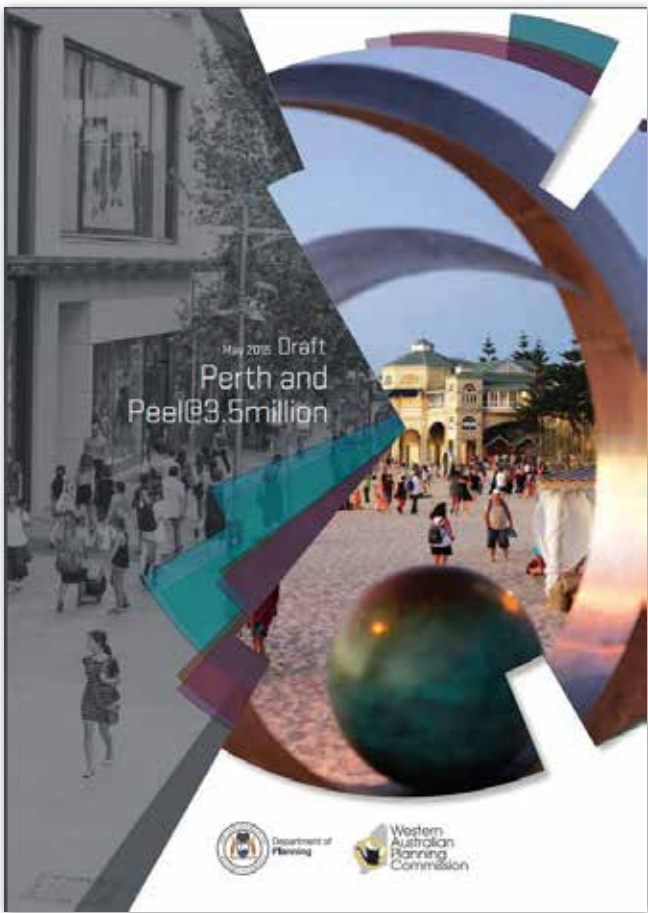
34 years after the redevelopment of East Perth, our city and the State are vastly different places. Future development needs to be carefully considered to respond to new challenges.

In 2015, the Department of Planning released Perth and Peel @ 3.5 Million, a strategic plan for the growth of the metropolitan region.

This plan seeks to:

- **Accommodate significant population growth** – an additional 1.5 million people by 2050;
- **Improve current infill development and manage greenfield development** – lift the rate of quality inner city housing to 47% of all new dwellings (currently 28%);
- **Achieve a connected city growth pattern** – reduce car dependency and congestion by placing housing close to public transport, services and facilities;
- **Increase housing diversity and affordability** – provide greater housing choice for an aging and diverse population (currently 78% of housing supply is detached houses); and
- **Protect our environment** – reduce development pressure on the Swan Coastal Plain by providing sustainable development in existing urban areas.

The Central sub-region, in which the City of Perth is located, is expected to accommodate 215,000 new infill dwellings.



CLAISEBROOK VILLAGE CASE STUDY

As the redevelopment of East Perth matures, we are able to look back on the outcomes strengths and weaknesses of Claisebrook Village, to help inform future strategies to make it a better place to live, work and visit.

In 2012, the Metropolitan Redevelopment Authority released a document that summarised the views of community groups, industry experts, consultants, key government figures and staff about the East Perth redevelopment. The project was rated as an overwhelming success, however one major weakness was consistently raised:

“With the benefit of twenty years hindsight, it seems Claisebrook Village lacks the density to be described as a vibrant urban village. Yet there are still sites to be redeveloped so densities are slowly growing and the streets are gradually becoming more vibrant.”

Critical Mass + Sense of Place:

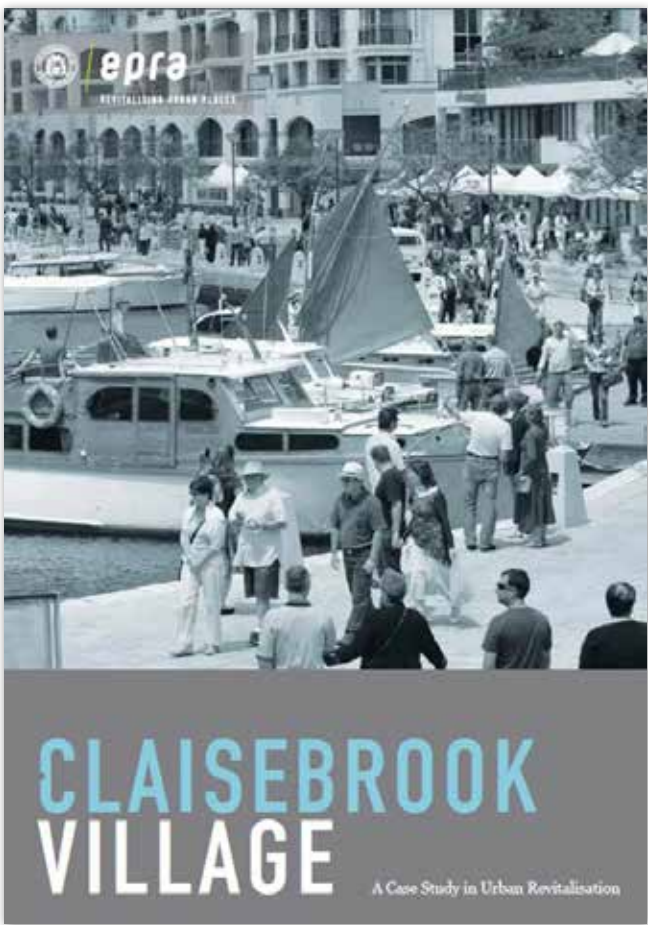
“There is a sense that the redevelopment is underpopulated. To some degree this compromised the vision of Claisebrook as an urban village...with hindsight higher density and more vibrant retail and commercial uses were needed.”

Enhanced Connectivity:

“Claisebrook Village is perfectly located to reduce car reliance...but the key lessons are that reducing car reliance requires tighter parking controls and coordination between agencies to create alternative services”

Economic Well-Being

“...small retailers in the area have struggled – the health of the local business environment suffered and there has been a high turnover of businesses along Royal Street. A small supermarket did establish around 2007, and its presence appears to have acted as a catalyst for other conveniences...”



It is clear that we have the opportunity to continually improve the East Perth neighbourhood as it evolves in the future.

NEIGHBOURHOOD CONTEXT

The development of the site provides an opportunity to contribute towards the State Government’s infill housing targets as well as support local businesses and improve the vibrancy of the East Perth area.

It is important however that any infill development is done well and:

- 1. Contributes to the amenity of the area;
- 2. Incorporates a mix of uses appropriate to the location; and
- 3. Champions high design standards.

This section analyses the East Perth neighbourhood based on its amenity, accessibility and land use.

Amenity

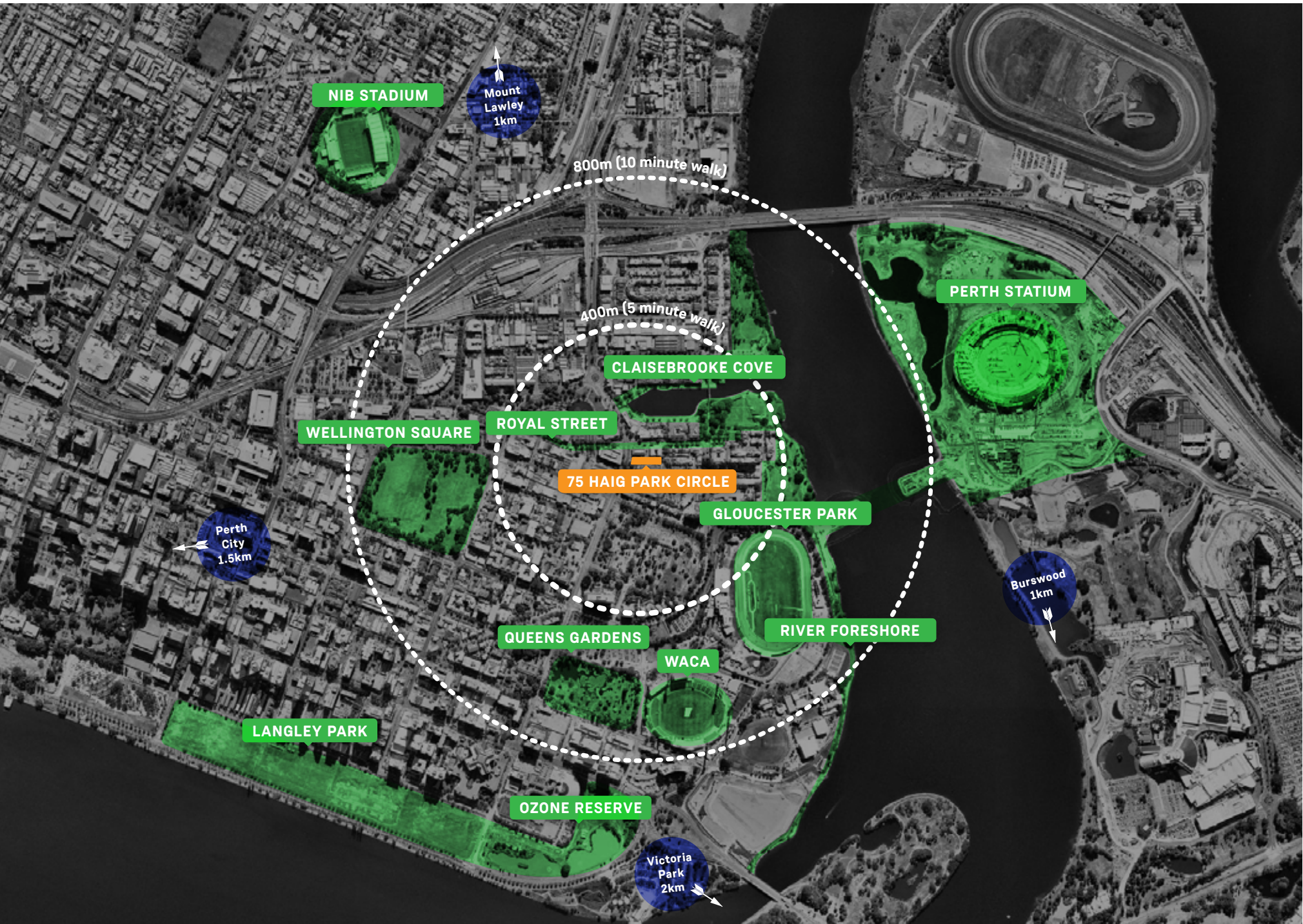
Higher density living usually comes in the form of apartments, which contain less private open space to enjoy. This reduction in private open space can however be offset by high quality public spaces within easy access of apartments.

Within a 5 and 10 minute walk of the site are some of Perth’s best public spaces including the foreshore, Claisebrook Cove and Queens Gardens. Access to green space will be further improved through a pedestrian bridge to the new Perth stadium parklands. The neighbourhood also has great accessibility to some of our best urban streets, including Royal Street in East Perth, Albany Highway in Victoria Park and Beaufort Street in Mt Lawley.

East Perth also has a variety of small green spaces that create a pleasant outlook from residential properties, break up building mass and improve the amenity of the area.

The design of the streets in East Perth is also carefully managed, with building heights and setbacks used to frame streets and public space and ensure a consistent streetscape.

Within the East Perth area development is generally 2 – 4 storeys in height however along East Parade and within the area east of Wellington Square, there has been a number of recent approvals for residential developments varying in height from 6 to 12 storeys.



Accessibility

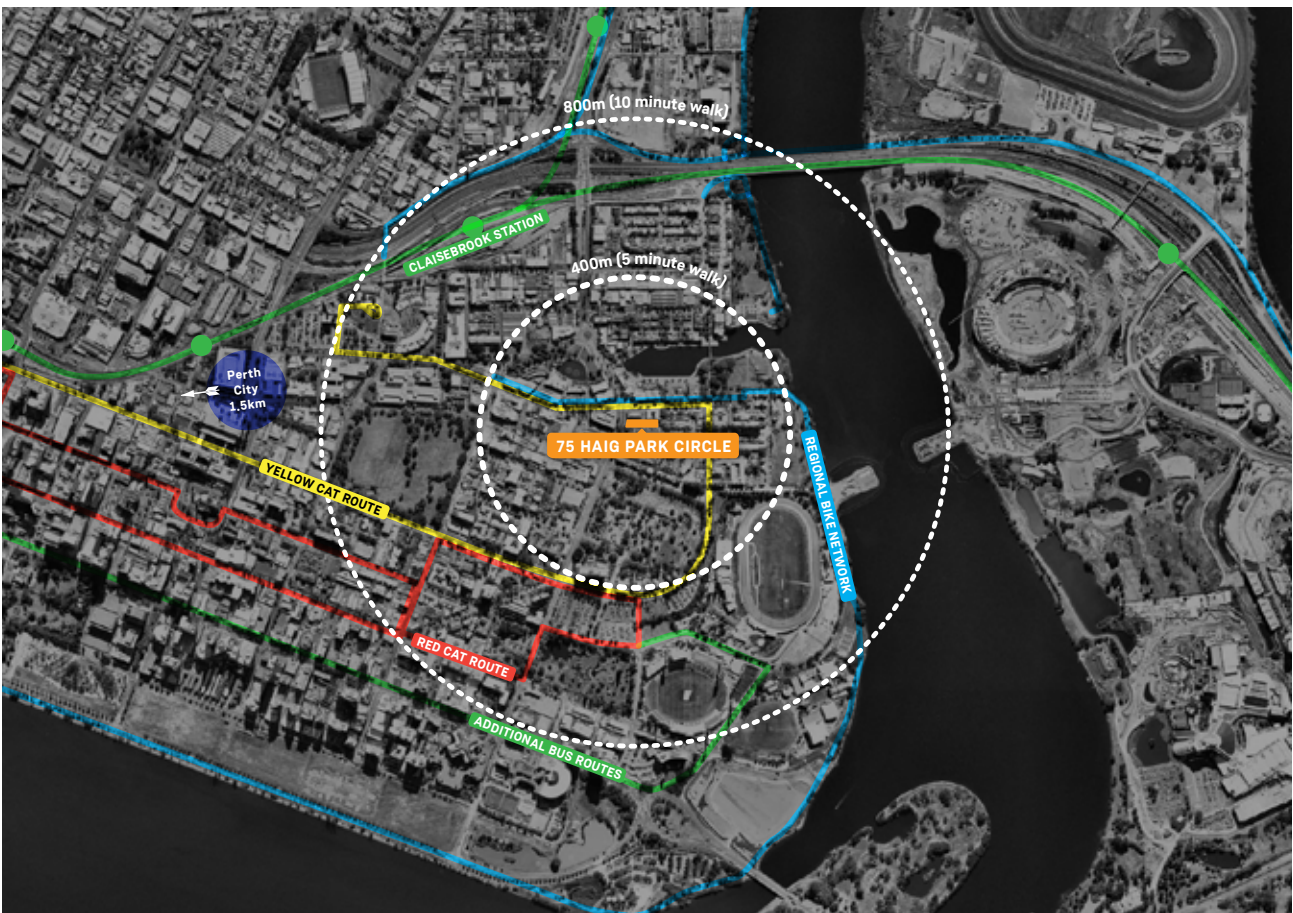
The East Perth neighbourhood benefits from significant transport options, including the ability to walk, cycle and take public transport to surrounding areas. This includes infrastructure such as a regional bike path, free CAT bus services to the city and West Perth, Transperth bus services along Adelaide Terrace and the Claisebrook train station.

East Perth has been developed under the principles of walkability, with small pedestrian ways providing ‘shortcuts’ through the neighbourhood and connecting housing to important areas of amenity.

This provides the opportunity for a number of trips to be taken by sustainable transport options.

Sufficient parking is also provided within close proximity of the site to provide for visitors travelling by car to local businesses and residents. Within 50 metres of the site, there is a multi-storey public carpark providing 289 bays and within 400 metres of the site, there are 676 on-street car parking bays.

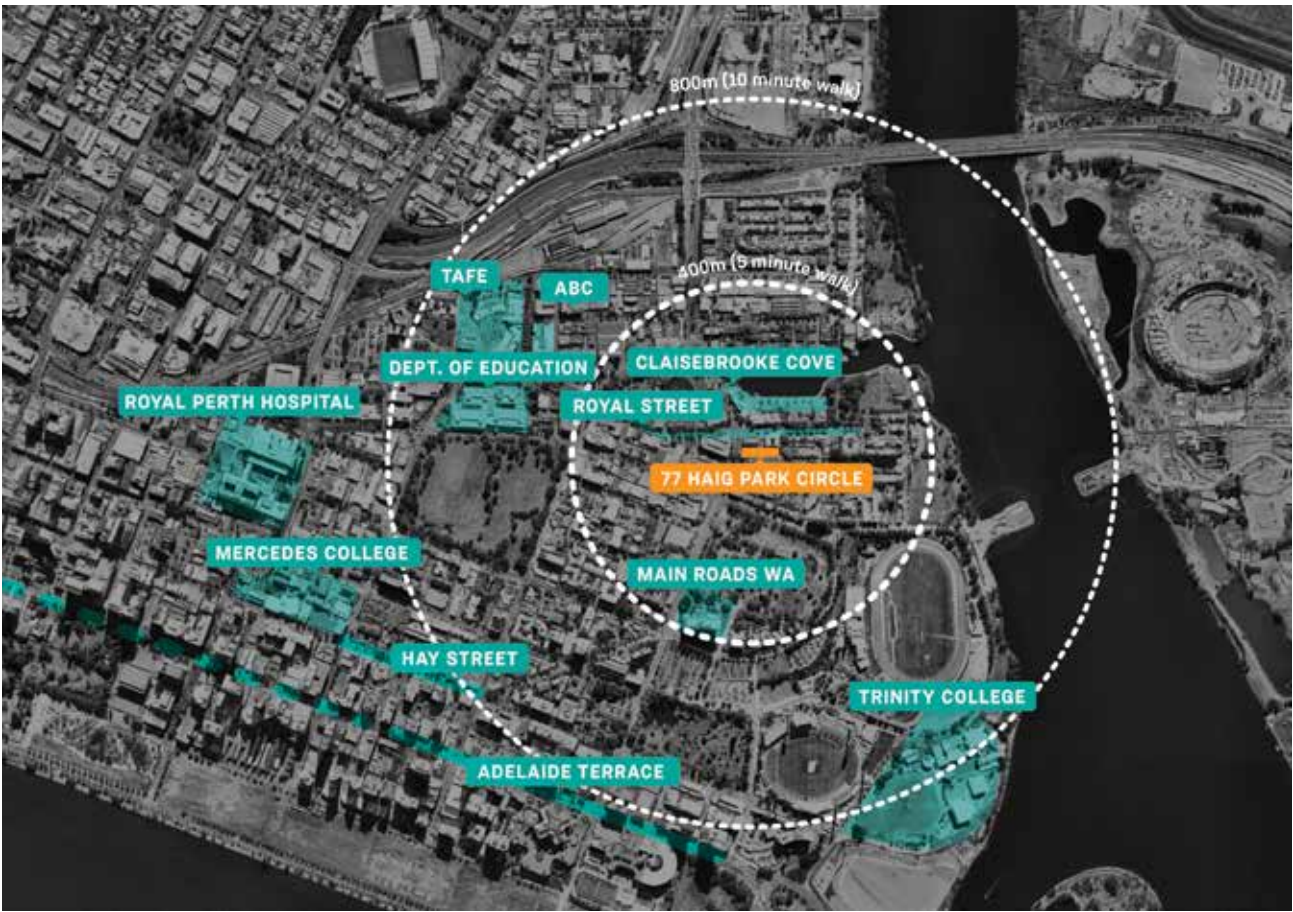
An analysis of the occupancy of this car-parking has confirmed there is sufficient capacity within the area.



Land Use

Neighbourhoods work best when they offer a mix of land uses. This allows the distance between home, services and facilities to be reduced, making walking and cycling a viable option.

East Perth has been designed on these principles, with the Royal Street town centre offering local conveniences, retail and employment to the neighbourhood.



DESIGN PRINCIPLES

The current planning controls acknowledge that the site is appropriate for development. What is lacking however are guidelines to ensure that any future development produces good design outcomes, responds to the site's context and enhances the East Perth neighbourhood.

The following design principles are proposed for the site taking into consideration the design principles that guided the development of Claisebrook Village (critical mass, places for people, connectivity, quality design and diversity). Local photographic examples provide an idea of how these could be implemented.

Land Uses

- The development of the site should be residential rich.
- The location of uses on the site should respond to the existing character of the area, with residential uses fronting Haig Park Circle and commercial uses fronting Plain Street.

Places for People

- Green public space should be created on the site to contribute to the green public space network within the area and improve the outlook for adjoining properties.

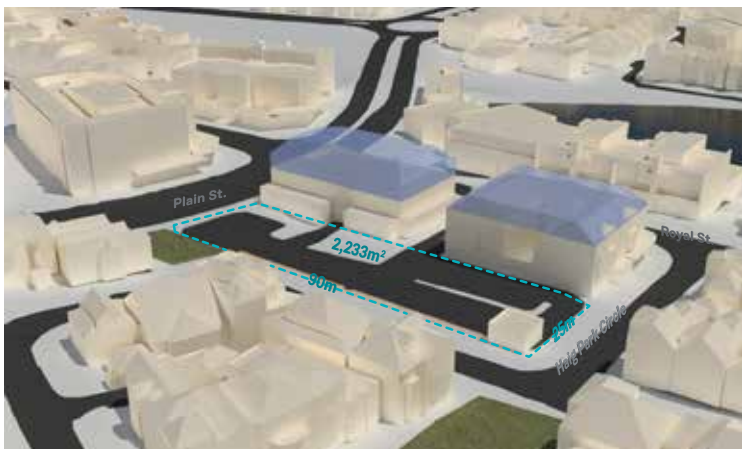
Connectivity

- A pedestrian connection should be provided through the site linking Orchard Way with Royal Street through an extension of Sovereign Close. This will improve the walkability of the neighbourhood and enhance the connection between businesses and local residents.

Quality Design

- The development of the site should be broken up to minimize building bulk and respond to the grain of surrounding development.
- The development should respond to the scale of surrounding development and should step down towards Haig Park Circle to acknowledge the 3 storey development on the opposite side of the road, step up toward Royal Street, and place the majority of building height on Plain Street.
- Carparking should be located in the basement of the development with access from Sovereign Close to minimise any increase in traffic on Haig Park Circle.
- The Western Power substation should be integrated into the development of the site where possible to minimise its impact on the streetscape.
- The development of the site should screen the back of the development fronting Royal Street.
- Buildings should be designed with slight variations, enhancing the architectural character of East Perth. This adds interest to the street for the pedestrian and avoids creating long stretches of large, monotonous buildings.

Note: the current development potential of the lots to the north is also shown.



Current site



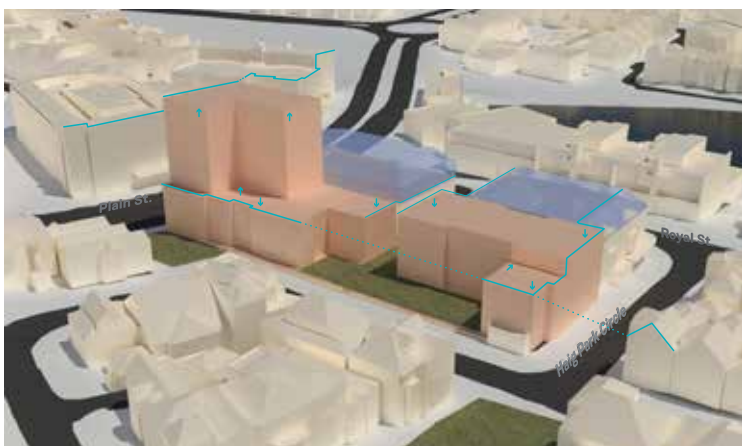
Location of land-uses



Creation of green space



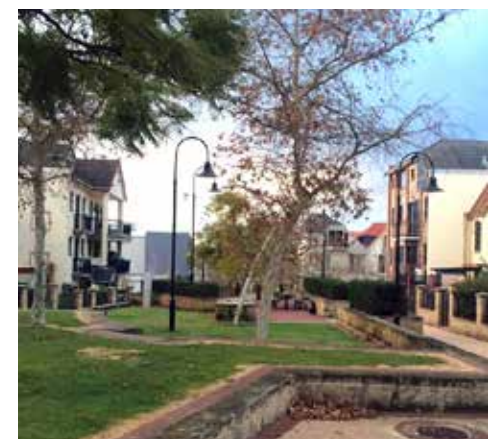
Pedestrian connection and breaking up development



Consistency in street scape



Diversity of building form

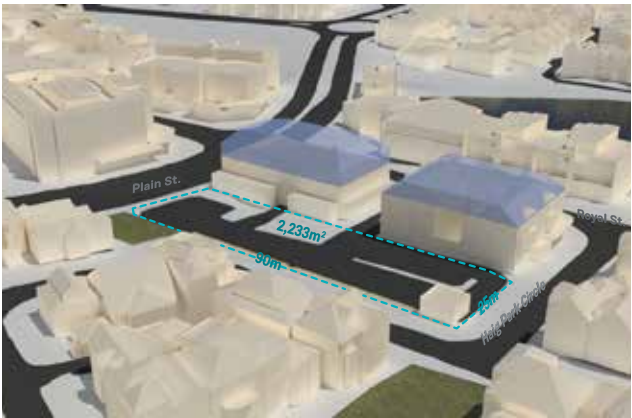


CONCEPT OPTIONS

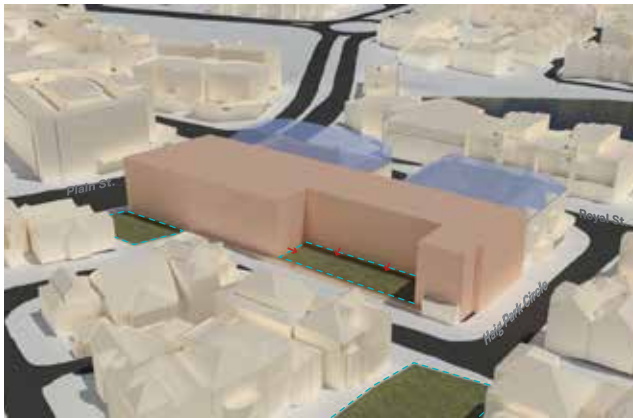
Through using the proposed Design Principles, three Design Concepts have been developed for the site. Each concept includes:

- A plot ratio of 2:1, as per the current Planning Scheme provisions;
- A lower scale of development along Haig Park Circle with additional height setback from the street;
- An area of green public space; and
- A pedestrian connection through Sovereign Place to Royal Street.

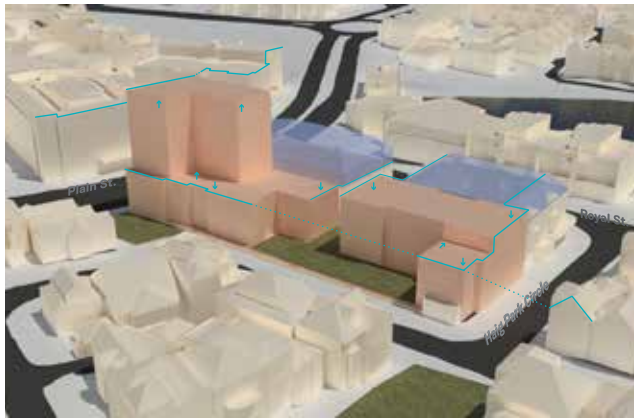
The most significant difference between the options is the height of the buildings, their relationship to the street and the extent of green public space. Option 3 is the City of Perth’s preferred option, due to its ability to demonstrate quality design and diversity within its building form.



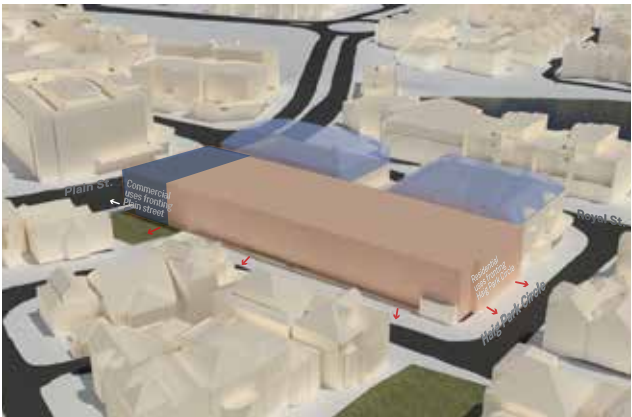
Current site



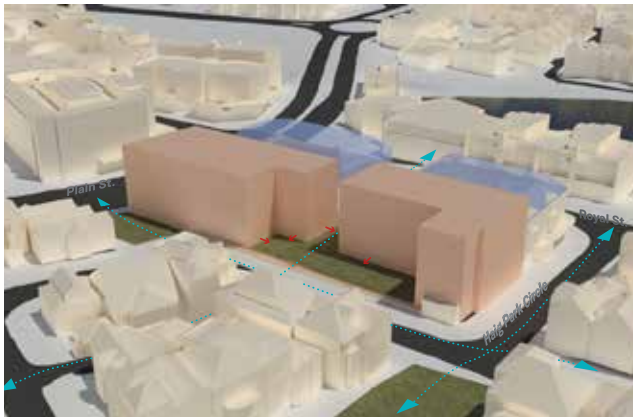
Creation of green space



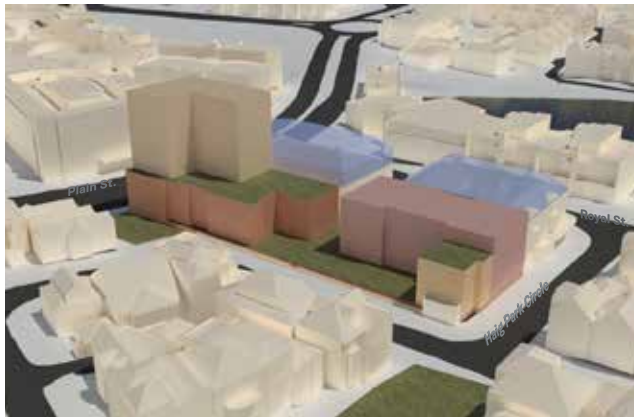
Consistency in street scape



Location of land-uses



Pedestrian connection and breaking up development



Diversity of building form

CONCEPT 1

Concept 1 includes a significant area of green public space to maintain a feeling of openness from Haig Park Circle. The trade off for such a large proportion of the site being undeveloped is significant building height of 14 storeys, which may be considered out of character. In addition, the development would not improve the outlook to ‘back of house’ commercial tenancies on the east of the site.

PROS

- Larger green space
- Increased ‘openness’
- Increased view / sight lines

CONS

- Significant building height
- No screening of commercial tenancies to the east
- No integration of electrical substation

CONCEPT 1



Note: the current development potential of the lots to the north is also shown on all design visualisations.



Haig Park Circle looking west



Haig Park Circle looking north



Plain Street looking south

CONCEPT 2

Concept 2 reduces the area of green public space and breaks up the bulk of the development by including a building on the eastern portion of the site. This building allows screening of commercial tenancies as well as the integration of the electrical substation into the development. Due to the additional site coverage, the height of the building on the western portion of the site can be reduced to 8 storeys.

PROS

- Reduced height of western building
- Screening of commercial tenancies to the east
- Development above substation
- Framing of green space and Royal Street connection

CONS

- Smaller green space
- Reduced ‘openness’
- Broad 8 storey building



Haig Park Circle looking west



Haig Park Circle looking north



Plain Street looking south

CONCEPT 3

Concept 3 refines the taller building on the western portion of the site to reduce its breadth and create a more slender appearance. To facilitate this refinement, the building’s height is increased to nine storeys and setbacks are reduced on Plain Street. This option is the City of Perth’s preferred approach to developing the site due to the public benefits achieved.

PROS

- Slender 9 storey building
- Screening of commercial tenancies to the east
- Development above substation
- Framing of green space + Royal Street connection

CONS

- Slightly taller western building
- Smaller green space
- Reduced ‘openness’



Haig Park Circle looking west



Haig Park Circle looking north



Plain Street looking south



ATTACHMENT C – SUMMARY OF SUBMISSIONS

Haig Park Circle Preliminary Consultation

Submission Summary Table

Question No. and Details

Q1 What best describes your interest in the future development of Lot 70 Haig Park Circle, East Perth?

Q2 Please indicate your level of support for the Design Concepts for the site.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Concept 1

Concept 2

Concept 3

Q3 Please provide reasons below as to your level of support of the Design Concepts.

Please indicate your level of support for the following proposed Design Principles for the future development of the site

Land Uses

Q4a The development of the site should be residential rich.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4b The location of uses on the site should respond to the existing character of the area, with residential uses fronting Haig Park Circle and commercial uses fronting Plain Street.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Places for People

Q4c Green public space should be created on the site to contribute to the green public space network within the area and improve the outlook for adjoining properties.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Connectivity

Q4d A pedestrian connection should be provided through the site linking Orchard Way with Royal Street through an extension of Sovereign Close.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Quality Design

Q4e The development of the site should be broken up to minimize building bulk and respond to the grain of surrounding development.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4f The development should respond to the scale of surrounding development and should step down towards Haig Park Circle to acknowledge the 3 storey development on the opposite side of the road, step up toward Royal Street, and place the majority of building height on Plain Street.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4g Car parking should be located in the basement of the development with access from Sovereign Close to minimise any increase in traffic on Haig Park Circle.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4h The Western Power substation should be integrated into the development of the site where possible to minimise its impact on the streetscape.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4i The development of the site should screen the back of the development fronting Royal Street.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q4j Buildings should be designed with slight variations, enhancing the architectural character of East Perth.

(Strongly Support, Support, Neutral, Do Not Support, Strongly Do Not Support)

Q5 Please provide reasons below as to your level of support of the proposed Design Principles.

Q6 Are there any Design Principles that you think are missing and should be included in any future Design Guidelines for the site?

Q7 Do you have any additional feedback you would like to provide?

Submission	Question No.	Response
Submission No. 1 Keith Bakker 26 Haig Park Circle, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Neutral
	Q3	Do not favour high rise – plot ratio should revert to 1:1.
	Q4a	Support
	Q4b	Support
	Q4c	Support
	Q4d	Support
	Q4e	Support
	Q4f	Support
	Q4g	Support

	Q4h	Strongly Do Not Support
	Q4i	Support
	Q4j	Support
	Q5	The number of single bedroom dwellings should be restricted. Focus should be on providing family accommodation.
	Q6	Do not support a single high rise tower: It is out of character with the village approach, and belongs on Adelaide Terrace.
	Q7	No answer provided.
Submission No. 2 Jane 33 Royal Street, East Perth	Q1	Nearby business owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - Strongly do not support design concepts. - The lot should be kept as parking for the foreseeable future. - Concerned about the disruption construction will cause businesses. - Lack of parking is an existing issue in area.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	The lot should be kept as parking.
	Q6	Do Not Support
	Q7	No answer provided.

Submission No. 3 Kelly Maguire 8/33 Royal Street, East Perth	Q1	Nearby business owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	Do not want the noise of construction and the loss of client parking bays.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	Do not want development.
	Q6	Do not want development.
	Q7	Business will be lost.
Submission No. 4 Darryl Calligaro 36 Kilkenny Circle, Waterford	Q1	Nearby business owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - Totally oppose development due to the Restrictive Covenant which restricts use of the site to car parking. Development of the site was refused three year ago, so it is surprising that development is being entertained again - Property was purchased and a business established on the basis of the Restrictive Covenant. - Construction would have a negative impact on business.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support

	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	No answer provided.
	Q6	<ul style="list-style-type: none"> - Oppose any development of the site due to the Restrictive Covenant. - A construction site would have an adverse impact on their business.
	Q7	No answer provided.
Separate email		<p>Development is opposed on the basis of the following:</p> <ul style="list-style-type: none"> - Some commercial property owners purchased on the basis of the Restrictive Covenant and the car park being kept in perpetuity. - The adverse impact on businesses of construction on the site for over 12 months. - There will be significant loss of customers who reside outside East Perth, as car parking bays will not be available - The design guidelines do not address satisfactory commercial vehicle manoeuvring(i.e. loading, unloading, rubbish collection, etc.). - The previous proposal for the site was refused due to strong opposition from residents and commercial owners. The Restrictive Covenant and advice from MRA are being ignored by the Council. - Perth Stadium will require more bays not less. - The Restrictive Covenant is in place. - Proposed development would limit most of the natural light. - It would have a significant impact on privacy, imposing and overlooking many living and bedroom areas. - The significant size of the proposed development is out of character with the area. - Removing a large car park in an area that is full of restaurants and cafes will result in residents

		<p>competing with patrons for remaining car parking. This will have a flow on effect on the businesses as patrons will not have access to adequate car parking.</p> <ul style="list-style-type: none"> - The car park in immediate vicinity of businesses in the area is critical and must remain. Surrounding inner suburban Councils (e.g. Subiaco, South Perth and Vincent) provide free short-term car parking. The City does not do this in East Perth. It could purchase the site and put an end to the problem.
Submission No. 5 Warren and Marion Pole 7 Haig Park Circle East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The building concepts are excessive in mass and scale compared to surrounding buildings and will dominate the streetscape. They will create hidden pockets and corners, restricting vision and reducing overall safety and amenity for pedestrians and residents. - The land was intended to remain a car park. There is insufficient car parking in the area and this will be exacerbated by construction. More car parking will also be needed when the Perth Stadium is completed.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	<ul style="list-style-type: none"> - The site must remain a car park.
	Q6	<ul style="list-style-type: none"> - The design principles are not supported. Land in Haig Park Circle was purchased and built on based on the site remaining as a car park.

	Q7	<ul style="list-style-type: none"> - Three other apartment developments are to be constructed in East Perth. This is enough for current and future demand, and is likely to create an oversupply. - The development should not go ahead, as it is excessive and out of character with homes in the area. It will have a negative effect on the ambience and desirability of the unique village environment.
Submission No. 6 Elizabeth Cook 20/82 Royal Street East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Support Concept 3 Do Not Support
	Q3	Concepts 1 and 3 are too tall. Concept 2 is more in keeping with surrounding building heights.
	Q4a	Strongly Support
	Q4b	Neutral
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Strongly Support
	Q4j	Strongly Support
	Q5	<ul style="list-style-type: none"> - The architecture is boring. The interesting diversity of architecture fronting Claisebrook Cove and the lake should be looked at. - No public art is incorporated into the concepts.
	Q6	The architecture is poor but Concept 2 is fine with respect to size and scale.
	Q7	Thank you for consulting.
Submission No. 7 C I and PM Rosser 49 Haig Park Circle	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support

	Q3	<ul style="list-style-type: none"> - When we purchased property in Haig Park Circle, we were informed of the Restrictive Covenant limiting use of the site to car parking. - Properties in the area had to meet EPRA guidelines and a height limit of two storeys and an attic, while the concepts show a building that will tower over Royal Street buildings. - Street parking in the area is already stretched and this will worsen if the site is developed. - The development will disrupt vehicular access into Haig Park Circle during the construction period. - The City is catering to the developer by presenting the concepts. If a plan is lodged which meets the concept requirements the Council will have no option but to approve it and overturn the covenant. The property owner would have been aware of the caveat when purchasing the property. The covenant must be honoured.
	Q4a	Strongly Support
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Strongly Support
	Q4j	Strongly Support
	Q5	No comment as the removal of the covenant to allow development is opposed.
	Q6	Opposed to development of the site.
	Q7	There is strong ratepayer opposition to development of the site.
Separate petition comments		<ul style="list-style-type: none"> - The Restrictive Covenant must be retained. - Object to the height of the concepts. Property owners were subject to a height restriction of two storeys and a loft under the EPRA guidelines. Why has this changed? - Parking will be a major problem and access into Haig Park Circle will be difficult during construction.
Submission No. 8	Q1	Nearby property owner

Charles and Nancy Foti 15 Haig Park Circle, East Perth	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The site is covered by a Restrictive Covenant to provide car parking in perpetuity that is being ignored. In 2002 EPRA introduced the Restrictive Covenant to ensure parking convenience for businesses, customers, visitors and residents in the precinct and to maintain the 'village' ambience. The property was priced and marketed accordingly. The residents are legally and morally entitled to rely on this assurance when deciding to live and invest in the area. The MRA later voted to maintain the Restrictive Covenant. The Council should adopt the same position as the MRA and maintain the covenant. Decisions should not only be based on commercial considerations. - The guidelines do not consider traffic congestion in Sovereign Place and encourage maximum development. They do not provide comfort to businesses and residents. In contrast they provide an easy opportunity for development to be approved. - The impact of Perth Stadium on traffic and parking has not been taken into account and removal of the car park before its true impact is known is premature. The opportunity for businesses to take advantage of Stadium patrons coming into the area on event days will be lost if car parking is reduced. - The guidelines do not satisfactorily address commercial vehicle manoeuvring, loading and unloading and rubbish collection in Sovereign Close.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Support
	Q4d	Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Strongly Do Not Support

	Q4j	Strongly Do Not Support
	Q5	<ul style="list-style-type: none"> - Design concepts must incorporate the conditions of the Restrictive Covenant. - Traffic management must consider deliveries, rubbish collection, Royal St traffic congestion and parking convenience for residents, visitors and business customers. - The village atmosphere and ambience of the precinct should be retained.
	Q6	Refer to response to Q3.
	Q7	Refer to response to Q3 in relation to Restrictive Covenant.
Submission No. 9 Aman Singh 34 Haig Park Circle East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The Restrictive Covenant put in place by EPRA was to ensure car parking in perpetuity. It offers sufficient parking, openness and a community feel. This was an important factor in deciding to invest in the area. - The car park is important to local businesses and their financial viability in the future. For those businesses that rely on customers from outside the area, then car parking bays are vital. - Design guidelines must provide the current number of car parking bays. - The impact of the Perth Stadium on East Perth traffic and parking demand hasn't been taken into consideration. Historical parking analysis can't be relied upon to make a decision when in 12 months when the Perth Stadium is finished circumstances will change dramatically. The opportunity for businesses to take advantage of Stadium patrons coming into the area on event days will be lost if car parking is reduced. - The design concepts do not satisfactorily address commercial vehicle manoeuvring, loading/unloading and rubbish collection in the area. A turning area is required at the end of Sovereign Close to avoid reversing onto Royal Street.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Support
	Q4e	Strongly Do Not Support

	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	No answer provided.
	Q6	A density of this size will negatively impact the peace and quiet enjoyed for last 15 years.
	Q7	The development of the car park will negative impact on the reasons why we chose to live in the area. The car park provides facilities for visitor to the area and should be retained in accordance with the Restrictive Covenant.
Submission No. 10 Rosalie Saxby 32 Henry Lawson Walk, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Do Not Support Concept 2 Neutral Concept 3 Strongly Support
	Q3	Concept 3 is the best fit with surrounding buildings.
	Q4a	Strongly Support
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Support
	Q4i	Neutral
	Q4j	Strongly Support
	Q5	The majority of apartments in all three concepts are close to Plain Street that can be noisy at certain times during the day. Flipping the design so the tower is further away from street noise should be considered.
	Q6	Concept 3 fits well with surrounding buildings while providing walking and cycling access to Haig

		Park Circle. It also has an open feel to it.
	Q7	Concerned about the resulting lack of parking in easy access of the Royal St shops.
Submission No. 11 David Verryt 3 Orchard Way, East Perth	Q1	Nearby resident, property owner and business owner.
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Do Not Support
	Q3	<ul style="list-style-type: none"> - The Concepts appear to focus on maximising development on the site and do not take into account the existence of the Restrictive Covenant to provide car parking on the site in perpetuity. The only design concept that should be considered is one that maintains part, if not all, the current parking. - The focus seems to be increasing the number of people living in the area to help businesses and cramming them on the site. Local businesses suffer from outdated parking restrictions in Royal Street and the removal of the car parking bays on the site will create further issues.
	Q4a	Neutral
	Q4b	Support
	Q4c	Neutral
	Q4d	Neutral
	Q4e	Do Not Support
	Q4f	Support
	Q4g	Support
	Q4h	Strongly Support
	Q4i	Neutral
	Q4j	Neutral
	Q5	<ul style="list-style-type: none"> - The resident's opinions should be considered and the Restrictive Covenant honoured. If maximising development is important allow greater height at the corner of Royal and Plain Streets and leave the existing parking area as is.
	Q6	<ul style="list-style-type: none"> - The site has a Restrictive Covenant in perpetuity so no development should take place.
	Q7	<ul style="list-style-type: none"> - The Concepts support maximum development on the site. A maximum plot ratio of 1:1 applies whereas the concepts are based on 2:1. Concepts based on 1:1 may be acceptable.

Submission No. 12 Gus Kininmont 2 Haig Park Circle, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The site is a car park that is required to meet the parking needs of residents and visitors to the area and to support local businesses. It was sold as a car park with a Restrictive Covenant and this should not change for subsequent owners. While a Restrictive Covenant may not have been the correct legal instrument to use, the MRA's intent was very clear. - It is hard to believe that after two failed attempts to develop high rise on the site, the Council is proposing design concepts without consulting affected residents. - The impact of the Perth Stadium on East Perth traffic and parking demand hasn't been taken into consideration. Historical parking analysis can't be relied upon to make a decision as when the Perth Stadium is finished circumstances will change dramatically. The opportunity to take advantage of the influx of people into Claisebrook Village on event days will be lost if car parking is reduced from current levels.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	Refer to response to Q3.
	Q6	Refer to response to Q3. The property should remain a car park so design principles, especially for a high rise complex in a residential area, are irrelevant.
	Q7	Refer to response to Q3.

Submission No. 13 Richard Saxby 32 Henry Lawson Walk, East Perth	Q1	Nearby resident and nearby property owner
	Q2	Concept 1 Support Concept 2 Do Not Support Concept 3 Neutral
	Q3	Concept 1 is preferred as it provides for greater public space.
	Q4a	Neutral
	Q4b	Support
	Q4c	Support
	Q4d	Support
	Q4e	Do Not Support
	Q4f	Do Not Support
	Q4g	Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Support
	Q5	No answer provided.
	Q6	Public open space is a high priority.
	Q7	No answer provided.
Submission No. 14 Taylia 14 Tully Road, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The car parking should be retained as parking is already in short supply in East Perth.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support

	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	The public car park should be retained.
	Q6	There is a parking shortage in East Perth.
	Q7	No answer provided.
Submission No. 15 Susan Sanders 4/28 Nile Street, East Perth	Q1	Nearby resident
	Q2	Concept 1 Do Not Support Concept 2 Support Concept 3 Support
	Q3	Concepts 2 and 3 are sympathetic to buildings in the area.
	Q4a	Neutral
	Q4b	Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Support
	Q4j	Support
	Q5	Some public car parking.
	Q6	Many businesses in the area will suffer if there is insufficient car parking available.
	Q7	Development needs to be 'keeping with the general feel' of the area.
Submission No. 16 Jan Watt 1a Macey Street, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Do Not Support

	Q3	While Concept 3 is the more attractive alternative and may have less impact on residents, the primary concern is loss of public car parking on the site. East Perth area is poorly provided with car parking options. The current public car parking at the site is heavily utilised by visitors to nearby businesses. With the opening of the Perth Stadium parking will be at a premium. It would appear that the parking issue has not been addressed.
	Q4a	Support
	Q4b	Support
	Q4c	Strongly Support
	Q4d	Neutral
	Q4e	Support
	Q4f	Support
	Q4g	Strongly Support
	Q4h	Support
	Q4i	Support
	Q4j	Support
	Q5	Public car parking.
	Q6	The three design options do not take into account the concerns of Haig Park's residents and businesses regarding car parking. Query if any residents or business operators were involved in the development of the design principles.
Submission No. 17 Louie and Anne Zekas 15/ 50 Trafalgar Road, East Perth	Q7	No further feedback.
	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Do Not Support Concept 3 Strongly Do Not Support
	Q3	EPRA originally designed and promoted East Perth as a 'Village'. With the exception of the Upper East Side development that was opposed by residents, surrounding buildings have been limited to four storeys. This has framed the character of the area and the three concepts will be out of character and disregard the reasons residents were drawn to the area.
	Q4a	Neutral
	Q4b	Strongly Support

	Q4c	Neutral
	Q4d	Support
	Q4e	Strongly Support
	Q4f	Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Neutral
	Q4j	Neutral
	Q5	The design principles and three concepts should respect the underlying design framework for the area limiting height to four storeys and respect the wishes of the community.
	Q6	Do not support any of the concepts as they do not reflect the character of the area.
	Q7	As a resident of the area for 15 years it is extremely disappointing that the design principles and concepts are out of character with the area. EPRA was awarded for the unique character of the area founded on medium density with limited height. The high rise concepts proposed will effectively destroy the essence of East Perth as a 'local village'.
Submission No. 18 John Syme 15 Royal Street, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Do Not Support Concept 2 Support Concept 3 Strongly Support
	Q3	<ul style="list-style-type: none"> - The 14 storey building in Concept 1 is entirely out of character with the precinct and the additional area of open space is not required. The space would be in the shadow of the existing building on the corner of Haig Park Circle and Royal Street. There is already substantial and well used open space nearby. - Concepts 2 and 3 provide a better scale and form response. The heights of existing buildings facing Royal Street and the street setbacks are the key reference points. Nil street setbacks are not appropriate.
	Q4a	Strongly Support
	Q4b	Strongly Support
	Q4c	Support
	Q4d	Support

	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Support
	Q4j	Strongly Support
	Q5	<ul style="list-style-type: none"> - Street setbacks are an important element in the precinct and must be defined and maintained. Setbacks in this part of Haig Park Circle are generally three to four metres and this should be reflected in new development. This is not an appropriate location for nil setbacks. - Access to and from Sovereign Close needs more consideration: there is no provision for turning at the head of this street and currently the open car park is used to circulate from Sovereign Close to Haig Park Circle (at Mulberry Lane). It would be too dangerous to expect vehicles driving into Sovereign Close and wishing to exit to reverse back into Royal Street. - The concepts imply a level change from Sovereign Close to the proposed public space. There should be pedestrian continuity between the two and the stairs and any ramp must be handled carefully.
	Q6	The site can be successfully developed, but only if it is of high quality and does not 'push the envelope'. East Perth is developed as a medium density, not high density environment and this should be respected. Concepts 2 and 3 are a reasonable first step but need some sophistication in their execution.
	Q7	It is critical that there is no discretion available to the Council or a DAP to vary adopted Design Guidelines. It is important that the maximum plot ratio and building heights (expressed in metres, not storeys), building placement and minimum setbacks are maximums and cannot be varied.
Submission No. 19 Matt Strong 9/135 Royal Street, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The proposed tower block is too high at eight or nine storeys. It is ugly and unimaginative and will disrupt the amenity and flow of the East Perth village. - A number of high rise developments are already underway on the outskirts of East Perth. This is

		<p>another unnecessary development adding to the existing glut of apartments in the area.</p> <ul style="list-style-type: none"> - It would be disappointing to lose the car park that our friends and family regularly use when they visit. Parking is already at a premium here. - The current residents in Haig Park Circle will have their northern aspect diminished, and they will be overlooked by an eight or nine storey development. - On this basis development is strongly opposed.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	The car park should be kept.
	Q6	The car park should be kept.
	Q7	The car park should be kept.
Submission No. 20 Mark Berry 43 Trafalgar Road, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The assumption that a plot ratio of 2:1 is appropriate is totally unacceptable. The plot ratio should be limited to approximately 1:1 to ensure compatibility with the surrounding precinct. The design concepts are completely incompatible.
	Q4a	Support
	Q4b	Strongly Support
	Q4c	Neutral

	Q4d	Support
	Q4e	Support
	Q4f	Strongly Support
	Q4g	Neutral
	Q4h	Support
	Q4i	Support
	Q4j	Support
	Q5	No answer provided.
	Q6	<ul style="list-style-type: none"> - Compatibility with surrounding buildings would be completely compromised by allowing any height greater than the Royal Street Public Car Park. - Existing residents purchased in this area with the expectation that their view to the city skyline would not be obstructed by unacceptable development. - The plot ratio should be limited to 1:1.
	Q7	No answer provided.
Submission No. 21 Jennifer Berry 43 Trafalgar Road, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Do Not Support Concept 3 Strongly Do Not Support
	Q3	The proposed developments do not respect the scale, form and character of the local area and surrounding buildings, and do little to enhance either the East Perth neighbourhood or its architectural character.
	Q4a	Support
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Neutral
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Support

	Q4i	Support
	Q4j	Support
	Q5	Achieving better harmony with the existing East Perth architecture and character.
	Q6	A building even at eight storeys, is too high.
	Q7	Development should harmonise with surroundings and minimises impact on existing home owners.
Submission No. 22 Max Tsolakis 6/1 Royal St, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Do Not Support
	Q3	<ul style="list-style-type: none"> - All of the concepts do not respect the scale and character of the local area. - Concept 3 with nine storeys at Plain St is not in keeping with the scale of the precinct. It is considerably higher than, and out of scale with, surrounding buildings. Four storeys at the western boundary to two storeys at the eastern boundary would be more appropriate scale for this site.
	Q4a	Do Not Support
	Q4b	Support
	Q4c	Do Not Support
	Q4d	Support
	Q4e	Support
	Q4f	Do Not Support
	Q4g	Support
	Q4h	Support
	Q4i	Support
	Q4j	Support
	Q5	The height of buildings should be four storeys fronting Plain Street and two storeys fronting Haig Park Circle.
	Q6	<ul style="list-style-type: none"> - The amount of green space in the concept plans sounds good. However, as there is so much green space around the river there appears to be too much in the design and it is not supported. - Access from Sovereign Close could be narrower, consistent with Orchard Way.

		<ul style="list-style-type: none"> - The height of the towers at Plain Street is too high compared to surrounding buildings. A four storey tower reducing to two storeys fronting Haig Park Circle would be more appropriate. - At a ratio of 2:1 or 1:1, the density of the development would be too high for the precinct. It would lead to increased traffic congestion at the intersection of Royal and Plain Streets, particularly at peak periods.
	Q7	<ul style="list-style-type: none"> - Transferring the site from Precinct EP 2-Constitution St to EP1- Claisebrook Inlet was a back door way of increasing density for the site. Given the large size of the site, a 2:1 or even 1:1 plot ratio increases the density and height of development. - The height of the towers is not in keeping with character and scale of building in the immediate vicinity. One building in the middle of a village will not create vibrancy in the area. Vibrancy would be created by landlord's reducing rents and State and Local Governments reducing regulations. This would lead to lower costs and prices, attracting more customers for businesses. Lower parking fees and restrictions would assist in keeping visitors in the area longer, and potentially spending more. Increased density along Adelaide Terrace has not increased vibrancy significantly outside office hours in that precinct but it has increased traffic congestion. - The concepts would lead to increased traffic on narrow streets and cause further congestion around the intersection of Plain and Royal Streets particularly at peak periods. This congestion will further increase with the completion of the Perth Stadium. Traffic numbers have already increased along Trafalgar Rd and Royal St with the opening of Braithwaite St. - On the basis of the above the concept plans are not supported.
Submission No. 23 Brendon Riley 50 Royal St, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Do Not Support
	Q3	<ul style="list-style-type: none"> - The manner in which the Council and the administration are continuing to pursue an amendment to the site is concerning. The Restrictive Covenant was put in place for various reasons at the time of the sale of the site. Any change that develops this site will have many negative impacts on the adjacent owners. - A mixed-use development may be a sensible compromise, however the suggestions that the

		<p>concepts present high density living and urbanisation are concerning. East Perth already has an oversupply of apartments that is evident by the price of the rents and sales.</p> <ul style="list-style-type: none"> - The City should ensure liveable apartments are proposed in all areas by developers. No consideration should be given to the surrounding amenities when determining living areas, bathroom and bedroom sizing. This is of great concern and the needs for sustainable development into the future should be recognised by the Council and the administration. Apartments must provide homes for families. The concepts do not meet that requirement and are more like short term apartments for Airbnb. - A well designed development that is interesting architecturally and accommodates residents and businesses comfortably would be acceptable with a plot ratio of 2:1 and up to eight storeys.
	Q4a	Neutral
	Q4b	Neutral
	Q4c	Neutral
	Q4d	Neutral
	Q4e	Neutral
	Q4f	Strongly Support
	Q4g	Support
	Q4h	Strongly Support
	Q4i	Support
	Q4j	Strongly Support
	Q5	Liveable apartments with adequate floor space need to be provided in all areas of Perth. What was proposed previously was of concern.
	Q6	As per previous comments.
	Q7	Continue to communicate the plans.
Submission No. 24 David Begovich 10 Haig Park Circle, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The Council is not listening to the ratepayers in the community. The concepts are not compatible with the community lifestyle. The Restrictive Covenant is the reason many people bought into the

		area. Previous attempts have been challenged and further attempts will be challenged.
	Q4a	Strongly Do Not Support
	Q4b	Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Neutral
	Q4g	Neutral
	Q4h	Do Not Support
	Q4i	Do Not Support
	Q4j	Neutral
	Q5	Hold the terms and principles of the Restrictive Covenant.
	Q6	The concepts proposed are not supported.
	Q7	Maintain the terms and principles of the Restrictive Covenant. The concepts need to maintain the community village feel, in line with the current building designs.
Submission No. 25 Renee Burns 7 / 39 Haig Park Circle, East Perth	Q1	Nearby property owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	- There is no parking available in the East Perth area for business and residents. The Royal Street Public Car Park closes early and is hard to use if you want to do a quick shop. Public car parking should be included in the concept.
	Q4a	Neutral
	Q4b	Neutral
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support

	Q4h	Strongly Support
	Q4i	Strongly Support
	Q4j	Strongly Support
	Q5	Redevelopment of the area in the current economic climate is not supported. Lack of support for local businesses is also not appropriate.
	Q6	Public parking and a roundabout for safe u-turns are required. Residents safety has been overlooked.
	Q7	The Council should not rezone the land without consultation and treat the residents with disdain.
Separate email		<ul style="list-style-type: none"> - When was the Restrictive Covenant removed and by whom and was there input by the local businesses and property owners? - There should be a public forum to address issues in the area. U-turns are constantly occurring on Royal St, endangering lives, and there is no roundabout planned. The businesses on Royal St are suffering and there are vacant tenancies. The parking issues in Haig Park Circle have never been addressed. Taking away the 24 hour public car parking will make things worse. - How will the residents and businesses be compensated for the mess while construction on the site proceeds and for the impact on businesses in the long term? The MRA vision for the area has not been realised.
Submission No. 26 Craig Billing and Janet Matthews 6/25 Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	It was understood that after over 400 objections to the development application in 2013, the Restrictive Covenant would remain in place and the site would remain a car park.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support

	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	<ul style="list-style-type: none"> - Refer to response to Q3 in regard to Restrictive Covenant and limiting the use of the lot to a car park. - There is limited parking in the neighbourhood and this will be more restricted with the opening of the Perth Stadium.
	Q6	Not applicable.
	Q7	The development of the site for any purpose other than a car park is strongly opposed.
Submission No. 27 GR and SM Hofmann 7/1 Royal Street, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	Any high rise development is totally out of character with the precinct.
	Q4a	Strongly Support
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strong Do Not Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Strongly Support
	Q5	To be compatible with the current ambience of the area.
	Q6	No consideration has been given to traffic in Royal Street that becomes gridlocked after events.
	Q7	Refer to details of letter and table below.
Separate Letter and Table		The design concepts are strongly opposed for the following reasons: <ul style="list-style-type: none"> - One of the features of the local area is that the only high-rise structures in this precinct are the

	<p>Upper Eastside Apartments and the Main Roads building. Both of these are situated on top of the highest point in the area and adjacent to large areas of open space to act as a buffer. All other development is low rise (four storeys or less).</p> <p>An eight or nine storey development would be totally out of character with this precinct. The only compromise might be a four or five storey development justified by the precedence created by the Royal Street Public Car Park.</p> <ul style="list-style-type: none"> - East Perth is an award winning example of urban redevelopment, having been transformed from an aging semi industrial area into an exciting and modern residential, retail and commercial precinct. Property owners bought into the area due to the character and their investment was endorsement of the existing development guidelines. Changing them now to introduce high-rise development is changing the goal posts and not supported. - The idea of creating public open space on the site is supported. However this is not suitable compensation for a nine storey building. - No discussion or consideration has been made of the shadowing effects that would be caused by a high-rise development in this area. There are numerous low-rise residential dwellings to the south and east of the proposed high-rise development and these would be adversely affected by the shadow. - No consideration has been given to increased traffic congestion created by high density, high rise development. The area is gridlocked whenever an event finishes at the WACA or Gloucester Park or during school drop off and pick up times. This is compounded by traffic outside Haig Park Circle. Adding a large number of vehicle movements into and out of Haig Park Circle will magnify the problems. - Both Sovereign Close and Haig Park Circle should remain as access points to Royal Street to avoid exacerbating traffic congestion near the Plain St traffic lights. - Creating additional retail in the area will compound problems. The precinct has been a graveyard for retail traders caused by the lack of free, short-term parking. It has been demonstrated that clients and customers refuse to pay for parking when visiting a shop for quick purchases and this has resulted in numerous businesses closing down. Unless the City changes its policy (or lack of) on short-term free parking, adding additional retail space in this area is pointless. - The Western Power substation has been a stand-alone structure for years without any adverse
--	---

		reactions.
Submission No. 28 Asghar and Nusrat Jamil 32 Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	No answer provided.
	Q4a	Oppose any development
	Q4b	Oppose any development
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Oppose any development
	Q4f	Oppose any development
	Q4g	Oppose any development
	Q4h	Oppose any development
	Q4i	Oppose any development
	Q4j	Oppose any development
	Q5	Do not support any design or future development on the site except its use as a car park.
	Q6	No future development should be considered at any stage.
	Q7	At the time of purchase of residential blocks in 1999, there was a clear undertaking that the site would remain a car park and no development would take place. Now, the proposed development will adversely affect our life and privacy.
Submission No. 29 John Prince 7/25 Haig Park Circle, East Perth	Q1	Nearby resident
	Q2	Concept 1 Neutral Concept 2 Neutral Concept 3 Neutral
	Q3	The establishment of clear design guidelines by the Council against which any proposed development can be evaluated, is strongly supported. However, the limited support for the three concepts is due to the belief that the maximum plot ratio should be kept at 1.5:1 rather than 2.0:1.
	Q4a	Strongly Support

	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Strongly Support
	Q4h	Strongly Support
	Q4i	Strongly Support
	Q4j	Strongly Support
	Q5	<ul style="list-style-type: none"> - The retention of as much open space as possible. - The restriction of the tower to the minimum possible height. - Legally enforceable guidelines are essential to protect the future of Haig Park Circle's character.
	Q6	Plot ratio should be limited to 1.5:1 as indicated in response to Q3.
	Q7	No answer provided.
Submission No. 30 Shahid Jamil 30 Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	No answer provided.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support

	Q5	Do not support any future development on the site.
	Q6	No consideration of any development proposals on the site at any stage.
	Q7	Land in Haig Park Circle was purchased on the understanding that there would be no future development at the site except as a car park. Any development now will adversely affect my privacy and lifestyle. Therefore any future development is strongly opposed.
Submission No. 31 David Atlas 82 Royal Street, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Support Concept 2 Do Not Support Concept 3 Strongly Support
	Q3	Concept 3 provides a good balance overall. The 14 storey height of Concept 1 could be located against Plain Street, with the lower buildings on the east side. This would provide substantial density to the area.
	Q4a	Strongly Support
	Q4b	Strongly Support
	Q4c	Neutral
	Q4d	Support
	Q4e	Neutral
	Q4f	Strongly Support
	Q4g	Neutral
	Q4h	Neutral
	Q4i	Support
	Q4j	Strongly Support
	Q5	The design for any of the buildings needs to be interesting. The concept drawings indicate plain, boring boxes.
	Q6	Response as per Q3.
	Q7	<ul style="list-style-type: none"> - Only opposition is that the original site was purchased at a minimal price due to the Restrictive Covenant on the land. It is not right that the City or the government lost out on a substantial sum of money as it is now being considered for rezoning. - East Perth needs more density and life. There are many empty shops in the area.

		<ul style="list-style-type: none"> - Perhaps the City should also recognise that the introduction of paid parking in the area is part of the problem faced by local businesses.
Submission No. 32 Jeff Hughes and Graham Cowan 51b Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - As a long term resident of Haig Park Circle less than 100 metres from and in direct view of the site, the height of the buildings in all three concepts is unacceptable and completely out of scale with all nearby buildings. - The potential overshadowing of nearby streets and residences will affect amenity for nearby residents. - While the objective of reducing car reliance is admirable, the additional residences and businesses in the proposed development will inevitably bring more vehicles, putting pressure on the areas amenity. This will be amplified by the (potential) elimination of the current public parking bays at a time when the Perth Stadium will add pressure to the current facilities. While local residents can and do walk and utilise public transport for journeys in the immediate area and to the city centre, private vehicles are still essential for convenient travel to and away from the area. - The addition of open space on the site is flawed - the Haig Park precinct has substantial gardens and green areas which are underutilised.
	Q4a	Neutral
	Q4b	Support
	Q4c	Strongly Do Not Support
	Q4d	Neutral
	Q4e	Support
	Q4f	Strongly Support
	Q4g	Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Support

	Q5	The most significant matter that needs to be included is that any development must be in keeping with surrounding buildings in aspects such as height, bulk, plot ratios and setbacks.
	Q6	The height of the buildings in the concepts fail in most aspects.
	Q7	To enhance the urban village and meet community wishes, the guidelines should be framed to encourage long term residents rather than short to medium term rentals. This would likely be achieved through the size and quality of the individual residences.
Submission No. 33 Sonia and Howard Dickinson 29 Trafalgar Road, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - The site was sold conditional to it remaining a car park. A high density, high-rise apartment complex is not suitable in the location. - Local businesses, residents and visitors rely on the car park to access local shops and restaurants. Car parking need is only going to increase with the Perth Stadium. - Residents bought expensive properties relying on the design conditions of the area to protect the village community. The design concepts do not fit with the surrounding residences and are completely out of scale with the precinct.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Support
	Q4d	Neutral
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	The site should remain a car park. No residential or commercial building use should be allowed on the site.
	Q6	<ul style="list-style-type: none"> - The design principles are not supported.

		<ul style="list-style-type: none"> - Current residents and businesses bought in the area in good faith that the village lifestyle would remain. Short term profit for a developer should not be at the expense of the community.
	Q7	<ul style="list-style-type: none"> - No development should occur on the site. The restriction to use the site as a car park should be maintained. It is a safe neighbourhood that has been carefully planned for the enjoyment of residents. There was never an intention for the site to be used for residences and the rules should not be changed. - A high density building does not fit into the area and would attract short term tenants and disrupt the peaceful community. It is a safe area and the increased traffic and noise would destroy its character.
Submission No. 34 Greg Baxter 51A Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The State Government's Development Assessment Panel refused a five storey mixed use development on the grounds that 'the proposed development does not respect the scale, form and character of the local area and that of surrounding buildings'. Concepts 1, 2 and 3 also do not respect the scale, form and character of the local area.
	Q4a	Neutral
	Q4b	Neutral
	Q4c	Strongly Support
	Q4d	Neutral
	Q4e	Neutral
	Q4f	Neutral
	Q4g	Neutral
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Neutral
	Q5	<ul style="list-style-type: none"> - The design concepts fail to take into consideration the impact of the Perth Stadium and the forecast increase in the levels of vehicle and pedestrian traffic. - They also fail to honour the intent of the Restrictive Covenant to maintain the design values of

		the East Perth area. The urban density argument is poor and opportunistic.
	Q6	The high-rise design concepts are presented as the only options for the use of the site. The survey questions have been crafted to gain a false consensus on the preferences of local residents.
	Q7	The design principles fail to consider the impact of other residential development projects and opportunities in the surrounding area. Development opportunity prioritisation should be key to the growth strategy, with the site only considered when all other locations have been developed and there is additional demand for residential dwellings in the area.
Submission No. 35 Birgitta Baxter 51A Haig Park Circle, East Perth	Q1	Nearby property owner and resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	Support commercial development, e.g. retail, food and beverage, services, etc. Do not support more residential development.
	Q4a	Strongly do not support
	Q4b	Strongly support
	Q4c	Strongly support
	Q4d	Neutral
	Q4e	Strongly support
	Q4f	Neutral
	Q4g	Neutral
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Neutral
	Q5	Do not support an increase in residential dwellings at the site.
	Q6	Do not support the proposed design principles.
	Q7	Develop an engaging retail and service precinct. Do not increase residential development.
Submission No. 36 Sanja Druzijanic 9 Haig Park Circle,	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support

East Perth		Concept 3 Strongly Do Not Support
	Q3	<ul style="list-style-type: none"> - All concepts result in the loss of 49 public car parking bays which are essential for residents, visitors and businesses in Claisebrook Village and Haig Park Circle. The preservation of public car parking should be mandatory. - The eight to 14 storey buildings are incompatible with the two to four storey buildings on Haig Park Circle and will cause overshadowing to adjacent apartments in winter.
	Q4a	Neutral
	Q4b	Strongly Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Do Not Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Support
	Q5	<ul style="list-style-type: none"> - 49 public car parking bays should be retained on site. - Provision should be made for commercial vehicles and rubbish trucks to turnaround and exit in Sovereign Close in a forward direction, without reversing onto Royal Street.
	Q6	<ul style="list-style-type: none"> - No options maintain the public car parking as originally intended. - The building heights are excessive. - Plot ratio should be reduced.
	Q7	<ul style="list-style-type: none"> - Further concepts should be developed which retain the public car parking and lower building heights to four storeys maximum. - Deleting car parking bays is premature. The impact of the Perth Stadium on East Perth needs to be understood as more parking bays may be needed, not less.
Submission No. 37 Fred Ferrante 9 Haig Park Circle, East Perth	Q1	Nearby resident and nearby worker
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support

	Q3	Refer to written submission (detailed below).
	Q4a	Do Not Support
	Q4b	Support
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Strongly Support
	Q4g	Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Support
	Q5	Refer to written submission (detailed below).
	Q6	Refer to written submission (detailed below).
	Q7	Refer to written submission (detailed below).
Separate written submission	<ul style="list-style-type: none"> - The Design Principles and Concepts do not reflect the original planning objectives for the site as established by MRA (then EPRA) and the strong community views expressed against previous development proposals for the site. - The MRA (then EPRA) established the site for the specific purpose of providing public car parking for the Claisebrook Village. The MRA clearly expressed during the sale of the land that the land will remain as a car park in perpetuity. The MRA then used a Restrictive Covenant as a mechanism to ensure compliance with the planning objective for the site. The covenant clearly states that the use of the lot shall be “as a car parking area and no other use”. <p>The concepts do not reflect the original planning objectives for the land as no option presented contemplates the retention of any of the 49 public car parking bays.</p> <p>Whilst the City may not be legally bound to the terms of the Restrictive Covenant, it can and should carry forward the original planning objective into the concepts. The City also has the option to rezone the land to a Scheme Reserve – Public Purposes (Car Park) as a means of</p>	

	<p>addressing the zoning anomaly currently affecting the land.</p> <p>Any planning framework for the land should ensure that the current level of public car parking remains.</p> <ul style="list-style-type: none"> • The Design Principles and Concepts do not reflect the strong community views expressed at the time of the last development application. Over 400 submissions were lodged yet the concepts do not address the key elements of those submissions - loss of public car parking and incompatible built form with immediate surrounding residential area. The concepts appear to have been prepared in isolation without reference to the community views and expectations. <p>The concepts offer a choice between eight and 14 storeys spread between two buildings. There should be an option that retains the current number of parking bays and proposes two to four storeys spread over two buildings. Plot ratio should not be the sole determinate of an appropriate building envelope.</p> <p>The concept states that “sufficient parking is also provided within close proximity to the site...” and that “an analysis of the occupancy of this car parking has confirmed there is sufficient capacity within the area.” The validity of these statements is strongly rejected. Further evidence to support these statements and provide details of the analysis is requested.</p> <p>No decision should be made to delete or remove any public car parking bays from the area until after the Perth Stadium has opened and the impact has been monitored.</p> <p>The State Government is actively promoting car parks in East Perth and the City as solutions for patrons of the Stadium with access via the new Swan River pedestrian bridge. Claisebrook Village has been earmarked as a pre/post game entertainment destination.</p> <p>Historical parking analysis cannot be relied upon to inform planning decisions for the site given the looming changes associated with the Perth Stadium.</p>
--	--

		<p>The loss of parking should not be contemplated in any concepts. No decision to delete any parking should be made without a wider parking and traffic management strategy having been prepared and circulated to the East Perth community for comment.</p> <ul style="list-style-type: none"> The concepts do not address commercial vehicle manoeuvring and circulation in Sovereign Close. Rubbish trucks and commercial vehicles loading and unloading cannot be permitted to reverse from Sovereign Close onto Royal Street (and vice versa). Provision should be made for a turnaround area within the site to allow commercial vehicles to enter and exit Sovereign Close in a forward direction. <p>Sovereign Close was never designed to be a no through road. The current configuration of the site enables these vehicles to circulate on-site and exit in a forward direction via Sovereign Close or Haig Park Circle. The Sovereign Close / Royal Street intersection is a traffic pinch point and having vehicles reversing will create further traffic problems and will be dangerous for pedestrians and cyclists.</p> <ul style="list-style-type: none"> The eight – 14 storey building envelopes (closest to Plain Street) are incompatible with the two to four storey buildings located opposite Haig Park Circle. <p>It is likely that the existing apartments abutting the PAW will be in shadow for the majority of winter, causing a considerable loss of amenity for the residents. Preservation of winter sun penetration to these apartments should be mandatory.</p>
Submission No. 38 Robert Grinbergs 11 Haig Park Circle East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The concepts negatively affect the amenity and character of the surrounding area. The number of dwellings is excessive and the building mass will dominate and overpower the streetscape.
	Q4a	Neutral

	Q4b	Neutral
	Q4c	Neutral
	Q4d	Neutral
	Q4e	Neutral
	Q4f	Neutral
	Q4g	Neutral
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Neutral
	Q5	The preceding questions favour a particular response and are biased. They should be disregarded.
	Q6	<ul style="list-style-type: none"> - Whilst not relevant to the Principles, the intent of the existing Restrictive Covenant ought to be respected i.e. to restrict the use of the land to that of a car park for the benefit of the community. - The maximum number of dwellings must be determined by a rigorous analysis of the relevant factors. Plot ratio must not exceed 1:1.
	Q7	The proposed concepts remain at odds with the wishes of the community and are inconsistent with the scale, aesthetic and design intent of the precinct.
Submission No. 39 Jo and Matt Yacopetti 21 Royal Street, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Do Not Support
	Q3	The tower element is an inappropriate design for the site. There are no high-rise towers at this intersection and visually it will stick out. The design principles of the area are demonstrably low rise and changing the plot ratio to enable a tower disregards the character of the neighbourhood.
	Q4a	Support
	Q4b	Strongly support
	Q4c	Neutral
	Q4d	Neutral
	Q4e	Strongly support
	Q4f	Strongly support

	Q4g	Strongly support
	Q4h	Neutral
	Q4i	support
	Q4j	support
	Q5	Use of external materials should be consistent with existing surrounds i.e. natural stone, brick, muted colour render. Not steel and glass that would look completely out of place in this location.
	Q6	A tower design is an inappropriate entry statement to Claisebrook at the Royal and Plain Street intersection and would be detrimental from a range of outlooks. It would even be very apparent standing at Henry Lawson Walk looking across the Cove towards Royal Street, which currently presents as uniform low rise design.
	Q7	There are already existing similar tower and commercial developments in Bronte and Bennett Streets with further developments proposed and/or approved. The argument that this proposal fulfils infill requirement is therefore not compelling and the addition of a tower development in this location is short sighted. The proposed plans only favour the developer.
Submission No. 40 Vicki Weston 10 Haig Park Circle, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The current car park is utilised daily to capacity and there is not a need to build apartment blocks in this public car space.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support

	Q4j	Strongly Do Not Support
	Q5	No answer provided.
	Q6	Do not want to see an apartment building on the site.
	Q7	No answer provided,
<p>Submission No. 41 The Planning Group on behalf of the owners of the site, Claisebrook Holdings Pty Ltd Written Submission</p>		
<p>- The owners are highly supportive of higher density development in line with the objectives of the State Planning Framework, including the objectives identified in the Central Sub-Region in the Perth and Peel @3.5 Million Strategic Plan, Directions 2031 and SPP 4.2 Activity Centres for Perth and Peel. These documents advocate for further density in the central Perth area, in ‘activity centres’ and in other areas with good access to public transport. The subject site is located within very close proximity to the CBD, just metres from the ‘Yellow Cat’ bus route and within 800m of Claisebrook Train Station.</p> <p>Whilst the Claisebrook area was traditionally developed for more mid-scale (three to four storey) type development, it has since been identified that this may have been somewhat of a lost opportunity, and that a higher scale of development would have better contributed to the vitality of the area and better support local businesses. The City’s planning framework advocates that the site be developed up to 2:1 and the design concepts will ensure that the development will add amenity to the area.</p> <p>The three concepts provide for a pedestrian link and central green space which will add to the amenity of the area for surrounding residents, improve the outlook from their properties and reduce the perception of bulk to Haig Park Circle. Overall the concepts respond well to many of the resident’s concerns with the 2013 development application. While concerns were also raised about the loss of parking bays, there is sufficient parking in the vicinity including opposite the site at the Royal Street Public Car Park and on street parking.</p> <p>- Concept One is the preferred option as:</p> <ul style="list-style-type: none"> • The taller building will allow for a more efficient build and higher levels of amenity and outlook for future occupants, as well as providing a more feasible and saleable end product. • While it will generate a taller tower, the three storey podium to adjoining streets and the 		

	<p>proposed open space will provide more intimate, pedestrian scale and reduce the perceived impact of the tower.</p> <ul style="list-style-type: none"> • The proposed scale recognises the significant development potential of the site, being within the East Perth Centre and in close proximity to the city centre. Whilst the resulting development would be the highest building in the immediate vicinity, it is surrounded by several other tall and reasonably bulky buildings including the parking facility on the opposite side of Plain Street. • While the higher tower would create a longer shadow than the other options, there would be less overshadowing on Haig Park Circle and other public realm. The longer shadow would also move relatively fast during the day, reducing the impact on adjoining properties and the public realm. • This option would also provide a larger and more usable area of open space, with the benefit of better access to sunlight, particularly in the morning. The open space area and Haig Park Circle itself would be less overshadowed than in the other two options. • In all three options vehicle access will be obtained from Sovereign Close into the basement or podium so a high proportion of the area shown as open space would be utilised as vehicle access. Option 1 would be the least impacted by vehicle access as it allows for a larger area of open space. • Screening of existing building to the north and integration with the Western Power Transformer can be addressed through the landscaping of the space. It is expected that a development application would include an appropriate landscaping plan to demonstrate this.
Submission No. 42 Jessica Barber 7A 29 Trafalgar Road, East Perth Email submission – no completed survey.	<p>The proposed heights of the concepts are of concern. Any of the options above four storeys would have a very negative impact on the visual appeal and views in East Perth. The only option that would be supported is one that provides a low design with lots of green space and architecture that compliments the neighbourhood.</p>
Submission No. 43 Strata Owners of Haig 33 33 Royal Street,	<ul style="list-style-type: none"> - Commercial owners purchased their properties on the basis that the existing car park would be kept in perpetuity. - There will be material adverse impact on commercial owners with any changes to car park, due

<p>East Perth</p> <p>Email submission – no completed survey.</p>	<p>to resulting construction for over 12 months.</p> <ul style="list-style-type: none"> - Significant loss of customers who reside outside East Perth as car parking bays would not be available. A number of small independent businesses in the area rely heavily on the parking area. - The design guidelines do not address satisfactory commercial vehicle manoeuvring i.e. loading/unloading/rubbish collection, etc. - Perth Stadium will require more car parking bays not less. This has not been factored in. - The adjoining roads and traffic lights at Plain Street were not designed to cater for a large development here, but rather to compliment a car park for people driving to the area. - The underground car park for the building next to 33 Royal Street has its only ramp access from the carpark. - The previous proposal was rejected due to strong opposition from residents and commercial owners. Many owners oppose development due to the Restrictive Covenant in place. - The area was not originally planned for high-rise – the significant size of the proposed development is out of character with the area. - A number of units overlook the car park and area and their views would be lost. - The proposed development would limit most of the natural light the complex receives. - The owners would be subjected to an imposing complex that would overlook many living and bedroom areas. - The development would have a significant impact on privacy. - Removing a large car park from an area that is full of restaurants and cafes would put significant pressure on local residents to compete for parking. This would have a flow on effect on the surrounding businesses as their clientele will not have access to adequate car parking facilities.
<p>Submission No. 44</p> <p>Milanka Scurr</p> <p>19 Haig Park Circle, East Perth</p> <p>Email submission – no completed survey.</p>	<ul style="list-style-type: none"> - The car park was intended to be retained in perpetuity. Please use common sense and operate honestly, openly and professionally as expected. - Businesses rely heavily on parking in any suburb, none more so than a suburb like East Perth where this has already been purposely restricted, making any available parking doubly valuable. The inevitable extra pressure on parking when the Perth Stadium opens also needs to be considered. - It is understood the residents bought into the area knowing about the limited parking and accept this as part of the character of the suburb. But removing the car park now will change the suburb

	irreparably.
Submission No. 45 Metropolitan Redevelopment Authority Written submission – no survey completed.	<p>The design principles and concepts are generally well resolved but the following principles should be further explored prior to the preparation of Design Guidelines:</p> <ul style="list-style-type: none"> - A slender tower at the Plain Street frontage would be preferred (Concept 3), however the maximum height identified should only be permitted where design excellence, as defined by the Government Architect's Better Places and Spaces Policy 2013, is achieved. Any development on this site will form a landmark as viewed from East Parade / Plain Street and will therefore effect the perception of the area. <p>Design Guidelines should re-inforce this and require the tower and elements above four storeys (visible above adjoining buildings), to be designed in response to its uniquely high level of visibility from this key gateway to the city centre.</p> <ul style="list-style-type: none"> - The potential for the proposed open space areas to be overshadowed, particularly the eastern end of the proposed park in Options 2 and 3, should be considered further. A linear park following the alignment of Sovereign Close should be considered to allow solar access year round. - The open space areas should be primarily focussed on pedestrians, but given the need for car parking access from Sovereign Close, a shared area will need to be incorporated at the northern end, adjacent to the street. - The principles for integration of the substation need to be clear to ensure it is done effectively and does not represent a back of house area for the buildings. - It is noted that a Restrictive Covenant, to the benefit of the former East Perth Redevelopment Authority (now MRA), is still in place, which requires the site to remain a car park in perpetuity. Further discussion will therefore need to occur between the MRA, the land owner(s) and the City in order to allow for development to occur in the future.

Submission No. 46 Jeffery Carroll 10 / 53 Haig Park Circle, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The building will be an incredible disadvantage to me and the other people living in the same Foundation Housing building opposite the site.
	Q4a	Strongly Do Not Support
	Q4b	Strongly Do Not Support
	Q4c	Strongly Do Not Support
	Q4d	Strongly Do Not Support
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Strongly Do Not Support
	Q4i	Strongly Do Not Support
	Q4j	Strongly Do Not Support
	Q5	No answer provided.
	Q6	No answer provided.
	Q7	Strongly opposed to the proposed redevelopment of the site.
Submission No. 47 Paul Griffin 8/35 Haig Park Circle, East Perth (Written submission – no survey completed)	- Free or cheap parking is very important for retailers. EPRA won awards for the East Perth development and wisely placed a restrictive covenant on the site to provide convenient parking for customers. Wilson Parking charge \$10 for 30 minutes and impose large fines but people still park there. Three local businesses pay Wilson Parking for their customer parking at great expense per month. The large number of apartments built or planned in East Perth since 2001 means more parking is required not less. Parking should be an amenity. Unfortunately, the City treat it as a method to raise maximum	

	<p>revenue regardless of the damage caused to residents and business. There are 13 shop vacancies in Royal Street between Trafalgar Street and Bennett Street. The customers of remaining Royal Street businesses want convenient ground level parking.</p> <p>Other areas in Perth including North Perth, Maylands, Mt Lawley offer a level of free or cheap parking. East Perth offers no free parking and no parking behind businesses.</p> <p>Free parking should return to Royal Street. The argument that Royal Street paid parking is necessary to pay for CAT buses is nonsense. An efficiency dividend needs to be implemented at the City.</p> <p>The three proposed concepts contain 60 apartments and no public parking. This will severely aggravate the current situation for businesses, customers and residents. In addition most of the residents in the 60 new apartments will get a Resident Parking Permit, utilising the 69 car parking bays set aside for Haig Park Circle residents.</p> <ul style="list-style-type: none"> - The open space in each of the concepts is not required. The existing parks are rarely used. - It appears the 14 storey concept has only been presented to make the eight and nine storey concepts seem acceptable. - None of the concepts are acceptable. The positive for the concepts is it will be cooler in summer due to the shade cast by the buildings. <p>Preferred option is to retain the site as a public car park. The Restrictive Covenant should not be lifted, Wilson Car Parking should be removed from managing the site and first hour free parking should be implemented.</p> <p>A compromise could be 30 apartments on half of the site and public car parking at sensible prices on the other half (potentially 6 levels of apartments and two levels of car parking). Alternatively,</p>
--	---

		<p>a double storey car park could constructed over the total site.</p> <ul style="list-style-type: none"> - There is no lack of apartments built or planned in East Perth near Haig Park Circle. These include 9 Tully (79 apartments), EastBank (70 apartments), Skye – Wickham Street (39 apartments), Eastside, Aspire – Brown Street (23 apartments), Wickham Apartments, Enclave – Bronte Street, Vue Tower (many apartments), Waterbank (many apartments). Prominent developers have predicted a bust in apartment markets. The National Bank has East Perth and Perth on loans blacklist. - If the restrictive covenant is removed a condition should be that the owner pays the difference between the original price and the new value. The land was owned by EPRA and WA people should benefit from rezoning. This money could be used to purchase CAT buses or donated to St Bartholomews.
Submission No. 48 Rhoda 1a Haig Park Circle, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	Needs to remain as car parking for residents and businesses in the area.
	Q4a	Strongly Do Not Support
	Q4b	Support
	Q4c	Support
	Q4d	Neutral
	Q4e	Strongly Do Not Support
	Q4f	Strongly Do Not Support
	Q4g	Strongly Do Not Support
	Q4h	Support
	Q4i	Neutral
	Q4j	Neutral

	Q5	No answer provided.
	Q6	Not in support of development, would prefer the car parking kept as is. Agree that the substation could be moved.
	Q7	No answer provided.
Submission No. 49 Michael Hinkley 3/33 Royal Street, East Perth	Q1	Nearby business owner
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	<p>Removing the car park altogether will be a huge detriment to my hairdressing business in the area. A large majority of our clientele are from outside the East Perth area and must drive to get to the business. As parking is already scarce in the area, removing the car park would make it almost impossible for the local businesses to survive.</p> <p>Given the expected influx of non-local people to the East Perth village area once the Perth Stadium is completed, a lack of parking would be enough to drive the patrons out of the area totally, losing a great opportunity for increased foot traffic for local businesses.</p>
	Q4a	Do Not Support
	Q4b	Neutral
	Q4c	Do Not Support
	Q4d	Neutral
	Q4e	Neutral
	Q4f	Support
	Q4g	Strongly Do Not Support
	Q4h	Neutral
	Q4i	Neutral
	Q4j	Neutral
	Q5	Car parking for the public should be maintained. Ideally the site would be kept as a car park, but at very least the building/site should include public parking bays.
	Q6	Public car parking is already difficult to find in East Perth. Removing the car park would be

		detrimental to local business.
	Q7	No answer provided.
Submission No. 50 Helene Offer 38 Joel Terrace, East Perth	Q1	Nearby resident
	Q2	Concept 1 Strongly Do Not Support Concept 2 Strongly Do Not Support Concept 3 Strongly Do Not Support
	Q3	The existing public car park is desperately needed in East Perth. The area has changed dramatically over the past ten years with regards to parking restrictions. Creating more higher density, high rise development will only increase pressure on an already struggling area parking wise.
	Q4a	Strongly Do Not Support
	Q4b	Neutral
	Q4c	Strongly Support
	Q4d	Strongly Support
	Q4e	Strongly Support
	Q4f	Support
	Q4g	Strongly Support
	Q4h	Support
	Q4i	Neutral
	Q4j	Strongly Support
	Q5	Leave the site as a car park and do not remove the covenant.
	Q6	Taking away the small car park and making more residential and commercial opportunities may seem sensible in the developer's eyes. However, use of this car park is essential for fast convenience shopping in the area. East Perth needs more easy access car parking not more businesses and residents.
	Q7	The development needs to reconsidered. It is more important to improve the current area, rather than to add more development.
Submission No. 51 Haig Park Circle Action Group		Preference is for the site to remain as intended: - EPRA in 2002 took steps to protect the residents from any change relating to the car park. - The property was marketed and priced accordingly and a Restrictive Covenant placed on the land

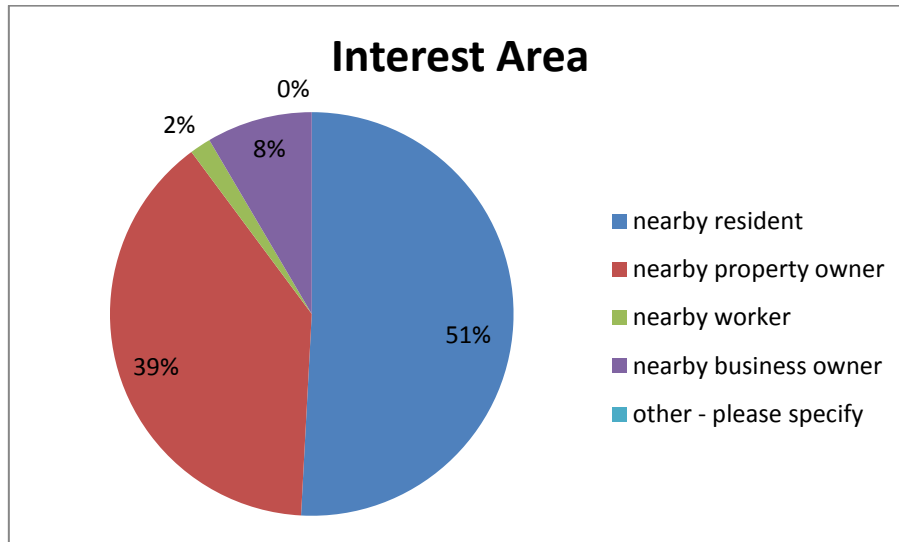
<p>Email submission – no survey completed.</p>	<p>to protect its status. Consequently the property currently does not have any building guidelines as it was never intended to be used for purposes other than car parking.</p> <ul style="list-style-type: none"> - Residents are legally and morally entitled to rely on this assurance when deciding to live and invest in the area. - Government authorities entrusted in protecting the Restrictive Covenant for the welfare of residents, should not make decisions based only on commercial considerations. In addition the City advised on 3/12/15 that proposed planning controls which may render the covenant superfluous are in development in order to consult with the community and to submit to Planning Committee and Council for approval in the New Year. - At present the owners or prospective developers of the site are entitled to lodge development applications. <p>Any proposed planning controls need to incorporate the following:</p> <ul style="list-style-type: none"> - No reduction to the current 49 public car parking bay facility. Any development would need to maintain a minimum of 49 bays for public use. - Maintain and integrate with the density, ambience, village atmosphere and aesthetics of the area as currently exists. - Any impact to existing residents lifestyle to be minimal. - Address vehicle manoeuvring in Sovereign Close to recognise and accommodate the requirements for deliveries and waste removal and minimise further congestion in Royal Street and Haig Park Circle. - Maintain an acceptable number of car parking bays for visitors to the area and workers to improve the area rather than cause disruption and chaos. - Future development applications would need to be guided by the Design Guidelines which the Council adopts. There must be no discretion available to the Council to depart from any provisions in the Guidelines and this must be clear in the Guidelines. - Any development application must adhere to the current building regulations within Haig Park Circle. <p>It is noted that the residents have reinforced their view that the Restrictive Covenant should not be</p>
--	--

	removed or modified. Only one submission was not concerned about the loss of the 49 public car parking spaces.
Petition with 36 signatures	<ul style="list-style-type: none"> - Strongly protest against all the Guidelines, Proposals and Concepts for the redevelopment of the site. - Protest strongly against the lifting of the Restrictive Covenant placed on the property in 2002.

ATTACHMENT D – CONSULTATION AND ISSUE ANALYSIS

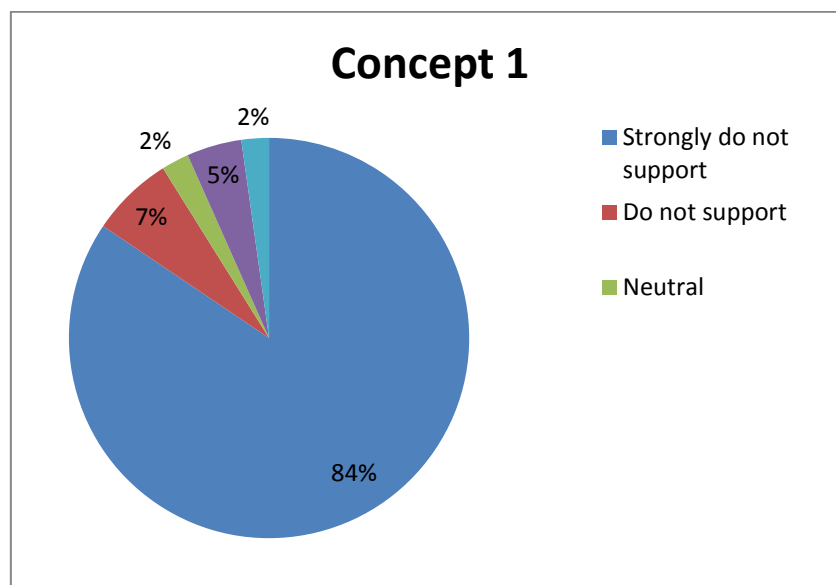
Haig Park Circle Preliminary Community Consultation Results

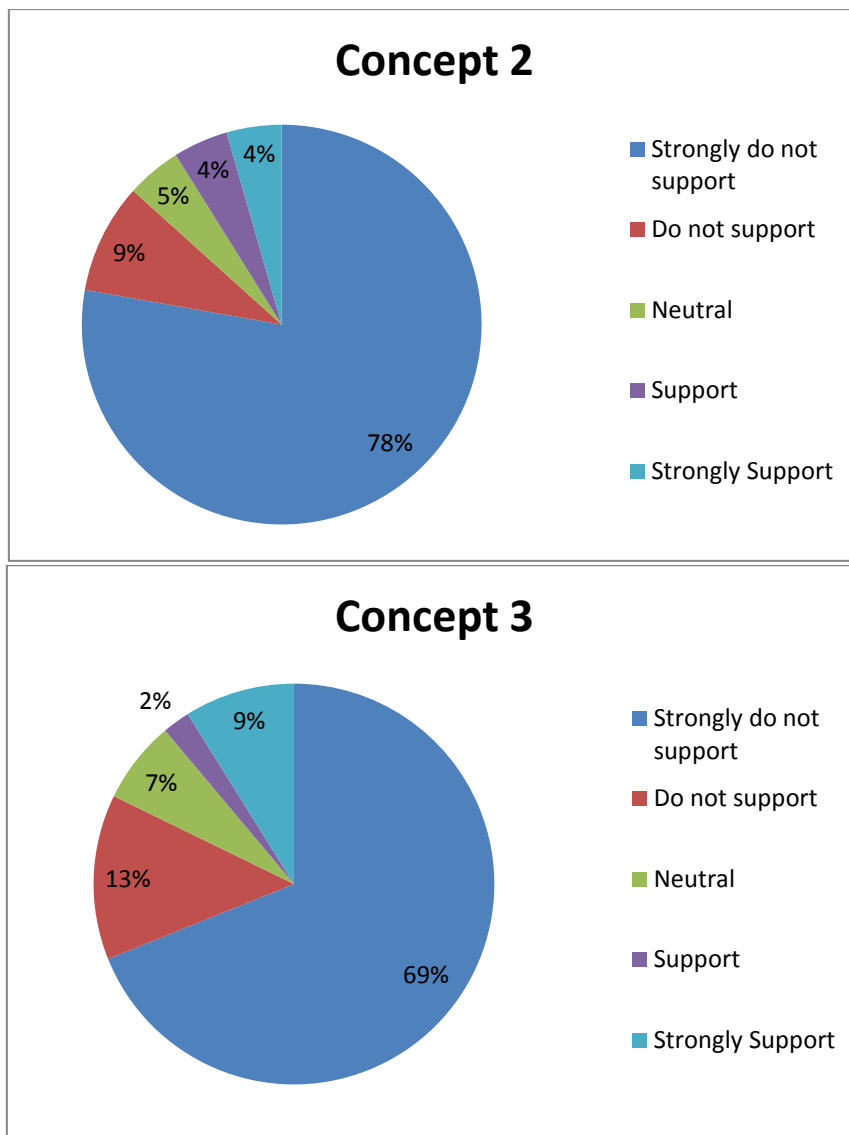
Q1 What best describes your interest in the future development of Lot 70 Haig Park Circle, East Perth?



Q2 Please indicate your level of support for the Design Concepts for the site.

	Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
Concept 1	38	3	1	2	1	45
Concept 2	35	4	2	2	2	45
Concept 3	31	6	3	1	4	45





Q3 Please provide reasons below as to your level of support of the Design Concepts.

Response	Details	Total Number
Concept Specific	Do not support any concepts	4
	Concepts 1 and 3 too high	2
	All concepts too high	1
	Concept 3 most in keeping with surrounding heights/built form	5
	Concept 1 preferred due to open space.	3
	Concepts 2 and 3 most in keeping with surrounding built form	2
	Concept 1 out of character with area	1
Car Parking	Keep as public car park	8
	Existing shortage of public car parking	9
	More car parking needed when Perth Stadium finalised for businesses to take of Stadium patrons	8
	Public car parking required for businesses, visitors, residents	3

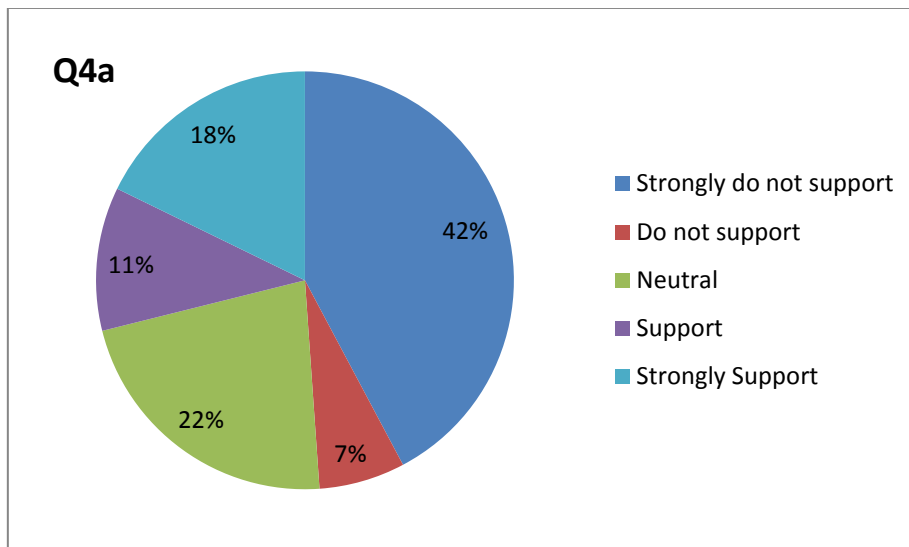
	Require development to incorporate 49 public car bays	3
	Development will increase car parking shortage	1
	Public car park is utilised to capacity daily	1
Restrictive Covenant	Maintain Restrictive Covenant	6
Neighbourhood Character and Amenity	Not in keeping with streetscape, neighbourhood, 'Village' character	5
	Will have a negative impact on amenity and character	2
Purchase Decision	Purchased on the basis of Restrictive Covenant and car parking	4
Traffic and Access	Need to address movement and manoeuvring in Sovereign Close	3
Plot Ratio and Density	Maximum plot ratio should be 1:1	2
	Maximum plot ratio should be 1.5:1	1
	Number of dwellings is excessive	1
Built Form	Do not support high rise	1
	Excessive bulk and scale	4
	Will dominate streetscape	1
	Other buildings in Haig Park Circle low rise, maximum two storeys plus loft	2
	Nil setbacks not appropriate	1
	Maximum four storeys.	1
	Maximum eight storeys	1
	Tower element inappropriate	1
Construction	Construction will affect business.	3
	Construction will affect vehicular access to Haig Park Circle	1
Architecture	Unimaginative	1
	Ensure interesting design	1
Public Open Space	Already sufficient open space in area	2
	Open space will be overshadowed	2
Community Opinion and Consultation	Inadequate consultation	1
	The City continuing to pursue development despite opposition	3
Apartment Supply	Already an oversupply of apartments	2
Promote Development	Concepts promote/assist development approval	2
Dwelling Quality and Mix	Cater for families	1
	Ensure good design and amenity	1
Other	Establishment of Design Guidelines supported	1
	Support commercial development but not more residential	1
	Building will be a disadvantage to the people	1
	Design will affect resident safety	1

Please indicate your level of support for the following proposed Design Principles for the future development of the site

Land Uses

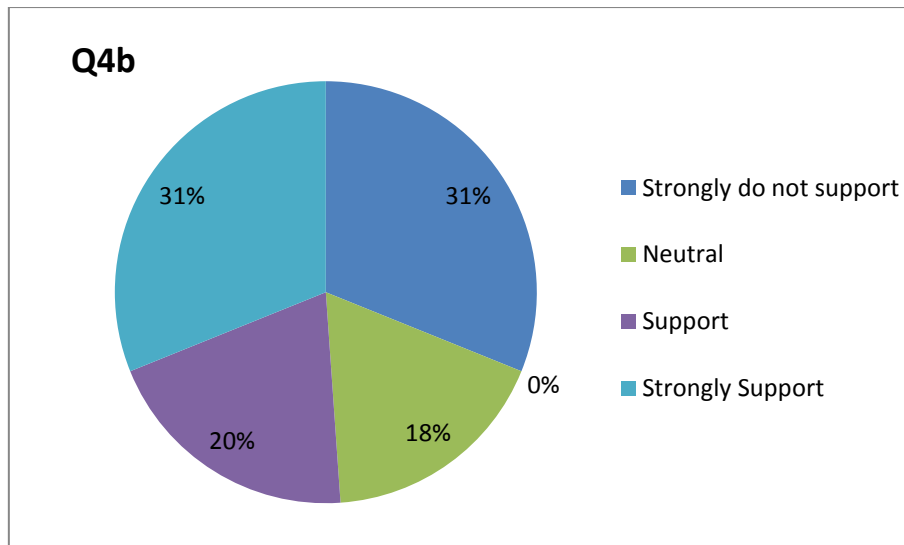
Q4a The development of the site should be residential rich.

Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
19	3	10	5	8	45



Q4b The location of uses on the site should respond to the existing character of the area, with residential uses fronting Haig Park Circle and commercial uses fronting Plain Street.

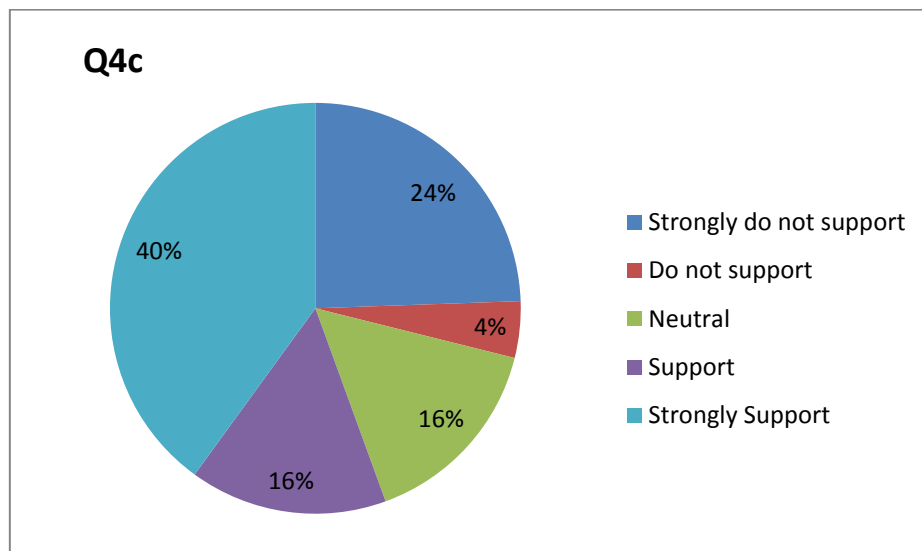
Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
14	0	8	9	14	45



Places for People

Q4c Green public space should be created on the site to contribute to the green public space network within the area and improve the outlook for adjoining properties.

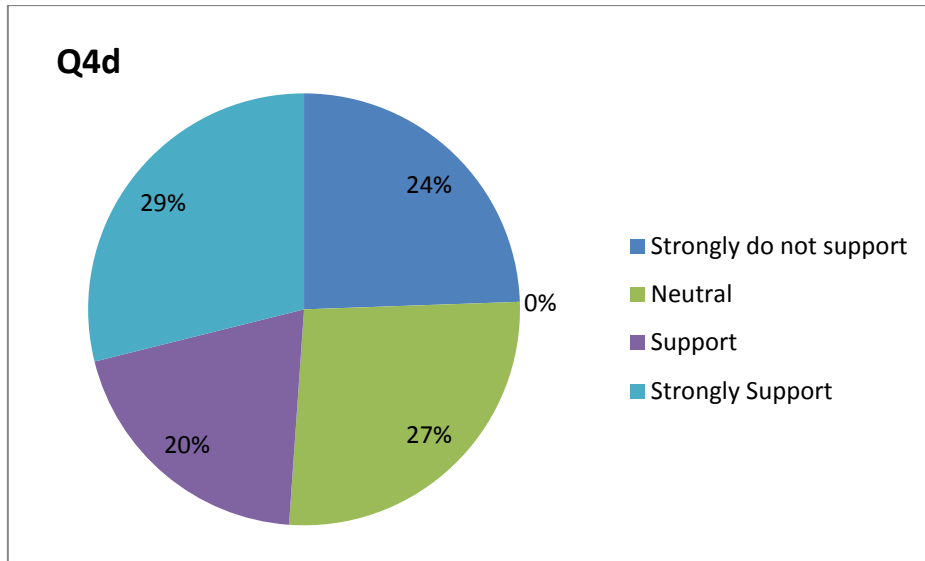
Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
11	2	7	7	18	45



Connectivity

Q4d A pedestrian connection should be provided through the site linking Orchard Way with Royal Street through an extension of Sovereign Close.

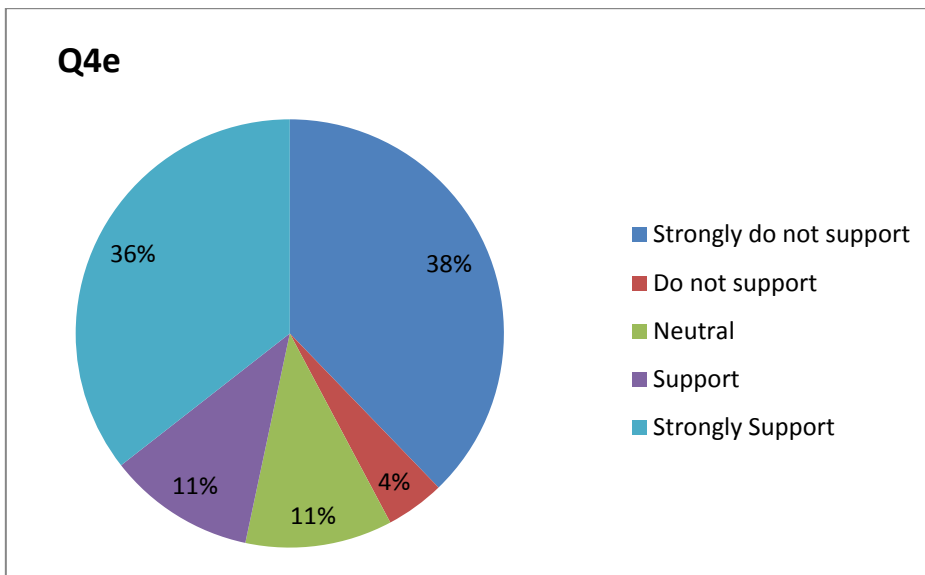
Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
11	0	12	9	13	45



Quality Design

Q4e The development of the site should be broken up to minimise building bulk and respond to the grain of surrounding development.

Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
17	2	5	5	16	45

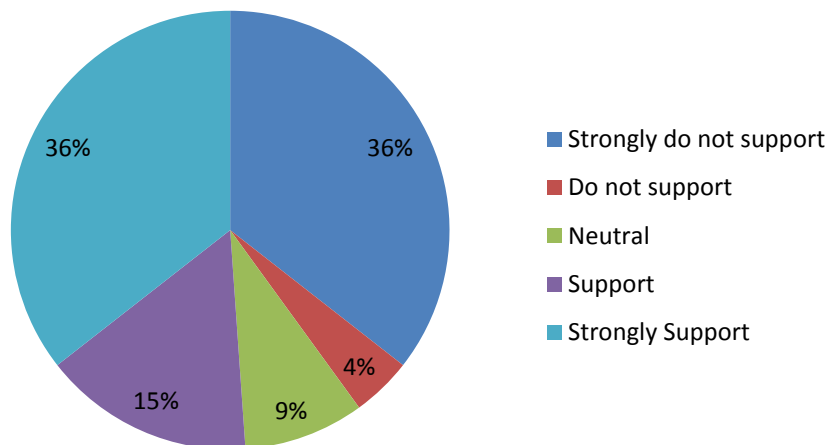


Q4f The development should respond to the scale of surrounding development and should step down towards Haig Park Circle to acknowledge the three storey development on the opposite side of the road, step up toward Royal Street, and place the majority of building height on Plain Street.

Strongly do not	Do not support	Neutral	Support	Strongly Support	Total

support					
16	2	4	7	16	45

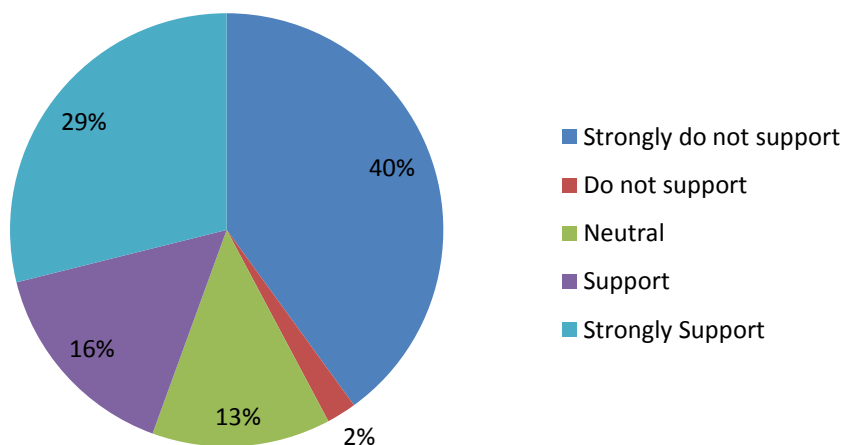
Q4f



Q4g Car parking should be located in the basement of the development with access from Sovereign Close to minimise any increase in traffic on Haig Park Circle.

Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
18	1	6	7	13	45

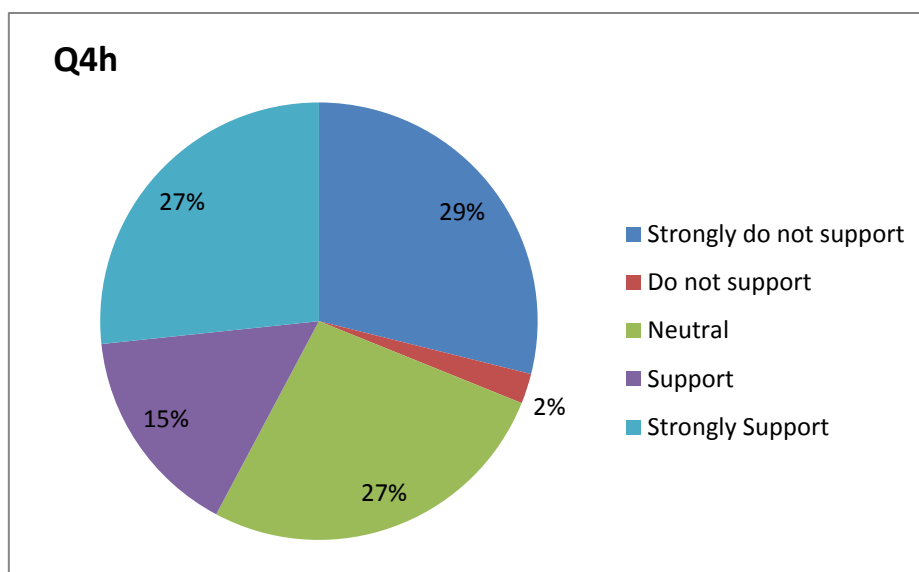
Q4g



Q4h The Western Power substation should be integrated into the development of the site where possible to minimise its impact on the streetscape.

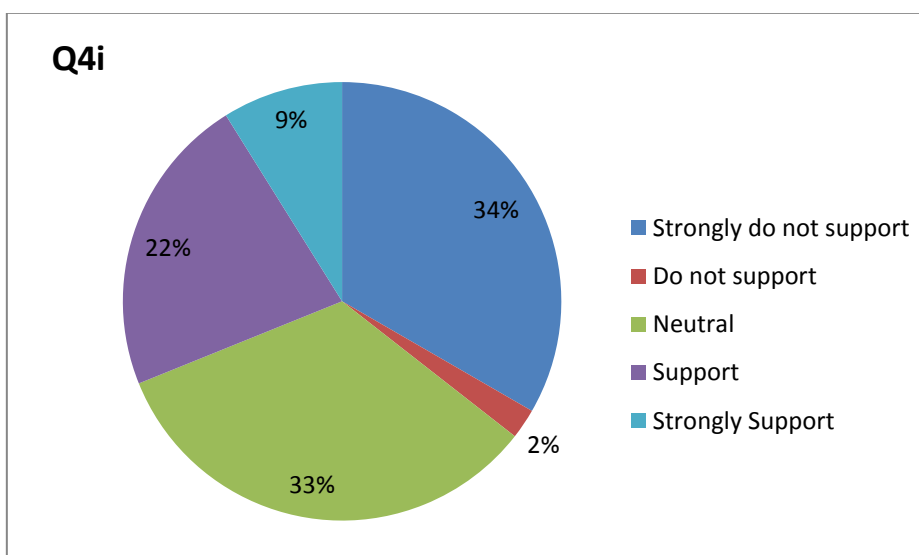
Strongly do not	Do not support	Neutral	Support	Strongly Support	Total
-----------------	----------------	---------	---------	------------------	-------

support					
13	1	12	7	12	45



Q4i The development of the site should screen the back of the development fronting Royal Street.

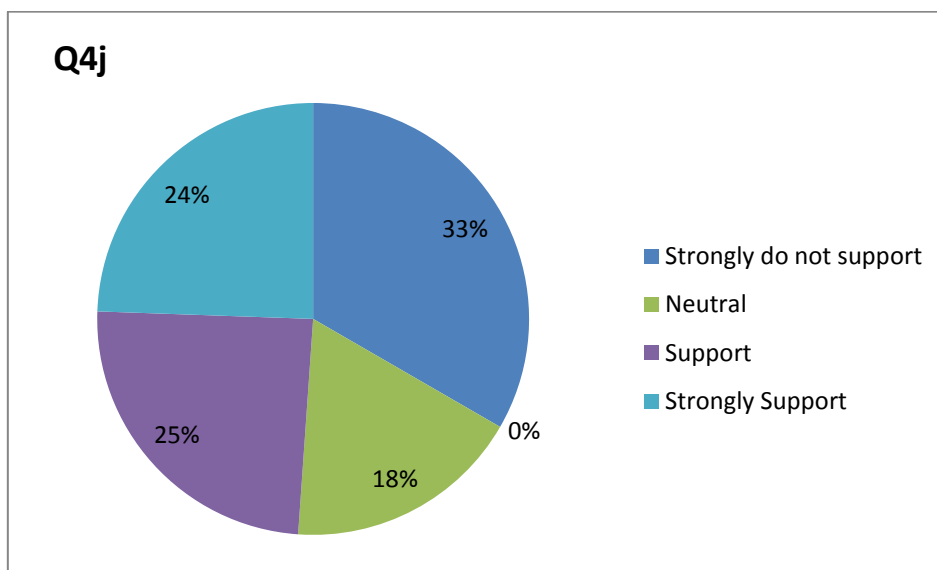
Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total
15	1	15	10	4	45



Q4j Buildings should be designed with slight variations, enhancing the architectural character of East Perth.

Strongly do not support	Do not support	Neutral	Support	Strongly Support	Total

15	0	8	11	11	45
----	---	---	----	----	----



Q5 Please provide reasons below as to your level of support of the proposed Design Principles.

Response	Details	Total Number
General Development	Do not support development	3
	Do not support any design concepts	1
Car Parking	Retain as a public car park	10
	Provide some public car parking	2
	Provide 49 public car parking bays on site	1
	Shortage of public car parking with Perth Stadium opening.	2
Restrictive Covenant	Retain and uphold Restrictive Covenant	6
	Concepts should incorporate provisions of Restrictive Covenant	1
Traffic and Access	Address access to site for servicing, no reversing onto Royal Street.	2
	Address access to and from site.	1
	Address Royal Street traffic congestion	1
Built Form	Limit building height to 4 storeys	1
	Street setbacks in Haig Park Circle should be 3 to 4 metres	1
	Limit building height to 4 storeys at Plain St and 2 storeys at Haig Park Circle	1
	Restrict the tower to minimum height	1
	Development must be in keeping with height, bulk, plot ratios and setbacks of surrounding buildings	1
	Allow greater height at the corner of Royal and Plain Street and leave the car park as existing	1
	Relocate the tower to the east to reduce noise to apartments.	1
Architecture	Design is boring	2

	Achieve better harmony with local architecture and character	1
	Interesting design required	1
	Use external materials consistent with surrounding	1
Neighbourhood Character	Retain Village atmosphere	1
	Be compatible with ambience of area	1
Dwelling Mix and Design	Single bedroom dwellings should be limited	1
	Provide family accommodation	1
	Liveable apartment design with adequate floor area	1
Other	No public art provided	1
	Provide as much open space as possible	1
	Do not support residential dwellings at the site	1
	Address pedestrian access and change in levels between Sovereign Close and public space carefully	1
	Redevelopment in current economic climate not supported	1
	Strictly enforced guidelines area essential	1
	Survey questions are biased, should be disregarded	1
	Lack of support for businesses	1

Q6 Are there any Design Principles that you think are missing and should be included in any future Design Guidelines for the site?

Response	Details	Total Number
Concept Specific/General Development	Oppose development	4
	Design Principles and Concepts not supported	4
	Concept 2 bulk and scale is supported but architecture poor	1
	Concept 3 fits with surrounding buildings with north south access	1
	Concepts 2 and 3 reasonable but need to be well executed	1
Restrictive Covenant	Uphold Restrictive Covenant	3
Car Parking	Land was purchased on basis of site remaining a car park	1
	Retain the public car park	4
	Shortage of public car parking in area	4
	Businesses will suffer from car parking shortage	2
	Options disregard concerns about car-parking	1
	4 storeys reducing to 2 storeys at Haig Park Circle appropriate	1
Plot Ratio	Limit Plot Ratio to 1:1	2
	Plot Ratio should be maximum 1.5:1	1
	Density will have a negative impact on amenity of area	1
	Reduce plot ratio	1
Public Open Space	Public open space high priority	1
	Public open space not required	1
Traffic and Access	Access from Sovereign Close could be narrower	1

Other	Development would lead to traffic congestion at the intersection of Royal and Plain Streets	1
	Roundabouts required	1
	Properties purchased on basis of character of area being retained as is	1
	Apartment building on the site not supported	1
	Query if residents or businesses involved in development of design principles	1
	Development needs to be high quality and not push the envelope	1
	Existing residents purchased on basis skyline views would be retained	1
	Substation could be moved	1
	Concepts do not reflect character of area	1
	Construction would have an adverse impact on business	1

Q7 Do you have any additional feedback you would like to provide?
(Includes comments in submissions other than survey)

Response	Details	Total Number
General Development	Oppose redevelopment of site	7
	None of concepts acceptable	1
Restrictive Covenant	Property purchased on basis of Restrictive Covenant	2
	Restrictive Covenant being ignored	1
	Retain and uphold Restrictive Covenant	3
	When was the Restrictive Covenant removed and was community consulted?	1
	Owner of site purchased at reduced price due to Restrictive Covenant. Government missed out on potential revenue of increased development potential.	2
Car Parking	Retain as public car park	9
	Loss of convenient public car parking will affect businesses, residents and their	5
	More parking required for businesses when Perth Stadium completed to take advantage of additional patrons	5
	Development should include public car parking	3
	Existing shortage of public car parking	2
	Introduction of paid car parking in area problem for businesses	2
	Additional retail will compound problems unless car parking issues addressed.	1
	Reserve land for car parking.	1
	Sufficient car parking in area.	1
Traffic and Access	Access for service vehicles inadequate	4
	Will increase traffic and congestion at corner of Royal and Plain Streets.	3
	Will increase traffic congestion	1

Purchase Decision	Owners purchased in area due to character. Changing guidelines now inappropriate.	2
	Owners purchased in area on basis of car parking being retained and no development.	4
Neighbourhood Character	Concepts out of character with area	5
	Development of car park will have a negative impact on the character of the area	2
	Development should be in keeping with general character of area.	1
	One building will not create vibrancy	1
	Concepts should reflect community village feel	2
	East Perth needs more density and life	1
Apartment Supply	Development will create oversupply of apartments	3
Built Form	Opposed to height of concepts.	2
	Maximum two storey plus a loft was applied elsewhere in Haig Park Circle	1
	High-rise not in keeping with area – medium density with limited height appropriate	1
	4 or 5 storey maximum only	3
	Should include concept for 4 to 5 storeys with public car parking	1
	Podium will reduce impact of tower	1
	Other tall buildings in area	1
	Design Excellence required given visibility of site.	1
	New development should be consistent with current provisions for Haig Park Circle.	1
Community Opinion	Strong ratepayer opposition to proposals	4
	Council should not rezone without consultation	1
	Should be a community forum on local issues	1
	Concepts do not reflect community opinion	2
Plot Ratio and Density	Apply maximum plot ratio of 1:1	1
	Transferring the site from Precinct EP2 to EP1 was back door way of increasing density.	1
	Support higher density development	1
	Public open space supported but not suitable compensation for 9 storey development	1
	Public open space will be overshadowed, reconsider alignment.	2
	Shared pedestrian and vehicle area will be required at the northern end of the site.	1
Public Open Space	Public open space not required	1
	Access will be difficult during construction	1
	How will residents and businesses be compensated during construction?	1
Dwelling Size and Mix	Apartments should be designed for long term residents	1
Other	Businesses will be lost	1
	Should be no discretion for Council or DAP to vary Design Guidelines.	2
	Continue to communicate with community	1
	How will businesses be compensated for long term	1

	impact?	
	Do not increase residential development. Promote retail and service precinct.	1
	Stand-alone substation is not an issue.	1
	Principles for integration of substation need be clear and effective	1
	Already similar developments proposed and approved in Bronte and Bennett Streets so infill not required. Favours developer.	1

ATTACHMENT E – SHADOW DIAGRAMS –DESIGN CONCEPT C

Development with a maximum plot ratio of 2.0:1.0



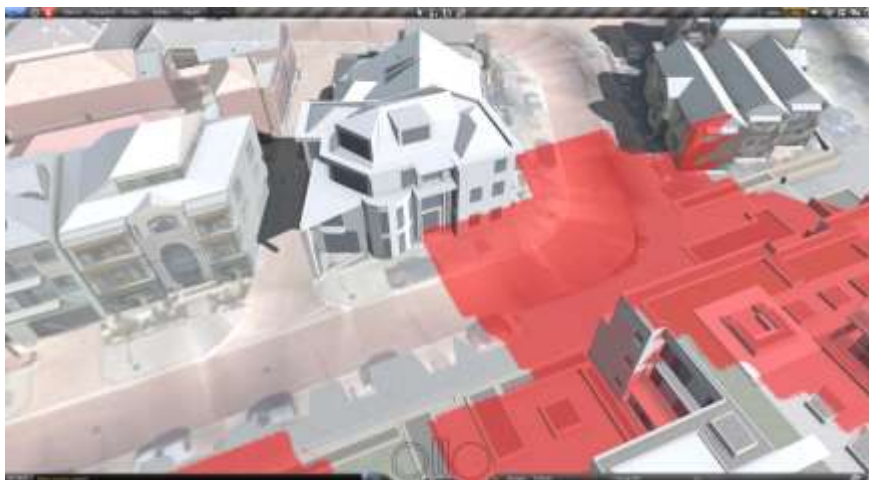
21 August – 10am



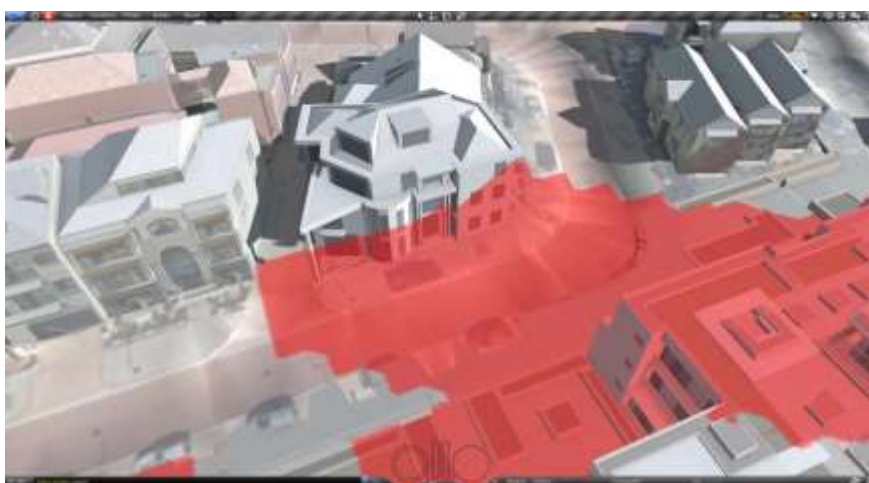
21 August – 11am



21 August – 12pm



21 August – 1pm



21 August – 2pm



21 August – 3pm



*All building heights indicated are maximums and all setbacks indicated are minimums

ATTACHMENT G

Alternative Design Concept D with a plot ratio of 1.5:1.0



Alternative Design Concept E with a plot ratio of 1.5:1.0



Alternative Design Concept F with a plot ratio of 1.5:1



ATTACHMENT H - SHADOW DIAGRAMS ALTERNATIVE CONCEPTS

Concept D - Plot Ratio 1.5 – maximum height on western side - approx 5 storeys



21 August – 10am



21 August – 11am



21 August – 12pm



21 August – 1pm

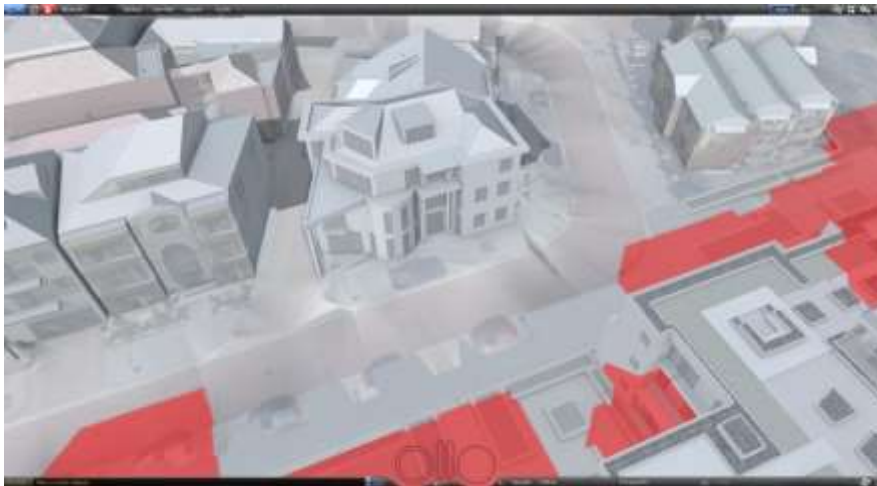


21 August – 2pm

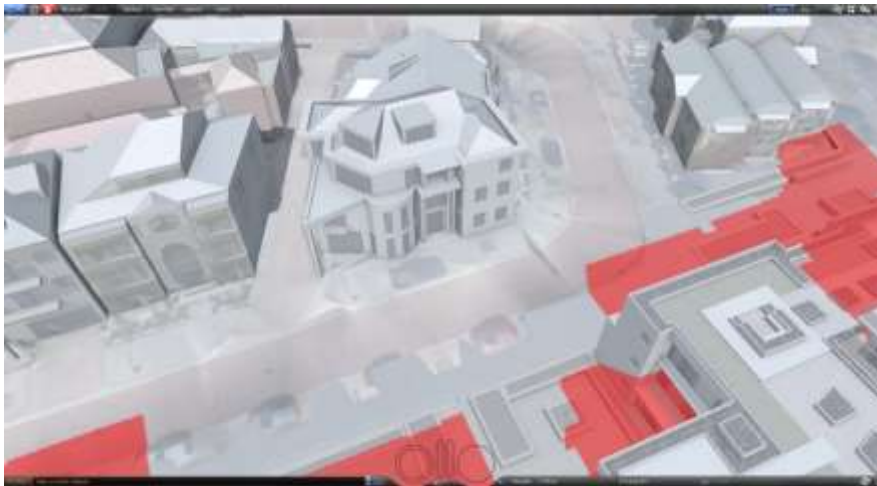


21 August – 3pm

Concept E - Plot Ratio 1.5 – maximum height on western side - approx 6 storeys



21 August – 10am



21 August – 11am



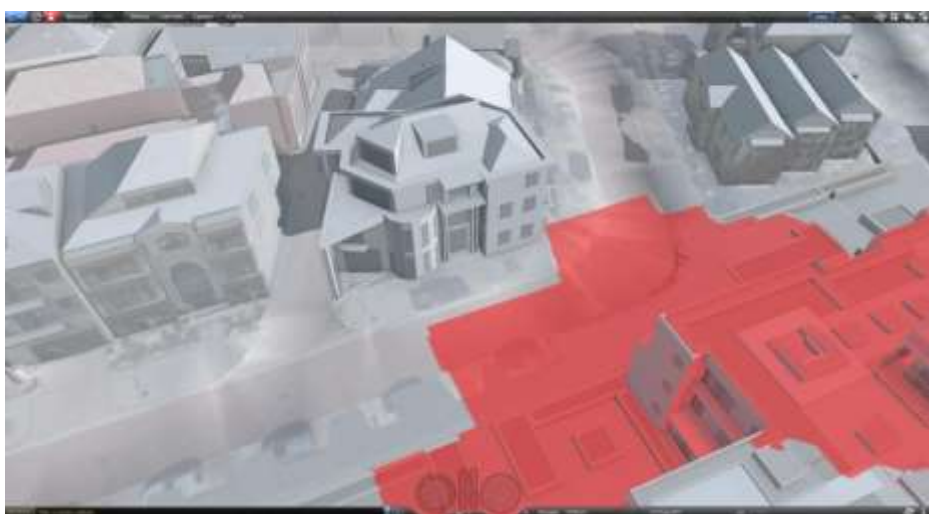
21 August – 12pm



21 August – 1pm



21 August – 2pm

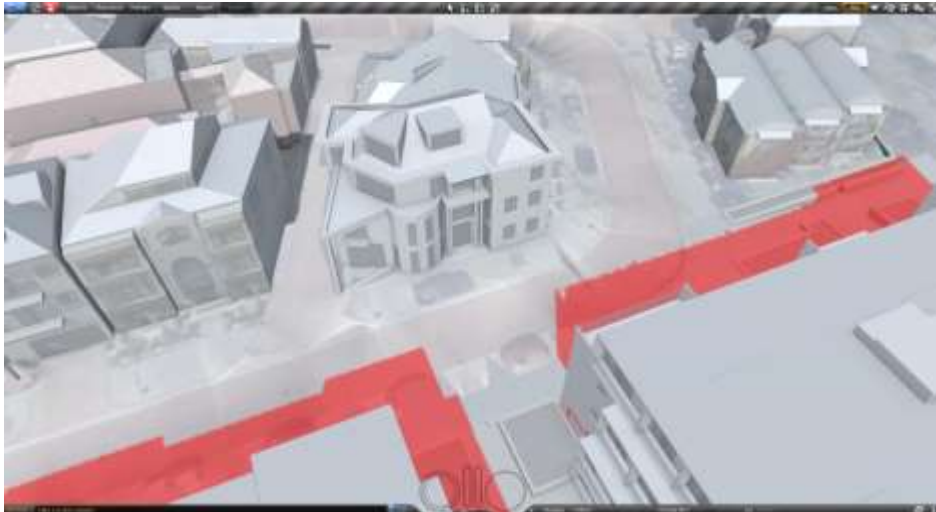


21 August – 3pm

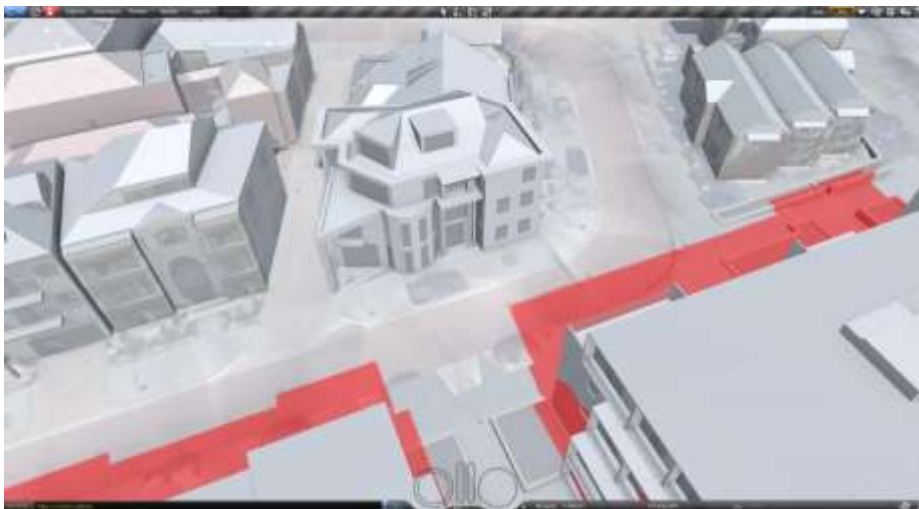
Concept F - Plot Ratio 1.5 – maximum height on western side - approx 4 storeys



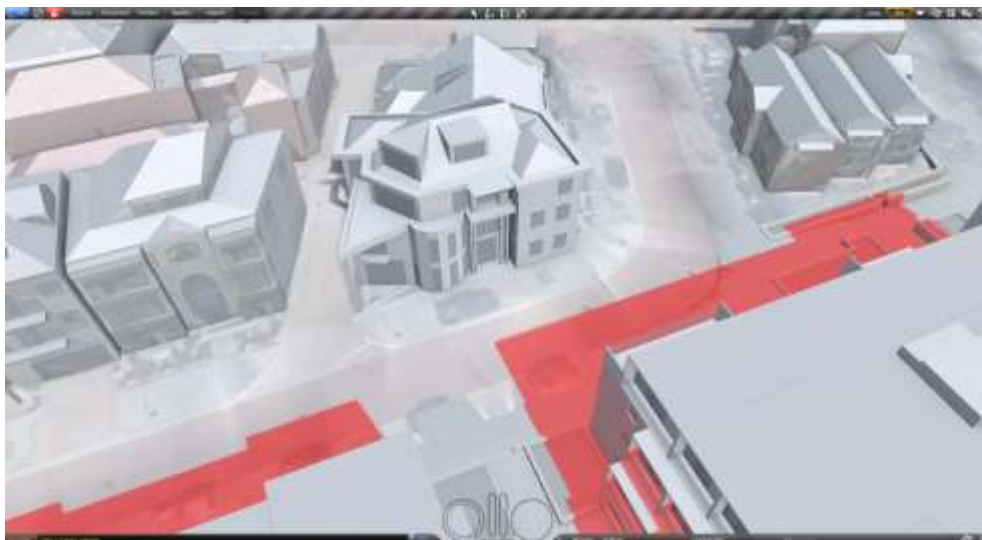
21 August – 10am



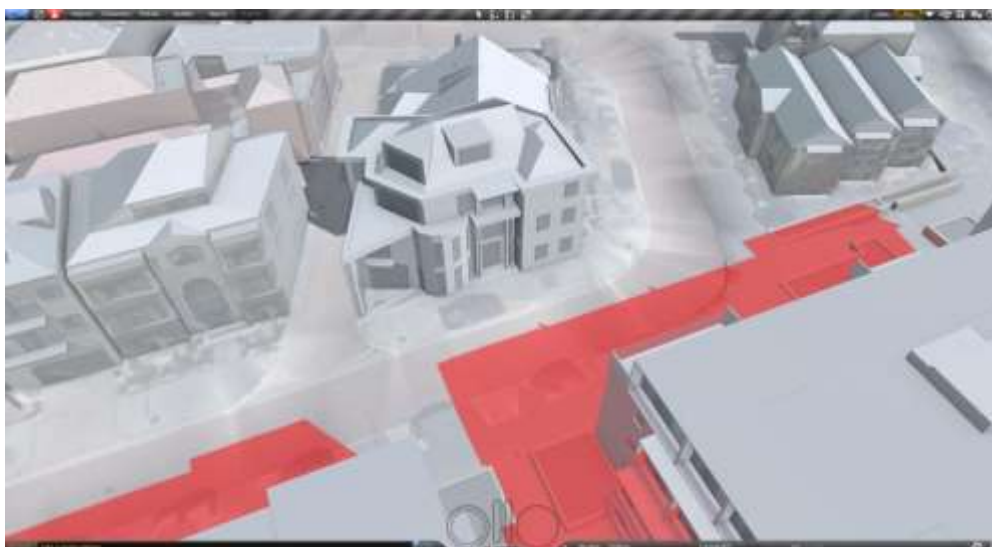
21 August – 11am



21 August – 12pm



21 August – 1pm



21 August – 2pm



21 August – 3pm

Agenda **Vacant sites and/or Buildings in disrepair**
Item 13.4

Recommendation:

That Council:

- 1. notes existing activation initiatives and business assistance offered by the City for vacant and disused spaces;***
- 2. notes existing compliance practices available to the City for buildings in disrepair; and***
- 3. does not proceed with an audit of all commercial buildings within the City's district.***

The Committee recommendation to the Council for this report was resolved by the Planning Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE: P1025207
 REPORTING UNIT: Coordination and Design
 RESPONSIBLE DIRECTORATE: Planning and Development
 DATE: 24/04/17
 ATTACHMENTS: N/A

Legislation / Strategic Plan / Policy:

Legislation *Commercial Tenancy (Retail Shops) Agreements Act 1985*
 Building Act in 2011
 Planning and Development Act 2005
 Public Health Act 2016
 Local Government Act 1995

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Perth as a Capital City
		S5.0 Increased place activation and use of under-utilised space
		S5.1 Review and explore opportunities for adaptability associated with occupancy rates
		S6.0 Maintain a strong profile and reputation for Perth as a city that is attractive for investment
		S7.0 Collaborate with private sector to leverage city enhancements

Policy

Policy No and Name:	9.2 – Heritage Rate Concession
	9.5 – Sponsorship of Perth City Activities
	18.1 – Arts and Culture
	18.13 Sponsorship
	18.14 – Donations
	18.15 – Grants

Purpose and Background:

At its meeting of **30 August 2016**, Council endorsed the following Notice of Motion tabled by Cr Green which reads:

“That the administration:

- 1. undertake an audit to document all commercial buildings that are vacant or in a state of disrepair; and*
- 2. considers the local legal context, what other Australian cities are doing on this issue and what is being done in other parts of the world, and prepare a report which details what incentives and interventions could be taken to encourage the occupancy of vacant buildings or their conversion to then become occupied.”*

Details:

In 2010 the City undertook a Vacant and Neglected Buildings Study which focused on addressing issues of general disrepair and dilapidation across the City’s district. This study identified a range of properties which were either in a state of neglect or vacant in a prominent location; two properties remain on this list (2-6 Parker Street and 78 James Street, Northbridge).

Although the City advises on and addresses structural integrity issues on an as-required basis through the City’s Building Surveyor and Development Compliance Officers, litigation triggered by Building and/or Planning legislation is rare. Rather, the City’s preference is to work with owners to assist them with understanding development controls, possible assistance measures, and the City’s expectations of business owners.

Perth CBD and West Perth Office Market Report

The 2016 Office Market Report produced by Jones Lang Lasalle describes the following office market condition:

<i>Perth CBD</i>	<i>West Perth</i>
<ul style="list-style-type: none"> • Total Stock: 1,768,137sqm • Total Vacancy : 385,303sqm • Total Vacancy rate: 21.8% 	<ul style="list-style-type: none"> • Total Stock: 425,555sqm • Total Vacancy: 62,806sqm • Total Vacancy Rate: 14.8%

Analysis undertaken by Savills, CBRE, RBA, and Lease Equity indicate that both area vacancy rates are above the 25-year average Office vacancy rate of 12.2%.

Vacant and Underutilised Spaces Issues Discussed

Increasing activation and the overall use of spaces in collaboration with the private sector to leverage economic enhancements is a business function of the City. The City has addressed vacant and underutilised spaces in three phases over the last five years:

- upper floor and underutilised spaces;
- central area activation; and
- broader scale office market vacancies.

The City engaged Pracsys Economics and Hassell in 2010 to produce the 'Forgotten Spaces Study' which involved auditing and scenario planning specific vacancies of upper floors in the Hay and Murray Street Malls. Following this study, the City partnered with the private sector to activate the 618 Hay Street Mall upper floor (Moana Chambers) with a café, gallery, and co-working space by underwriting the lease for 12 months and providing a bond. Changes to the *Building Act in 2011* had a significant impact to the feasibility of adapting upper floor spaces and basements, particularly with regard to costs associated with disabled access.

Some upper floors of buildings have become vacant over time in response to market forces and changing consumer demands. This is applicable for low, medium, and high-rise. Owing to the past removal of structural components such as stairwells, some upper floor spaces have become non-compliant with current Building, Planning, and Health legislation.

Financially, upper floor spaces can be difficult to rent because of 'equitable apportionment of outgoings' required by the *Commercial Tenancy Act 1985*. This presents a challenge when securing a tenant in addition to sometimes significant capital costs of upgrading a space to meet legislative standards. The City has been proactive in this regard through heritage rates exemptions that are commonly applied for in these circumstances and assessed by the City.

Building owners may also be reluctant to upgrade buildings or set a realistic market rate for their properties if perceptions for reductions in revaluations exist; this can lead to equity based upgrades becoming unfeasible or unachievable. A revaluation can undermine a loan and impact on a broader property portfolio secured against an asset and therefore can act as a disincentive for development.

City Initiatives

The City supports small and medium sized businesses to improve their buildings through the provision of Business Improvement and Small Business Grants which provide up to \$120k and \$20k annual budget allocations respectively. Assistance is also provided to help businesses find a location by facilitating discussions with leasing agents. Similarly, the City also promotes short-term use operators (pop-up shops) in vacant spaces for enhanced activation of the city and to create a revenue stream for property owners where longer-term tenants cannot be readily secured.

In addition, the City provides sponsorship across a range of events aimed at fostering growth and development of respective industries: Past events sponsored by the City include:

- RIIT Unearthed;
- LNG18
- Nextek;
- Minespace;
- TedX;
- West Tech Fest (OzApps);

- Founder Institute;
- Lets make Games; and
- Filmcom.

The City regularly meets with property industry representatives to examine joint opportunities for investment attraction. Currently, the City is focused on supporting a range of growth sectors including medical research, co-working spaces, technology start-ups, and education. Meetings are also held with investors through the 'Perth Education City' initiative to promote student accommodation developments.

The Economic Development Unit have also commissioned a building adaptability study that will analyse the common characteristics of C grade office building stock in the CBD, and through the appointed consultant team and architects develop six conversion schemes (i.e. conversion to A grade office stock, conversion to residential, conversion to student accommodation, conversion to mixed use, conversion to a health services hub and conversion to vertical education facilities).

This will provide an excellent engagement platform with building owners saving them time and money by providing them with a comprehensive overview of the considerations, costs, example schemes and plans to assist them in scoping up and undertake building conversions.

Economic Growth Drivers

City Planning Scheme No.2 (CPS2) includes a range of provisions that encourage the development of particular land uses. Scheme Bonuses are offered for Special Residential (Hotel and Student Accommodation), Residential, Heritage, and Community Uses. The City employs officers dedicated to liaising with the Metropolitan Redevelopment Authority (MRA) on projects such as Elizabeth Quay, Riverside (Waterbank), Perth City Link, and Perth Stadium to ensure benefits from these State projects are optimised in the long-term development of Perth.

Whilst providing development control provisions, CPS2 is flexible enough to cater for changing market forces. In the 2016 calendar year, there were 13 change of use applications approved from 'office' to 'education' which represents 10,000m² of leasable office space. The City approved all applications less than a month after their respective submissions.

The City has also sought to increase the level of affordable housing provided for within the city by providing 48 affordable apartments at Goderich St for a cost of \$16 million. The City also contributes \$16 million annually for free public transport and associated infrastructure (including components of the new Perth Busport) which supports development of underutilised land. \$50m has been committed in the 2017/18 financial year for the maintenance, construction, and redevelopment of City infrastructure such.

Property Audit

Whilst a high level vacancy rate is able to be determined, a comprehensive audit of all commercial buildings to determine their condition would require technical analysis from suitably qualified individuals across the following disciplines for example:

- Structural Engineer;
- Civil Engineer;
- Mechanical Engineer;
- Electrical Engineer;
- Strategic Town Planner;
- Statutory Town Planner;
- Environmental Health Officer;
- Development Compliance Officer;
- Commercial Valuer;
- Architect; and/or
- Building Surveyor.

An in-house Project Manager would also be required to coordinate and prepare consolidated advice for the City in a comprehensive audit. It is otherwise not possible for the City to determine levels of disrepair or how specific vacant sites may respond to changes of use if indeed they are appropriate.

Financial Implications:

A cost for undertaking a city wide vacant and dilapidated commercial buildings analysis cannot be estimated at this point in time and would need to be determined through a formal tender process. For comparison, the City of Melbourne employs 6 Full-Time Employees comprising Managerial and Data Collection Officers to conduct continuous land use surveys.

Comments:

Tracking commercial or retail vacancies and undertaking building audits is not a general function of local government and would generate substantial additional staff and reporting costs estimated to be several hundred thousand dollars. The *Local Government Act 1995* restricts actions that can be undertaken by local authorities on private land and so unless functions are being performed under the *Building Act 2011*, *Public Health Act 2016*, or the *Planning and Development Act 2005*, access cannot be guaranteed for a comprehensive audit. Therefore, it would be difficult to provide accurate information in this regard.

The City already supports property owners and agents wishing to develop or convert properties and provides sponsorship and grants to events and businesses aimed at activating disused spaces. The existing building adaptability study being undertaken by Economic Development will meet the intent of engaging with building owners to encourage building conversions.

Recommendation:

That Council BY ABSOLUTE MAJORITY decision and subject to approval of the 2017/18, 2018/19 and 2019/20 budgets:

- 1. approves Triennial Event sponsorship of \$125,000 (excluding GST) per annum to Tennis Australia for the Mastercard Hopman Cup for the years 2017/18, 2018/19 and 2019/20;*
- 2. notes the provisional list of sponsorship benefits contained in the Detailed Officer Assessment in Attachment 13.5A;*
- 3. authorises the Chief Executive Officer (or an appointed delegate) to negotiate with the applicant the final list of sponsorship benefits and key performance indicators for inclusion in the agreement according to the Council approved funding amount; and*
- 4. notes that a detailed annual acquittal report, including any supporting material, will be submitted annually to the City of Perth for each year of the agreement.*

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034187#05
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	8 May 2017
ATTACHMENT/S:	Attachment 13.5A – Detailed Officer Assessment

]

Legislation / Strategic Plan / Policy:

Legislation

N/A

**Integrated
Reporting
Implications**

**Planning and
Framework**

Corporate Business Plan / Strategic Community Plan
Council Four Year Priorities: Perth as a Capital City
Perth at Night
Healthy and Active in Perth

S5	Increased place activation and use of under-utilised space
S6	Maintain a strong profile and reputation for Perth as a city that is attractive for investment
S13	Development of a healthy night-time economy
S15	Reflect and celebrate the diversity of Perth

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

City of Perth Triennial Event Sponsorship provides three year funding for organisations delivering major annual events that enhance Perth's local, national and international reputation as a major events leader, and deliver cultural, social and economic returns to the City's stakeholders. Funding is allocated each financial year.

Triennial Event Sponsorship is divided into two categories: commercial and community events. Each category is assessed separately to provide a fair evaluation against events of a similar nature.

2017 is the first year that the City has run the Triennial Event Sponsorship round. The City received two applications in the round, and after assessment, one of these is recommended for triennial funding for the years 2017/18 to 2019/20. The other is recommended for annual funding for 2017/18 under a separate report.

The City received applications from the following organisations:

1. Tennis Australia for the Mastercard Hopman Cup; and
2. Fashion Council of WA for the Telstra Perth Fashion Festival.

The City invited but did not receive applications for Triennial Event Sponsorship from the following organisations:

1. Variety WA for the IGA Carols by Candlelight for Variety;
2. Channel Seven for the RAC Channel Seven Christmas Pageant; and
3. Chung Wah Association for Perth Chinese New Year Fair.

These organisations will submit future applications for funding under the City's Annual Event Sponsorship program.

A seven member assessment panel consisting of cross Directorate members individually assessed each application according to the assessment matrix. The panel then convened to discuss and recommend suitable applicants for funding.

Officer assessment of all Mastercard Hopman Cup is detailed in Attachment 13.5A. Officer assessment of the Telstra Perth Fashion Festival is the subject of a separate report recommending Annual Event Sponsorship as it did not meet the threshold to be supported with Triennial Event Sponsorship.

A post-event report for the Mastercard Hopman Cup is available on the Elected Member Portal.

Details:

Triennial Event Sponsorship is the premier sponsorship program within the Event sponsorship framework. The City set a high level of outcomes for applicants to meet in the areas of activation, economic development, sustainability and scale and profile of the event. These requirements are higher than for the Annual Event Sponsorship program and reflect the prestige of the Triennial program.

The panel set a mark of 72 out of 100 in the scoring assessment system for an applicant to be eligible to receive triennial funding. Following the panel discussion and averaged scores, only one application has been recommended for three year funding.

Financial Implications:

ACCOUNT NO:	93E1 8000 7901
BUDGET ITEM:	Event Sponsorship
BUDGETED AMOUNT:	\$725,000
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$125,000
BALANCE REMAINING:	\$600,000
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

The Triennial Event Sponsorship program is the City's premier Event sponsorship program. The assessment panel set a high benchmark for applicants to reach in order to ensure the highest quality applications received three year triennial funding.

One applicant scored highly in the majority of areas and has been recommended for triennial funding.

Event Details

Event Title	Mastercard Hopman Cup		
Event Start Date	30/12/2017		
Event End Date	06/01/2018		
Venue	Perth Arena and City spaces		
Applicant	Tennis Australia		
Expected attendance numbers	116,000		
Ticket Pricing - Standard	\$35.65		
Projected overall attendance at free components	12,000		
Projected overall attendance at ticketed component	104,000		
Total Project Cost	Budget not submitted – commercial in confidence		
Total Amount Requested per annum	\$200,000	Total Amount requested over three years	\$600,000
REMPAN Impact (Direct)	\$32.6 M	REMPAN Total	\$57.7M
Category (Community or Commercial)	Commercial		
Recommendation	Approval		
Recommended amount	\$125,000.00	Recommended total over three years	\$375,000
Assessment Score	76.14 out of 100		

Event Synopsis

Mastercard Hopman Cup is a high profile international sporting event held annually in Perth at the end of December and beginning of January. The event is the International Tennis Federation's (ITF) official mixed teams competition, where players have the chance to represent their country in a unique format. Named in honour of tennis player and coach Harry Hopman, Hopman Cup has run in Perth for 29 consecutive years. The event is broadcast nationally on Channel 7 during prime time as well as through networks in over 200 countries.

Event Description

The Mastercard Hopman Cup is held at Perth Arena and launches the Emirates Australian Open Series during the first week of January. The event attracts over 100,000 people to the City annually. The tournament has previously featured international tennis players ranked among the world's best including; Roger Federer, Andy Murray, John McEnroe, Pat Cash, Boris Becker, Martina Hingis, Serena Williams, Novak Djokovic and Lleyton Hewitt.

Mastercard Hopman Cup (ticketed)

Start Date	30/12/17
End Date	06/01/2018
Start times	10.00am (morning session), 5.00pm (evening session)
Location	Perth Arena
Projected attendance	104,000
Ticket Price	\$35.65 - \$100.85 adult, \$5.10 - \$20.40 child

Two sessions are held daily in the morning and the evening, with only one session held on the last day of the event for the finals. The tournament is in a round robin format with the winners of Group A and Group B progressing to the final. Each consists of a Ladies Singles, Men's Singles and Mixed Doubles match.

In 2017 organisers introduced innovations including the Fast4 format (a condensed game of tennis where the first player to four games wins) and evening entertainment from DJ Boston Switch. The new format was well received by the public as it was fast-paced with more action.

The event will have an official invitation-only launch, with the date and time of this yet to be confirmed. In addition the event will have a New Years Eve Gala for players and VIP's to attend, to be held at the beginning of the tournament.

Mastercard Hopman Cup Activations (free)

Start Date	9 October 2017
End Date	30 January 2018
Start and finish times	Various
Location	Various
Projected attendance	6,050

In the lead up to Hopman Cup, event organisers plan to present a series of activations across Perth and the greater metropolitan area. These will include the following:

- Festival of Tennis" - free, family orientated activations encouraging children and their parents to "have a go", promoting both the event and the sport of tennis;
- Adult activation – themed bar and food trucks with activation;
- Schools and Club road show – a Tennis/Hopman Cup road show visiting metropolitan and regional WA schools and tennis clubs;
- Club activations; and
- Twilight Hawker Market activations.

2018 will be Hopman Cup's 30th anniversary, and organisers advise that the event will include some exciting new initiatives.

In 2017 Hopman Cup conducted a number of free outdoor events in conjunction with radio partner NOVA FM, attracting thousands of people with activities and giveaways. Last year's activations within the City included;

- Hopman Cup launch, Nova Cup – Forest Place; and
- three night markets held in Forrest Place with Hopman Cup trophy displayed along with “morph men” (promotional staff in morph suits) who roamed the markets handing out flyers and building enthusiasm for the upcoming tournament.

Organisers advise that a focus of the 2018 tournament will be on activations that bring people into the City outside of business hours, with all activities being held after hours or on weekends.

Organisation details

ABN	61 006 281 125
Entity Name	Tennis Australia Limited
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed
Goods & Services (GST)	Yes
Endorsed as DGR	No
Tax Concessions	No tax concessions
Main Business Location Postcode	3000
Main Business Location State	VIC

Organisational Strategy

Tennis Australia aims to connect more people to tennis. Core vision goals for the organisation are as follows:

- 1 million connected Australians;
- 1 billion global fans; and
- 1 grand slam champion.

2016 saw the implementation of a five year, four part Mastercard Hopman Cup strategic plan taking the event through to 2020;

- Recruit the best players,
- Produce a profitable world class event,
- Extend the footprint of the event locally and internationally, and
- Leverage the event for the sport.

Organisers advise that key to meeting these objectives over the next few years will be the ability to attract the most high profile players who attract a significant audience. Tennis Australia is currently attending all major tennis events around the world promoting Hopman Cup to players

and their agents in order to sign the most high profile players available. Successfully attracting the best players assists in producing a profitable event through ticket sales, sponsorship and other income streams.

Organisers advise that the event prides itself on being innovative. Over the next few years the event is hoping to introduce innovations such as a LED net, greater crowd engagement through technology within the venue, and increased integration into the community. Tennis Australia will re-evaluate the strategy for the event closer to the end of the current plan.

Organisation Capacity

Tennis Australia is the governing body of Tennis in Australia and is based in Melbourne, Victoria. The company was established by the New South Wales, Queensland, West Australian, South Australian, Tasmanian and New Zealand Lawn Tennis Association in 1904 to allow for the staging of the first Australasian Men's Championships in 1905.

The organisation now delivers the following:

- Australian Open Series;
- the Brisbane International;
- the APIA International Sydney;
- the Hobart International; and the Hopman Cup annually.

In addition to this, the organisation presents free tennis days at member clubs around Australia and children's events such as ANZ Tennis Hot Shots.

Previous City of Perth Support (last 5 years)

Year	Amount
2012/13	\$100,000
2013/14	\$100,000
2014/15	\$110,000
2015/16	\$100,000
2016/17	\$95,830

Sponsorship Assessment

Public Outcome in the City of Perth	Score (4)
Accessible to a broad demographic	3.2
Encourages new visitors, specifically those identified as key target markets for the City <ul style="list-style-type: none"> • Families • Baby Boomers • City workers/ young professionals 	3.7

The Hopman Cup event attracts over 100,000 people annually. The event ticketing plan caters for a broad demographic with children's tickets from \$5 and adult's tickets from \$30. In 2017, for the first time, organisers opened the doors to the public for Roger Federer's first practice session, with 6,000 fans attending. Organisers plan to replicate this initiative for future tournaments, subject to player availability. In addition, the practice court outside Perth Arena is open to the public and free to attend.

Economic Impact	Score (4)
Local businesses and traders are given opportunity to actively engage in the event	1.0
Provides attendees with opportunities to engage with City businesses pre and/or post event	2.8
Opportunities for City of Perth Parking to benefit from increased visitation and revenue	3.7
Contributes to a strong reputation for Perth as a city that is attractive for investment	3.3

Organisers conducted a patron survey with Repucom in 2017. The survey results indicated that the average person attending the event spent \$126 within the Perth CBD, excluding any spend within Perth Arena as part of the Hopman Cup itself. In addition 92% of patrons surveyed said they would not have spent time in Perth CBD during 1 to 7 January if they had not been attending the Hopman Cup. Organisers advise that the survey results show a direct economic impact of \$9,099,330. In addition, the event itself is responsible for approximately 1,300 room nights for staff, officials, participants and other operational related visitors.

Tennis Australia advise that Hopman Cup continually looks to attract as many overseas and interstate participants and supporters to the event year on year. In 2017 Hopman Cup commenced interstate marketing in both NSW and SA which they advise generated a solid Return on Investment. Tennis Australia has developed a clear objective to use events such as the Mastercard Hopman Cup to drive visitation to the host city. They plan to work with the City of Perth to ensure the City's objectives are included in any promotions and strategies.

Impact Reporting

Organisers currently produce an impact report for the event and will continue to do so over the term of any sponsorship agreement. Organisers will be allocating 0.5% of the events budget for measurement, evaluation and reporting.

Sustainability	Score (4)
Safe for participants and the public	2.8
A realistic, achievable budget	3
Applicants proven ability to deliver the project within the timeline	4
A demonstrated variety in funding sources to ensure sustainability of the project	2.8

Hopman Cup has secured a five year license with the ITF and is currently negotiation a 5 year deal with Perth Arena. Hopman Cup financials are commercial in confidence and only provided

to their principal partner, Tourism WA. In 2017 City of Perth invested \$95,830 (2.26% of the sponsorship revenue for Hopman Cup 2017). Organisers have a range of income sources including ticket sales, hospitality, merchandise and government and corporate funding.

Healthy and Active City	Score (4)
Event compliments and diversifies the existing offering within the City	3.3
Event does not clash or conflict with other events on the events calendar	3.7
Environmentally sustainable practices for the event have been adequately addressed	0.8
Increased place activation and use of under-utilised space	2.5

Hopman Cup is the only international profile sporting event held within the City. Being held in a traditionally quiet time post-Christmas, it does not clash or conflict with other similar events in the City.

Whilst the event is held at the Arena, activations are held in various locations in the city and greater metropolitan area in the lead up to the event.

Organisers have not addressed environmentally sustainable practices in the sponsorship application.

Commercial Event Criteria	Score (4)
Large-scale event with a history within the City	3.5
Event has helped to position Perth on a national or international stage	4
Proactively presents opportunities to maximise visitor spend within the City, driving commercial benefit to traders	3.3
Proposes leveraging opportunities between the organisation and the event to City of Perth programs or initiatives	2.5
Applicant is able to deliver on negotiated commercial sponsorship benefits	3.3
Event has a proven track record of attracting a large audience, (at least 40,000 annually) into the Central City and surrounds for the event	3.5
Event has a proven track record of attracting significant mainstream media coverage	4.0

Organisers believe that Hopman Cup is Perth's highest exposed event on an international scale. One of Hopman Cup's strategic objectives is to extend the footprint of the event locally and internationally; in 2017 organisers saw a range of outcomes including:

- procuring 14 international players from seven countries outside of Australia;
- broadcasting to over 200 countries with visuals of the City of Perth and Western Australia included in international broadcast feeds;
- Channel Seven's primary channel live broadcast all six night sessions and the final across the country for the first time. The rest of the tournament was broadcast across 7TWO and 7mate; and
- social media clips during the event drawing significant viewership; such as Roger Federer on the Bongo Cam, which attracted 564,000 views.

Organisers advise that Hopman Cup 2017 provided strong growth in domestic media coverage due mainly to broadcasting night sessions on Channel 7, this resulted in a 25% growth in domestic hours viewed.

More international media travelled to Western Australia than for any previous event. Organisers advise that the tournament secured the most media coverage in five years, with unprecedented media coverage due to the following factors:

- Roger Federer making his return to international tennis;
- Australians Nick Kyrgios and Daria Gavrilova returning to Perth to defend their title;
- Record crowds at Perth Arena for the event;
- Richard Gasquet and Kristina Mladenovic winning France's second Hopman Cup in three years.

The event is broadcast globally and in 2017 there was a 50% year-on-year growth in global audience up from 14.9 million to 22.4 million hours viewed globally. Organisers advise that new broadcast rights deals were struck with:

- ESPN (Pan-Latin America);
- Eurosport (Pan-Europe); and
- SRG SSR (Switzerland).

In 2017, Hopman Cup patrons surveyed spent on average \$126 within the Perth CBD, excluding any spend within Perth Arena as part of the Hopman Cup itself. Organisers advise that this resulted in an economic impact of \$9,099,330. Organisers advise that from those attendees who attended the event from outside the metropolitan area:

- 9,285 were from regional WA
- 4,127 were interstate, and
- 1,032 were international visitors.

Tennis Australia believes that with the word 'Perth' displayed prominently within on-court signage, it has a significant visual impact and assists with raising the profile of the City nationally and globally.

Benefits and application rating	Score (4)
Adequate benefits and recognition offered to the City	3.1
Demonstration of how the event will benefit from a triennial partnership rather than an annual partnership	2.5
Demonstration of how the City will benefit from a triennial partnership rather than an annual partnership	2
Quality of application	3

Hopman Cup has secured a five year license with the ITF and is currently negotiating a five year agreement with Perth Arena. Hopman Cup advise that triennial funding would permit a shift in focus from short to long term creating improved consistency of planning between years. In 2017 City of Perth was signed as a sponsor in November, allowing minimal time for joint planning of

leveraging opportunities to maximise return on investment. Organisers advise that triennial funding will also allow the event to plan new innovations.

Provisional Sponsorship Benefits

Organisers have offered the following benefits for sponsorship of the 2018 event, with the final agreed benefits subject to the final Council approved funding amount and successful negotiation:

- the City of Perth to be recognised as an ‘Official Partner of Hopman Cup’;
- an activation space at Perth Arena to conduct leveraging activities;
- an opportunity for the City to provide branded giveaways to patrons at the event;
- a commitment of two players during the event for an activation/promotion during the event with players and day/time to be committed prior to the event start;
- colour LED signage around centre court (during breaks in play);
- an eight second promotional space on external concourse Perth Arena screens;
- a full page colour advertisement in the official event program;
- a 30 second TVC played on the big screen on rotation with other partners;
- the support of the City to be acknowledged on social media for the event;
- the City to have digital advertising on www.hopmancup.com;
- an opportunity for the City to provide five questions for the post-event patron research;
- the City to be recognised as “presenting partner” of the free open training session of the event’s marquee player (should player availability allow), including all court LED signage during the session and recognition during the promotion of the session;
- the Official Event Launch to be held within the city; and
- the event to activate a minimum of four times within the city (activations may include attending existing events such as the Night Markets or stand-alone events such as a pop up tennis court).

Assessment Panel Comments

The Hopman Cup scored highly at assessment, with the panel recognising the value of the event in raising the profile of the city, increasing economic investment in the city and reaching a global audience.

The assessment panel believe that the event is one of the major events on the Perth calendar and deserves strong City support. The event provides opportunities for leveraging and integration into City campaigns. The assessment panel commented that whilst the event would continue without the City’s investment, the City would not be able to leverage off it and maximise the value for ratepayers and the community. In addition, the panel commented that higher calibre of players participating in the event would attract increased audiences to the City, in turn increasing economic benefit to the city.

The 2018 event will provide a unique opportunity for the launch for the event’s 30th year to be held in a city location.

The assessment panel believes that the high profile of the event and the significant return on investment which it generates justifies a triennial sponsorship agreement. This would allow both Tennis Australia and the City of Perth more lead time to work on the partnership and creative leveraging and activation opportunities. Cash sponsorship of \$125,000 is recommended per annum for 2017/18, 2018/19 and 2019/20.

Agenda **Event Sponsorship – Annual Event Sponsorship - Telstra Perth**
Item 13.6 **Fashion Festival**

Recommendation:

That Council:

- 1. approves Annual Event Sponsorship of \$230,000 (excluding GST) to the Fashion Council of WA for the Telstra Perth Fashion Festival 2017;***
- 2. notes the provisional list of sponsorship benefits contained in the Detailed Officer Assessment in Attachment 13.6A;***
- 3. authorises the Chief Executive Officer (or an appointed delegate) to negotiate with the applicant the final list of sponsorship benefits and key performance indicators for inclusion in the agreement according to the Council approved funding amount; and***
- 4. notes that a detailed annual acquittal report, including any supporting material, will be submitted to the City of Perth.***

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034187#04
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	8 May 2017
ATTACHMENT/S:	Attachment 13.6A – Detailed Officer Assessment Attachment 13.6B – Telstra Perth Fashion Festival Impact Report

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan / Strategic Community Plan
		Council Four Year Priorities: Perth as a Capital City
		Perth at Night
		Healthy and Active in Perth
		S5 Increased place activation and use of under-utilised space

- S6 Maintain a strong profile and reputation for Perth as a city that is attractive for investment
- S13 Development of a healthy night-time economy
- S15 Reflect and celebrate the diversity of Perth

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

The Fashion Council of WA applied for City of Perth Triennial Event Sponsorship under the City's first Triennial Event Sponsorship round. The City received two applications for Triennial Event Sponsorship with one of these recommended for Triennial Event Sponsorship under a separate report.

A seven member assessment panel consisting of cross Directorate members individually assessed each application according to the assessment matrix. The panel then convened to discuss and recommend suitable applicants for funding.

The application for funding for the Telstra Perth Fashion Festival did not achieve the threshold for support under Triennial Event Sponsorship and is therefore recommended for Annual Event Sponsorship.

The Telstra Perth Fashion Festival has been held annually since its inception in 1999. The event includes a number of events both free and ticketed, traditionally held over the course of five days.

Officer assessment of this application is detailed in Attachment 13.6A.

A post-event report for the 2016 Telstra Perth Fashion Festival is available on the Elected Member Portal.

Details:

The core events forming the Telstra Perth Fashion Festival will be held from 8 to 17 September in various city locations. The Windows in the City campaign will be held in August and run in the lead up to the Festival. A cultural program of events will run from 1 August to 30 November with the official Festival launch to be held in mid-July. 2017 will be the 19th year of the Festival.

In 2017, FCWA undertook impact reporting on the event for the first time after encouragement from City officers, and contracted Pracsys for this service. The Impact Report is attached for Elected Members consideration.

Financial Implications:

ACCOUNT NO:	93E1 8000 7901
BUDGET ITEM:	Event Annual Sponsorship (17-18)
BUDGETED AMOUNT:	\$725,000
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$230,000
BALANCE REMAINING:	\$495,000

ANNUAL MAINTENANCE: N/A
ESTIMATED WHOLE OF LIFE N/A
COST:

All figures quoted in this report are exclusive of GST.

Comments:

The City values the free components of the Festival, with the support of broadly accessible components appealing to a wide audience a core objective for the City, as well as increasing economic spend.

The assessment panel expressed support for the organiser's intention to develop the cultural program, bring forward Fashion Central to become a standalone event to launch the festival and to continue to invest in quality impact analysis and reporting in order to demonstrate outcomes.

With a final panel assessment score of 65.2 out of 100, the application did not achieve the agreed threshold for triennial funding of a minimum score of 72 out of 100. The panel has unanimously agreed to recommend funding under the Annual Event Sponsorship program with \$230,000 considered an appropriate level of funding in comparison to other sponsorships in the City's portfolio and the expected economic, cultural and social return from the Festival.

Event Details

Event Title	Telstra Perth Fashion Festival		
Event Start Date	18/07/2017		
Event End Date	30/11/2017		
Venue	Various City locations		
Applicant	Fashion Council WA Limited		
Expected attendance numbers	45,000 (including elements held outside the City of Perth LGA)		
Ticket Pricing - Standard	\$62.50		
Projected overall attendance at free components	36,500		
Projected overall attendance at ticketed components	8,500		
Total Project Cost	\$2,500,000		
Total Amount Requested per annum	\$375,000 (12% of the total project budget)	Total Amount requested over three years	\$1,125,000.00
REMPAN Impact (Direct)	\$6.797M	REMPAN Total	\$10.993M
Category (Community or Commercial)	Commercial		
Recommendation	Approval for one year annual sponsorship		
Recommended amount	\$230,000.00	Recommended total over three years	N/A
Assessment Score	65.3 out of 100		

Event Synopsis

The Telstra Perth Fashion Festival (TPFF) has been held annually since its inception in 1999. The event includes a number of events both free and ticketed, traditionally held over the course of five days. In April 2014, Telstra was announced as the naming rights partner for the event for a period of five years. The support from Telstra consists of both cash and in-kind sponsorship.

Event Description

The core events forming the TPFF will be held from 8 to 17 September in various city locations. The Windows in the City campaign will be held in August and run in the lead up to the Festival. A cultural program of events will run from 1 August to 30 November with the official Festival launch to be held in mid-July. 2017 will be the 19th year of the Festival.

The Festival program incorporates a calendar of free and ticketed activities including runway shows, exhibitions, lunches, and pop-up shops that fuse music, art and fashion. The Festival

program is comprised of four major components: Windows of the City, Fashion Central, Fashion Paramount and the TPFF Cultural Program.

Windows of the City

Start date	23/08/2017
End date	10/09/2017
Start and finish times	Daily trading hours
Location	Various City precincts
Projected attendance	2,300

Windows of the City is a unique activation designed to increase foot traffic, engagement and dwell time with City of Perth retailers. The program brings together food, art and fashion to create unique window displays and city activations. In 2017 TPFF aims to increase the number of participating City businesses and amplify public engagement with Windows of the City retailers through a voting and sharing media campaign. Businesses must financially contribute to their own displays, with TPFF providing the promotional mechanism.

Fashion Central

Start date	08/09/2017
End date	10/09/2017
Start and finish times	Four daily runway shows at intervals, from 11am - 6.30pm
Location	Forrest Place
Projected attendance	4,300

Fashion Central is the Festival's free to the public daytime runway venue located in Forrest Place. Fashion Central features approximately 10 runway events held over three days showcasing current offerings available in city retailers. The initiative aims to connect designers and retailers with consumers, and to drive business with in-store appearances and activities.

Fashion Central has traditionally been held over the same dates as the ticketed components of the Festival. From 2017, TPFF will bring Fashion Central forward to commence the Festival's series of runway shows, introduce more entertainment and activations. In addition they will aim to create a more open design of the Fashion Central runway marquee. They believe that these initiatives will result in increasing the accessibility of free and engaging fashion events for everyone.

Fashion Paramount (ticketed)

Start Date	12/09/2017
End Date	17/09/2017
Start and finish times	Fashion Village from 5.30 pm Nightly runway shows at 7pm and 9.30 pm 10 pm close
Location	TBC
Projected attendance	8,500

Ticket Price	62.50
--------------	-------

Fashion Paramount will run from 12 to 17 September 2017. This component is the Festival's designer evening runway venue, featuring local talent combined with national and international designers. In 2017, Fashion Paramount will host approximately 11 runway shows including Opening Night, nationally recognised designer parades, an International Designer Showcase, and Emerging Designers group shows. Organisers believe that the ability of TPFF to attract leading national and international designers and media to Perth is key to raising the profile of Perth as a vibrant fashion destination.

TPFF Cultural Program

Start date	01/08/2017
End date	30/11/2017
Start finish times	Various
Location	Various
Projected attendance	5,000

The TPFF Cultural Program will be held from 1 August to 30 November. The Cultural Program is an umbrella program of independently run fashion, art and design themed events. The initiative is designed to provide a platform for emerging and established designers, artists, businesses and individuals to participate in the Fashion Festival program allowing them to gain exposure, showcase their creativity and strengthen their networks. Organisers advise that the 2017 Cultural Program will allow increased opportunities for individuals and community groups to participate in the Festival.

In 2017, Fashion Council WA Ltd (FCWA) undertook impact reporting on the event for the first time after encouragement from City officers, and contracted Pracsys for this service. The impact report is available on the Elected Members Portal.

Key findings of the report include the following:

- 69% of participating retailers agreed that the Festival contributed to the success of their business;
- 50% of participating retailers reported an increase in the level of trading during or immediately after the Festival;
- the 2016 TPFF generated a total economic impact of \$9.3 million (NB this figure includes spend at TPFF retail pop-ups, Swim and Resort events held on the coast and Kalgoorlie Fashion Week);
- 51% of the audience ate at a restaurant or café before attending a TPFF event;
- 20% of the audience spent money on shopping or entertainment before or after attending a TPFF event;
- 72% of that spend was made in the CBD; and
- the average spend per day by TPFF audience is estimated at \$133 per day.

Organisation Details

ABN	43 768 830 818
Entity name	Fashion Council WA Limited
ABN status	Active
Entity type	Australian Public Company
Goods & Services Tax (GST)	Yes
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	6000 WA
ABN	43 768 830 818
Entity name	Fashion Council WA Limited
ABN status	Active

Organisation Details

FCWA is an Australian public company, created to nurture, advocate and further the interests of the WA Fashion Industry. Over the next three years, FCWA plan to strengthen the TPFF platform to deliver on these directives, including to:

- establish Perth as a dynamic destination for emerging and established fashion brands and designers;
- build on the success of TPFF's International Program, positioning Perth as the creative, cultural and economic conduit to Asia;
- provide local designers with the tools and experience to become sustainable businesses and brands; and
- foster a strong local fashion industry that encapsulates all facets of the business – from design and manufacturing, to retail, education, and employment outcomes.

Organisation Capacity

Over the last decade, FCWA has raised funds to facilitate and support the annual TPFF, the WA Fashion Awards and other industry events. The organisation is managed by a board, made up of the following:

- Kate O'Hara (Acting Chair)
- Mariella Harvey-Hanrahan (Creative Director)
- Karalee Katsambanis (Non-Executive Director)
- Martin Michalik (Non-Executive Director)
- Richard Poulson (Non-Executive Director)
- Lisa Scaffidi (Non-Executive Director)
- Margie Tannock (Non-Executive Director)
- Geoff Walker (Non-Executive Director)

The organisation contracts Perth Fashion Festival (PFF) to deliver the Fashion Festival annually. In February 2017, FCWA delivered a program of events to celebrate Chinese New Year in WA. This initiative was supported by the State Government of WA through the Office of Multicultural Interests. It also received support from Brookfield, the Australia China Business Council and other corporate sponsors.

Previous City of Perth Support (last 5 years)

Year	Festival	WAFAs	Total
2011	\$275,500	\$10,000	\$285,500
2012	\$285,000	\$10,000	\$295,000
2013	\$295,000	\$10,000	\$305,000
2014	\$303,000	\$10,000	\$313,000
2015	\$303,000	\$10,000	\$313,000
2016 *	\$270,000 cash + \$29,315.91 in kind	N/A	\$299,315.91*

* The Officer Recommendation was for \$240,000 cash and \$29,315.91 in kind. An alternative motion was carried at the Council meeting that increased the support to \$270,000 cash and \$29,315.91 in kind due to the report only being considered by Council in August, one month out from the event.

Organisers have secured a range of funding and sponsorship from other bodies for the event, including from government and corporate funders.

Sponsorship Assessment

Public Outcome in the City of Perth	Score (4)
Accessible to a broad demographic	2.3
Encourages new visitors, specifically those identified as key target markets for the City <ul style="list-style-type: none"> Families Baby Boomers City workers/ young professionals 	3.2

In 2016, Organisers undertook a comprehensive independent study on the impact of the 2016 Festival. Data from this report showed that the event is predominantly attended by professionals and students, with 75% of those surveyed aged between 20 and 49. However, the data also showed that the attendees are from a concentrated demographic base, with the highest amount of attendees coming from the city and surrounding Western Suburbs.

Economic Impact	Score (4)
Local businesses and traders are given opportunity to actively engage in the event	2.3
Provides attendees with opportunities to engage with City businesses pre and/or post event	3.2

Opportunities for City of Perth Parking to benefit from increased visitation and revenue	2.7
Contributes to a strong reputation for Perth as a city that is attractive for investment	2.8

Organisers believe that the City of Perth benefits from increased expenditure on retail, parking, restaurants, bars and entertainment as significant numbers of visitors are attracted to the city specifically to attend Festival events.

Organisers also advise that the Festival engages with local businesses, inviting active direct participation in the Festival program through Windows of the City, Fashion Central or via the Cultural Program. The cost of participating in the free to the public Fashion Central component is between \$5,000 and \$10,000 to participate which covers the costs of the organisers to provide the infrastructure for each show. This cost could be prohibitive to small and independent retailers who would greatly benefit from any exposure gained through the Festival.

Independent research undertaken by FCWA in 2016 indicates that:

- the 2016 TPFF generated a total economic impact of \$9.3 million (including elements held outside the City of Perth LGA);
- 72% of that spend is made in the CBD;
- 40% of attendees are more likely to shop for retail fashion in Perth CBD as a direct result of attending the Festival; and
- for the majority of attendees the sole reason for visiting Perth was to attend the Festival which indicates that that expenditure would not otherwise have been made.

Impact Reporting

2016 was the first year in which FCWA undertook reporting to measure the events impact, with results highlighted previously in this report. FCWA will continue to undertake impact reporting over the term of any sponsorship agreement. Organisers will be allocating 3% of the event's budget for measurement, evaluation and reporting. The City is strongly supportive of this approach to continue into the future in order to demonstrate the Festivals outcomes.

Sustainability	Score (4)
Safe for participants and the public	2.5
A realistic, achievable budget	2.3
Applicants proven ability to deliver the project within the timeline	3.2
A demonstrated variety in funding sources to ensure sustainability of the project	2.3

Now in its 19th year, the TPFF has a history of delivering the Festival safely, on time and within budget year on year. Organisers advise that corporate, local and State Government support has reduced in recent years given the current economic conditions. However, FCWA continues to press opportunities for financial support from the private corporate sector.

Whilst the organisation shows a variety of funding sources with projected funding from corporate and government sources as well as from ticket sales and participation fees, the project budget identifies 59% of the event income as coming from funding bodies and sponsorship. Organisers advise that should they receive less than the requested funding from the City of Perth, significant portions of the program would need to be culled. They advise that Windows of the City would not proceed (valued at approximately \$65,000), Fashion Central talent/entertainment would be omitted or significantly reduced (valued at approximately \$98,000) and elements of the Cultural Program would be significantly scaled back and in some cases omitted altogether, eg. the Fri-Yay Markets (valued at approximately \$25,000). These components total \$188,000 in value.

Healthy and Active City	Score (4)
Event compliments and diversifies the existing offering within the City	3.3
Event does not clash or conflict with other events on the events calendar	3.5
Environmentally sustainable practices for the event have been adequately addressed	1.2
Increased place activation and use of under-utilised space	3.2

The TPF is a unique offering for the City which is not replicated elsewhere in WA. The event will activate City spaces and retailers over August and September, including free to the public activation at Forrest Place.

The assessment panel recognised the value in the City supporting this event as the States only annual fashion festival. However, the panel had concerns around the reach of the event which seems to be limited to a niche audience. The panel believes that work needs to be done to broaden the appeal of the event to a wider audience and to extend the Festival into a city-wide activation with a festival feel across the whole CBD.

Organisers advise that all indoor and outdoor areas at TPF events will be promoted and maintained as smoke free and that healthy food and drink options will be available wherever catering is provided.

Organisers have not addressed environmentally sustainable practices in their application.

Commercial Event Criteria	Score (4)
Large-scale event with a history within the City	3.7
Event has helped to position Perth on a national or international stage	3
Proactively presents opportunities to maximise visitor spend within the City, driving commercial benefit to traders	3
Proposes leveraging opportunities between the organisation and the event to City of Perth programs or initiatives	2
Applicant is able to deliver on negotiated commercial sponsorship benefits	1.8
Event has a proven track record of attracting a large audience, (at least 40,000 annually) into the Central City and surrounds for the event	2.2
Event has a proven track record of attracting significant mainstream media coverage	3.7

The TPF is a large scale, well known, annual event which has a history within the City. Organisers believe that as WA's largest and most established annual Fashion event the TPF continues to deliver the State's only comprehensive collection of fashion and cultural events. Organisers have proposed leveraging opportunities to the City including access to exclusive content to be shared across the City's digital channels and access to TPF talent (designers, models, stylists etc).

FCWA advise that the 2016 Festival achieved media coverage in print, online and broadcast channels giving a total audience reach of 155,631,211.

Benefits and application rating	Score (4)
Adequate benefits and recognition offered to the City	2.2
Demonstration of how the event will benefit from a triennial partnership rather than an annual partnership	2.2
Demonstration of how the City will benefit from a triennial partnership rather than an annual partnership	2.3
Quality of application	2.8

The sponsorship benefits offered to the City for the requested sponsorship are considered fairly standard and not commensurate with a request for \$375,000 in sponsorship.

Organisers advise that their strategy for the next three years is as follows:

- 2017 – focus on building free to public events and activities to broaden the reach and engagement with the Festival program;
- 2018 – celebration of the Festivals 20th anniversary; and
- 2019 - continue to build on the Festival program and reputation, focus on growing partnerships and revenue allowing greater audience access and inclusion while maintaining established high standard events.

FCWA believes that a more secure foundation of triennial funding will:

- result in improved efficiency and productivity;
- enhance the organisation's ability to implement long term planning and delivery of planned initiatives and thereby the quality of programming; and
- reduce administrative costs associated with securing and managing annual funding submissions;
- improve the organisation's position with regard to negotiation with other suppliers;
- enhance job security for operational staff and enable the organisation's ability to attract and retain key talent.

FCWA believe that providing triennial funding for the event will benefit the City through:

- economic stimulus through increased retail, food and beverage and parking spend with City businesses;
- increased visitation and dwell time of visitors and shoppers to the city;
- raising the profile and perception of Perth as a fashion destination;

- positively impacting satisfaction with fashion retail options in the City of Perth;
- increasing attendee's appetite for further arts and cultural events;
- enhanced perceptions and satisfaction with the City of Perth as a place to live, work and visit; and
- enable City of Perth to realise administrative efficiencies by having a clear framework and expectations of the partnership.

Evaluation – City of Perth

The City of Perth undertook independent evaluation of the event in 2016 through Metrix Consulting. The scope of this measurement was to:

- benchmark general public perceptions and behaviours towards the City of Perth;
- measure the attitudinal and behavioural differences between event attendees and non-attendees;
- determine event impact on future intentions and behaviour (eg. fashion retail spend); and
- determine impact of the event on perceptions on the City.

Results and outcomes from this report include the following:

- 53% of those surveyed came to the city specifically for the festival, and the remaining 47% were already in the city for other reasons;
- 63% of those surveyed believe that Perth is worse than other major Australian Cities as a fashion destination;
- four in ten festival attendees are likely to shop more often for retail fashion in Perth as a direct result of attending the festival;
- the Perth CBD currently receives only 21% of the total fashion retail spend per person per month, with 49% spend outside the Perth CBD and 30% spent online;
- whilst event attendance has a positive impact on perceptions of Perth as a fashion destination, there are significant negative perceptions to overcome among the general population in this regard;
- growth of the event will be required to extend positive impacts for the City of Perth;
- whilst the event has a dedicated base of Fashion Festival attendees, a greater onus lies on the organisers to help grow this base further.

Sponsorship Benefits

Organisers have offered the following benefits for sponsorship of the 2018 event, with the final agreed benefits subject to the final Council approved funding amount and successful negotiation:

- the City of Perth to receive Partnership tier/sector exclusivity;
- one full page advertisement and logo recognition in Official Festival Program (10,000 circulation);
- Access to exclusive and unique content for CoP digital channels including:
- Runway footage (videography and photography)

- Access to talent (Designers, Models, Stylists ect)
- the City of Perth logo to appear on signage, and Media walls at the event
- An opportunity for the City to show a TVC at the event;
- An opportunity for the City to undertake activations at the event;
- City of Perth logo to appear on all advertising and marketing collateral for the event;
- the support of the City to be acknowledged on the event's social media channels and e-newsletters;
- the City of Perth logo to appear on the TPFF and FCWA websites with a hyperlink to the City of Perth website;
- collaboration/activation opportunities between the City and the event.

Assessment Panel Comments

The City has been an important partner of the TPFF in order to elevate its status as an event within WA and ensure its financial sustainability. With the event now firmly established in the Perth festival and event scene, it is appropriate for the City to reevaluate the level of funding provided in comparison to the outcomes provided by the event and benchmark this against other sponsorships the City undertakes.

City funding for the event has increased steadily over recent years before a slight reduction in 2016, and the City's contribution is significant in the context of the overall sponsorship portfolio. The requested level of funding of \$375,000 represents 52% of the total Event Sponsorship budget for 2017/18.

In addition, any funding in excess of \$300,000 per year would position this sponsorship as the top funded event or project in the City for FY17/18. The assessment panel is instructed to benchmark all City sponsorships in their assessment obligations and when comparing the Perth International Arts Festival, FRINGE WORLD Festival, Perth Convention Bureau and Mastercard Hopman Cup, these sponsorships are considered to generate a higher return on investment and which is commensurate with the investment put into them by the City.

The City values the free components of the Festival, with the support of broadly accessible components appealing to a wide audience a core objective for the City, as well as increasing economic spend. Organisers have advised that the free components will be impacted by a reduction in funding from the City; however with these components valued by FCWA in the application at approximately \$188,000, it is assumed that the remaining City funding is directed to the exclusive ticketed VIP fashion parade element and core operational costs of the organisers.

The panel expressed support for the organiser's intention to develop the cultural program, bring forward Fashion Central to become a standalone event to launch the festival and to continue to invest in quality impact analysis and reporting in order to demonstrate outcomes.

With a final panel assessment score of 65.2 out of 100, the application did not achieve the agreed threshold for triennial funding of a minimum score of 72 out of 100. The panel has unanimously agreed to provide funding under the Annual Event Sponsorship program with

\$230,000 considered appropriate in comparison to other sponsorships in the City's portfolio and the expected return from the Festival.

TELSTRA PERTH FASHION FESTIVAL 2016

IMPACT ASSESSMENT

PRODUCTION DATE
DECEMBER 2016

IN CONSULTATION WITH



CultureCounts



Publication Date: 9 December 2016

Consultation with: Pracsys
Culture Counts

Authors: Francesca Catalano
Culture Counts - Consultant

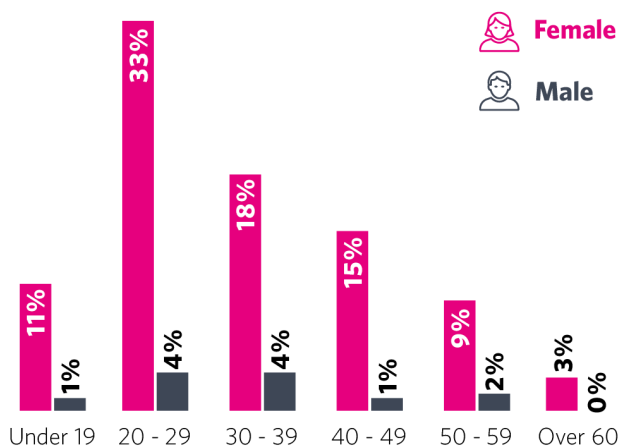
Dawson Demassiet-Huning
Pracsys - Data Analyst

Michael Chappell
Pracsys - Project Director

Photography provided by Fashion Council WA

Telstra Perth Fashion Festival Impact Assessment Snapshot

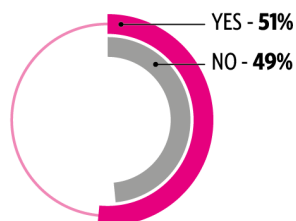
Audience Age by Gender



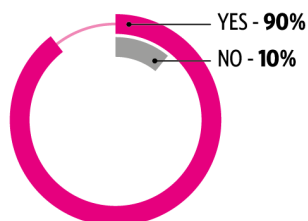
Audience Occupation



Have You Previously Attended TPF?



Likelihood of Returning to TPF?



Social Media

Facebook Fans:

21,868



Facebook Views During Festival Week:

84,924



Instagram Fans:

22,008



Twitter Followers:

5,724



Economic Impact

\$4.1 million



Total Expenditure

\$9.3 million



Total Economic Impact



Events

68



Venues

23

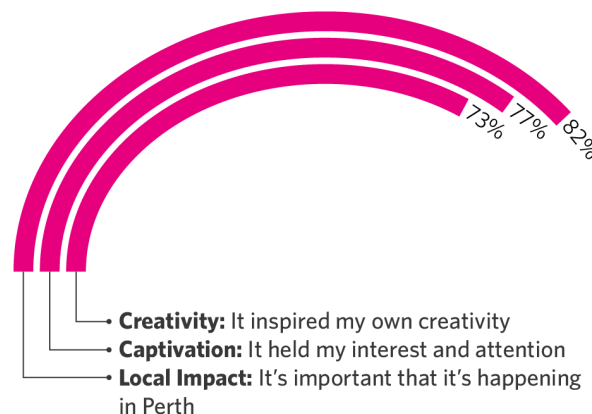
Attendance at ticketed events

8,484

Attendance at ticketed and free events

45,000

Cultural Impact



82

International and Interstate Guests

120

Local, national and international designers



149
Volunteers



CONTENTS

Executive Summary	6
About the Impact Assessment	8
Audience Profile and Growth	10
Cultural Impact	16
Participation	24
Partnerships	28
Economic Impact	32

Executive Summary

This report provides insights on the impact generated by the 2016 Telstra Perth Fashion Festival from extensive surveying and data analysis across 19 free and ticketed events. The assessment considers economic, cultural and intrinsic impacts in order to provide a holistic account of the quality, reach and impact of the Festival. It integrates the perspectives of public attendees, organisers, participants and peers with audience profiling data, attendance figures and an assessment of the economic impacts of organisational and visitor expenditure.

The Telstra Perth Fashion Festival (the Festival) is Western Australia's largest annual fashion event, presented by Fashion Council Western Australia (FCWA) with support from a range of public and private sector partners. Since its inception in 1999, the program has grown significantly to include ticketed and free runway shows, industry events, pop-up shops, workshops and exhibitions.

The 2016 program included 22 runway events held between September 20th and 26th and a cultural program spanning from August through to November. A total of 68 events were hosted across Perth with runway events showcasing over 120 local, national and international designers. Major events were held within the Perth Central Business District at the Perth Concert Hall, Forrest Place and the Art Gallery of Western Australia. The cultural program included collaborations with film, music, art and photography as well as the inaugural Kalgoorlie Fashion Week, which saw a range of free and ticketed fashion events hosted in Australia's largest outback city.

The findings of the study demonstrate that the Festival stimulates fashion design and retail sectors, provides meaningful cultural experiences for public attendees and makes social, economic and cultural contributions to the City of Perth.

Local economic impact

The Festival aims to directly support the fashion industry and retail sectors with events designed to connect local designers and fashion retail businesses to consumers. Collections showcased by visiting designers from

interstate and overseas connect local markets with more mature national and international markets and visitors to events provide a significant economic boost to the local economy.

Of public attendees surveyed, 51% said they ate at a restaurant before or after attending, 56% went for a drink and 20% spent money on shopping or entertainment. The vast majority of this expenditure (72%) was undertaken in the Perth CBD.

An economic impact assessment based on visitor and organisational expenditure data reveals that the Festival and its cultural program generate a direct economic impact of \$4.1 million. Taking into account the indirect effect of the Festival and the cultural program on the Perth economy through application of relevant multipliers, the total economic impact was \$9.3 million.

Cultural impact

The evaluation framework uses a standardised set of cultural impact metrics, academically validated and used across the arts and cultural sector internationally to measure the intrinsic impact of events and festivals.

When measured against these metrics, results demonstrate that the Festival provides a particular type of cultural experience for attendees with the strongest scores achieved against measures of Local Impact, Captivation and Creativity. Pre and post event evaluations completed by peers and members of the organisation reinforce the finding that local impact is one of the Festival's primary strengths. Respondents agree that the Festival contributes to the City of Perth, provides an important addition to Perth's cultural life and increases their sense of civic pride.

The vast majority of attendees (84%) agree that their experience at the Festival increased their appetite for arts and culture. This has implications for the broader cultural sector, particularly given that the Festival attracts a mainstream audience of people that don't regularly attend arts or cultural events.

Supporting communities of interest and practice

The Festival aims to nurture local talent and support the development of a strong market for fashion in Western Australia. Of the participants surveyed, including designers, local fashion retailers, creatives and volunteers, over 80% said they gained new skills from participating and 75% agreed that it opened up new opportunities for them. Over 60% said it connected them with other people in their field and 57% agreed that it motivated them to do more creative things in the future.

The fashion design industry is one of the State's emerging creative sectors and development of the industry supports a strong local cultural ecology. This has impacts for the economy at large with creative industries directly linked to increased innovation and enhanced productivity.

The designs presented at the Festival provide a source of inspiration, regeneration and aspiration for the sector and Festival events create opportunities to strengthening networks within the industry and with other related creative industry sectors.

The Festival is actively seeking out opportunities to broaden its reach. It is physically expanding into new locations across Perth and WA, diversifying and expanding the program of events, increasing opportunities to connect designers and retailers with consumers and finding new ways to integrate fashion with other cultural sectors.

With a growing audience and a stakeholder network that spans creative, corporate and community sectors, the Festival has the capacity to make an even greater contribution in years to come. The Festival will continue to measure its impact, track performance, celebrate successes and increase the value it provides to audiences, participants and partners.



Image Source: Stefan Gosatti



About the Impact Assessment

In August 2016 Pracsys and Culture Counts were commissioned by FCWA to undertake an impact study of the 2016 Telstra Perth Fashion Festival. The study establishes a repeatable method for the measurement of impact across cultural, economic and social domains.



Scope

The study considers:

- The direct, indirect and induced contribution that the Festival makes to the local economy
- The cultural impact of the Festival including its influence on cultural visitation and the quality of the cultural experience provided by the Festival as measured against standardised cultural impact metrics
- The impact of the Festival on civic pride and connection to community as well as the contribution the Festival makes on the vibrancy and cultural life of the City of Perth

Data collection

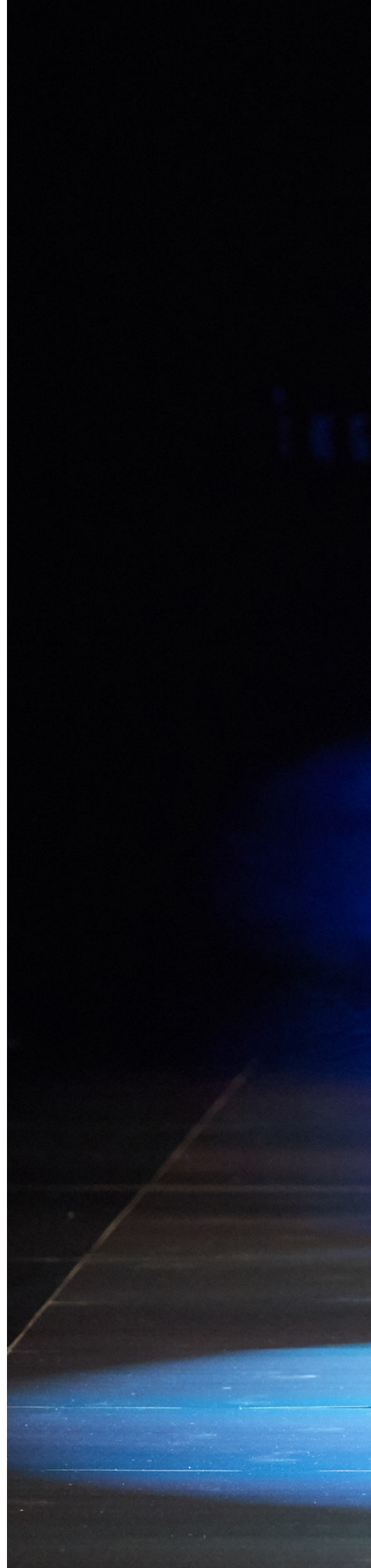
A total of 1,065 survey responses were collected. Over 950 responses were collected from public attendees through intercept interviews at a selection of 19 free and ticketed Festival events. The opinions of various Festival stakeholders including partners, participating designers, volunteers, retailers and members of FCWA's staff and Advisory Board were also captured.

Survey data has been integrated with organisational revenue and expenditure data and attendance figures in order to provide a comprehensive evaluation of the economic, cultural and social impact of the Festival and its cultural program.

Audience Profile and Growth

The Festival appeals to an audience made up primarily of young female professionals and students. The majority of attendees don't go to cultural events often and almost half have not attended the Festival in the past. As the Festival program continues to expand to include more diverse activities, there are opportunities to broaden engagement.

The Festival primarily services a domestic market. Postcode data revealed that vast majority of survey attendees (98%) live in the Perth Metropolitan Area with the highest concentration of respondents coming from households in the CBD and Perth's western suburbs. The percentage of surveyed public attendees who live overseas or interstate is modest (2%), but **the Festival is attracting a growing number of international and interstate designers, media and industry.**

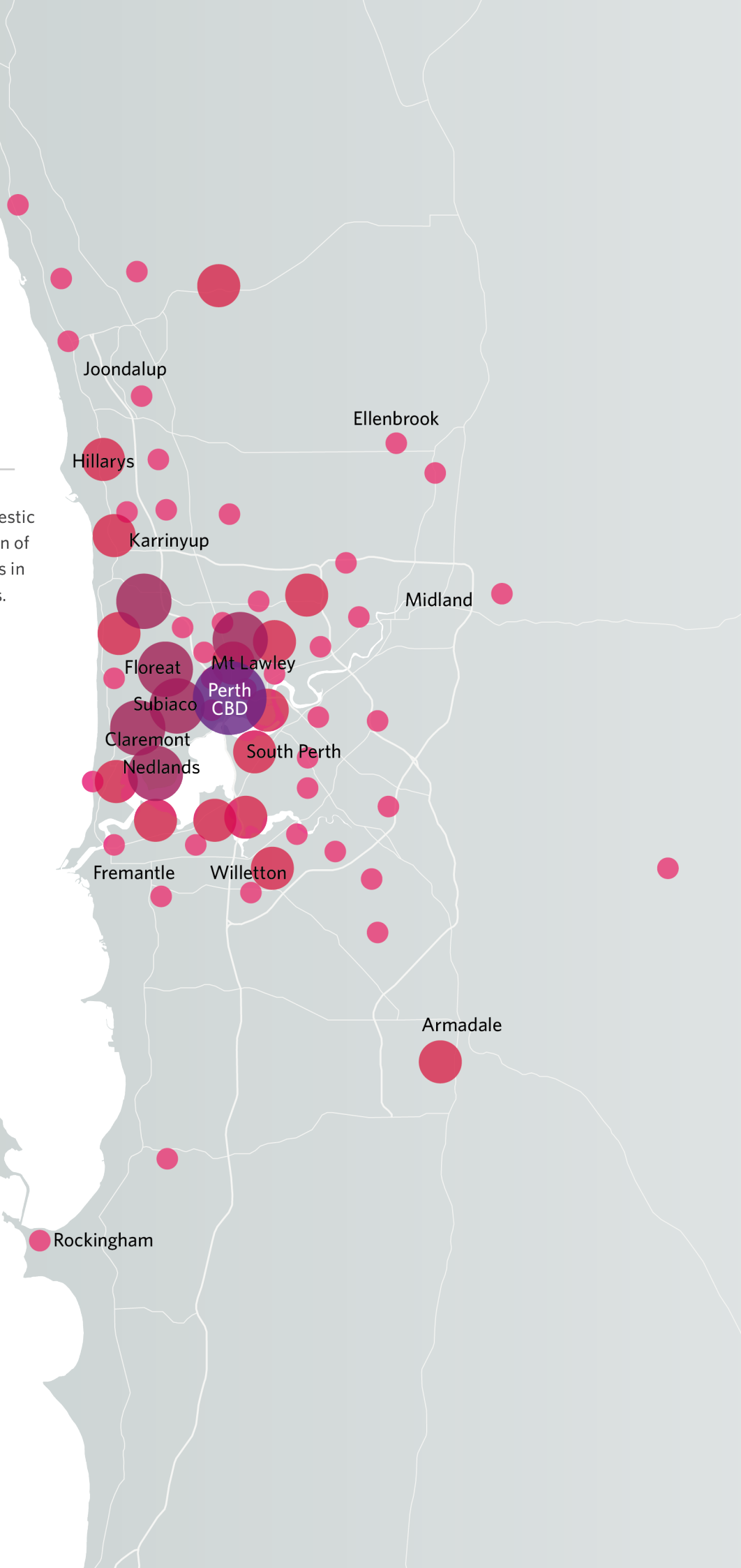




Concentration of Local Attendance

- Low Percentage
- High Percentage

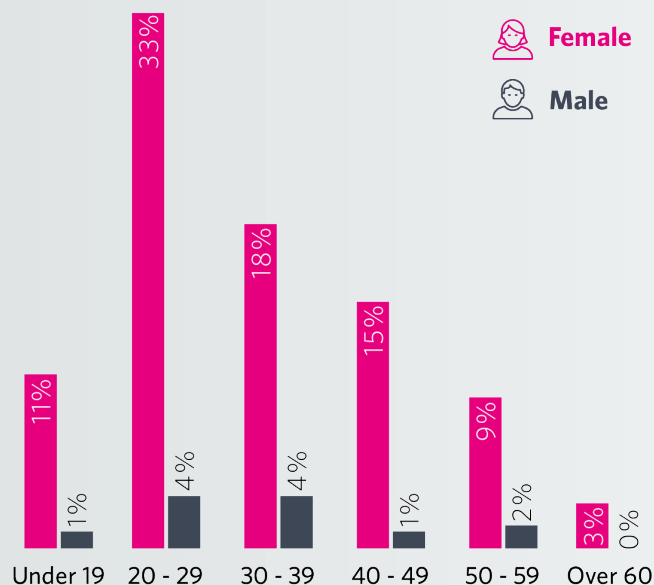
The Festival primarily attracts a domestic market with the highest concentration of respondents coming from households in the CBD and Perth's western suburbs.



Age, Gender and Occupation

The majority of attendees are female and just over a third fall within the 20 to 29 age range. Over a third of are professionals and one fifth are students.

Audience Age by Gender



Audience Occupation



Audience Growth


Since last year, ticketed attendance has increased. Just over half of surveyed attendees identified as attending the Festival for the first time in 2016 and 90% of attendees stated that they would return again next year.

Attendance at Ticketed Events

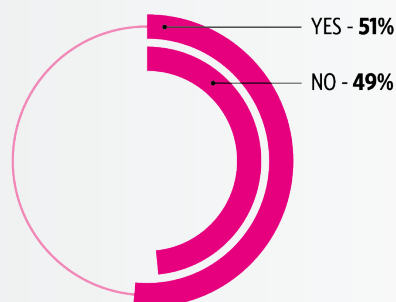
2015:
7,590

2016:
8,484 ↑ 12%

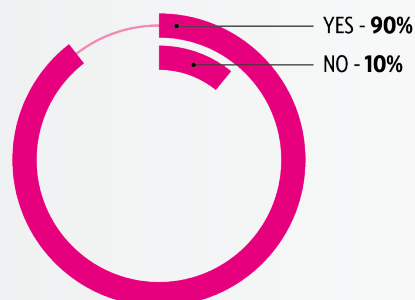
Overall Experience - Public Attendees

88% 
Rated their experience as excellent or good

Have you previously attended TPF?



Likelihood of returning to TPF?



Interstate and International Visitation

2% of surveyed public attendees live interstate or overseas. In addition, the Festival attracted 63 interstate guests and 19 international guests. This included visitors from the China Fashion Association, international designers and media, established Australian designers from interstate, interstate representatives of sponsor organisations and other VIP guests.

Interstate guests:

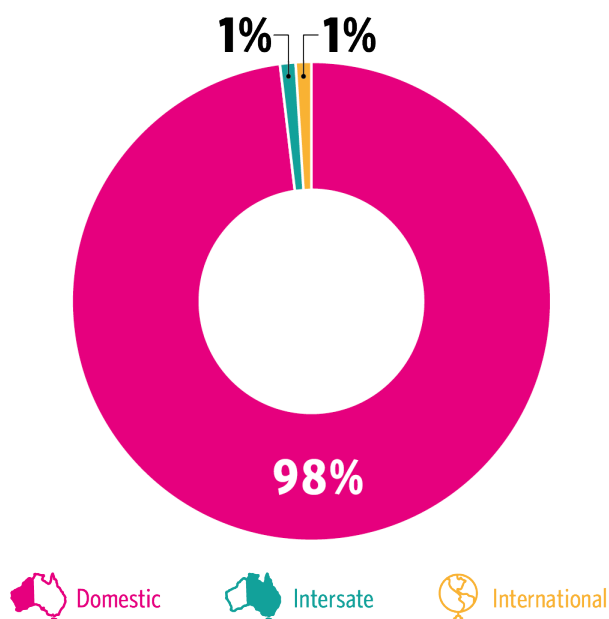
63

As per FCWA VIP guest list

International guests:

19

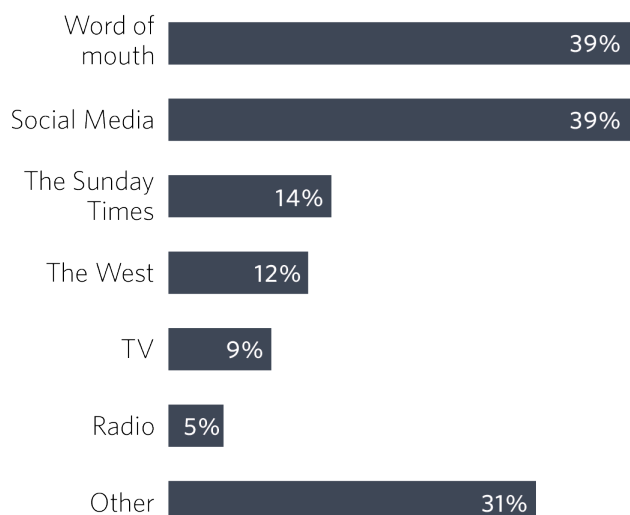
Audience by Postcode



Marketing

The primary marketing channels for the Festival are word of mouth and social media.

How did you hear about the event?



Social Media

Facebook Fans:

21,868

↑ 4.7%
From January 2016



Facebook Views During Festival Week:

84,924

↑ 18%
Compared to 2015



Instagram Fans:

22,008

↑ 18%
From January 2016



Twitter Followers:

5,724

↑ 1.6%
From January 2016





Cultural Impact

The evaluation framework employed under the impact assessment uses globally standardised measures of the intrinsic impact of cultural and community events in order to better understand the impact and value of the Festival. When measured against these metrics, results demonstrate that the Festival provides a particular type of cultural experience for attendees with the strongest scores achieved against measures of Local Impact, Captivation and Creativity.

Local Impact stood out as a key strength of the Festival.

Respondents agree that the Festival contributes to the City of Perth, provides an important addition to Perth's cultural life and increases their sense of civic pride.

The Festival attracts a mainstream audience of people that don't regularly attend arts and cultural events. The vast majority of attendees (84%) agree that the Festival increased their appetite for cultural experiences. This provides evidence to suggest that the Festival is introducing audiences to Perth's cultural scene and encouraging increased cultural participation.

With an expanding cultural program and increasing collaboration with other cultural sectors in art, music, film and photography there is scope to enhance the role the Festival plays as a gateway to cultural participation in Perth.



"...the buzz in the room was palpable as the crowd waited with bated breath for what was to come."

Amy Finlayson - PerthNow¹



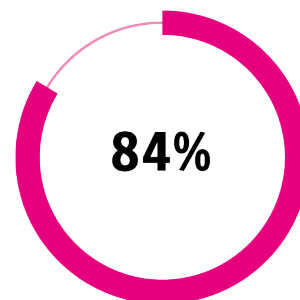
Cultural Attendance

The Festival is attractive to non-traditional arts consumers. Approximately a quarter of surveyed attendees could be described as strong cultural consumers attending arts or cultural events at least once a month, however, the vast majority rarely attend arts or cultural events, or don't attend at all.

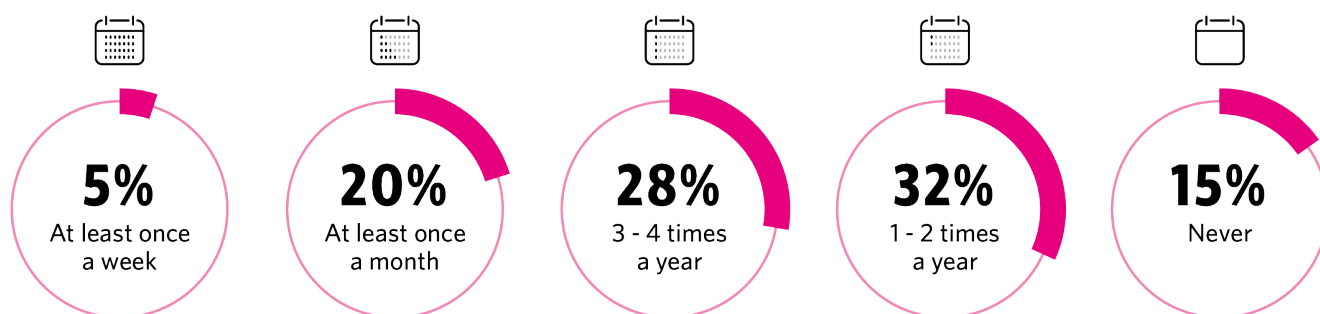
84% agreed that their experience at the Festival has made it more likely that they would attend more arts and cultural events in the future.

Given its broad appeal and timing in the annual event calendar, the festival should be regarded as a gateway to mainstream arts events.

Agree that their experience makes them want to attend more cultural events



How often do they attend arts events?



Cultural Value

The evaluation framework uses a standardised set of quality metrics called 'dimensions'. These dimensions were developed in consultation with the arts and cultural sector internationally and are used to measure the intrinsic impact of events and festivals. They have been internationally tested and academically validated, enabling benchmarking of experiences provided by different types of arts and cultural events and activities.

Many of the cultural value scores were lower than would be expected for a mainstream arts event. This demonstrates that the Festival currently provides a relatively narrow cultural experience. Continuing to engage with mainstream cultural activities like music, dance, art and theatre will enrich the cultural experience provided by the Festival. This will also assist the Festival to attract a wider range of funding partners.

Distinctiveness

It was different from things I've experienced before

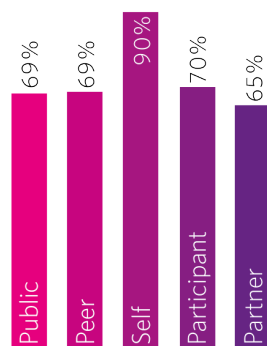
69%
Average



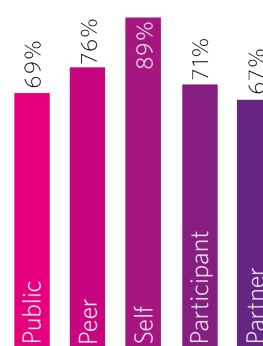
Authenticity

It has a connection to the State/Contry we live in

69%
Average



Stakeholder Comparison



Stakeholder Comparison

Local Impact

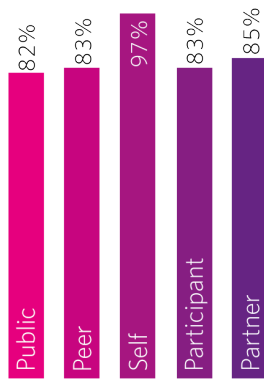
It's important that it's happening in Perth

82%

Average



Cultural Event - 82%
Runway Event - 81%



Stakeholder Comparison

Captivation

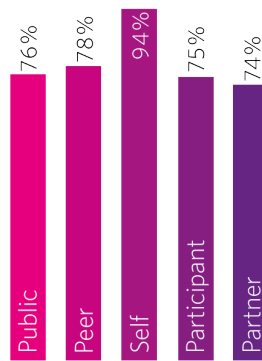
It held my interest and attention

77%

Average



Cultural Event - 72%
Runway Event - 79%



Stakeholder Comparison

Creativity

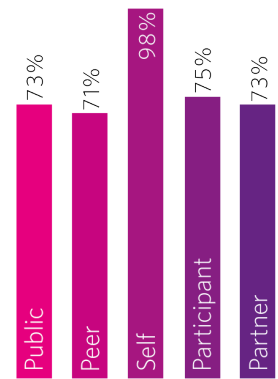
It inspired my own creativity

73%

Average



Cultural Event - 70%
Runway Event - 75%



Stakeholder Comparison

Connection

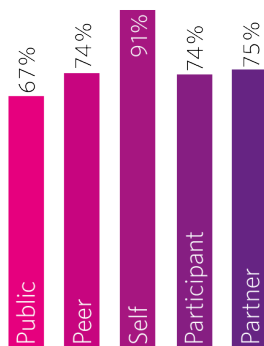
It helped me to feel connected to people in the community

68%

Average



Cultural Event - 70%
Runway Event - 69%



Stakeholder Comparison

Innovation

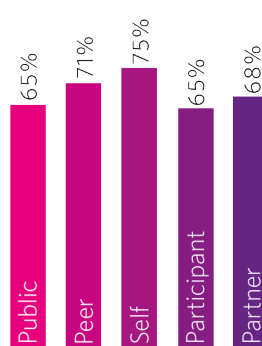
It was introduced to the audience in a new way

66%

Average



Cultural Event - 68%
Runway Event - 68%



Stakeholder Comparison

Excellence (national)

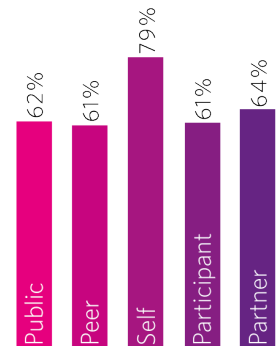
It is amongst the best of its type in Australia

62%

Average



Cultural Event - 62%
Runway Event - 64%



Stakeholder Comparison

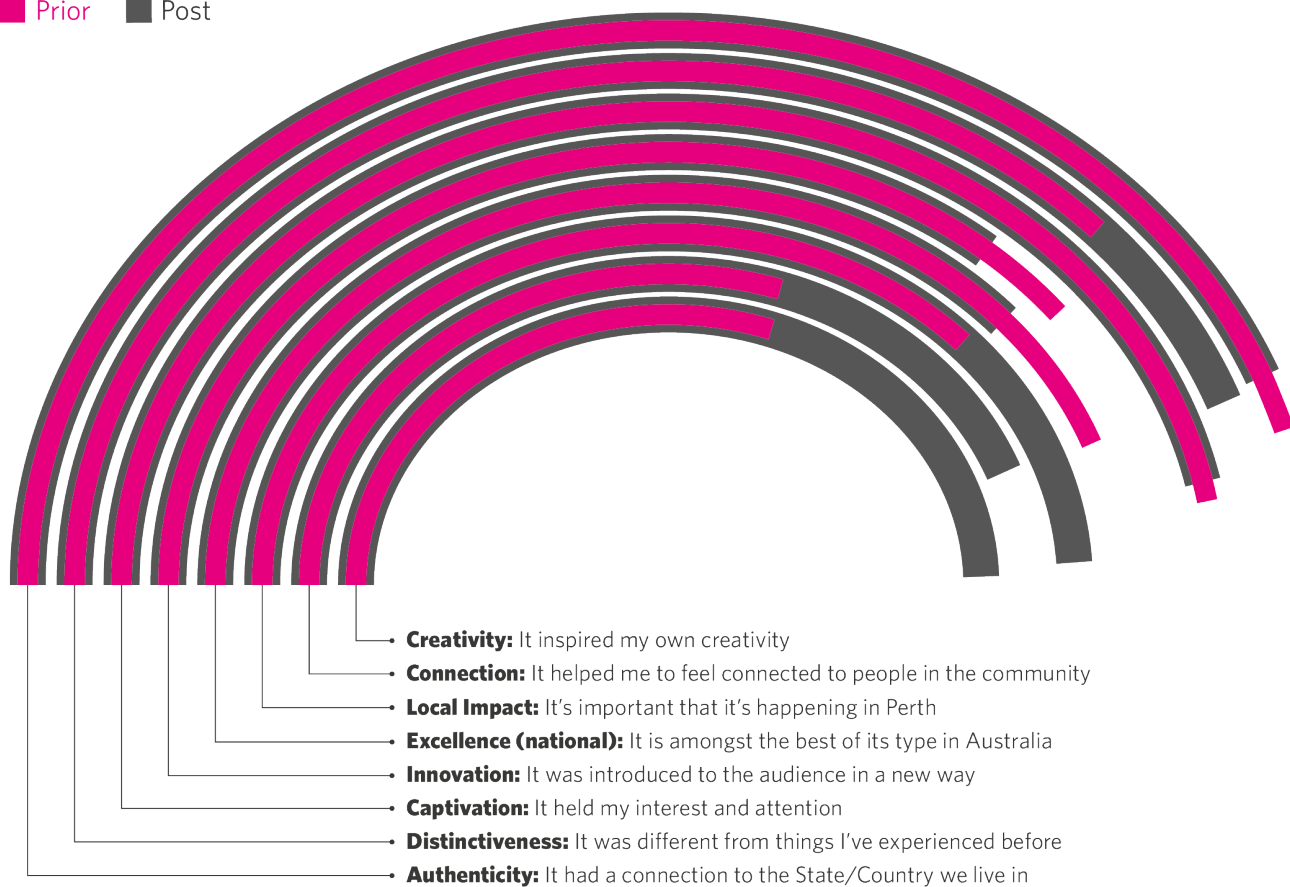
Prior and Post

Evaluators were asked to complete an evaluation before and after the event.

Results indicate that all stakeholders weren't expecting the event to perform as well as it did against Creativity, Connection and Local Impact. Peers and Self evaluators were expecting events to perform better against Excellence (national).

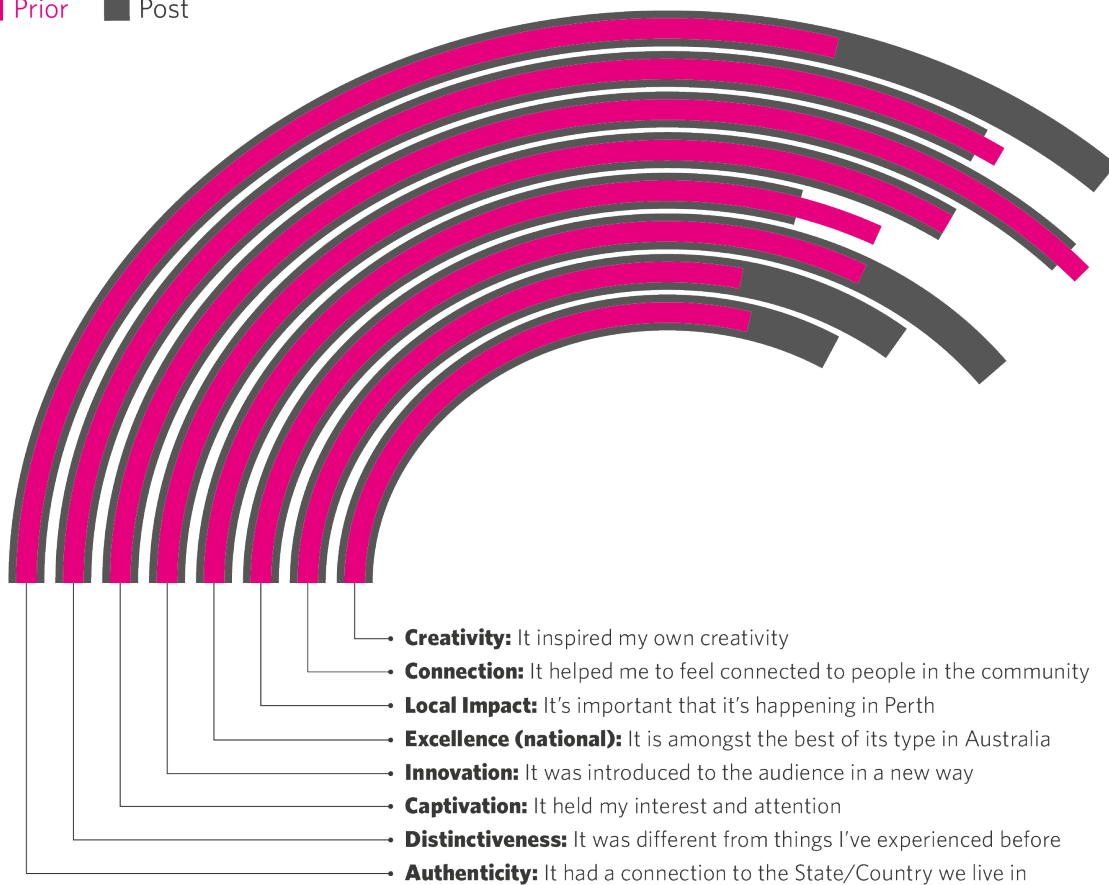
Self Assessment

■ Prior ■ Post



Peer Assessment

■ Prior ■ Post



While the organisation and its peers initially expected the Festival to showcase national excellence, after the event it became apparent that local impact is the Festival's strength.

Local Impact and Activation

The Festival program activated 23 venues across Perth with major runway events hosted in the Perth CBD at the Perth Concert Hall, Forrest Place and the Art Gallery of Western Australia. The majority of attendees think the Festival provides an important addition to Perth's cultural life and showcases Perth's creativity and vibrancy.

Activation Dimensions



"Set against the setting sun at Bather's Beach House we couldn't have picked a more perfect location to showcase sass & bide's latest Resort collection – Palais Grand"

Julie Malandin, acting CEO – sass + bide²

Fremantle



The Festival plays a role in the ongoing development of Perth's cultural capital, encouraging vibrancy and enhancing civic pride. It provides opportunities to activate cultural and urban landmark sites within and outside of the CBD and contributes to the cultural development of the City.



Karrinyup



Mt Lawley



Northbridge



West Perth



Perth



Claremont



Bentley



Booragoon



**Venue Locations
across Perth Metro**

Participation

The Festival aims to nurture local talent and support the development of a strong market for fashion in Western Australia. It is the State's largest annual fashion event and a critical platform for local designers to showcase their collections to consumers, industry and media.

It provides a source of aspiration for emerging designers, fashion design students, models, makeup artists, fashion and hair stylists and other creatives in related sectors. **Survey results demonstrate the value that the Festival provides to participants, connecting them to industry networks, opening up new opportunities and developing skills.**

The Festival engages an army of eager volunteers every year. Industry forum events provide opportunities for members of the growing Perth-based fashion design and creative sectors to share knowledge and experience and connect with leading national and international industry professionals.



A fashion show runway scene. In the foreground, a model with long brown hair is walking away from the camera, looking back over her shoulder. She is wearing a white, sleeveless, backless dress with a deep V-neckline and a knot detail at the waist. To her left, a mannequin is covered in a white, draped garment. In the background, several other mannequins are visible, also covered in white garments. The runway is white, and the background is a light blue wall with some vertical lines.

"These (Industry Forum) events are so important for sharing ideas and spreading creativity within the fashion industry, and especially generating discussion at a state, national and international level."

Glynis Traill-Nash, Fashion Editor - The Australian²

Image Source: Stefan Gosatti

82

International and interstate guests

120

Established and emerging designers including 49 fashion design students

149

Volunteers

160

Makeup artists and hair stylists

300

Entrants into the Vivien's Model Search

3

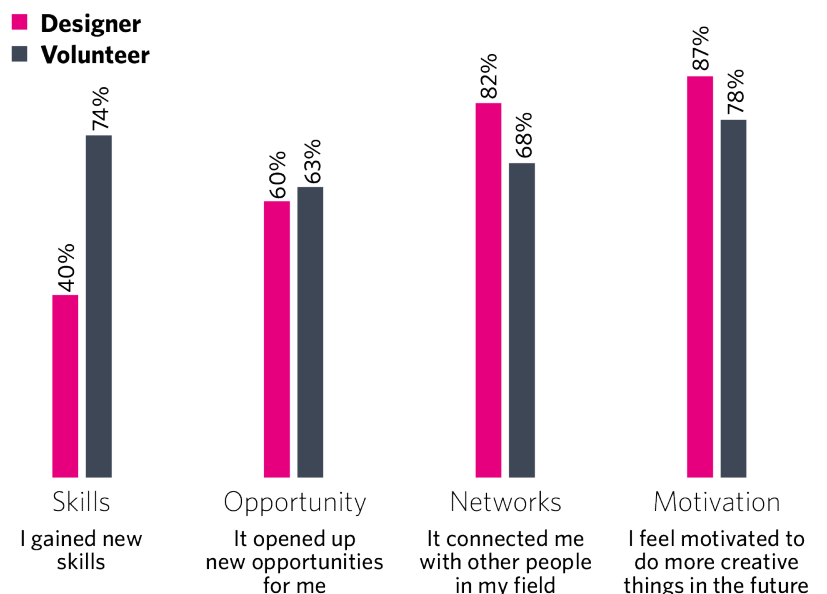
Industry forum events

Value to Participants

Participating in the Festival delivers valuable experience to designers and volunteers.

87% of participating designers surveyed found their experience to be motivating and over 80% agreed that it connected them with other people in their field. Volunteers also found their experience to be motivating and almost two thirds of those surveyed agreed that they gained new skills.

Participant Experience



Participant Aims and Outcomes

Retailers, designers and volunteers participate in the Festival for a range of reasons with designers largely seeking to expose their work and develop skills. Volunteers were largely seeking to gain access to networks and have a good time. Retail participants were aiming to expose the products and collections they stock and promote their business.

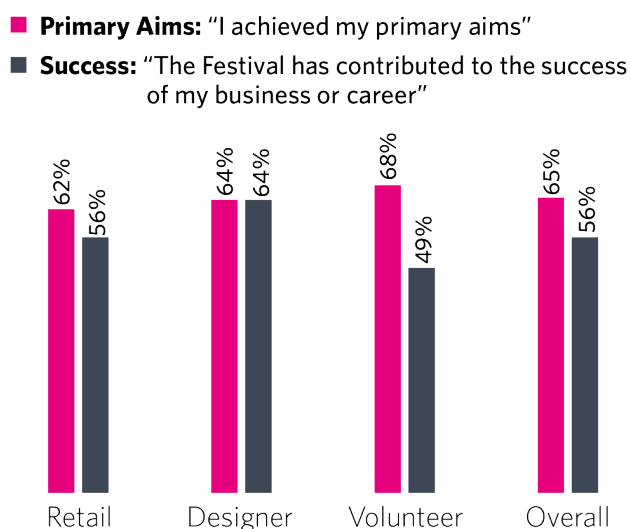
"The Swim Resort Series... provides an amazing platform to showcase our Summer collections. The event really launches the collection to a receptive audience."

Ella De Theirry, Styling and PR - Natalie Rolt²

Participant Aims



Participant Outcomes



Over 60% of participants agreed that they achieved their primary aims and over 50% agreed that the Festival contributed to the success of their business or career.

Partnerships

The Festival is presented by FCWA with support from a range of public and private sector partners that provide cash sponsorship and in kind donations critical to the success of the event.

"We recognise the important role Telstra Perth Fashion Festival plays in being the launching pad for emerging designers all over the state both regional and metropolitan,"... "We are proud to know our sponsorship of closing night is supporting multiple designers, and as the Principal Presenting Partner we are also producing the festival highlights every day to further expose designers to the public"

Matthew Thomas, General Manager - Community TAB²

MIYER



Partner Prior and Post

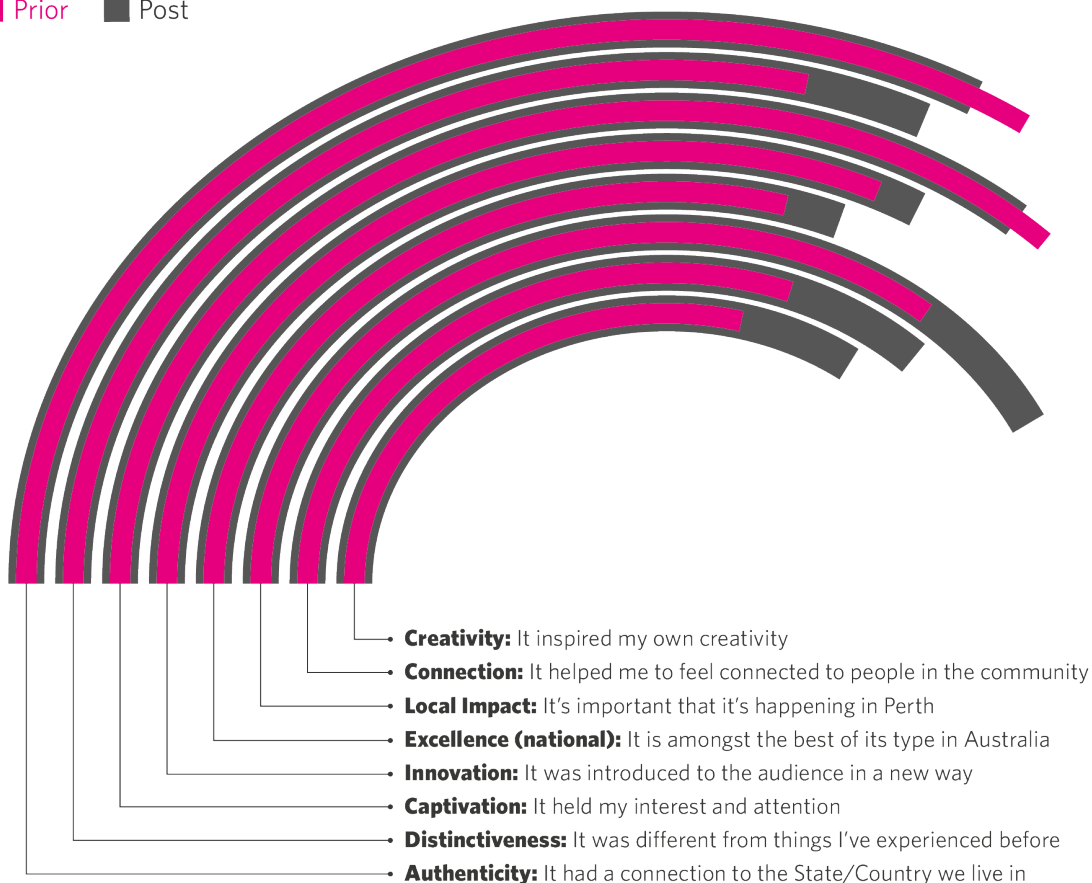
The Festival exceeded partner expectations across almost all dimensions and after the event, 70% agreed that they would be willing to support the event again in the future.

Partner Assessment

PARTNER ASSESSMENT

■ Prior

■ Post



“(the Myer Lunch) is one of the top events on the social calendar and a great reflection of the core customer we are trying to attract.”

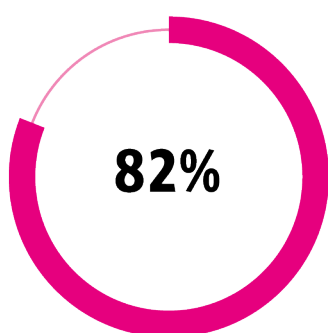
Leah Purcell, Events & Sponsorship Manager - Myer²

Partner Recognition and Brand Recall

82% of partners agreed that their organisation was well recognised.

Public attendees were asked if they could recall seeing the names of any of the Festival partners. Brands with the highest recall were Telstra and City of Perth with 70% and 60% of public attendees recalling their association with the Festival respectively.

Agree that their organisation was well recognised

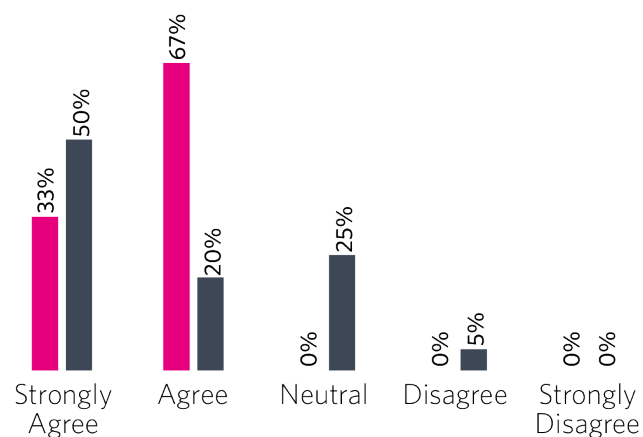


Continued Support

84% of surveyed partners have supported the event in the past and 70% agreed that they would be willing to support the event again in the future.

My organisation is likely to support the Festival again in the future

- Opinion before the event
- Opinion after the event



Economic Impact

The Festival has a significant direct and indirect impact on the local economy through a variety of channels.

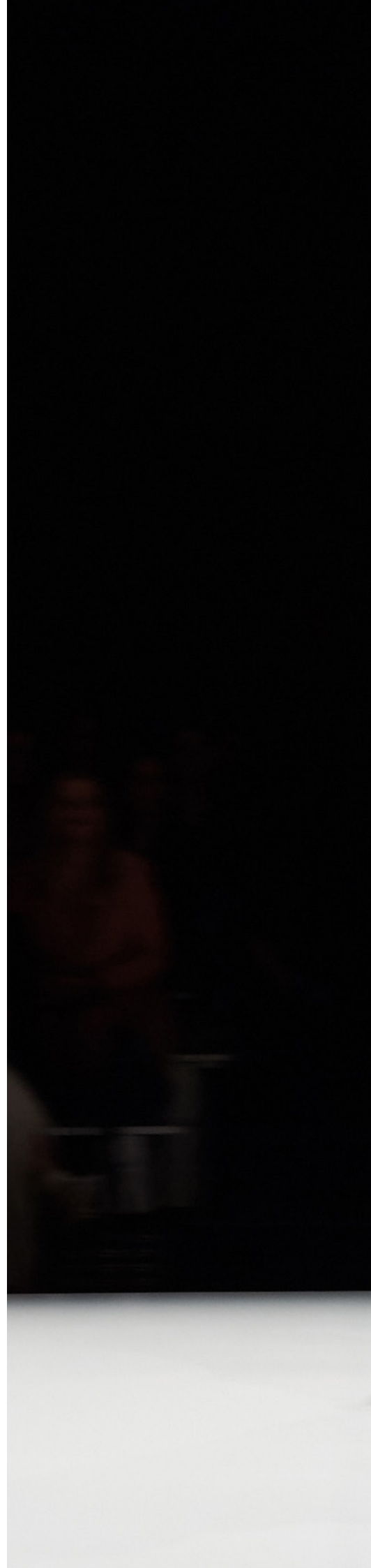
It stimulates the local fashion design and retail sectors in Perth supporting emerging local designers and providing opportunities for designers and retailers to directly connect with consumers.


Visitors to the Festival provide a source of economic stimulation for the City of Perth, undertaking pre and post-event expenditure across food and beverage, retail and accommodation sectors that wouldn't otherwise occur.

An economic impact assessment of the Festival has been undertaken based on the analysis of visitor expenditure and Festival organiser's expenditure.

The assessment estimates that the Festival and cultural program generate a total economic impact of \$9.3 million.

The preceding cultural and community impact assessment illustrates that the value of the Festival goes far beyond just economic terms, however, the economic impact assessment provides clear evidence of the contribution it makes to the local economy.



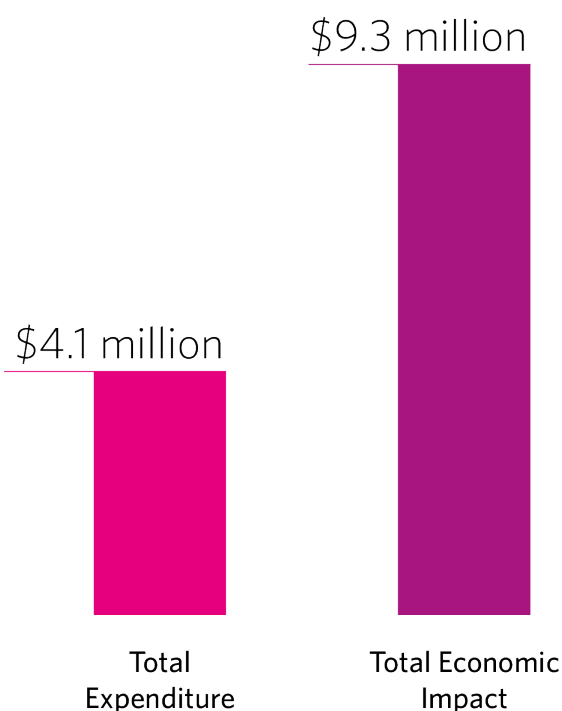
A woman is walking on a white runway, captured in a side profile. She is wearing a short, form-fitting, gold sequined dress with a white sheer train that she is pulling behind her. She also wears a gold headpiece with white floral or lace-like details and a white veil. Her legs are in motion, and she is wearing gold high-heeled sandals. The background is dark, and the runway is brightly lit.

"I felt that Perth's [Festival] was the most authentic. It had something that the others purported but failed to provide: genuine access..."

Stacey Pallaras, National Blogger - Cocktail Revolution²

Economic Impact Summary

Total TPFF + Cultural Program Economic Impact



"(AMP Capital) is aware that nurturing young designers will translate into foot trade and dollars"

Claire Davies and Gail Williams - Perth Now³

Local Business Impacts

The vast majority of this expenditure was undertaken in the Perth CBD and Northbridge.



of the audience ate at a restaurant before or after attending a show

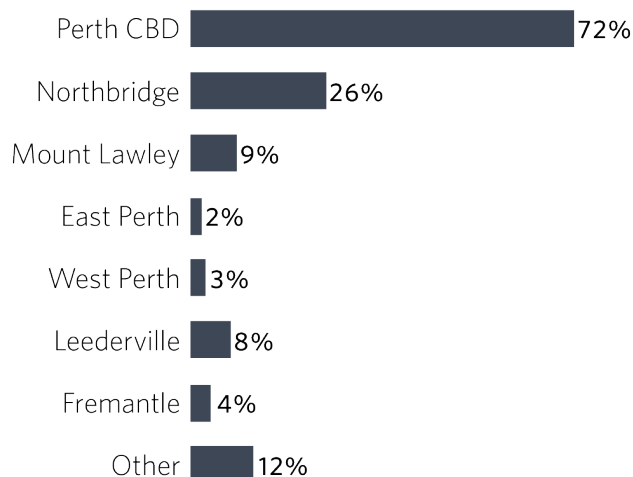


of the audience had a drink at a bar, night club or café before or after attending a show



of the audience spent money on shopping or entertainment before or after attending a show

Where was the majority of Pre/Post Festival Expenditure Made?



Fashion Retail Impacts

A number of retailers participated in the Festival, including large national and international retailers such as Topshop, General Pants Co. and Myer, shopping centres including AMP Capital, Carillon City and Enex100 as well as a number of boutique fashion retail stores across Perth.

Across surveyed retail participants:



agree that the Festival contributed to the success of their business



reported an increase in the level of trading during or immediately after the Festival, with reported increases ranging from 3% to 20%

"(The Festival) was good for driving awareness of our Murray Street Store. All of our W.A stores offered 20% off for the weekend, and it was good to see that we exceeded target both days...the Sunday we were +14.8% on last year."

National Marketing - General Pants Co.²



Image Source: Stefan Gosatti

Visitor Expenditure Impact Assessment

Data on expenditure made outside of the Festival on food and drink, shopping and entertainment, transport and accommodation provided by public attendees have been used in order to estimate the economic impact generated by attendance at all Festival events.

Different visitor types have different spending patterns and the degree to which their expenditure is truly additional to the economy (wouldn't otherwise have occurred) also varies. To account for this, estimates of total attendance to Festival events have been divided by respondent types using proportions revealed in the survey results.

The average number of days/nights attended per visitor type has been used to estimate number of unique attendees and average daily/nightly expenditure per visitor types has been calculated in order to estimate the gross expenditure impact. Various assumptions have been applied to cater for differences in spending across event types and are explained further in the analysis. The proportion of expenditure that would have occurred anyway (the 'deadweight') has been accounted for through an additional adjustment and relevant multipliers have been applied in order to estimate the total impact of expenditure as it flows through the economy.

For ticketed events, attendance figures have been provided by FCWA's ticketing data. Total attendance estimates provided by FCWA for all ticketed and non-ticketed events (including the cultural program) are in the order of 45,000. For the purpose of the impact assessment various assumptions have been applied to produce a more conservative picture of visitor expenditure impact. Attendance to non-ticketed runway events and other cultural program events for which attendance data was not collected has been estimated.

To cater for variability in assumptions and reliability of attendance estimates across event types, the analysis for various event types has been separated. A breakdown of the impact of Kalgoorlie Fashion Week, Swim and Resort, the Fri-Yay market and spending at retail pop-ups (HATCH boutique and Restyle) has also been provided to clarify assumptions used to estimate the economic impact of these particular events.

The composition of visitor types is provided in the table below, with the vast majority of surveys completed by visitors who live in the Perth metropolitan area (84%).

Location	% of responses
Perth CBD (day visitor)	10%
Perth Metro (day visitor)	84%
Regional/Interstate/International (staying visitor)	6%

Visitor Expenditure Impact

Event Type	Gross Visitor Expenditure	Total Visitor Expenditure Impact
Runway	\$845,800	\$2,004,500
Cultural	\$118,400	\$324,000
Industry	\$55,300	\$131,100
Exhibitions	\$290,500	\$688,400
Swim and Resort	\$35,100	\$83,200
Kalgoorlie Fashion Week	\$247,900	\$587,500
FriYay Market	\$27,800	\$65,900
Retail (HATCH, Restyle Boutique)	\$96,100	\$232,600
Total	\$1,717,100	\$4,117,100

Organisational Expenditure Impact

The total impact of expenditure undertaken by FCWA to present the Festival is estimated to be \$5,134,209.

Impact	Value
Direct Impact*	\$2,366,000
First Round and Consumption Multiplier	2.17
Indirect Impact	\$2,768,200
Total Economic Impact	\$ 5,134,200

* Includes impact of spending on wages, supplies and equipment etc.

**Incorporates Arts, Recreation and Sports multiplier of 2.17

Economic Impact Assessment Summary

Combining the total estimated gross expenditure by visitors and by festival organisers we reach a total gross expenditure figure of \$4,083,118.

Taking into account multiplier effects of spending in the economy through the use of gross value add multipliers, the total economic impact of the Festival and its cultural program is \$9,251,320. Applying a Full-Time Equivalent (FTE) employment multiplier based on Retail and Food and beverage industries to gross expenditure the Festival is associated with approximately 124 FTE jobs.

The economic impact assessment demonstrates that the Festival represents a source of economic stimulation for local businesses and while the value of the Festival should not be perceived purely in economic terms, this provides clear evidence of impact.

Gross Expenditure Impact

Source of Expenditure	Value
Visitor	\$1,717,100
Organiser	\$2,366,000
Total	\$4,083,100

Total Economic Impact of the Festival and Cultural Program

Source of Expenditure	Value
Visitor	\$4,117,100
Organiser	\$5,134,200
Total	\$9,251,300

Detailed Impact by Event Type

Runway Events

Estimated attendance: 11,160

Visitor Type	Estimated unique visitors	Averages days visited	Average spend per day	Additionality adjustment	Total spend	Total Output
Perth CBD	654	1.7	\$133	56%	\$80,800	\$191,600
Perth Metro	5,403	1.7	\$91	76%	\$645,700	\$1,530,400
Regional/Interstate/International	165	3.9	\$372	50%	\$119,200	\$282,500
Total	6,222				\$845,800	\$2,004,500

Assumptions:

- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Attendance for ticketed events derived from ticketing data provided by FCWA.
- Average attendance at ticketed runway events (93% of capacity) was applied to free runway events

Industry Events

Estimated attendance: 728

Visitor Type	Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
Perth CBD	43	1.7	\$133	56%	\$5,300	\$12,500
Perth Metro	352	1.7	\$91	76%	\$42,300	\$100,200
Regional/Interstate/International	11	3.9	\$372	50%	\$7,800	\$18,400
Total	406				\$55,300	\$131,100

Assumptions:

- Includes Industry Forum Events, Program Launch, Windows of the City Launch, International VIP Welcome Breakfast, Partner Cocktail Function, AMP VIP Dinner
- Actual industry forum event attendance provided by FCWA
- Attendance at events with capacity of 70 assumed to be equal to capacity
- Average attendance at ticketed runway events (93% of capacity) applied to Program Launch
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Average days, spend and additionality assumptions based on runway event attendance

Cultural Events

Estimated attendance: 1,716

Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
1,009	1.7	\$91	76%	\$118,700	\$324,000

Assumptions:

- Includes: HATCH Launch, Restyle x Bloom Launch, Fashioning Technology Launch and Floor Talk, Annie Hall, To Catch a Thief, The Devil Wears Prada 10th Anniversary, Cool Fusions: Fusing Fashion + Tech in Sport, She Dreams, WA Born, Future Visions, Personal Makeup Workshops, Ignite, The Face of Africa Australia, Backstage Beauty Masterclass with Hendra Widjaja NYC Artists in Residence Launch
- Launch events assumed to have met capacity
- Events with capacity of 20 or less assumed to have met capacity
- Average attendance at ticketed runway events (93% of capacity) was applied to other cultural program events
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Average days, spend and additionality assumptions based on Perth metro attendee

Exhibitions

Estimated attendance: 4,200

Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
2,414	1.7	\$91	76%	\$290,500	\$688,400

Assumptions:

- Includes: Fashioning Technology Exhibition, Perth: A Guide for the Curious, Parallels Between Architecture and Fashion, WA Born, 2016 Banshu-ori Exhibition, Sodapop, NYC Artist in Residence Exhibition
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Attendance estimate of 50 per day across 84 days of programmed exhibitions
- Average days, spend and additionality assumptions based on Perth metro attendee

Kalgoorlie Fashion Week

Estimated attendance: 3,720

Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
2,074	1.7	\$91	76%	\$247,900	\$587,500

Assumptions:

- Capacity estimate of 4,000 provided by FCWA
- Average attendance at ticketed runway events (93% of capacity) applied to estimate actual attendance
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Average attendance at ticketed runway events (93% of capacity) applied
- Average days, spend and additionality assumptions based on Perth metro attendee

Fri-Yay Market

Estimated attendance: 2,325

Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
2,325	1	\$26	46%	\$27,800	\$65,900

Assumptions:

- Spend and additionality assumptions based on survey data collected at the Fri-yay market
- Capacity estimate of 2,500 provided by FCWA, average attendance at ticketed
- Runway events (93% of capacity) applied
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32

Spending at Retail Pop-Ups

Location	Total spend	Total Output
HATCH	91,300	220,900
Restyle	4,800	11,700
Total	96,100	232,600

Assumptions:

- Retail income data provided by FCWA
- HATCH income as at 30 September was \$59,813, trading extrapolated out to Oct 30
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32

Swim and Resort

Estimated attendance: 507

Estimated unique visitors	Averages days	Average spend per day	Additionality adjustment	Total spend	Total Output
507	1	\$91	76%	\$35,100	\$83,200

Assumptions:

- Swim and Resort event attendance not confirmed at time of producing the report. Attendance from 2015 applied.
- Average Output Multiplier of 2.37 applied based on retail multiplier of 2.42 and Food and Beverage multiplier of 2.32
- Average days, spend and additionality assumptions based on Perth metro attendee

Quote References

Page 17

- 1 Amy Finlayson, Perth Now, September 26, 2016 [<http://www.perthnow.com.au/news/telstra-perth-fashion-festival-live-coverage-from-the-runway/news-story/482a15815ee702515a4cf1861c2d899c>]

Page 22, 25, 27, 28, 30, 33, 35

- 2 Provided by FCWA

Page 34

- 3 Claire Davies and Gail Williams, Perth Now, *The business of making fashion a success*, September 12, 2016 [<http://www.perthnow.com.au/news/western-australia/stm/the-business-of-making-fashion-a-success/news-story/cb068ec01bfa810218d1c141cd3c7d39>]

Disclaimer

The information contained within this report has been prepared with care by the authors and includes information from apparently reliable sources which the authors have relied on for completeness and accuracy. However, the authors do not guarantee the information, nor is it intended to form part of any contract. Accordingly, all interested parties should make their own inquiries to verify the information and it is the responsibility of interested parties to satisfy themselves in all respects.



CultureCounts



Agenda **Arts Sponsorship - Triennial Arts Partnership – 2017 to 2020**
Item 13.7

Recommendation:

That Council BY ABSOLUTE MAJORITY decision and subject to approval of the 2017/18, 2018/19 and 2019/20 budgets:

1. *approves in principle cash sponsorship totalling \$1,080,000 excl GST to the following organisations for a three year agreement covering the period 2017-2020;*
 - 1.1 *Artrage Inc for FRINGE WORLD Festival (\$300,000 p.a.) totalling \$900,000 for three years; and*
 - 1.2 *Artrinsic Inc for Black Swan Prize for Portraiture (\$60,000 p.a.) totalling \$180,000 for three years;*
2. *notes the provisional list of sponsorship benefits contained within the Detailed Officer Assessment in Attachment 13.7A;*
3. *authorises the Chief Executive Officer (or delegated Officer) to negotiate with the successful applicants the final list of sponsorship benefits and key performance indicators for inclusion in the agreement according to the Council approved funding amount;*
4. *refers the following unsuccessful Triennial Arts Partnership applicants to be resubmitted to Council at a future date under the Annual Arts Sponsorship program;*
 - 4.1 *Awesome Arts Australia Ltd for The AWESOME International Arts Festival for Bright Young Things;*
 - 4.2 *The West Australian Music Industry Association Inc for WAM Festival;*
 - 4.3 *Perth Institute of Contemporary Arts Ltd for Various Year Round Programming;*
 - 4.4 *Black Swan State Theatre Company Ltd for Conversations Across the City; and*
 - 4.5 *West Australian Symphony Orchestra Pty Ltd for City of Perth Symphony in the City;*
5. *notes that a detailed annual acquittal report, including any supporting material, will be submitted annually to the City of Perth for each year of an agreement.*

At the Marketing, Sponsorship and International Engagement Committee held on 23 May 2017, the Committee agreed to amend the officer recommendation, removing 1.2 and renumbering the recommendation accordingly. 1.2 read as follows:

~~1.2 University of Western Australia for Perth International Arts Festival (\$300,000 p.a.) totalling \$900,000 for three years; and~~

Reason: The Chief Executive Officer advised the Committee that consideration of the Perth International Arts Festival sponsorship has been withdrawn from this report and a report will be presented to a future Council meeting.

FILE REFERENCE: P1034140#05
 REPORTING UNIT: Business Support and Sponsorship
 RESPONSIBLE DIRECTORATE: Economic Development and Activation
 DATE: 10 May 2017
 ATTACHMENT/S: Attachment 13.7A – Detailed Officer Assessment

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan / Strategic Community Plan
		Council Four Year Priorities: Perth as a Capital City
		Perth at Night
		Healthy and Active in Perth
	S5	Increased place activation and use of under-utilised space
	S6	Maintain a strong profile and reputation for Perth as a city that is attractive for investment
	S13	Development of a healthy night-time economy
	S15	Reflect and celebrate the diversity of Perth

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

The City of Perth introduced a new Triennial Arts Partnership program in December 2016, which allowed the City's arts partners to apply for three year funding for the first time. The Triennial Arts Partnership is conducted as a competitive funding round every three years, with successful applicants receiving a three-year agreement for the period 1 July 2017 to 30 June 2020. Unsuccessful applicants in the Triennial Arts Partnership are still eligible for City funding through the Annual Arts Sponsorship program.

The City received eight eligible funding requests totalling \$1,718,295 for each year of the Triennial Arts Partnership (a total of \$5,154,885 over three years). Details of all applicants are in the table below:

Applicant	Event	Amount Requested (1 year)	Amount Recommended (1 year)	Score out of 92
Artrage Inc	FRINGE WORLD Festival	\$350,000	\$300,000	82.75
Artrinsic Inc	Black Swan Prize for Portraiture	\$80,000	\$60,000	71
Awesome Arts Australia Ltd	The AWESOME International Arts Festival for Bright Young Things	\$120,000	Deferred to Annual Arts Sponsorship	69
Black Swan State Theatre Company Ltd	Conversations Across the City	\$140,000	Deferred to Annual Arts Sponsorship	60.25
Perth Institute of Contemporary Arts Ltd	Various Year Round Programming	\$150,000	Deferred to Annual Arts Sponsorship	61.25
The West Australian Music Industry Association Ltd	WAM Festival	\$110,000	Deferred to Annual Arts Sponsorship	68
University of Western Australia	Perth International Arts Festival	\$500,000	\$300,000	76.5
West Australian Symphony Orchestra Pty Ltd	City of Perth Symphony in the City	\$268,295	Deferred to Annual Arts Sponsorship	51.25
	TOTAL	\$1,718,295	\$660,000	

The City invited but did not receive applications for Triennial Arts Partnership from the following organisations:

1. West Australian Opera;
2. WA Ballet; and
3. Blue Room Theatre Company.

These organisations will submit applications for funding under the City's Annual Arts Sponsorship program.

The City received an application from Variety WA for Carols by Candlelight, however this was deemed ineligible as the applicant had not previously received three years of Arts Sponsorship from the City. The applicant should have applied under the Triennial Event Sponsorship program.

Details:

The Triennial Arts Partnership is the premier sponsorship program within the arts sponsorship framework. The City sets a high standard of outcomes for applicants to meet in the areas of activation, economic development, social development, cultural development, professional development and artistic quality, based on standard national cultural indicators. These requirements are higher than for the Annual Arts Sponsorship program.

A four member assessment panel consisting of cross-Directorate members individually assessed each application according to the assessment matrix. The panel then convened to discuss and recommend suitable applicants for funding. The panel set a mark of 70 out of 92 in the scoring assessment system for an applicant to be eligible to receive a Triennial Arts Partnership. Following the panel discussion and averaged scores, three applicants successfully met the 70 out of 92 pass mark and have been recommended for three year funding.

FRINGE WORLD Festival has been recommended for triennial funding with a \$200,000 increase from their 2016 approved funding amount. It is the assessment panels view that without an appropriate level of support from the City of Perth, the open access nature of FRINGE may see more events within the festival move to other local government areas, therefore reducing the local benefits and return on investment the City currently receives. By upgrading the partnership to a higher level than previous, the City will be in a position to more proactively and positively influence the organisers in the achievement of shared outcomes to benefit the community.

Perth International Arts Festival has been recommended for triennial funding with a \$60,000 reduction on their 2016 approved funding amount. Organisers have not historically provided any detailed impact reporting which is considered necessary by the City for a partnership of this size. The recommended funding level was benchmarked against other City sponsorships and considered appropriate for the expected return on investment.

Black Swan Prize for Portraiture has been recommended for triennial funding with a \$19,000 increase on 2016 approved funding amount. The assessment panel noted the application demonstrated excellent audience engagement, audience development activities and strategy, including use of technology for both projection and video. The project offers good career path opportunities for young, emerging and disadvantaged artists leading up to and after the event.

All unsuccessful Triennial Arts Partnership applicants will have the opportunity to meet and discuss their applications with City Officers in order to have their projects considered for funding under the City's Annual Arts Sponsorship program.

Officer assessment of all event sponsorship applications received is detailed in Attachment 13.7A.

Acquittal summaries for all applicants previously sponsored are available on the Elected Member Portal.

Financial Implications:

ACCOUNT NO:	93E190007901
BUDGET ITEM:	Arts Sponsorship
BUDGETED AMOUNT:	\$1,070,000
AMOUNT SPENT TO DATE:	\$90,240
PROPOSED COST:	\$660,000
BALANCE REMAINING:	\$319,760
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

The Triennial Arts Partnership program is the City's premier arts sponsorship program. The assessment panel set a high benchmark for applicants to reach in order to ensure the highest quality applications received three year triennial funding.

Three applicants scored highly in the areas of activation, economic development, social development, cultural development, professional development and artistic quality, based on standard national cultural indicators, and have been recommended for triennial funding.

The panel wishes to acknowledge the high quality of some of the applicants who did not achieve 70 out of 92, and who have been encouraged to apply for the City's Annual Arts Sponsorship.

Project Details

Project Title	2017 City of Perth Symphony in the City		
Project Start Date	16/12/2017		
Project End Date	16/12/2017		
Venues	Langley Park Northbridge Piazza via video link Perth Cultural Centre via video link Regional venues in Kalgoorlie, Albany and Bunbury via video link		
Applicant	West Australian Symphony Orchestra Pty Ltd		
Expected attendance numbers	21,000		
Ticket Pricing - Standard	Free event		
Projected overall attendance at free components	21,000	Projected overall attendance at ticketed component	No ticketed component
Total Project Cost	\$637,390		
Total Amount Requested per annum	\$268,295 (42% of the total project budget)	Total Amount requested over three years	\$804,885
REMPPLAN Impact (Direct)	\$2.037M	REMPPLAN Total	\$3.294M
Recommendation	Decline for Triennial (Project to be supported in Annual Sponsorship)		
Recommended amount	N/A	Recommended total over three years	N/A
Assessment Score	51.25 out of 92 (56%)		

Program Synopsis

The 'City of Perth Symphony in the City' is an annual, free-to-the-public, orchestral concert in the centre of Perth and is developed and managed by the West Australian Symphony Orchestra (WASO).

Through creative programming, the concert aims to showcase the state orchestra and increase accessibility of orchestral music to a broad community audience, in the surrounds of Langley Park.

The event encourages the Perth community to visit the City and to celebrate arts and culture in an accessible, family friendly environment. To increase reach and engagement, the event is also broadcast live to Northbridge Piazza, Perth Cultural Centre and regional communities.

Program Description

The 'City of Perth Symphony in the City' is the only major, free-to-the-public, orchestral event of its kind in Western Australia. The organisers aim to produce an annual, community event that provides the people of Perth and their families with a unique opportunity to experience live orchestral music in the centre of Perth. Over the previous ten years, approximately 200,000 people have enjoyed free performances of symphonic music by WASO and the WASO Chorus.

In December 2017, acclaimed Australian conductor and performer Guy Noble will return to conduct the Symphony, leading the orchestra through over 90 minutes of symphonic music including well-known classics, film-scores and highlights from the upcoming WASO 2018 season culminating in a finale of Tchaikovsky's 1812 Overture that will feature a pyrotechnics display. The orchestra will be supported by acclaimed soloists, guest artists and volunteers that make up the WASO Chorus.

In addition to the anticipated audience of over 20,000 people at the Langley Park concert site, WASO will stream the event live to the Northbridge Piazza and Perth Cultural Centre, three Regional Arts Centres, and will make the broadcast available to up to 143 Community Resource Centres across the state through the Westlink network, significantly expanding audience reach and opportunities to participate beyond those who attend the live event in Perth.

Free Event Details

Program name	<u>2017 Symphony in the City</u>
Start date	16/12/2017
End date	16/12/2017
Description	<p>The City of Perth Symphony, held at Langley Park, is Perth's largest free outdoor classical music concert. The West Australian Symphony Orchestra, WASO Chorus and special guest soloists present classical music favourites, blockbuster film scores, and highlights from the upcoming WASO 2018 season, culminating in Tchaikovsky's explosive 1812 Overture set to a fireworks display.</p> <p>The entire event is free-to-the-public to attend and in addition to the concert, the event will also include family-friendly, pre-concert entertainment and activities including children's face painting, balloon artistry and a jazz ensemble.</p>
Start and finish times	4.00pm: Pre show entertainment commences 7.30pm: Performance commences 9.30pm: End of concert
Location	Langley Park
Projected attendance	21,000

Organisation details

ABN	26081230284
Entity Name	West Australian Symphony Orchestra Pty Ltd
Entity Type	Australian Private Company
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Funds	WEST AUSTRALIAN SYMPHONY ORCHESTRA PTY LTD Item 1
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6000
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$193,930
2013	\$198,778
2014	\$203,747
2015	\$195,000
2016	\$195,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	4
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	2.25
Does the project challenge established understanding through exploration and exchanging ideas?	1
Does the project contribute to building and sustaining a local arts economy?	2
Does the project provide professional development opportunities for local artists and/or cultural workers?	1.75
Does the project increase access to and opportunities to participate in cultural life?	3.25

WASO aims to be a world-class orchestra, which inspires through the quality of its performances and is renowned for its deep commitment to, and engagement with, the West Australian community.

The annual Symphony in the City (SITC) event presents an artistic program in City public spaces. The concert activates Langley Park and is also broadcast into the Northbridge Piazza and, if available, the Perth Cultural Centre.

With an artistic program carefully designed to appeal to a broad audience, and an experienced and recognised presenter to host the concert, WASO has carefully considered creating a community event that is both entertaining and engaging.

SITC presents an opportunity to showcase local talent through collaborative artistic initiatives and developing young and emerging musicians. The event also offers an ideal platform for WASO to highlight individual talent in the Orchestra, the volunteer WASO Chorus, local musicians, conductors and composers, developing their own skills and experience.

WASO's stated vision for SITC is to expand and vary the artistic program to enhance its relevancy and accessibility to new and younger audiences. This includes new artistic collaborations with contemporary local musicians, youth orchestras and other art forms to perform at Symphony in the City to promote new artistic programs; profiling new local arrangements ; and leveraging new digital media such as "Facebook Live" and social media 'live voting tools' for pieces to be performed, to enhance audience engagement with the Orchestra during performance.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	3
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	1
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	2
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	3.5
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	0.75
Does the project utilise innovative technologies to widen audience engagement?	2.75
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	2

The SITC supports WASO's mission to touch souls and enrich lives through music, by providing the Western Australian community with an orchestral concert of quality and variety.

The musical program is designed to appeal to a broad audience, ensuring maximum engagement. This means WASO will divert from a typical classical concert format and pair classical favourites with arrangements of contemporary pieces and feature a range of artists throughout the event.

SITC enables WASO to showcase innovative programming, making symphonic repertoire accessible to a broad demographic and introducing the state orchestra to new audiences. This is reflected in the growing attendance numbers since the event was established in 2008.

The annual Symphony in the City event is provided at no cost to audiences to maximise accessibility. It is broadcast regionally to further extend the concert's reach and engagement.

Triennial Assessment Criteria	Score
Are the project plan and budget realistic and value for money?	2.25
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	3.75
What is the level of anticipated community benefits for the project?	2.5
Is the proposed activity of international calibre, with suitably experienced personnel?	2.25
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	1.5
Is the project concept and planning well developed and articulated?	2.75
Does the project attract a broad audience and stimulate the local economy?	1.5
Does the project positively contribute to the City of Perth Capital City status?	2
Does the project provide opportunity for global engagement and collaboration?	1

WASO believe the City of Perth Symphony in the City has become a cultural tradition and artistic highlight on the Perth event calendar. The event has achieved a consistent attendance of approximately 20,000 people to Langley Park annually over the past ten years.

WASO's vision is to expand and vary the program in order to enhance the relevancy and accessibility of the event to new and younger audiences, stimulate ticket sales for the regular season, create new artist development opportunities and present new arrangements to profile the vitality of Perth's local arts and music scene. In order to achieve this, WASO aims to increase artistic collaborations with popular local music artists, other orchestras and art forms, to develop and promote 'Orchestral' and 'Pops Series' concerts scheduled in following seasons.

Application Quality	Score (4)
Overall quality of the application	2.5

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:-

Event Activation opportunities:

1. An invitation to include a Welcome message from the Lord Mayor in the "City of Perth Symphony in the City" concert program (7,000 distributed on the day);
2. One half-page advertisement in the "City of Perth Symphony in the City" concert program (artwork provided by City of Perth);

3. Invitation for the Lord Mayor, Deputy Lord Mayor, Elected Members or key staff (CEO) to attend the “City of Perth Symphony in the City” concert and to speak at the sponsor function of this free community event;
4. Opportunity to supply City of Perth-branded merchandise such as apparel for volunteers, or promotional packs for distribution at event by City of Perth volunteers (60 front of house volunteers work at event);
5. Opportunity to provide a 30 second TVC for live broadcast on the large screens at Langley Park as well as broadcasts to Northbridge Piazza, Regional Arts Venues, WA Community Resource Centres and online;
6. Opportunity for City of Perth to engage its Business Support Officers in commercial opportunities to support “City of Perth Symphony in the City”; and
7. Social media joint planning with WASO digital team for collaborative posts and tags on WASO social media channels:
 - a. Facebook and Twitter – 13,000+ followers;
 - b. Facebook “live”; and
 - c. Instagram – 1,600+ followers.

Partnership Activation and Content Creation opportunities:

1. Access to WASO audio, still photography and/or footage for City of Perth marketing purposes (subject to copyright and artist approvals);
2. Access to WASO during rehearsal or performance to record audio, still photography and/or footage for City of Perth marketing purposes (subject to availability, copyright, venue and artist approvals);
3. Inclusion in media and other PR opportunities sought by WASO, where possible;
4. Opportunity to engage an ensemble comprising up to four WASO musicians at cost for a City of Perth function or promotional event in 2018, subject to musician availability. This benefit is offered exclusively for WASO sponsors; and
5. Four half-page advertisements in Masters or Classics concert programs during the WASO 2018 season, to promote City of Perth's support and/or campaign (artwork provided by City of Perth).

WASO Platinum Partner acknowledgments:

1. Recognition of the City of Perth as a WASO “Platinum Partner” by logo, written or verbal acknowledgment in the Corporate Partners page of all WASO-produced season collateral, signage and digital media, including:
 - a. 2018 Season Brochure and concert diary;
 - b. 2018 Corporate Partners signage in the Corporate Lounge and Foyer of Perth Concert Hall (and corporate signage produced for off-site events);
 - c. 2018 Masters and Classics printed concert programs; and
 - d. 2018 WASO website, with URL link to City of Perth website.
2. Opportunity for City of Perth nominated participating business partners to receive 20% ticket discounts off A-Reserve seating (to Masters Series, Classics Series and some Special Event concerts) in 2018.

Assessment Panel Comments

The proposal does not articulate anything for 2017 that is new or innovative to justify a move from annual to triennial support and additionally there is no justification clearly articulated for the substantial increase in funding from \$195,000 to \$268,295.

The panel noted the application repeatedly references the significant history of the event, as a key event in the City's cultural calendar, with limited supporting evidence or metrics to quantify or qualify these claims.

The application references the event being important as an audience development opportunity for WASO without there being accompanying statistics to demonstrate this, including any evidence of impact on regular season ticket sales. The City's research shows that only 27% of attendees had not attended a WASO event previously, suggesting the bulk of attendees are already engaged with the company.

According to the City's own research, there are limited economic benefits associated with the event with 76% of survey respondents indicating that they only attend the event specifically and do not visit or engage with the City pre or post event. The associated spend with those who do visit the City is low at \$17.91 per attendee suggesting little economic impact.

The panel does note the artistic quality of the performance and of the event itself, which are both regarded as excellent, however there does not appear to be a justification to support a half day event for a substantial funding amount within the Triennial program when compared to other sponsorships which provide better return on investment.

Project Details

Project Title	Conversations Across the City		
Project Start Date	01/01/2018		
Project End Date	31/12/2018		
Venues	Perth Town Hall State Theatre Centre of Western Australia Other venues to be confirmed after consultation with City of Perth Officers		
Applicant	Black Swan State Theatre Company Ltd		
Expected attendance numbers	7,220		
Ticket Pricing - Standard	\$54.00		
Projected overall attendance at free components	3,830	Projected overall attendance at ticketed component	3,390
Total Project Cost	\$279,014		
Total Amount Requested per annum	\$140,000 (50% of the total project budget)	Total Amount requested over three years	\$420,000
REMPPLAN Impact (Direct)	\$0.700M	REMPPLAN Total	\$1.133M
Recommendation	Decline for Triennial (Project to be supported in Annual Sponsorship)		
Recommended amount	N/A	Recommended total over three years	N/A
Assessment Score	60.25 out of 92 (65%)		

Program Synopsis

Established in 1991, Black Swan State Theatre Company (BSSTC) is one of the premier theatre companies in Western Australia and aims to create exceptional theatre that nurtures WA audiences and artists.

‘Conversations Across the City’ is a new initiative of BSSTC’s new Artistic Director Clare Watson, with the aim of presenting theatre for the community, outside of traditional theatrical buildings.

As part of the program, BSSTC aims to deliver annually:

- At least one large scale theatre production in a location that isn’t a theatre;
- Participatory live art experiences within the City, aimed at families;
- Open Day at the State Theatre Centre of Western Australia; and

- ‘In conversation’ events throughout the city to spark engagement between audiences, artists and the broader community.

Program Description

With the exception of outer metro and regional touring, all BSSTC productions since 2011 have been performed at the State Theatre Centre of Western Australia. The Company acknowledge that this was an important strategy to raise the profile of BSSTC as WA’s preeminent theatre company, activate a new cultural asset recently completed by the State Government and attract new audiences, business partners and donors. This has resulted in a period of unprecedented growth for BSSTC and strengthened the organisation’s financial and operational capacity.

With newly appointed (October 2016) Artistic Director Clare Watson, BSSTC plans to embark on a new artistic strategy that will take the Company out of the State Theatre Centre and into the community.

Free and Ticketed Components

Program name free	<u>Participatory live art experiences</u>
Start date	12/11/2018
End date	25/11/2018
Description	<p>Fitter Faster Better is a boot camp for adults run by children. In this intergenerational project, adults are paired one-on-one with a ‘personal trainer’ aged between 9 and 11 years.</p> <p>Part live art experience, part game, part physical exercise, Fitter Faster Better challenges the contemporary commodification of fitness. It offers an opportunity to reflect on childhood and movement, and reclaim play as audience participants work out in an open public space.</p> <p>Fitter, Faster Better has two distinct participatory components:</p> <ol style="list-style-type: none"> 1. a five half day workshop delivered as a school incursion to two metropolitan primary schools and attended by up to 30 students from years 3 or 4. 2. a 45minute boot camp on three consecutive evenings in a City of Perth open space (ideally close to playground equipment). The boot camps are instructed by the abovementioned students for 30-60 adults that have registered via an online portal.
Start and finish times	<p>Artist/student school workshop – week long half day morning or afternoon sessions to fit into the schools’ term four timetable</p> <p>Student/adult boot camp – 6.30-7.15pm</p>
Location	City of Perth open space – to be confirmed in consultation with the City
Projected attendance	330

Program name free	<u>Open Day at the State Theatre Centre of Western Australia</u>
Start date	Dates TBC
End date	Dates TBC
Description	<p>At the 'Open Day at the State Theatre Centre of Western Australia', BSSTC will invite the public behind the scenes for a unique experience of the State Theatre Company.</p> <p>Open Day is audience community access and audience building initiative. Organisers aim to attract a diverse audience from a broad demographic. The strategy behind Open Day is that it removes barriers people often cite to attending Black Swan performances (cost of ticket, timing of performance, family commitments).</p>
Start and finish times	10am – 4pm
Location	State Theatre Centre of Western Australia
Projected attendance	3,500

Program Name Ticketed	<u>Large scale theatre production performed in a location that isn't a theatre</u>
Start Date	Dates TBC
End Date	Dates TBC
Description	The BSSTC will deliver at least one large scale production performed in a location other than a designated performing arts venue. In 2018 organisers propose staging a production at the Perth Town Hall.
Start and finish times	<p>Black Swan performances usually commence at 7.30pm</p> <p>Black Swan matinee performances usually commence at 2.15pm</p> <p>Black Swan school matinee performances usually commence at 11am</p> <p>Running time of The Events is approximately 75 minutes (no interval)</p>
Location	Perth Town Hall
Projected attendance	3,250
Ticket Price - Adult	\$54.00
Ticket Price - Concession	\$49.00
Program Name Ticketed	Conversations Across the City'
Start Date	Dates TBC
End Date	Dates TBC
Description	BSSTC will deliver a number of 'in conversation' events throughout the City to increase engagement between theatre audiences, artists and the broader community. Guest speakers will respond to, reflect, interrogate and debate themes explored in their annual theatre seasons.

	<p>Organisers will bring together experts and leaders from different fields – arts, science, education, environment, business, community and government to deepen audiences’ theatre experience and respond to topical issues important and unique to the City.</p> <p>BSSTC aim to host four events per year. They will be low cost to attend and wherever possible, held outside of the State Theatre Centre in civic spaces.</p>
Start and finish times	To be confirmed
Location	To be confirmed in consultation with the City
Projected attendance	140
Ticket Price - Adult	\$10.00
Ticket Price - Concession	\$5.00

Organisation details

ABN	28053092961
Entity Name	Black Swan State Theatre Company Ltd
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Funds	BLACK SWAN STATE THEATRE COMPANY LTD PUBLIC FUND Item 1
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6000
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$30,000
2013	\$30,000
2014	\$30,000
2015	\$50,000
2016	\$30,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	3.5
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.25
Does the project challenge established understanding through exploration and exchanging ideas?	3.5
Does the project contribute to building and sustaining a local arts economy?	3
Does the project provide professional development opportunities for local artists and/or cultural workers?	2.75
Does the project increase access to and opportunities to participate in cultural life?	3.25

Organisers aim to program a variety of activities in City of Perth public spaces including city open space, the Perth Town Hall and other city spaces.

Organisers state that the artistic vision is for BSSTC to deliver theatre experiences for the community that speak with a quintessentially Western Australian voice, a strategy which aims to represent the state's unique cultural identity. The BSSTC program provides important, local employment opportunities for theatre artists and arts workers, sustaining the local arts industry. As part of the BSSTC program, organisers expect that there will be greater cultural diversity on stage including a rich range of Indigenous voices and gender parity in the theatre artists BSSTC work with.

Organisers state the Open Day, and other activities within BSSTC's broader artist development program, will aim to deliver opportunities for Perth's theatre artists to develop their arts practice and learn new skills. At its core, Open Day is a free audience access and building initiative for new audiences unfamiliar with attending theatre, it is an opportunity to dispel myths and foster a sense of belonging.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	3
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	2
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	2.5
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	3
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	3.25
Does the project utilise innovative technologies to widen audience engagement?	2.25
Does the project demonstrate intrinsic economic impact and have ongoing	2.25

social and cultural influence?	
--------------------------------	--

The diversity of theatre experiences offered, including the 'Conversations Across the City' and 'Open Day' events, will make BSSTC-produced theatre more accessible to the community. The organisers state that the large scale theatre production will appeal to both traditional theatre audiences, as well as attract new audiences, curious to see theatre in non-traditional theatre spaces and the transformation of public spaces.

Another of BSSTC artistic strategies is to engage theatre audiences and encourage complex conversations. The 'Conversations Across the City' events will ignite discussion between audiences, theatre artists and the broader community. Guest speakers will respond to, reflect, interrogate and debate themes explored in the annual theatre seasons.

The experiences that will be delivered as part of the Conversations Across the City' and participatory live events such as 'Fiter Faster Better' events will encourage engagement by a broad demographic.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	2.25
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	2.5
What is the level of anticipated community benefits for the project?	2.75
Is the proposed activity of international calibre, with suitably experienced personnel?	2.25
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	1.25
Is the project concept and planning well developed and articulated?	2
Does the project attract a broad audience and stimulate the local economy?	2.75
Does the project positively contribute to the City of Perth Capital City status?	2.25
Does the project provide opportunity for global engagement and collaboration?	1.75

One of the key strategic goals of BSSTC is to extend their markets and increase participation of these markets, with the company's activities. Whilst the organisers application seeks to address this outcome, there was a lack of evidence to suggest that the project concept is well developed at this time despite it having the potential to attract a broad audience.

BSSTC have in recent times extended their reach to Asia through support of the Caucasian Chalk Circle which demonstrates global engagement, however opportunities within this project for international collaboration appear more limited.

Application Quality	Score (4)
Overall quality of the application	3

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:-

'Conversations Across the City' Partner

1. City of Perth known as 'Conversations Across the City' Partner for the 2018-2020 seasons;
2. Each year of the partnership, the City of Perth will be acknowledged for their support of BSSTC 'Conversations Across the City', consisting of:
 - a. A large scale production in a location that isn't a theatre;
 - b. Participatory live art experiences within the city aimed at families;
 - c. Open Day at the State Theatre Centre of Western Australia; and
 - d. 'In conversation' events throughout the city.

Acknowledgment as a Black Swan State Theatre Company Partner

As a Black Swan Partner:

1. City of Perth will receive logo acknowledgement in print wherever BSSTC's full partner grid is featured, including:
 - a. Season brochure (approx. 19,000 printed each year);
 - b. Production programs (eight shows each year);
 - c. Media kits (eight shows each year);
 - d. Subscriber newsletter (four editions, distributed to approx. 1,500 each edition);
 - e. Annual Report.
2. City of Perth will receive logo acknowledgement in digital platforms wherever BSSTC's full partner grid is featured, including:
 - a. Partners page of the website;
 - b. Foyer screens at the theatre; and
 - c. 2018-2020 Season Launches.
3. City of Perth will receive logo acknowledgement on signage where wherever BSSTC's full partner grid is featured, including:
 - a. In the foyer during each production at the State Theatre Centre.

Acknowledgement for Conversations Across the City

1. City of Perth will receive logo acknowledgement on all marketing material for Conversations Across the City elements, including posters, flyers, invitations, print and outdoor media advertisements and digital promotional videos;
2. Opportunity to supply a full page advertisement for the program for the large scale production (City of Perth to supply);
3. verbal acknowledgment by a BSSTC representative at official speeches relating to Conversations Across the City;
4. Opportunity to display City of Perth signage at all events associated with Conversations Across the City (City of Perth to supply);
5. The Lord Mayor, Deputy Lord Mayor, Elected Members or key staff (CEO) will be invited to represent the City as follows:
 - a. Formal speech at the opening night pre or post show part for the large scale production;
 - b. Formal speech following the Welcome to Country at the Open Day; and
 - c. Informal welcome at in conversation events.

Leveraging Opportunities

City of Perth and BSSTC will work together to leverage the partnership in creative ways through activation opportunities. Examples of leveraging opportunities could include:

1. Activating City of Perth venues where a BSSTC event is held through additional activities such as a Public Launch or installation of City of Perth Art Collection;
2. Wherever possible, include BSSTC Conversations Across the City elements as part of the City of Perth's school holiday activities;
3. Presentation of participatory live art experiences in public and open spaces that are key focuses of the City of Perth;
4. Opportunity for BSSTC to work with City of Perth community groups and/or arts and culture partners to develop mutually beneficially access and development opportunities;
5. Opportunity for City of Perth employees to volunteer their expertise in public events to assist Black Swan to deliver the Conversations Across the City elements effectively;
6. Opportunity for City of Perth representatives to participate in 'In Conversation' panel discussions where appropriate;
7. Opportunity for BSSTC representatives to attend City of Perth events to act as advocates for the partnership;
8. Opportunity for BSSTC to supply video, copy, images and or/interviews for use in City of Perth;
9. Opportunity to develop a joint social media campaign between BSSTC and City of Perth. BSSTC's social media reach is as follows:
 - a. Facebook – 11,310 likes;
 - b. Instagram – 1,577 followers; and
 - c. Twitter – 4,338 followers.
10. Opportunity to offer BSSTC theatre tickets as for prizes in City of Perth social media campaigns.

Assessment Panel Comments

This is a very high quality program, with well thought out, innovative and engaging initiatives, that has clearly been shaped to address the City's specific strategic goals. It also has excellent career development pathways for practitioners built into it. The program has excellent three-year goals, which if achieved, will set solid foundations for a sustainable program and organisation.

The assessment score was relatively low, however. This is largely because three of the four components are new, untested, and have limited funding sources other than from the City. It should be noted that the funding request was 50% of the project budget and the City sponsorship policy allows for a maximum of 30% which translates to a possible \$83,704 in funding. It was determined that such a reduction on the initial request would fatally alter the proposed project from what is proposed in the application and assessed by the panel and therefore has been recommended for decline in the triennial program.

Project Details

Project Title	FRINGE WORLD Festival		
Project Start Date	27/01/2018		
Project End Date	25/02/2018		
Venues	Russell Square Perth Cultural Centre Cathedral Precinct Various Independent Venues		
Applicant	Artrage Inc		
Expected attendance numbers	915,000		
Ticket Pricing - Standard	\$29.72		
Projected overall attendance at free components	540,000	Projected overall attendance at ticketed component	375,000
Total Project Cost	\$21,864,568		
Total Amount Requested per annum	\$350,000 (2% of the total project budget)	Total Amount requested over three years	\$1,050,000
REMPAN Impact (Direct)	\$95.522M	REMPAN Total	\$154.477M
Recommendation	Approval		
Recommended amount	\$300,000	Recommended total over three years	\$900,000
Assessment Score	82.75 out of 92 (90%)		

Program Synopsis

FRINGE WORLD Festival is the largest and most highly-attended annual event in Western Australia and the third largest Fringe in the world. During the Festival, shows are presented across a huge array of venues in the City of Perth including Russell Square, Perth Cultural Centre and the Cathedral Precinct with thousands of local, national and international artists participating in hundreds of different shows, across a wide variety of genres, including cabaret, circus, comedy, film, exhibitions, music and theatre.

Program Description

FRINGE WORLD is Perth's very own Fringe and is produced by Artrage Inc, a not-for-profit cultural organisation established in 1983. Artrage launched FRINGE WORLD in 2011 and the Festival quickly became the fastest growing event in the Southern Hemisphere, doubling in size and audience reach each year.

FRINGE WORLD is based on a modified format of the traditional open access Fringe model. Whilst overseeing the marketing, ticketing and overall management of the Festival, Artrage also produces a large proportion of the Festival directly through a range of carefully designed hubs. Organisers believe this is one of the main reasons why FRINGE WORLD has grown a lot faster than other Fringe Festivals, becoming the third largest Fringe event worldwide in less than six years.

This plan for rapid growth was designed to achieve a scale, reach and depth of positive impact across cultural, social and economic spheres unprecedented in WA's arts and cultural sector. The 2017 FRINGE WORLD Festival played host to over 700 shows presenting in excess of 4,800 individual ticketed and free performances at 150 venues spread across Perth City and other suburbs. The Festival sold in excess of 350,000 tickets and generated box office sales of just under \$10 million. Attendance at ticketed and non-ticketed events topped 750,000. Of the more than 3,000 participating artists nearly 69% were from Western Australia, delivering local performers with box office returns, a platform to present to a diverse and mass audience and development opportunities that are seeing more WA artists presenting work at other national and international Fringe Festivals each year.

Free and Ticketed Components

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

<u>Program name</u>	<u>City of Perth World Buskers Weekender</u>
Start date	02/02/2018
End date	04/02/2018
Description	<p>This new, free street program will be curated and produced by FRINGE WORLD, working closely with the City of Perth, to maximize the benefit and positive impact for city based traders. Working closely with New Zealand's World Buskers Festival that runs from 19 – 29 January, FRINGE WORLD will offer a second stop on the international touring circuit for a curated selection of the world's best street performers to present a new program that can be enjoyed for free by visitors to the City of Perth.</p> <p>The program will include Circus, Physical Theatre and Comedy with colourful stages and pitches popping up throughout the Murray Street & Hay Street Malls including aerial and circus rigs. The centre of the city stage street performances suitable for everyone. This weekend program will feature as a mini-festival program within the broader FRINGE WORLD and will have its own printed program and marketing and PR campaign designed to attract as many people to the retail centre of the City over the weekend.</p>
Start and finish times	Friday – 12pm – 8pm. Saturday – 10am – 6pm. Sunday – 10am to 4pm.
Location	To be developed with the City of Perth with a focus on Hay

	Street and Murray Street Malls and Forrest Place as well as spot performances in other areas throughout the City of Perth.
Projected attendance	47,200

Program Name Ticketed	<u>Fringe World Festival</u>
Start Date	27/01/2018
End Date	25/02/2018
Description	<p>The FRINGE WORLD Program is not finalised each year until registrations are processed and scheduling has been completed in September.</p> <p>The largest proportion of ticketed events in the 2017 Fringe were Comedy (44%) followed by Cabaret (15%), Theatre (13%) and Music & Musicals (11%). The Festival also featured Visual Arts, Children's Events, Film & Multimedia, Dance & Physical Theatre and Circus events.</p> <p>In 2017, 90.5% of ticketed attendance occurred in the City of Perth (317,158 out of 350,565) and 96.3% of free attendance occurred in the City of Perth (393,373 out of 408,278)</p> <p>Based on projected numbers for 2018, over 846,300 people will visit the City of Perth and Northbridge during the FRINGE WORLD Festival to attend ticketed and free events.</p>
Start and finish times	Varying
Location	Varying
Projected attendance	915,000
Ticket Price - Adult	\$29.72
Ticket Price - Concession	N/A

Organisation details

ABN	90649491963
Entity Name	Artrage Inc
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	Item 1
DGR Funds	N/A
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6003
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$50,000
2013	\$51,250
2014	\$72,531
2015	\$75,000
2016	\$100,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	3.75
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.5
Does the project challenge established understanding through exploration and exchanging ideas?	3.75
Does the project contribute to building and sustaining a local arts economy?	3.5
Does the project provide professional development opportunities for local artists and/or cultural workers?	2.5
Does the project increase access to and opportunities to participate in cultural life?	4

Organisers believe FRINGE WORLD has been at the forefront of Perth's renaissance as a place where dynamic cultural programming activates City public space. Each year, hundreds of thousands of audience members visit Fringe hubs and venues and this produces substantial economic impact for businesses and traders in the surrounding areas. The 'City of Perth World Buskers Weekender' will add a new initiative to the mix of dynamic arts in public city space during Fringe.

Organisers believe that FRINGE WORLD entertainment is a unique offering in Perth and the Festival's innovative arts program is one of the key reasons for its popularity. The Festival reflects and represents Perth's unique cultural identity through bringing Perth's diverse communities together during Fringe and by reaching a broad audience. FRINGE WORLD reaches an evenly distributed spread of age segments and tickets have been purchased by customers from every postcode in the Perth metropolitan area. 89% of the surveyed audience agree that FRINGE WORLD is an event that brings the whole community together and 96% agree that the Festival showcases Perth's vibrancy and creativity.

FRINGE WORLD enriches Western Australians with extraordinary arts and cultural experiences that are only available during the Festival. 93% of the surveyed audience agreed the Festival enables them to see high quality performances they would otherwise not get to see and 91% agreed the Festival showcases challenging and innovative performances from around the world. In 2017, the Festival stimulated just under \$10 million in box office to participating companies and artists, which makes it the largest performance platform for artists in the state.

Fringe draws a mass and broad audience to participating venues, delivering Perth businesses with a direct and flow-on stimulus; 90% of the surveyed audience agree that their visit to FRINGE WORLD has made them more likely to visit Perth in the future and 92% of the surveyed audience said their visit to FRINGE WORLD had made it more likely they would attend more arts events in the future.

Western Australian artists are an important focus of the Festival, with the 2017 Festival featuring 69% or 2,390 participating artists that are local residents of the state. The development opportunities provided by Fringe include: access to Awards prize money to facilitate touring; hosting visiting Festival directors; supporting emerging artists with marketing and producing advice; and by giving each participant an Artist Pass so they can see Fringe shows for free.

The Festival's vision is to "embed FRINGE WORLD in the hearts and minds of all Western Australians". This is achieved by presenting a broad range of events that offers something to a very broad audience and by ensuring the Fringe experience is distinctive and affordable. The average ticket price in 2017 was \$29.72 and there were 73 free events on offer such as buskers in The Perth Cultural Centre and The Pleasure Garden, Silent Disco and the FRINGE WORLD Mermaids. Additionally, 98% agree the Festival is an important addition to Western Australia's cultural life and 35% attended a Fringe event to expose themselves or others to the artistic and cultural experience.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	4
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	4
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	3.25
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	3.25
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	3
Does the project utilise innovative technologies to widen audience engagement?	3.5
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	4

FRINGE WORLD Festival stimulates local businesses by driving economic movement through visitation to Northbridge and the CBD by new and large markets from across the metropolitan area. There is also significant spend from intrastate, interstate and international participants who come to present shows.

2016 saw gross visitor expenditure of \$70.5 million, including pre and post-event expenditure in accommodation, bars and restaurants. From an audience perspective, 77% ate at a restaurant before or after attending a Festival venue, and 71% had a drink at a bar/café/nightclub before or after attending a Festival venue.

The Festival's purpose is to enrich and evolve the creative arts and culture of Western Australia and its vision is to "embed FRINGE WORLD in the hearts and minds of all Western Australians". Given that 76% of the surveyed audience agree that FRINGE WORLD is one of the top five best things about Perth and 94% of participants would recommend FRINGE WORLD to other artists, the Festival's path towards achieving these aims is secure.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	3.25
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	4
What is the level of anticipated community benefits for the project?	4
Is the proposed activity of international calibre, with suitably experienced personnel?	3.75
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	3
Is the project concept and planning well developed and articulated?	3.5
Does the project attract a broad audience and stimulate the local economy?	3.75
Does the project positively contribute to the City of Perth Capital City status?	4
Does the project provide opportunity for global engagement and collaboration?	3.75

FRINGE WORLD is a market driven model that in terms of annual ticket sales and independent earned revenue is the highest performing of any arts organisation in the state. The organisation is a not-for-profit and aims to deliver the best possible value and return to artists as well as experience to audience members. FRINGE WORLD has historically received core triennial state funding support from Lotterywest and the Department of Culture and the Arts.

The organisers state that after six years growing the Festival and establishing its place within the WA economy and cultural ecology it is strategically time for the organisation to work closely with its key stakeholders and supporters to make the organisation and the FRINGE WORLD Festival a sustainable enterprise that can continue to deliver positive impact for the City of Perth and the state into the future.

FRINGE WORLD has dramatically grown the festival over a five year period to 2016. At this point organisers decided to stabilise the festival and not grow it further for another two years. As such the program levels were kept consistent across 2016 and 2017 and a focus applied to improving services to all participants and to stimulating greater sales to all program elements.

This strategy is continuing into 2018, with the addition of new free public facing elements such as the City of Perth World Busker's Weekender being framed as strategic ways that FRINGE WORLD can continue to attract new audiences to the Festival and the City of Perth whilst continuing to strengthen the Festival and the organisation behind it in order to continue to deliver the Fringe into the future.

FRINGE WORLD aims to continue its positive work in delivering unique and world-class cultural entertainment, providing the largest presentation platform for Western Australian artists and boosting Perth's global reputation and positioning as a vibrant festival city of cultural significance.

Application Quality	Score
Overall quality of the application	3.75

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:

1. Presenting rights to the City of Perth World Busker's Weekender program
 - a. event listing in the FRINGE WORLD Festival printed guide;
 - b. event promotional feature in the FRINGE WORLD Festival printed guide;
 - c. event listing on the Festival website;
 - d. one feature story included in an e-news to the Festival's 81,000+ subscribers;
 - e. one small story included in an e-news to the Festival's 81,000+ subscribers;
 - f. one feature story published to the FRINGEFeed section of the Festival website and pinned/promoted via the website homepage for seven days in January 2018;
 - g. three Instagram posts to the Festival's 15,200+ followers;
 - h. two Facebook boosted posts to the Festival's 44,000+ fans;
 - i. three Twitter posts to the Festival's 7,800+ followers;
 - j. production of a printed magazine guide to the City of Perth World Busker's Weekender program, distributed in key suburbs;
 - k. media opportunities identified by the Festival publicist and achieved subject to editorial approval; and
 - l. custom-built signage with City of Perth exclusive logo presence.
2. City of Perth logo prominently featured in the sponsor branded strap in the following materials and publications:
 - a. online ticket receipts;
 - b. stationery including invitations, letterhead and media releases;
 - c. printed guide (approx. 250,000 copies printed and distributed throughout Perth metro area);
 - d. Festival poster;
 - e. Festival website, with click-through to partner's website;
 - f. regular e-newsletters;
 - g. sponsor site signs at Artrage-managed venues i.e. at The Pleasure Garden and FRINGE Central at The Perth Cultural Centre; and
 - h. advertising campaign including print, TV and outdoor;
3. Additional acknowledgement and benefits include:
 - a. full page print advertisement, published in the FRINGE WORLD Festival printed guide. Up to 250,000 copies distributed throughout the Perth metropolitan area;
 - b. access to FRINGE WORLD Festival footage and photography to suit your communication needs;
 - c. opportunity to include one question in the FRINGE WORLD Festival Audience Survey. Question is subject to approval by FRINGE WORLD Festival;

- d. City of Perth support will be acknowledged in speeches made by the Festival Director and/or CEO at key sponsor events;
- e. FRINGE WORLD Award Naming Rights, acknowledged via printed guide, website, e-newsletters and social media profiles. The Festival to work with the City of Perth to select an appropriate FRINGE WORLD Award. FRINGE WORLD Award naming rights are subject to availability;
- f. five complimentary memberships to the FRINGE WORLD Friends club;
- g. The Lord Mayor to receive opportunity to provide their top five events to see at the 2018 Festival. This story will be featured as a news item in one e-news (81,000+ subscribers) and published to the Festival website FRINGEFeed section; and
- h. Invitations:
 - i. The Lord Mayor will receive invitations to the FRINGE WORLD Festival opening party and the opportunity to speak at the event.
 - ii. The Lord Mayor will receive invitations to the FRINGE WORLD Awards Ceremony and the opportunity to speak at the event.

Assessment Panel Comments

The application has excellent supporting evidence and statistics showing actual impact of the festival on the city and should be a model that other festivals of a similar stature aim to follow. FRINGE has demonstrated they are a truly international calibre event.

The project is very strong in delivering on multiple City strategic community objectives.

The World Buskers Weekend is considered to be an excellent value-add program and is an excellent fit for the City's current objectives and strategic priorities. It will provide a platform to activate city spaces and engage with business owners in the city to provide free, quality, curated street entertainment, driving city visitation for the benefit of rate payers. It is a must have for our cultural program calendar and is a good opportunity for positive City profile as Presenting Partner.

The applicant has sought a substantial increase in funding from what has been approved previously. It is the panel's view that without an appropriate level of support from the City of Perth, the open access nature of FRINGE may see more events within the festival move to other local government areas, therefore reducing the local benefits and return on investment the City current receives. By upgrading the partnership to a higher level than previous, the City will be in a position to more proactively and positively influence the organisers in the achievement of shared outcomes to benefit the community.

The application was ranked as the best of all eight applicants with an excellent score average of 82.75 out of 92 and is strongly recommended for triennial funding. The panel believes the funding increase is wholly justified based on the proven impact of the event and will continue to ensure the City is regarded as the home of FRINGE into the future. Organisers together with City officers will ensure that local business are engaged and have opportunities to leverage off an event of this scale.

Project Details

Project Title	Black Swan Prize for Portraiture		
Project Start Date	01/07/2017		
Project End Date	01/02/2018		
Venues	Brookfield Place City of Perth Library Art Gallery of WA Perth Cultural Centre Northbridge Piazza Screen 108 St Georges Terrace 100 St Georges Terrace		
Applicant	Artrinsic Inc		
Expected attendance numbers	80,000		
Ticket Pricing - Standard	Free to attend		
Projected overall attendance at free components	80,000	Projected overall attendance at ticketed component	No ticketed components
Total Project Cost	\$630,687		
Total Amount Requested per annum	\$80,000 (13% of the total project budget)	Total Amount requested over three years	\$240,000
REMPAN Impact (Direct)	\$7.824M	REMPAN Total	\$12.653M
Recommendation	Approval		
Recommended amount	\$60,000	Recommended total over three years	\$180,000
Assessment Score	71 out of 92 (77%)		

Program Synopsis

The Black Swan Prize for Portraiture (BSPP) is one of Western Australia's most prestigious national art competitions and exhibitions, attracting and showcasing Australia's finest portrait artists. The annual exhibition is complemented by free-to-the-public community and youth-focused activities. 2017 will be the BSPP's 11th year, having celebrated its 10th anniversary in 2016.

One of Australia's richest portraiture prizes, the exhibition attracts high profile artists through a combined total of nearly \$70,000 prize money.

The organisers aim to develop a program that will engage, stimulate and educate participants and audiences, inspire dialogue, discussion and debate and engender a genuine interest and appreciation of portraiture, while growing the reach and audience of the event each year.

Program Description

The BSPP is a significant national art prize and exhibition. The City was a founding partner of the event and has supported the exhibition since its inception in 2007.

In 2016 BSPP achieved record attendance and offered the largest program of community events and activities since its inception. The new partnership with the Art Gallery of WA enabled expanded exhibition duration from ten days to one month in conjunction with a community engagement program with events and activities held throughout the City.

In 2017 organisers aim to capitalise on the success of the 2016 BSPP, and the program will largely be free and available to a broad section of the community including workshops, guided tours, floor talks, live demonstrations, outdoor activities, call-outs for group artist activities, digital activations, artist mentorships, an artist conference and networking opportunities.

Activities will be conducted by event specialists engaging young, emerging and professional artists, generating a greater understanding of the processes and practices of portraiture.

The community engagement program will run for one month alongside the BSPP Exhibition at AGWA in November, with additional programs taking place with community partners commencing mid-year, culminating in their artworks' inclusion in the outdoor exhibitions in multiple city venues.

City of Perth funding would allow new initiatives to be developed, based in the city, including an outdoor exhibition in Forrest Place with the artworks of the Black Swan 2017 Finalists projected onto the GPO Building in Forrest Place, as well as an exhibition and workshops created for the City Arts Space in Northbridge. The organisers intend to bring the city to life during the month of November with new pop-up activations appearing in interesting and unexpected places such as laneways and street corners.

Free and Ticketed Components

Program name	<u>Black Swan Prize for Portraiture - Exhibitions and Engagement Program</u>
Start date	30/10/2017
End date	30/11/2017
Description	<ul style="list-style-type: none">• 2017 Black Swan Prize Exhibition of 40 national finalist artworks on display at the Art Gallery of WA;• Community Engagement Program including workshops, demonstrations, floor talks, tours, live portrait painting demonstrations by WA artists and the finalists held in the Art Gallery of WA, the outdoor space in the Cultural Centre and throughout the City;• digital exhibition of the Youth and Community artworks on the Piazza screen, City of Perth Library screen and the Cultural Centre screen;• outdoor exhibition of the Youth Finalists and Community artworks on display on outdoor panels in the Cultural Centre;

	<ul style="list-style-type: none"> • exhibition of Youth Finalist original artworks on display at Brookfield Place; • Salon de Refuse exhibition on display at 108 St Georges Terrace, a display of WA entrants of the Black Swan Prize whose works are of high quality but were not selected as finalists; • Community Program artworks on display at 100 St Georges Terrace; • projection of 2017 Finalist artworks onto the GPO Building at Forrest Place; and • collection of Youth Finalist's artworks and Community program artworks on display at the City Arts Space at the Piazza in Northbridge.
Start and finish times	Various times from 7.00am until 11.00pm
Locations	Art Gallery of WA, Northbridge Perth Cultural Centre Brookfield Place 108 St Georges Terrace 100 St Georges Terrace GPO Building at Forrest Place City Arts Space at the Northbridge Piazza Northbridge Piazza screen City of Perth Library screen Perth Cultural Centre screen
Projected attendance	85,000

Organisation details

ABN	76562139103
Entity Name	Artrinsic Inc
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	N/A
DGR Funds	BLACK SWAN PRIZE PUBLIC FUND Item 1
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6014
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$38,479
2013	\$40,000
2014	\$41,000
2015	\$41,000
2016	\$41,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	3.25
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.5
Does the project challenge established understanding through exploration and exchanging ideas?	3.5
Does the project contribute to building and sustaining a local arts economy?	3.25
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.25
Does the project increase access to and opportunities to participate in cultural life?	3

The proposed project includes live group portraiture activities, speed dating information sharing opportunities for artists, group outdoor painting demonstrations where large groups of artists take over an outdoor precinct and interact with the public and public spaces within the City will be activated in exciting ways. All events are proposed to be free and family friendly to appeal to a wide audience.

The program will be available to a broad section of the community including workshops, guided tours, floor-talks, live demonstrations, outdoor activities, call-outs for group artist activities, digital activations, artist mentorships, artist conference and networking opportunities. All components will be held in the City of Perth and organisers would welcome input from the City when developing the program, in order to activate laneways, new spaces and surprising places with new art activities and events.

Organisers provide young, emerging and professional Western Australian artists with opportunities to showcase their work at prominent venues across the City (including AGWA), significantly raising their profile. The exhibition provides opportunities for the artist's work to be seen by, and sold to, markets they may not usually have access to. Winning one of the prizes, or having work exhibited in the exhibition, increases artists' profiles and brings recognition and validation for their work. Historically, many artists are approached to undertake commissions or workshops, or to participate in commercial gallery exhibitions following exposure at the event. Artists are provided with paid employment opportunities to undertake activities as part of the community engagement program. These help promote artists' work and connect with the public.

Professional artists inspire emerging artists and pass on artistic skills and organiser's rationale is to encourage excellence in artists, provide opportunities to promote artists and to educate and inspire the WA community.

In 2016 more than 35 artists were provided with paid employment opportunities through artist workshops, demonstrations, guided tours and artist floor talks. Additionally, more than 70 artists directly participated in outdoor activation activities where prizes were awarded.

Organisers will be continuing their Artists' Conference instigated in 2016 where artists were invited to a series of professional development seminars to learn skills to benefit to their arts practice, such as marketing and promotion, social media and grant and prize opportunities available to artists. The Artists' Conference also provides an environment for artists to interact and discuss personal experiences.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	3.75
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	2.75
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	2.75
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	3
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	2.75
Does the project utilise innovative technologies to widen audience engagement?	3
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	2.75

Organisers of the BSPP believe the Prize has popular and broad ranging appeal, driving engagement between artists, the corporate sector, government and the community. Portraiture is an art form that can have universal appeal.

In 2016, the BSPP underwent significant change, with a new exhibition partnership formed with the Art Gallery of Western Australia. This partnership enabled the expansion of the core exhibition timeframe from 10 days, to just under one month, driving an expansion of the exhibition across numerous City venues, including an outdoor exhibition of artworks by WA's youth and community partners at the Perth Cultural Centre, attracting more than 80,000 visitors.

The annual event and community engagement program are free for the public to attend, with visitors given opportunities to view, interact and engage with some of Australia's finest works of portraiture and to meet the artists involved. Professional artists are engaged in a variety of interactive activities.

The event assists in providing a destination event for tourism and visitation to the City of Perth. In 2017, the BSPP will feature a 1st prize of \$50,000 and an expanded prize pool, continuing to

attract many of Australia's finest portraiture artists, further growing the reputation of WA as an artistic and cultural state.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	3.25
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	3.5
What is the level of anticipated community benefits for the project?	3
Is the proposed activity of international calibre, with suitably experienced personnel?	2.75
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	3
Is the project concept and planning well developed and articulated?	3.25
Does the project attract a broad audience and stimulate the local economy?	3.25
Does the project positively contribute to the City of Perth Capital City status?	2.75
Does the project provide opportunity for global engagement and collaboration?	2.25

The organisers of BSPP plan to expand the event program throughout the City of Perth and will continue to develop new partnerships with other arts events, such as Awesome Festival.

There is the opportunity to introduce new portraiture based genres and create new prizes within the existing Black Swan Prize which could include photography, sculpture and street art.

Organisers will continue to develop their programs with community partners such as Starlight Foundation, Amana Living and Uniting Care West to create activities and workshops for the sick, elderly and disadvantaged people of WA that build confidence, spread joy and enhance lives through art.

As well as an expanded metropolitan program, organisers will look to expand into regional WA with a tour of artworks accompanied with local workshops with WA artists. It is a long-term strategy of the BSPP to develop an international element to the program. This could include a tour of works to Singapore, with mentorship opportunities for winners of the BSPP annually or residencies. The City will have the opportunity to leverage off any potential for enhance of Sister City relationships through the International Engagement team.

Application Quality	Score (4)
Overall quality of the application	3.5

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:

1. Recognition of the City of Perth as "Presentation Partner" of the BSPP on all promotional and marketing materials. The following text will accompany the City's logo – "proudly supported by the City of Perth";

2. Inclusion of the City of Perth crest on the home page of the BSPP website, and links back to the City of Perth website;
3. Sponsor profile on the BSPP website;
4. Invitation for the Lord Mayor to speak at the Major Award Night to be held at the Art Gallery of Western Australia (600 guests in attendance);
5. Invitation for the Lord Mayor to speak at the Youth Award Night to be held at Brookfield Place (250 guests in attendance);
6. Opportunity to display City of Perth signage at exhibitions and community events;
7. Inclusion of the City of Perth crest in all promotional material relating to the BSPP throughout the year, e.g. Posters, DL Fliers, Advertising and promotional signage at activities across the City;
8. One page foreword by the Lord Mayor to be included prominently in the full colour 36 page exhibition catalogue (6,000 copies distributed). This publication is also distributed to all libraries and participating artists nationally;
9. Opportunity for the Lord Mayor, Deputy Lord Mayor or a City of Perth Councillor to partake in a fun, group art activation in the City, e.g. a live portraiture challenge;
10. Content creation opportunities for the City of Perth (utilizing artworks created by Australia's finest portraiture artists);
11. Logo inclusion on exhibition signage throughout the duration of the exhibitions, including corporate evenings, community events and award nights;
12. Logo inclusion on the lectern and projection screens at the Major Award Night;
13. Acknowledgement of the City of Perth in media presentations or interviews;
14. Logo inclusion and recognition as Presentation Partner on Piazza and Cultural Centre screens and City of Perth Library screen for the digital exhibitions;
15. Promotion of the City of Perth via "what's on" websites and art competition directories;
16. Advertising in relevant Art magazines;
17. Promotion on Social Media platforms, including cross promotion with sponsors and exhibition partners. AGWA's and BSPP's combined social media following across Twitter, Instagram and Facebook is 60,000;
18. The City of Perth will also be listed as "Presentation Partner" on all key marketing collateral relating to the exhibition created by venue partners such as the Art Gallery of WA, Metropolitan Redevelopment Authority, Lester Group etc;
19. City of Perth crest included on official invitations to the Major Award Night and Youth Award Night; and
20. Crest inclusion and "Presentation Partner" recognition included in all e-newsletters by the Black Swan Prize (5,000 subscribers). The exhibition will also be promoted via AGWA's e-newsletters that have 24,500 subscribers.

Assessment Panel Comments

The panel noted the application demonstrated excellent audience engagement, and audience development activities and strategy, including use of technology for both projection and video. The project offers good career path opportunities for young, emerging and disadvantaged artists leading up to and after the event.

This was a clearly articulated and considered proposal, relevant to City's strategic objectives, though supporting statistics and empirical evidence of some statements could be improved and

the City will encourage and assist the organisers to further invest in the measurement and analysis of their project to further demonstrate their outcomes.

Further, the project retains a solid focus on partnerships, as well as an aspiration and plan to build a nationally recognised art prize into one with a global reach. The panel were pleased to recommend the project for Triennial funding.

Project Details

Project Title	A three year program of innovative, ambitious and international calibre contemporary arts, presented year-round, in the City of Perth's cultural precinct		
Project Start Date	01/07/2017		
Project End Date	30/06/2018		
Venue	Perth Institute of Contemporary Arts Perth Cultural Centre		
Applicant	Perth Institute Of Contemporary Arts Ltd		
Expected attendance numbers	285,000		
Ticket Pricing - Standard	\$32.00		
Projected overall attendance at free components	275,000	Projected overall attendance at ticketed component	10,000
Total Project Cost	\$900,379		
Total Amount Requested per annum	\$150,000 (17% of the total project budget)	Total Amount requested over three years	\$450,000
REMPPLAN Impact (Direct)	N/A	REMPPLAN Total	N/A
Recommendation	Decline for Triennial (Project to be supported in Annual or Round Sponsorship)		
Recommended amount	N/A	Recommended total over three years	N/A
Assessment Score	61.25 out of 92 (67%)		

Program Synopsis

Established in 1989, the Perth Institute of Contemporary Art's (PICA's) key aim is to promote, support and present contemporary arts and to stimulate critical discussion around the arts and broader cultural issues.

PICA plan to present a three-year program of innovative, ambitious and international calibre contemporary visual, performance and interdisciplinary arts. The objective of this program is to attract visitation to the city, and position Perth as a cultural leader nationally and internationally, while providing meaningful and sustainable support and exposure for local artists.

The program will provide visitors to Perth with year-round access to free, large-scale group and solo exhibitions, ticketed performances of contemporary dance, theatre, music and live art, free artist talks, family activities, opening celebrations and educational tours, ticketed lectures, panel discussions, workshops and professional development programs.

Program Description

PICA's mission over the next three years is to create career-defining moments for artists, life-changing experiences for audiences of all ages and critical turning points in the advancement of art forms.

PICA's strategy for its program over the next three years is to:

1. Commission, produce, curate and present high impact contemporary arts projects;
2. Foster experimentation and risk;
3. Partner and collaborate locally, nationally and globally;
4. Develop diverse and engaged audiences for contemporary art;
5. Provide cultural leadership; and
6. Create innovative arts learning experiences.

Over three years, PICA's annual program will feature up to eight large-scale high profile exhibitions that each run for a six to eight week period. These exhibitions will be carefully curated and showcase the best in local, national and international artistic practices. PICA will strategically place WA artists within a national and international context and allow audiences to consider their place within the world, and in particular within Perth's geographical position on the edge of the Indian Ocean Rim.

The program will include the annual Hatched National Graduate Show, a showcase of the best of Australia's art school graduates, expanded to include an in-depth professional development program for emerging artists, with the aim of attracting to Perth the most promising emerging artistic talent in the country.

Over the next three years PICA will embark on a new model of performance programming that sees the creative development and/or presentation of 8 - 12 new dance, theatre, live-art and music works each year. This new co-production model will mean that independent artists will no longer be charged hire fees and venue staff costs, with PICA taking on the financial risk on productions and contributions towards artists fees.

PICA's organisers believe this is a financially and artistically-invested approach that leverages co-commissioning and touring opportunities for local and Australian artists through PICA's national and international peers. Artists are supported and challenged to be ambitious, to innovate, collaborate and ultimately become artistic leaders.

The program features activities that attract new audiences to PICA while fostering greater understanding of contemporary art and culture. These include artists' talks, lectures, workshops, panel discussions, large outdoor opening celebrations as well as a schools learning program that attracts students to the city.

Free and Ticketed Components

<u>Program name free</u>	<u>Exhibitions</u>
Start date	01/07/2017

End date	30/06/2018
Description	Various exhibitions
Start finish times	10am - 5pm Tuesday - Sunday
Location	Perth Institute of Contemporary Arts
Projected attendance	269,000
Program name free	Free education, public program and family events
Start date	01/07/2017
End date	30/06/2018
Description	PICA plans to present a year-round exhibition program of free, high-quality, learning and engagement activities that encourage return visitation to PICA and the city while offering interesting ways to understand and appreciate new artistic practices and the ideas behind them.
Start finish times	10am - 5pm Tuesday - Sunday
Location	Perth Institute of Contemporary Arts
Projected attendance	6,000

Program Name Ticketed	<u>Performance</u>
Start Date	01/07/2017
End Date	30/06/2018
Description	Various performances
Start and finish times	Varying, but generally between 7pm and 9pm or 2pm and 5pm.
Location	Perth Institute of Contemporary Arts, Perth Cultural Centre, Perth laneways
Projected attendance_1	9,000
Ticket Price - Adult	\$32.00
Ticket Price - Concession	\$22.00
Program Name Ticketed	Ticketed Education, Public Programs and Professional Development Programs
Start Date	01/07/2017
End Date	30/06/2018
Description	PICA will offer a year-round program of ticketed education, public program and professional development activities. These will complement and expand on the free events and provide deeper learning opportunities for those keen to develop their understanding of contemporary arts and culture, those seeking hands on "art making" experiences or those wanting to develop their careers as artists.
Start and finish times	Varying, 6pm - 8pm or 10am - 12noon or 1pm - 5pm
Location	Perth Institute of Contemporary Arts, Schools
Projected attendance	1,000
Ticket Price - Adult	\$20.00
Ticket Price - Concession	\$15.00

Organisation details

ABN	49009372927
Entity Name	Perth Institute Of Contemporary Arts Ltd
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	Item 1
DGR Funds	N/A
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6003
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$35,000
2013	\$40,000
2014	\$50,000
2015	\$30,000
2016	\$30,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	2
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.25
Does the project challenge established understanding through exploration and exchanging ideas?	3.25
Does the project contribute to building and sustaining a local arts economy?	2.75
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.25
Does the project increase access to and opportunities to participate in cultural life?	3

PICA's organisers aim to deliver dynamic year-round cultural programming that is curatorially rigorous and of the highest international artistic standards, while also being responsive to the needs and aspirations of local artists and audiences.

PICA's programming will harness the very best of local practice while encouraging reflection on where the community situated culturally, politically, economically and geographically. It will position Perth as an innovative and creative hotspot.

PICA was established to champion, support, present and promote all that is innovative and experimental in arts. PICA is the only organisation in Perth that presents a year round program of multi-disciplinary arts. It is known for its support of artists using new technologies and a range of different art forms.

PICA's programs will encompass the whole visitor experience and offer a myriad of ways for people to connect with each other, reflect upon their place in the world and explore and exchange ideas. Through dynamic education and public programs PICA is able to offer a unique platform for life-long learning and community discussion and debate.

PICA has a commitment to paying professional artists fees and their recent move to a new co-production model for performance sees PICA taking the financial risk on productions to reduce the financial burden on artists. This is the only model of its kind in WA. In addition, PICA provides artists with substantial curatorial, technical, marketing and networking support.

PICA's studio and creative development programs offer artists working in all disciplines and at all stages of their careers the opportunity to spend from two weeks to two months in a dedicated studio or performance space to develop their practice, refine ideas, get feedback from industry professionals and engage with the public about their work.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	1.75
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	3
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	3
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	1.25
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	2
Does the project utilise innovative technologies to widen audience engagement?	2.25
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	3

PICA's role in being a significant tourist driver to the Perth Cultural Centre is well documented. Recent audience surveys conducted by the applicant have revealed that 30% of PICA's visitors

are from outside of Perth demonstrating the importance of PICA in contributing both to the tourism industry locally, but also in positioning Perth as a culturally vibrant and active city. As a result of PICA's situation in the Perth Cultural Centre however, the application does not address the activation of the city and other underutilised locations in interesting or engaging ways.

It is recognised by the City the cultural and social impact that PICA exhibitions can demonstrate, however economic impacts are harder to quantify as visitation to PICA is likely to be part of a wider tourist program of activities and not the result of tourism to specifically visit PICA as the sole purpose of a trip.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	3
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	3.75
What is the level of anticipated community benefits for the project?	2.25
Is the proposed activity of international calibre, with suitably experienced personnel?	3
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	2.25
Is the project concept and planning well developed and articulated?	2.75
Does the project attract a broad audience and stimulate the local economy?	2.5
Does the project positively contribute to the City of Perth Capital City status?	2.5
Does the project provide opportunity for global engagement and collaboration?	2.75

Over future years PICA plans major collaborations with national and international arts organisations in the commissioning, curating and producing of new works, exhibitions and performances as well as the commissioning of engaging temporary artworks for the façade of PICA's building as a way to connect their interior and exterior spaces and build even greater public awareness of PICA's programs and public art within the city.

Application Quality	Score (4)
Overall quality of the application	2.75

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:-

1. The City of Perth will be recognised as the principal civic partner of PICA for each year of the agreement.

Acknowledgement of the partnership will include but is not limited to:

2. PICA Building Banners (six-metre high building banners to be updated and displayed on the northern face of the building for each exhibition period – five per year);
3. Official PICA Guide (4000x published twice yearly)

4. Exhibition Catalogues (five exhibitions annually);
5. Exhibition Room Sheets (produced by PICA's marketing and education teams as a guide to each exhibition and provided to audience members free of charge);
6. Performance Programs (a guide/program is produced for each performance and given to each audience member free of charge. PICA aims to make these available digitally for download from the PICA website);
7. Spark Lab and Education Program materials;
8. Press releases and other media materials;
9. Radio advertisements and promotions;
10. Other marketing Collateral including light box posters (displayed at entrance to PICA, promotional flyers, national art magazine advertisements (where applicable, printed promotional materials such as postcards and PICA's Annual Report;
11. PICA website;
12. PICA E-news;
13. PICA entrance foyer electronic display;
14. Perth Cultural Centre screen – during promotions for PICA exhibitions and performances;
15. PICA Social media;

The City of Perth will receive verbal recognition at all presentations including:

16. Exhibition opening events – between 500 – 2,000 audience members across five exhibitions per year
17. Post-performance VIP events – over 100 audience members for each performance
18. Public and private events where PICA's Director, Business Manager, curatorial staff, Chair and Board Members are speaking on behalf of PICA

Cross Promotion and Leveraging Opportunities

PICA encourages a strong relationship with all partnerships to leverage and value the synergy between the organisations to add richness to the collaboration. To this end PICA will actively:

1. Regular promotion of City of Perth events in particular events that are relevant and of interest to PICA audiences i.e., arts events and activities;
2. With City of Perth funding PICA can open its doors at night once a month and cross promote with City of Perth to coincide with 'PICA Late Night's' with a City of Perth campaign i.e. Thursday like its Friday or Eat Drink Perth;
3. Advocate for events that involve artists working with City of Perth Public Art Program and other art events;
4. Be involved with and promote City of Perth activities centred around the Perth Cultural Centre;
5. Be part of Heritage events and activities that are of significance to the PICA heritage building including the history of PICA and its place in the cultural history of Perth, as well as engaging with Perth Boys School and Perth Technical College alumni;
6. Engage with the organisations that make up the Perth Cultural Centre and promote the City of Perth as a cultural hub in the Asian Pacific Zone;
7. Investigate ways for the City of Perth Library to link with the PICA archive records currently being catalogued;

8. Provision of PICA content for City of Perth promotional materials; and
9. Access to research data on PICA's audience.

Assessment Panel Comments

PICA have traditionally been supported through the City's annual grants round at a funding level around \$30,000 per year and this request is a substantial increase on those commitments.

The panel noted that this application lacks the activation of underutilised spaces, doesn't engage with technology to widen audiences nor challenges PICA's existing art forms by way of offering experiences outside of their established venue.

Additionally PICA hasn't demonstrated how a triennial sponsorship increases their existing value to Perth's international appeal and vision of being number one.

The panel did agree that whilst a year round relationship with PICA is something to strive for, the current proposal did not align well to some of the key outcomes of the triennial program and was not recommended for support.

Project Details

Project Title	WAM Festival		
Project Start Date	01/11/2017		
Project End Date	05/11/2017		
Venues	Murray St Mall Forrest Place (subject to availability) Hay St Mall Quay Note - boat on the Swan River, via Captain Cook Cruises Wilson Roe Street car park (TBC), or Old bus port site, Wellington St (TBC) State Theatre Centre State Theatre Centre Courtyard PCC Amphitheatre Various City and Northbridge licensed venues		
Applicant	The West Australian Music Industry Association Incorporated		
Expected attendance numbers	41,536		
Ticket Pricing - Standard	\$10.00		
Projected overall attendance at free components	39,596	Projected overall attendance at ticketed component	1,940
Total Project Cost	\$295,775		
Total Amount Requested per annum	\$110,000 (37% of the total project budget)	Total Amount requested over three years	\$330,000
REMPAN Impact (Direct)	\$4.056M	REMPAN Total	\$6.560M
Recommendation	Decline for Triennial (Project to be supported in Annual Sponsorship)		
Recommended amount	N/A	Recommended total over three years	N/A
Assessment Score	68 out of 92 (73.9%)		

Program Synopsis

Western Australia has a long and well-established reputation for contemporary music emanating from the state, with acts such as Tame Impala, Empire of the Sun, Eskimo Joe, Jebediah, Pendulum and San Cisco making an impact both nationally and overseas.

Celebrating its 23rd year in 2017, the WAM Festival (WAMFest) is an annual showcase and celebration of original Western Australian contemporary music. WAMFest holds a distinct and unique place in the global festival market as the largest of its kind anywhere in the world, celebrating and showcasing local artists. It is an activity that is a celebratory event for the whole community, as well as a market and audience development opportunity for WA artists.

Program Description

The WAMFest is widely recognised as an important contemporary music activity on WA's cultural calendar. In its 23 years, it has gained a reputation both nationally and abroad as a highly-respected celebration of locally-produced, original music.

In 2017, organisers have broadened the program to incorporate six key elements, including:

- pre-event opening parties;
- the WA Music Conference;
- WA Music Awards;
- Friday night showcases;
- Saturday Spectacular; and
- Sunday Best.

Saturday Spectacular is an important focus of the Festival, and is presented to the WA community completely free of charge, offering many and varied music performances across the city at both traditional music venues as well as festival-style outdoor events. WAM also presents a Regional Round Table workshop event as part of the program. Leading arts practitioners from across regional WA gather on the day before the WA Music Conference to discuss and workshop regional issues facing the sector.

The Festival offers not only audience development, recognition and skills development opportunities for local artists, but is also WA's foremost opportunity to engage with the broader community and celebrate the great talent on offer.

The WAM Festival program, including the WA Music Conference, is an investment in the next wave of musical talent waiting to emerge and have impact on the domestic and global music markets.

Free and Ticketed Components

Program name free	<u>Live from the State Theatre Centre</u>
Start date	20/09/2017
End date	11/10/2017
Description	<p>WAM presents a new initiative in 2017 with the introduction of the Live from the State Theatre Centre recording project.</p> <p>Selected WA acts will be invited to attend the State Theatre Centre's Rehearsal Room 2 to live record tracks. The process will be filmed and a series of musical video clips will be edited and</p>

	presented via WAM's Youtube channel. The clips will be shot to showcase the City through the room's picture window.
Start finish times	Recording to take place over two days in late September to allow for editing and disc mastering and production time; discs to be available prior to the commencement of the WAM Festival.
Location	State Theatre Centre Rehearsal Room 2
Projected attendance	46
Program name free	WAM Festival Opening Parties
Start date	01/11/2017
End date	01/11/2017
Description	The WAM Festival will officially open on the Wednesday evening with four opening events in the city, featuring a range of performances from Perth artists. The events will be free-to-the-public to maximise engagement and celebrate the start of WAMFest.
Start finish times	Starting at 8.00pm and finishing at 12.00am
Location	The Bird, Amplifier, The Ellington, Laneway Lounge
Projected attendance	650
Program name free	<u>WAM Festival launch performances</u>
Start date	02/11/2017
End date	03/11/2017
Description	WAM proposes launching the WAM Festival in 2017 to the general public on Thursday 2nd and Friday 3rd November, by putting known Perth bands onto the public stage in Forrest Place (subject to availability), in the Murray St and Hay St Malls, and having artists perform short sets. The performances will be scheduled through the two days around the peak foot traffic periods, attracting crowds as they head into work, head home, and break for lunch in the city, as well as drawing audiences into the spaces.
Start finish times	First performance at 8am and finish by 9.30am Lunchtime sets commencing 11.00am and finishing 2.00pm Early evening sets from 5.00pm to 7.00pm
Location	Forrest Place (subject to availability), Murray Street mall, Hay St mall, and outside various train station exit points
Projected attendance	20,000
Program name free	Saturday Spectacular
Start date	04/11/2017
End date	04/11/2017
Description	Saturday Spectacular is a day of free music in Perth and Northbridge. The Spectacular will include: the Block Party, a licensed festival style pop-up venue located either in the Wilson car park on Roe St, or the old Busport site between Roe and

	Wellington Streets (TBC); an all ages stage in the PCC amphitheatre; an assortment of genre focused local showcases inside licensed venues in the both the Northbridge and Perth city area; and programming inside the Wesley Church (subject to availability). The Saturday Spectacular program will offer a varied and diverse range of performances to suit all ages and all tastes, and the stage in the Perth Cultural Centre will present an opportunity for parents and young children to have access to local music in a familiar and safe atmosphere.
Start finish times	Some gigs will commence at midday and most programming will finish at midnight. Venues with late licenses will finish at 2.00am.
Location	Various venues around Northbridge, outer Northbridge, and Perth city areas.
Projected attendance	15,800

Program Name Ticketed	<u>WA Music Awards</u>
Start Date	02/11/2017
End Date	02/11/2017
Description	The WA Music Awards (WAMi) are WA's premier celebration of contemporary music in Western Australia. Each year around 40 awards are presented to members of the West Australian music community who demonstrate excellence in their field. Awards are voted anonymously by both the public and the local music industry and include awards for specific music genres, individual crafts, and industry recognition such as Media and Management awards and the Golden WAMi for outstanding overall contribution to the industry.
Start and finish times	7.00 pm - 12.00 am
Location	Heath Ledger Theatre or Gate One Theatre, Claremont (TBC)
Projected attendance	450
Ticket Price - Adult	\$20.00
Ticket Price - Concession	N/A
Program Name Ticketed	<u>WA Music Conference</u>
Start Date	03/11/2017
End Date	04/11/2017
Description	<p>The WA Music Conference is positioned as an important initiative for everyone working in or creating in the music space in Western Australia, with a range of speakers across all disciplines gathered from all over the world to inform and enlighten. Held at the State Theatre Centre of Western Australia, WAM brings the WA industry a range of sessions across all topics over two days.</p> <p>The WA Music Conference offers a dynamic environment for audiences to engage with the all-star cast from around the world in panel sessions, one-on-one meetings, radio pitching</p>

ACNC Registration	N/A
-------------------	-----

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$76,258
2013	\$50,000
2014	\$37,000
2015	\$40,000
2016	\$40,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	4
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	2.5
Does the project challenge established understanding through exploration and exchanging ideas?	3.25
Does the project contribute to building and sustaining a local arts economy?	3.5
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.25
Does the project increase access to and opportunities to participate in cultural life?	3.5

WAMFest activates public spaces with dynamic cultural programming by using spaces not necessarily known for music, to deliver a further dimension to the performance program, and engage the interest of the public.

Organisers believe WAMFest is an essential element in building and sustaining a local musical arts economy. By presenting a music program that is dynamic and engaging, and largely free, WAMFest engages with an audience who may not otherwise attend local, original music gigs. Patrons have ample opportunity to move between locations, sampling new and interesting acts as part of a bustling, exciting crowd. As audiences grow, so too does the business economy that supports live performance, making venues sustainable and profitable. A WAM recent research project, in conjunction with ECU, reported that the live music industry contributes more than \$1billion to the WA economy annually.

Each year, the WAM Festival attracts thousands of attendees to see hundreds of artists performing in an accessible and engaging format. Culture Counts research conducted by organisers shows that 65% of attendees would have otherwise stayed home had they not come into the city for WAMFest. The multifaceted musical program, at traditional music venues as well as accessible all ages locations, allows an opportunity for all people to engage and participate in cultural life through music.

The WA Music Conference (WAMCon) forms the focal point of WAM's annual development program for WA artists, and is the must-attend event for everyone working in or creating in the music space in Western Australia.

WAMFest and WAMCon takes the opposite approach by bearing the cost of bringing influencers to WA to speak and attend showcases, enabling organisers to showcase around 150 acts to these visitors annually. WAM also facilitate opportunities for visiting industry to meet artists and watch them perform.

The subtext of the WAMCon is just as relevant and impactful for WA artists. Through the careful design and structure of the conference, and selection of speakers to include artist bookers, music labels and A&R reps, these guests are presented with a slew of curated music events where the finest current acts are presented for their consideration, whilst performing in front of big, appreciative audiences. This strategy is proven to be successful, with many WA acts being signed to national and international deals as a direct result of their Festival performances.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	3
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	3.25
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	2
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	3.5
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	3
Does the project utilise innovative technologies to widen audience engagement?	2.5
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	2.75

The West Australian community benefits in many ways from WAMFest. WAM utilises the Culture Counts impact assessment tool to measure this impact. The 2016 report revealed the following results:

Social Impact:

- 85% of attendees said that attending the WAM Festival made them feel part of a community;
- 79% said that it had a positive impact on their physical and/or mental wellbeing; and
- 74% said it moved or inspired them.

Creative Impact:

- 83% said it connected them with people in their fields;
- 75% agreed it opened new opportunities for them; and

- 74% said it made them feel confident in their ability to reach their goals.

Place Impact:

- 85% agreed they enjoyed the vibrancy and activity in the city;
- 85% agreed that the Festival made them feel safe and welcome; and
- 80% said that the Festival has a connection to the place we live.

Economic Impact:

- The report shows that the 2016 WAM Festival delivers a \$2.4m total economic impact;
- \$1.5m gross attendee expenditure;
- 6.77 overall ROI;
- 65% of those surveyed said that had the WAM Festival not been on, they would have stayed at home; and
- WAM's research report (ECU) shows the music industry contributes approximately \$1b to the WA economy.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	3
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	3.25
What is the level of anticipated community benefits for the project?	3
Is the proposed activity of international calibre, with suitably experienced personnel?	2.5
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	2.25
Is the project concept and planning well developed and articulated?	2.5
Does the project attract a broad audience and stimulate the local economy?	3.75
Does the project positively contribute to the City of Perth Capital City status?	2.5
Does the project provide opportunity for global engagement and collaboration?	2.25

WAM's stated mission is championing West Australian music. WAM aims to preserve, strengthen and advance contemporary West Australian music by developing, celebrating and connecting the musicians, industry professionals and general public both locally and further afield.

WAM's vision is to fuse meaningful connections between artists, the industry and the broader community to facilitate the growth of WA music, build the awareness of West Australian talent, and the audience who hear it. Creating opportunities by showcasing WA music to visiting industry representatives at WAMFest, WAM plays an active role in advocacy and policy development on issues facing the sector, and above all, provides the opportunity for the community to see, listen to and engage with local original music.

WAM's growth strategy for the WAMFest is to take in the aggregated WAMCon and WA Music Awards and create a singular event: WA Music Week. Organisers anticipate they will be in a position to introduce WA Music Week in 2019.

Application Quality	Score (4)
Overall quality of the application	3

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:

1. Logo recognition on all program promotional material;
2. Logo recognition on event website;
3. Logo recognition on event related media releases;
4. Sponsor profile on event website;
5. Full page advertisement in the WAM Festival digital event program;
6. Logo recognition and designation included in the printed event program;
7. Two feature posts on WAM's social media channels about the City's involvement in the WAM Festival (content provided by the City in conjunction with WAM's marketing and communications officer);
8. Minimum of 20 social media posts that include acknowledgement of the City of Perth through the use of your designated hashtags;
9. Leaderboard/gif banner ad (artwork to be supplied by City of Perth) in rotation on the WAM website and in WAMplifier eNews for a one year period;
10. MREC ad (artwork to be supplied by City of Perth) promoted on WAM website for a one year period;
11. Opportunity to display City of Perth signage at the funded events;
12. Opportunity for the Lord Mayor, Deputy Lord Mayor, Elected Members or key staff (CEO) to participate, speak or present at the event launch (details TBC);
13. Opportunity for the Lord Mayor or delegated representative to present the Golden WAMi award at the WA Music Awards; and
14. City of Perth will be the exclusive provider of waste management services for the program/event (except for events entirely on private property).

Assessment Panel Comments

The panel noted WAM's efforts to engage with key City of Perth Officers over the previous six months on a range of topics to further the relationship between the two parties and align the direction of WAM and the City for events held or proposed to be held within the Perth LGA. It was noted that many of the elements in the application were listed as "to be confirmed" and whilst the panel appreciates that until funding is confirmed it is hard to progress some projects, it also makes it difficult for the panel to confidently assess the application.

It was evident that WAM is eager to activate public and underutilised spaces which should be applauded as it demonstrates a strong link to the City's strategic community plan.

The funding request from WAM was in excess of the 30% maximum allowed within the policy and the maximum amount to be considered by the panel was \$83,704. It was determined that as many of the TBC event components appeared to be reliant on securing City funding, the reduced maximum would have a negative impact on WAM's ability to provide these events and therefore the proposal would substantially change from what has been submitted. It was recommended that WAM engage with City Officers to resubmit through the Annual sponsorship program a more realistic proposal for consideration.

Event Details

Event Title	Perth International Arts Festival 2018		
Event Start Date	09/02/2018		
Event End Date	04/03/2018		
Venues	Elizabeth Quay Perth Concert Hall State Theatre Centre of WA The University of Western Australia His Majesty's Theatre PICA The Art Gallery of Western Australia Government House		
Applicant	University Of Western Australia		
Expected attendance numbers	360,000		
Ticket Pricing - Standard	\$30.00		
Projected overall attendance at free components	210,000	Projected overall attendance at ticketed component	150,000
Total Project Cost	\$16,750,000		
Total Amount Requested per annum	\$500,000 (3% of the total project budget)	Total Amount requested over three years	\$1,500,000
REMPPLAN Impact (Direct)	\$34.467M	REMPPLAN Total	\$60.591M
Recommendation	Decline for Triennial (Project to be supported in Annual Sponsorship)		
Recommended amount	\$300,000	Recommended total over three years	\$900,000
Assessment Score	76 out of 92 (82.6%)		

Program Synopsis

Founded in 1953 the Perth International Arts Festival (PIAF) is the longest running international arts festival in the southern hemisphere. The Festival aims to be Western Australia's premier cultural event and present an annual arts festival of the highest international quality.

PIAF aims to be distinctively Western Australian. Since its foundation 64 years ago, it has been a Festival for the people and has resonated with place and people's aspirations for excellence in arts and cultural experiences. Organisers believe that this distinctiveness is critical to the Festival's long run success.

Building on the historic success of the partnership between the City of Perth and PIAF, organisers seek a multi-year partnership that supports the commitment to a curatorial strategy

underpinned by sustained and secured investment; improved data sets for reporting and audience statistics; and investment in the Chamber Music Weekend to optimise this successful program as a signature event for the City of Perth.

Program Description

In 2018, PIAF aims to deliver a world-class multi-arts program. PIAF Artistic Director Wendy Martin will continue to deliver her 2016-2019 artistic vision, curating an international program of free and ticketed events, across all art forms, in venues, outdoors, online and in unexpected places.

Wendy's artistic vision is committed to:

- presenting and commissioning work;
- raising the profile of Western Australian artists;
- creating opportunities for dynamic exchanges between Australian and international artists; and
- building a diverse and engaged audience.

The following themes will be central to the 2018 PIAF program:

- our stories;
- our rich Indigenous culture;
- our splendid isolation;
- our central position on the Indian Ocean Rim; and
- our climate and natural environment; and our diverse cultural community.

The 2018 Festival will have a focus on China, the Indian Ocean Rim, inclusive free community events across four weekends and further exploration of Western Australian's stories of identity and sense of place.

Free and Ticketed Components

Program Name Ticketed	<u>PIAF 2018</u>
Start Date	09/02/2018
End Date	04/03/2018
Description	Comprehensive program of world class art and artists including: Lotterywest Festival Films (note this season runs from Nov-April) Perth Writers Festival Visual Arts (note this season runs from Feb-April) Theatre Dance Contemporary Music Classic Music including Chamber Music Weekend State Theatre Centre Courtyard Sessions (new in 2017)
Start and finish times	Performance: Matinees: 2:00pm (average)

	<p>Evening: 8:00pm (average)</p> <p>Films: 8:00pm every evening (2 locations)</p> <p>Perth Writers Festival: all day Thursday to Sunday of the 3rd weekend</p> <p>Visual Arts: all day according to individual gallery opening times</p> <p>Contemporary Music: free performance from 6pm, main stage from 8:00pm</p> <p>Classic Music: 8:00pm (average) Chamber Music Weekend: from 1:00pm-10:00pm</p> <p>Courtyard Sessions: 4:00pm-11:00pm Fri-Sat of nominated weekend</p>
Location	State Theatre Centre WA; Perth Concert Hall; Government House; His Majesty's Theatre; Regal Theatre; Fremantle Arts Centre; Albany Arts Centre; Elizabeth Quay; UWA; ECU Joondalup; Regal Theatre; Public Spaces; others tbc
Projected attendance	150,000
Ticket Price - Adult	\$30.00
Ticket Price - Concession	\$20.00
Program name free	<u>PIAF Connect</u>
Start date	09/02/2018
End date	04/03/2018
Description	In 2018 PIAF will build upon the success of the PIAF Connect program and again deliver a comprehensive free program of professional development for the general community. This program includes Workshops, Masterclasses, three day residency program with a selected artist in residence, Producers Forum and Film Peer Review program.
Start finish times	Various depending on the activity. Ranged from three day residency to one day conference and half day classes.
Location	Various - included Perth venues and performing spaces
Projected attendance	500
Program name free	<u>PIAF Lab, PIAF Young Creatives and Curated by Kids</u>
Start date	09/02/2018
End date	04/03/2018
Description	PIAF Lab, PIAF Young Creatives and Curated by Kids are all free development programs run by PIAF to develop the skills, learning, interaction, engagement and production of work for members of the community.

	<p>PIAF Lab takes a group of early career professionals on a curated journey throughout the program including attendance at shows, workshops with artists and producers, development of professional networks, specific professional development, exposure to commissioned works and commissioned companies and interactions with other artists locally, nationally and internationally. Selection is via EOI process which is assessed by a panel of experts and peers. There is a formal and ongoing alumni program which continues to evolve. Participants include artists, practitioners, producers and administrators.</p> <p>PIAF Young Creatives is a program of curated activity for high school students and recent school leavers including workshops, training sessions, show attendance, artist and practitioner interactions allowing a deeper connection with the Festival, with artists and with practitioners and an early exposure to the arts sector for those interested in pursuing arts as a career. Applications are by EOI and are assessed by a panel of PIAF management.</p> <p>Curated by Kids commenced in 2017 to engage primary school students with a deeper interaction with the Festival. Children were selected from video applications to curate a program of authors and readings within the Perth Writers Festival as a feature of Family Day.</p>
Start finish times	Various, runs throughout the Festival and throughout the year
Location	Various - includes all major venues, PIAF head office and various meeting spaces throughout Perth
Projected attendance	35
Program name free	<u>PIAF Conversations and Post Show Discussions</u>
Start date	09/02/2018
End date	04/03/2018
Description	PIAF Conversations and Post Show Discussions offer an opportunity for the community and PIAF audience to engage with artists and companies through carefully researched and guided interactive discussions and question and answer sessions. In 2017 PIAF hosted six Conversations with 24 artists curated and facilitated by internationally renowned dramaturg Ruth Little and 12 post show discussions.
Start finish times	Various - after or before shows from 1pm to 9.30pm
Location	State Theatre Centre of WA, Perth Concert Hall, UWA, His Majesty's, The Regal Theatre, Kings Park, State Library
Projected attendance	700
Program name free	<u>Chamber Music Weekend</u>
Start date	16/02/2018

End date	18/03/2018
Description	<p>Commencing in 2016 the Chamber Music Weekend brings together the world's most esteemed musicians for a curated program of classical music which includes a program of free events and concerts. In a carefully designed space audience members are able to enjoy in a summer garden setting while hearing local, national and international artists perform on the outdoor stage. Additional free program includes Classic Flow Yoga (attended by 500 in 2017), masterclasses, workshops, strings in schools programs, education programs and artists talks.</p> <p>In 2018 it is proposed that the Chamber Music Weekend move from the University of WA to the Perth city to ensure the optimisation of this event as a signature series within the main event program.</p>
Start finish times	1pm to 10pm
Location	Winthrop Hall and Winthrop Gardens at the University of WA
Projected attendance	2,500
Program name free	<u>PIAF Visual Arts Program</u>
Start date	09/02/2018
End date	30/04/2017
Description	Each year PIAF curates a program of Visual Arts exhibitions and installations at venues and locations throughout Perth and Albany. In 2018 Visual Arts Program Associates Felicity Fenner and Anne Loxley will again curate a program in consultation with local galleries, artists, collections and curators.
Start finish times	9am to 6pm depending upon gallery opening times
Location	Art Gallery of WA; PICA; Lawrence Wilson Gallery; John Curtin Gallery; Fremantle Arts Centre; Moana; Vancouver Arts Centre
Projected attendance	70,000
Program name free	<u>Perth Writers Festival</u>
Start date	22/02/2018
End date	25/02/2018
Description	Each year the Perth Writers Festival offers a comprehensive program of free and ticketed events for schools, families and the general public with an average audience size of 45,000. In 2017 the inaugural Courtyard Sessions were held with great success in the Courtyard of the State Theatre Centre to build on non-traditional audiences. This program will be further developed in 2018.
Start finish times	From 11am until 9pm with various session times
Location	University of Western Australia, State Theatre Centre of WA, venues in Albany
Projected attendance	27,000

Program name free	<u>Museum of Water</u>
Start date	10/02/2017
End date	03/03/2019
Description	The Museum of Water commenced in February 2017 and will continue with an ongoing program of activity throughout 2017 and 2018. The Museum of Water travelled throughout various locations in Perth and Albany collecting unique samples of water from the public and recording the personal stories that accompanied them. Building a story of Western Australians through the lens of water, this collection will ultimately inhabit a permanent display in 2019 when PIAF gifts it to the WA Museum.
Start finish times	Water bar donations were during the day from 8am - 6pm (venue dependent) Other events were held at a variety of times
Location	In 2017: Perth CBD, UWA, Cottesloe Beach, Albany. 2018 TBC to include regional areas, CBD, metro locations
Projected attendance	10,000
Program name free	<u>Lotterywest Festival Opening: TBC</u>
Start date	09/02/2018
End date	11/02/2018
Description	In 2018 PIAF will again commission a piece of work that will bring together members of the community in an opening weekend that will continue to explore our sense of place. Building on the unique stories and celebration of Home (2016) and Boorna Waanginy (2017) Wendy Martin will again bring together the successful partnership of Nigel Jamieson with WA artists and creative teams to create a unique and individual piece of work that will explore the traditions, songs, flavours and mythologies of the Indian Ocean rim and the cultures of our nearest neighbours. Building upon the Museum of Water (commenced in 2017 and to be completed in 2019) the opening event will celebrate Western Australia's economic, social and cultural links to the Indian Ocean through song, dance, theatre, storytelling, film and visual arts.
Start finish times	TBC - program of events will run throughout the weekend however main performances likely to be in the evening.
Location	Proposed to be held at Cottesloe Beach
Projected attendance	100,000

Organisation details

ABN	37882817280
Entity Name	University Of Western Australia

Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	Item 1
DGR Funds	LAWRENCE WILSON ART GALLERY Items 1 & 4 BERNDT MUSEUM OF ANTHROPOLOGY Items 1 & 4 UNIVERSITY OF WESTERN AUSTRALIA LIBRARY Items 1 & 4 CRUTHERS COLLECTION OF WOMEN'S ART Items 1 & 4
Tax Concessions	GST Concession, Income Tax Exemption
Main Business Location Postcode	6009
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$350,788
2013	\$359,558
2014	\$368,578
2015	\$365,000
2016	\$360,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	2.25
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.75
Does the project challenge established understanding through exploration and exchanging ideas?	3.25
Does the project contribute to building and sustaining a local arts economy?	3.75
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.75

Does the project increase access to and opportunities to participate in cultural life?	3.75
--	------

PIAF creates large scale commissions that are unique to Western Australia, gain national and international profile and are well supported by local, national and international media through a collaborative partnership with Tourism WA.

In 2017 a total of 234 local artists were employed or contracted by PIAF and a further 273 staff were employed or contracted to deliver the Festival. Collaborations included Performing Lines, Last Great Hunt, WASO, WAYJO, WA Writers Guild, Perth Centre for Stories, DADAA, Perth Swing Dancers, STRUT Dance, WA Ballet.

With the exception of Chevron Festival Gardens, PIAF utilises existing venues and does not create its own infrastructure. This approach benefits a number of venues throughout Perth and the wider metropolitan area.

PIAF has a stated commitment to achieve a minimum 30% of free-to-the-public events in the total program each year. There is a forecast visitation of 30,522 from outside of Perth metropolitan area consisting of 6,585 interstate, 1,873 international and 22,064 intrastate visitors.

In 2018 and 2019 PIAF will commission works for the Opening Event that explore heritage, sense of place and community connections. In 2018 the theme will be the Indian Ocean Rim.

PIAF Lab is an immersive development program which provides the opportunity for emerging arts practitioners to engage with some of the world's most exciting creative minds and provide a space for participants to reflect on their work in the context of an international arts festival.

PIAF Lab aims to nurture an annual cohort of ten emerging arts practitioners from a range of disciplines who have a thirst for social investigation and exploring new ways of working and who will benefit from experiencing a range of Festival performances, music and exhibitions in alongside a community of peers.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	3.25
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	4
Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	3.5
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	1.75
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	3.25
Does the project utilise innovative technologies to widen audience engagement?	3
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	3.75

PIAF aims to support the development of local artists and practitioners as an investment in the future cultural landscape of Western Australia.

PIAF seeks to inspire new artists, create professional opportunities, facilitate creative networks, fund collaborations and, ultimately, commission new works. Through programs offered via the support of predominantly private funders PIAF is investing significant resource in to the skills, relationships, networks and works of artists and producers - some of who have gone on to work on the world's greatest theatres and stages.

Significantly, PIAF also invests in a viable creative industry infrastructure through the development of producers and practitioners, and the employment and contracting of local suppliers to deliver and facilitate the many large scale and complex productions that are delivered year on year. Due to the high volume and high calibre of productions that have travelled to WA for the Festival over such a long period of time local suppliers have had the opportunity to work on some of the world's most exclusive and challenging productions (The Giants, Place des Anges, HOME) and as a result the industries that support these productions are world class.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	3
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	3.75
What is the level of anticipated community benefits for the project?	3.5
Is the proposed activity of international calibre, with suitably experienced personnel?	4
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	2.75
Is the project concept and planning well developed and articulated?	3
Does the project attract a broad audience and stimulate the local economy?	3
Does the project positively contribute to the City of Perth Capital City status?	4
Does the project provide opportunity for global engagement and collaboration?	3.25

PIAF will build a strong foundation for artistic risk and exploration which will be delivered by a sustainable organisation with key professionals. Making, curating and presenting work of the highest international quality is critical to PIAF's success each year, but the deep personal connections between the program and the people of Western Australia through a distinct artistic vision will provide a lasting legacy.

Wendy Martin has just delivered her second program as part of a four year tenure lasting until 2019. A new Artistic Director will be recruited in 2018 and will commence development of a new four year Artistic Vision which will take effect from 2020- 2023. The current Strategic Plan (2016-2020) is a five year plan that will underpin the transition from one Artistic Director to the next, providing a sound organisational platform for the period of transition and development of a new vision.

During the next two years of Wendy Martin's tenure there will be an ongoing commitment to the core principles of her programming: inclusion, accessibility, celebration of Western Australia and a sense of place, and a commitment to broad community engagement and interaction. Sitting alongside these principles will be a continued focus on free events, whole of Festival curated experiences to include the visual, scent, sound, taste and touch, an exploration of arts and sport and a continued focus on engaging our community to examine what it means to be Western Australian and what that means when we tell and gather our stories.

Application Quality	Score (4)
Overall quality of the application	3.25

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:-

Sponsorship benefits include, but are not limited to, the following:

1. Partnership Designation: Civic Partner;
2. Logo or line acknowledgement (space-contingent) on onscreen cross-promotions pertaining to aligned event;
3. Logo or line acknowledgement (space-contingent) on print materials acknowledging all Festival partners, including:
 - a. Main brochure (145,000 circulation for PIAF 2015);
 - b. The West Guide to the Festival (280,000 circulation for PIAF 2015);
 - c. Event programs;
 - d. Annual report;
4. Logo or line acknowledgement (space-contingent) on print materials pertaining to aligned event, including:
 - a. Main brochure;
 - b. Great Southern Festival, Lotterywest Festival Films, Perth Writers Festival, Visual Arts brochure (if aligned);
 - c. Event poster (if produced);
 - d. Event program (if produced);
 - e. Press ads (if produced);
 - f. Outdoor ads (if produced);
5. Logo acknowledgement and hyperlink on webpage acknowledging all Festival partners (3,600,000 page views for PIAF 2015) ;
6. Logo acknowledgement and hyperlink on webpage pertaining to aligned event of Festival website;
7. Line acknowledgement on performance reminders pertaining to aligned event(s)
8. In speeches by Festival representative at:
 - a. Development Launch
 - b. Program Launch
 - c. Opening Party
 - d. Aligned event launch (if relevant)
9. Logo acknowledgement in publicity kit distributed to local, national and international media (distributed to 500 contacts for PIAF 2015);

10. Logo acknowledgement in aligned event press releases;
11. Full-page print ad in main brochure (145,000 circulation for PIAF 2015);
12. Print ad in aligned event program (if produced and minimum of eight pages, ad size space-contingent);
13. If aligned, alternating 30 second TVCs at every Lotterywest Festival Films screening. TVC subject to Festival approval;
14. Logo acknowledgement on Festival-produced venue signage acknowledging all Festival partners;
15. Opportunity for partner-supplied signage for display at aligned event(s). No cost to the partner. Signage subject to approval;
16. Opportunity for co-branded, Festival-produced signage for display at aligned event(s). Cost to the partner;
17. Invitation for Lord Mayor to speak at Festival Eve - official launch of Festival conducted by Premier;
18. Program presentation to City of Perth staff and Councillors prior to program launch;
19. Planning meeting(s) to discuss delivery of benefits, including:
 - a. Acknowledgement;
 - b. Advertising;
 - c. Signage;
 - d. Invitations to networking events;
 - e. Complimentary ticket allocation;
 - f. Complimentary corporate hospitality allocation; and
 - g. Leveraging.
20. Detailed post-Festival report outlining artistic and operational outcomes, delivered benefits and leveraging activities, or equivalent contracted reporting requirements; and
21. Opportunity to engage in free and on-charged leveraging opportunities. The Festival works with Partners to understand their objectives and develop unique leveraging activities to meet them.

Assessment Panel Comments

The panel assessed PIAF as ranked second of the eight applicants. The Festival's artistic quality is highly regarded and the event has a massive profile, reach and impact on the local community through the months of February and March.

The panel noted an extremely large increase in the funding request from \$360,000 for the most recent Festival to \$500,000 per year, however there did not appear to be a corresponding business case to justify such a large increase. The panel unanimously agreed that the provision of audience tracking, analysis and measurement in order to provide detailed impact reporting on the outcomes of the event should be implemented as 'business as usual' for the festival and the City should not be relied upon to majority fund this part of the initiative. The City expects to see this as a standard offering for an event of this size, scale and level of funding received.

The application referenced the opening free community event may take place in Cottesloe which will detrimentally impact the projected audience visiting the city, and this was negatively received by the panel.

Overall the panel believes the Festival to be a fantastic annual addition to the City's event calendar, however many of the outcomes of the Festival are assumed as they are not accurately reported. Until such time as the organisers can provide regular detailed impact reporting which measures these outcomes, the panel is unable to recommend any increase to funding. The panel's final recommendation was to support the Festival for triennial funding but at a reduced amount of \$300,000 annually which puts it on par with FRINGE WORLD Festival which was assessed as a superior application. This level of funding would position this sponsorship as the equal biggest in the City's portfolio.

The City has supported PIAF since 1956, the fourth ever year of the Festival and triennial funding will allow a continuation of this long standing partnership into its 61st year.

Project Details

Project Title	The AWESOME International Arts Festival for Bright Young Things		
Project Start Date	30/09/2017		
Project End Date	13/10/2017		
Venues	Perth Cultural Centre State Theatre Centre of Western Australia State Library of Western Australia Art Gallery of Western Australia Perth Concert Hall University of Western Australia Theatres (The Octagon & Dolphin Theatres)		
Applicant	Awesome Arts Australia Ltd		
Expected attendance numbers	173,000		
Ticket Pricing - Standard	\$15.00		
Projected overall attendance at free components	160,000	Projected overall attendance at ticketed component	13,000
Total Project Cost	\$1,336,000		
Total Amount Requested per annum	\$125,000 (% of the total project budget)	Total Amount requested over three years	\$375,000
REMPPLAN Impact (Direct)	\$16.815M	REMPPLAN Total	\$27.191M
Recommendation	Decline for Triennial (Project to be supported in Annual Sponsorship)		
Recommended amount	TBC	Recommended total over three years	N/A
Assessment Score	69 out of 92 (75%)		

Program Synopsis

The AWESOME International Arts Festival for Bright Young Things (AWESOME Festival) is Perth's premier arts event for children and families. Presented annually in October over two weeks, the Festival attracts an estimated 160,000 people to the Perth Cultural Centre. The organisers aim to program a Festival that continues to lead the nation as a platform for the presentation of inspiring experiences. City of Perth is the AWESOME Festival's foundation partner, having been instrumental in bringing the event into Perth in 1996 where it continues to thrive with its multi-art form program of quality theatre, exhibitions, dance performances, films, creative workshops and free interactive activities.

Program Description

The AWESOME Festival presents an interactive curated program for children, their families and educators. Held every October for 14 days, the organisers aim to immerse the Perth Cultural Centre in colour and activity through a program of the leading and latest contemporary arts from around the world.

The AWESOME Festival aims to challenge its audience to think about what is possible; to learn, reflect and create. It brings whole families together and it supports learning, development and connection from babies through to Year 10 students.

The Festival seeks to move beyond entertainment and to provide Western Australian families and educators with opportunities to connect with each other and their community. Organisers consistently strive to increase the standard of what is on offer for Perth families, believing that an investment in children is an investment in the future. For this reason, organisers engage professional artists who must be of international standing.

The AWESOME Festival's diverse program includes theatre, dance, workshops, visual arts, literature, new media, film and interactive activities.

The first ten days of the event are presented for general public audiences, while the final four days are for school excursions. During this time schools are invited to participate with specially-curated excursions including shows and workshops. To maximise learning outcomes, AWESOME provides schools with curriculum-linked education resource kits, specifically designed for each year level.

Organisers believe that the AWESOME Festival program now has a reputation that brings national and international programmers and curators to Perth. This visitation enables the event to be a platform upon which the city and local artists are showcased to the world.

Free and Ticketed Components

Program name free	<u>Free Activities and Exhibitions</u>
Start date	30/09/2017
End date	13/10/2017
Description	AWESOME will present a diverse program of free interactive activities, events and exhibitions at the 2017 – 2019 Festivals. The free activities are advertised in the Festival program, with additional pop-up activities designed to surprise and delight audience members when they arrive at the event.
Start finish times	Between 10am and 4pm.
Location	Various
Projected attendance	160,000

Program Name Ticketed	<u>Shows, Workshops and Activity Zone</u>
Start Date	30/09/2017
End Date	13/10/2017

Description	AWESOME will present a variety of theatre shows, creative workshops, and an activity zone with a number of interactive elements which will be ticketed. The latter will be a \$15 ticket that is valid for the full 10 days of the general public season and has been designed to encourage repeat visitation. Most tickets are priced at \$15, with a small number of in-depth workshops, shows at UWA Theatres and the State Theatre Centre priced between \$20 and \$28.
Start and finish times	Between 10am and 4pm.
Location	Various
Projected attendance	13,000
Ticket Price - Adult	\$15.00
Ticket Price - Concession	\$15.00

Organisation capacity

ABN	57075789383
Entity Name	Awesome Arts Australia Ltd
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Charity
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	Item 1
DGR Funds	N/A
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main Business Location Postcode	6003
Main Business Location State	WA
ACNC Registration	Registered

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$100,000
2013	\$100,000
2014	\$100,000
2015	\$100,000
2016	\$100,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Essential Program Outcomes	Score (4)
Does the project activate public spaces with dynamic cultural programming?	2.75
Does the project deliver innovative arts activity that represents Perth's unique cultural identity?	3.25
Does the project challenge established understanding through exploration and exchanging ideas?	3.5
Does the project contribute to building and sustaining a local arts economy?	3.25
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.25
Does the project increase access to and opportunities to participate in cultural life?	3.75

The AWESOME Festival delivers an artistically diverse and unique curated program within the Perth Cultural Centre designed to inspire and delight its audience and enliven public space, and bring hundreds of families and students together to learn, participate and be immersed in life-changing cultural experiences.

Central to the identity of the AWESOME Festival is its presentation in the City of Perth. By offering unique quality experiences for families that are affordable and accessible, the Festival contributes to the social capital of the city, delivering memorable experiences for audiences.. It showcases some of Perth's leading professional artists alongside their international counterparts and, in doing so celebrates identity, sense of place and community.

Programming encourages creative play, exploration and promotes positive wellbeing through participative experiences in a social environment. In 2016 the AWESOME Festival engaged 25 locally based artists.

In 2016 AWESOME conducted a Culture Counts survey which indicated that 99% of survey respondents said that the AWESOME Festival was an important addition to Western Australia's cultural scene.

Organisers have received global recognition for their Autism Spectrum Disorder (ASD) Guide. This unique guide enables hundreds of children with ASD to participate in cultural life via the AWESOME Festival, often for the first time.

For two years, AWESOME has partnered with the DCA to deliver a subsidised ticketing program for low-income families.

Essential Sponsorship Outcomes	Score (4)
Does the project drive social engagement and participation of the broader community?	2.5
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	2.5

Does the project reflect new practices through engagement of new forms of technology and/or multidisciplinary art forms?	2.5
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	2
Does the project increase visibility and understanding of the City's cultural heritage and its precincts through immersive projects and interventions?	2.25
Does the project utilise innovative technologies to widen audience engagement?	3
Does the project demonstrate intrinsic economic impact and have ongoing social and cultural influence?	3

The AWESOME Festival provides an opportunity for families to participate in the arts and cultural activities together, moving beyond the idea that parents drop the children off for passive experiences, but actively participate with the children as collaborators in the activities on offer. The program is specifically designed to be equally as enjoyable for adults and aims to foster and enable exploration, conversation and growth within families. This approach builds capacity, provides more opportunities for meaningful engagement and communication within families and with the broader community. It also contributes to learning and development in children.

The early childhood program makes the AWESOME Festival highly accessible for entire families with children of varying ages and encourages participation and engagement with public spaces from a very young age.

In 2016 the event drew an estimated 160,000 people into Perth and remains on a steady growth trajectory with 42% of survey respondents indicating that this was their first visit. The value and diversity of the program offering is further validated by the fact that 51% of the 2016 audience attended for multiple days.

Triennial Assessment Criteria	Score (4)
Are the project plan and budget realistic and value for money?	2.75
Does the applicant have a demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results?	4
What is the level of anticipated community benefits for the project?	3.75
Is the proposed activity of international calibre, with suitably experienced personnel?	2.5
Does the applicant have evidence of partnerships with other government agencies, businesses or community organisations?	3.5
Is the project concept and planning well developed and articulated?	3.5
Does the project attract a broad audience and stimulate the local economy?	3.25
Does the project positively contribute to the City of Perth Capital City status?	2.5
Does the project provide opportunity for global engagement and collaboration?	2.5

AWESOME's overarching medium to long-term objective is to maximise the impact of all of their programs and to broaden its reach. It remains AWESOME's ambition to be internationally

recognised as one of the world's Top five organisations dedicated to the interface between the arts and children.

One of the primary objectives for the AWESOME Festival from 2017 – 2019 will be focusing on growing the audience across all segments but most particularly the early childhood market including expanded opportunities for Creative Play (structured and unstructured) and increased number of performances available for children under five years of age.

Application Quality	Score (4)
Overall quality of the application	3.25

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship:-

1. Acknowledgement of City of Perth as a Major Partner and placement of logo on:
 - a. The AWESOME Festival Program (22,000 copies distributed across the metro area);
 - b. The AWESOME Festival Lift Out in the West Australian (2017 confirmed only. 80,000 copies on Saturday 23 September 2017);
 - c. Site signage;
 - d. Two Social media posts (Followers: Facebook 4,510, Instagram: 891, Twitter: 477);
 - e. One inclusion in an EDM to AWESOME Festival database (5,700 subscribers); and
 - f. The AWESOME Website on the Sponsor Page.

In addition the City of Perth will receive:

2. One full page colour advertisement in the AWESOME Festival Program;
3. Invitation to the Lord Mayor to give a speech and open the AWESOME Festival at the VIP Festival launch event; and
4. The City of Perth can display one pull up banner at an indoor venue during the two weeks of the AWESOME Festival.

If the app component of this sponsorship application is supported the City of Perth will receive:

5. Logo placement on the app "Supported by the City of Perth"
6. Links to download the City of Perth Parking app from the AWESOME Festival App
7. Discussions each year regarding other potential opportunities for development of the app to support City of Perth and AWESOME objectives.

Assessment Panel Comments

The applicant has requested an additional \$25,000 per year from previous approved sponsorship funding which is to be utilised for the development and ongoing improvement of a new smartphone app to act as an interactive guide, value add to the events and assist in ticket sales. Whilst the panel agreed that the app has merit, the changed budgetary environment the City is facing does not allow this initiative to be considered for inclusion at this time.

The panel recognised that AWESOME Festival is a key annual event on the City's events calendar. The event is contained entirely within the Perth Cultural Centre and the panel would like to see the possibility for satellite events to be developed in future years which will enhance and activate other key city locations.

The target audience is very specific and therefore not appealing to a wide demographic, however the panel noted the educational, cultural and artistic importance of the event to the target audience and their importance to the ongoing vitality of the city.

The project was rated as very good, however has just missed the threshold to be recommended for triennial funding. The City's Sponsorship and Arts and Culture Officers look forward to working with the organisers to further develop the Festival through the annual sponsorship program.

Agenda **Annual Event Sponsorship – NAIDOC Week Opening Ceremony**
Item 13.8 **2017**

Recommendation:

That Council BY ABSOLUTE MAJORITY decision and subject to approval of the 2017/18:

- 1. approves cash sponsorship of \$8,714 excluding GST to NAIDOC Perth Inc. for the NAIDOC Week Opening Ceremony;***
- 2. notes the provisional list of sponsorship benefits contained in the Detailed Officer Assessment in Attachment 13.8A;***
- 3. authorises the Chief Executive Officer (or an appointed delegate) to negotiate with the applicant the final list of sponsorship benefits according to the Council approved funding amount; and***
- 4. notes that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth by 2 November 2017.***

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034187#04#03
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	8 May 2017
ATTACHMENT/S:	Attachment 13.8A – Detailed Officer Assessment

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan / Strategic Community Plan Council Four Year Priorities: Perth as a Capital City Perth at Night Healthy and Active in Perth S5 Increased place activation and use of under-utilised space S6 Maintain a strong profile and reputation for Perth as a
--	-------------------------------	--

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

The City of Perth has received a request for cash sponsorship of \$20,000 from NAIDOC Perth Inc for the annual event NAIDOC Week Opening Ceremony to be held on 2 July 2017 at Elizabeth Quay.

The City previously supported this in 2016 with an Arts and Culture Sponsorship of \$30,000. Under the new sponsorship framework, this sponsorship has moved to the Event Sponsorship program and has been assessed according to the objectives and outcomes of the program.

Details:

NAIDOC stands for National Aboriginal and Torres Strait Islander Day Observance Committee. The acronym for this Committee "NAIDOC" has now become commonly known as a weeklong Aboriginal and Torres Strait Islander cultural festival celebrated annually in the first full week of July.

NAIDOC Week is a National event held in July which focuses on Aboriginal and Torres Strait Islander histories, cultures, peoples and communities. The Opening Ceremony of NAIDOC Week in Western Australia is to be held at Elizabeth Quay on Sunday 2 July 2017. The event is an opportunity for the Indigenous community and the wider non-Indigenous community to come together and share in the cultures of Aboriginal and Torres Strait Islander peoples in Perth, and to gain information on events and activities happening throughout the week. The National NAIDOC theme for 2017 is 'Our Languages Matter' - reflecting on the importance of Indigenous languages.

A detailed Officer assessment of this sponsorship application is provided in Attachment 13.8A.

An acquittal summary for the 2016 event is available on the Elected Members Portal.

Financial Implications:

ACCOUNT NO:	93E1 8000 7901
BUDGET ITEM:	Event Annual Sponsorship (17-18)
BUDGETED AMOUNT:	\$725,000
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$0
BALANCE REMAINING:	\$725,000
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

The NAIDOC week Opening Ceremony has been held in Perth since 2007. 2017 will mark the 10th year of the event. The event has been assessed under the Annual Event Sponsorship program, however it did not score highly against some of the key objectives of the program including audience size and economic impact. However the cultural significance of the event is significant and the Opening Ceremony is an important event on the City's calendar.

The newly endorsed City of Perth sponsorship policy allows for a maximum contribution of 10% for events held within an Metropolitan Redevelopment Authority (MRA) space. This would equate to \$8,714 for this event. This amount is significantly less than the amount provided to the event over the last five years.

Organisers advise that a reduction in City sponsorship to less than \$20,000 would significantly impact the scale of the event. However, the requested level of sponsorship would require Council to override the policy to approve an amount greater than the allowable threshold for an event held in an MRA space.

Event Details

Event Title	The annual NAIDOC Week Opening Ceremony in Perth		
Event Start Date	02/07/2017	Start time	11.00am
Event End Date	02/07/2017	End time	3.00pm
Venue	Elizabeth Quay		
Applicant	NAIDOC Perth Inc.		
Expected attendance numbers	5,000		
Ticket Pricing - Standard	Free to attend		
Total Project Cost	\$87,143.01		
Total Amount Requested	\$20,000 (23% of the total project cost)		
Maximum Amount Allowed	\$8,714 (10% of the project cost due to being held in an MRA venue)		
REMPAN Impact (Direct)	\$0.485M	Total Impact	\$0.784M
Category (Community or Commercial)	Community		
Recommendation	Approval		
Recommended amount	\$8,714 (10% of the total project cost)	Assessment Score	51.5 out of 88

Event Synopsis

NAIDOC stands for National Aboriginal and Torres Strait Islander Day Observance Committee. The acronym for this Committee "NAIDOC" has now become commonly known as a weeklong Aboriginal and Torres Strait Islander cultural festival celebrated annually in the first full week of July. The festival has a long history, stemming back to a human rights movement for Aboriginal and Torres Strait Islanders people in the 1920s.

Event Description

NAIDOC Week is a National event held in July which focuses on Aboriginal and Torres Strait Islander histories, cultures, peoples and communities. The Opening Ceremony of NAIDOC Week in Western Australia is to be held at Elizabeth Quay on Sunday 2 July 2017. The event is an opportunity for the Indigenous community and the wider non-Indigenous community to come together and share in the cultures of Aboriginal and Torres Strait Islander peoples in Perth, and to gain information on events and activities happening throughout the week.

The National NAIDOC theme for 2017 is 'Our Languages Matter' - reflecting on the importance of Indigenous languages.

The NAIDOC Perth Opening Ceremony is a free community event which will launch NAIDOC Week in Perth. The event will be a showcase and celebration of Aboriginal and Torres Strait Islander cultures through music, song, dance and artwork. The Opening Ceremony will

demonstrate to the wider community the richness, diversity and positive representation of Aboriginal and Torres Strait Islander cultures and communities.

The event will commence with a traditional Welcome to Country by Whadjuk Noongar Elders, didgeridoo players and traditional dancers, culminating in a traditional Smoking Ceremony by a Whadjuk Elder to ward off the bad spirits and welcome the good spirits. The wider community will be encouraged to participate in the Smoking Ceremony; and traditional Nyungah dancers will perform both men and women's dances to welcome all to the event.

The event will also include the following components:

- official speeches;
- flag raising;
- local Aboriginal and Torres Strait Islander performers and dance groups;
- a hip hop workshop;
- community stalls;
- local Aboriginal arts and crafts;
- children's activities;
- food stalls; and
- an Elders marquee.

The event aims to encourage participation in Indigenous arts and culture by people of all ages and cultural backgrounds, contributing to Reconciliation with the event promoting tolerance, acceptance and understanding of each other's culture.

Organisation details

ABN	78371978171
Entity Name	NAIDOC Perth (Inc.)
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	N/A
Goods & Services (GST)	Yes
Endorsed as DGR	No
DGR Item Number	N/A
DGR Funds	N/A
Tax Concessions	No tax concessions
Main Business Location Postcode	6147
Main Business Location State	WA
ACNC Registration	N/A

Organisation mission

In 2006, community members in Perth formed a NAIDOC Committee to promote and assist in the coordination of the 50th anniversary of NAIDOC in Perth. In January 2008, NAIDOC Perth

registered as an Incorporated Association. The preamble to the Constitution of NAIDOC Perth (Inc.) states that:

“NAIDOC Perth aspires to assist in the promotion, coordination and organisation of NAIDOC week activities in the Perth metropolitan area. NAIDOC Perth’s goals and purposes are focused on the preservation and celebration of Aboriginal and Torres Strait Islander cultures and the education of non-Aboriginal and Torres Strait Islander people about the history and contemporary aspects of Aboriginal and Torres Strait Islander people.”

Organisation Capacity

Organisers have contracted Villified Solutions to manage the delivery of the event. A working group has been established and consists of NAIDOC Perth Committee Members, as follows:

- Glenda Kickett – Convenor (Chairperson NAIDOC Perth);
- Cynthia Nelson (Secretary NAIDOC Perth);
- Taliah Payne (Committee Member);
- Gillian Woods (Committee Member); and
- Tammy Solonec (volunteer Media & Marketing).

Volunteers will assist on the day with the majority recruited through Amnesty International. The event provides an opportunity for volunteers to work in an Aboriginal cultural environment.

Estimate of City Fees and Charges

Environmental Health Officers advise that a public building fee of \$545 will be applicable to the event.

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$35,000.00
2013	\$35,000.00
2014	\$35,000.00
2015	\$35,000.00
2016	\$30,000.00

Sponsorship Assessment

Public Outcome in the City of Perth	Score (4)
Affordable or free to the public	4
Accessible to a broad demographic	2
Encourages new visitors, specifically those identified as key target markets for the City <ul style="list-style-type: none">• Families	2

<ul style="list-style-type: none"> • Baby Boomers • City workers/ young professionals 	
---	--

The NAIDOC Week Opening Ceremony is a free event and is open to the public to attend. The event targets families, in particular Aboriginal and Torres Strait Islander families. Organisers advise that in previous years, families from many different ethnic groups and cultures have attended the Opening Ceremony.

NAIDOC Perth plan to encourage new visitors to the Ceremony through the media such as the West Australian NAIDOC Liftout and Noongar Radio, as well as distributing the NAIDOC Week Opening Ceremony poster to government and non-government organisations, and the wider Aboriginal community in Perth. Through the Opening Ceremony, NAIDOC Perth is excited to share Aboriginal and Torres Strait Islander cultures with other cultures, and to share in the spirit of Reconciliation.

Economic Impact	Score (4)
Local businesses and traders are given opportunity to actively engage in the event	0
Opportunities for City of Perth Parking to benefit from increased visitation and revenue	0.5
Contributes to a strong reputation for Perth as a city that is attractive for investment	1.5
Provides attendees with opportunities to engage with City businesses pre and/or post event	2.5

The Opening Ceremony will provide Aboriginal businesses and organisations with the opportunity to promote their services to Aboriginal and Torres Strait Islander people and the wider community. Organisers advise that NAIDOC Perth will hire several infrastructure, catering and entertainment companies to provide a professional service that will help shape the event. NAIDOC Perth Inc. has not provided details of liaising with any surrounding businesses to leverage off the event.

Organisers believe that hosting the NAIDOC Week Opening Ceremony at Elizabeth Quay will ensure that other businesses in the area will benefit from the extra numbers of people coming into the city to attend the event. They advise that this will bring increased revenue to local shops such as cafes and eateries, bars and taverns, and increased reliance on public transport in the area.

Sustainability	Score (4)
Safe for participants and the public	3
A realistic, achievable budget	2.5
Applicants proven ability to deliver the project within the timeline	3
A demonstrated variety in funding sources to ensure sustainability of the project	2.5

The NAIDOC Perth Committee has presented the NAIDOC Week Opening Ceremony for the last nine years. NAIDOC Perth Inc. advise that they commit to staying within budget for the event,

and that the Opening Ceremony has met their aim and objectives for the event annually. NAIDOC Perth is seeking sponsorship and funding from both government, non-government and the corporate sector to develop and present the NAIDOC Week Opening Ceremony. They are seeking funding from Lotterywest, the Metropolitan Redevelopment Authority (MRA), Prime Minister and Cabinet and Relationships Australia WA.

Organisers have developed a Risk Management Plan for bump in and bump out and for the day; and are contracting security for set up as well as for the event day. Organisers will contract St John Ambulance to be on site for the day.

Healthy and Active City	Score (4)
Event compliments and diversifies the existing offering within the City	2.5
Event does not clash or conflict with other events on the events calendar	4
Environmentally sustainable practices for the event have been adequately addressed	2.5
Increased place activation and use of under-utilised space	1.5

NAIDOC Week is a significant date on Western Australia's cultural calendar. The NAIDOC Week Opening Ceremony will bring a level of vibrancy to the City of Perth as the launch event for NAIDOC Week. The NAIDOC Week Opening Ceremony will compliment other City events through presenting and showcasing Aboriginal and Torres Strait Islander cultures to the wider community.

Organisers advise that they will ensure environmentally sustainable practices by promoting recycling at the event.

Community Event Criteria	Score (4)
Event is a large scale community or cultural event of state or national significance	1.5
Event is a well-known event on the City of Perth's calendar, or has the potential to develop into one	2.5
Event attracts at least 10,000 attendees into the central city and surrounds	0
Event is predominantly free due to the inherent nature of the event and subsequent programming	4
Applicant is able to deliver on standard commercial sponsorship benefits	2.5
Applicant is able to maintain a standard level of programming during the partnership	1.5

The event is free to the public with the aim of encouraging them to participate in NAIDOC Week events throughout Perth. Organisers advise that the event has grown considerably over the last nine years and in 2017 they celebrate 10 years of NAIDOC Perth. This milestone coincides with the 50 Year Anniversary of the 1967 Referendum to count Aboriginal and Torres Strait Islander people in the Australian national census.

Organisers have successfully delivered the event since 2007.

Benefits and application rating	Score (4)
Level of benefits and recognition offered to the City	2.5
Overall application quality	3

Provisional Sponsorship Benefits

Organisers have offered the following benefits for sponsorship of the event, with the final agreed benefits subject to the final Council approved funding amount and successful negotiation:

- the City of Perth to be acknowledged as a Silver Sponsor for the event;
- the City of Perth logo to appear on all publications including posters, banners, flyers, event programs, social media sites and other related publications;
- City of Perth signage to be displayed at the event, including on the event stage;
- the support of the City to be acknowledged on radio for the event; and
- the Lord Mayor, or representative, to be invited to speak at the event.

Assessment Panel Comments

The NAIDOC Week Opening Ceremony is a significant event which launches NAIDOC week in Western Australia.

The event does not score highly in assessment under the Event Sponsorship program as it does not meet all of the objectives of the program; increasing audiences, raising the profile of the City and increasing economic investment in the City. The aims of the event are reconciliation, cultural understanding and celebration. It is therefore more suited to a Community Development funding program and it is recommended that support for the event moves to a funding program in that area once finalised.

The newly endorsed City of Perth sponsorship policy allows for a maximum contribution of 10% for events held within an MRA space. This would equate to \$8,714 for this event. This amount is well under their request for \$20,000, and significantly less than the amount approved for the event over the last five years.

The assessment panel feels that a reduction in City sponsorship to less than \$20,000 would impact the quality of the event. However, the requested level of sponsorship would require Council to override policy to approve an amount greater than the allowable threshold for an event held in an MRA space.

Agenda **Annual Event Sponsorship – Quit Targa West**
Item 13.9

Recommendation:

That Council by ABSOLUTE MAJORITY decision and subject to the approval of the 2017/18 budget:

- 1. approves cash sponsorship of \$48,000 (excluding GST) to Targa West Pty Ltd to support the 2017 Quit Targa West from Thursday, 10 August to Sunday, 13 August 2017;***
- 2. notes the provisional list of sponsorship benefits contained within the Detailed Officer Assessment in Attachment 13.9A;***
- 3. authorises the Chief Executive Officer (or an appointed delegate) to negotiate with the applicant the final list of sponsorship benefits according to the Council approved funding amount; and***
- 4. notes that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth by 1 December 2017.***

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034187#04#01#02
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	4 May 2017
ATTACHMENT/S:	Attachment 13.9A – Detailed Officer Assessment

Legislation / Strategic Plan / Policy:

Legislation	N/A
--------------------	-----

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Perth as a Capital City
		Perth at Night
		Healthy and Active in Perth
	S5	Increased place activation and use of under-utilised space
	S6	Maintain a strong profile and reputation for Perth

as a city that is attractive for investment

S13 Development of a healthy night time economy

S15 Reflect and celebrate the diversity of Perth

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

The City of Perth has received a request for Annual Event Sponsorship of \$60,000 (excluding GST) for the 2017 Quit Targa West event.

2017 marks the 13th year of Quit Targa West and the City has a long standing relationship with the event, having supported it since its inception in 2005.

Details:

Quit Targa West is a high profile tarmac car rally which travels through Kalamunda, Toodyay, Malaga and Bullsbrook before finishing in Perth. The event involves a number of different activities across key City public spaces, including Murray Street Mall, Forrest Place and Northbridge, over four days, culminating in the 'City of Perth Special Stage' along Riverside Drive and Langley Park.

In 2017, Quit Targa West will be held from Thursday 10 August to Sunday 13 August 2017.

Organisers anticipate a total of 30,000 attendees across the event, with the City components attracting the highest attendance. The event is free-of-charge to attendees.

City of Perth Parking has a confirmed agreement with the event for in-kind sponsorship to the value of \$29,802.42 (excluding GST) for the use of the Terrace Road Car Park and Grassed Area for the event. If Council approves the recommended sponsorship amount of \$48,000, this will bring the total City contribution to \$77,802.42 (excluding GST).

The event has a number of other supporters including Healthway and Shannons Insurance. The direct economic impact of the event has been projected at \$3,018,000 suggesting a good return on investment for the City.

Financial Implications:

ACCOUNT NO:	93E1 8000 7901
BUDGET ITEM:	Event Annual Sponsorship (17 – 18)
BUDGETED AMOUNT:	\$725,000
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$48,000
BALANCE REMAINING:	\$677,000
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

Quit Targa West is high profile event and encourages a broad demographic into the City of Perth. The event attracts high attendance, activates a range of key City public spaces over a number of days and offers a unique program of activities, not replicating anything else on the City's calendar.

The event offers significant potential for the city to amplify the investment through engagement with city traders.

The City has a long history of support of the event and the organisers have submitted a strong application which presents a clear commitment to engage local business and ensure benefits to city stakeholders in all locations.

An investment of \$60,000 has been requested however after Officer assessment, cash sponsorship of \$48,000 is recommended which is considered fair and reasonable in the current economic climate.

Event Details

Event Title	Quit Targa West		
Event Start Date	10/08/2017	Start time	1.00pm
Event End Date	13/08/2017	End time	11.00pm
Venues	Forrest Place Murray Street Mall Langley Park James Street, Northbridge		
Applicant	Targa West Pty Ltd		
Expected attendance numbers	30,000		
Ticket Pricing - Standard	Free to attend		
Total Project Cost	\$600,605		
Total Amount Requested	\$60,000 (10% of the total project budget)		
Cash amount requested	\$60,000	In kind amount requested	\$0
REMPAN Impact (Direct)	\$3.018M	REMPAN Total	\$4.880M
Category (Community or Commercial)	Commercial		
Recommendation	Approval		
Recommended amount	\$48,000 (8% of the total event cost)	Assessment Score	72 out of 94 (77%)

Event Synopsis

Quit Targa West is a high profile tarmac car rally which has been held in Perth and surrounds since 2005. The course travels through Kalamunda, Toodyay, Malaga and Bullsbrook before finishing in Perth.

The event will be held from Thursday 10 August to Sunday 13 August 2017, marking the 13th year of the event. The City of Perth has supported Quit Targa West since its inception.

Event Description

Quit Targa West is a four day tarmac rally staged annually in August at a number of sites across the City of Perth and the greater Perth metropolitan area. Organisers anticipate the 2017 event will feature up to 100 classic and modern cars competing over 30 rally stages, finishing with the 'City of Perth Special Stage' along Riverside Drive and Langley Park.

Organisers expect a total of 30,000 attendees across the event, with the City components attracting the highest attendance. The event is free-of-charge to attendees.

The direct economic impact of the event has been projected at \$3,018,000 based on the City's REMPLAN economic modelling tool.

The organisers have requested cash sponsorship from the City of Perth to support the following free-to-the-public activities:

Pre-event Car Display, Murray Street Mall - Thursday, 20 July 2017

Quit Targa West will display a number of vehicles in the Murray Street Mall in the lead-up to the event as a promotional activity to raise awareness and generate public interest. The organisers anticipate 3,000 attendees.

Ceremonial Start, Forrest Place and Murray Street Mall - Thursday, 10 August 2017

Quit Targa West will officially open with a ceremonial start, held in Forrest Place on the first day of the event. Over 80 cars and crews will assemble before a lunchtime event start. The organisers anticipate 5,000 attendees. The event includes car displays and allows the public to engage with the crews before the commencement of the event.

Northbridge Show 'n' Shine Show - Friday, 11 August 2017

The Northbridge precinct will host the Show'n'Shine on the Friday evening of the event. A display of 80 rally cars on James and Lake Streets and video rally footage on the Northbridge Piazza screen are the highlights. The organisers estimated that approximately 3,000 people attended in 2016 and anecdotal feedback from restaurants and businesses in the precinct have advised that historically this has proved one of the busiest trading nights of the year.

'City of Perth Super Stage' – Sunday, 13 August 2017

The 'City of Perth Super Stage' in Langley Park is the final stage of the rally. Set against the backdrop of Riverside Drive, the full day of activities includes the Targa City Sprint and the 'Shannons Classic on the Park', a display of over 300 classic and historical cars.

The event concludes with the Grand Finale on the 'City of Perth Super Stage' which is followed by the Podium Finish presentation. With a forecasted attendance of 6,000 to 7,000 attendees, the organisers expect the 'City of Perth Super Stage' to be a major highlight of the event.

Local vendors will be encouraged to provide food and drink services to the participants and spectators. Business Support Officers will also work closely with city stakeholders to maximise engagement across the City components.

The Quit Targa West rally headquarters and Parc Fermé are stationed at the Hyatt Regency Perth. The hotel hosts the Gala Presentation Dinner (450+ attendees) and is promoted as the official accommodation provider, a strategy on behalf of the event organisers to encourage more competitors and their crew and families to be based in the city for the event.

Organisation Details

ABN	93094853133
Entity Name	The Trustee For Ross & Jan Trust & The Trustee For Tapper Family Trust

Entity Type	Other Partnership
ABN Status	Active
ATO Endorsed Charity Type	N/A
Goods & Services (GST)	Yes
Endorsed as DGR	No
DGR Item Number	N/A
DGR Funds	N/A
Tax Concessions	No tax concessions
Main Business Location Postcode	6171
Main Business Location State	WA
ACNC Registration	N/A

Organisation Capacity

The rally is produced by Targa West Pty Ltd, a Western Australian-based motoring event management company, which has successfully staged the event annually since 2005. Quit Targa West is endorsed by the Confederation of Australian Motor Sport.

The event has confirmed funding from other government and corporate sources, including Healthway and Shannons Insurance. The event receives local government support from the City of Swan, Shire of Toodyay, Shire of Chittering and the Shire of Kalamunda for the components held in those areas. This support is associated with the use of roads, car parking areas, parks, resident notifications and street sweeping. The Shire of Kalamunda organises a mini festival to coincide with the event. Organisers advise that approximately 54% of the event is held within the City of Perth.

City of Perth Parking (CPP) has supported the Quit Targa West through a contra agreement with event organisers since 2013 and has confirmed support of the 2017 event. CPP provides the use of Terrace Road carpark for the event, in return for promotion of CPP facilities. In 2017 the value of this support is approximately \$33,113.80 and is subject to the organisers securing the appropriate approvals.

Estimate of City Fees and Charges

ITEM	2016 Costs	Estimated 2017 costs
Event Parking	\$6,720.00	\$6,720.00
Footpaths - Other Hire charges	\$387.00	\$387.00
Public Building Fee	\$1,355.00	\$1,376.00
Event fee	\$1,277.00	\$1,709.63
Application fee	\$175.00	\$180.00
Waste Management	\$1048.30	\$1,048

Reserve Bond Hire	\$5,000.00	\$5,000.00
Advertisements	\$5,000.00	\$5,000.00
Forrest Place Hire application fee	\$69.00	\$69.00
Forrest Place Hire	\$1,488.00	\$1,488.00
Murray Street Mall Hire	\$324.00	\$324.00
Power Hire	\$64.00	\$64.00
TOTAL	\$22,907.30	\$23,365.63

It is not possible to ascertain confirmed costs until completion of the event.

Previous City of Perth Support (last 5 years)

The City of Perth has supported this event since its inception in 2005.

Year	Amount
2012	\$53,000.00
2013	\$54,500.00
2014	\$54,500.00
2015	\$50,000.00
2016	\$47,500.00

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Public Outcome in the City of Perth	Score (4)
Affordable or free to the public	4
Accessible to a broad demographic	3
Encourages new visitors, specifically those identified as key target markets for the City <ul style="list-style-type: none"> Families Baby Boomers City workers/ young professionals 	3

All elements of the event are free-to-the public to attend. The proposed activities are likely to appeal to a broad demographic, allowing the City the opportunity to reach a wide audience with its campaigns and engage with a diverse group of attendees, many who may not be regular visitors to the city.

Economic Impact	Score (4)
Local businesses and traders are given opportunity to actively engage in the event	2.5

Opportunities for City of Perth Parking to benefit from increased visitation and revenue	3
Contributes to a strong reputation for Perth as a city that is attractive for investment	3
Provides attendees with opportunities to engage with City businesses pre and/or post event	3.5

The organisers have forecast 18,000 to attend the activities within the City of Perth and attendees are likely to visit city businesses before or after the events.

The City has received positive anecdotal feedback from restaurants and businesses in the Northbridge precinct that historically the Quit Targa West Show'n'Shine activity has proved one of the busiest trading nights of the year. There is potential to implement strategies to further measure the revenue and direct economic impact generated by the sponsorship investment.

Local vendors will be encouraged to provide food and drink services to the participants and spectators. Business Support Officers will also work closely with city stakeholders to maximise engagement across the City components.

CPP is also a financial supporter of Quit Targa West and Sponsorship Officers will work closely with CPP to ensure benefits are maximised.

Sustainability	Score (4)
Safe for participants and the public	3
A realistic, achievable budget	3.5
Applicants proven ability to deliver the project within the timeline	4
A demonstrated variety in funding sources to ensure sustainability of the project	3.5

The City of Perth has supported Quit Targa West since its inception and has a long standing relationship with the event organisers who have consistently delivered a well-managed event and have met all City requirements.

A budget summary has been included in the application detailing income from a wide range of funding sources including government and commercial sponsorship, competitor fees and merchandise sales.

Healthy and Active City	Score (4)
Event compliments and diversifies the existing offering within the City	3
Event does not clash or conflict with other events on the events calendar	3.5
Environmentally sustainable practices for the event have been adequately addressed	1
Increased place activation and use of under-utilised space	4

As the City's only motorsport supported activity, the event reaches a unique audience across a broad demographic. The event will utilise key city public spaces including Langley Park, Forrest Place and the Northbridge Precinct.

Environmental impact and sustainable event practices have not been addressed in the application.

Commercial Event Criteria	Score (4)
Large-scale event with a history within the City	3.5
Event has helped to position Perth on a national stage	2.5
Proactively presents opportunities to maximise visitor spend within the City, driving commercial benefit to traders	3
Proposes leveraging opportunities between the organisation and the event to City of Perth programs or initiatives	2
Applicant is able to deliver on negotiated commercial sponsorship benefits	3
Event has a proven track record of attracting a large audience, (at least 20,000) into the Central City and surrounds for the event	3.5
Event has a proven track record of attracting significant mainstream media coverage	3.5

The event has a high profile and will increase visitation and tourism to the city over a number of days, encourage use of key city public spaces and produce an economic benefit in the city.

Quit Targa West is a large-scale event with a history within the City (13 years). The organisers are projecting 30,000 attendees in total, with 100 attendees from regional Western Australia and 30 attendees from interstate. The organisers are expecting 80 competitor vehicles (each of which have a driver, co-driver and service crew), including 15 regional and five interstate groups. The organisers anticipate that 780 room nights will be required at Perth hotels for the event.

The direct economic impact of the event has been projected as \$3,018,000.

Benefits and application rating	Score (4)
Level of benefits and recognition offered to the City	3.5
Overall application quality	3.5

Sponsorship Benefits

Organisers have offered the following benefits for sponsorship, with the final agreed benefits subject to the final Council approved funding amount and successful negotiation:

1. co-naming-rights to the 'City of Perth Super Stage' held on the Swan River foreshore;
2. City of Perth signage displayed at pre-event functions and during the event;
3. City of Perth logo to appear on advertising, posters, roadbooks, competition and official support vehicles, the Start and Finish arches and event website;
4. City of Perth digital banner to appear on event website;
5. City of Perth advertisement in official roadbook provided to competitors and crew and digital e-newsletter;
6. City of Perth support to be acknowledged in media and promotional material including event Facebook page, event YouTube channel, radio advertisements; and

7. the Lord Mayor, or representative, to be invited to officiate at a number of high profile functions including the Ceremonial Start in Forrest Place.

Assessment Panel Comments

Quit Targa West is high profile event and encourages a broad demographic into the City of Perth. The event attracts high attendance, activates a range of key city public spaces over a number of days and offers a unique program of activities, not replicating anything else on the City's calendar.

The event offers significant potential for the City to amplify the investment. There is the opportunity for Business Support Officers to work with City traders to increase engagement with the event.

The event also presents leveraging opportunities such as the creation of unique content for City social media and digital platforms. Examples could include behind-the-scenes content and interviews with drivers, in car cameras, drone footage, a Facebook Live stream of the 'City of Perth Special Stage' or a 360 virtual reality video.

City Officers will work closely with event organisers to review all elements of the event and identify areas for further growth and development and opportunities for City of Perth activation.

The City is also able to collect data and develop a comprehensive analysis of the event in order to frame future partnership discussions.

Sponsorship Officers believe that the 'Shannons Classic on the Park' at Langley Park has the potential to expand and grow further, becoming a key family friendly component of the event. Elected Members have previously discussed at Marketing, Sponsorship and International Engagement Committee their interest in large motor vehicle show at Langley Park.

The City has a long history of support of the event and the organisers have submitted a strong application which presents a clear commitment to engage local business and ensure benefits to city stakeholders in all locations.

An investment of \$60,000 has been requested however after Officer assessment, cash sponsorship of \$48,000 is recommended.

Agenda **Annual Event Sponsorship – Chevron City to Surf for Activ**
Item 13.10

Recommendation:

That Council by ABSOLUTE MAJORITY decision and subject to the approval of the 2017/18 budget:

- 1. approves cash sponsorship of \$18,000 (excluding GST) to Activ Foundation Inc to support the 2017 'Chevron City to Surf for Activ' on Sunday, 27 August 2017;***
- 2. notes the provisional list of sponsorship benefits contained within the Detailed Officer Assessment in Attachment 13.10A;***
- 3. authorises the Chief Executive Officer (or an appointed delegate) to negotiate with the applicant the final list of sponsorship benefits according to the Council approved funding amount; and***
- 4. notes that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth by 1 December 2017.***

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034187#04#02#02
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	9 May 2017
ATTACHMENT/S:	Attachment 13.10A – Detailed Officer Assessment

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Perth as a Capital City
		Healthy and Active in Perth
		S5 Increased place activation and use of under-utilised space
		S6 Maintain a strong profile and reputation for Perth as a city that is attractive for investment
		S15 Reflect and celebrate the diversity of Perth

Policy

Policy No and Name: 18.13 - Sponsorship

Purpose and Background:

The City of Perth has received a request for Annual Event Sponsorship of \$50,000 (excluding GST) for the 2017 'Chevron City to Surf for Activ' event.

2017 marks the 43rd year of the event, which has a long history in Western Australia and with the City of Perth.

The City provided Event Sponsorship funding of \$20,000 excl GST to former event organisers Corporate Sports Australia for the 2016 event.

Details:

The Chevron 'City to Surf for Activ' is an annual community fun run which attracts both competitive runners and community participants. The event is scheduled for the morning of Sunday 27 August 2017. City records indicate that in 2016, 16,235 participants started the race in the City of Perth.

Participants will follow a route from the start line in the City of Perth, on the corner of William Street and St Georges Terrace, and travel past Kings Park and through Subiaco and Cambridge, before crossing the finish line at City Beach Oval. Participants are able to return to the city by complimentary shuttle bus following the event.

The event features a number of categories which participants can enter into including the Marathon, Half Marathon, 12km Run, 4km Walk and 4km Wheelchair events.

The event is free for spectators to attend. Participants are required to pay a registration fee which ranges from \$22 - \$145, depending on the category entered. The event is a fundraising activity for the Activ Foundation, a not-for-profit organisation supporting people living with disability in Western Australia.

The organisers have documented the total cost of the event as \$2,950,000 and are requesting cash sponsorship of \$50,000 (1.7% of the total cost of the event). The organisers have secured support from a range of funding partners and in-kind sponsors for the 2017 event including Chevron Australia, 96FM, Channel 9, The Sunday Times, Hyundai, Cleanaway, Red Bull and Rebel Sport.

Financial Implications:

ACCOUNT NO:	93E1 8000 7901
BUDGET ITEM:	Event Annual Sponsorship (17 – 18)
BUDGETED AMOUNT:	\$725,000
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$18,000
BALANCE REMAINING:	\$707,000
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

The 'Chevron City to Surf for Activ' is a high profile event with a long history in Western Australia and with the City of Perth. The organisers strive for a community focused event that encourages participation amongst all athletic abilities, fitness levels and age groups.

While the event starts in the city, it is difficult to quantify economic return for city traders as the early morning race start times are not within regular city trading hours. Historically, not many spectators have attended the race start as most of the event activity is focused at the finish area at city Beach Oval. While event organisers provide complimentary shuttle buses, there is also no data available to estimate how many participants return to the city and visit local businesses following the event.

The event was previously produced by Corporate Events Australia on behalf of the Activ Foundation, under whose management the event saw a period of declining participation numbers. As a result of negotiations between Activ Foundation and Corporate Sports Australia, in 2017, delivery of the event will be managed in-house by the Activ Foundation event team for the first time.

An investment of \$50,000 has been requested however after Officer assessment, cash sponsorship of \$18,000 is recommended which will allow the City to evaluate the operation and success of the event under new management.

Event Details

Event Title	Chevron City to Surf for Activ		
Event Start Date	27/08/2017	Start time	6.00am
Event End Date	27/08/2017	End time	1.00pm
Venue	Intersection of St Georges Terrace and William Street (race start)		
Applicant	Activ Foundation Inc		
Expected attendance numbers	40,000 (organiser's estimate)		
Ticket Pricing - Standard	<p>The event is free to spectators.</p> <p>Participants are required to pay a registration fee which ranges from \$22 - \$145 depending on the category entered.</p>		
Total Project Cost	\$2,950,000		
Total Amount Requested	\$50,000 (1.7% of the total project budget)		
Cash amount requested	\$50,000	In kind amount requested	\$0
REMPAN Impact (Direct)	N/A	REMPAN Total	N/A
Category (Community or Commercial)	Community		
Recommendation	Approval		
Recommended amount	\$18,000	Assessment Score	54.5 out of 88 (62%)

Event Synopsis

The Chevron 'City to Surf for Activ' is an annual, mass participation, community fun run which attracts both competitive runners and community participants. The event is a fundraising activity for the Activ Foundation, a not-for-profit organisation supporting people living with disability in Western Australia.

The event will be held on Sunday, 27 August 2017. The race starts in the City of Perth before travelling through other Local Government Areas to the finish on the City Beach foreshore.

Event Description

Now approaching its 43rd year, the 'Chevron City to Surf for Activ' is a community fun run event. The event is scheduled for Sunday 27 August 2017, from 6.00am to 1.00pm. City records indicate that 16,235 participants started the race in the City of Perth as part of the 2016 event.

Participants will follow a route from the start line in the City of Perth, on the corner of William Street and St Georges Terrace, travel up the Terrace, past the Barracks Arch, up Kings Park Drive and alongside Kings Park. The course continues through Subiaco, Nedlands (marathon distance) and Cambridge, before crossing the finish line at City Beach Oval. Participants are able to return to the city by complimentary shuttle bus following the event.

The event features a number of different categories which participants can enter into including the Marathon, Half Marathon, 12km Run, 4km Walk and 4km Wheelchair events.

The event is free to spectators to attend. Participants are required to pay a registration fee which ranges from \$22 - \$145 depending on the category entered. Event proceeds are directed by the Activ Foundation to support people with disabilities within the Western Australian community.

Additional City-based activities will include a public launch in the Murray Street Malls on the 2nd and 3rd June 2017 to promote the event. Race packs will be available for participants to collect exclusively in the City in the two days prior to the event in Forrest Place.

The event was previously produced by Corporate Events Australia on behalf of the Activ Foundation. In 2017 delivery of the event will be managed in-house by the Activ Foundation. The Marathon component of the event is currently under review by the City of Perth Activity Approvals Unit and other key event stakeholders. The 2016 Marathon had a smaller number of entrants (929 runners) and, given the extent of the logistical requirements of the marathon, the viability of this element is being reviewed.

Organisation details

ABN	11553592765
Entity Name	Activ Foundation Inc
Entity Type	Other Unincorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Public Benevolent Institution
Goods & Services (GST)	Yes
Endorsed as DGR	Yes
DGR Item Number	Item 1
DGR Funds	N/A
Tax Concessions	FBT Exemption, GST Concession, Income Tax Exemption
Main Business Location Postcode	6014
Main Business Location State	WA
ACNC Registration	Registered

Estimate of City Fees and Charges

It is anticipated that City charges will increase in 2017 due to the new course route and increased security precautions.

ITEM	ESTIMATE
Event Parking	Est. \$20,000

Footpaths - Other Hire charges (Based on 20,000 with 50% discount)	\$8,200
Public Building Fee	\$1,102.00
Application fee	\$180.00
Waste Management & Street Cleaning after Event	\$10,000.00
Reserve Bond Hire	\$5,000.00
Permits	TBA
Banner bookings (Based on current pricing. Costs for banner bookings are being reviewed).	\$5,134.00
TOTAL	\$49,616.00 estimated

It is not possible to ascertain confirmed costs until completion of the event.

Previous City of Perth Support (last 5 years)

Year	Amount
2012	\$25,000
2013	\$35,000
2014	\$35,000
2015	\$35,000
2016	\$20,000

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome.

Public Outcome in the City of Perth	Score (4)
Affordable or free to the public	1.5
Accessible to a broad demographic	3.5
Encourages new visitors, specifically those identified as key target markets for the City <ul style="list-style-type: none"> Families Baby Boomers City workers/ young professionals 	2

Organisers of the 2017 'Chevron City to Surf for Activ' anticipate approximately 40,000 participants, volunteers and supporters, making the event the second largest officially timed race in the Southern Hemisphere. According to City records, only 16,235 people actively participated in the event in 2016. The organisers strive for a community focused event that encourages participation amongst all athletic abilities, fitness levels and age groups. The

organisers have stated a key objective is to broaden the participation of the event, with a particular focus on schools, community groups and corporate teams.

There is a registration fee for participants as the event is a fundraising activity for the Activ Foundation.

Economic Impact	Score (4)
Local businesses and traders are given opportunity to actively engage in the event	1
Opportunities for City of Perth Parking to benefit from increased visitation and revenue	3
Contributes to a strong reputation for Perth as a city that is attractive for investment	3
Provides attendees with opportunities to engage with City businesses pre and/or post event	1.5

Organisers believe the event will increase visitation to the city as participants are drawn into the city for the race start. Visitation is also likely to increase for the two days prior to the event as participants come into the city to collect their race packs. Historically the race start has not attracted high numbers of spectators.

Organisers have indicated that the event marketing team will approach city retailers to promote engagement with the event. It is difficult to quantify economic return for city traders as the early morning race start times are not within regular city trading hours. While event organisers provide complimentary shuttle buses, there is also no data to estimate how many participants return to the city and visit local businesses following the event.

Organisers estimate 2,250 regional and interstate visitors and 130 international visitors. The organisers will select a city based hotel as the 'official accommodation partner', with the objective of encouraging visitors to stay within the City of Perth over the event weekend.

Organisers have not provided projected economic output for the event. The City's tool for calculating Economic Impact for events (REMPPLAN) is unsuitable to calculate the economic return for this event on the basis that it is a half-day event which is not held exclusively in the City.

Sustainability	Score (4)
Safe for participants and the public	3
A realistic, achievable budget	2.5
Applicants proven ability to deliver the project within the timeline	2
A demonstrated variety in funding sources to ensure sustainability of the project	2.5

The organisers have documented the total cost of the event as \$2,950,000 and are requesting cash sponsorship of \$50,000 (1.7% of the total cost of the event). The organisers have secured support from a range of funding partners and in-kind sponsors for the 2017 event including

Chevron Australia, 96FM, Channel 9, The Sunday Times, Hyundai, Cleanaway, Red Bull and Rebel Sport.

The event was previously produced by Corporate Events Australia on behalf of the Activ Foundation. In 2017 delivery of the event will be managed in-house by the Activ Foundation for the first time. The organisers are led by an experienced team, including Project Director Etta Palumbo and Race Director Chris Letts who has been involved in the race logistics for the City to Surf for over 15 years.

Healthy and Active City	Score (4)
Event compliments and diversifies the existing offering within the City	2
Event does not clash or conflict with other events on the events calendar	3.5
Environmentally sustainable practices for the event have been adequately addressed	1
Increased place activation and use of under-utilised space	2.5

In the last twelve months the City has supported other similar events including the HBF Run for a Reason, the Colour Run and the Mother's Day Classic.

Environmental and sustainable event practices have not been addressed in the application.

Increased place activation and use of under-utilised space in the City are not a focus of the event.

Community Event Criteria	Score (4)
Event is a large scale community or cultural event of state or national significance	3.5
Event is a well-known event on the City of Perth's calendar, or has the potential to develop into one	4
Event attracts at least 10,000 attendees into the central city and surrounds	3
Event is predominantly free due to the inherent nature of the event and subsequent programming	1
Applicant is able to deliver on standard commercial sponsorship benefits	2.5
Applicant is able to maintain a standard level of programming during the partnership	2

The event is now in its 43rd year of operation and has grown to become one of the largest community participation events in Western Australia. While a large percentage of the activities of the event occur at the finish line at City Beach Oval, City records indicated 16,235 participants in 2016 in the City for the event start.

Benefits and application rating	Score (4)
Level of benefits and recognition offered to the City	1.5
Overall application quality	2.5

Sponsorship Benefits

Organisers have offered the following benefits for sponsorship, with the final agreed benefits subject to the final Council approved funding amount and successful negotiation:

- City of Perth to be recognised as a Major Sponsor of the City to Surf;
- City of Perth logo to be included on all television and print advertisements, event collateral, marketing materials and event signage including finish arches;
- City of Perth logo to feature in the TV broadcast of the event in targeted signage shots;
- opportunity for the City of Perth to provide signage to be displayed prominently at the event,
- first right of refusal to the City of Perth to purchase advertising aligned to the event through event media partners;
- opportunity for the City of Perth to conduct promotional activities on City Beach Oval and other Start/ Finish Precincts;
- opportunity for the City of Perth to provide prizes to age category winners and/or competition winners; and
- opportunity for the City of Perth to provide giveaways at the event.

Assessment Panel Comments

The 'Chevron City to Surf for Activ' is a high profile event with a long history in Western Australia and with the City of Perth.

Organisers have estimated that the event attracts over 40,000 participants, volunteers and supporters however the City records indicate 16,235 active participants started the race from the city in 2016. It is difficult to quantify the economic benefit to the city, as historically not many spectators have attended the race start, as most of the event activity is focused at the finish area in City Beach Oval. It is unclear how many participants return to visit city traders following the event and this is an area for further measurement and analysis between the organisers and City sponsorship team.

The event has experienced declining participation numbers for a number of years, partly due to a decrease in the number of entries from corporate teams. The event now has to compete with a number of comparable events including the Mother's Day Classic, HBF Run for a Reason and the Color Run.

Previously the event was managed by Corporate Sports Australia, a commercial sports management company, on behalf of the Activ Foundation. After negotiations following the 2016 event, Activ Foundation discontinued its relationship with Corporate Sports Australia and in 2017 will manage and produce the event in-house. The Activ Foundation has proactively engaged with Officers to address and issues or concerns resulting from the 2016 event.

Sponsorship benefits offered are standard commercial benefits and have not been developed to strategically align with City objectives. Applicants have applied under the Community category however there are limited free components to the event.

An investment of \$50,000 has been requested however after Officer assessment, cash sponsorship of \$18,000 is recommended.

Agenda Item 13.11	Industry/Sector Development Sponsorship – Perth Convention Bureau
------------------------------	--

Recommendation:

That Council BY ABSOLUTE MAJORITY decision and subject to approval of the 2017/18, 2018/19 and 2019/20 budgets:

- 1. approves in principle cash sponsorship totalling \$886,344 ex GST over three years to Perth Convention Bureau for ongoing business development to secure business events to the City of Perth, comprised of;***
 - 1.1 Year 1: \$264,861 annual funding + \$20,000 scholarship funding;***
 - 1.2 Year 2: \$273,406 annual funding + \$20,000 scholarship funding;***
 - 1.3 Year 3: \$288,077 annual funding + \$20,000 scholarship funding;***
- 2. notes the provisional list of sponsorship benefits contained within the Detailed Officer Assessment in Attachment 13.11A;***
- 3. authorises the Chief Executive Officer (or delegated Officer) to negotiate with the applicant the final list of sponsorship benefits and key performance indicators for inclusion in the agreement according to the Council approved funding amount; and***
- 4. notes that a detailed annual acquittal report, including any supporting material, will be submitted to the City of Perth by 30 August of each year of the agreement.***

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1033034
REPORTING UNIT:	Business Support and Sponsorship
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	2 May 2017
ATTACHMENT/S:	Attachment 13.11A – Detailed Officer Assessment Confidential Attachment 13.11B – Economic Benefits Report Attachment 13.11C – High Yield Research

Legislation / Strategic Plan / Policy:

Legislation

N/A

Integrated Reporting Implications

Planning and Framework

Corporate Business Plan / Strategic Community Plan

Council Four Year Priorities: Perth as a Capital City

S6 Maintain a strong profile and reputation for Perth as a city that is attractive for investment

S7 Collaborate with private sector to leverage City enhancements

Policy

Policy No and Name:

18.13 - Sponsorship

Purpose and Background:

The City of Perth has received a request for three year Industry/Sector Development Sponsorship totalling \$922,788 excl GST from the Perth Convention Bureau (PCB) to be used for ongoing business development activities which will bring business events to the City. The request also comprises \$20,000 per annum over three years for the Aspire Awards scholarship.

This is the first time that PCB has been eligible for multi-year funding since the implementation of the new sponsorship framework in December 2016.

Details:

PCB markets Perth and Western Australia as a business events destination and their major stakeholders are the Government of Western Australia, through Tourism Western Australia and the City.

The business events and delegates secured from both the international and national markets provide a strong boost to local visitor expenditure. These delegates spend up to five times more than their leisure tourism counterparts and are an important contributor to tourism and economic activity in Perth and WA as a whole. High profile conferences and conventions held in the State bring significant benefits to WA, including economic benefits to the tourism sector and social benefits such as cultural activities, education and State development.

PCB secured 197 events in 2015/16, which are expected to attract over 53,605 delegates and deliver an estimated \$110 million in Direct Delegate Expenditure (DDE) that will materialise out to 2020.

Based on 2015 figures, the Return on Investment to the City is estimated at 1:357 meaning that for every \$1 of sponsorship, the economy within the City receives \$357 in return.

The approval of triennial funding is subject to the annual endorsement of Council budget and an appropriate legal agreement drafted by the City's legal representatives which outlines the key performance indicators and relevant clauses.

Officer assessment of this industry/sector development sponsorship application is detailed in Attachment 13.11A.

Additional supporting information including an Economic Benefits Report and High Yield Research document are included in Confidential Attachment 13.11B and Attachment 13.11C.

Financial Implications:

ACCOUNT NO:	93B160007901
BUDGET ITEM:	Perth Convention Bureau – Donation and Sponsorships
BUDGETED AMOUNT:	\$284,861
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$284,861
BALANCE REMAINING:	\$0
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	\$922,788

All figures quoted in this report are exclusive of GST.

Comments:

PCB and the City have a long standing business relationship dating back to the formation of the PCB in 1972. Direct Delegate Expenditure in the most recent financial year 2016/17 suggests \$91million of economic returns to the city's convention centres, meeting hosts, accommodation providers, food and beverage operators and retailers.

In order to allow PCB to focus on winning business events for the City, it is recommended that a three year sponsorship agreement be entered into which would see a 1.5% increase in year one, 3% in year two and 5% in year three. This is considered fair and reasonable based on the high performance of PCB and budgetary position of the City in the short term.

The forecast returns of PCB over the three year period will position this sponsorship in the top two for return on investment within the current sponsorship portfolio.

Project Details

Project Title	Business Events as a Significant Economic Driver for the City
Project Start Date	01/07/2017
Project End Date	30/06/2020
Applicant	Perth Convention Bureau
Total Project Cost	\$6,659,984 (year 1 only)
Total Amount Requested	Year 1: \$273,684 annual funding + \$20,000 scholarship award Year 2: \$287,368 annual funding + \$20,000 scholarship award Year 3: \$301,736 annual funding + \$20,000 scholarship award TOTAL: \$862,788 annual funding + \$60,000 scholarship award (\$922,788)
Recommendation	Approval – 3 Year Agreement
Recommended amount	Year 1: \$264,861 annual funding + \$20,000 scholarship award Year 2: \$273,406 annual funding + \$20,000 scholarship award Year 3: \$288,077 annual funding + \$20,000 scholarship award TOTAL: \$826,344 annual funding + \$60,000 scholarship award (\$886,344)
Assessment Score	27.5 out of 36 (76%)

Project Synopsis

Perth Convention Bureau (PCB) is seeking a three-year funding agreement with the City with annual increases of 5% (exclusive of GST). This request is designed to align with State Government funding commitments and provide a secure and robust funding platform for PCB's marketing activities into the future. Given the importance of tourism to the City as well as the requirement to leverage recent public and private sector investments into tourism infrastructure, PCB marketing activities are proven to provide economic benefits to the city. PCB are also seeking annual sponsorship of \$20,000 for the City of Perth Convention Scholarship under the ASPIRE Awards Program. This brings the total value of the funding request to \$922,788 over three years.

Project Description

PCB markets Perth and Western Australia as a business events destination. Their major stakeholders are the Government of Western Australia through Tourism Western Australia, and the City. PCB also has two major partners which are Crown Perth and the Perth Convention and Exhibition Centre (PCEC) who benefit from the hosting of major business events.

The City and PCB have enjoyed a long standing and mutually beneficial business relationship. As a key founding member when PCB was established in 1972, the City has recognised the importance of business events as a significant economic driver for the city.

The business events and delegates secured from both the international and national markets provide a strong boost to local visitor expenditure. These delegates spend up to five times more than their leisure tourism counterparts according to PCB research.

Perth has witnessed an unprecedented level of public and private sector investment in tourism infrastructure, with a particular expansion in accommodation relative to venue space. Alongside this, the leisure tourism offering of Perth and WA has developed in quantity and quality.

PCB believes that leisure tourism destination marketing is raising the awareness of Perth's refinement as a destination, and that increased airline routes and an improved arrival experience at Perth Airports are facilitating greater ease of access to WA.

As a result of market changes, the delegate sectors to which PCB markets must be researched, reviewed and revised to ensure continued high level return on investment.

PCB has identified the Corporate and Incentive (C&I) sectors as a market, due to the short securing lead time and smaller group size. They advise that this sector provides an immediate resolution to Perth's high level of accommodation stock, and in the long term through delegate familiarity, can position Perth and WA as a premium meeting destination.

By leveraging the existing leisure tourism marketing structures of Tourism WA, implementing its own strategies and additional resourcing, PCB plans to continue to refine its target markets accordingly towards the C&I market, whilst maintaining a focus on larger "Hero" not-for-profit (NFP) Association events.

The business events sector is an important contributor to tourism and economic activity in Perth and WA as a whole. High profile conferences and conventions held in the State bring significant benefits to WA, including economic benefits to the tourism sector and social benefits such as cultural activities, education and State development.

Organisation Details

ABN	30 008 766 541
Entity Name	Perth Convention Bureau
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed
Goods & Services (GST)	Yes
Endorsed as DGR	No
Tax Concessions	No tax concessions
Main Business Location Postcode	6000
Main Business Location State	WA
ACNC Registration	No

Organisation Capacity

PCB currently employs 19 staff and is led by Chief Executive Officer, Paul Beeson. Ten staff are assigned to key Business Development roles.

PCB plays a central role in WA's business events sector, undertaking business development activity both nationally and overseas, and connecting event and service providers with potential customers. PCB provides incentives and facilitation services to encourage conferences, exhibitions and incentive groups to be staged in Perth and Western Australia as a destination of choice.

PCB secured 197 events in 2015/16, which are expected to attract over 53,605 delegates and deliver an estimated \$110 million in Direct Delegate Expenditure (DDE) for the State that will materialise out to 2020. PCB advises that the conference delegate is the highest-yielding visitor within the visitor economy, spending up to five times that of a leisure tourist, making conferencing an essential component of Perth's tourism mix.

Previous City of Perth Support (last 5 years)

Year	Amount	Return on Investment
2012	\$262,000	1:361
2013	\$269,075	1:329
2014	\$276,547	1:351
2015	\$276,547	1:371
2016	\$280,652	1:357

All figures include core sponsorship funding and the Aspire Scholarship.

Based on 2015 figures provided by PCB, the Return on Investment to the City is estimated at 1:357 meaning that for every \$1 of sponsorship, the economy within the City receives \$357 in return.

Large Events Secured for City of Perth

Year	Event Name	Delegates	DDE (\$)
2008/09	18 th International Corrosion Congress	700	\$1,743,136
2009/10	2012 Australian Psychological Society 47 th Annual Conference	750	\$1,054,760
2010/11	LNG18	5,000	\$10,410,773
2011/12	Annual Scientific Meeting of the Cardiac Society of Australia and New Zealand 2017	2,500	\$4,587,464
2012/13	Royal Australasian College of Surgeons Annual Scientific Congress 2015	3,000	\$8,683,824
2013/14	12 th International Mammalogical Congress 2017	1,200	\$4,923,096
2014/15	Aged Community Services Australia and International Association of Homes & Services for the Ageing Joint International Conference 2015	1,200	\$3,913,827
2015/16	Endocrine Society of Australia & Society for Reproductive Biology & the Australian Diabetes Society Annual Scientific Meeting 2017	2,500	\$8,125,300

Direct Delegate Expenditure for City of Perth

The table below indicates the DDE since 2012/13 which has been allocated to business events directly affecting the City. The assessment uses an input-output model to identify the direct and indirect economic benefits created through business events, the delegates and expenditure that they create.

Year	Direct Delegate Expenditure (\$M)*
2012/13	\$80
2013/14	\$88
2014/15	\$95
2015/16	\$92
2016/17	\$97
2017/18	\$113 (target)
2018/19	\$118 (target)
2019/20	\$136 (target)

*Data provided by PCB. Figures include expenditure at Crown Perth, which is outside of the Perth Local Government Area.

Sponsorship Assessment

The application was assessed by a two person assessment panel and the scoring has been averaged for each outcome. Each criterion has a maximum score of 4.

General Criteria	Score (4)
Level of benefits provided to the City	3
Level of industry development and professional development opportunities in key economic sectors	3.5
Ability to build long term relationships that provide business and community members with the opportunity to share best practice with visiting industry thought leaders	4
Ability to enhance opportunities for business development and investment within key sector markets or stakeholders	4
Level of economic benefit to the City	3.5
Level of competitive/comparative advantage by linking sector/industry stakeholders to achieve clusters or cooperative programs within the City of Perth	3.5
Ability to support ongoing development programs that provide training and skills development opportunities for businesses within the City of Perth	2.5

In the 2015/16 financial year alone, PCB secured a total of 197 events, representing \$110.3 million in expected DDE. The majority of these events (162) were secured for the City, representing \$91.6 million in DDE for the City. In the same year, 158 events (secured in previous financial years) took place in the City delivering \$103 million in DDE. This level of expenditure represents \$83 million in Gross Regional Product and 971 jobs for the local economy.

Given additional funding through the State Government, PCB has recently expanded its marketing program, which will help to develop the meetings, incentives, conferences and events (MICE) sector specifically and the tourism sector more generally. This segment had previously not been pursued due to a lack of supply, tourism amenity and the relative high cost of accommodation that existed in Perth for most of the past decade.

The economic benefits generated by PCB are expected to increase considerably into the future with a DDE target of \$136 million in 2020, which would generate \$109 million in GRP and 1,273 jobs in the local economy.

Many of the events secured by PCB link to local industry sectors of strength, such as healthcare and resources. There is considerable local capability and competitive advantage in such bespoke medical fields as autism research, cardiac services and others. Holding major conferences in these fields and industry subsectors helps to further profile local expertise and build the local competitive advantage further. These efforts can in turn help to grow these local clusters, offering additional specialisation and cementing them further into the local economy.

The City is the exclusive sponsor of the ASPIRE City of Perth Convention Scholarship program, which provides a scholarship to allow a local representative to attend a major national or international event in their specific field. This past year's recipient, Mr Peter Carr, is a lecturer at the University of Western Australia. He attended the 4th World Congress on Vascular Access (WoCoVA) 2016 in Lisbon, Portugal to meet delegates and promote the 2nd Australian Vascular Access Society scientific meeting and World Congress on Vascular Access "Special Event" which was secured for Perth in May 2017. The ASPIRE program represents a considerable collaboration between the PCB, the City and local industry experts/conveners. The program has already delivered confirmed events and will continue to do so into the future.

PCB will continue to target association conferences as part of its high yield strategy. The ASPIRE program further augments this strategy and represents a significant business development initiative specifically geared to bringing large, industry specific conferences to Perth, which will continue to facilitate and support the professional development and learning of local professionals working in Perth.

PCB has recently extended its marketing and business development program significantly, enabled through an increase in State Government funding. These expanded activities include:

- market representation in Australia, NZ and Japan;
- market representation in China and south-east Asia;
- corporate and incentive group bid marketing sponsorship;
- familiarisation and site inspections;
- in-market trade shows and exhibitions;
- inbound tour operator relationships – WA and East Coast;
- dedicated 2000+ delegate senior business development manager;
- increased destination sponsorship value; and
- expanded Aspire professional development awards.

Strategic Plan and Economic Development Strategy	Score (4)
Extent to which the initiative reflects and adds value to the City's Economic Development Strategy outcomes	3.5
Extent to which the initiative reflects and adds value to the City's Strategic objectives and revenue	3.5

Business Events contribute largely to the business tourism sector, which in turn is a vital component of leisure tourism. Conference delegates are regarded internationally as 'Super Tourists' as each delegate spends up to five times that of a leisure tourist over a longer period and in a broader geographical spread of Perth and Western Australia.

PCB advises that governments - national, state and local - are becoming increasingly aware of the value of business events to their respective economies and are funding convention bureaux to capture more of this market. PCB advises that the benefits of business events are not solely economic nor tourism focussed; there are many social dividends including increased business activity and investment, facilitating knowledge transfer and enhancing Western Australia's international profile.

Sponsorship Benefits

PCB will provide the following benefits for the requested sponsorship funding:

- the City to be recognised as a Platinum Partner;
- a City Councillor nominated to the PCB Board of Directors;
- quarterly briefings between PCB and the City;
- the City to be recognised in the PCB Annual Report as Platinum Partner and Major Partner (in text and with logo);
- reference to the City in presentations;
- reference to the City and its attributes in all bid submissions;
- the support of the City to be acknowledged in media releases (where appropriate);
- inclusion of the City's activities for members in newsletters;
- the support of the City to be acknowledged on PCB's website;
- the City to be included in the Meeting and Incentive Planners Guide;
- the City to have access to PCB's calendar of events including conference organiser contacts;
- opportunities to be involved in familiarisation programs as they arise; and
- recognition of the City as a major stakeholder.

With respect to the Sponsorship of the City of Perth Scholarship, PCB will continue to recognise the City as follows:

- the City to be recognised with the scholarship title being "The City of Perth Convention Scholarship";
- reference to the City as a sponsor in all correspondence and brochures referencing the scholarship;
- the City's logo to appear on all promotional material relating to the scholarship;
- the Lord Mayor, or a representative, to be invited to present the award to the scholarship winner at the Awards Ceremony;
- acknowledgement of the City's support in PCB's Annual Report; and

- a City representative to sit on the judging panel.

Comments

PCB and the City have a business relationship dating back to the formation of the PCB in 1972. In recent years PCB have proven themselves to be the strongest convention bureau within Australia and are responsible for driving significant economic returns to the City and whole of Western Australia through their targeted high value business event focus. DDE in the most recent financial year 2016/17 suggests \$91 million of economic returns to the City's convention centres, meeting hosts, accommodation providers, food and beverage operators and retailers. This significant economic impact will be detrimentally impacted should the PCB see their core government funding reduced.

PCB's decision to target the Corporate and Incentive sector should be welcomed as this will result in increased demand for recently completed hotel rooms and those coming on stream over the next three years. In order to allow PCB to focus their development activities on winning business events for the City, it is recommended that a three year sponsorship agreement be entered into which would see a 1.5% increase in year one, 3% in year two and 5% in year three.

This is considered fair and reasonable based on the high performance of PCB to date and budgetary position of the City in the short term. The forecast returns of PCB over the three year period will position this sponsorship in the top two for return on investment within the current portfolio.

**CONFIDENTIAL ATTACHMENT 13.11B
ITEM 13.11 – INDUSTRY/SECTOR DEVELOPMENT SPONSORSHIP –
PERTH CONVENTION BUREAU**

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER




PERTH
CONVENTION
BUREAU

High Yield Delegate Research: Identifying and Targeting

High Yield Conference Delegates: Identifying and Targeted Marketing

The Perth Convention Bureau (PCB) is chartered to market Perth and Western Australia to national and international health, academic, professional, arts and cultural not-for-profit organisations with the intent of securing their high value association events.

NFP organisation conferences drive social and economic activity, underpin knowledge creation and exchange, and stimulate research, innovation and investment. In this way PCB directly supports the development and enrichment of the Western Australian community.

More recently, PCB's change in methodology has witnessed an increased leveraging of Western Australia's knowledge base. PCB identifies and engages Western Australians who are specialists in their practice to lead conference bids.

This process improvement has increased PCB's ROI to Government and the people of Western Australia from 1:17 FY 2009 to 1:31 in FY 2014.

Concurrent to this methodology change, from 2008 specific business development efforts targeted health sector conferences on the anecdotal basis that this sector provided

the highest yielding delegate type. In late 2011 these efforts were formalised into strategy, which, in the short term provided delegates less reticent to the high on ground conferencing costs of the 2011-13 period, and in the long term, position Perth and Western Australia as a premium conference destination.

To support this strategy, the Aspire Convention Travel Grants were developed in partnership with the Royal Australasian College of Surgeons, the preeminent Australian medical college, with over 3500 fellows. This partnership of a convention bureau and medical organisation is the first of its kind globally. PCB is currently negotiating partnerships with other international medical organisations.

PCB's targeted marketing to the high yield health sector has proved highly successful. Delegates from this sector have increased rapidly from 2008-09 (see Figure 1).

I'd like to pass on my gratitude to the NFP Associations which allowed our researchers to survey their delegates and the PCB Partner venues for allowing them access.

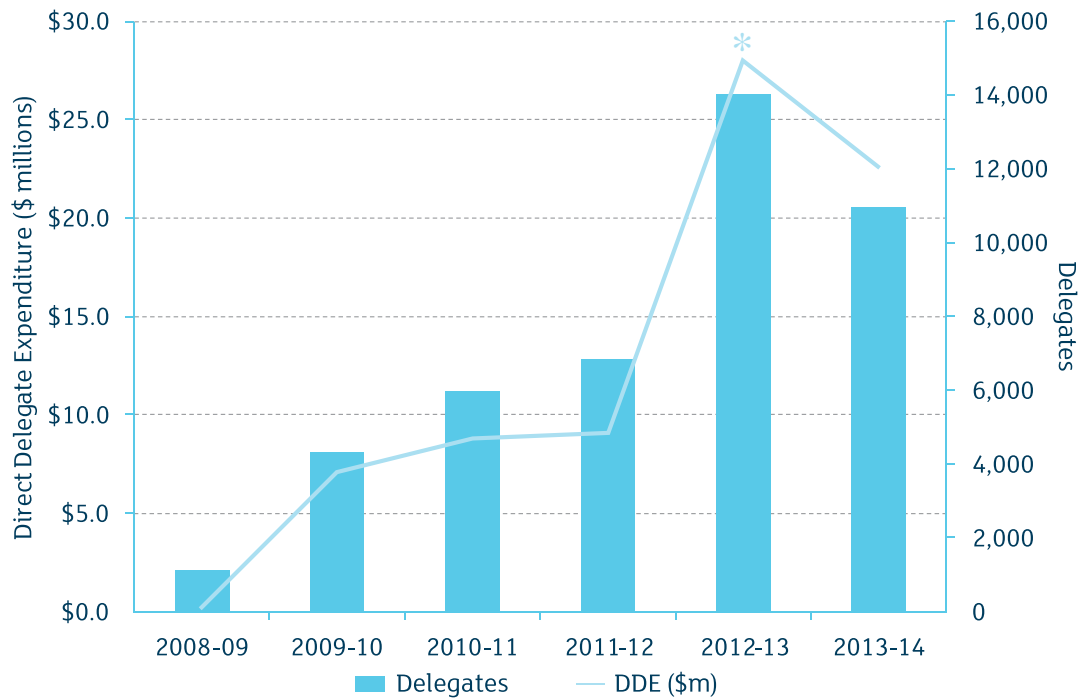
To RPS Group; Mark Wallace and Tim Connoley specifically for their work on the research paper *Identifying High Yield Not-For-Profit Organisation Event Delegates - Market Research September 2014*, from which the data in this publication was drawn.



**Chief Executive Officer
Perth Convention Bureau**

PAUL BEESON

Figure 1: Delegates and Estimated Direct Delegate Expenditure, Health Sector, WA



* ANOMALY; RACS Annual Scientific Meeting, 2015, 3500 PAX



Pictured left to right: Associate Professor Michael Hollands, President, Royal Australasian College of Surgeons; Mr Ian Ritchie, President, Royal College of Surgeons of Edinburgh; Mr Ian Laurance AM, PCB Chairman; and Mr Paul Beeson, PCB Chief Executive Officer

High Yield Delegate Research

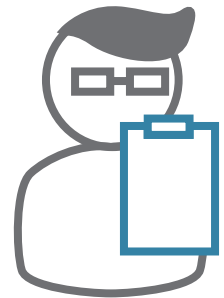
To further refine and ensure the longevity of the High Yield delegate strategy, PCB sought to empirically identify other high yielding sectors of conference delegates. To this end, in late 2011, RPS Group was engaged to provide market research and analysis relating to the not-for-profit (NFP) association conference and convention market in Western Australia.

The following provides an overview of the NFP association conference market in Perth. The primary source of data analysed was from the NFP Association Conference Delegate Survey 2013-14 collected by PCB. The survey was conducted by PCB and collects a range of spatial,

demographic and expenditure based data on delegates and their participation in conferences and conventions in Western Australia.

In an effort to enhance PCB's success in delivering economic and social benefits to the State, the project provides research and analysis of high yielding conference sectors. The attraction and retention of such high yield events is critically important to PCB and the identification of other high yield sectors will guide PCB's business development efforts.

Priority opportunities derived from this research have been identified (Table 1, page 12, Priority Opportunities) and will educate PCB's strategic planning into the future.

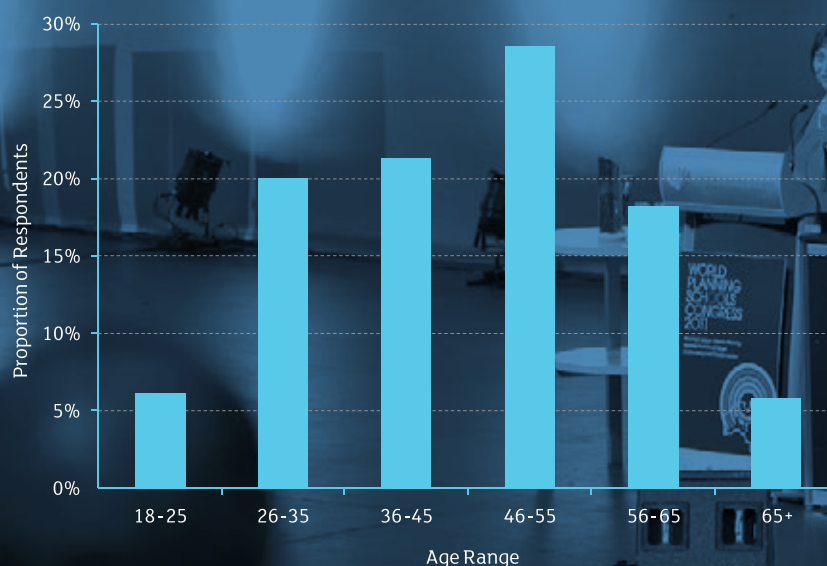


Delegate Demographics

AGE DEMOGRAPHICS

Older professionals were highly represented at NFP association conferences. Delegates aged 46-55 years old represented the largest share of respondents, accounting for approximately 29% of delegates.

Figure 2: Age Cohort of Respondents, Perth NFP Association Conferences, 2013-14



Delegate Origins



65%

were long-haul travellers, representing a **willingness** to travel **long distances** to attend a conference in Western Australia.

A world map with a focus on Australia. A thick white curved arrow originates from a dot in the United Kingdom and points to a dot in Western Australia. Another thinner white curved arrow points from a dot in the rest of Australia to the same dot in Western Australia.

Western Australia receives a **greater proportion** of delegates from the **United Kingdom** than compared to the rest of Australia.

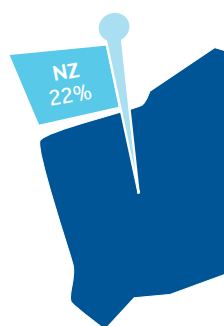
A world map with a focus on Australia. A thick white curved arrow originates from a dot in South East Asia and points to a dot in Western Australia. Another thinner white curved arrow points from a dot in the rest of Australia to the same dot in Western Australia.

Western Australia attracts a **greater proportion** of delegates from **South East Asia** compared to other capital cities.

INTERNATIONAL DELEGATES

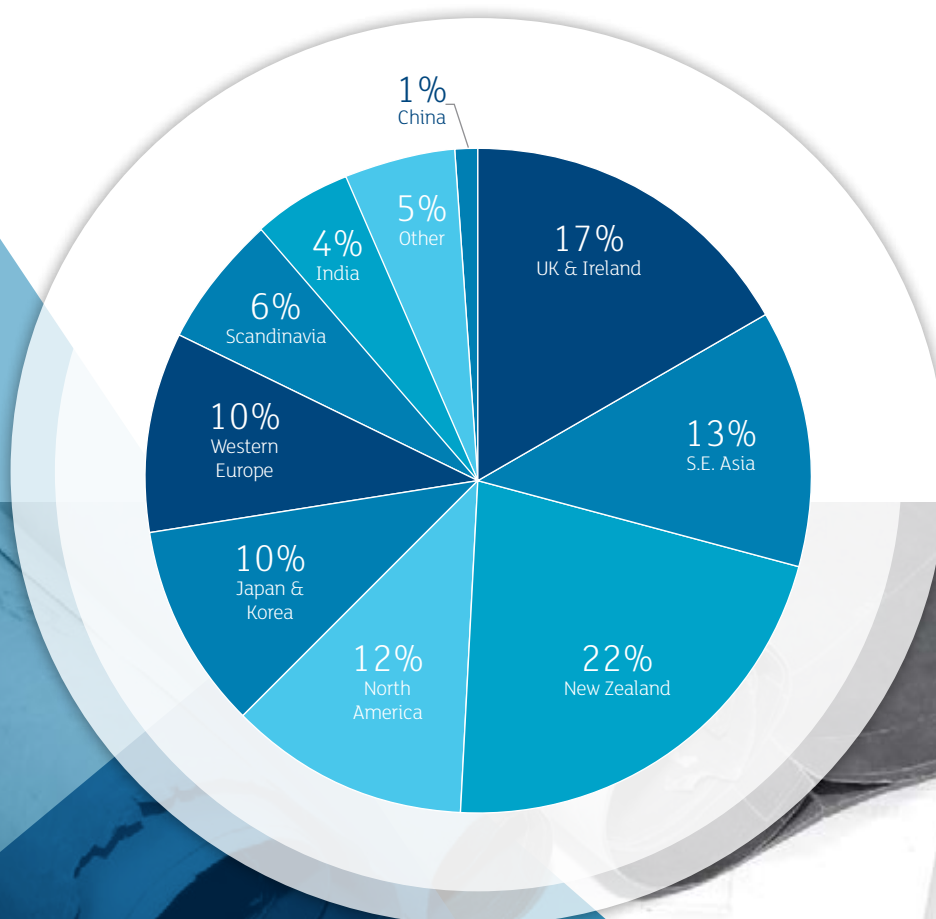


Europe represented the largest source of delegates in Western Australia, representing one-third of the international respondents.



New Zealand represented 22% of international delegates, a similar proportion to that estimated nationally.

Figure 3: International Respondents, Perth NFP Association Conferences, 2013-14



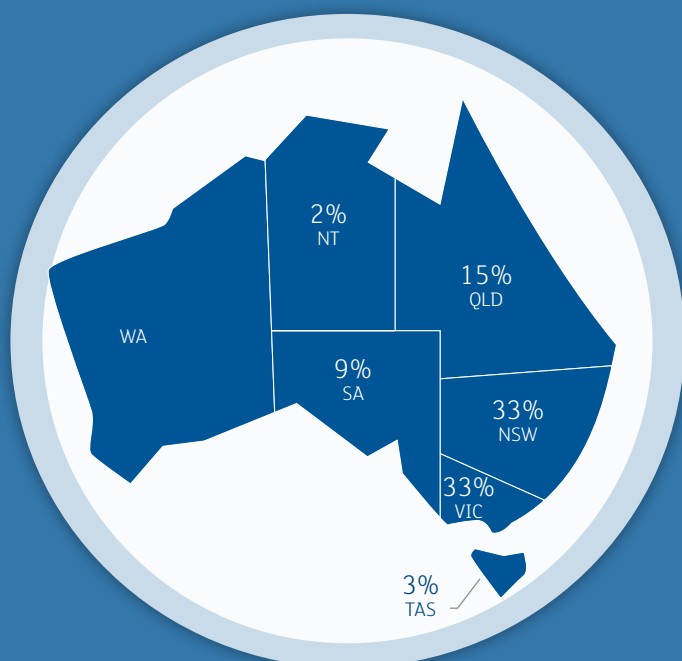


Figure 4: Interstate Respondents, Perth NFP Association Conferences, 2013-14

INTERSTATE DELEGATES

Victoria and New South Wales accounted for the largest interstate delegation surveyed, with the two most populous states accounting for two-thirds of interstate respondents that travelled to Perth to attend an NFP association conference. Queensland respondents accounted for 15% of interstate delegates, which is an under-representation in respect to its population.

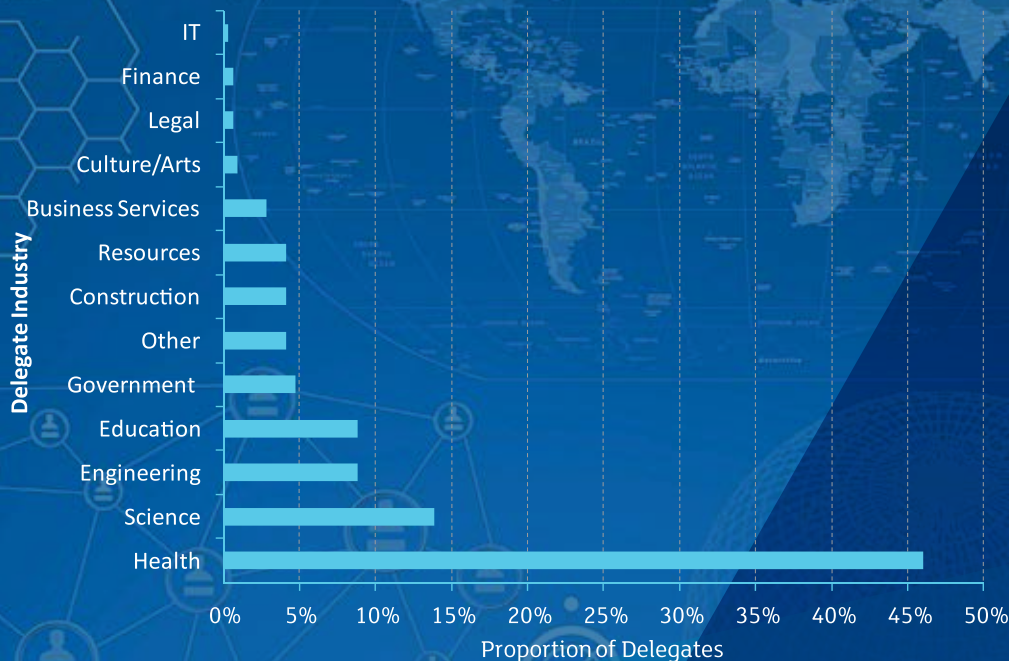
INDUSTRY OF EMPLOYMENT

The health sector, which includes ancillary health and social services professions, was the largest sector surveyed. This sector accounts for only 8.4% of full-time employment in Western Australia, yet delegates in this sector represented 46% of all NFP association delegates. This is a reflection of the success of PCB in attracting this high yield cohort over recent years and the growing relevance of the health sector as population ageing issues accentuate.

The professional, scientific and technical services professions represented an estimated quarter of NFP association conference visitors. This sector represented 35% of international NFP association delegates, and approximately half of these were employed in engineering. The industry contains professions which are highly specialised, well remunerated and qualitatively characterised as high yield delegates, reflected in Figure 5 below.



Figure 5: Industry of Employment, Perth NFP Association Conferences, 2013-14



OCCUPATION



The majority of delegates were from academia and senior roles. Academics accounted for the largest share of those surveyed, representing 28% of respondents.

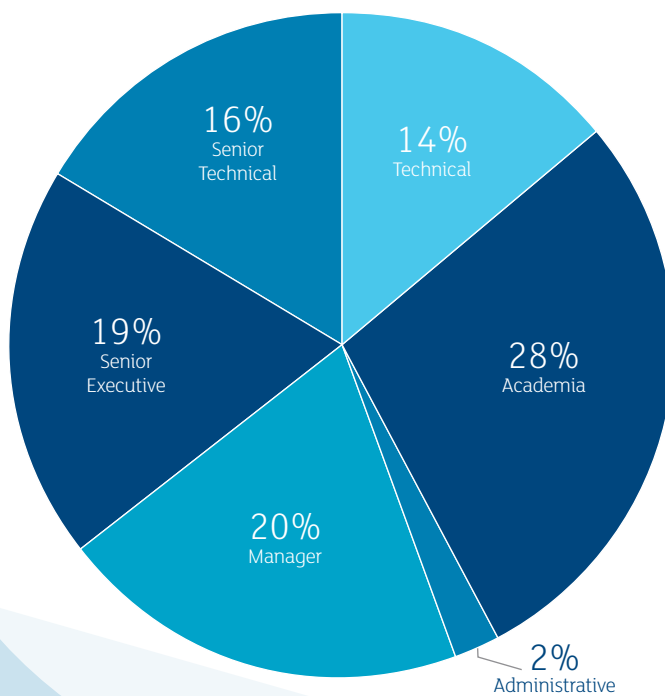


Technical staff, including senior staff, accounted for some 30% of those surveyed.



Senior executives accounted for the majority 39%, of all the delegates surveyed.

Figure 6: Occupation of Employment, Perth NFP Association Conferences, 2013-14



Delegate Travel and Expenditure Characteristics

TRAVEL PATTERNS



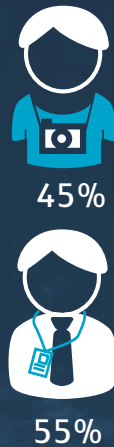
International delegates stayed in Perth for six nights.



Interstate delegates stayed typically four nights.

Over one third of delegates travelled before or after the convention or conference.

- Of those, 59% travelled to the South West of WA
- 14% to the North West of WA and other regions.



International and interstate delegate air travellers predominantly travelled by economy class, with 87% choosing to fly in this manner.

Business events drive a high level of repeat visitors into Western Australia with 92% expected to return within five years. 45% of delegates were most likely to return for a leisure experience, with the balance intending to return for business or conferencing.



82% of all delegates surveyed expressed an overall satisfaction rating of 'very satisfied' or 'extremely satisfied' with Western Australia. It was widely-held among the respondents that they would recommend colleagues, family and friends to visit Western Australia, with 96% stating this intention.

Expenditure Patterns

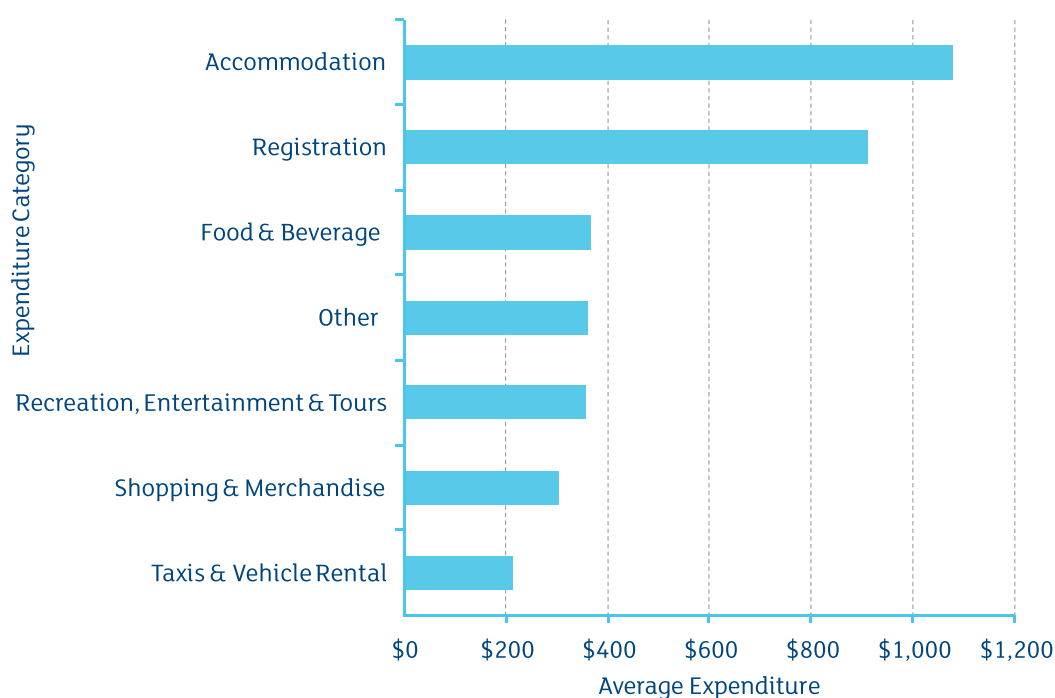
The conference delegate yields more per day than the typical leisure visitor. This is supported by the survey results which indicated that NFP association conference delegates spent approximately \$564 per night compared to the average overnight leisure visitor in Western Australia who spent \$109 per night.

International delegates were found to spend marginally more than an interstate delegate per trip. International delegates spent an average of \$3,713 each whilst travelling in Western Australia, compared to an average of \$3,525 each spent by interstate delegates. The high interstate spending per day is however important to emphasise. This finding is considered a reflection of high Australian wages.

Interstate and international NFP association conference delegates spent an average of \$3,591 per trip. As expected, accommodation accounted for a large proportion of delegate spending, representing an average of \$1,080 or 30% of total expenditure. Registration for the delegate's conference or convention also represented a large proportion of spending (\$911 or 25% of overall expenditure). Meanwhile, food and beverage, recreation, entertainment and tours accounted for the largest proportion of delegates spending outside of accommodation and registration costs.

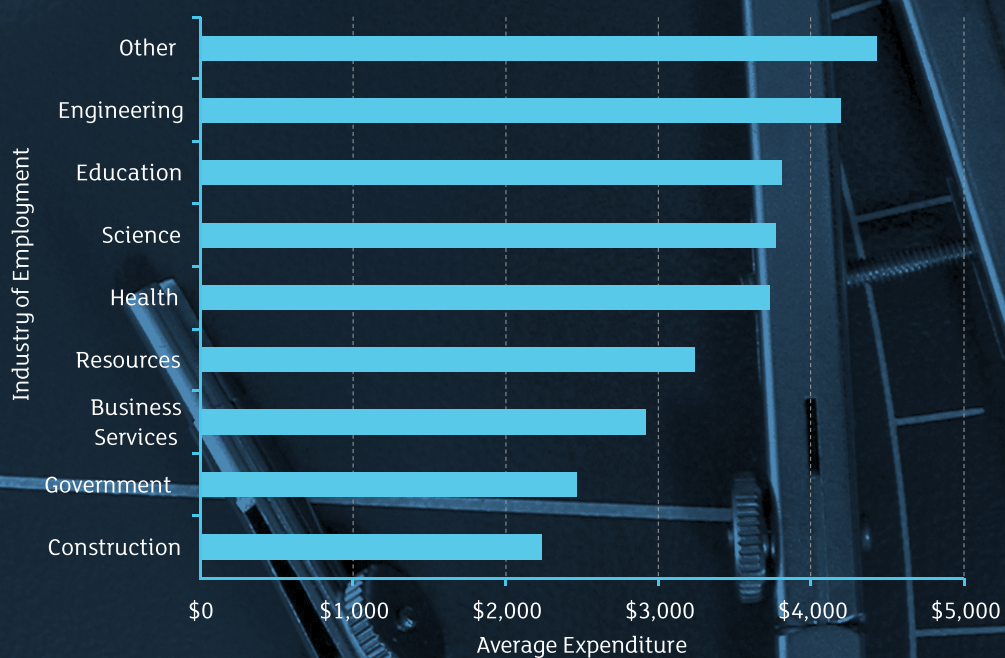


Figure 7: Trip Expenditure by Category, Perth NFP Association Conferences, 2013-14



Delegates in the engineering and 'other' (technical) fields were typically the highest yield categories of those surveyed, as shown in Figure 8. It was also found that respondents employed in the education, science and health fields were typically high yield delegates, spending more than the average respondent.

Figure 8: Industry of Employment



General Findings

- Business events are important to the Australian economy as they produce the highest daily yield of any sector of the tourism industry.
- The December quarter was identified as the busiest for business events activity in Australia.
- Conference delegates stay longer in Western Australia, an average of 4 nights, than they do in other Australian States, where the average stay is 3.6 nights.
- Conference delegates spend more in Western Australia, an average of \$3,713 for international delegates and \$3,525 for national delegates, than they do in other Australian states where the average is \$3,526 and \$2,019 respectively.
- The motivation to attend a conference for all delegates was identified as the business or educational content of the event. Networking was identified as the second highest motivation.
- The most strongly supported benefits arising from business events in the study were the creation of new business relationships, an enhanced industry sector profile and increased market knowledge.
- Business events are important in delivering high-end business, particularly to four and five-star accommodation and hotels with meeting facilities.
- Delegates who attend business events often travel to other parts of the state or country which results in significant flow-on benefits for other sectors of the economy.
- Convention delegates tend to be wealthy individuals and professionals who stay in higher rated hotel accommodation and whose employers often cover the costs of their travel.
- A large proportion undertake pre and post touring, often with their partners and family, which represents a significant flow-on benefit for other sectors of the economy.



High Yield Delegate Findings

- High yield visitors were slightly less motivated by the business and educational content of the conference and the accessibility of the destination. They were also less likely to have been directed by their employer to attend the conference.
- High yield delegates were more likely to be attracted by the opportunity to visit a new city, the safety and security of the destination and because they attend the conference every year.
- High yield delegates were slightly more likely to be satisfied with some aspects of the destination city such as the range and quality of accommodation, range and quality of shops, friendliness of service staff and the safety and security of the destination.

More likely
to be
attracted
by the
opportunity
to visit a safe
and secure
new city



Table 1: Priority Opportunities

Grow and attract delegates in the professional, scientific and technical services sector	<p>Strong economic conditions have encouraged growth in the consulting and technical services area, particularly,</p> <ul style="list-style-type: none"> • Engineering services; • Management-related consulting services; and • Computer systems design. <p>These professions have high employee earnings and a strong employment base. Moreover, numerous global companies have located large workforces in Perth in recent years due to the still considerable infrastructure investment and the historical expertise of workers in this sector.</p>	High
Encourage delegates from financial services sector	<p>Finance-related industries (e.g. insurance, investment advisory/planning, superannuation) are one of the fastest growing high wage industries. Significant growth in financial assets in Australia will underpin further growth in this area into the future.</p>	Medium
Attract and retain delegates in the health sector	<p>Health care services are one of the largest employing sectors and contain some of the highest paid professions in Australia. This sector will continue to grow as the population ages and medical research becomes more prominent in Western Australia. Particular focus on the high yield growth professions of:</p> <ul style="list-style-type: none"> • Medical services; • Medical research; and • Allied health services. 	Medium
Encourage longer trips	<p>There are significant benefits from encouraging interstate and international NFP association conference visitors to extend the length of their stay and visit other attractions within the state considering NFP association conference delegates spend approximately five times more per night than the average overnight visitor in WA.</p>	Medium
Retain long-haul visitors from the United Kingdom, Europe and North America	<p>These delegates already represent a relatively large market share of CCI visitors and are all among the higher yield business visitors to Australia.</p>	Low
Target international and national property sector events	<p>Property and land development professions are well remunerated and high employing sectors in Western Australia. In addition to strong prospects on the back of population growth, the sector is considered to have a strong reputation compared to East Coast peers.</p>	Low
Target the attraction of international conferences in niche fields and sectors.	<p>The “Other” convention category had the highest average per delegate expenditure in 2013/14. Niche, non-traditional sectors tend to have fewer, but larger conferences and conventions and therefore can attract large numbers of attendees from around the world. Niche areas leverage off the State’s comparative advantages in, for instance:</p> <ul style="list-style-type: none"> • Resource extraction (e.g. driverless technology); • Marine science; • Coastal engineering (e.g. ports and ships); and • Agriculture technologies and food production. 	Low





Level 1, 41 St Georges Terrace
Perth WA 6000
Australia

Tel: +61 (0)8 9218 2900
Fax: +61 (0)8 9218 2910
info@pcb.com.au



This publication is printed on Monza recycled
which is an ISO 14001 certified environmentally
accredited paper stock.



**PERTH
CONVENTION
BUREAU**

Major Stakeholders:



CITY of PERTH

Agenda Industry/Sector Development Sponsorship – SPARK Co-Labs
Item 13.12 Actuator Program

Recommendation:

That Council by ABSOLUTE MAJORITY decision and subject to the approval of the 2017/18 budget:

- 1. approves the Industry/Sector Development sponsorship of \$70,000 (excluding GST) to SPARK Co-Labs to support delivery of the SPARK Co-Lab Actuator (commercialisation of medical research) Program over the 2017/18 Financial Year;***
- 2. notes that the event organisers will provide the following sponsorship benefits to the City of Perth:***
 - 2.1 Exclusive naming rights to the program;***
 - 2.2 City of Perth crest recognition on all program promotional material;***
 - 2.3 City of Perth crest recognition on project website;***
 - 2.4 Opportunity to display City of Perth signage at the project location;***
 - 2.5 Spark Co-Labs offers speaking engagement opportunities for Elected Members at Spark Co-Lab events;***
 - 2.6 SPARK Co-Labs will provide the City with introductions to:***
 - a. visiting international academics (from Stanford University, USA and affiliated universities); and***
 - b. 'Business Angels', venture capital organisations and other investors to improve business networks within Perth;***
 - 2.7 SPARK Co-Labs will invite the City to be involved with the selection of medical innovation projects and start-ups into the program;***
 - 2.8 SPARK Co-Labs will provide opportunities to engage the wider business community of the City of Perth by hosting open mentorship events;***
 - 2.9 Spark Co-Labs will provide the City the opportunity to create online content for the Spark Co-Labs online Blog;***

(Cont'd)

2.10 Spark Co-Labs grant the City of Perth the ability to promote relevant medical and health innovation content through Spark Co-Lab resources (Website and social media).

3. notes that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth by 31 July 2018.

The Committee recommendation to the Council for this report was resolved by the Marketing, Sponsorship and International Engagement Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1033034
REPORTING UNIT:	Economic Development Unit
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	27/04/2017
ATTACHMENT/S:	Attachment 13.12A – Detailed Officer Assessment Confidential Attachment 13.12B – Financial Information Confidential Attachment 13.12C - Indicative Mentor List for Actuator Program Confidential Attachment 13.12D – Council Briefing Presentation

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan / Strategic Community Plan
		Council Four Year Priorities: Capable and Responsive Organisation
		S2 Maximise the commercial and community outcomes within the property portfolio and commercial enterprises
		S5 Increased place activation and use of under-utilised space
		S6 Maintain a strong profile and reputation for Perth as a city that is attractive for investment
		S7 Collaborate with private sector to leverage city enhancements

Policy

Policy No and Name: 18.8 – Donations and Sponsorships

Financial Implications:

ACCOUNT NO:	9379 3000 7901
BUDGET ITEM:	Donation and sponsorships
BUDGETED AMOUNT:	\$198,000
AMOUNT SPENT TO DATE:	\$143,076
PROPOSED COST:	\$70,000
BALANCE REMAINING:	-\$15,076 (*)
BALANCE REQUIRED:	\$0
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

(*) To be funded from surplus funds in account code 93C4 5000 7901

Purpose and Background:

The City of Perth has received an Industry/Sector Development sponsorship request of \$70,000 (excluding GST) from SPARK Co-Labs for its Actuator Program (the program). An Actuator programme is a 12 month mentorship model designed to help medical innovators and entrepreneurs demonstrate that their new medical invention has practical potential and is financially feasible.

The program is open to medical researchers who have identified a novel solution to an unmet medical need and are ready to have their discovery accelerated to be licenced or attract further investment. Participants engage with leading industry mentors, form networks to help their research become realised and receive seed funding for 12 months to allow them to achieve commercialisation milestones.

SPARK Co-Labs provided a briefing to the City of Perth Elected Members on the 21st of February 2017 introducing their organisation and the potential advantages that the program could offer the City.

Details:

Officer assessment of this event sponsorship application is detailed in Attachment 13.12A.

The program is aligned with the City's objective of maintaining a strong profile and reputation as a city attractive for investment. The program provides a way for medical practitioners and researchers in Perth to discover, develop and commercialise new medical devices or methods for the industry.

The program educates participants in all areas of commercialisation of medical research from:

- learning how to research the potential demand for their idea or invention;
- working with stakeholders;
- prototyping of potential solutions;
- how to secure and undertake clinical studies;
- what regulatory approvals they will need;

- intellectual property and other commercial legal advice;
- market appraisals;
- business strategy;
- how to pitch to investors; and
- advice on how to launch a start-up.

In essence the program fills gaps in knowledge or expertise in the course participants that that may otherwise result in lost opportunities or failed innovations.

By way of example, Australia produces approximately 4% of all medical research publications with only 0.3% of the world's population. This is reflected in a high ranking on the global innovation index of 19 out of 128¹. However Australia ranks poorly in commercialising this research with an innovation efficiency rank of 73 out of 128².

Currently there is no other incubator model for medical discoveries in Western Australia. The definition of an incubator being a business support organisation that takes innovative start-ups focussed on international trade, through the provision of services such as seed funding, co-location, mentoring, professional services and access to investment networks. The SPARK program will directly respond to this need.

The SPARK Actuator program will be affiliated with the Stanford University SPARK Program in the United States, which boasts a 60% global success rate (inventions are licenced or used in the clinic) within 12-24 months. Put simply the Program is designed to increase the level of commercialisation of medical research, with the success of the Stanford program as a result of the projects being industry led, project managed and supported among a large ecosystem of members. This will be replicated in Perth.

Comment:

The establishment of a local SPARK Lab program will help Perth-based entrepreneurs who are focused on medical technology and innovation related ideas and early stage companies to access global networks and expertise.

Stanford University is one of the most prestigious universities in the world, and is located in the heart of the Silicone Valley, a global hub for innovation and entrepreneurship. This location enables networking with knowledge and capital rich hubs, ideal for incubating a commercial discovery. The program also provides access to Stanford University networks which will serve as an economic gateway for the Australian Biotech sector into existing Asian markets. Perth can then be positioned to consider and target international markets much earlier in their development process which leads to a two way exchange and an eco-system that attracts investment and activity into the growing medical innovation sector.

The City has an opportunity to champion the SPARK program in the form of a flagship sponsorship. This will be the first major intervention by the City in the medical and life science sector following the *City of Perth Act 2016* and the expansion of the City boundary to include the world class facilities at the Queen Elizabeth II Medical Centre.

SPARK Co-Labs provides a way for medical researchers in Western Australia to discover and develop within the medical space from idea through to commercialisation, which increases

^{1,2}Global Advisory Board – 2016 Global Innovation Index Report

the number of patents produced, the number of licences to industry, the investment in medical research and the number of medical start-ups in Perth and Western Australia.

It is therefore recommended that Council approve awarding SPARK Co-Labs Industry/Sector Development sponsorship of \$70,000 (excluding GST) for the SPARK Co-Labs for the SPARK Co-Lab Actuator Program.

Project Details

Project Title	SPARK Co-Lab Actuator Sessions
Project Start Date	03/07/2017
Project End Date	30/6/2018
Applicant	Spark Co-Lab Ltd.
Total Project Cost	\$1,000,000
Amount requested	\$70,000 (7% of the total project cost)
Recommendation	Approval
Recommended amount	\$70,000 (7% of the total project cost)

Project Synopsis

Spark Co-Lab Ltd (SPARK) has requested cash sponsorship to support the presentation of the SPARK Co-Lab Actuator program in Perth over the financial year 2017-18.

The SPARK Actuator program educates participants in all areas of commercialisation of medical research from:

- learning how to research the potential demand for their idea or invention;
- how to work with stakeholders;
- prototyping of potential solutions;
- how to secure and undertake clinical trials;
- what regulatory approvals they will need;
- Intellectual Property/legal advice;
- market appraisals;
- business strategy;
- how to pitch to investors; and
- how to launch a start-up.

In essence, the actuator course takes existing medical inventions, helps give mentor-guided project management and de-risks the invention over 12 months. The project involves a series of public educational seminars (held once or twice weekly), instructional courses and confidential project management meetings using leading industry professionals to drive the technologies along commercial milestones towards further investment or clinical trials.

Project Description

The 'Actuator' course is run in affiliation with Stanford University's SPARK program. The program runs in a 12-month cycle with an additional 12-month cycle for select projects. The Actuator Program takes ideas that:

- take a novel approach;
- meet an unmet need; and
- have the potential for being commercialised (licensed or in the clinic) within 12-24 months.

SPARK team, mentors and project managers undertake the following tasks:

- choose projects for inclusion;
- develop milestones with research team;
- provide seed funding to achieve these milestones over 12 months; and
- provide community learning.

The Actuator course also provides up to \$80k seed funding for each of the four anticipated projects. This funding is combined with project management and mentorship over a 12 month period, with the option to extend the funding to 24 months.

Anticipated outcomes from the SPARK Co-Lab Actuator Sessions include:

- increased invention success (licences, entering clinical trials, start-ups);
- increased industry/academic collaboration; and
- increased global medtech/biopharma collaboration.

Researchers also become aware and involved in the business side of their research which often feeds back into the decision making process of their research. The program also educates researchers on how to engage with industry and investors.

The program has been running at Stanford University for over 10 years, with a total of 113 projects commenced to date, with 73 projects still active, which translates into a 60% success rate globally using this approach.

Organisation Details

ABN	33611746760
Entity Name	Spark Co-lab Ltd.
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	N/A
Goods & Services (GST)	No
Endorsed as DGR	No
Tax Concessions	No tax concessions
Main Business Location Postcode	6009
Main Business Location State	WA
ACNC Registration	N/A

Organisation Capacity

SPARK Co-Lab is headed by Associate Professor Peter Santa Maria, a 2015 Stanford Faculty member who returned to Perth in 2015 as an Ear Nose and Throat surgeon working at the University of Western Australia and the Ear Science Institute of Australia. Peter is also active in two medical device start-ups that were created during his time in the SPARK program.

The rest of the SPARK Co-Lab team consists of four other directors:

- Dr Katherine Giles, Director Funding and Venture Capital;
- Adam Santa Maria, Director Legal & Commercialisation;
- Dr Michael Winlo, Director; and
- Dr Maud Eikenboom, Course Director.

Established in 2016 and now in their second year of operation, SPARK Co-Lab have secured in kind support from Brandon Capital, Wrays Legal and Lavan Legal as well as financial support from Accelerating Australia a national consortium of research institutions, universities, healthcare providers and Life Science companies. Consortium members include University of Western Australia, Murdoch University, Curtin University and ECU as well as Harry Perkins Institute of Medical Research and Telethon Kids Institute. In addition the proposed project has support from Stanford University.

Previous City of Perth Support (last 5 years)

The City has not previously provided support to the applicant.

Sponsorship Assessment

General Criteria	Score (4)
Level of benefits provided to the City	4
Level of industry development and professional development opportunities in key economic sectors	3
Ability to build long term relationships that provide business and community members with the opportunity to share best practice with visiting industry thought leaders	3
Ability to enhance opportunities for business development and investment within key sector markets or stakeholders	4
Level of economic benefit to the City	3
Level of competitive/comparative advantage by linking sector/industry stakeholders to achieve clusters or cooperative programs within the City of Perth	3
Ability to support ongoing development programs that provide training and skills development opportunities for businesses within the City of Perth	4

Organisers are offering the City naming rights to the program as well as a number of introductions to the City from visiting international academics, business Angels, Venture Capital organisations and other investors. The City will also be involved with the potential selection of medical innovation projects and start-ups into the program.

The Actuator program involves 40 leading medical/health industry members who will provide mentorship to the participants, shown in Confidential Attachment 8.8C. There is no other incubator model for medical discoveries in Western Australia; this is a key program which will promote the medical and health science industry within the City to develop and innovate further.

SPARK Co-Labs' WA mentors are themselves mentored by experts from the Bay Area group of Angels located in California, United States. This mentorship includes a yearly conference for the leadership team with the SPARK network, leading to knowledge transfer between the SPARK team and the community.

The program provides the opportunity for the leading start-up from the SPARK Co-Labs program to travel to the Stanford SPARK hub in California to present a proposal for global SPARK funding. Further opportunities are also available for the leading start-up to present their proposal to Silicone Valley investors as part of the Biotechnology Innovation Organisation (BIO) International Convention, one of the largest biotechnology conferences held globally.

The program directly links and collaborates to the City of Perth activity areas such as hospitals (Sir Charles Gardiner Hospital and Royal Perth), medical research institutes (eg. the Harry Perkins Institute and Linear Clinical Research) and Innovation hubs (Spacecubed and FLUX). This program also connects the Stanford global Spark network into Perth with the associated connections and business opportunities of its worldwide contacts.

Strategic Plan and Economic Development Strategy	Score (4)
Extent to which the initiative reflects and adds value to the City's Economic Development Strategy outcomes	4
Extent to which the initiative reflects and adds value to the City's Strategic objectives	3

The project reflects and adds value in the following areas relevant to the City's Economic Development Strategy:

- Provides an economic benefit to businesses within the municipality;
- Promotes the City's role in key industry sectors
- create opportunities for education and information exchange between Perth industry and delegates;
- Enhances Perth's reputation as a knowledge city through leadership in a particular discipline or industry function; and
- Promotes Perth as a destination.

This program directly reflects the following Strategic Objectives within the City's Community Strategic Plan *Vision 2029+*:

S6 - Maintain a strong profile and reputation for Perth as a City that is attractive for Investment

The medical technology sales market is expected to grow at a compound annual growth rate of 5.2% until 2022¹ and the Australian segment of the market had an industry turnover of approximately \$11.8 billion dollars in 2012-13². Within the Australian Register of Therapeutic Goods (ARTG), NSW had 55% of all registered products, followed by Victoria with 24% and Queensland at 12%. There is significant opportunity to improve Perth's capacity in this area, which will increase the attractiveness of Perth as a location for investment.

The National Health and Medical Research Council (NHMRC) has experienced a five-fold increase in funding for health and medical research since 1995. However, increasing numbers of research projects are failing to be funded, leading to missed potential opportunities. The Actuator program provides funding, support and knowledge in the 'valley of death' area that lies between the discovery and proof of concept stages of invention. The program is designed to increase the likelihood that the prototype or trial is reached. Fostering a successful environment will likely attract both more investors and innovators to Perth.

Assessing Officer Comments

The SPARK Co-Labs Actuator program is an important step in unlocking the potential of the Perth biotechnology sector, currently impeded by a lack of knowledge, funding and networks.

The City has an opportunity to champion the program in the form of a flagship sponsorship for the newly developed medical and life sciences portfolio as part of the changes to the City's boundary from the *City of Perth Act 2016*.

This will be the first major intervention in the sector, providing opportunity for a proven organisation specialising in the commercialisation of medical innovation to have a presence in locally, affirming the City of Perth's position as an innovation and investment location.

¹ Evaluatemedtech World Preview 2016: Outlook To 2022

² 2014 Fact Book Medical Technology in Australia: Key Facts

CONFIDENTIAL ATTACHMENT 13.12B
ITEM 13.12 – INDUSTRY/SECTOR DEVELOPMENT SPONSORSHIP –
SPARK CO-LABS ACTUATOR PROGRAM

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

CONFIDENTIAL ATTACHMENT 13.12C
ITEM 13.12 – INDUSTRY/SECTOR DEVELOPMENT SPONSORSHIP –
SPARK CO-LABS ACTUATOR PROGRAM

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

CONFIDENTIAL ATTACHMENT 13.12D
ITEM 13.12 – INDUSTRY/SECTOR DEVELOPMENT SPONSORSHIP –
SPARK CO-LABS ACTUATOR PROGRAM

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Agenda **Payments from Municipal and Trust Funds – April 2017**
Item 13.13

Recommendation:

That in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, the list of payments made under delegated authority for the month ended 30 April 2017, be received and recorded in the Minutes of the Council, the summary of which is as follows:

FUND	PAID
Municipal Fund	\$ 12,901,508.19
Trust Fund	\$ 24,254.62
TOTAL:	\$ 12,925,762.81

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1033586
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	1 May 2017
ATTACHMENT/S:	A detailed list of payments made under delegated authority for the month ended 30 April 2017 can be accessed by Elected Members via the Elected Members Portal. Members of the public can access the list of payments on request

Legislation / Strategic Plan / Policy:

Legislation	Regulation 13(1) of the <i>Local Government (Financial Management) Regulations 1996</i>
Integrated Planning and Reporting Framework Implications	<p>Strategic Community Plan</p> <p>Council Four Year Priorities: Community Outcome Capable and Responsive Organisation</p> <p>A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.</p>

Comments:

Payments for the month of April 2017 included the following significant items:

- \$711,834.69 to the Western Australian Treasury Corporation for the loan payment for the City of Perth Library and Public Plaza Project; and
- \$311,196.16 to Access Brick Paving Co for paving and kerbing repair works at various locations.

Agenda Item 13.14 Financial Statements and Financial Activity Statement for the Period Ended 30 April 2017

Recommendation:

That Council approves the Financial Statements and the Financial Activity Statement for the period ended 30 April 2017, as detailed in Attachment 13.14A of this Report.

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1014149-25
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	19 May 2017
ATTACHMENT/S:	Attachment 13.14A – Financial Statements and Financial Activity Statement for the period ended 30 April 2017

Legislation / Strategic Plan / Policy:

Legislation	Section 6.4(1) and (2) of the <i>Local Government Act 1995</i> Regulation 34(1) of the <i>Local Government (Financial Management) Regulations 1996</i>
Integrated Planning and Reporting Framework Implications	Strategic Community Plan Council Four Year Priorities: Community Outcome Capable and Responsive Organisation A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.

Financial Implications:

There are no direct financial implications arising from this report.

Details:

The Financial Activity Statement is presented together with a commentary on variances from the revised budget.

Comments:

The Financial Activity Statement commentary compares the actual results for the 10 months to 30 April 2017 with the original budget approved by Council on **28 June 2016** and budget

adjustments adopted by Council on **30 August 2016** and **1 November 2016** and the budget review adopted by Council on **14 March 2017**.

**FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO
30 April 2017**

REPORT OF VARIANCES TO BUDGET

This report compares the actual performance for the ten months to 30 April 2017 to the adopted 2016/17 Budget and budget adjustments adopted by Council on 30 August 2016, 1 November 2016 and the budget review 2016/17 adopted by Council on 14 March 2017.

Operating Revenue

- Parking revenue year to date was \$60.1 million, which was \$152,000 above the revised budget. The variance consisted of \$210,000 for Open Air Car Parks, and \$302,000 for Kerbside Parking and \$51,000 for Events Parking and partly offset by a negative variance of \$(411,000) for Undercover Car Parks.
- The unfavourable variances for Undercover Car Parks were mainly due to year on year patronage lower than expected for the Convention Centre Carpark \$(380,000) and Pier Street \$(93,000) and partly offset with a favourable variance for His Majesty's \$81,000 and the Elder Street Carpark \$44,000.
- Fines and Costs were higher than the revised budget by \$41,000 mainly due to parking fines.
- Investment Income and Interest were \$395,000 or 9.1% above the revised budget, mainly due to the strong performance of the Colonial Share Index Balanced Fund.
- Rentals and Hire Charges were 2.1% or \$(93,000) below the revised budget.
- Recurrent Grants were above the revised budget by \$522,000 predominantly due to an accrual for the Lotterywest grant for Skyworks. This is a timing variance only as the grant was budgeted to be received in May.
- Other income was \$142,000 above the revised budget at the end of April. The variance is primarily made up of the following: Building license fees above the revised budget by \$123,000, Health and Activity Approvals applications fees above the revised budget by \$75,000 partly offset by lower than the revised budget in Planning/Development fees of \$(62,000).

**FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO
30 April 2017**

REPORT OF VARIANCES TO BUDGET

Operating Expenditure

- Employee costs ended the month \$761,000 or 1.2% below the revised budget.
- Materials and Contracts were \$4,749,000 below the revised budget. The main areas of underspend to date were: Consultancy \$1,014,000, Other Professional Fees \$687,000, Infrastructure Maintenance \$569,000 (mainly for River Wall \$149,000 and footpaths \$147,000) and Property Maintenance \$406,000 (mainly for Council House \$231,000 and Concert Hall \$47,000). Various smaller variances were spread throughout the City's accounts.
- Utilities were lower than the revised budget by \$203,000 due to lower than budgeted consumption.
- Loss on disposal of assets was \$(902,000) above the revised budget. The majority of this variance is expected to be a timing variance.

Investing Activities

- Capital Grants were \$(395,000) below the revised budget, primarily due to \$350,000 capital contribution for streets and roads budgeted for in April however yet to be received. This is expected to be a timing variance.
- Capital expenditure was \$4.8 million below the revised budget. At the end of April capital spent was \$18.9 million, being 36% of the revised budget spent to date. The program of project works has progressed slower than anticipated resulting in this significant variance. The actual capital expenditure does not however reflect committed expenditure on projects which have commenced.
- Projects identified to be carried forward into the 2017/18 budget totals \$8,375,000; thus the forecast capital spend at year end is expected to be \$43,466,000, although it is now likely the carry forward into 2017/18 will now be higher.
- Capital expenditure for the month of April totalled \$1.8 million which included the following:
 - Fleet and Plant purchases \$446,000
 - Narrows Interchange \$163,000

**FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO
30 April 2017**

REPORT OF VARIANCES TO BUDGET

- Council House \$150,000
- IBM Notes Migration \$140,000

Financing Activities

- Transfers to Reserves were \$5.8 million below the revised budget. Utilisation of reserve funds was lower than expected, this being a timing variance.
- Transfers from Reserves were below budget by \$(5.6 million). This is mainly due to slower than anticipated progress on capital expenditure.

Amounts sourced from Rates

- Rates revenue raised was \$361,000 or 0.4% above the revised budget, primarily due to \$114,000 of interim rates raised during March and \$106,000 during April.

CITY OF PERTH

FINANCIAL ACTIVITY STATEMENT - for the period ended 30 April 2017

	Revised Budget 2016/17 \$	Budget YTD 30-Apr-17 \$	Actual YTD 30-Apr-17 \$	Variance YTD 30-Apr-17 \$
Proceeds from Operating Activities				
Operating Revenue				
<i>Nature of Income</i>				
Parking Fees	71,712,089	59,940,073	60,091,772	151,699
Fines and Costs	8,801,152	7,301,919	7,343,275	41,356
Investment Income and Interest	4,918,455	4,362,099	4,757,169	395,071
Community Service Fees	1,456,742	1,219,272	1,176,180	(43,093)
Rubbish Collection	8,302,124	8,293,834	8,283,103	(10,731)
Rentals and Hire Charges	5,179,527	4,327,796	4,235,231	(92,565)
Recurrent Grants	1,779,681	1,000,765	1,522,542	521,778
Contributions, Donations and Reimbursements	470,294	392,575	394,562	1,987
Other Income	4,504,578	3,967,228	4,108,965	141,737
Distribution from TPRC	1,000,000	0	0	0
	108,124,642	90,805,561	91,912,799	1,107,238
Less: Operating Expenditure				
<i>Nature of Expenditure</i>				
Employee Costs	77,744,705	63,709,777	62,948,734	761,043
Materials and Contracts	50,014,941	39,726,026	34,976,825	4,749,201
Utilities	3,332,014	2,683,798	2,481,273	202,525
Insurance Expenditure	1,199,316	977,403	938,778	38,626
Depreciation and Amortisation	33,049,701	27,601,742	27,539,385	62,357
Interest Expenses	1,724,106	1,481,824	1,504,100	(22,276)
Expense Provisions	939,820	780,881	779,287	1,594
Loss on Disposal of Assets	932,495	1,416,675	2,318,577	(901,901)
Other Expenditure	24,624,320	20,613,093	20,465,228	147,865
	193,561,420	158,991,219	153,952,185	5,039,033
Add back Depreciation	(33,049,701)	(27,601,742)	(27,539,385)	(62,357)
(Loss) / Profit on Disposals	(932,495)	(1,416,675)	(2,318,577)	901,901
	159,579,224	129,972,802	124,094,224	5,878,577
Net Surplus/(Deficit) from Operations	(51,454,581)	(39,167,241)	(32,181,425)	6,985,816
Investing Activities				
Capital Grants	2,096,862	1,956,862	1,562,179	(394,683)
Capital Expenditure	(51,840,629)	(23,674,134)	(18,903,183)	4,770,951
Proceeds from Disposal of Assets/Investments	1,437,449	1,079,071	961,641	(117,430)
	(48,306,318)	(20,638,201)	(16,379,363)	4,258,838
Financing Activities				
Repayment of Borrowings	(6,111,896)	(6,111,894)	(6,111,894)	0
Transfers to Reserves	(27,949,200)	(8,683,849)	(2,918,620)	5,765,229
Transfer from Reserves	27,516,966	25,335,199	19,699,343	(5,635,856)
	(6,544,131)	10,539,456	10,668,829	129,373
Add: Opening Funds	21,140,731	21,140,731	21,140,731	0
Net Surplus/(Deficit) before Rates	(85,164,300)	(28,125,255)	(16,751,228)	11,374,027
Amount Sourced from Rates	87,941,859	87,961,859	88,322,632	360,773
Closing Funds	2,777,559	59,836,604	71,571,404	11,734,800
Net Cash on Hand				
Cash On Hand	5,879,024	8,102,180	11,102,123	2,999,943
Money Market Investments	110,065,722	129,697,729	129,558,467	(139,262)
Funds on Hand	115,944,746	137,799,910	140,660,590	2,860,680
Analysis of Funds on Hand				
Reserves	86,217,852	66,407,511	68,751,048	2,343,537
Provisions	12,379,102	12,672,735	10,319,426	(2,353,309)
General Funds	17,347,791	58,990,176	61,860,628	2,870,452
Funds on Hand	115,944,746	137,799,910	140,660,590	2,860,680

CITY OF PERTH

CURRENT POSITION AS AT THE END OF THE PERIOD 30 APRIL 2017

	Revised Budget 2016/17 \$	Budget YTD 30-Apr-17 \$	Actual YTD 30-Apr-17 \$	YTD Variance \$
Current Assets				
Cash and Cash Equivalents	5,879,024	8,102,180	11,102,123	2,999,943
Deposits and Prepayments	310,521	2,797,868	4,391,071	1,593,203
Money Market Investments - Municipal Funds	23,847,869	63,290,218	60,807,419	(2,482,800)
Money Market Investments - Restricted Funds	86,217,852	66,407,511	68,751,048	2,343,537
Trade and Other Receivables	3,313,909	6,985,166	9,035,139	2,049,973
Inventories	972,511	1,178,618	883,365	(295,253)
Total Current Assets	120,541,686	148,761,561	154,970,165	6,208,604
Current Liabilities				
Trade and Other Payables	30,430,230	22,558,530	14,582,636	(7,975,894)
Employee Entitlements	12,379,102	12,443,306	10,319,426	(2,123,880)
Provisions	383,868	229,428	335,589	106,161
Borrowings	7,083,366	6,478,364	6,478,364	0
Total Current Liabilities	50,276,567	41,709,629	31,716,015	(9,993,614)
Working Capital Position Brought Forward	70,265,120	107,051,932	123,254,150	16,202,218
Deduct Restricted Cash Holdings	(86,217,852)	(66,407,511)	(68,751,048)	(2,343,537)
Deduct Restricted Cash - Non-current leave	11,376,413	12,443,306	10,319,426	(2,123,880)
Deduct Restricted Capital Grants	270,512	270,512	270,512	0
Add Current Borrowings	7,083,366	6,478,364	6,478,364	0
Current Funds Position Brought Forward	2,777,558	59,836,604	71,571,404	11,734,800

EXPLANATORY NOTES – FINANCIAL ACTIVITY STATEMENT

BACKGROUND

- Regulation 34 of the Local Government (Financial Management) Regulations 1996 was amended effective from 1 July 2005.
- The amendment prescribes a monthly Financial Activity Statement (FAS) reporting the sources and application of funds, as set out in the Rate Setting Statement which is included in the Annual Budget.

PURPOSE

- The FAS reports the actual financial performance of the City in relation to its adopted budget, which has been structured on financial viability and sustainability principles.
- The FAS is intended to act as a guide to Council of the impact of financial activities and the reasons for major variances to the annual budget estimates.

PRESENTATION

- Regulation 34 prescribes the minimum detail to be included in the FAS. These are listed below.
 - Annual Budget estimates, and approved revisions to these, are to be included for comparison purposes.
 - Actual amounts of income and expenditure to the end of the month of the FAS.
 - Material variances between the comparable amounts and commentary on reasons for these.
 - The net current assets at the end of the month to which the FAS relates.
- An explanation of the composition of the net current assets at the end of the month to which the FAS relates; less committed and restricted assets.
- Councils are given the option of adopting a format which is considered most appropriate to their needs. These options are listed below.
 - According to nature and type classification,
 - by program, or
 - by business unit.
- It is recommended that while the information presented by cost objects (programs and activities) or by cost centres (business units) are useful for expense allocation and cost centre accountability purposes, they are less informative and difficult to comprehend in matters of disclosure and less effective in cost management and control.
- The FAS has therefore been presented in the format using nature and type classification as the most meaningful disclosure to the Council and public.

FORMAT

- The FAS is formatted to align with the Rate Setting Statement.
- The first part deals with operating income and expenditure, excluding rate revenue.
- The next classification is the amount spent on capital expenditure and debt repayments.
- The classification 'Financing Activities' provides a statement of sources of funds other than from operating or rates revenue, which are usually associated with capital expenditure.
- Attached to the FAS is a statement of 'Net Current Assets' for the budget and actual expenditure to the end of the month to which the FAS relates.
- Opening and closing funds represent the balance of 'Net Current Assets', not including any funds which are committed or restricted.
- "Committed assets" means revenue unspent but set aside under the annual budget for a specific purpose.
- "Restricted assets" means those assets the uses of which are restricted, wholly or partially, by regulations or other externally imposed requirements", e.g. reserves set aside for specific purposes.
- To avoid duplication in calculating 'Closing Funds on hand', certain balances, such as provisions and borrowings, are also deducted.
- The total Closing Funds on hand are to be taken into account when calculating the amount to be raised by rates each year.
- The classification "Net Cash on Hand" represents the balances of funds held in cash or invested and the analysis into those funds reserved, carried forward or remaining unspent at the end of the month to which the FAS relates.



CITY of PERTH

CITY of PERTH

Financial Statements

For the 10 months ended 30 April 2017

**CITY OF PERTH
MUNICIPAL**

**Statement of Comprehensive Income for the 10 months ended 30 April 2017
(By Program)**

	<i>Note</i>	Budget 2016/2017	Revised Budget YTD	Actual YTD 30/04/2017	YTD Variance	
OPERATING REVENUE		\$	\$	\$	\$	%
General Purpose Funding Rates		86,075,041	88,970,807	89,348,561	377,754	0.4%
General Purpose Funding Other		5,038,022	4,582,615	4,947,175	364,560	8.0%
Law, Order, Public Safety		23,178	33,281	89,328	56,047	168.4%
Health		780,345	860,435	917,692	57,257	6.7%
Education and Welfare		2,105,728	1,624,315	1,582,094	(42,221)	-2.6%
Housing		781,872	708,195	666,107	(42,088)	-5.9%
Community Amenities		10,789,799	10,546,275	10,423,629	(122,646)	-1.2%
Recreation and Culture		1,732,910	909,625	1,452,274	542,649	59.7%
Transport		90,120,021	69,247,561	69,462,000	214,439	0.3%
Economic Services		831,710	707,141	810,412	103,271	14.6%
Other Property and Services		803,852	577,169	536,160	(41,009)	-7.1%
Total Operating Income		199,082,478	178,767,419	180,235,432	1,468,013	0.8%
OPERATING EXPENDITURE						
Governance		10,394,320	9,478,394	8,498,535	979,859	10.3%
General Purpose Funding		6,128,645	2,643,873	2,589,564	54,309	2.1%
Law, Order, Public Safety		3,758,622	3,831,979	3,795,430	36,549	1.0%
Health		4,603,806	2,661,538	2,688,033	(26,495)	-1.0%
Education and Welfare		3,688,491	3,096,874	2,982,942	113,932	3.7%
Housing		554,156	481,333	459,005	22,328	4.6%
Community Amenities		30,384,835	24,623,785	22,856,473	1,767,312	7.2%
Recreation and Culture		35,350,738	28,766,891	27,678,692	1,088,199	3.8%
Transport		85,682,324	66,411,257	64,126,717	2,284,540	3.4%
Economic Services		10,316,035	10,168,254	9,555,465	612,789	6.0%
Other Property and Services		5,020,459	5,410,366	6,402,751	(992,385)	-18.3%
Total Operating Expenditure		195,882,431	157,574,544	151,633,607	5,940,937	3.8%
NET FROM OPERATIONS		3,200,047	21,192,875	28,601,825	7,408,950	35.0%
GRANTS/CONTRIBUTIONS						
For the Development of Assets						
- General Purpose Funding		-	96,780	96,780	-	0.0%
- Law ,Order,Public Safety		240,150	40,000	40,000	-	0.0%
- Recreation and Culture		2,693,400	510,581	510,581	-	0.0%
- Transport		2,834,765	1,309,501	914,818	(394,683)	-30.1%
Total Grants/Contributions		5,768,315	1,956,862	1,562,179	(394,683)	-20.2%
DISPOSAL/WRITE OFF OF ASSETS						
Gain/(Loss) on Disposal of Assets	2	(1,437,448)	(1,416,675)	(2,318,577)	(901,902)	63.7%
Change in net assets resulting from operations before significant items		7,530,914	21,733,062	27,845,427	6,112,365	28.1%
SIGNIFICANT ITEMS						
Distribution from TPRC		1,000,000	-	-	-	0.0%
Change in net assets resulting from operations after significant items		8,530,914	21,733,062	27,845,427	6,112,365	28.1%

**CITY OF PERTH
MUNICIPAL**

Statement of Comprehensive Income for the 10 months ended 30 April 2017

(By Nature)

	<i>Note</i>	Budget 2016/2017	Revised Budget YTD	Actual YTD 30/04/2017	YTD Variance	
OPERATING REVENUE		\$	\$	\$	\$	%
Rates		85,143,608	87,961,859	88,322,632	360,773	0.4%
Grants and Contributions for Non Capital Purposes		1,514,031	1,000,765	1,522,542	521,777	52.1%
Donations and Reimbursements		585,576	392,575	394,562	1,987	0.5%
Fees and Charges		105,213,130	83,834,096	84,009,664	175,568	0.2%
Interest and Investment Income		4,672,819	4,362,099	4,757,169	395,070	9.1%
Other Revenue		1,953,314	1,216,026	1,228,863	12,838	1.1%
Total Revenue from Operating Activities		199,082,478	178,767,419	180,235,432	1,468,014	0.8%
OPERATING EXPENDITURE						
Employee Costs		77,205,335	63,709,777	62,948,734	761,043	1.2%
Materials and Contracts		53,092,963	39,726,026	34,976,825	4,749,201	12.0%
Utilities		3,596,588	2,683,798	2,481,273	202,525	7.5%
Depreciation and Amortisation		33,144,020	27,601,742	27,539,383	62,359	0.2%
Interest		1,562,208	1,481,824	1,504,100	(22,276)	-1.5%
Insurance		1,197,885	977,403	938,778	38,625	4.0%
Expenses Provision		998,010	780,881	779,286	1,595	0.2%
Other Expenses from Ordinary Activities		25,085,422	20,613,093	20,465,228	147,865	0.7%
Total Expenses from Ordinary Activities		195,882,431	157,574,544	151,633,607	5,940,937	3.8%
Change in Net Assets from Ordinary Activities before Capital Amounts		3,200,047	21,192,875	28,601,825	7,408,950	35.0%
GRANTS/CONTRIBUTIONS						
Grants and Contributions- Capital		5,768,315	1,956,862	1,562,179	(394,683)	-20.2%
NET OPERATING SURPLUS		8,968,362	23,149,737	30,164,004	7,014,268	30.3%
DISPOSAL/WRITE OFF OF ASSETS	2	(1,437,448)	(1,416,675)	(2,318,577)	(901,902)	63.7%
SIGNIFICANT ITEMS						
Distribution from TPRC		1,000,000	-	-	-	0.0%
<i>Change in net assets resulting from operations after capital amounts and significant items</i>		8,530,914	21,733,062	27,845,427	6,112,367	28.1%

**CITY OF PERTH
MUNICIPAL**

Statement of Financial Position as at 30 April 2017

	Note	30/04/2017	31/03/2017
CURRENT ASSETS		\$	\$
Cash and Cash Equivalents	11	11,102,123	10,063,697
Deposits/Prepayments	4	4,391,071	1,246,983
Investments	3, 11	129,558,467	100,249,402
Trade and Other Receivables	5	8,158,800	10,022,460
Rates Receivable	1	876,339	190,815
Inventories		883,365	1,016,223
TOTAL CURRENT ASSETS		154,970,165	122,789,580
NON CURRENT ASSETS			
Investments	3	6,962,579	7,162,072
Trade and Other Receivables	5	50,690	32,434
Property, Plant and Equipment	8	684,052,816	694,573,987
Infrastructure	8	476,997,387	485,179,495
Capital Work in Progress	8	38,735,766	32,151,366
TOTAL NON CURRENT ASSETS		1,206,799,238	1,219,099,354
TOTAL ASSETS		1,361,769,403	1,341,888,934
CURRENT LIABILITIES			
Trade and Other Payables	6	14,582,636	15,973,970
Employee Benefits	7	10,319,426	11,051,588
Provisions	7	335,589	390,015
Loan Liability	9	6,478,364	6,772,073
TOTAL CURRENT LIABILITIES		31,716,015	34,187,646
NON CURRENT LIABILITIES			
Employee Benefits	7	1,762,097	1,762,097
Provisions	7	4,584,337	4,259,487
Loan Liability	9	23,736,744	29,554,929
TOTAL NON CURRENT LIABILITIES		30,083,178	35,576,513
TOTAL LIABILITIES		61,799,193	69,764,159
NET ASSETS		<u>\$1,299,970,210</u>	<u>\$1,272,124,775</u>
EQUITY			
Accumulated Surplus		668,465,778	623,860,830
Asset Revaluation Reserve	10	560,056,898	560,035,698
Reserves	10	71,447,534	88,228,247
TOTAL EQUITY		<u>\$1,299,970,210</u>	<u>\$1,272,124,775</u>

**CITY OF PERTH
MUNICIPAL**

Statement of Changes in Equity for the 10 months ended 30 April 2017

	Accumulated Surplus	Asset Revaluation Reserve	Cash Backed Reserves	Total Equity
	\$	\$	\$	\$
Balance at 1 July 2015	612,108,629	560,795,095	87,574,492	1,260,478,216
Change in net assets resulting from operations	11,646,560	-	-	11,646,560
Transfer to Cash Backed Reserves	(24,631,265)	-	24,631,265	-
Transfers to Asset Revaluation Reserve	(3,047,888)	3,047,888	-	-
Transfers from Asset Revaluation Reserve	3,807,285	(3,807,285)	-	-
Transfer from Cash Backed Reserves	23,977,510	-	(23,977,510)	-
Balance at 30 June 2016	<u>\$623,860,830</u>	<u>\$560,035,698</u>	<u>\$88,228,247</u>	<u>\$1,272,124,775</u>
	\$	\$	\$	\$
Balance at 1 July 2016	623,860,830	560,035,698	88,228,247	1,272,124,775
Change in net assets resulting from operations	27,845,427	-	-	27,845,426
Transfer to Cash Backed Reserves	(2,918,621)	-	2,918,621	-
Transfers to Asset Revaluation Reserve	(76,383)	76,383	-	-
Transfers from Asset Revaluation Reserve	55,183	(55,183)	-	-
Transfer from Cash Backed Reserves	19,699,343	-	(19,699,343)	-
Balance at the end of the reporting period	<u>\$668,465,778</u>	<u>\$560,056,898</u>	<u>\$71,447,525</u>	<u>\$1,299,970,201</u>

**CITY OF PERTH
MUNICIPAL**

Statement of Cash Flows for the 10 months ended 30 April 2017

	Note	Budget 2016/2017	YTD Actual 30/04/2017	YTD Variation	
		\$	\$	\$	%
Cash Flows from Operating Activities					
Receipts					
Rates		85,150,558	87,568,721	2,418,163	2.8%
Fees and Charges		110,473,787	86,006,923	(24,466,864)	-22.1%
Interest		4,672,819	4,581,666	(91,153)	-2.0%
Other		2,000,854	1,525,624	(475,230)	-23.8%
		202,298,018	179,682,934	(22,615,084)	-11.2%
Payments					
Employee Costs		(76,246,522)	(63,305,372)	12,941,150	17.0%
Materials and Contracts		(45,634,268)	(39,972,519)	5,661,749	12.4%
Interest		(1,546,536)	(1,555,642)	(9,106)	-0.6%
Other		(31,117,629)	(23,829,685)	7,287,944	23.4%
		(154,544,955)	(128,663,218)	25,881,737	16.7%
Net Cash Flows from Operating Activities	12	47,753,063	51,019,716	3,266,654	-6.8%
Cash Flows from Investing Activities					
Receipts					
Distribution from TPRC		1,000,000	-	(1,000,000)	-100.0%
Proceeds from Disposal of Assets		1,280,000	762,148	(517,852)	-40.5%
Proceeds from Disposal of Investments(Non Current)		-	199,493	199,493	0.0%
Payments					
Purchase Land and Buildings		(14,005,532)	(414,324)	13,591,208	-97.0%
Purchase Infrastructure Assets		(29,412,097)	(628,760)	28,783,337	-97.9%
Purchase Plant and Mobile Equipment		(17,160,028)	(2,126,097)	15,033,931	87.6%
Purchase Office Furniture and Equipment		(2,153,478)	(345,530)	1,807,948	-84.0%
Work in Progress		-	(15,189,791)	(15,189,791)	0.0%
		(62,731,135)	(18,704,502)	44,026,633	70.2%
Net Cash Flows from Investing Activities		(60,451,135)	(17,742,861)	42,708,274	70.6%
Cash Flows from Financing Activities					
Repayment of Borrowings		(6,111,896)	(6,111,894)	2	0.0%
		(6,111,896)	(6,111,894)	2	0.0%
Cash Flows from Government and Other Parties					
Receipts from Appropriations/Grants					
Recurrent		4,414,618	1,620,343	(2,794,275)	-63.3%
Capital		5,768,315	1,562,179	(4,206,136)	-72.9%
		10,182,933	3,182,522	(7,000,411)	-68.7%
Net Increase (Decrease) in Cash Held		(8,627,035)	30,347,483	38,974,519	-451.8%
Cash at 1 July 2016		117,479,382	110,313,099	(7,166,283)	-6.1%
Cash at 30 April 2017	11	108,852,347	140,660,590	31,808,243	29.2%

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

1 Rates Receivable

	Actual YTD 30/04/2017	2015/16 YTD 30/04/2016
	\$	\$
Outstanding Amount at 30 June 2016	190,816	64,096
Rates Levied for the Year	88,133,773	83,151,100
Late Payment Penalties	152,442	107,484
Ex Gratia Rates	17,741	17,464
Rates Administration Fee	334,229	292,302
Rates Instalment Interest	367,778	341,842
Back Rates	171,117	(63,863)
Bins Levy	85,952	38,898
	89,453,848	83,949,323
Amount Received during the Period	88,577,509	82,997,382
Outstanding Amount at 30 April 2017	\$876,339	\$951,941

2 Gain/(Loss) on Disposal/Write off of Assets

	Annual Budget	Actual YTD 30/04/2017
Land and Buildings	\$	\$
Proceeds on Disposal	-	-
Less: Carrying amount of assets sold/written off	-	76,288
(Loss) on Disposal/Write Off	-	(76,288)
Infrastructure		
Proceeds on Disposal	-	-
Less: Carrying amount of assets written off	1,640,250	2,303,035
(Loss) on Write Off	(1,640,250)	(2,303,035)
Plant and Mobile Equipment		
Proceeds on Disposal	1,280,000	762,148
Less: Carrying amount of assets sold/written off	1,077,198	698,786
Profit on Disposal/Write Off	202,802	63,362
Furniture and Equipment		
Proceeds on Disposal	-	-
Less: Carrying amount of assets sold /written off	-	2,616
Profit/(Loss) on Disposal/Write Off	-	(2,616)
Gain/(Loss) on Disposal/Write off of Assets	(\$1,437,448)	(\$2,318,577)

3 Investments

Current	30/04/2017	30/06/2016
Short Term Cash Investments *	\$	\$
Call Funds	6,215,350	12,111,382
Bank/Term Deposits	118,500,000	84,000,000
Managed Funds	4,843,117	4,138,020
Total Current Investments	\$129,558,467	\$100,249,402

* Short Term Cash Investments as stated in Note 11.

Non Current Investments	30/04/2017	30/06/2016
	\$	\$
Mortgage Backed Securities (MBS)	2,696,477	2,743,759
	2,696,477	2,743,759
Equity in Local Government House	10,000	10,000
Equity in Mindarie Regional Council	432,094	420,412
Equity in Tamala Park Regional Council	3,824,008	3,987,901
	\$6,962,579	\$7,162,072

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

4 Deposits/Prepayments

	30/04/2017	30/06/2016
	\$	\$
Prepaid Insurance	410,939	-
Prepaid Parking Bay Licence Fees	2,785,085	-
Other	1,195,047	1,246,983
	\$4,391,071	\$1,246,983

5 Trade And Other Receivables

	30/04/2017	30/06/2016
Current	\$	\$
Emergency Services Levy (ESL)	156,309	36,912
Accrued Interest and Investment Income	712,172	536,669
Accrued Income	1,004,528	1,445,677
Modified Penalties/Fines and Costs	8,034,680	7,468,902
Debtors - General		
Australian Taxation Office - GST Refundable	-	177,492
Works and Services	36,236	35,731
Other Debtors	1,730,690	3,744,857
	11,674,615	13,446,240
Less: Provision for Doubtful Debts	(3,515,815)	(3,423,780)
	\$8,158,800	\$10,022,460
Non Current		
Pensioners' Rates Deferred	50,690	32,434
	\$50,690	\$32,434

6 Trade And Other Payables

	30/04/2017	30/06/2016
Current	\$	\$
Trade Creditors	3,602,790	10,591,073
Emergency Services Levy	2,771,934	-
Interest Payable on Loans	148,306	199,848
Accrued Expenses - Operating	4,316,548	2,293,106
Accrued Expenses - Capital	317,594	10,837
Advances Received for Recoverable Works	87,580	40,635
Income Received / Raised in Advance	717,890	1,008,030
Australian Taxation Office - GST Payable	3,008	-
Other Creditors	2,616,986	1,830,441
	\$14,582,636	\$15,973,970

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

7 Employee Benefits

	30/04/2017	30/06/2016
Current	\$	\$
Leave Entitlements		
Annual Leave	4,045,621	4,454,492
Self Funded Leave	140,258	238,785
Long Service Leave	6,013,515	6,222,059
Recognition of Employees- Presentations	120,032	136,252
	\$10,319,426	\$11,051,588
Non Current		
Annual Leave	629,989	629,989
Long Service Leave	1,132,108	1,132,108
	\$1,762,097	\$1,762,097

Provisions

	30/04/2017	30/06/2016
Current	\$	\$
Workers Compensation	335,589	390,015
	\$335,589	\$390,015
Non Current		
Provision for Equipment Replacement PCEC	4,584,337	4,259,487
	\$4,584,337	\$4,259,487

8 Property, Plant and Equipment and Work in Progress

	30/04/2017	30/06/2016
	\$	\$
Land and Air Rights - at cost/fair value	380,133,677	380,133,678
Less: Accumulated Depreciation	(3,605,591)	(3,135,072)
	376,528,086	376,998,606
Buildings - at fair value	380,463,733	378,864,743
Less: Accumulated Depreciation	(160,658,904)	(154,004,183)
	219,804,829	224,860,560
Improvements - at fair value	52,659,660	52,659,661
Less: Accumulated Depreciation	(7,375,152)	(5,565,355)
	45,284,508	47,094,306
Infrastructure Assets - at cost/fair value	755,970,533	755,794,940
Less: Accumulated Depreciation	(278,973,146)	(270,615,444)
	476,997,387	485,179,496
Plant and Mobile Equipment - at cost/fair value	47,634,616	47,541,666
Less: Accumulated Depreciation	(31,555,289)	(29,432,643)
	16,079,327	18,109,023
Office Furniture and Equipment - at cost/fair value	43,017,396	41,871,404
Less: Accumulated Depreciation	(17,456,601)	(15,155,180)
	25,560,795	26,716,224
Agricultural - at cost	795,271	795,271
Less: Accumulated Depreciation	-	-
	795,271	795,271
Property, Plant and Equipment	1,161,050,203	1,179,753,486
Work in Progress - at cost	38,735,766	32,151,366
	38,735,766	32,151,366
Total Property, Plant and Equipment and Work in Progress	\$1,199,785,969	\$1,211,904,848

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

8 Property, Plant and Equipment and Work in Progress - Movement at Cost

	Balance 30/06/2016	Acquisitions Actual YTD 30/04/2017	Transfers Actual YTD 30/04/2017	Disposals/ Write off/ Actual YTD 30/04/2017	Revaluation Actual YTD 30/04/2017	Balance 30/04/2017
	\$	\$	\$	\$		\$
Land and Air Rights	380,133,678	-	-	-	-	380,133,678
Buildings	378,864,743	414,324	1,375,667	(191,000)	-	380,463,734
Improvements	52,659,661	-	-	-	-	52,659,661
Infrastructure Assets	755,794,940	628,760	5,897,441	(6,350,607)	-	755,970,534
Plant and Mobile Equipment	47,541,666	2,126,097	275,293	(2,308,440)	-	47,634,616
Office Furniture and Equipment	41,871,404	345,530	853,717	(53,255)	-	43,017,396
Agricultural	795,271	-	-	-	-	795,271
Work in Progress	32,151,366	15,496,548	(8,912,148)	-	-	38,735,766
	\$1,689,812,729	\$19,011,259	(510,030)	(8,903,302)	-	\$1,699,410,656

9 Loan Liability

	30/04/2017	30/06/2016
Current	\$	\$
Loans - Western Australian Treasury Corporation	6,478,364	6,772,073
Non Current		
Loans - Western Australian Treasury Corporation	23,736,744	29,554,929

10 Reserve Funds

Purpose of Reserve Fund	Balance 30/06/2016	Transfer from Accumulated Surplus	Transfer to Accumulated Surplus	Balance 30/04/2017
	\$	\$	\$	\$
Refuse Disposal and Treatment	2,935,851	97,439	-	3,033,290
Concert Hall - Refurbishment and Maint.	4,835,978	153,440	(310,718)	4,678,700
Asset Enhancement	26,232,133	844,101	(950,410)	26,125,824
Street Furniture Replacement	371,375	14,519	(10,484)	375,410
Parking Levy	18,160,738	29,071	(17,278,906)	910,903
Art Acquisition	374,845	12,090	(20,959)	365,976
Heritage Incentive	618,109	20,233	-	638,342
Parking Facilities Development	23,671,273	759,181	(1,127,866)	23,302,588
Employee Entitlements	1,762,097	58,906	-	1,821,003
David Jones Bridge	292,381	9,561	-	301,942
Bonus Plot Ratio	613,783	20,161	-	633,944
PCEC Fixed Plant Replacement	4,244,225	340,112	-	4,584,337
Enterprise and Initiative	3,915,439	553,235	-	4,468,674
Public Art	200,017	6,571	-	206,588
	88,228,244	2,918,620	(19,699,343)	71,447,521
* Asset Revaluation	560,035,698	76,383	(55,183)	560,056,898
	\$648,263,942	\$2,995,003	(\$19,754,526)	\$631,504,419

* The Asset Revaluation Reserve is a non cash backed reserve and cannot be used ,except for adjustments to fixed assets on their revaluation, disposal or write off

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

11 Cash Reconciliation

	30/04/2017	30/06/2016
	\$	\$
Cash and Cash Equivalents	11,102,123	10,063,697
Short Term Cash Investments	129,558,467	100,249,402
	\$140,660,590	\$110,313,099

12 Reconciliation of Net Cash Provided By Operating Activities to Operating Surplus

	30/04/2017	30/06/2016
	\$	\$
Change in Net Assets Resulting from Operations	27,845,427	13,793,738
Adjustment for items not involving the movement of Funds:		
Depreciation	27,539,383	31,545,687
Doubtful Debts	92,035	369,586
Non Capitalised Work in Progress	510,030	(4,620,525)
(Gain)/Loss on Disposal/Write off/Contribution of Assets	2,318,577	1,569,290
	58,305,452	42,657,776
Revenues Provided By :		
Government Grants	(3,182,522)	(6,812,016)
Contribution from Other Parties	-	(49,890)
	(3,182,522)	(6,861,906)
Change in Operating Assets and Liabilities		
Add Back		
Decrease in Inventories	132,858	377,978
Decrease in Deposits and Prepayments	-	92,261
Decrease in Accrued Interest and Dividend Income	-	63,628
Decrease in Trade and Other Receivables	820,455	-
Decrease in Deferred Debtors	-	7,133
Decrease in Accrued Income	441,149	-
Increase in Income Received /Raised in Advance	-	99,641
Increase in Accrued Expenses	2,023,442	-
Deduct		
Decrease in Trade and Other Payables	(3,426,796)	(2,565,858)
Decrease in Income Received /Raised in Advance	(243,195)	-
Decrease in Accrued Interest Payable	(51,542)	(41,167)
Increases in Deferred Debtors	(18,256)	-
Decrease in Provisions	(461,738)	(407,068)
Decrease in Accrued Expenses	-	(324,459)
Increase in Inventories	-	-
Increase in Trade and Other Receivables	-	(2,033,367)
Increase in Prepayments	(3,144,088)	-
Increase in Accrued Income	-	(193,777)
Increase in Accrued Interest and Investment Income	(175,503)	-
	(4,103,214)	(4,925,055)
Net Cash Provided by Operating Activities	\$51,019,719	\$30,870,815

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2017

13 Ratios

	30/04/2017	30/06/2016
1 Current Ratio		
<u>Current Assets minus Restricted Assets</u>		
Current Liabilities minus Liabilities associated with Restricted Assets	2.72	1.09
2 Debt Ratio		
<u>Total Liabilities</u>		
Total Assets	4.54%	5.20%
3 Debt Service Ratio		
<u>Debt Service Cost</u>		
Available Operating Revenue	4.23%	4.44%
4 Rate Coverage Ratio		
<u>Net Rate Revenue</u>		
Operating Revenue	49.57%	43.96%
5 Outstanding Rates Ratio		
<u>Rates Outstanding</u>		
Rates Collectable	0.98%	0.23%
6 Untied Cash to Unpaid Creditors Ratio		
<u>Untied Cash</u>		
Unpaid Trade Creditors	19.96	2.34
7 Gross Debt to Revenue Ratio		
<u>Gross Debt</u>		
Total Revenue	16.76%	18.99%
8 Gross Debt to Economically Realisable Assets Ratio		
<u>Gross Debt</u>		
Economically Realisable Assets	3.42%	4.24%

Restricted Assets includes reserve funds and tied contributions not utilised at 30.04.2017

Agenda Annual Budget 2017/18 – Draft Fees and Charges Schedule Item 13.15

Recommendation:

That Council receives the Draft Schedule of Fees and Charges for information prior to its inclusion in the 2017/18 Annual Budget.

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1025710
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	19/5/2017
ATTACHMENT/S:	Attachment 13.15A – Schedule of Fees and Charges for 2017/18 (Draft)

Legislation / Strategic Plan / Policy:

Legislation	Section 6.2 of the <i>Local Government Act 1995</i> Parts 3 and 5 of the <i>Local Government (Financial Management) Regulations 1996</i>
--------------------	---

Policy	
Policy No and Name:	9.1 - Budget Policy

Integrated Planning and Reporting Framework Implications	Strategic Community Plan Council Four Year Priorities: Community Outcome Capable and Responsive Organisation A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.
---	---

Financial Implications:

In accordance with Policy 9.1, each listed fee, apart from certain prescribed fees, is required to be reviewed and increased by a minimum equivalent to the Consumer Price Index (CPI) each year to ensure that the City achieves a comparable return proportionate with the cost of providing the service.

The total revenue from fees and charges (excluding parking and rubbish collection fees) reported in the proposed Operating Statement for the Budget 2017/18 increases by \$363,000.

Details:

This report should be read in conjunction with the Draft Schedule of Fees and Charges 2017/18 as detailed in Attachment 13.15A.

Comments:

In accordance with Section 6.16 of the *Local Government Act 1995*, the Council will, at least once per annum prior to finalising the Budget, review all fees and charges levied. In addition to the factors required to be considered by the Council in determining the amount of a fee or charge as prescribed by section 6.17 of the *Local Government Act 1995*, the Council will also consider the following additional factors when reviewing its fees and charges:

- Purpose of the service;
- Level of current fee/charge;
- Revenue recovery of the cost of provision of the service thereby identifying any subsidy provided by the City; and
- Long term projections.

It is noted that certain fees and charges are reliant on statutory advice from the State Government and could be adjusted at a later stage. Statutory fees are indicated in Attachment 13.15A.

Any changes arising will be incorporated in the final Municipal Schedule of Fees and Charges prior to the adoption of the Budget.

On **9 May 2017**, Council approved the Setting of on-street and off-street parking fees, with the Waste Management Service Fees 2017/18 to be approved by Council on **6 June 2017**.

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
HEALTH AND ACTIVITY APPROVALS					
ACTIVITY APPROVALS					
PUBLIC BUILDINGS (INCLUDES TEMPORARY PUBLIC BUILDINGS)					
Applies to Marquee, tents and the likes accommodating more than 50 persons and temporary change of use of the existing building public purpose					
Application to construct, alter or extend.					
Application Fee	S	115.00	N/A		N/A
QUEUE CONTROLLING FEES					
Annual Fee		Area of use x days per week x 11.00	N/A		N/A
WORK BONDS					
All Building Development Applications, Hoarding, Scaffolding, Gantry, Demolition and Road Obstruction Applications.		individually assessed	individually assessed		individually assessed
FOOD VEHICLES					
Initial inspection of food vehicle		115.00	N/A		N/A
ROAD/FOOTPATH OBSTRUCTION PERMIT					
Application Fee (Non Refundable)		95.00	95.00		95.00
Basic Permit Processing Fee		55.00	55.00		55.00
Road Closure Processing Fee		180.00	180.00		180.00
Traffic Management Plan (Re-assessment)		N/A	100.00		100.00
Students, including school, TAFE, university or those undertaking an approved course do not have to pay the application fee. Although a road obstruction fee may apply if group is =>10. Extra charges may apply for services associated with road, footpath closures or use of parking bays.					
PUBLIC TRADING/STALL HOLDER PERMITS/LEAFLET DISTRIBUTION					
Application Fee (Non Refundable)		95.00	95.00		95.00
Mobile Transport Business Activity Permit (Business activity using pedicabs, segways and animals as forms of transport)		N/A	395.00		395.00
(Charitable and Not for Profit Organisations are exempt from the Application fee)					
EVENTS ON PARKS/ROADS/ROW'S/MALLS, PIAZZAS AND FORREST PLACE (other Public Building fees may apply)					
Application Fee (Non Refundable)					
Standard		95.00	95.00		95.00
Road Closure Required - Where traffic management is required (includes fun runs, triathlons)		180.00	N/A		N/A
Large Commercial Events (Festivals, concerts or where a road closure and traffic management is required ; this includes fun runs, triathlons etc)		305.00	305.00		305.00
Ticketed Events (Fees - unless otherwise approved by Council)					
Parks					
Reserve Hire Fees - includes 6 bump in days, event day(s), 4 bump out days, all equipment and structures within the reserve and up to 10 vehicle permits during bump in and bump out.	per person, per hour, per function (per ticket sold or allocated)	0.82	0.75	0.07	0.82
Bump in/bump out days in addition to above	per day	520.00	472.73	47.27	520.00
Sporting Events, Triathlons, Fun Run on the Road Reserve, commencing in the City	based on number of people x 1 hr	0.82	0.75	0.07	0.82
Roads/ROW's					
Public Place Hire Fees	per person, per hour, per function	0.82	0.82		0.82
Minimum Fee	per day	560.00	560.00		560.00
Bump in and bump out	per day	520.00	520.00		520.00
	per half day	260.00	260.00		260.00
Not for Profit, Community, Charitable Events		50% Discount	N/A	N/A	N/A
Non Ticketed Events					
Parks/Roads/ROW's					
Base Charge Full Day	per day	410.00	N/A	N/A	N/A
Base Charge Half Day	per half day	205.00	N/A	N/A	N/A
Bump in and bump out	per day	410.00	N/A	N/A	N/A
	per half day	205.00	N/A	N/A	N/A
Gazebos Hire - Victoria Gardens, Russell Square and Queens Gardens (additional Reserve hire fees may apply)	per day	165.00	N/A	N/A	N/A
	per half day	82.50	N/A	N/A	N/A
Base Charge - with Infrastructure on road reserve	per day	N/A	2,454.55	245.45	2,700.00
Base Charge - without Infrastructure on road reserve	per day	N/A	1,227.27	122.73	1,350.00
High Impact / Large Scale (Public Event)					
Premier	per day	N/A	3,545.45	354.55	3,900.00
Executive	per day	N/A	2,454.55	245.45	2,700.00
Boutique	per day	N/A	1,363.64	136.36	1,500.00
Fee includes two days bump in /out and upto five retail outlets Additional bump in / out days are charged at 25% of day fee.					

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Low Impact Event					
Premier	per day	N/A	377.27	37.73	415.00
Executive	per day	N/A	331.82	33.18	365.00
Boutique	per day	N/A	286.36	28.64	315.00
Additional bump in / out days are charged at 25% of day fee. Casual sporting events will be calculated based on a number of hours used with a full day hire calculated at 8 hours.					
HIRE OF THE MALLS, FORREST PLACE AND NORTHBRIDGE PIAZZA					
Hay & Murray Street Malls					
Application Fee		69.00	N/A	N/A	N/A
Hire Fee	per day	324.00	N/A	N/A	N/A
	per week	1,931.00	N/A	N/A	N/A
Premier	per day	N/A	294.55	29.45	324.00
Premier	per week	N/A	1,755.45	175.55	1,931.00
Executive	per day	N/A	235.45	23.55	259.00
Boutique	per day	N/A	188.18	18.82	207.00
Forrest Place & Northbridge Piazza					
Hire Fee - Forrest Place	per day	1,488.00	1,352.73	135.27	1,488.00
Hire Fee - Northbridge Piazza	per day	610.00	554.55	55.45	610.00
Application Fee		69.00	N/A	N/A	N/A
Refundable Bond	Assessed amount	Individually assessed	N/A	N/A	N/A
Provision of 3 phase power	per day	64.00	N/A	N/A	N/A
Discounts/concessions - applicable to base charge only					
Charitable Organisations		75% discount per day inc GST	N/A	N/A	N/A
Community Organisations/Groups		50% discount per day inc GST	N/A	N/A	N/A
Government Authorities		50% discount per day inc GST	N/A	N/A	N/A
Government Authorities, Charitable Organisations, Not for Profit Organisations and Community Organisations/Groups involved in non-commercial activities (refer to definitions below)		50% Discount	50% Discount		50% Discount
Concession Definitions					
Charitable Organisations: Organisations registered with the Charitable Collections Advisory Committee.					
Community Organisations/Groups: Sporting and other types of recreational clubs, Parents & Citizen groups, Auxiliaries, Social Clubs, Special Interest Associations, etc., which are guided by a committee and constitution and could be eligible for incorporation under the Associations Act 1987.					
Government Authorities: State/Commonwealth Government Departments and other semi government instrumentalities which provide a specific public service (e.g. Police Service, Water Authority, WA Fire and Emergency Services). Does not include Government Enterprise Services.					
Commercial Organisations: Companies/individuals engaged in financial gain (e.g. Retail Outlets, Commercial Photographers, Manufacturers, Government Enterprise Services, Media Outlets, Trade Shows, Circuses, Event Promoters.)					
Additional Charges (Ticketed Events, Non Ticketed Events, Hire of the Malls, Forrest Place and Northbridge Piazza)					
On-site vehicles (commercial delivery vehicles and Concors d'Elegance vehicles are exempt).	per vehicle per day	35.00	35.00		35.00
On site Motorcycle (Concours d'Elegance vehicles are exempt)	33% of car fee per day	15.00	15.00		15.00
Road Closure Surcharge (to extend a licensed premises for sale of alcohol - excludes Ticketed Events and overrides the non ticketed event road reserve hire fee)	per square meter per day	15.00	15.00		15.00
Provision of power					
Single Phase	cost per day	30.00	27.27	2.73	30.00
3-Phase		90.00	81.82	8.18	90.00
Large Events		100% of Cost to Council - On Peak Rate inc GST	100% of Cost to Council - On Peak Rate	GST is applicable	100% of Cost to Council - On Peak Rate inc GST
Retail outlets, Plant and Generators greater than 20kva	per unit/per event day	65.00	59.09	5.91	65.00
Council Services - supervision, mowing, cleaning, electrical services etc.		100% Cost to Council inc GST	100% Cost to Council	GST is applicable	100% Cost to Council inc GST
Refundable Bonds		Individually Assessed	Individually Assessed		Individually Assessed
Temporary event signs have no charge for Council approved events on Local Government property, reserves or public thoroughfares.					
SPORTING COMPETITIONS - COMMUNITY ORGANISATIONS/SCHOOLS					
Season Fee per team for match play		490.00	500.00	50.00	550.00
Season Fee per team for training (twice/week)		490.00	500.00	50.00	550.00
Casual competition - per field per half day of hire (am or pm)		105.00	N/A	N/A	N/A
Casual training - per team (3 hours each day of use)		37.00	N/A	N/A	N/A
Junior organisations i.e. 17 years and under and Colts teams allowed 75% discount					

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
ENVIRONMENTAL HEALTH						
PUBLIC BUILDINGS (EXCLUDES TEMPORARY PUBLIC BUILDINGS)						
Application to construct, alter or extend.						
Assessment Fee	% of construction costs	S	0.02%	0.02%		0.02%
Minimum Fee	Health (Public Buildings)	S	110.00	50.00		50.00
Maximum Fee	Regulations 1992	S	530.00	871.00		871.00
Inspection Fee (per inspection)			N/A	100.00		100.00
HEALTH PREMISES (Beauty therapists, skin penetration and lodging house)						
Hairdressers, skin penetration and others	Health Act (Miscellaneous		115.00	N/A	N/A	N/A
Assessment Fee	Provisions) 1911		N/A	50.00		50.00
Inspection Fee (per inspection)			N/A	100.00		100.00
LIQUOR CONTROL ACT APPLICATIONS						
Section 39 Certificate (Health Approval)	Liquor Control Act 1988		80.30	80.30		80.30
Section 55 Gaming Permit	Gaming and Wagering Commission Act 1987		80.30	80.30		80.30
FIT OUTS FOR FOOD PREMISES						
Application Fee	Food Act 2008		135.00	N/A	N/A	N/A
Assessment Fee (per application)			N/A	50.00		50.00
Inspection Fee (per inspection)	Food Act 2008		N/A	100.00		100.00
Food Handling Premises Fees (Fixed)						
Food Business Surveillance Fees - Pro-rata quarterly commencing operations of food premise/business						
Registration	Food Act 2008	S	60.00	95.00		95.00
Notification Fee			N/A	45.00		45.00
High Risk			755.00	498.00		498.00
Medium Risk			498.00	498.00		498.00
Low Risk			259.00	259.00		259.00
High Risk - Additional Classification			N/A	250.00		250.00
Medium Risk - Additional Classification			N/A	250.00		250.00
Low Risk - Additional Classification			N/A	125.00		125.00
Follow up inspections			N/A	170.00		170.00
Notification Fees		S	60.00	N/A	N/A	N/A
Food Handling Premises Fees (Temporary)						
Food Vendor Event Notification Fee			N/A	95.00		95.00
Inspection Fee - single			N/A	48.00		48.00
Inspection Fee - Annual			N/A	144.00		144.00
Re-inspection Fee			N/A	48.00		48.00
Inspection Fees - Temporary Food Event			315.00	N/A		N/A
Environmental Health Surveillance Fees - Twilight Hawkers Market	Annual Fee		N/A	320.00		320.00
Environmental Health Officer Consultation Fee (Education and training)- per hour	Local Government Act 1995		100.00	90.91	9.09	100.00
SEMI-PERMANENT/OCCASIONAL FOOD PREMISES INSPECTION FEE (INCL APPLICATION FEE)						
Vendors have the option of an annual charge or a charge per						
Annual Charge - Covers all events for the year	Local Govt Act 1995 (s. 3.46)		155.00	N/A	N/A	N/A
Per Event			70.00	N/A	N/A	N/A
Application and processing fee for approval of a venue at which a number of notifiable events may be held during a specified period. Hourly rate			45.00	N/A	N/A	N/A
MOBILE FOOD TRADING PROGRAM						
Mobile Food Trading Permit	Annual Fee		N/A	1,090.91	109.09	1,200.00
Re-inspection Fee			N/A	100.00		100.00
Mobile Food Vendors Registration Fee			160.00	N/A	N/A	N/A
ALFRESCO DINING APPLICATIONS						
Application Fee	payment must accompany licence		135.00	N/A	N/A	N/A
Assessment Fee	per application		N/A	50.00		50.00
Inspection Fee	per application		N/A	100.00		100.00
Outdoor Eating Licence Fees (Alfresco Dining)						
Application Fee	Alfresco Local Law/Policy in 2000		125.00	125.00		125.00
Central (per sq. metre)			150.00	150.00		150.00
Hay Street West (per sq. metre)			130.00	130.00		130.00
Sub Central and Northbridge (per sq. metre)			115.00	115.00		115.00
Northbridge Parking Embayment (per sq. metre)			80.00	80.00		80.00
General (per sq. metre)			80.00	80.00		80.00
Transfer Fee			70.00	70.00		70.00
Alfresco Impounding Fee - per premises	Local Govt Act 1995 (s. 3.46)		50.00	50.00		50.00
Alfresco Daily Storage Fee - per item			12.00	12.00		12.00
Lodging Houses Licence Fees						
Lodging Houses Licence Fees - per annum	Health Act		285.00	285.00		285.00
Certified copy of Lodging House Register		S	20.00	20.00		20.00
Transfer Fee	Local Govt Act & Health Act		70.00	70.00		70.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Other Licence Fees						
Offensive Trades	Set by Offensive Trades Fee Regulations. Maximum charge.	S	186.00	186.00		186.00
Morgue Registration Fees	Health Act. Approval by Council required for fee increase. There is no maximum charge set by the Legislation.	S	140.00	140.00		140.00
Late Payment Administration Fee	Local Govt Act. for Licences and Registrations Fees overdue. For each 30 days past due date	S	70.00	95.00		95.00
Settlement Enquiry Fee (Health premises)			N/A	45.00		45.00
Settlement Enquiry Fee - inspection (Health premises)			N/A	50.00		50.00
Aquatic Facility / Potable Water						
Aquatic Facility Sampling Fee	per sample		40.00	N/A	N/A	N/A
1 aquatic facility (eg. Pool)	Annual fee		N/A	1,020.00		1,020.00
2 aquatic facilities (eg. Pool and spa)	Annual fee		N/A	1,120.00		1,120.00
3 aquatic facilities	Annual fee		N/A	1,220.00		1,220.00
4 aquatic facilities	Annual fee		N/A	1,320.00		1,320.00
Re-sampling for non-complying water sample	per sample		N/A	50.00		50.00
Temporary Public Building Fees (Events)						
Public Building Approval for Outdoor Events - scaled charge depending on participation.						
0 to 1,000 participants	Health (Public Buildings) Regulations 1992. The City has set the sliding scale.		168.00	168.00		168.00
1,001 to 2,500 participants			274.00	274.00		274.00
2,501 to 5,000 participants			554.00	554.00		554.00
more than 5,001 participants			1,102.00	1,102.00		1,102.00
Re-assessment for Risk Management Plan			N/A	100.00		100.00
Follow-up Inspection Fee			N/A	48.00		48.00
Noise						
Regulation 18 Application for a Non-Conforming Event	Environmental Protection (Noise) Regulations 1997 - Reg 18	S	1,000.00	1,000.00		1,000.00
Noise Monitoring Fee (per hour)			100.00	200.00		200.00
Late application fee			N/A	250.00		250.00
Re-assessment for Noise Management Plan or Acoustic report			N/A	100.00		100.00
Approved Venue Application Fee	Environmental Protection (Noise) Regulations 1997 - Reg 19B	S	up to 5,000.00	up to 15,000.00		up to 15,000.00
Application fee for sub regulation 3 for noise pertaining to waste collection(specified events)	Environmental Protection (Noise) Regulations 1997 - Reg 14A	S	500.00	500.00		500.00
OTHER CHARGES						
Hire Fees	per day		475.50	N/A	N/A	N/A
Application Fee			69.00	N/A	N/A	N/A
DEVELOPMENT APPROVALS						
SPECIFIC DOCUMENT SEARCH						
One document			105.00	105.00		105.00
Each additional document			16.00	16.00		16.00
ARCHIVE SEARCH FEES						
Retrieval required within 24 hours	Includes research and collection of plans		305.00	310.00		310.00
Retrieval required within 7 days			95.00	100.00		100.00
PHOTOCOPYING & PLAN COPYING (costs according to plan size)						
AO, A1 & A2						
One copy			15.50	16.00		16.00
Two to five copies	per copy		11.20	11.20		11.20
Six or more copies (copied externally-applicant pays direct to external party)						
A3	per copy		1.40	1.40		1.40
A4			0.80	0.80		0.80
DIGITAL COPIES OF DEVELOPMENT / BUILDING APPLICATIONS						
Applications with cost of works less than \$100,000	maximum charge		62.00	62.00		62.00
A4	per page		1.20	1.20		1.20
A3	per page		1.70	1.70		1.70
AA, A1, A2 and A0 plans	per sheet		6.20	6.20		6.20
Electronic copying of plans and associated documents	per CD		6.20	6.20		6.20

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
BUILDING PERMIT APPLICATIONS - Building Regulations 2012						
Building Permit Application						
Minimum Fee (Section 16)		S	96.00	96.00		96.00
Class 1 & 10 - Uncertified (Section 16)	0.32% of estimated value (inc GST) of the proposed building work as determined by the permit authority but not less than \$95	S	Based on construction cost	Based on gross construction cost		Based on gross construction cost
Class 1 & 10 - Certified (Section 16)	0.19% of estimated value (inc GST) of the proposed building work as determined by the permit authority but not less than \$95	S	Based on construction cost	Based on gross construction cost		Based on gross construction cost
Class 2 to 9 - Certified (Section 16)	0.09% of estimated value (inc GST) of the proposed building work as determined by the permit authority but not less than \$95	S	Based on construction cost	Based on gross construction cost		Based on gross construction cost
Unauthorised Building Work						
Building Approval Certificate for Unauthorised Class 1 & 10 - Certified (Section 51)	0.38% of the estimated current value (inc GST) of the unauthorised building work as determined by the permit authority, but not less than \$95	S	Based on gross construction cost	Based on gross construction cost	GST is applicable	Based on gross construction cost inc GST
Application for Occupancy Permit for Unauthorised Class 2 to 9 Buildings - Certified (Section 51)	0.18% of the estimated current value (inc GST) of the unauthorised building work as determined by the permit authority, but not less than \$95	S	Based on gross construction cost	Based on gross construction cost	GST is applicable	Based on gross construction cost inc GST
Approval/Occupancy Certificates & Permits						
Building Approval Certificate (certified) for:						
Authorised Class 1 and 10 Buildings (Section 52)		S	96.00	96.00		96.00
Application for Occupancy Permit for Class 2 to 9 Buildings - Completed Building (Section 46)		S	96.00	96.00		96.00
Application for Temporary Occupation Permit for Incomplete Building (Section 47)		S	96.00	96.00		96.00
Application for Modification of Occupancy Permit for Additional Use of Building on a Temporary Basis (Section 48)		S	96.00	96.00		96.00
Application for Replacement Occupancy Permit for Permanent Change of Building Use, Classification (Section 49)		S	96.00	96.00		96.00
Strata Title Application						
Application for Occupancy Permit for Registration of Strata Scheme, Plan of Re-Subdivision-Class 2 to 9 Buildings (Section 50)	\$104.65 or \$10.60 per strata lot, whichever is greater	S	10.60	10.60		10.60
Minimum Fee		S	105.80	105.80		105.80
DEMOLITION APPLICATION						
Class 1 & 10 (Section 16)		S	96.00	96.00		96.00
Class 2 to 9 (Section 16)	For each storey	S	96.00	96.00		96.00
Application to extend the time during which a building or demolition permit has effect (Section 32)		S	96.00	96.00		96.00
Application to extend the time during which an occupancy permit or a building approval certificate has effect (Section 65)		S	96.00	96.00		96.00
Building And Construction Industry Training Fund Levy (the City is a collection agent for BCITF)						
Levy (% of construction value)		S	0.20%	0.20%		0.20%
Collection agent charge	Determined by BCITF	S	8.25	8.25		8.25
Building Services Levy						
Fee (collection agency only)	If the value of building or demolition work is not more than \$45,000	S	61.65	61.65		61.65
Fee (collection agency only)	If the value of building or demolition work is greater than \$45,000 - 0.09% of the value of the building or demolition work	S	Based on gross construction cost	Based on gross construction cost	GST is applicable	Based on gross construction cost inc GST
Collection agent charge		S	5.00	5.00		5.00
RE-ISSUE OF A BUILDING PERMIT WITH NEW DETAILS (name or value change) - includes document & plan preparation						
Prior to Work Commencing						
Minimum Fee			95.00	96.00		96.00
Fee per hour (during normal officer hours)			138.50	140.00		140.00
Fee per hour (outside normal officer hours)			195.50	196.00		196.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
After Work Commenced					
Minimum Fee		190.00	196.00		196.00
Fee per hour (during normal officer hours)		138.50	140.00		140.00
Fee per hour (outside normal officer hours)		195.50	196.00		196.00
REQUESTS FOR BUILDING CONSULTANCY/INSPECTIONS					
Fee per hour (during normal office hours)		138.50	127.27	12.73	140.00
Fee per hour (outside normal office hours)		195.50	178.18	17.82	196.00
HOARDING/GANTRY/SCAFFOLDING APPLICATION					
Fee	per square metre, per month	1.00	1.00		1.00
Minimum Fee		96.00	96.00		96.00
Application Fee		96.00	96.00		96.00
SIGN APPLICATION					
Per Sign		72.00	72.00		72.00
FENCE APPROVAL					
Fence Approval Fee	Fencing Local laws	S	N/A	96.00	96.00
SMOKE ALARMS					
Approval of battery powered smoke alarms	Building Regulations 2012	S	176.30	176.30	176.30
BUILDING CERTIFICATION					
Certificate of Design Compliance	From 0 to \$19,999	S	325.00	300.00	330.00
	\$20,000 to \$59,999	S	444.50	404.55	445.00
	\$60,000 to \$99,999	S	561.00	513.64	565.00
	\$100,000 and above	S	\$561.00, plus 0.1% of estimated value of works (\$1 in every \$1000) inc GST	\$565.00, plus 0.1% of estimated value of works (\$1 in every \$1000) GST is applicable	\$565.00, plus 0.1% of estimated value of works (\$1 in every \$1000)
Inspection service for Certificate of Construction Compliance, Building Compliance or miscellaneous inspections					
Minimum Fee		280.00	254.55	25.45	280.00
Additional or aborted inspections		138.50	127.27	12.73	140.00
When inspection period exceeds 2 hours, additional time		138.50	127.27	12.73	140.00
For applicant requests for inspections out of normal working hours		195.50	178.18	17.82	196.00
Review of fire engineered alternative solutions					
Minimum Fee		280.00	254.55	25.45	280.00
When assessment period expected to exceed 2 hours additional time		138.50	127.27	12.73	140.00
Referral to other authorities - Heritage Council, FESA etc.					
Minimum Fee		140.50	131.82	13.18	145.00
Where negotiations with other authorities exceed 1 hour		138.50	127.27	12.73	140.00
Unauthorised Structures					
		S	Double the fee stated above. (This is consistent with the current legislated fee structure.)	Double the fee stated above (This is consistent with the current legislated fee structure.)	Double the fee stated above (This is consistent with the current legislated fee structure.)
The City will have the discretion to vary these fees by up to 70%. This will accommodate the more straight forward, simpler applications and those of a repetitive nature but in particular the very large inner city developments.					
DEVELOPMENT/PLANNING FEES					
Determination of development application (other than for an extractive industry) where the estimated cost of the development is -					
Up to the value of \$50,000	Planning and Development	S	147.00	147.00	147.00
\$50,001 - \$500,000	Amendment Regulations 2013	S	0.32%	0.32%	0.32%
\$500,001 - \$2,500,000		S	1700 plus 0.25% for every \$1 over 500000	1700 plus 0.25% for every \$1 over 500000	1700 plus 0.25% for every \$1 over 500000
\$2,500,001 - \$5,000,000		S	7161 plus .206% for every \$1 over \$2.5m	7161 plus .206% for every \$1 over \$2.5m	7161 plus .206% for every \$1 over \$2.5m
\$5,000,001 - \$21,500,000		S	12633 plus 0.123% for every \$1 over \$5.0m	12633 plus 0.123% for every \$1 over \$5.0m	12633 plus 0.123% for every \$1 over \$5.0m
More than \$21,500,001		S	34,196.00	34,196.00	34,196.00
If the development has commenced or been carried out, an additional amount by way of penalty will be charged. This will be three times the amount of the maximum fee payable for determination of the application for the values listed above					
Pursuant to cl.48A of the Planning and Development Regulations 2009, Development Assessment Panel (DAP) applications lodged with the City will be charged a fee for service in accordance with the schedule of 'Development/Planning Fees' above.					

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Provision of a subdivision clearance of -						
Not more than 5 lots	per lot	S	73.00	73.00		73.00
6 lots - 195 lots	per lot for first 5 lots	S	73.00	73.00		73.00
	per lot after 5 lots	S	35.00	35.00		35.00
more than 195 lots			7,393.00	7,393.00		7,393.00
Application for approval of home occupation						
Initial Fee	If the home occupation is commenced, an additional amount of \$418 by way of penalty is also charged	S	222.00	222.00		222.00
Renewal Fee	If the approval to be renewed has expired, an additional amount of \$138 by way of penalty is also charged	S	73.00	73.00		73.00
Application for change of use or for change or continuation of a non-conforming use where development is not occurring	If the change of use or the alteration or extension or change of the non-conforming use has commenced, an additional amount of \$556 by way of penalty is also charged	S	295.00	295.00		295.00
Built Strata's						
Not more than 5 lots	Base Rate \$656 + fee per lot	S	Base Rate + \$65 per lot	Base Rate + \$65 per lot		Base Rate + \$65 per lot
6 lots to 100 lots	Base Rate \$981 + fee per lot	S	Base Rate + \$43.50 per lot	Base Rate + \$43.50 per lot		Base Rate + \$43.50 per lot
More than 100 lots	Standard fee	S	\$5113.50 for 101 or more lots	\$5113.50 for 101 or more lots		\$5113.50 for 101 or more lots
Issue of zoning certificate		S	73.00	73.00		73.00
Reply to property settlement questionnaire		S	73.00	73.00		73.00
Issue of written planning advice		S	80.30	73.00	7.30	80.30
Applications for modifications to previous approvals, lodged with the Council will be charged the full scheduled fee. Minor modifications will be charged the full scheduled fee for the value of the work associated with the modification.						
Application to register a place as a donor site - transfer plot ratio	Processing fee		N/A	147.00		147.00
REZONING, SCHEME AMENDMENTS AND MINOR TOWN PLANNING						
Total Cost for services for local planning scheme amendments in accordance with Schedule 3 of Planning and Development Regulations 2009		S	100% of cost to Council	100% of cost to Council		100% of cost to Council
BUILDING PERMIT APPROVALS REPORT						
Issued weekly for a 12 month period (includes postage)			485.00	490.00		490.00
LIQUOR ACT APPLICATIONS						
Section 40 Certificate			80.30	80.30		80.30
Swimming Pool Inspections - Private pools	Maximum fee under the Local Government Act	S	57.45	57.45		57.45
ARTS, CULTURE & HERITAGE - HISTORY CENTRE						
Reproduction of Historical photos						
Handling Fee			16.00	14.55	1.45	16.00
Fee per image - private			7.75	7.05	0.70	7.75
Handling Fee - commercial use			32.00	29.09	2.91	32.00
Fee per image - commercial			7.75	7.05	0.70	7.75
Handling Fee for electronic copies			10.90	9.91	0.99	10.90
Handling Fee for additional electronic copies			6.30	5.73	0.57	6.30
Reproduction of Oral History interviews						
Handling Fee for electronic copies - sound recording - private			10.30	9.36	0.94	10.30
Handling Fee for electronic copies - sound recording - commercial			21.60	19.64	1.96	21.60
Reproduction of transcript in document and digital format - private			17.55	15.95	1.60	17.55
Reproduction of transcript in document and digital format - commercial			33.00	30.00	3.00	33.00
Sale of Publications						
Books published by History Centre			At cost inc GST	At cost	GST is applicable	At cost inc GST

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
WASTE AND CLEANSING					
RUBBISH CHARGES					
Basic service - non residential		337.00	353.00		353.00
Basic service - residential (including co-mingled recycle bin)		286.00	299.00		299.00
Additional- Residential 240L		286.00	299.00		299.00
Additional- Commercial 240L		231.00	242.00		242.00
Paper/Cardboard 240L		151.00	158.00		158.00
General Waste 660L		682.00	713.00		713.00
General Waste 1100L		1,136.00	1,188.00		1,188.00
Bin Hire - Paper/Cardboard 660L		240.90	229.00	22.90	251.90
Bin Hire - Cardboard only 1100L		300.30	286.00	28.60	314.60
Bin Hire - Commercial 120L		N/A	38.00	3.80	41.80
Bin Hire - Commercial 240L		N/A	49.00	4.90	53.90
Green Waste 240L		N/A	49.00		49.00
Organic Waste - Commercial 120L		N/A	182.00		182.00
Recycling - Commercial 240L		151.00	158.00		158.00
Recycling - Commercial 660L		443.00	463.00		463.00
Recycling - Commercial 1100L		738.00	772.00		772.00
Recycling - Glass 240L		605.00	633.00		633.00
Event Bin - General Waste 240L		23.10	21.00	2.10	23.10
Event Bin - General Waste - Additional Collection 240L		5.78	5.25	0.53	5.78
Event Bin - General Waste 660L		60.50	55.00	5.50	60.50
Event Bin - General Waste - Additional Collection 660L		15.40	14.00	1.40	15.40
Event Bin - General Waste 1100L		99.00	90.00	9.00	99.00
Event Bin - General Waste - Additional Collection 1100L		24.20	22.00	2.20	24.20
Event Bin - Recycling 240L		23.10	21.00	2.10	23.10
Event Bin - Recycling - Additional Collection 240L		5.78	5.25	0.53	5.78
Event Bin - Recycling 660L		60.50	55.00	5.50	60.50
Event Bin - Recycling - Additional Collection 660L		15.40	14.00	1.40	15.40
Event Bin - Recycling 1100L		99.00	90.00	9.00	99.00
Event Bin - Recycling - Additional Collection 1100L		24.20	22.00	2.20	24.20
STREET PRESENTATION AND MAINTENANCE					
RECOVERABLE WORKS - Administration charges per job					
Up to the value of \$1,000		126.50	116.00	11.60	127.60
\$1,001 to \$20,000		115.00 Plus 11% for every dollar over \$1,000 inc GST	116.00 Plus 11% for every dollar over \$1,000 plus GST	GST is applicable	116.00 Plus 11% for every dollar over \$1,000 plus GST
\$20,001 to \$50,000		2205 plus 8% for every dollar over 20,000.00 inc GST	2,206.00 plus 8% for every dollar over 20,000.00 plus GST	GST is applicable	2,206.00 plus 8% for every dollar over 20,000.00 plus GST
Over the value of \$50,000		4,605.00 Plus 5% for every dollar over 50,000 inc GST	4,606.00 Plus 5% for every dollar over 50,000 plus GST	GST is applicable	4,606.00 Plus 5% for every dollar over 50,000 plus GST
Dewatering Application - minimum fee		N/A	337.50	33.75	371.25
Stormwater Drainage Application - minimum fee		128.00	337.50	33.75	371.25
GRAFFITI TREATMENT SERVICE FEE					
Service call (including treatment of up to 2 square metres)		60.50	56.00	5.60	61.60
Areas greater than 2 square metres per additional square metre		13.48	13.00	1.30	14.30
COORDINATION AND DESIGN					
Colour photocopying fees					
Photocopy Fees - plan size - AO					
1st copy		25.85	23.50	2.35	25.85
2nd to 5th copies each		19.35	17.59	1.76	19.35
6th copy onwards - copied externally, applicant to pay copy service direct					
Photocopy Fees - plan size - A1					
1st copy		13.00	11.82	1.18	13.00
2nd to 5th copies each		9.70	8.82	0.88	9.70
6th copy onwards - copied externally, applicant to pay copy service direct					
Photocopy Fees - plan size - A2					
1st copy		6.45	5.86	0.59	6.45
2nd to 5th copies each		4.95	4.50	0.45	4.95
6th copy onwards - copied externally, applicant to pay copy service direct					
Photocopy Fees - plan size					
A3 each		3.30	3.00	0.30	3.30
A4 each		2.15	1.95	0.20	2.15

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Black and White photocopying fees					
Photocopy Fees - plan size - AO					
1st copy		6.45	5.86	0.59	6.45
2nd to 5th copies each		6.45	5.86	0.59	6.45
6th copy onwards - copied externally, applicant to pay copy service					
Photocopy Fees - plan size - A1					
1st copy		3.30	3.00	0.30	3.30
2nd to 5th copies each		3.30	3.00	0.30	3.30
6th copy onwards - copied externally, applicant to pay copy service					
Photocopy Fees - plan size - A2					
1st copy		2.15	1.95	0.20	2.15
2nd to 5th copies each		2.15	1.95	0.20	2.15
6th copy onwards - copied externally, applicant to pay copy service					
Photocopy Fees - plan size					
A3 each		0.58	0.53	0.05	0.58
A4 each		0.37	0.34	0.03	0.37
AutoCAD Plans - Digital PDF (75% discount to students)					
Hourly rate		103.00	93.64	9.36	103.00
Minimum Fee (for information)		17.40	15.82	1.58	17.40
Per sheet A1 @ 1 : 200 (according to photocopies above)					
AutoCAD Plans - Digital (75% discount to students)					
Hourly rate		103.00	93.64	9.36	103.00
Minimum Fee (for information)		600.00	545.45	54.55	600.00
Per sheet A1 @ 1 : 200 (according to photocopies above)					
Design and Construction Notes per publication		630.00	572.72	57.27	629.99
Traffic Data					
Future projected traffic counts per road/intersection - 6.00am - 6.00pm					
		99.00	100.00	10.00	110.00
Future projected traffic counts per road / intersection - 6.00pm - 6.00am					
		99.00	100.00	10.00	110.00
Actual traffic counts per road/intersection - 6.00am - 6.00pm					
		99.00	100.00	10.00	110.00
Actual traffic counts per road / intersection - 6.00pm - 6.00am					
		99.00	100.00	10.00	110.00
COMMERCIAL PARKING					
PARKING FEES					
No. 15 (85 bays) Aberdeen Street					
Mon to Sun - Per Hour		3.30	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	12.73	1.27	14.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	8.18	0.82	9.00
Night Rate - 6:00pm to 5:59am		N/A	8.18	0.82	9.00
Permits (Cars)	Monthly minimum	237.00	215.45	21.55	237.00
	Monthly maximum	544.00	494.55	49.45	544.00
10 hour block		15.40	N/A	N/A	N/A
Maximum 24 Hour block		26.10	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only 10 hour block	entry before 7:00am	14.00	N/A	N/A	N/A
Night Rate - 6:00am to 3:00am		8.90	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		12.30	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		12.30	N/A	N/A	N/A
No. 45 (15 bays) Aberdeen Garage					
Permits (Cars)	Monthly minimum	235.00	213.64	21.36	235.00
	Monthly maximum	464.00	421.82	42.18	464.00
No. 16 (485 bays) Citiplace					
Mon to Sun - Per Hour		4.10	4.36	0.44	4.80
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	10.91	1.09	12.00
Night Rate - 6:00pm to 5:59am		N/A	10.00	1.00	11.00
Mon-Fri - Maximum 24 hour block		52.30	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		11.20	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm		15.50	N/A	N/A	N/A
Sunday & Public Holidays Day Rate - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
No. 7 (404 bays) Concert Hall					
Mon to Sun - Per Hour		3.40	3.64	0.36	4.00
12 hour block (Mon-Fri) - 5:00am to 4:59pm		N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 5:00am to 4:59pm		N/A	10.00	1.00	11.00
Night Rate - 5:00pm to 4:59am		N/A	10.00	1.00	11.00
Permits (Cars)	Monthly minimum	333.00	302.73	30.27	333.00
	Monthly maximum	737.00	670.00	67.00	737.00
Mon-Fri, Maximum 10 hour block		21.50	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		33.50	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am - Maximum	19.00	N/A	N/A	N/A
Night Rate - 6:00pm to Closing time		10.70	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		12.70	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		12.70	N/A	N/A	N/A
No. 46 (1487 bays) Convention Centre					
Mon to Sun - Per Hour		5.80	5.45	0.55	6.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	20.91	2.09	23.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	15.27	1.53	16.80
Night Rate - 6:00pm to 5:59am		N/A	15.27	1.53	16.80
Permits (Cars)	Monthly minimum	318.00	289.09	28.91	318.00
	Monthly maximum	890.00	809.09	80.91	890.00
Mon to Fri - 7:00am to 6:00pm - Maximum 10 hour block		23.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		56.20	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	22.70	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		16.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		16.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		16.80	N/A	N/A	N/A
Bump in Bump out Rate - Spotless Services Aust. Ltd only (as per Contract)					
1-300 Tickets (Type 1) - Multiple entry/exit	per ticket	33.80	30.91	3.09	34.00
Congress pass (Type 2) 10 hour max - Single entry/exit		23.80	21.82	2.18	24.00
Bay Reservation Fee		2.20	2.00	0.20	2.20
No. 24 (43 bays) Coolgardie Street					
Mon to Sun - Per Hour		3.30	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	10.00	1.00	11.00
Night Rate - 6:00pm to 5:59am		N/A	8.18	0.82	9.00
Permits (Cars)	Monthly minimum	233.00	211.82	21.18	233.00
	Monthly maximum	539.00	490.91	49.09	540.00
Mon-Fri, Maximum 10 hour block		16.00	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		25.80	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	13.10	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		8.90	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		12.30	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		12.30	N/A	N/A	N/A
No. 38 (94 bays) Council House					
Mon to Sun - Per Hour		4.20	4.55	0.45	5.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	12.73	1.27	14.00
Night Rate - 6:00pm to 5:59am		N/A	10.00	1.00	11.00
Sunday and Public Holiday - First Two Hours		5.80	5.45	0.55	6.00
Permits (Cars)	Monthly minimum	625.00	568.18	56.82	625.00
	Monthly maximum	904.00	809.09	80.91	890.00
Maximum 24 hour block		46.90	N/A	N/A	N/A
Night Rate - 6:00pm to Closing Time		11.20	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		16.00	N/A	N/A	N/A
Sunday & Public Holidays Day Rate Maximum 10 hour - 6:00am to		11.20	N/A	N/A	N/A
No. 6 (320 bays) Cultural Centre					
Mon to Sun - Per Hour		3.60	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	10.91	1.09	12.00
Night Rate - 6:00pm to 5:59am		N/A	10.91	1.09	12.00
Permits (Cars)	Monthly minimum	384.00	349.09	34.91	384.00
	Monthly maximum	724.00	658.18	65.82	724.00
Mon-Fri, Maximum 10 hour block		22.70	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		37.10	N/A	N/A	N/A
Night Rate - 6:00pm to Closing Time		10.70	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		13.60	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		13.60	N/A	N/A	N/A
No.49 (1064 bays) Elder Street					
Mon to Sun - Per Hour		4.70	4.55	0.45	5.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
Night Rate - 6:00pm to 5:59am		N/A	11.82	1.18	13.00
Permits (Cars)	Monthly minimum	372.00	338.18	33.82	372.00
	Monthly maximum	740.00	672.73	67.27	740.00
	Reserved Parking	758.00	689.09	68.91	758.00
Mon-Fri, Maximum 10 hour block		21.30	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		38.40	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	17.70	N/A	N/A	N/A
Night Rate - 6:00pm to Closing time		13.50	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		13.50	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		13.50	N/A	N/A	N/A
Electric Vehicle Recharge Fees		100% of cost to Council inc GST	100% of cost to Council	GST is applicable	100% of cost to Council inc GST
Bicycle Parking Fees	per hour	0.20	0.18	0.02	0.20

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
No. 10 (161 bays) Fire Station						
Mon to Sun - Per Hour			3.40	3.18	0.32	3.50
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	10.00	1.00	11.00
Night Rate - 6:00pm to 5:59am			N/A	7.27	0.73	8.00
Permits (Cars)	Monthly minimum		299.00	271.82	27.18	299.00
	Monthly maximum		647.00	588.18	58.82	647.00
Maximum 24 hour block			28.90	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		17.10	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am			7.80	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm			12.70	N/A	N/A	N/A
Sunday & Public Holidays Day Rate Maximum 10 hour - 6:00am to			7.80	N/A	N/A	N/A
No. 43 (41 Bays) The Garage						
Permits (Cars)	Monthly minimum		N/A	163.64	16.36	180.00
	Monthly maximum		609.00	553.64	55.36	609.00
No. 56 (178 bays) Goderich Street						
Mon to Sun - Per Hour			3.10	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	13.64	1.36	15.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	7.27	0.73	8.00
Night Rate - 6:00pm to 5:59am			N/A	7.27	0.73	8.00
Permits (Cars)	Monthly minimum		211.00	191.82	19.18	211.00
	Monthly maximum		660.00	600.00	60.00	660.00
Mon-Fri, Maximum 10 hour block			16.00	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			27.20	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		13.10	N/A	N/A	N/A
Night Rate - 6:00pm to Closing Time			7.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
No. 21 (27 bays) Hay Street East						
Mon to Sun - Per Hour			3.10	3.18	0.32	3.50
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	9.09	0.91	10.00
Night Rate - 6:00pm to 5:59am			N/A	7.27	0.73	8.00
Night Rate - 6:00pm to 3:00am			8.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			11.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			11.80	N/A	N/A	N/A
No. 52 (19 bays) Heirisson Island						
Mon to Sun - Per hour			2.60	2.73	0.27	3.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	10.00	1.00	11.00
Mon - Fri, Maximum 10 Hour block			12.20	N/A	N/A	N/A
No. 5 (654 bays) His Majesty's						
Mon to Sun - Per Hour			3.90	4.09	0.41	4.50
12 hour block (Mon-Fri) - 5:00am to 4:59pm			N/A	18.18	1.82	20.00
12 hour block - Weekend & Public Holiday - 5:00am to 4:59pm			N/A	10.91	1.09	12.00
Night Rate - 5:00pm to 4:59am			N/A	10.00	1.00	11.00
Permits (cars)	Monthly minimum		417.00	379.09	37.91	417.00
	Monthly maximum		823.00	748.18	74.82	823.00
	Weekend Permit		104.00	94.55	9.45	104.00
Maximum 10 hour block			26.90	N/A	N/A	N/A
Maximum 24 hour block			52.30	N/A	N/A	N/A
Night Rate (Mon -Sun) - 6:00pm to Closing time.			11.20	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm			15.10	N/A	N/A	N/A
Sunday & Public Holidays Day Rate - 8:00am to 7.00pm			7.80	N/A	N/A	N/A
No. 27 (445 bays) Mayfair Street						
Mon to Sun - Per Hour			3.30	3.18	0.32	3.50
12 hour block (Mon-Sun) - 6:00am to 5:59pm			N/A	12.73	1.27	14.00
Night Rate - 6:00pm to 5:59am			N/A	7.27	0.73	8.00
Car pooling 6.00am to 8.30am (Mon to Fri, except public holidays)	12 Hour Block		13.30	12.27	1.23	13.50
Permits (cars)	Monthly minimum		268.00	243.64	24.36	268.00
	Monthly maximum		632.00	574.55	57.45	632.00
Mon-Fri, Maximum 10 hour block			17.90	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			28.10	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		15.50	N/A	N/A	N/A
Night Rate - 6:00pm to Closing time	Maximum		7.80	N/A	N/A	N/A
No. 12 (55 bays) James St. (Previously Milligan St)						
Mon to Sun - Per Hour			3.30	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	12.73	1.27	14.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	10.91	1.09	12.00
Night Rate - 6:00pm to 5:59am			N/A	7.27	0.73	8.00
Permits (cars)	Monthly minimum		207.00	188.18	18.82	207.00
	Monthly maximum		500.00	454.55	45.45	500.00
Mon-Fri, Maximum 10 hour block			14.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			24.70	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		12.70	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am			8.90	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			12.30	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			12.30	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
No. 44 (11 Bays) Mounts Bay Rd					
Mon to Sun - Per Hour		3.90	3.64	0.36	4.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	10.00	1.00	11.00
Night Rate - 6:00pm to 5:59am		N/A	10.00	1.00	11.00
Night Rate - 6:00pm to 3:00am		11.20	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
No. 26 (189 bays) Newcastle Street					
Mon to Sun - Per Hour		2.70	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	7.27	0.73	8.00
Night Rate - 6:00pm to 5:59am		N/A	7.27	0.73	8.00
Permits (Cars)	Monthly minimum	182.00	165.45	16.55	182.00
	Monthly maximum	454.00	412.73	41.27	454.00
Mon-Fri, Maximum 10 hour block		13.30	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		21.60	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	11.60	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		7.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		7.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		7.80	N/A	N/A	N/A
No. 9 (719 bays) Pier Street					
Mon to Sun - Per Hour		3.70	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	9.09	0.91	10.00
Night Rate - 6:00pm to 5:59am		N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum	406.00	369.09	36.91	406.00
	Monthly maximum	779.00	708.18	70.82	779.00
Mon-Fri, Maximum 10 hour block		22.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		38.90	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	20.00	N/A	N/A	N/A
Night Rate (Mon - Sun) - 6:00pm to Closing time.		10.70	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm		14.10	N/A	N/A	N/A
Sunday & Public Holidays Day Rate - 8:00am to 7:00pm		7.80	N/A	N/A	N/A
No. 22 (156 bays) Plain Street					
Mon to Sun - Per Hour		3.10	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	9.09	0.91	10.00
Night Rate - 6:00pm to 5:59am		N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum	207.00	188.18	18.82	207.00
	Monthly maximum	500.00	454.55	45.45	500.00
Mon-Fri, Maximum 10 hour block		14.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		24.60	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	12.70	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		8.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		11.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		11.80	N/A	N/A	N/A
No. 4 (266 bays) Point Fraser					
Mon to Sun - Per Hour		2.90	3.64	0.36	4.00
Night Rate - 6:00pm to 5:59am		N/A	10.91	1.09	12.00
Permits (Cars)	Monthly minimum	162.00	147.27	14.73	162.00
	Monthly maximum	422.00	383.64	38.36	422.00
Mon-Fri, Maximum 10 hour block		12.20	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		21.20	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	10.90	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		8.40	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		10.10	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		10.10	N/A	N/A	N/A
No. 4A (871 bays) Queens Gardens					
Mon to Sun - Per Hour		3.00	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	10.91	1.09	12.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	9.09	0.91	10.00
Night Rate - 6:00pm to 5:59am		N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum	168.00	152.73	15.27	168.00
	Monthly maximum	435.00	395.45	39.55	435.00
Car pooling 6:00am to 8:30am (Mon to Fri, except public holidays)	12 Hour Block	11.00	10.00	1.00	11.00
Mon-Fri, Maximum 10 hour block		12.60	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		20.50	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	11.20	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm		11.30	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		8.50	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm		11.30	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
No. 41 (293 bays) Regal Place						
Mon to Sun - Per Hour			3.10	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	10.91	1.09	12.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	9.09	0.91	10.00
Night Rate - 6.00pm to 5.59am			N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum		182.00	165.45	16.55	182.00
	Monthly maximum		500.00	454.55	45.45	500.00
Mon-Fri, Maximum 10 hour block			13.50	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			27.10	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		12.20	N/A	N/A	N/A
Night Rate (Mon -Sun) - 6:00pm to Closing time.			8.80	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:30am to 6:00pm			11.80	N/A	N/A	N/A
Sunday & Public Holidays Day Rate - 8:00am to 7.00pm			5.60	N/A	N/A	N/A
No. 8 (473 bays) Roe Street						
Mon to Sun - 6.00am to 6.00pm			3.50	4.09	0.41	4.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	12.73	1.27	14.00
Night Rate - 6.00pm to 5.59am			N/A	10.91	1.09	12.00
Car pooling 6.00am to 8.30am (Mon to Fri, except public holidays)	12 Hour Block		13.50	12.73	1.27	14.00
Permits (cars)	Monthly minimum		235.00	213.64	21.36	235.00
	Monthly maximum		586.00	532.73	53.27	586.00
	Weekend Permit		87.00	79.09	7.91	87.00
Mon-Fri, Maximum 10 hour block			17.70	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			33.10	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		16.50	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			13.30	N/A	N/A	N/A
Night Rate - Mon to Sun 6.00pm- 6.00am	per hour- Maximum		3.70	N/A	N/A	N/A
Night Rate - Sun to Thu 6.00pm- Closing time						
Night Rate - Fri - Sat 6:00pm to 3:00am	Night Flat Rate- Maximum		10.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			13.30	N/A	N/A	N/A
No. 4B (742 bays) Royal Street						
Mon to Sun - Per Hour			2.90	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	10.91	1.09	12.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	9.09	0.91	10.00
Night Rate - 6.00pm to 5.59am			N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum		189.00	171.82	17.18	189.00
	Monthly maximum		469.00	426.36	42.64	469.00
Mon-Fri, Maximum 10 hour block			13.70	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			22.60	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		12.00	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am			7.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
No. 35 (58 bays) Saunders Street						
Mon to Sun - Per Hour			2.70	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	10.91	1.09	12.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	9.09	0.91	10.00
Night Rate - 6.00pm to 5.59am			N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum		193.00	175.45	17.55	193.00
	Monthly maximum		473.00	430.00	43.00	473.00
Mon-Fri, Maximum 10 hour block			13.70	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			22.80	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		12.00	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am			7.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			7.80	N/A	N/A	N/A
No. 11 (614 bays) State Library						
Mon to Sun - Per Hour			3.60	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	11.82	1.18	13.00
Night Rate - 6.00pm to 5.59am			N/A	10.00	1.00	11.00
Permits (Cars)	Monthly minimum		261.00	237.27	23.73	261.00
	Monthly maximum		597.00	542.73	54.27	597.00
Mon-Fri, Maximum 10 hour block			19.10	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block			33.40	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -		16.50	N/A	N/A	N/A
Night Rate - Sun to Thu 6.00pm- Closing time			10.80	N/A	N/A	N/A
Weekend Day Rate - Maximum 10 hour block - 6:00am to 6:00pm			13.70	N/A	N/A	N/A
Public Holidays - Maximum 10 hour block - 6:00am to 6:00pm			13.70	N/A	N/A	N/A
No. 1 (771 bays) Terrace Road						
Mon to Sun - Per Hour			3.30	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm			N/A	14.55	1.45	16.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm			N/A	10.00	1.00	11.00
Night Rate - 6.00pm to 5.59am			N/A	9.09	0.91	10.00
Permits (Cars)	Monthly minimum		275.00	250.00	25.00	275.00
	Monthly maximum		609.00	553.64	55.36	609.00
Mon-Fri, Maximum 10 hour block			18.20	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Mon-Fri, Maximum 24 hour block		33.10	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	15.70	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		10.10	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm		12.30	N/A	N/A	N/A
Sunday & Public Holidays Day Rate 10 hour maximum - 6:00am to		10.10	N/A	N/A	N/A
No. 17 (69 bays) Wellington Street					
Mon to Sun - Per Hour		3.30	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
12 hour block - Weekend & Public Holiday - 6:00am to 5:59pm		N/A	9.09	0.91	10.00
Night Rate - 6:00pm to 5:59am		N/A	7.27	0.73	8.00
Permits (Cars)	Monthly minimum	207.00	188.18	18.82	207.00
	Monthly maximum	500.00	454.55	45.45	500.00
Mon-Fri, Maximum 10 hour block		14.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		24.60	N/A	N/A	N/A
Early Bird Rate - Mon to Fri only maximum 10 hour block	entry before 7:00am -	12.70	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		7.80	N/A	N/A	N/A
Saturday Day Rate - Maximum 10 hour - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
Sunday & Public Holidays Day Rate - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
No. 50 (15 bays) Victoria Gardens					
Mon to Sun - Per Hour		2.70	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	10.91	1.09	12.00
Mon-Fri, Maximum 10 hour block		13.70	N/A	N/A	N/A
No. 59 (35 bays) Victory Terrace					
Mon to Sun - Per Hour		2.70	3.18	0.32	3.50
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	10.91	1.09	12.00
Mon-Fri, Maximum 10 hour block		13.70	N/A	N/A	N/A
No. 51 (11 bays) Mardalup Park					
Mon to Sun - Per Hour		2.70	2.73	0.27	3.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	11.82	1.18	13.00
Mon-Fri, Maximum 10 hour block		13.70	N/A	N/A	N/A
No. 53 (25 bays) John Oldham Park					
Mon to Sun - Per Hour		3.90	3.64	0.36	4.00
12 hour block (Mon-Fri) - 6:00am to 5:59pm		N/A	14.55	1.45	16.00
Mon-Fri, Maximum 10 hour block		18.80	N/A	N/A	N/A
Mon-Fri, Maximum 24 hour block		30.40	N/A	N/A	N/A
Night Rate - 6:00pm to 3:00am		7.80	N/A	N/A	N/A
Weekend & Public Holiday Day Rate - 6:00am to 6:00pm		11.20	N/A	N/A	N/A
Parking Fee Specials if offered - 12 hours parking day or night (applies to any City of Perth Car Park)					
Special 1		N/A	14.55	1.45	16.00
Special 2		N/A	13.64	1.36	15.00
Special 3		N/A	12.73	1.27	14.00
Special 4		N/A	10.91	1.09	12.00
Special 5		N/A	9.09	0.91	10.00
Special 6		N/A	8.18	0.82	9.00
Special 7		N/A	7.27	0.73	8.00
Special 8		N/A	4.55	0.45	5.00
No. 58 (31 bays) Barrack Square					
Mon to Sun - Per Hour		4.40	N/A	N/A	N/A
No. 60 (83 bays) JH Abraham Reserve					
Mon to Sun - Per Hour		1.80	1.82	0.18	2.00
Parking Stations:					
Operating Times : 8am-6pm Mon-Fri					
Precinct 1: UWA					
#22 Qantas Ramp	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#22 Qantas Ramp	10 hours	13.20	12.27	1.23	13.50
#24 Hackett Drive	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#24 Hackett Drive	10 hours	13.20	12.27	1.23	13.50
#26 Hackett Drive	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#26 Hackett Drive	10 hours	13.20	12.27	1.23	13.50
#47 Fairway	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#47 Fairway	10 hours	13.20	12.27	1.23	13.50
#49 Parkway	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#49 Parkway	10 hours	13.20	12.27	1.23	13.50
#60 Myers Street	Hourly, 60c/20min	1.80	1.82	0.18	2.00
#60 Myers Street	10 hours	13.20	12.27	1.23	13.50
Any additional paid parking implemented or converted in Precinct 1	Hourly, 60c/20min	2.00	1.82	0.18	2.00
Precinct 2: Hollywood - hourly fee					
Any additional paid parking implemented or converted in Precinct 2	Hourly, 60c/20min	2.00	1.82	0.18	2.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
OTHER CAR PARK FEES						
Opening Fees for car parks						
after hours when customer service officers on duty			85.00	77.27	7.73	85.00
for call outs			266.00	241.82	24.18	266.00
Admin charge for prepaid tickets - All CPs			10% of cost inc GST	20% of cost	GST is applicable	20% of cost inc GST
Card Deposits (non GST) & Replacements			15.00	15.00		15.00
Access Remote Control Deposit & Replacements			100.00	100.00		100.00
Paper Permit Fee			15.00	13.64	1.36	15.00
Purchase of Parking Card			5.00	9.09	0.91	10.00
MOTOR CYCLE PARKING (IN MOTOR CYCLE BAYS ONLY)						
Ground Level Car Parks			33% of fee inc GST	33% of fee	GST is	33% of fee inc GST
Multi Storey Car parks	% of car parking fees		33% of fee inc GST	33% of fee	GST is	33% of fee inc GST
On Street			33% of fee inc GST	33% of fee	GST is	33% of fee inc GST
Motorcycle Permits	% of car parking permits		33% of fee inc GST	33% of fee	GST is	33% of fee inc GST
RESIDENTIAL PARKING						
Monthly Night Parking for Residents			87.40	90.00		90.00
ON STREET PARKING FEES						
Short Term						
Within the inner area of the City	per hour		4.40	4.55	0.45	5.00
	Minimum		2.00	1.82	0.18	2.00
Within the Northbridge Area	per hour		4.10	3.82	0.38	4.20
	Minimum		2.00	1.82	0.18	2.00
Within the West Perth Area	per hour		4.10	3.73	0.37	4.10
	Minimum		2.00	1.82	0.18	2.00
Within the East Perth Area	per hour		3.70	3.45	0.35	3.80
	Minimum		2.00	1.82	0.18	2.00
Within Nedlands/Crawley	per hour		1.80	1.82	0.18	2.00
PARKING WORK ZONES - OFF STREET PARKING						
Establishment Fee - set fee			244.00	222.73	22.27	245.00
Erection and removal of sign (No Pole removal)	per sign		141.00	131.82	13.18	145.00
Erection and removal of sign (With Pole)	per sign		514.00	472.73	47.27	520.00
Removal of paint marking	per bay		111.00	104.55	10.45	115.00
Workzone Permit fee - Under Cover Car Park	per bay/per day		84.00	77.27	7.73	85.00
Workzone Permit fee - Open Air Car Park	per bay/per day		45.00	45.45	4.55	50.00
Administration Work Zone Fees - applicable for work zone permits			84.00	77.27	7.73	85.00
Administration Fees for Work Zone Site Visit (Including Coning)	per visit		122.00	113.64	11.36	125.00
Minimum full day charge is applicable on work zones						
ON / OFF STREET CHARGES						
Installation of Ticket Machine - Electric Power	per machine		1,837.00	1,672.73	167.27	1,840.00
Installation of Ticket Machine - Solar Power	per machine		1,136.00	1,036.36	103.64	1,140.00
Total Removal of Ticket Machine - Electric Power	per machine		926.00	845.45	84.55	930.00
Total Removal of Ticket Machine - Solar Power	per machine		776.00	709.09	70.91	780.00
Temporary Removal and Re-Installation of Ticket machine - Electric	per machine		2,089.00	1,904.55	190.45	2,095.00
Temporary Removal and Re-Installation of Ticket machine - Solar Power	per machine		1,282.00	1,172.73	117.27	1,290.00
Removal of Parking Meter - meter only	per meter		313.00	286.36	28.64	315.00
Removal of Parking Meter - meter and pole	per meter		517.00	472.73	47.27	520.00
Installation of each Parking Meter	per meter		749.00	686.36	68.64	755.00
Removal of paint marking set aside for - public bus	per bay		244.00	222.73	22.27	245.00
Removal of paint marking set aside for - other	per bay		111.00	104.55	10.45	115.00
BUSINESS PARKING PERMIT						
Multiple entrance to multiple car parks (not reserved) - with POF equipment only	Maximum Charge - Monthly		808.00	736.36	73.64	810.00
Bulk Purchasing for Monthly Permits						
1-5 permits			Normal Rates	Normal Rates		Normal Rates
6-10 Permits			5% discount	5% discount		5% discount
11 and more Permits			10% discount	10% discount		10% discount
SPECIAL EVENTS PARKING (SEP) - No discounts apply for ACROD						
All Reserves	per entry as required - Minimum		7.00	6.36	0.64	7.00
	Maximum		35.00	31.82	3.18	35.00
Special Events Reserved Parking booking fee per bay			10% of SEP fee	20% of SEP fee		20% of SEP fee
Events Parking on weekends/public holiday in Car Parks			10% to 40% of 10 hour block fee	10% to 40% of 10 hour block fee		10% to 40% of 10 hour block fee
Events Parking on weekdays in Car Parks			block fee applies	block fee applies		block fee applies
Reserve Hire Guarantee Charges			From \$400 to \$2,000	From \$400 to \$2,000		From \$400 to \$2,000

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Bulk Purchasing for Event Bays (Conditions apply, Not applicable to						
1-9 bays			Normal Rates	Normal Rates	GST is applicable	Normal Rates inc GST
10-20 bays			10% discount	10% discount	GST is applicable	10% discount inc GST
21-50 bays			15% discount	15% discount	GST is applicable	15% discount inc GST
>50 bays			20% discount	20% discount	GST is applicable	20% discount inc GST
Hire of car park bays for markets etc...(conditions apply)	per bay per day		From \$1 to \$25	From \$1 to \$25	GST is applicable	From \$1 to \$25 inc GST
Hotel Rate per bay 24 hour stay - single entry	Minimum		20.00	18.18	1.82	20.00
	Maximum		65.00	59.09	5.91	65.00
Hotel Rate - Multiple entry/exit rate per day	Minimum		30.00	27.27	2.73	30.00
	Maximum		80.00	72.73	7.27	80.00
ADMIN FEE	Minimum		30.00	27.27	2.73	30.00
ADMIN FEE	Maximum		100.00	90.91	9.09	100.00
PARKING CARD ANNUAL FINANCIAL YEAR STATEMENT FEE (per card)			30.50	28.18	2.82	31.00
ONLINE BAY RESERVATION BOOKING FEE (per bay)			2.20	2.00	0.20	2.20
CREDIT CARD SURCHARGE						
Credit Card Surcharge - Visa, MasterCard and AMEX (on transaction value)			1.00%			1.00%
RESERVED PARKING SIGNAGE						
With Pole			272.00	250.00	25.00	275.00
Without Pole			137.00	127.27	12.73	140.00
Signage Name Banner Insert			81.00	74.55	7.45	82.00
Signage Relocation - same car park			51.00	47.27	4.73	52.00
Signage Relocation - alternative car park			91.00	83.64	8.36	92.00
CCTV FOOTAGE						
Reviewing CCTV Footage - Hourly Rate			94.00	86.36	8.64	95.00
Event Parking signage	per sign					
Discounts on Parking Fees may be granted on the following basis:						
1) Where the Council has approved in-kind support for events through the waiving of parking fees; or for events conducted by organisations incorporated in accordance with the Associations Incorporations Act 1987 and the purpose of the event is to raise funds for charity; or for promotional activities conducted in partnership with other organisations where the value of reciprocal benefits to be provided to the City is equivalent to or exceeds the value of the discount provided by the City subject to the total of discounts granted to any single organisation for any single event/promotion not exceeding \$10,000.						
Parking Card customers will receive a 5% "discount" in the form of added value to their card each time they top it up.						
2) A discount of 50% is applicable for the first 4hrs during weekends for selected car parks						
Electric Vehicle Parking Fees			80% of parking fees	80% of parking fees	GST is applicable	80% of parking fees inc GST
Labour Rate for Customer Service and Reconciliation	Minimum		85.00	77.27	7.73	85.00
Labour Rate for Customer Service and Reconciliation	Maximum		135.00	122.73	12.27	135.00
Labour Rate for Technician (minimum 1 hour charge)	Minimum		93.50	85.45	8.55	94.00
Labour Rate for Technician (minimum 1 hour charge)	Maximum		140.00	127.27	12.73	140.00
Labour Rate for CPO/Mobile Security (minimum 1 hour charge)			N/A	85.45	8.55	94.00
Consultancy Service Labour Rate - Project Officer			129.00	117.27	11.73	129.00
Consultancy Service Labour Rate - Manager			268.00	243.64	24.36	268.00
COMMUNITY SERVICES						
PERTH TOWN HALL						
Commercial/private functions - 25% discount on hourly hire fees for not for profit organisations. 20% discount for bookings of 20 hours or more. Discounts do not apply on Sundays/Public Holidays						
Hire Fees						
Lower Foyer - Exhibitions (per 6 hour day, Mon - Sat)			49.00	44.55	4.45	49.00
Lower Foyer - Exhibitions (per 6 hour day, Sundays and Public Holidays)			N/A	422.73	42.27	465.00
Main Hall or Lower Foyer/Undercroft/Supper Room/Kitchen - Hourly hire fee 6.00am - 6.00pm (Minimum 3 hour hire)			156.00	142.73	14.27	157.00
Main Hall or Lower Foyer/Undercroft/Supper Room/Kitchen - Hourly hire fee 6.00pm -12.00am (Minimum 3 hour hire)			193.00	176.36	17.64	194.00
Main Hall or Lower Foyer/Undercroft/Supper Room/Kitchen - Hourly hire fee 12:00am - 6:00am			257.00	234.55	23.45	258.00
Undercroft - Markets (per 6 hour day)			330.00	301.82	30.18	332.00
Undercroft - Markets (per 6 hour day Sundays and Public Holidays)			N/A	422.73	42.27	465.00
Surcharge for booking both Main Hall and Lower Foyer (flat fee)	reflects additional cleaning costs and to free foyer for exhibitions		183.00	167.27	16.73	184.00
Supper Room Only (daily charge for approved events only)			N/A	167.27	16.73	184.00
Wedding Reception Service Charge			108.00	99.09	9.91	109.00
Additional Venue Supervisor or AV Operator - Hourly hire fee (required for functions 200 persons and over, or for use of projector)			44.00	47.27	4.73	52.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Additional Venue Supervisor or AV Operator - Hourly hire fee (required for functions 200 persons and over, or for use of projector)	Saturdays	N/A	57.27	5.73	63.00
Additional Venue Supervisor or AV Operator - Hourly hire fee (required for functions 200 persons and over, or for use of projector)	Sundays and Public Holidays	N/A	65.45	6.55	72.00
Reservation of Town Hall as a rain venue for functions booked on City of Perth Library Terrace		600.00	548.18	54.82	603.00
Hire of venue for approved performing arts events		30% of net box office inc GST	30% of net box office	GST is applicable	30% of net box office inc GST
Signage Fees for Town Hall only (Fees are for display only, the charge does not include the production costs)					
Pillar wrap banners (up to 4)	per banner per week	55.00	50.00	5.00	55.00
Large horizontal parapet banners (up to 2)	per banner per week	330.00	N/A	N/A	N/A
Equipment and Supply Charges					
Grand Piano	per booking	228.00	209.09	20.91	230.00
Grand Piano Tuning		At cost + \$10 admin fee inc GST	At cost + \$10 admin fee	GST is applicable	At cost + \$10 admin fee inc GST
Grand Piano Relocation	per move	At cost + \$10 admin fee inc GST	At cost + \$10 admin fee	GST is applicable	At cost + \$10 admin fee inc GST
Setup and takedown of chairs (flat fee)		178.00	161.82	16.18	178.00
Hire of banquet tables, including setup and takedown	per table	20.00	18.18	1.82	20.00
Reset of stage lighting by Town Hall staff	per light	12.50	13.64	1.36	15.00
Exhibition panel hire - Hire and installation (up to 21 days)	per screen	24.00	21.82	2.18	24.00
Exhibition light - Hire and installation (up to 21 days)	per light	12.50	11.36	1.14	12.50
Projector and screen	per hire	627.00	572.73	57.27	630.00
Projector for digital wallpaper	per hire	N/A	909.09	90.91	1,000.00
Security Guard (per hour min 4 hours)	per hour per guard	At cost + \$2 admin fee +inc GST	At cost + \$2 admin fee	GST is applicable	At cost + \$2 admin fee inc GST
Booking Administration Fee		58.00	22.73	2.27	25.00
Additional Cleaning Fees		At cost + \$2 per hour inc GST	At cost + \$2 admin fee	GST is applicable	At cost + \$2 admin fee inc GST
Basic Instant Coffee Tea Setup	per 10 people	25.00	22.73	2.27	25.00
Notepads, Pens and Table Mints	per 10 people	30.00	27.27	2.73	30.00
Hire of barrier equipment		60.00	60.00	6.00	66.00
Hire of any additional equipment		At cost + \$20 inc GST	At cost + \$20 admin fee	GST is applicable	At cost + \$20 admin fee inc GST
Hire of any additional services		At cost + \$2 per hour inc GST	At cost + \$20 per hour fee	GST is applicable	At cost + \$20 per hour fee inc GST
Cancellation Fees					
For cancellations notified 45 or more calendar days before the event		10% of Booking Fee inc GST	10% of Hire Fee	GST is applicable	10% of Hire Fee inc GST
For cancellations notified 44 to 10 calendar days before the event		50% of Booking Fee inc GST	50% of Hire Fee	GST is applicable	50% of Hire Fee inc GST
For cancellations notified any time within and including 10 calendar days prior to the event		100% of Booking Fee inc GST	100% of Hire Fee	GST is applicable	100% of Hire Fee inc GST
CITIPLACE REST CENTRE					
Admission		0.50	0.45	0.05	0.50
Lockers					
Hire Fee	per day	11.50	10.45	1.05	11.50
Overdue Administration Fee		25.00	22.73	2.27	25.00
Shower		11.50	10.45	1.05	11.50
Stroller Hire					
Hire Fee	per day	11.50	10.45	1.05	11.50
Deposit		20.00	18.18	1.82	20.00
CITIPLACE CHILD CARE CENTRES					
Long day care - full time	per week	475.00	475.00		475.00
Long day care - daily		125.00	125.00		125.00
Occasional Care - hourly		25.00	25.00		25.00
Occasional care - sessional (meal charges)		17.00	15.45	1.55	17.00
Late Pick Up Fee		33.00	30.00	3.00	33.00
Records Recovery Fee per individual request		165.00	150.00	15.00	165.00
Court Appearance Fee per day or part of		550.00	500.00	50.00	550.00
Consultative Fee per day		660.00	600.00	60.00	660.00
CITIPLACE COMMUNITY CENTRE					
Hire Fees					
Conference Room 1 large - Commercial Rate					
per hour		68.00	67.27	6.73	74.00
per half day		135.00	130.91	13.09	144.00
per full day		243.00	254.55	25.45	280.00
Conference Room 1 large - Concession Rate (Community Groups)					
per hour		36.00	33.64	3.36	37.00
per half day		70.50	65.45	6.55	72.00
per full day		137.00	127.27	12.73	140.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Conference Room 1 small - Commercial Rate					
per hour		36.00	36.36	3.64	40.00
per half day		75.00	72.73	7.27	80.00
per full day		115.00	109.09	10.91	120.00
Conference Room 1 small - Concession Rate (Community Groups)					
per hour		17.00	18.18	1.82	20.00
per half day		35.00	36.36	3.64	40.00
per full day		55.00	54.55	5.45	60.00
Small Meeting Room upstairs - Commercial Rate					
per hour		N/A	27.27	2.73	30.00
per half day		N/A	36.36	3.64	40.00
per full day		N/A	54.55	5.45	60.00
Small Meeting Room upstairs - Concession Rate (Community Groups)					
per hour		N/A	13.64	1.36	15.00
per half day		N/A	18.18	1.82	20.00
per full day		N/A	27.27	2.73	30.00
Dining Room					
Commercial rate per hour		96.00	90.91	9.09	100.00
Concession Rate (Community Groups) per hour		48.00	45.45	4.55	50.00
Food Charges					
Breakfast					
Bacon & Eggs		7.30	7.27	0.73	8.00
Beans, Egg & Toast		N/A	3.73	0.37	4.10
Bacon Sandwich		N/A	3.73	0.37	4.10
Salads		7.30	7.27	0.73	8.00
Beverages					
Coffee - Cup		1.60	1.55	0.15	1.70
Coffee - Mug		N/A	1.82	0.18	2.00
Tea - Cup		1.40	1.36	0.14	1.50
Tea - Mug		N/A	1.55	0.15	1.70
Tea - Pot for 1		N/A	2.00	0.20	2.20
Tea - Pot for 2		N/A	4.00	0.40	4.40
Milo/Milk - Cup		1.60	1.55	0.15	1.70
Milo/Milk - Mug		N/A	1.82	0.18	2.00
Hot water - cup		N/A	0.18	0.02	0.20
Hot water - mug		N/A	0.36	0.04	0.40
Orange Juice		1.60	1.55	0.15	1.70
Toast - Plain		1.60	1.45	0.15	1.60
Toast - Raisin		2.20	2.00	0.20	2.20
Muffins		1.60	1.82	0.18	2.00
Scones with Butter		1.40	1.36	0.14	1.50
Fruit Cake		1.60	1.82	0.18	2.00
Cakes		2.70	2.36	0.24	2.60
Slices/Tarts		1.90	1.82	0.18	2.00
Jelly cup		N/A	1.82	0.18	2.00
Afternoon tea (Cakes, Coffee, Tea)		N/A	3.18	0.32	3.50
Hot Chips - per plate		N/A	2.82	0.28	3.10
Meals					
Roast Dinner		8.00	7.27	0.73	8.00
Fish & Chips/ Meat		8.00	7.27	0.73	8.00
Small meal		N/A	5.45	0.55	6.00
Other hot meals		8.00	3.64	0.36	4.00
Frozen meals		N/A	7.27	0.73	8.00
Catered Meal - menu of choice eg. Christmas- tablecloths - table service		N/A	27.27	2.73	30.00
Catered Meal - standard menu eg roasts - tablecloths - table service		N/A	18.18	1.82	20.00
Delivered Meal - 3 course		N/A	9.27	0.93	10.20
Sandwich - plate		3.90	3.73	0.37	4.10
Sandwich - container		4.10	2.82	0.28	3.10
Soup		3.10	2.36	0.24	2.60
Desserts		2.60	1.82	0.18	2.00
Fruit salad & ice cream		2.70	2.36	0.24	2.60
Various food items at Market Prices		Market price inc GST	Market price	GST is applicable	Market price inc GST
Miscellaneous					
Wheelchair					
Hire Fee	per day	8.00	7.27	0.73	8.00
Deposit		N/A	20.00		20.00
Podiatry Fees		25.00	25.00		25.00
Computer Training	per 1 hour session	3.60	3.64	0.36	4.00
Shoprider (mechanised wheelchair)					
Hire Fee	per hour	5.20	4.55	0.45	5.00
Deposit		50.00	50.00		50.00
Photocopying (per page)		N/A	0.45	0.05	0.50
Phone call (per call)		N/A	0.45	0.05	0.50
Activities					
Carpet Bowls (per person) - includes afternoon tea		N/A	4.55	0.45	5.00
Scrabble (per person)		N/A	2.73	0.27	3.00
Fitness class (per person, 1 hour)		N/A	5.00	0.50	5.50
Tai Chi (per person, 1 hour)		N/A	5.00	0.50	5.50
Bus Outings					
Per customer		N/A	4.55	0.45	5.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Op Shop					
Socks		N/A	0.91	0.09	1.00
Short sleeve t-shirt, tie, belt		N/A	1.82	0.18	2.00
Long Sleeve t-shirt		N/A	2.73	0.27	3.00
Skirt/ Trousers		N/A	3.64	0.36	4.00
Jacket		N/A	4.55	0.45	5.00
Suit Jacket		N/A	9.09	0.91	10.00
ROD EVANS CENTRE					
Meals					
Centre based meals (3 courses – Tea/Coffee)		20.40	N/A	N/A	N/A
Main only		13.50	N/A	N/A	N/A
Soup only		5.45	N/A	N/A	N/A
Dessert only		5.45	N/A	N/A	N/A
Centre based meals (3 courses – Tea/Coffee) with a Health or Pension Card		15.30	N/A	N/A	N/A
Main only with a Health or Pension Card		10.20	N/A	N/A	N/A
Soup only with a Health or Pension Card		4.10	N/A	N/A	N/A
Dessert only with a Health or Pension Card		4.10	N/A	N/A	N/A
Christmas Lunch only		25.50	N/A	N/A	N/A
Christmas Lunch with extras: crackers, decorations etc		30.30	N/A	N/A	N/A
Beverages					
Tea/coffee		1.20	N/A	N/A	N/A
Biscuits		0.35	N/A	N/A	N/A
Soft drink		1.60	N/A	N/A	N/A
Fruit juice		1.60	N/A	N/A	N/A
Takeaway meals					
3-course		19.95	N/A	N/A	N/A
Main only		13.30	N/A	N/A	N/A
Soup only		5.30	N/A	N/A	N/A
Dessert only		5.30	N/A	N/A	N/A
3-course meal with a Health or Pension Card		15.00	N/A	N/A	N/A
Main only with a Health or Pension Card		10.00	N/A	N/A	N/A
Soup only with a Health or Pension Card		4.00	N/A	N/A	N/A
Dessert only with a Health or Pension Card		4.00	N/A	N/A	N/A
Delivered Meals					
3-courses		10.20	N/A	N/A	N/A
Frozen Meals					
3-course		16.25	N/A	N/A	N/A
Main only		10.20	N/A	N/A	N/A
Soup only		4.10	N/A	N/A	N/A
Dessert only		4.10	N/A	N/A	N/A
3-course meal with a Health or Pension Card		12.20	N/A	N/A	N/A
Main only with a Health or Pension Card		7.65	N/A	N/A	N/A
Soup only with a Health or Pension Card		3.10	N/A	N/A	N/A
Dessert only with a Health or Pension Card		3.10	N/A	N/A	N/A
Activities					
Fitness Class	per class	5.50	N/A	N/A	N/A
Bingo	per book	2.10	N/A	N/A	N/A
Tai Chi	per class	5.50	N/A	N/A	N/A
Seniors Strength / Balance / Stretch	per class	5.50	N/A	N/A	N/A
Word Group	per session	1.60	N/A	N/A	N/A
Miscellaneous					
Photocopying	per copy	0.30	N/A	N/A	N/A
Phone call	per call	0.55	N/A	N/A	N/A
Transport	one way	3.10	N/A	N/A	N/A
Dobblers (Bingo)		3.10	N/A	N/A	N/A
Podiatry	per session	25.50	N/A	N/A	N/A
Room Hire					
With Morning Tea	per person	5.10	N/A	N/A	N/A
Hire Fees					
Main Hall - Commercial Rate	per hour	68.00	N/A	N/A	N/A
Main Hall - Concession Rate (Community Groups)	per hour	36.00	N/A	N/A	N/A
Craft room - Commercial Rate	per hour	36.00	N/A	N/A	N/A
Craft room - Concession Rate (Community Groups)	per hour	22.00	N/A	N/A	N/A
Reading Room					
Commercial Rate	per hour	35.00	N/A	N/A	N/A
Community Groups Rate	per hour	20.00	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Dining Room						
Commercial Rate	per hour		96.00	N/A	N/A	N/A
Concession Rate	per hour		48.00	N/A	N/A	N/A
Kitchen Hire (approved use only)	per hour		30.00	N/A	N/A	N/A
COMMUNITY AMENITY AND SAFETY						
RANGER/SECURITY SERVICES						
Animal Control - Dogs and Cats						
Dog and Cat Registrations						
Sterilised - annual pensioner		S	10.00	10.00		10.00
Sterilised - annual adult		S	20.00	20.00		20.00
Sterilised - three years pensioner		S	21.25	21.25		21.25
Sterilised - three years adult		S	42.50	42.50		42.50
Sterilised - lifetime pensioner		S	50.00	50.00		50.00
Sterilised - lifetime adult		S	100.00	100.00		100.00
Dogs Only						
Unsterilised - annual pensioner		S	25.00	25.00		25.00
Unsterilised - annual adult		S	50.00	50.00		50.00
Unsterilised - three years pensioner		S	60.00	60.00		60.00
Unsterilised - three years adult		S	120.00	120.00		120.00
Dog Infringements						
Unsterilised - lifetime pensioner		S	125.00	125.00		125.00
Unsterilised - lifetime adult		S	250.00	250.00		250.00
Dangerous dog for one year		S	50.00	50.00		50.00
Animal Registration						
Replacement animal tag fee			6.60	6.00	0.60	6.60
Certified copy of an entry in register		S	1.00	1.00		1.00
Basic first aid treatment of animal			Cost recovery	Cost recovery		Cost recovery
Dog Yard Inspection (restricted breeds or dangerous dogs only)			77.00	77.00		77.00
Weekly Impounding Fee			\$100 per dog or cat	100.00		100.00
Daily Impounding Fee			\$24 per dog or cat	24.00		24.00
Application to keep more than the prescribed number of dogs	One off fee		N/A	80.00		80.00
Damage of Council Property (Fences, signs and any assets)			Cost recovery plus 32%	Cost recovery plus 32%		Cost recovery plus 32%
Impounding Fees						
Non-perishable goods impounding administration fee (hourly rate)	Local Govt Act 1995		50.00	50.00		50.00
Impoundment storage fee (vehicles, wheeled devices, signs, street furniture or other impounded goods)			\$91.50 per impound plus cost recovery	91.50		91.50
			\$23.00 per day impounded	23.00		23.00
Littering - Dumping of Bulk Rubbish						
Clean Up Costs	Local Govt Act 1995.		Cost recovery + 20%	Cost recovery plus 20%		Cost recovery plus 20%
Administration Fee - in addition to Clean Up Costs			50.00	45.45	4.55	50.00
Fire Hazards						
Administration Fee per Block			50.00	N/A	N/A	N/A
Inspection Fee Fire Hazards per Block (Non-compliance with fire breaks order)	Bush Fires Act 1954.		50.00	N/A	N/A	N/A
Contractor clearing costs			Cost recovery plus 32%	Cost recovery plus 32%		Cost recovery plus 32%
Fire Control Officer to attend			\$136 per block	136.00		136.00
Surveillance						
CCTV copying of footage	per hour, minimum \$60		70.00	N/A	N/A	N/A
CCTV Monitoring - External Organisations	per camera per month		1,016.00	N/A	N/A	N/A
CCTV Monitoring at agreed events during rostered hours	per hour		45.00	41.82	4.18	46.00
CCTV Monitoring at agreed events after rostered hours	per hour		N/A	68.18	6.82	75.00
Review, download or copy CCTV footage	per request		165.00	175.00		175.00
Ranger Attendance						
Ranger attendance during business hours (8.30am to 5.00 pm) as per agreements	hourly rate		N/A	67.00		67.00
Ranger attendance outside business hours as per agreements	hourly rate		N/A	100.00		100.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
PARKING SERVICES						
PARKING SERVICES	Prescribed fee under Fines, Penalties, Infringement Notice Enforcement Act.					
Final Demand Fee		S	18.20	18.20		18.20
Fines Enforcement Registry Lodgement Fee		S	58.00	58.00		58.00
Lodgement Certificate Fee		S	15.50	15.50		15.50
Vehicle Detection Sensor Removal and Reinstatement Fee - per sensor / unit			300.00	286.36	28.64	315.00
Modified Penalties (Parking Infringements)						
Category 1	Parking Local Law		60.00	62.00		62.00
Category 2			75.00	77.00		77.00
Category 3			100.00	103.00		103.00
Category 4			120.00	123.00		123.00
Category 5			200.00	205.00		205.00
Category 7			500.00	513.00		513.00
Workzone Fees - Per bay (or 6 meter length where bays are not marked)	No charge applicable on Sunday's					
Daily Fee			31.00	29.09	2.91	32.00
Monthly Fee			792.00	736.36	73.64	810.00
Parking Reservations and Permits						
Half Day Reservations			35.00	32.73	3.27	36.00
Full Day Reservations			69.00	63.64	6.36	70.00
Half Day (non standard more than 100 bays)			28.00	26.36	2.64	29.00
Full Day (non standard more than 100 bays)			55.00	51.82	5.18	57.00
Half Day (permits) CSC			26.00	24.55	2.45	27.00
Full Day (permits) CSC			52.00	48.18	4.82	53.00
State Government / Utilities - Standard			35.00	32.73	3.27	36.00
State Government / Utilities - Non-Standard			28.00	26.36	2.64	29.00
Private Organisations - Standard			69.00	64.55	6.45	71.00
Private Organisations - Non-Standard			55.00	51.82	5.18	57.00
Community Events - Standard			35.00	32.73	3.27	36.00
Community Events - Non-Standard			28.00	26.36	2.64	29.00
Charity Events - Standard			35.00	32.73	3.27	36.00
Charity Events - Non-Standard			28.00	26.36	2.64	29.00
Commercial Events - Standard			69.00	64.55	6.45	71.00
Commercial Events - Non-Standard			55.00	51.82	5.18	57.00
Perth City Works - Standard			0.00	32.73	3.27	36.00
Perth City Works - Non-Standard			0.00	26.36	2.64	29.00
External applicants replacement permits			30.00	28.18	2.82	31.00
RESIDENTIAL PARKING PERMIT						
Permit Fee - 0 to 6 months	per permit		52.50	56.00		56.00
Permit Fee - 7 to 12 months			105.00	108.00		108.00
Replacement of lost permit			25.00	27.00		27.00
Temporary Residential Parking Permit (3 months only)			N/A	50.00		50.00
Visitors Permit (Annual)			N/A	108.00		108.00
Visitors Permit (6 months)			N/A	56.00		56.00
Pensioners/Seniors are to pay 25% of the residential parking permit fee provided that they are a current holder of either a Pensioner concession card or Commonwealth Seniors Health card issued by Centre link or Veteran's Affairs or a State Concession card issued by the Department For Child Protection or a WA Seniors card. Unemployed persons shall provide evidence of their current status from Centre link. Health Care Cards are not accepted.						
PRIVATE PROPERTY						
Private Car Parking Property Assessment Fee	Title search & property inspection for new registrations of properties having car parking facilities		65.00	67.00		67.00
Private Property Signs	Parking Local Law		60.00	56.36	5.64	62.00
CUSTOMER SERVICE						
Parks and Reserves - Open Reserves (Wedding Licences)	per hour		100.00	90.91	9.09	100.00
Settlement Enquiry Fees (Orders & Requisitions)			95.00	95.00		95.00
Council House feature lighting (Special programming - Non for profit)			105.00	N/A	N/A	N/A
Feature lighting (Special programming)			200.00	At Cost	GST is applicable	At cost inc GST
Feature lighting - Administration charge			N/A	27.18	2.72	29.90
Discounts/Concessions - applicable to Feature lighting Special programming charge						
Charitable Organisations			N/A	75% discount	GST is applicable	75% discount inc GST
Community Organisations/Group			N/A	50% discount	GST is applicable	50% discount inc GST
Government Authorities			N/A	50% discount	GST is applicable	50% discount inc GST

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Concession Definitions					
Charitable Organisations: Organisations registered with the Charitable Collections Advisory Committee.					
Community Organisations/Groups: Sporting and other types of recreational clubs, Parents & Citizen groups, Auxiliaries, Social Clubs, Special Interest Associations, etc., which are guided by a committee and constitution and could be eligible for incorporation under the Associations Act 1987.					
Government Authorities: State/Commonwealth Government Departments and other semi government instrumentalities which provide a specific public service (e.g. Police Service, Water Authority, WA Fire and Emergency Services). Does not include Government Enterprise Services.					
City of Perth Merchandise - contact Customer Service on 9461 3333					
Various items at Market Prices		Market price inc GST	Market Price	GST is applicable	Market price inc GST
Photocopying A3 per copy		1.40	1.27	0.13	1.40
Photocopying A4 per copy		0.80	0.73	0.07	0.80
BANNER HIRE FEES					
ST GEORGES AND ADELAIDE TERRACE SITES					
T1 (Milligan St - William St) - 26 Banners					
Installation of banners - 1 week - total cost		635.00	668.18	66.82	735.00
Installation of banners - 2 weeks - total cost		940.00	1,000.00	100.00	1,100.00
T2 (William St - Barrack St) - 16 Banners					
Installation of banners - 1 week - total cost		1,045.00	1,045.45	104.55	1,150.00
Installation of banners - 2 weeks - total cost		1,560.00	1,545.45	154.55	1,700.00
T3 (Barrack St - Victoria Ave) - 20 Banners					
Installation of banners - 1 week - total cost		635.00	668.18	66.82	735.00
Installation of banners - 2 weeks - total cost		940.00	1,000.00	100.00	1,100.00
T4 (Victoria Ave - Bennett St) - 26 Banners					
Installation of banners - 1 week - total cost		732.00	668.18	66.82	735.00
Installation of banners - 2 weeks - total cost		1,104.00	1,090.91	109.09	1,200.00
T5 (Bennett St - Plain St) - 14 Banners					
Installation of banners - 1 week - total cost		390.00	427.27	42.73	470.00
Installation of banners - 2 weeks - total cost		590.00	636.36	63.64	700.00
MALLS					
M1 (Hay Street Mall) - 32 Banners					
Installation of banners - 1 week - total cost		694.00	731.82	73.18	805.00
Installation of banners - 2 weeks - total cost		1,244.00	1,363.64	136.36	1,500.00
M2 (Murray Street Mall) - 16 Banners					
Installation of banners - 1 week - total cost		308.00	316.36	31.64	348.00
Installation of banners - 2 weeks - total cost		458.00	500.00	50.00	550.00
M3 (Forrest Place) - 12 Banners					
Installation of banners - 1 week - total cost		371.00	316.36	31.64	348.00
Installation of banners - 2 weeks - total cost		566.00	500.00	50.00	550.00
M4 (William Street) 12 Banners					
Installation of banners - 1 week - total cost		526.00	543.64	54.36	598.00
Installation of banners - 2 weeks - total cost		790.00	772.73	77.27	850.00
FLAG SITES					
F1 (Kings Park Road) - 13 Flag Poles					
Installation of flags - 1 week - total cost		396.00	377.27	37.73	415.00
Installation of flags - 2 weeks - total cost		591.00	622.73	62.27	685.00
F2 (Mounts Bay Road) - 14 Flag Poles					
Installation of flags - 1 week - total cost		396.00	377.27	37.73	415.00
Installation of flags - 2 weeks - total cost		591.00	622.73	62.27	685.00
F3 (The Causeway) - 7 Flag Poles					
Installation of flags - 1 week - total cost		195.00	195.45	19.55	215.00
Installation of flags - 2 weeks - total cost		295.00	272.73	27.27	300.00
OVERHEAD STREET BANNERS					
S1 (William Street Northbridge)					
Installation of banners - 1 week - total cost		566.00	578.18	57.82	636.00
Installation of banners - 2 weeks - total cost		844.00	890.91	89.09	980.00
S2 (James St Northbridge)					
Installation of banners - 1 week - total cost		566.00	578.18	57.82	636.00
Installation of banners - 2 weeks - total cost		844.00	890.91	89.09	980.00
NORTHBRIDGE					
N1 (Northbridge Piazza) - 7 Banners					
Installation of banners - 1 week - total cost		195.00	213.64	21.36	235.00
Installation of banners - 2 weeks - total cost		295.00	300.00	30.00	330.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
KINGS PARK ROAD					
K1 (Kings Park Road)- 44 Banners					
Installation of banners - 1 week - total cost		1,247.00	1,224.55	122.45	1,347.00
Installation of banners - 2 weeks - total cost		1,850.00	1,772.73	177.27	1,950.00
Wellington St (Elder St - Little Milligan St)					
W1 14 Banners					
Installation of banners - 1 week - total cost		1,022.00	1,045.45	104.55	1,150.00
Installation of banners - 2 weeks - total cost		1,530.00	1,545.45	154.55	1,700.00
Buskers permits (photo ID)					
		11.00	12.00		12.00
Street Entertainment - Single Person					
1 person - 1 month		26.00	26.00		26.00
1 person - 3 months		74.00	74.00		74.00
1 person - 6 months		150.00	150.00		150.00
1 person - 12 months		296.00	296.00		296.00
Street Entertainment - Group					
2 person - 1 month		32.00	32.00		32.00
2 person - 3 months		96.00	96.00		96.00
2 person - 6 months		193.00	193.00		193.00
2 person - 12 months		380.00	380.00		380.00
3 person - 1 month		38.10	38.10		38.10
3 person - 3 months		114.00	114.00		114.00
3 person - 6 months		230.00	230.00		230.00
3 person - 12 months		457.00	457.00		457.00
4 person - 1 month		44.50	44.50		44.50
4 person - 3 months		133.50	133.50		133.50
4 person - 6 months		267.00	267.00		267.00
4 person - 12 months		534.00	534.00		534.00
5 person - 1 month		52.00	52.00		52.00
5 person - 3 months		152.00	152.00		152.00
5 person - 6 months		303.00	303.00		303.00
5 person - 12 months		608.00	608.00		608.00
6 person - 1 month		57.50	57.50		57.50
6 person - 3 months		171.50	171.50		171.50
6 person - 6 months		343.00	343.00		343.00
6 person - 12 months		684.00	684.00		684.00
FINANCE					
Current Budget document		102.00	102.00		102.00
Dishonour Fee		15.00	15.00		15.00
Dishonour Fee - Australia Post		25.00	22.73	2.27	25.00
Rates					
Property File Search - Ownership Enquiries		46.00	46.50		46.50
Street Rolls		215.00	216.00		216.00
Rating Statements		43.00	43.50		43.50
Late Payment Penalty Rate	S	11%	11%		11%
Instalment Interest - Two and Four Instalment Options	S	5.50%	5.50%		5.50%
Administration Fee - Both Instalment Options		46.00	46.50		46.50
Administration Fee - Arrangement for late payment (on each arrangement made)		46.00	46.50		46.50
Late Payment Administration Fee - non Install & non arrangement		46.00	46.50		46.50
Direct Debit Administration Fees		46.00	46.50		46.50
Rates database extractions on request (restricted to specified agencies)	per hour	122.00	122.50		122.50
Reprint of Rate Notices on request	per notice	10.00	10.00		10.00
Lodgement of Caveat	S	164.00	164.00		164.00
Administration fee for rates and services refund		25.00	25.00		25.00
Administration fee for debt clearance letter		36.00	36.00		36.00
Issuance of a S6.60 Notice		49.00	49.00		49.00
Notice of Discontinuance Administration Fee		55.00	55.00		55.00
Company Search Fee		20.00	25.00		25.00
Legal Document Preparation Fee		26.00	26.00		26.00
GOVERNANCE					
ELECTORAL					
Owner and Occupier Roll		27.50	30.00		30.00

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION	Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
			Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
DATA AND BUSINESS INTELLIGENCE					
FREEDOM OF INFORMATION APPLICATION FEES - Prescribed under the Freedom of Information Act					
FOI Application Fee	S	30.00	30.00		30.00
Advance Deposits					
Based on estimated charges which will be payable in excess of the application under section 18(1) of the FOI Act		25% of estimated cost	25% of estimated cost		25% of estimated cost
Processing charges	\$30 per hour or pro rata for part of an hour	30.00	30.00		30.00
Photocopying charges					
Photocopying charges - processing time	\$30 per hour or pro rata for part of an hour	30.00	30.00		30.00
Photocopying charges - per copy (Black and White A4)		0.20	0.20		0.20
Charge for time taken by staff to transcribe information	\$30 per hour or pro rata for part of an hour	30.00	30.00		30.00
Charge of duplicating a tape, film, video or computer information		At Cost	At Cost		At Cost
Charges for packaging, delivery/postage		At Cost	At Cost		At Cost
ARCHIVE SEARCH FEES - archives older than 25 years					
Processing Fees	per hour or part thereof	50.00	50.00		50.00
Charges for offsite retrieval, delivery, packaging and postage		At Cost	At Cost		At Cost
Photocopying Charges (copies only - labour costs are included in the Processing Fee)					
- A3	per copy	1.40	1.40		1.40
- A4		0.80	0.80		0.80
LIBRARY					
Photocopy charges					
Black and White A4		0.20	0.18	0.02	0.20
Black and White A3		0.40	0.36	0.04	0.40
Colour A4		2.00	1.82	0.18	2.00
Colour A3		3.00	2.73	0.27	3.00
Scanning to email account - per page		0.20	0.18	0.02	0.20
Sale of Library publications					
Books published by Library		At cost inc GST	At cost	GST is applicable	At cost inc GST
Other charges					
Replacement membership cards		7.00	7.00		7.00
Printing per page from PCs		0.20	0.18	0.02	0.20
Library bags		At cost inc GST	At cost	GST is applicable	At cost inc GST
Headphones for digital audio books		At cost inc GST	At cost	GST is applicable	At cost inc GST
Cover charge - special events, author talks, workshops, seminars, B per person		At cost inc GST	At cost	GST is applicable	At cost inc GST
Admin Fee					
Charge per item for items 5 or more weeks overdue		2.20	2.20		2.20
Charge per item for lost / damaged items (admin fee per item in addition to replacement / repair cost)		6.00	6.00		6.00
Room and Equipment hire					
Day rate		N/A	5 x hourly rate	GST is applicable	5 x hourly rate inc GST
Meeting Room 202 (12 seats)	per hour (during Library opening hours)	50.00	45.45	4.55	50.00
Meeting Room 201 (4 seats basic room)		25.00	18.18	1.82	20.00
Meeting Room 203 (6 seats basic room)		25.00	27.27	2.73	30.00
Meeting Room 204 (6 seats)		30.00	27.27	2.73	30.00
Meeting Room 205 (6 seats)		30.00	27.27	2.73	30.00
Terrace/Auditorium hire					
Early access fee		N/A	At cost	GST is applicable	At cost inc GST
Peak surcharge - Friday, Saturday and Sunday - after hours 6 pm - 10 pm		N/A	20% on after hours rate	GST is applicable	20% on after hours rate inc GST
Not For Profit - Auditorium	Half Day	225.00	204.55	20.45	225.00
Not For Profit - Auditorium	Full Day - 9-5PM	375.00	340.91	34.09	375.00
Not For Profit - Auditorium	After Hours	375.00	340.91	34.09	375.00
Commercial - Auditorium (Half Day)	Half Day	300.00	272.72	27.27	300.00
Commercial - Auditorium (Full Day) 9-5PM	Full Day - 9-5PM	500.00	454.54	45.45	500.00
Commercial - Auditorium (After Hours)- 6PM-10PM	After Hours	500.00	454.54	45.45	500.00
Not For Profit - Terrace & Level 4 Atrium space	After Hours - per use	1,100.00	800.00	80.00	880.00
Commercial - Terrace & Level 4 Atrium space	After Hours - 6PM-10PM	1,400.00	900.00	90.00	990.00
Admin fee for arranging Security & Cleaning		20.00	18.18	1.82	20.00
Security Fees - out of hours hiring requirement	Minimum 4 hours	cost + admin fee inc GST	cost + admin fee	GST is applicable	cost + admin fee inc GST
Cleaning Fees - out of hours hiring requirement		cost + admin fee inc GST	cost + admin fee	GST is applicable	cost + admin fee inc GST
Additional setup / reset fee		200.00	181.82	18.18	200.00
Refundable Bond - Auditorium		200.00	N/A	N/A	N/A

CITY OF PERTH
MUNICIPAL FEES AND CHARGES FOR THE FINANCIAL YEAR 2017/18

DESCRIPTION		Statutory Fee	2016/17 Fees and Charges (inclusive of GST where applicable)	2017/18		
				Fees and Charges (net of GST)	GST (if applicable)	Fees and Charges (inclusive of GST)
Refundable Bond - Level 4 Atrium space			300.00	N/A	N/A	N/A
Refundable Bond - Terrace			300.00	N/A	N/A	N/A
Book the Town Hall for a banquet; add only fee to have 1 hour drinks on the library Terrace before dinner.	Mon-Wed		550.00	500.00	50.00	550.00
Book the Town Hall for a banquet; add only fee to have 1 hour drinks on the library Terrace before dinner.	Thur-Sat		700.00	636.36	63.64	700.00
Hire of any additional services			cost + admin fee inc GST	cost + admin fee	GST is applicable	cost + admin fee inc GST
Cancellation Fees						
For cancellation notified any time within and including 5 days prior to the event			50% of booking cost + GST	N/A	N/A	N/A
Booking administration fee			60.00	54.54	5.45	60.00
Reservation of Town Hall as a rain venue for functions booked on City of Perth Library Terrace			600.00	545.45	54.55	600.00
MARKETING						
NORTHBRIDGE PIAZZA COMMUNITY FACILITY						
Discounts/concessions - applicable to base charge only						
Charitable Organisations	75% discount per day		75% discount per day inc GST	75% discount per day	GST is applicable	75% discount per day inc GST
Community Organisations/Groups	50% discount per day		50% discount per day inc GST	50% discount per day	GST is applicable	50% discount per day inc GST
Government Authorities	50% discount per day		50% discount per day inc GST	50% discount per day	GST is applicable	50% discount per day inc GST
Community Room - Function Rates						
per hour			65.00	59.55	5.95	65.50
half day (up to 4 hours)			221.50	202.27	20.23	222.50
full day (up to 8 hours)			386.00	352.73	35.27	388.00
Additional Fees						
Community Space Room setup			44.00	40.18	4.02	44.20
Equipment hire - Projector	per booking		17.00	15.55	1.55	17.10
Refundable Bonds			Assessed amount	Assessed amount		Assessed amount
PROPERTIES						
Council House foyer (for the use of a mobile display screen)	Refundable Bond		407.00	410.00		410.00
Assignment of Lease	plus 2% of annual rental above \$30,000 per annum plus City's reasonable legal fees		847.00	773.64	77.36	851.00
Administration Fee - Variation of Lease	plus City's reasonable legal fees		850.00	777.27	77.73	855.00
Licence Agreement - Generic			300.00	275.00	27.50	302.50
Licence Agreement - Custom	plus legal charges where applicable		575.00	525.91	52.59	578.50
Loss of Access Card			50.00	46.36	4.64	51.00
STRATEGIC PLANNING						
City Planning Scheme 2 - Policy, Scheme, Precinct Plans, Scheme Maps			110.00	412.72		412.72
Total Cost of services for local planning scheme amendments in accordance with Schedule 3 of Planning and Development Regulations 2009	as per Approval Services	S	100% of cost to Council	As per schedule 3 Planning and Development Regulations 2009		As per schedule 3 Planning and Development Regulations 2009
Photocopying						
A3	per copy		1.40	0.22		0.22
A4	per copy		0.80	0.18		0.18
Plan Copying - plan size - AO, A1 & A2						
1st copy			15.50	15.50		15.50
2nd to 5th copies each	per copy		11.20	11.20		11.20
Six or more copies (copied externally-applicant pays direct to external party)						
PARKS						
STREET TREES						
Tree Removal	Per Tree		N/A	Contract Rate		Contract Rate
Amenity value of Tree	Per Tree - Assessed by City		N/A	As Assessed		As Assessed
Tree Replacements						
1. Replacement tree	Per Tree - 100 litre Min Size		N/A	From 367.67	GST is applicable	From 404.45
2. Maintenance to establish replacement tree	Per Tree		N/A	1,551.55	155.15	1,706.70

Agenda **Differential Rating – Preliminary Setting of the Annual Rates**
Item 13.16 **Levy for 2017/18**

Recommendation:

That Council:

- 1. *approves the advertising of the differential rates based on the predominant purpose for which the land is held in accordance with Section 6.36(3)(b) of the Local Government Act 1995 as follows:***
 - 1.1 *Commercial – 5.51929 cents in the dollar;***
 - 1.2 *Hotel – 5.51929 cents in the dollar;***
 - 1.3 *Office – 4.51513 cents in the dollar;***
 - 1.4 *Residential – 5.69477 cents in the dollar;***
 - 1.5 *Retail – 5.51929 cents in the dollar;***
 - 1.6 *Vacant Land – 6.20898 cents in the dollar;***
- 2. *notes the intent of increasing total rates revenue by 1.5%, comprising of only a CPI adjustment; and***
- 3. *notes the increase to the minimum rate by \$10 to \$705 in each rate differential category.***

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE: P1024050-2
 REPORTING UNIT: Finance
 RESPONSIBLE DIRECTORATE: Corporate Services
 DATE: 19/5/2017
 ATTACHMENT: N/A

Legislation / Strategic Plan / Policy:

Legislation	Section 6.2 of the <i>Local Government Act 1995</i> Parts 3 and 5 of the <i>Local Government (Financial Management) Regulations 1996</i>
Policy	
Policy No and Name:	9.1 - Budget Policy
Integrated Planning and Reporting Framework Implications	Strategic Community Plan Council Four Year Priorities: Community Outcome Capable and Responsive Organisation A capable, flexible and sustainable organisation with a

strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.

Financial Implications:

The City requires a quantum of rates each year to fund around 45% of the operating budget. The spread of rates amongst differential rate classes is an exercise undertaken to make up that total. Other rate considerations such as the level of minimum rates and the application of rate rebates are also incorporated into the total of rates required.

The Long Term Financial Plan foreshadowed an increase of 2.5% being a CPI increase only in 2017/18. The effect of the winding down of the resources boom, and the current economic conditions has resulted in a lower than anticipated increase with the December year end CPI for Perth being 1.5%.

The City has traditionally restricted average rate increases to CPI. An exception was made in recent years when modest increases above CPI were utilised to fund an intensive capital works program including the new City of Perth Library.

The rates for 2017/18 as set out in this report allow for only an increase of CPI compared to the revised budget 2016/17. The adopted budget 2016/17 excluded revenue and costs related to the City of Perth Act that was effective from 1 July 2016. During November 2016 an adjustment to rates revenue was made to incorporate all relevant properties transferred and is therefore the most appropriate number to compare against.

In this report, the estimated annual rates levy to be raised in 2017/18 is \$89.3 million which excludes any predicted interim rates.

Information produced by this report will be available for consideration in preparing the four-year budget and an updated Long Term Financial Plan to be presented to Council in June.

Budget item:	Rate Revenue
Budgeted amount:	\$ 89,256,330

All figures quoted in this report are exclusive of GST.

Under the *Local Government Act 1995*, the City is required to advertise the Differential Rates for twenty-one days prior to adoption of the annual budget. The advertising period will be from 7 to 27 June 2017.

Details:

Differential rating enables the City to vary the impact of its rates on different classes of ratepayers.

The revenue raised from rates by the Annual Budget 2016/17 was as follows:

RATE TYPE	Rate in \$	Number of Properties	Rateable Value \$	2016/17 Budgeted Rate Revenue \$	2016/17 Budgeted Interim Rates \$	2016/17 Budgeted Back Rates \$	2016/17 Budgeted Total Revenue \$	2015/16 Actual \$
Differential general rate or general rate								
Commercial	0.0508334	2,404	410,681,855	20,876,355	440,000	(48,000)	21,268,355	22,264,871
Office	0.0295448	2,368	1,576,642,184	46,581,578	660,000	(72,000)	47,169,578	45,291,336
Residential	0.0448135	11,984	324,095,128	14,523,837			14,523,837	13,887,364
Vacant Land	0.0590855	78	22,276,751	1,316,233			1,316,233	1,234,450
Sub-Totals		16,834	2,333,695,918	83,298,003	1,100,000	(120,000)	84,278,003	82,678,021
Minimum payment								
\$								
Commercial	695	507	273,216	352,365			352,365	367,479
Office	695	198	107,189	137,610			137,610	143,512
Residential	695	876	515,326	608,820			608,820	634,934
Vacant Land	695	2	168	1,390			1,390	1,450
Sub-Totals		1,583 *	**895,899	1,100,185	0	0	1,100,185	1,147,375
Discounts (Note 11)							(234,580)	(223,887)
Total amount raised from general rates							85,143,608	83,601,509
Total Rates							85,143,608	83,601,509

* Note the total of minimum payment ratepayers is included in the total number of properties above.

** The rateable value of these properties was understated in 2016/17 and has been corrected in the data for 2017/18. It should be noted this has had no impact on the calculation of total revenue for minimum payments because this is not based on a Gross Rental Valuation (GRV).

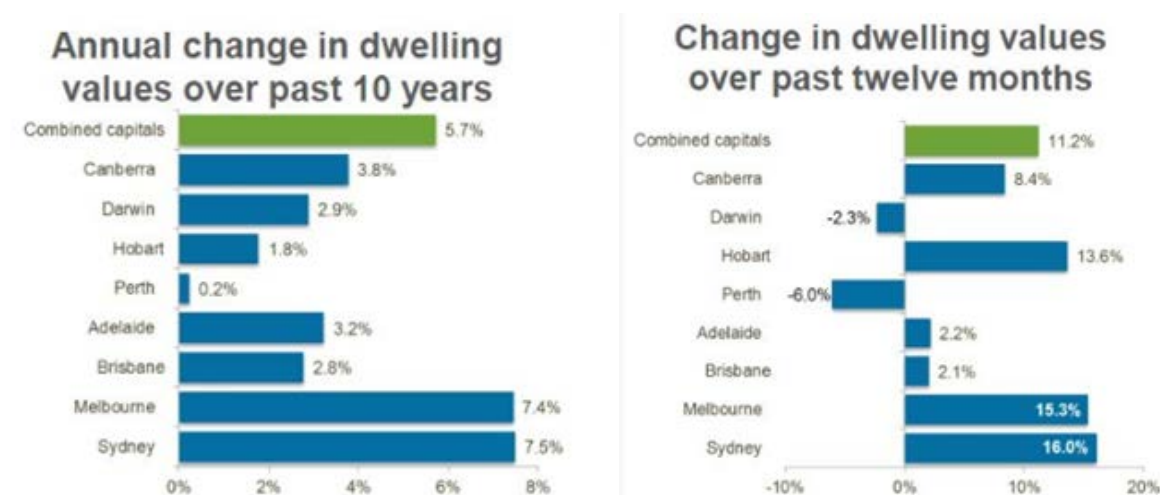
A "Differential Rate Review" was conducted in 2015 and made the following recommendations for the setting of the City's differential rates into the future:

- The Office category is the largest contributing sector to rates, yet falls below the cost of services provided to it by the City; this is after including the net contribution from parking. The Rate in the Dollar for Office is the only category not previously adjusted to reduce the funding shortfall. Scope exists for higher increases in the Rate in the Dollar of the Office sector relative to other categories.
- To achieve a closer alignment with the other categories, a higher increase in the Rate in a Dollar for Office should be pursued in future years.
- Apply a higher increase to the Residential Rate in a Dollar but still maintain it lower than other metropolitan Councils.
- Maintain maximum Rate in a Dollar for Vacant land.
- To progressively increase the general minimum rate.

During May 2017, Elected Members were briefed on the current economic conditions and the draft budget for 2017/18. Elected Members provided direction on the preferred change to minimum rates; being the \$10 increase in minimum rates for each category, which is the basis for this report.

The economic outlook in Western Australia is less than desirable as the office vacancy rate hit a twenty-five year high level of 25.2% as publicised by Business News in January 2017.

During May 2017 ABC News reported that Perth as a capital city showed the lowest increase in dwelling values over the last ten years.



Landgate undertakes a GRV process on a three-year cycle. The latest valuation will apply from 1 July 2017 and shows a GRV's reduction on average of 1% to 32% depending on the rate class.

The Landgate triennial revaluation reflected the subdued economic conditions with Office's GRV values significantly lower with an overall 32% drop in GRV values for the category. The Office category accounts for up to 55% of the total Rates revenue for the City. The rate in the dollar for the office category had to be significantly adjusted upwards to ensure this rate category continues to pay the same proportion of the overall rates revenue for the City.

The City of Perth's Rate in a Dollar values for Residential ratepayers compares favourably with all neighbouring Councils. Residential rates have historically been kept low to attract residents to the City. The residential property market has seen reductions in property prices and rental values, with the overall GRV values reducing by an average 8%.

Vacant land accounts for 2% of the City's Rates revenue. Historically the Rate in a Dollar for Vacant land has been maintained at the maximum allowable under the *Local Government Act 1995* to encourage development, being double the lowest Rate in the Dollar. The Office Rate in the Dollar was the basis to calculate the Vacant Land Rate in the Dollar in 2016/17. However with the substantial reduction in the GRV values for the Office category the office Rate in the Dollar has increased by 53%. If the Rate in the Dollar for Vacant Land for 2017/18 is maintained at double the level of the Office Rate in the Dollar, it would result in a significant increase for these ratepayers.

The GRV values of Vacant Land have not decreased at the same level as the GRV valuations for the Office category. The resulting increase in the Rate in the Dollar for Vacant Land of 50.8% if the model is maintained would see the 80 Vacant Land ratepayers pay an additional \$650,000 in Rates. Individual ratepayers would see their Rates increase by up to \$65,000. In light of this, the increase to the Vacant Land Rate in the Dollar was adjusted to ensure the overall increase for this category remained close to the CPI increase of 1.5%.

Ratepayers with minimal or no reduction in GRV's would see a significant increase in total Rates due to the increases in the Rate in the Dollar for the rate categories. It should be noted that Ratepayers can lodge a formal objections to Landgate to dispute their GRV values and if successful to reduce the GRV value would receive a refund from the City.

Consider the level of Minimum Rate

Section 6.35(6)(c) of the *Local Government Act 1995* gives local governments the power to raise a minimum payment in each differential rating category where a differential general rate is imposed.

Traditionally the Council has employed a general minimum rate for all categories and currently has a minimum rate of \$695, which is the lowest in the metropolitan area. Minimum ratepayers have access to the same services as other ratepayers, even though their GRV's are lower. It is justifiable for them to pay a minimum rate to cover essential services.

The *Local Government Act 1995* provides for consideration to be given to set or vary the minimum rates in conjunction with the relative movement in GRV's for each category. Foreshadowed in the Long Term Financial Plan is the intention to gradually increase the minimum payments to levels aligned closer to those of neighbouring councils.

2016/17 MINIMUM RATE COMPARISONS				
COUNCIL	Rank *	RESIDENTIAL	Rank *	COMMERCIAL
ARMADALE	11	\$1,117	13	\$1,300
BAYSWATER	4	\$821	4	\$821
BELMONT	2	\$800	7	\$945
COCKBURN	14	\$1,281	2	\$744
FREMANTLE	13	\$1,259	12	\$1,259
JOONDALUP	6	\$849	5	\$868
MANDURAH	9	\$1,040	9	\$1,040
NEDLANDS	15	\$1,360	15	\$1,857
PERTH	1	\$695	1	\$695
ROCKINGHAM	10	\$1,085	10	\$1,085
STIRLING	3	\$819	3	\$819
SUBIACO	7	\$918	6	\$918
SWAN	5	\$845	14	\$1,340
VICTORIA PARK	12	\$1,156	11	\$1,202
VINCENT	8	\$1,007	8	\$1,007

* Ranking of Minimum rate lowest to highest

CONCLUSION:

Based on the factors highlighted in this report, the recommendations for adopting Differential Rates for 2017/18 are as follows:

- The Differential rates and minimum rates will deliver an overall rate revenue increase of 1.5%.

RATE TYPE	Rate in \$	Number of properties	Rateable value \$	2017/18 Budgeted rate revenue \$	2017/18 Budgeted back rates \$	2017/18 Budgeted total revenue \$
Differential general rate or general rate						
Commercial	0.0551929	1,967	400,519,473	22,105,837	(48,000)	22,057,837
Office	0.0451513	2,235	1,072,484,303	48,424,043	(72,000)	48,352,043
Residential	0.0569477	12,951	290,558,877	16,546,672		16,546,672
Vacant Land	0.0620898	81	23,714,000	1,472,398		1,472,398
Sub-Totals		17,234	1,787,276,653	88,548,949	(120,000)	88,428,949
Minimum payment	Minimum \$					
Commercial	705	535	4,799,853	377,175		377,175
Office	705	186	2,323,222	131,130		131,130
Residential	705	771	8,504,184	543,555		543,555
Vacant Land	705	2	3,125	1,410		1,410
Sub-Totals		1,494	15,630,384	1,053,270	0	1,053,270
		18,728	1,802,907,037	89,602,219	(120,000)	89,482,219
Discounts/concessions - Heritage						(225,890)
Total rates						89,256,329
						87,941,859
						Increase in overall rates revenue 1.5%

- Landgate triannual valuations' impact on the GRV values has meant that significant changes to the Rate in the Dollar for the rate categories are necessary. To ensure that the proportion of rates revenue from each category remains similar to that before the latest valuation the changes to the Rate in the Dollar required for 2017/18 as indicated below:

Rate category	Overall Landgate GRV Valuation Change	Rate in \$ in 2016/17	Proposed Rate in \$ 2017/18	Change in Rate in \$	# Min.	% on Min. Rate
Commercial	-2%	0.0508334	0.0551929	9%	535	21%
Office	-32%	0.0295448	0.0451513	53%	186	8%
Residential	-8%	0.0448135	0.0569477	27%	771	6%
Vacant Land	6%	0.0590855	0.0620898	5%	2	2%
Total					1,494	8.0%

- Increase the general minimum rate by \$10 to \$705 for all categories.

Comments:

In developing this rating proposal, the City is mindful of the difficult economic conditions currently prevailing, thus recommending that the minimum rates and general rates income increase only by CPI of 1.5%.

Agenda**Waste Management Service Fees 2017/2018****Item 13.17**

Recommendation:***That Council:***

- 1. receives the Waste Management Fees as listed in Table 2 and as outlined in the report titled, "Waste Management Service Fees 2017/ 2018"; and***
- 2. receives the Waste Management Fees for inclusion in the 2017/18 Budget Schedule of Fees and Charges.***

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1013202-3
REPORTING UNIT:	Waste and Cleansing
RESPONSIBLE DIRECTORATE:	Construction and Maintenance
DATE:	8 May 2017
ATTACHMENT/S:	Attachment 13.17A - 99744/17 – Waste Management Fee 2017/18

Legislation / Strategic Plan / Policy:

Legislation	Section 6.16 and 6.17 of the <i>Local Government Act 1995</i> Part 6, Division 3, Section 67 of the <i>Waste Avoidance and Resource Recovery Act 2007</i>
--------------------	--

Integrated Planning and Reporting Framework Implications	Strategic Community Plan Council Four Year Priorities: Capable and Responsive Organisation S18 Strengthen the capacity of the organisation
---	---

Policy

Policy No and Name:	9.1 – Budget Policy
---------------------	---------------------

Purpose and Background:

Waste management service fees are calculated on a full cost recovery. The report considers emerging waste issues, service growth and the various costs involved in waste collection, transportation and disposal. Fees are imposed on properties utilising the City's waste services under Section 67 of the *Waste Avoidance and Resource Recovery (WARR) Act 2007*.

Details:

1. Cost Factors

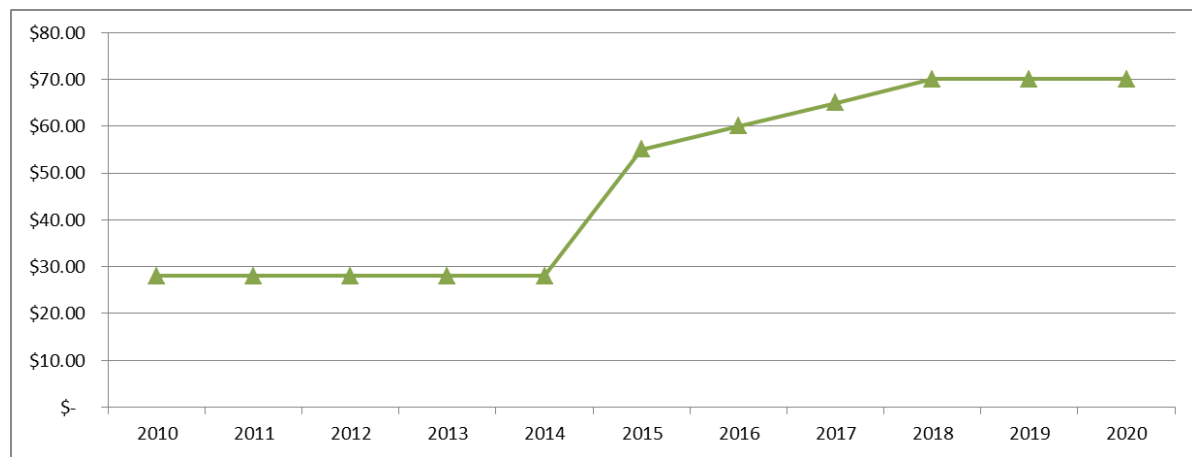
1.1 Labour Costs

Labour to provide waste services to the community accounts for approximately 52% of the service cost provision and includes all related costs. Indirect labour costs such as those originating in the City's workshop for the servicing, repair and maintenance of relevant fleet and plant are also included.

1.2 Disposal Costs

The cost to dispose of Municipal Solid Waste (MSW) to landfill accounts for over one third of the overall expenses of providing waste services. The City currently pays \$165.00 per tonne of MSW delivered to the Tamala Park landfill site (GST exclusive) to which 36% is attributable to the State Government Waste Levy (SGWL). Further increases in the SGWL over the next two years have been announced placing additional pressure on service costs. Mindarie Regional Council has advised that the anticipated member gate fee at Tamala Park will increase 5.4% to \$174.00 per tonne from 1 July 2017. The landfill levy accounts for \$65 per tonne. Mindarie Regional Council have also identified potential additional landfill costs in 2017/18 as member councils reduce landfill volumes by introducing new recycling programs. E.g. Bulk Verge recycling. Costs are also payable for the disposal of recyclables however these costs do not incur the landfill levy.

Figure 1 – State Waste Levy - \$ per Tonne



1.3 Service Demand

The demand for the City's waste collection services has a direct impact upon the cost of the service. Maintaining an acceptable level of service is directly dependent upon the number of staff and collection vehicles available. Waste services consist of MSW, recyclable collections, transportation and disposal.

On 1 July 2015 the City commenced a range of new services to support the requests and needs of our ratepayers. These services were primarily based around comingled and cardboard recycling using an extended range of bin sizes.

The commencement of these services has stopped the decline in bin lifts experienced in previous years and resulted in MSW collection services increasing.

Under the WARR Act the City is responsible for residential (domestic) collection of MSW.

1.4 Residential Recycling

The City introduced a no charge co-mingled recycling to East Perth residential properties in 2006 and gradually expanded the service to all areas of the municipality over the following two years.

Since 1 July 2015 the cost of recycling has been included in the residential bin fee. Annual cost per residential recycling has varied due to recycling disposal charges, transportation cost fluctuations and wage increases. The average cost per property is \$50.00 per annum.

1.5 Waste Strategy

On **22 April 2014**, Council adopted the City of Perth Waste Strategy 2014 – 2024+ which included 19 prioritised actions required to meet the demands of a growing city and the pressures resulting from competition for street space. Costs associated with implementing those actions are to be funded from both annual revenue and the 'Refuse Disposal and Treatment Reserve Fund' (the Reserve) which, as at 31 March 2017 had a balance of \$3,024,090.

1.6 Other Factors

Other associated costs can be attributed to the provision and maintenance of Mobile Garbage Bins (MGBs), which are provided to properties free of charge, and to the internal hire of plant and equipment.

2. Fees and Charges

Fees and Charges – Assumptions for Budget Projections

The Reserve was gradually built up in previous years in anticipation of the introduction of the SGWL. The Reserve assisted in subsidising waste fees by softening the financial impact.

The implementation of the new service initiatives and operational reform has for the second year running eliminated the need to draw upon the Reserve.

Assumptions for 2017/18 centre around maintaining an income that eliminates reliance on the Reserve, recovers the cost of the SGWL and adds value to City ratepayers.

Residential properties received two bulk verge collections for the first time in the 2016/17 rates period and this will continue in 2017/18.

All residential properties receive a weekly bin service for both general waste and yellow top bin recycling with residences in the new City of Perth boundaries receiving a fortnightly green waste service. These services are provided in the one residential fee. In comparison commercial properties receive only one bin service per week for each quoted fee.

The increase in the SGWL and subsequent 5.4% increase in the City's disposal charges have been considered. This has attributed to the largest portion of the 2017/18 fee increase.

The final cost component of the 2017/18 fees is the current Perth All Groups CPI indicator which for the year ending 31st March 2017 is 1.0%.

It is estimated that the commercial business activities will provide continued opportunity and an increase in service of 5% is budgeted.

Event service fees are included in the 2017/18 fees and charges with the expectation of growing this market segment. An income of \$41,175.69 was earned in 2016/17. This revenue stream is highly variable each year and therefore no income has been budgeted for 2017/18.

An increase of 4.5% has been applied to the residential and commercial service charges to cover all costs. These increases will recover costs and further eliminate reliance on the Reserve. Attachment 13.17A indicates an increase of 4.5% for residential and commercial in 2017/18 and subsequent years. The Reserve in this forecast will not be eroded and funds from the Reserve can be available to introduce new technology and services to the City.

Recommended Fee Schedule 2017/18

It is recommended that the waste management fees for 2017/18 be increased by 4.5% for residential and businesses in accordance with Table 2 below.

Each standard fee type provides one service per week for the full year (i.e. 52 services per annum). In order to provide an appropriate frequency of removal for health and hygiene reasons or to reduce the number of bins stored at premises, many commercial and multi-tenanted residential properties are serviced multiple times per week.

In Table 2, Item 3 below, residential service charges are the same as those for the equivalent service in Item 1. This is because the 660L MGB is designed to replace three 240L MGBs at multi tenanted properties. Each property therefore pays for one service per week whether from 240L MGBs or shared 660L MGBs. The same principle applies to item 4 where five 240L MGBs are replaced by one 1100L MGB.

Table 3 provides a comparison of fees and charges between City of Perth fees for 2016/17 and 2017/18 (proposed) and those of six other local governments for 2016/17.

Table 2 – Proposed Waste Management Fees 2017/18

Service Type		Residential Customers		Commercial Customers (Non-residential)	
Item	Description	Current 2016/17	Proposed 2017/18	Current 2016/17	Proposed 2017/18
1	<i>MSW – Basic (240L Bin)¹</i>	\$286.00	\$299.00	\$337.00*	\$353.00*
2	<i>MSW – Additional (240L bin or service)</i>	\$286.00	\$299.00	\$231.00*	\$242.00*
3	<i>MSW 660L</i>	\$286.00 ²	\$299.00 ²	\$682.00*	\$713.00*
4	<i>MSW 1100L</i>	\$286.00 ³	\$299.00 ³	\$1136.00*	\$1,188.00*
5	<i>Commercial Co-mingled Recycling 240L</i>	NA	NA	\$151.00*	\$158.00*

6	<i>Commercial Co-mingled Recycling 660L</i>	NA	NA	\$443.00*	\$463.00*
7	<i>Commercial Co-mingled Recycling 1100L</i>	NA	NA	\$738.00*	\$772.00*
8	<i>Paper/Cardboard 240L</i>	NA	NA	\$151.00*	\$158.00*
9	<i>Cardboard only bin hire 660L</i>	NA	NA	\$219.00*	\$229.00*
10	<i>Cardboard only bin hire 1100L</i>	NA	NA	\$300.30*	\$286.00*
11	<i>Glass Recycling 240L</i>	NA	NA	\$605.00*	\$633.00*
12	<i>Organic 120L</i>	NA	NA	NA	\$182.00*
13	<i>Bin Hire 120L</i>	NA	NA	NA	\$38.00 (\$41.80 inc)
14	<i>Bin Hire 240L</i>	NA	NA	NA	\$49.00 (\$53.90 inc)
15	<i>Event bin hire 240L⁴ (Basic)</i>	NA	NA	\$21.00 (\$23.10 inc)	\$21.00 (\$23.10 inc)

Note:

1. The fees in Item 1 include co-mingled recycling service for residential customers and a free conditional cardboard removal service for commercial customers who hire a cardboard bin.
2. The residential fee for 660L waste is the same as three times the basic 240L Residential fee. One per three strata units.
3. The residential fee for 1100L waste is the same as five times the basic 240L Residential fee. One per five strata units.
4. Basic fee includes delivery & service of bin upon removal.

* 10% GST Exempt

Table 3 – Comparative Fees by Local Government

Service Type (240L MGB)	Perth¹ 16/17 \$	Perth¹ 17/18 \$	Vincent² 16/17 \$	Swan³ 16/17 \$	Nedlands⁴ 16/17 \$	Sydney⁵ 16/17 \$
Residential	286.00	299.00	285.00	384.00	293.00	828.00
Commercial	337.00	353.00	350.00	384.00	350.00	NA
Establishment	NA	NA	NA	65.00	82.00	NA

Note:

1. Perth includes a co-mingled recycling service for residential properties in the basic fee.
2. Vincent's waste charges are incorporated in the Property Rates. Each rateable residential household is entitled to one times 240L rubbish bin, serviced weekly and one times 240L

<p>comingle recycle bin service fortnightly. Prices indicated are for additional weekly services to rateable properties. Additional recycling service is \$80.00.</p> <p>3. Swan provides a 240L waste bin serviced weekly and a 240L comingle recycling bin serviced fortnightly, to properties in the basic fee.</p> <p>4. Nedlands provide residential properties with one 240L comingle recycle bin, one 240L green waste bin (both bins serviced on alternative fortnights) and one 120L rubbish bin (collected weekly) in the standard service fees. Other options are available at reduced or additional costs. Commercial properties are provided one free 240L comingle recycle bin for every basic waste service, if required.</p> <p>5. Sydney provides both a waste and co-mingled recycling 240L MGB to residential properties in their basic fee, serviced weekly. Organics bin is an option, and serviced fortnightly. Smaller MGB sizes are available at reduced cost. Sydney does not service commercial properties.</p>					
Service Type (240L MGB)	Fremantle⁶ 16/17 \$	Subiaco⁷ 16/17 \$	Commercial⁸ Waste Companies Tender \$	Commercial⁸ Waste Companies Quote \$	
Residential	485.00	519.00	NA	NA	
Commercial	551.20	519.00	381.16	398.32	
Establishment	169.00	NA	NA	50.00	
<p>Note:</p> <p>6. Fremantle includes a fortnightly co-mingled recycling service for residential properties in the basic fee. Supplies industrial/commercial bins ranging from 240L to 3 cubic metres.</p> <p>7. Subiaco's commercial waste service, collected weekly, incorporates one free 240L recycling bin, collected fortnightly.</p> <p>8. Commercial operator rates vary depending upon the number of bins serviced, concentration of customers and waste material collected.</p>					

Table 4 below, summaries costs and revenues by service types based on proposed fees for 2017/18. Costs have been grouped into residential and commercial customers based on a recent extraction of service records from the City's database plus projected growth.

Table 4 – Operating Costs and Revenues

SERVICE TYPE	Projected No of bin services per week	Projected Operating Costs 2017/18	Proposed Fees 2017/18	Income Using Proposed Fees 2017/18
Basic Residential ¹	13,648		\$299.00*	\$4,037,696.00
Basic Commercial ²	4,392		\$353.00*	\$1,550,376.00
Additional Residential	673		\$299.00*	\$201,227.00
Additional Commercial	11,277		\$242.00*	\$2,729,055.00
MSW Residential 660L ³	144		\$299.00*	\$43,056.00
MSW Commercial 660L	545		\$713.00*	\$388,585.00
MSW Commercial 1100L	3		\$1,188.00*	\$3,564.00

Commercial Co-mingled Recycling 240L	208		\$158.00*	\$32,864.00
Commercial Co-mingled Recycling 660L	36		\$463.00*	\$16,668.00
Commercial Co-mingled Recycling 1100L	5		\$772.00*	\$3,860.00
Glass Recycling 240L	13		\$633.00*	\$8,229.00
Paper/Cardboard 240L	1,047		\$158.00*	\$165,426.00
Paper/Cardboard 660L Bin Hire	63		\$229.00	\$14,427.00
Paper/Cardboard 1100L Bin Hire	37		\$286.00	\$10,582.00
Organic 120L	250		\$182.00*	\$45,500.00
<i>Bin Hire 120L</i>	20		\$38.00	\$760.00
<i>Bin Hire 240L</i>	20		\$49.00	\$980.00
Total Residential (40% of total service cost)		\$3,259,056.00		
Total Commercial (60% of total service cost)		\$4,888,584.00		
Recycling Income ⁴				\$73,500.00
		\$8,147,640.00		\$9,326,355.00

Note:

1. Basic Residential fee includes one waste bin and one recycling bin.
 2. Basic Commercial fee includes one waste bin
 3. The residential fee for 660L waste is the same as three times the basic 240L Residential fee.
 4. The City receives a small income from the sale of clean paper and cardboard to a specialist recycler/manufacturer.
- * 10% GST Exempt

Projected 2016/17 service costs and proposed 2017/18 service costs include a 15% expense for corporate overhead.

Goods and Services Tax

The City has received a determination from the Australian Tax Office (ATO) stating that the Goods and Services Tax (GST) is not to be applied to commercial waste service fees charged by the City. Bin hire and event hire services do incur GST.

Comments:

The City's Waste Management services and operations were restructured in 2015/16. The new business initiatives delivered a heightened level of service and productivity and eliminated the reliance upon the Refuse Disposal and Treatment Reserve.

Demonstrated service improvements since the restructure - Comingle recycling rates have increased to 18% at 31 March 2017 from 12% in March 2016.

An increase in fees by 4.5% for 2017/18 will enable full cost recovery and result in additional funds being available for service improvements and investment in new waste management technologies and methodologies.

ATTACHMENT A

BIN FEES PROJECTION 2017/18

	Year 0	Year 1
	2016/17	2017/18
INCOME		
INCOME PER SERVICE \$		
Residential - Basic Service 240L	\$ 286	\$ 299
Residential - Basic Service 240L(Number of Services)	11,517	13,648
Residential - Basic Service 240L	\$ 3,293,871	\$ 4,080,752
Residential - Comingled Recycling (Included in the basic service)	-	-
Residential - Comingled Recycling (Included in the basic service) (Number of Serv	-	-
Residential - Comingled Recycling (Included in the basic service)	-	-
Residential - Additional 240L	\$ 286	\$ 299
Residential - Additional 240L(Number of Services)	398	673
Residential - Additional 240L	\$ 113,811	\$ 201,227
Residential - General Waste 660L	\$ 286	\$ 299
Residential - General Waste 660L(Number of Services)	108	-
Residential - General Waste 660L	30,922	-
Commercial - Basic Service	\$ 337	\$ 353
Commercial - Basic Service(Number of Services)	2,429	4,392
Commercial - Basic Service	\$ 818,455	\$ 1,550,376
Commercial - Additional 240L	\$ 231	\$ 242
Commercial - Additional 240L(Number of Services)	15,282	11,276
Commercial - Additional 240L	\$ 3,530,073	\$ 2,728,792
Commercial - General Waste 660L	\$ 682	\$ 713
Commercial - General Waste 660L(Number of Services)	30	545
Commercial - General Waste 660L	\$ 20,767	\$ 388,585
Commercial - General Waste 1100L	\$ 1,136	\$ 1,188
Commercial - General Waste 1100L(Number of Services)	25	3
Commercial - General Waste 1100L	\$ 28,400	\$ 3,564
Paper/Cardboard 240L	\$ 151	\$ 158
Paper/Cardboard 240L(Number of Services)	1,444	1,047
Paper/Cardboard 240L	\$ 218,006	\$ 165,426
Glass Recycling	\$ 605	\$ 633
Glass Recycling(Number of Services)	25	13
Glass Recycling	\$ 15,125	\$ 8,229
Recycling - Commercial 240L	\$ 151	\$ 158
Recycling - Commercial 240L(Number of Services)	32	208
Recycling - Commercial 240L	\$ 4,757	\$ 32,864
Recycling - Commercial 660L	\$ 443	\$ 463
Recycling - Commercial 660L(Number of Services)	11	36
Recycling - Commercial 660L	\$ 4,652	\$ 16,668
Recycling - Commercial 1100L	\$ 738	\$ 772
Recycling - Commercial 1100L(Number of Services)	-	5
Recycling - Commercial 1100L	\$ -	\$ 3,860
Organic Waste - Commercial 120L	\$	182
Organic Waste - Commercial 120L (Number of Services)		250
Organic Waste - Commercial 120L	\$ -	\$ 45,500
Bin Hire - Commercial 120L	\$	38
Bin Hire - Commercial 120L (Number of Services)		20
Bin Hire - Commercial 120L	\$ 2,132	\$ 760
Bin Hire - Commercial 240L	\$	49
Bin Hire - Commercial 240L (Number of Services)		20
Bin Hire - Commercial 240L	\$ -	\$ 980
Green Waste 240L	\$ 47	\$ 49
Green Waste 240L(Number of Services)	-	-
Green Waste 240L	\$ -	\$ -
Bin Hire - Paper/Cardboard 660L	\$ 219	\$ 229
Bin Hire - Paper/Cardboard 660L(Number of Services)	48	63
Bin Hire - Paper/Cardboard 660L	\$ 10,578	\$ 14,427

ATTACHMENT A
BIN FEES PROJECTION 2017/18

	Year 0		Year 1	
	2016/17		2017/18	
Bin Hire - Cardboard 1100L	\$	273	\$	286
Bin Hire - Cardboard 1100L(Number of Services)		39		37
Bin Hire - Cardboard 1100L	\$	10,581	\$	10,582
Event Bin - General Waste 240L	\$	21	\$	21
Event Bin - General Waste 240L(Number of Services)		-		5
Event Bin - General Waste 240L	\$	-	\$	105
Event Bin - General Waste - Additional Collection 240L	\$	5	\$	5
Event Bin - General Waste - Additional Collection 240L(Number of Services)		-		5
Event Bin - General Waste - Additional Collection 240L	\$	-	\$	26
Event Bin - General Waste - Collection 660L	\$	55	\$	55
Event Bin - General Waste - Collection 660L(Number of Services)		-		5
Event Bin - General Waste - Collection 660L	\$	-		
Event Bin - General Waste - Additional Collection 660L	\$	14	\$	14
Event Bin - General Waste - Additional Collection 660L(Toonnage)		-		5
Event Bin - General Waste - Additional Collection 660L	\$	-		
Event Bin - Recycling 240L	\$	21	\$	21
Event Bin - Recycling 240L(Number of Services)		-		5
Event Bin - Recycling 240L	\$	-	\$	105
Event Bin - Recycling Additional Collection 240L	\$	5	\$	5
Event Bin - Recycling Additional Collection 240L(Number of Services)		-		5
Event Bin - Recycling Additional Collection 240L	\$	-	\$	26
TOTAL FEE INCOME \$		8,099,997		9,252,855
RECYCLING INCOME (REMONDIS AUSTRALIA)				
ANNUAL INCREASE %				-
Tonnes per Annum		770		735
ANNUAL INCREASE %				-
Income per Tonne \$	\$	100	\$	100
TOTAL RECYCLING INCOME \$		77,000		73,500
TOTAL INCOME		8,176,997		9,326,355
COST				
ANNUAL INCREASE %				0
TIPPING PER TONNE \$		170		185
ANNUAL INCREASE %		-		-
TONNES PER ANNUM		13,186		14,000
TOTAL TIPPING PER ANNUM \$		2,241,620		2,590,000
RECYCLING DISPOSAL COSTS		-		-
<i>Co-mingled Services</i>		-		-
ANNUAL INCREASE %				-
TONNES PER ANNUM		1,320		1,800
ANNUAL INCREASE % CPI		0		0
COST PER TONNE \$		42		44
TOTAL RECYCLING DISPOSAL COST PER ANNUM \$		55,579		79,200
GREEN WASTE DISPOSAL COSTS				
TONNES PER ANNUM		175		100
COST PER TONNE		49		49
TOTAL GREEN WASTE DISPOSAL COST		8,575		4,949
ANNUAL INCREASE %				
NON TIPPING COSTS \$		5,478,440		5,478,439.58
TOTAL OPERATIONAL COST PER ANNUM		7,784,214		8,147,640
NET OPERATING RESULTS PROJECTION		392,783		1,178,715

Agenda **City of Perth Code of Conduct Review**
Item 13.18

Recommendation:

That Council:

- 1. adopts the amended Council Policy 10.1 – Code of Conduct as detailed in Attachment 13.18B; and***
- 2. approves the implementation date of 1 July 2017.***

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1020408-02
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	07 May 2017
ATTACHMENT/S:	Attachment 13.18A – Proposed Policy 10.1 Code of Conduct (with tracked changes) Attachment 13.18B – Proposed Policy 10.1 Code of Conduct (clean)

Legislation / Strategic Plan / Policy:

Legislation	Section 5.103 of the <i>Local Government Act 1995</i> <i>Local Government (Rules of Conduct) Regulations 2007</i> <i>Local Government (Administration) Regulations 1996</i> <i>Public Interest Disclosure Act 2003</i> <i>Corruption, Crime and Misconduct Act 2003</i>
--------------------	---

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan Council Four Year Priorities: Capable and Responsive Organisation A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and provide efficient and effective community centred services
--	-------------------------------	---

Policy	
Policy No and Name:	10.1 – Code of Conduct

Purpose and Background:

Proposed Code of Conduct

Section 5.103 of the *Local Government Act 1995* requires a local government to develop a Code of Conduct to be observed by Elected Members, External Members and Employees.

Council last reviewed the City's Code of Conduct on **27 January 2010** and in the interim changes to legislation and what is considered best practice have occurred.

Changes that are required to be implemented to reflect legislative changes since 2010 include:

- a) reflecting the separation of the Public Sector Commission and the Corruption and Crime Commission as a result of changes to the *Corruption, Crime and Misconduct Act 2003*; and
- b) changes to gift disclosure provisions under the *Local Government Act 1995* and its subsidiary legislation.

Proceeding with an updated Code of Conduct will reduce the risk of individuals being non-compliant with legislation due to inconsistencies between the City's Code and legislation.

In addition, a Code of Conduct has a variety of functions in addition to guiding and promoting legislative compliance. It can promote good governance, guide behaviour to avoid reputational damage to the City, and assist in promoting a safe work place. The amendments to the Code should be carefully considered due to these potential impacts.

The organisation has undertaken a review of Council Policy 10.1 – Code of Conduct. The review considered information and advice from a variety of sources. These included:

- a) advice from the City's external solicitors, Mcleods;
- b) the Public Sector Commission's report 'Developing a code of conduct: Guide for local government';
- c) other reports and information from the Public Sector Commission;
- d) The New South Wales Model Code; and
- e) Codes of Conduct from other leading WA local governments.

Following the careful consideration of the advice and information received and consultation within the organisation and with Elected Members a proposed Code of Conduct has been developed for adoption by Council.

Details:

Significant changes are proposed for incorporation into the Code of Conduct as a result of the review process. These include new parts, clauses and various amendments. Significant changes are detailed and explained below. A list of all proposed changes is tabled following this.

Significant amendments to PART 3 Conflicts of Interests

In front of several clauses there is an explanation of the relevant laws applicable to Elected Members, External Members and Employees. This is to confirm that the *Local Government (Rules of Conduct) Regulations 2007* and the *Local Government Act 1995* is the primary consideration for Elected Members. However, the *Local Government (Rules of Conduct) Regulations 2007* do not apply to Employees and External Members and they should refer instead to the *Local Government Act 1995* and this Code.

This is important to note because while the Code is intended to accurately reflect the provisions the laws may be amended and breaching legislation has different legal consequences than breaching a Code of Conduct.

In addition, there are several additions and amendments to **Clause 3.1 Conflict of interests** which are individually detailed below. This includes a clear statement of personal responsibility in relation to declaring conflicts and making disclosures. Finally, a new clause, **Clause 3.3 Proximity Interests** has been added as this was not directly addressed in the current version of the Code and is an important disclosure requirement.

Significant amendments to PART 4 – Personal Benefit

Several changes are proposed in relation to gifts. This includes amendments to the definition of gifts in line with legislative changes (such as additional exceptions included in the prohibited gifts and notifiable gifts section in line with changes to the *Local Government (Rules of Conduct) Regulations 2007* and the *Local Government (Administration) Regulations 1996*. There is also removal of certain examples on the basis of legal advice that they were potentially misleading or inaccurate in some circumstances. It is intended that examples can be addressed in training which can be updated in line with legislative changes over time.

In addition, a new clause **4.5.4 Disclosure of Gifts** to notify of the current disclosure requirements as the requirements of section 5.82 of the *Local Government Act 1995* are significant and due attention should be drawn to them.

Finally, **New clause 4.6 Travel Contribution** has been included. This clause addresses the legislative travel contribution disclosure requirements as well as the Council requirement to seek approval for Council related third party travel contributions.

Additions to Clause 5.2 Personal Behaviour

As detailed in the table, several additions have been made to this Clause in line with recommendations of the Public Sector Commission.

The additions are to:

- a) Be open and accountable to the public;
- b) Not harass or intimidate others in the conduct of the City's functions, duties or business;
- c) Make decisions that are based on relevant and factually correct information;
- d) Always act in accordance with their obligation of fidelity to the City; and
- e) Be fit for work.

These additions enhance the personal behaviour requirements from the previous Code and we believe this a more robust, best practice approach. The changes also support the new **PART 6 Bullying and inappropriate behaviour**, good decision making, and are in line with the expectations of the public.

Additions to Clause 5.4 Performance of Duties

To support good governance and Council making informed decisions additional requirements have been added to the proposed Code. The first is that Employees are to ensure recommendations to Council or Committees of Council are made with due diligence and care taken in the collation and inclusion of relevant information. The second is that Elected and External Members must ensure they are well informed on matters before Council by reading all agendas and reports provided.

New Clause 5.5 Quasi-Judicial Role and Principles

'Quasi-judicial' functions are those which involve the making of a decision by the Council or an Employee in the exercise of a discretionary power. The City performs quasi-judicial functions when deciding to approve or not approve applications for planning approval, and for other approvals, licences, consents and permits.

To comply with this clause decisions must be:

- a) In accordance with natural justice;
- b) made without bias or conflict of interest; and
- c) based on the law, Council policies, and the facts and the merits of the case.

Guidance for Elected Members is included via clause **5.5.4** which details procedures for to follow.

The inclusion of this clause promotes good governance as decisions of this type should always be determined in accordance with these principles. While some legislation explicitly makes this a requirement, the requirement exists in broader circumstances. Additionally, the inclusion of this Part, lowers the risk of legal challenges as failure to abide by these principles is a potential ground for review of a decision by Council or an Employee.

New Clause 5.6 Caucus Voting and Public Consultation

In line with the new clause 5.5, Quasi-Judicial Role and Principles, a prohibition against binding caucus voting is proposed. This clause was recommended by the Public Sector Commission and is modified version of a clause within the New South Wales Model Code. It is intended to add to the decision making process by assisting in ensuring decision making is independent and related to the specific matter in front of the Council or Committee.

A binding caucus vote is a process whereby a group of members are compelled by a threat of some adverse action, or by the promise of a benefit, to comply with a predetermined position on a matter irrespective of the personal views of individual members of the group on the merits of the matter.

This clause does not prohibit members from discussing a matter prior to considering the matter in question at a Council or Committee meeting or from voluntarily holding a shared view with other members.

New Clause 5.10 Views during Public Consultation Period

This clause imposes restrictions on comments from Elected Members, External Members and Employees that indicate bias or that they have already made their decision while a submission is being advertised for public comment. Making such a comment reduces public faith in the submission process and is not in line with Quasi-Judicial Principles.

Decisions should be made on their full merits which cannot be determined prior to consideration of public submissions.

This change also assists with the decision making process by encouraging formal submission to be made so they can be properly considered.

New PART 6 Bullying and inappropriate behaviour

A new Part expressly addressing bullying and harassment is now included. Bullying is a significant risk to individuals and the City as an employer. As an employer the City has a duty to provide a safe workplace and addressing this in the Code assists with this. While bullying is expressly prohibited in the workplace by law and discrimination is covered by the *Equal Opportunity Act 1984* (and other legislation) drawing direct attention to expected behaviour assist with awareness and compliance.

Elected Members and External Members are also be covered by the provisions – while full and frank debate and differing political opinions is both required and encouraged, behaviour considered bullying is damaging to individuals and affects good governance. There is not any conflict between the role of Elected Members and External Members and a prohibition against bullying.

Significant Amendments to PART 8 Breaches and Misconduct in relation to reporting

Part 8 has undergone significant changes in line with the split between Public Sector Commission and the Corruption and Crime Commission in accordance with the *Corruption and Crime, and Misconduct Act 2003*. In addition, the Public Sector Commission has recommended that methods of reporting, including in accordance with the *Public Interest Disclosure Act* be further highlighted within the Code. Amendments and additions have been made in line with this recommendation.

New Clause 8.2 Internal Referral to Mediation

A new process is proposed to assist in resolving matters involving alleged breaches of the Code by an Elected Member that are not breaches of any law (as the process for a alleged breach of law is prescribed). The CEO may refer the matter to an independent mediator to assist in resolution.

Legislative Compliance

In addition to the changes highlighted above, further amendments have been included to support compliance with legislation. These are:

- a) A new clause relating to official information in line with our record keeping obligations; and
- b) An express requirement to act within the limits of a delegation.

All the proposed changes to the policy are tabled below.

Table of proposed changes

Clause or part	Changes	Reason for change
Policy Objective	The primary objective of this Code of Conduct is to set out the standards of <u>ethical and professional</u> behaviour expected	The addition of “ethical and professional” is to expressly specify type of behaviour the Policy applies to.
Clause 1.2 – Definitions	Definitions for “CEO,” “City,” “Clear intention,” “closely associated person,” “Committee,” “Council,” “dealing in land,” “Designated Employee,” “Elected Member,” “Employee,” “External Member” and “Secondary Employment” have been inserted.	Additional definitions provide clarity for the document.
Clause 1.3 - Rules of Conduct	An addition to the clause advises: <u>However, it is important to note that a breach, or suspected breach, of this Code of Conduct by an Elected Member can be the subject of a complaint to the Standards Panel.</u>	This addition is added based on legal advice from Mcleods regarding the current practices of the Standards Panel. They may not limit themselves to only items included in the <i>Local Government (Rules of Conduct) Regulations 2007</i> when assessing complaints.
Clause 1.4 – Legislative Obligations (new clause)	<u>This Code is not a complete statement of the obligations that Elected Members, External Members and Employees must observe. Legislative obligations, such as those included in the Local Government Act 1995 and its subsidiary legislation, must be complied with.</u>	No Code can provide a complete statement of all applicable obligations and this note alerts individuals that additional obligations exist.
Clause 2.3 - Rules of Conduct Principles	An additional guidance statement follows the Rules of Conduct principals: <i>In carrying out their respective functions, Elected Members, External Members and Employees of the City will use their best endeavours to meet the needs of current and future generations</i>	This statement is complimentary to the City’s strategic objectives.

Clause or part	Changes	Reason for change
	<i>through the integration of environmental protection, social advancement and economic prosperity.</i>	
Part 3: Conflict and Disclosure of Interests (amendments to various clauses)	A statement broadly advising that differing regulations affecting Elected Members, External Members and Employees have been inserted at clauses 3.1, 3.2, and 3.4.	This change is proposed to ensure the different regulations affecting elected members, committee members and employees are more clearly articulated. There are different consequences for breaching the Code of Conduct as opposed to breaching a regulation. The change is proposed on the basis of legal advice received.
Clauses 3.1 (a), (b), (c) (new clauses)	<p>Elected Members, External Members, and Employees must:</p> <p><i><u>(a) familiarise themselves with the different types of interests that are regulated by legislation and this Code and the disclosure requirements that apply to them;</u></i></p> <p><i><u>(b) understand in what circumstances gifts, benefits and hospitality may be accepted or rejected in accordance with legislation, this Code and the City's policies and procedures;</u></i></p> <p><i><u>(c) exercise diligence in identifying, and making timely disclosure of, any interests requiring disclosure as they perform their duties;</u></i></p>	<p>These clauses are adopted from recommendations by the Public Sector Commission in their publication 'Developing a Code of Conduct: Guide for local government'.</p> <p>The clauses establish general duties to comply with regarding conflicts of interest, gift and travel disclosures and exercising diligence in relation to such disclosures.</p>
Clause 3.1 (d)	Clause (d) has been amended to state that individuals who undertake private work cannot use City of Perth resources for that purpose.	While this requirement is implicit due to clauses relating to the proper use of resources it is worthwhile to explicitly state that City resources cannot be used for private work.
Clause 3.1 (e)	Elected Members, External Members, and Employees	The clause now prescribes a process to be followed when

Clause or part	Changes	Reason for change
	<p>must:</p> <p>(d) lodge written notice with the CEO describing an intention to undertake a dealing in land <i><u>(other than purchasing or leasing their principal place of residence)</u></i> within the district or which may otherwise be in conflict with the City's functions.</p> <p><i><u>The notice must be received within 10 days of the individual concerned forming a clear intention to undertake a dealing in land. It is intended that the Elected Member, External Member, or Employee will be removed by the City from any City process related to that dealing and should act accordingly.</u></i></p>	<p>lodging a notice of intention to undertake a dealing in land.</p> <p>Placing a timeframe on the requirement makes the requirement clear and prevents delays in compliance with the obligation.</p>
<p>Clause 3.1 (f)</p>	<p>Elected Members, External Members, and Employees must if they exercise a recruitment or other discretionary function, make written disclosure to the CEO before dealing with <i><u>any matter where they have an interest that could affect, or could reasonably be perceived to affect their impartiality. This includes interests arising from kinship, friendship, or membership of an association, relative or close friends</u></i> and will disqualify themselves from dealing with those persons during the recruitment or other matter requiring a discretionary function <i><u>unless the CEO has authorised their continued involvement and there is no other prohibition under law or the Code which precludes their involvement.</u></i></p>	<p>The amendment to this clause broadens the disclosure requirement from only “relatives and close friends” to a broader section of individuals as all of these relationships can potentially affect impartiality in a recruitment or discretionary function. However, due to the broader section there is the opportunity for the CEO to authorise involvement in some capacity in limited circumstances.</p> <p>The intention is that this would only occur in circumstances where the CEO has assessed the matter and is satisfied that it is appropriate or necessary to allow involvement in some controlled capacity.</p>

Clause or part	Changes	Reason for change
	<u>Where the CEO has authorised an Employee who has an actual or perceived conflict of interest in the matter to continue acting in some capacity, that Employee must follow all conditions and limitations that the CEO has placed on their involvement;</u>	
Clause 3.1 (g) (New clause)	<u>(g) if disclosure is required under any law or this Code, complete a disclosure form in writing and submit it to the CEO, or where the disclosure is by the CEO to the Director Corporate Services.</u>	A written disclosure form being completed for all disclosures assists with maintaining accurate records and ensuring the nature of the interest is fully and clearly articulated.
Clause 3.1 (h)	<u>In addition, An Employee must: refrain from partisan political activities associated with City of Perth local government elections which could cast doubt on their neutrality and impartiality in carrying out their public duties and functions. This does not include non-partisan activity such as work associated with the administration of a local government election.</u>	This amendment is to clarify what nonpartisan activity is allowed such as nonpartisan work for the Electoral Officer.
Clause 3.1(i) new clause	An Employee must: (i) lodge a notice with Human Resources prior to undertaking any Secondary Employment. An Employee must not undertake Secondary Employment without CEO approval, or approval from Human Resources in line the City's procedures. If an Employee is already undertaking Secondary Employment they must ensure a notice is lodged immediately.	This is important for ensuring individuals do not undertake work that is in conflict with their role with the City. There is already a Procedure in place in relation to this (PR0026) but placing this requirement into the Code of Conduct helps ensure Employee awareness of the requirement.
Clause 3.2 – Financial and non-financial interests	The document has been amended to include a definition of financial interest.	Including a definition assists with understanding the document. Including reference to non-

Clause or part	Changes	Reason for change
	The clause also has been amended to include the term “non-financial interest”	financial and other interests is to clarify that all of these interests may require disclosure.
Clause 3.3 - Proximity Interests (New Clause)	A clause referring to proximity interests has been inserted.	Proximity interests were previously mentioned only in passing as part of clause 3.2 Disclosure of proximity interests is important and the matter justifies its own clause.
Clause 4.2 – Improper use of information	<p><i>An Elected Member, External Member or Employee must not make improper use of any information acquired in the performance by the person of any of his or her functions under the Local Government Act 1995 or any other written law. <u>Elected Members, External Members and Employees shall use discretion with information and avoid improperly causing harm or detriment to any person, organisation or the City.</u></i></p> <p>Due discretion must be exercised by all those who have access to confidential or sensitive information. This applies not only to the proper disclosure of that information, but also to the appropriate measures to be taken to ensure that the security of the information is not compromised.</p> <p><i><u>Elected Members, External Members and Employees shall not use information, whether assigned confidential status or not, to gain improper advantage for themselves or for any other person or body, or in ways which are inconsistent with their obligation to act</u></i></p>	The amendments are intended to enhance the already stated requirements of the clause and expressly state that non-confidential information still requires appropriate discretion in its use and cannot be used improperly.

Clause or part	Changes	Reason for change
	<u>impartially.</u>	
Clause 4.5.1 - Gifts	Examples as to what constitutes a gift have been removed.	Legal advice indicated the examples could be potentially misleading or subject to change due to flagged changes by the government. The intention is that that examples and further information will come through in procedures and training.
Clause 4.5.1 - Gifts	<p>A new paragraph has been added:</p> <p><u>Elected Members, External Members and Employees, should carefully consider if the Act, regulations, or this Code requires disclosure of a gift or prohibits accepting it.</u></p> <p>The definition of gift was also amended in line with legal advice.</p>	<p>This new paragraph is intended to provide guidance to the correct approach when an individual is to ensure what constitutes a gift and remind individuals that careful consideration is always required.</p> <p>Legal advice recommended that the exception to what constitutes a gift be changed as the original definition included exceptions which were only applicable to determining notifiable and prohibited gifts.</p>
Clause 4.5.2 – Prohibited Gifts	<p>Examples as to what constitutes a prohibited gift have been removed.</p> <p>The definition of what constitutes a prohibited gift has been updated in line with recent changes in legislation.</p>	<p>Legal advice indicated the examples could be potentially misleading or subject to change due to flagged changes by the government. The intention is that that examples and further information will come through in procedures and training.</p> <p>The definition of gift (for the purposes of determining a prohibited gift) was amended in line with legal advice.</p>
Clause 4.5.3 – Notifiable Gifts	Reference to disclosure of gifts in a primary of annual return valued over \$200 has been removed as this is no longer a requirement.	<p>The legislation has changed the method of disclosure for gifts.</p> <p>They are not required to be disclosed in a primary and annual return.</p>

Clause or part	Changes	Reason for change
	The definition of what constitutes a prohibited gift has been updated in line with recent changes in legislation.	The definition of gift (for the purposes of determining a notifiable gift) was amended in line with legal advice.
Clause 4.5.4 - Disclosure of Gifts (New clause)	<p><u><i>An Elected Members or Designated Employee must disclose, within 10 days, gifts valued over \$200 (either as an individual gift or the total of two or more gifts received within a year period) except where they are exempt by section 5.82(2) of the Local Government Act 1995</i></u></p> <p><u><i>The disclosure is to be made in writing to the CEO and include:</i></u></p> <p><u><i>(a) a description of the gift;</i></u></p> <p><u><i>(b) the name and address of the person who made the gift;</i></u></p> <p><u><i>(c) the date on which the gift was received;</i></u></p> <p><u><i>(d) the estimated value of the gift at the time it was made; and</i></u></p> <p><u><i>(e) the nature of the relationship between the Elected Member or Employee and the person who made the gift.</i></u></p>	<p>Including additional details as to disclosure requirements under section 5.82 of the <i>Local Government Act 1995</i> was recommended in legal advice received.</p> <p>The legal advice noted the requirements are significant and due weight should be given to them in the Code.</p>
Clause 4.6 Travel contribution (New Clause)	A new clause is proposed that references travel contribution disclosure requirements	<p>Including details on travel contribution disclosure requirements was recommended by legal advice.</p> <p>The legal advice noted the requirements are significant and due weight should be given to them in the Code.</p> <p>We have also noted the City of Perth requirement that recipients of third party travel contributions must ensure the details of the travel are recorded on the</p>

Clause or part	Changes	Reason for change
Additions to Part 5.2 - Personal Behaviour	<p>The following additions are proposed to the personal behaviour clause:</p> <p><i><u>(e) treat others with respects, courtesy, honesty and fairness, having regard for their interests, rights, safety and welfare;</u></i></p> <p><i><u>(f) be open and accountable to the public;</u></i></p> <p><i><u>(g) not harass or intimidate others in the conduct of the City's functions, duties or business;</u></i></p> <p><i><u>(h) make decisions that are based on relevant and factually correct information;</u></i></p> <p><i><u>(i) always act in accordance with their obligation of fidelity to the City and not publicly reflect adversely upon any decision of Council or Employees; and</u></i></p> <p><i><u>(j) be fit for work or any other duties associated with the Employee's, Member's or Elected Member's role.</u></i></p>	<p>City's online register.</p> <p>These additions have been included to incorporate suggestions from the Public Sector Commission about required conduct.</p> <p>They enhance the personal behaviour requirements from the previous Code and we believe this a more robust, best practice approach.</p>
Additions to 5.4 - Performance of Duties	<p>Additions have been made to require that employees act within the limits of their delegations and ensure due diligence is taken in the formulation of recommendations.</p> <p>A further addition is that Elected Members and External Members shall ensure they are well informed on matters before Council by reading all agendas and reports provided.</p>	<p>The additions regarding employees were suggested by the Public Sector Commission. Acting within the limits of a delegation is important to the City as failure to do so causes compliances issues and risks the validity of the City's decision. Noting this requirement in the Code adds due weight to an important issue.</p> <p>Requiring diligence and care in the creation and consideration of Council reports and recommendations is also an important matter for Employees, External Members and Elected</p>

Clause or part	Changes	Reason for change
		Members. The reports are integral to the Council decision making process and good governance requires the reports be carefully created and considered.
Clause 5.5 Quasi-Judicial Role and Principals (New Clause)	<p>A new clause has been inserted to explain the City's Quasi-Judicial Role and how these functions and principles apply to the City.</p> <p><u>'Quasi-judicial' functions are those which involve the making of a decision by the Council or an Employee in the exercise of a discretionary power. The City performs quasi-judicial functions when deciding to approve or not approve applications for planning approval, and for other approvals, licences, consents and permits.</u></p> <p>Further subclauses explain the principles and their application</p>	<p>This clause has been inserted to require determinations of Employees or Council are made in accordance with the principles of natural justice and are based on the law, policies and the facts and merits of the case.</p> <p>This clause is intended to support a sound decision making process</p>
Clause 5.6 Binding Caucus Votes (New Clause)	<p><u>Elected Members and External Members must not participate in binding caucus votes in relation to matters to be considered at a Council or Committee meeting.</u></p> <p><u>A binding caucus vote is a process whereby a group of members are compelled by a threat of disciplinary or other adverse action, or by the promise of a reward or benefit, to comply with a predetermined position on a matter before the Council or Committee irrespective of the personal views of individual members of the group on the merits of the matter before the Council or Committee.</u></p> <p><u>This clause does not prohibit</u></p>	<p>This clause, which has been modified from the NSW Model Code, has been inserted to prohibit binding caucuses in decision making. This clause was suggested by the Public Sector Commission to add to the decision making process by assisting in ensuring decision making is independent and related to the specific matter in front of the Council or Committee.</p> <p>The clause does not prohibit elected members from meeting and discussing Council matters and voluntarily holding a shared view.</p>

Clause or part	Changes	Reason for change
	<u>members from discussing a matter before the Council or Committee prior to considering the matter in question at a Council or Committee meeting or from voluntarily holding a shared view with other members on the merits of a matter.</u>	
Clause 5.9 – Communication and Public Relations	Items have been removed from this clause and instead a requirement has been inserted that the Elected Members will abide by the Media Policy. Employees are not permitted to make any comment to the media about any Council or City matter unless prior approval has been granted by the CEO.	A separate review of the Media Policy is being undertaken and is anticipated to be an enhanced approach to considering communication with the Media.
Clause 5.10 Views during Public Consultation Period (New Clause)	<u>Elected Members, External Members and Employees:</u> <u>(a) must refrain from making public comment expressing a personal opinion which is biased, or may be perceived as biased or prejudging a matter whilst the matter is being advertised for public comment and/or is yet to be considered and determined by the Council;</u> <u>(b) may encourage members of the public to make a formal submission to the City.</u> <u>The Lord Mayor and/or the CEO will take appropriate action (including issuing a statement to the media) correcting any misinformation or erroneous information which is in the public arena.</u>	This change is to assist with the decision making process by encouraging formal submission to be made so it can be properly considered. It also avoids giving the public the impression that a matter has been decided prior to the full consideration of the matter.
Clause 5.11 Relationships between Elected Members and Employees	Additions to have been made to note that Elected Members should only contact	Ensuring that proper protocols for questions, requests for information and

Clause or part	Changes	Reason for change
	<p>Employees via the CEO or via established protocols.</p> <p>To achieve this effectiveness in teamwork, all Elected Members must:</p> <p><u>(a) accept that their role is one of leadership, and not a management or administrative role;</u></p> <p>(b) acknowledge that they have no capacity to individually direct employees to carry out particular functions;</p> <p>(c)(b) refrain from publicly criticising an Employee in a way that casts aspersions on their professional competence or credibility, <u>except where that criticism is directed to the CEO in a confidential manner; and</u></p> <p>(c) ensure that no restriction or undue influence is placed on the ability of an Employee to give professional advice to the Council; <u>(d) undertake their day-to-day communications with the City directly through the CEO or relevant Director, unless the CEO has established a protocol for communications on particular matters to occur directly with specified Employees;</u></p> <p><u>(e) not direct or instruct an Employee other than that related to the administrative support roles when undertaking duties in support of the role as Elected Member; and</u></p> <p><u>(f) not undertake a task that contributes to the administration of the local government, unless the task is undertaken in relation to a meeting or the express authority of the Council or the</u></p>	<p>providing comment or criticism are established and maintained assists in preventing violations of the requirement not to provide individual staff directions.</p>

Clause or part	Changes	Reason for change
	<p><u>CEO has been obtained prior to undertaking the task.</u></p> <p>Additions have also been made in relation to the duty of care all Elected Members, External Members and Employees have towards each other.</p> <p><u>All Elected Members, External Members and Employees must acknowledge that the City of Perth is a safe workplace where everyone has a duty of care to ensure that bullying and other hazards to wellbeing do not occur. This duty of care should inform the behaviour and relations between all Elected Members, Members and Employees.</u></p>	
Clause 5.13 Defamation	The clause has been edited to note there are good faith protections in the <i>Local Government Act 1995</i>	The original clause was misleading in that it only noted the qualified privilege in relation to defamation. There are broader provisions within the Act and legal advice recommended we amend this clause.
Clause 5.14 Dress Standards (New clause)	<p><u>The appearance and dress of Elected Members, External Members and Employees, whilst conducting City business, should be in accordance with the standards appropriate to their duties and the people with whom they are dealing.</u></p> <p><u>An Elected Member, External Member, or Employee is required to behave in a way that upholds the good reputation of the City, and as such they are required to dress professionally, reflecting pride in the City and respect for those that they</u></p>	This clause is proposed to provide general principles regarding dress standards.

Clause or part	Changes	Reason for change
	<p><u>deal with, particularly the public.</u></p> <p><u>In some circumstances, Elected Members, External Members and Employees may be required to adopt a particular dress standard, which may include wearing a uniform, safety clothing or formal attire. Where such standards are required, they must be complied with.</u></p> <p><u>Employees should refer to Organisational Policy OP8</u></p>	
Clause 5.15 Official Information (new clause)	<p><u>5.15 Official Information</u></p> <p><u>An Employee must:</u></p> <p><u>(a) maintain accurate and trustworthy records; and</u></p> <p><u>(b) ensure information is recorded accurately and in accordance with the City's recordkeeping policies and legislative requirements.</u></p>	<p>This clause is proposed to note employee requirements to maintain records. It was suggested by the Public Sector Commission.</p>
Part 6 - Bullying and inappropriate behaviour (new part)	<p>A new Part is proposed to address bullying, discrimination and harassment.</p>	<p>Bullying is a significant risk to individuals and the City. As an employer the City has a duty to provide a safe workplace and addressing this in the Code assists with this.</p> <p>Elected Members should also be covered by the provisions – while full and frank debate and differing political opinions is both expected and encouraged, behaviour considered bullying is damaging to individuals and affects good governance.</p>
Clause 7.1 Use of Resources	<p>Additions to this clause provide further guidance and obligations in properly using the City's resources.</p>	<p>These changes are suggested to clarify what is required and appropriate when using City equipment and resources.</p>
Clause 8.2 Internal Referral	<u>8.2 Internal Referral to</u>	<p>This clause is proposed to</p>

Clause or part	Changes	Reason for change
to Mediation (new clause)	<p><u>Mediation</u></p> <p><u>The CEO, may, in appropriate cases, refer an alleged breach this Code relating to values or conduct (other than an alleged breach of any law) by an Elected Member to an independent mediator who will attempt to resolve the matter via a mediation process. For example this may occur where mediation may assist in resolving an alleged case of rudeness.</u></p> <p><u>If a matter is referred for mediation each party is to engage in the process in good faith.</u></p>	allow for a confidential, quick, process to attempt to resolve minor conduct disputes that may damage relations between parties.
Clause 8.3 Internally Reporting Misconduct	This clause has been amended to clarify that individuals can follow both an internal and external process for reporting suspected misconduct	The separation of internal and external reporting into two clauses assists in showing the alternative reporting mechanisms available.
Clause 8.4 Externally Reporting Misconduct (new clause)	This clause explains how individuals can externally report misconduct to the Public Sector Commission or the Corruption and Crime Commission.	This clause was suggested by the Public Sector Commission to assist with alerting people as to options for reporting misconduct.
Clause 8.5 CEO Obligation to Report Misconduct	Additions to the clause advise when the CEO has the obligation to report to the Public Sector Commission and when the CEO must report to the Corruption and Crime Commission	This change is required to reflect changes in the <i>Corruption Crime and Misconduct Act 2003</i> which requires reporting to different bodies if the matter is for serious or minor misconduct.

Internal Consultation

Governance has sought feedback from MLG and Elected Members. Elected Members were briefed on 21 March 2017 and given the opportunity to provide any feedback. All proposed changes received were carefully considered and incorporated wherever appropriate.

Implementation date

The Officer recommendation is an implementation date of 1 July 2017. This will allow sufficient time to ensure procedures and training can be amended and implemented in line with the Code of Conduct.

Financial Implications:

There are no financial implications associated with this report excluding officer time to review and implement the consequential changes to policies, procedures and training.

Comments:

It is recommended that Council adopts the proposed Code of Conduct. The proposed Code reflects an updated approach in line with changes in legislation, changes to the political environment and a desire to have a best practice approach for our Code of Conduct.



Council Policy Manual

CP10.1 Code of Conduct

POLICY OBJECTIVE

The primary objective of this Code of Conduct is to set out the standards of ethical and professional behaviour expected of the City's Elected Members, ~~m~~External Members and Employees.

TABLE OF CONTENTS

PART 1 – INTRODUCTION	2
1.1 Application	2
1.2 Definitions	3
1.3 Rules of Conduct	4
1.4 Legislative Obligations	4
PART 2 - VALUES AND ETHICAL PRINCIPLES	4
2.1 Values	4
2.2 Ethical principles	5
2.3 Rules of Conduct Principles	6
PART 3 - CONFLICT AND DISCLOSURE OF INTERESTS	6
3.1 Conflict of interests	6
3.2 Financial and non-financial interests	8
3.3 Proximity interests	9
3.4 Impartiality Interests	9
(1) Meaning of impartiality interest	9
(2) Requirement to Disclose	10
(3) Notice and Recording	10
3.5 Disclosure of Information in Returns	11
PART 4 - PERSONAL BENEFIT	11
4.1 Disclosure of Confidential Information	11
4.2 Improper use of information	11
4.3 Improper Use of Position	12
4.4 Improper or undue influence	12
4.5 Gifts	13
(1) General	13
(2) Prohibited gifts	14
(3) Notifiable gifts	15
(4) Disclosure of gifts	16
(4) Register of Notifiable Gifts and Disclosed gifts	17
4.6 Travel Contribution	17
4.7 Disclosure of Election Campaign Contributions	18



Council Policy Manual

CP 10.1 Code of Conduct

PART 5 - CONDUCT OF MEMBERS AND EMPLOYEES	19
5.1 Objectives	19
5.2 Personal Behaviour	19
5.3 Honesty and Integrity	20
5.4 Performance of Duties	20
5.5 Quasi-Judicial Role and Principles	21
(1) Role	21
(2) Principles	21
(3) Non-compliance	21
(4) Procedures for Elected Members	22
5.6 Binding Caucus Votes	23
5.7 Compliance with local laws and policies	23
5.8 Management Practices	23
5.9 Communication and Public Relations	23
5.10 Views during Public Consultation Period	24
5.11 Relationships between members and employees	24
5.12 Appointments to External Organisations	25
5.13 Defamation	25
5.14 Dress Standards	26
5.15 Official Information	26
PART 6 - BULLYING AND INAPPROPRIATE BEHAVIOUR	26
6.1 Bullying	26
6.2 Single Instances	27
6.3 Discrimination	27
PART 7 - DEALING WITH THE CITY'S PROPERTY	28
7.1 Use of Resources	28
7.2 Reimbursement of Expenses	28
PART 8 - BREACHES AND MISCONDUCT	29
8.1 Reporting Breaches	29
8.2 Internal Referral to Mediation	29
8.3 Internally Reporting Misconduct	29
8.4 Externally Reporting Misconduct	30
8.5 CEO Obligation to Report Misconduct	32

POLICY STATEMENT

PART 1 - INTRODUCTION

~~1.1~~ — Objective

~~The primary objective of this Code of Conduct is to set out the standards of behaviour expected of the City's members and employees.~~



Council Policy Manual

CP 10.1 Code of Conduct

1.21.1 Application

This Code of Conduct applies to:

- Elected Members;
- External Members who are not Elected Members or Employees; and
- Employees; ~~Committee members and employees of the City of Perth.~~

1.31.2 Definitions

In this Code:

“CEO” means the Chief Executive Officer of the City

“City” means the City of Perth

“Clear intention” in relation to a “dealing in land” occurs when an individual concerned either:

- a) accepts an offer; or
- b) makes an offer; or
- c) enters into any contract for a dealing in land.

“Closely associated person” has the meaning given in section 5.62 of the *Local Government Act 1995*

“Committee” means a committee established by the Council

“Council” means the council of the City

“Dealing in land” means, for the purposes of clause 3.1, a dealing of a person that involves:

- a) acquiring or selling real property;
- b) acquiring or selling a lease or other interest in real property; or
- c) a proposal to develop land or a building;

that is within the City, other than a dealing related to the person’s principal place of residence.

“Designated Employee” is defined in section 5.74 of the *Local Government Act 1995 (Act)* to mean:

- a) the CEO;
- b) an employee, other than the CEO, to whom any power or duty has been delegated under Division 4 of the Act;



Council Policy Manual

CP 10.1 Code of Conduct

- c) an employee who is a member of a Committee comprising Council members and employees;
or
d) an employee nominated by the City to be a designated employee.

“Elected Member” means an elected member of the Council

“Employee” means an employee at the City of Perth including agency staff.

“External Member” means a ~~Committee member~~ of a Committee who is not an Elected Member ~~of the Council~~.

“Secondary Employment” means any work, employment, or engagement in a business unconnected to an Employee’s role at the City of Perth.

~~1.4~~ 1.3 Rules of Conduct

This Code must be read with the Rules of Conduct which are made under the *Local Government (Rules of Conduct) Regulations 2007* and apply to all ~~E~~elected ~~M~~members in Western Australia. The Rules of Conduct have their own enforcement regime. A breach by an Elected Member of a Rule of Conduct may be reported to the City’s Complaints Officer (the CEO). If so, it will be dealt with under Part 5, Division 9 of the *Local Government Act 1995*.

~~References to the Rules of Conduct are contained in boxed sections in this Code.~~

However, it is important to note that a breach, or suspected breach, of this Code of Conduct by an Elected Member can be the subject of a complaint to the Standards Panel.

1.4 Legislative Obligations

This Code is not a complete statement of the obligations that Elected Members, External Members and Employees must observe. Legislative obligations, such as those included in the *Local Government Act 1995* and its subsidiary legislation, must be complied with.

PART 2 - VALUES AND ETHICAL PRINCIPLES

2.1 Values

These values establish the broad parameters within which Elected Members, ~~committee~~ ~~m~~External Members and ~~E~~employees are expected to work in order to deliver the Council’s Strategic Plan. The City’s values are:

1. Trust and Respect

- Be Honest
- Keep your promises



Council Policy Manual

CP 10.1 Code of Conduct

- Respect others
- Be fair
- Support each other
- Appreciate each others' contributions
- Recognise that we are all different
- Share information and communicate openly

2. Strive for excellence

- Do your best
- Be enthusiastic
- Be outcome-focussed
- Take ownership (be accountable and responsible)
- Take pride

3. Be Creative

- Look for new ways
- Think laterally
- Seek opportunities
- Be flexible and adaptive
- Be receptive to ideas and feedback

2.2 Ethical principles

This Code of Conduct is also governed by three ethical principles - justice, respect for persons, and responsible care.

Justice A responsibility to:

- be fair and equitable in our treatment of others, not treating people as a means to an end;
- use and share power for the common good of both individuals and society; and
- avoid discrimination, abuse or exploitation of others.

Respect for persons A responsibility to:

- respect the rights of individuals and groups allowing them their opinion and their right to be different;
- enable and empower others to achieve their potential by promoting their physical, mental and social ~~well-being~~wellbeing; and



Council Policy Manual

CP 10.1 Code of Conduct

- encourage honest working relationships by being truthful and sincere when dealing with others.

Responsible Care A responsibility to:

- contribute to the ~~well-being~~wellbeing of individuals and society by exercising due diligence and a duty of care to others;
- treat others as they would like to be treated, doing good and not doing harm;
- uphold the rights of those who are unable to do so, advocating for others where required; and
- protect and responsibly manage the resources of the City of Perth.

2.3 Rules of Conduct Principles

The following principles (set out in the *Local government (Rules of Conduct) Regulations 2007*) should be used to guide Elected Members, External Members and Employees in their conduct:

~~For the purposes of this Code, the guiding principles set out in the Rules of Conduct apply to members and employees of the City.~~

- (a) act with reasonable care and diligence;
- (b) act with honesty and integrity;
- (c) act lawfully;
- (d) avoid damage to the reputation of the local government;
- (e) be open and accountable to the public;
- (f) base decisions on relevant and factually correct information;
- (g) treat others with respect and fairness; and
- (h) not be impaired by mind affecting substances.

In carrying out their respective functions, Elected Members, External Members and Employees of the City will use their best endeavours to meet the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Regulation 3 of the *Local Government (Rules of Conduct) Regulations 2007* sets out principles to guide the behaviour of Elected Members which includes the principles listed above. For the purposes of this Code, the guiding principles set out in the Rules of Conduct apply to Elected Members, External Members and Employees of the City.

~~These include that a person in his or her capacity as an Elected Member (including when acting as a Committee Member) should:~~
~~act with reasonable care and diligence;~~
~~act with honesty and integrity;~~



Council Policy Manual

CP 10.1 Code of Conduct

~~act lawfully;~~
~~avoid damage to the reputation of the local government;~~
~~be open and accountable to the public;~~
~~base decisions on relevant and factually correct information;~~
~~treat others with respect and fairness; and~~
~~not be impaired by mind affecting substances.~~

PART 3 - CONFLICT AND DISCLOSURE OF INTERESTS

3.1 Conflict of interests

Elected Members are bound by the provisions of the *Local Government (Rules of Conduct) Regulations 2007* and the *Local Government Act 1995* in relation to conflicts of interests and must comply with those provisions. Employees are bound by the provisions of the *Local Government Act 1995* and the provisions of this Code in relation to conflicts of interest and must comply with those provisions.

All Elected Members, External Members and Employees must ensure there is no actual or perceived conflict of interest between their personal interests and the impartial fulfilment of their public duties and functions.

In applying this principle, Elected Members, External Members, and Employees must:

- (a) familiarise themselves with the different types of interests that are regulated by legislation and this Code and the disclosure requirements that apply to them;
- (b) understand in what circumstances gifts, benefits and hospitality may be accepted or rejected in accordance with legislation, this Code and the City's policies and procedures;
- (c) exercise diligence in identifying, and making timely disclosure of, any interests requiring disclosure as they perform their duties;
- (d) ~~employees must~~ not engage in private work with or for any person or body with an interest in a proposed or current contract with the City, without first making written disclosure to the CEO. Elected Members, External Members and Employees undertaking private works shall under no circumstances use City equipment, premises, time, resources or consumables to conduct or undertake activities associated with private works;
- (e) ~~members and employees must~~ lodge written notice with the CEO describing an intention to undertake a dealing in land which either occurs within the district or which may otherwise



Council Policy Manual

CP 10.1 Code of Conduct

be in conflict with the City's functions. The notice must be received within 10 days of the individual concerned forming a clear intention to undertake a dealing in land. It is intended that the Elected Member, External Member, or Employee will be removed by the City from any City process related to that dealing and should act accordingly (other than purchasing or leasing their principal place of residence);

~~(e)(f)~~ members and employees who if they exercise a recruitment or other discretionary function, must make written disclosure to the CEO before dealing with any matter where they have an interest that could affect, or could reasonably be perceived to affect, their impartiality. This includes interests arising from kinship, friendship, or membership of an association relatives or close friends, and will disqualify themselves from dealing with those persons during the recruitment or other matter requiring a discretionary function unless the CEO has authorised their continued involvement and there is no other prohibition under law or the Code which precludes their involvement. Where the CEO has authorised an Employee who has an actual or perceived conflict of interest in the matter to continue acting in some capacity, that Employee must follow all conditions and limitations that the CEO has placed on their involvement; and

(g) if disclosure is required under any law or this Code, complete a disclosure form in writing and submit it to the CEO, or where the disclosure is by the CEO to the Director Corporate Services.

In addition, an Employee must:

(h) refrain from partisan political activities associated with City of Perth local government elections which could cast doubt on their neutrality and impartiality in carrying out their public duties and functions. This does not include non-partisan activity such as work associated with the administration of a local government election; and

(i) lodge a notice with Human Resources prior to undertaking any Secondary Employment. An Employee must not undertake secondary employment without CEO approval, or approval from Human Resources in line with the City's procedures. If an Employee is already undertaking secondary employment they must ensure a notice is lodged immediately.

Employees should refer to **PR0026** in relation to lodging notices prior to undertaking Secondary Employment.



Council Policy Manual

CP 10.1 Code of Conduct

3.2 Financial and non-financial interests

~~Members and employees~~Elected Members must comply with the laws governing financial interests, including the disclosure of financial interests, as set out in the *Local Government Act 1995*. Elected Members must also comply with the laws governing the disclosure of impartiality interests, as set out in the *Local Government (Rules of Conduct) Regulations 2007*.

External Members and Employees must comply with the laws governing financial interests, including the disclosure of financial interests, set out in the *Local Government Act 1995*. External Members and Employees must also comply with the rules governing the disclosure of impartiality interests, as set out in this Code, which are consistent with Part 6 of the *Local Government (Administration) Regulations 1996*.

The onus is on Elected Members, ~~m~~ External Members and ~~E~~employees to identify possible financial interests and other interests (including such as proximity interests and non-financial interests), to determine whether an interest exists, what disclosure is required by this Code or applicable ~~and laws and~~ whether any statutory exemption applies.

Sections 5.59-5.90 of the *Local Government Act 1995* establish the requirements for disclosure by Elected Members, a ~~Committee~~ External Members or ~~e~~Employees of financial interests, ~~non-financial interests, indirect financial interests and proximity interests.~~

Section 5.60A of the Act states that a person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government (or by an Employee, Elected Member, Council, or Committee of local government) in a particular way, result in a financial gain, loss, benefit or detriment for the person.

A financial interest may be direct or indirect. An indirect financial interest includes where a financial relationship exists between a relevant person and another person who requires a local government decision in relation to the matter.

A relevant person is also required to disclose (unless the matter is exempt) if a closely associated (as defined by section 5.62 of the Act) person has either a financial or proximity interest.

3.3 Proximity Interests

A proximity interests is defined by section 5.60B of the *Local Government Act 1995*. Elected Members, External Members and Employees, are bound by the disclosure requirements of the Act.



Council Policy Manual

CP 10.1 Code of Conduct

Section 5.60B of the *Local Government Act 1995* states a person has a proximity interest if the matter concerns:

- (a) a proposed change to a planning scheme affecting land that adjoins the person's land; or
- (b) a proposed change to the zoning or use of land that adjoins the person's land; or
- (c) a proposed development (as defined in section 5.63(5)) of land that adjoins the person's land.

Land is considered to adjoin the person's land if it:

- (a) has a common boundary with the person's land; or
- (b) any part of the land is directly across a thoroughfare from the person's land.

The term land includes any land owned by the person or in which the person has any estate or interest.

3.4 Impartiality Interests

Elected Members are bound by the impartiality provisions of the *Local Government (Rules of Conduct) Regulations 2007*. This Code is intended to accurately reflect those provisions and Elected Members must also comply with the impartiality interest provisions contained within the Code.

External Members and Employees must comply with the impartiality interest provisions set out in this Code.

3.4.1 Meaning of impartiality interest

For the purposes of this Code, an impartiality interest means:

"an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association" (see regulation 34(C)(1) of the *Local Government (Administration) Regulations 1996* and regulation 11(1) of the *Local Government (Rules of Conduct) Regulations 2007*).

An 'impartiality interest' does not include a 'financial interest' that is subject to the requirements of the *Local Government Act 1995*.

3.4.2 Requirement to Disclose

An Elected ~~member~~ Member, External Member or an Employee who has an impartiality interest in any matter to be discussed at a Council or Committee meeting attended by that person must disclose the nature of the impartiality interest:

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.



Council Policy Manual

CP 10.1 Code of Conduct

In addition, an External Member ~~–employee~~ or Employee who has given, or will give, advice in respect of any matter to be discussed at a Council or Committee meeting not attended by the ~~– External Member or E~~mployee must disclose the nature of any impartiality interest he or she has in the matter:

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the time the advice is given.

An Elected Member, ~~–External M~~member or Employee is excused from the requirement to disclose an impartiality interest if the failure to disclose occurs because the person:

- (a) did not know he or she had an impartiality interest in the matter; or
- (b) did not know the matter in which he or she had an impartiality interest would be discussed at the meeting **and** the person discloses the nature of the impartiality interest as soon as possible after becoming aware of the discussion of that matter.

The disclosure of an impartiality interest does not necessarily affect the ability of the Elected Member or External Mmember ~~or employee~~ to discuss or vote on the matter.

Where a verbal disclosure is made at a meeting without a prior written disclosure being made, a written disclosure form must be completed in relation to the impartiality interest disclosed. The completed disclosure form must be submitted as soon as practicable following the meeting.

3.4.3 Notice and Recording

Where an impartiality interest is disclosed in a written notice given to the CEO before a meeting, then:

- (c) before the meeting the CEO is to ensure that the notice is given to the person who is to preside at the meeting; and
- (d) at the meeting, the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matter to which the disclosure relates is discussed.

Where an impartiality interest is disclosed or brought to the attention of the persons present at a meeting, the nature of the impartiality interest must be recorded in the minutes of the meeting.

Regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007* contains s detailed provisions relating to the disclosure by Elected Members of impartiality interests.



Council Policy Manual

CP 10.1 Code of Conduct

An Elected Member who does not comply with an impartiality 'interest provision' would be in breach of this regulation.

Employees and External Members who do not comply with an 'impartiality interest' provision would be in breach of this Code of Conduct.

~~3.33.5~~ Disclosure of Information in Returns

Elected Members and ~~'Designated~~ employees' must provide primary and annual returns in accordance with the requirements of Division 6 of Part 5 of the *Local Government Act 1995*.

~~For these purposes, a "designated employee" is defined in section 5.74 of the Local Government Act 1995 to mean:~~

- ~~(a) the CEO;~~
- ~~(b) an employee, other than the CEO, to whom any power or duty has been delegated under Division 4 of the Act;~~
- ~~(c) an employee who is a member of a Committee comprising Council members and employees; and~~
- ~~(d) an employee nominated by the City to be a designated employee.~~

PART 4 - PERSONAL BENEFIT

4.1 Disclosure of Confidential Information

An Elected Member, External Members ~~and~~ employees must not disclose to another person, unless it is required for the performance of their duties at the City, written or oral information that is provided to them, or obtained by them, in confidence or, in the case of a document, is marked by the CEO to be confidential.

Regulation 6 of the *Local Government (Rules of Conduct) Regulations 2007* also prohibits an Elected Member from disclosing confidential information, or information acquired at a closed meeting.

4.2 Improper use of information

An Elected Member, External Members ~~and~~ employees must not make improper use of any information acquired in the performance by the person of any of his or her functions under the



Council Policy Manual

CP 10.1 Code of Conduct

Local Government Act 1995 or any other written law. Elected Members, External Members and Employees shall use discretion with information and avoid improperly causing harm or detriment to any person, organisation or the City.

Due discretion must be exercised by all those who have access to confidential or sensitive information. This applies not only to the proper disclosure of that information, but also to the appropriate measures to be taken to ensure that the security of the information is not compromised.

Elected Members, External Members and Employees must not use information, whether assigned confidential status or not, to gain improper advantage for themselves or for any other person or body, or in ways which are inconsistent with their obligation to act impartially.

Section 5.93 of the *Local Government Act 1995* prohibits an Elected Member, ~~Committee~~ External Member or ~~E~~mployee from making 'improper use of any information acquired in the performance by the person of any of his or her functions under this Act or any other written law:

- (a) to gain directly or indirectly an advantage for the person or any other persons; or
- (b) to cause detriment to the local government or any other person⁴.

The penalty, on conviction, is a fine of \$10,000 or imprisonment for 2 years.

4.3 Improper Use of Position

~~A~~An Elected Member, an External Member or ~~E~~mployee must not make improper use of his or her office or position:

- (a) to gain directly or indirectly an advantage for him or her, or for any other person; or
- (b) to cause detriment to the City or any other person.

Regulation 7 of the *Local Government (Rules of Conduct) Regulations 2007* ~~also deal with~~ prohibits, in similar terms, the improper use by an Elected Member of his or her ~~position~~office.

4.4 Improper or undue influence

An Elected Member, External Members ~~and or~~ Employees must not take advantage of ~~their~~his or her position to improperly influence any other person:

- (a) to gain directly or indirectly an advantage for him or her, or any other person; or



Council Policy Manual

CP 10.1 Code of Conduct

- (b) to cause detriment to the City or any other person.

Regulation 10(1) and (2) of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:

- (a) directing or attempting to direct a local government employee; or
- (b) attempting to influence, by means of a threat or the promise of a reward, the conduct of a local government employee.

4.5 Gifts

4.5.1 General

In general, ~~an Elected Member, an External Member and or an Employee~~ must not seek or accept (either directly or indirectly) any immediate or future gift (including any financial benefit, reward, donation or hospitality) for themselves, or for any other person or body, as a result of their role with the City. In particular, ~~an Employee, other than the CEO or Directors,~~ must not accept any act of hospitality without prior approval of the CEO or a Director, as appropriate.

Despite the general ~~presumption prohibition~~ against seeking or accepting gifts or acts of hospitality, ~~an Elected Member, External Member and or an Employee~~ may accept some types of gifts which are excluded from this Code's coverage.

For the purposes of this Code, a 'gift' has the extended meaning set out in section 5.82(4) of the *Local Government Act 1995* and includes:

"any disposition of property, or the conferral of any other financial benefit, made by one person in favour of another otherwise than by will (whether with or without an instrument in writing), without consideration in money or money's worth passing from the person in whose favour it is made to the other, or with such consideration so passing if the consideration is not fully adequate, but does not include any financial or other contribution to travel."

However, a 'gift' does not include a gift from a relative as defined in section 5.74(1) of the *Local Government Act 1995*.

~~a gift from a relative as defined in section 5.74(1) of the *Local Government Act 1995*;~~

- ~~(a) a gift that must be disclosed under regulation 30B of the *Local Government (Elections) Regulations 1997*; or~~



Council Policy Manual

CP 10.1 Code of Conduct

~~(b) — a gift from a statutory authority, government instrumentality or non-profit association for professional training.~~

~~Examples of gifts are:~~

~~(a) — a tangible item, such as a bottle of wine or a book;~~

~~(b) — a contribution towards the provision of accommodation;~~

~~(c) — an act of hospitality, such as payment for a meal or an invitation to a function or event; or~~

~~(d) — discounts on a provider's products.~~

~~An Elected Member, External Member or Employee, should carefully consider if the Act, regulations, or this Code requires disclosure of a gift or prohibits accepting it.~~

Nothing in this Code prevents a gift from being received:
on behalf of the City, where it is retained by the City; ~~or~~

~~by a member or employee under and in accordance with the terms of a sponsorship or other commercial arrangement with the City.~~

~~For example, a ticket to attend a VIP event that is given to a member or employee will not be a 'gift' (and, therefore, will not be subject to the gift provisions of this Code) if it is given because of a contractual obligation to give it under a sponsorship agreement with the City. However, a ticket that is given voluntarily, over and above any contractual obligation will be a gift (if it otherwise satisfies the definition of 'gift' referred to earlier) and, if so, will be subject to the gift provisions of this Code.~~

4.5.2 Prohibited gifts

An ~~Elected Member, External m~~Member or ~~e~~Employee must not accept a **prohibited gift** from a person who:

~~(c)~~(a) is undertaking or seeking to undertake an **activity involving a local government discretion**; or

~~(d)~~(b) it is reasonable to believe is intending to undertake an **activity involving a local government discretion**.

For these ~~se~~ purposes of this clause:

(a) a '**prohibited gift**' means:

(i) a gift worth \$300 or more; or



Council Policy Manual

CP 10.1 Code of Conduct

- (ii) a gift that is one of 2 or more gifts given to the Elected Member, m
External Member or eEmployee by the same person within a period of 6
months that are in total worth \$300 or more; and
- (b) 'activity involving a local government discretion' is an activity:
 - (i) that cannot be undertaken without an authorisation from the City; or
 - (ii) by way of a commercial dealing with the City; and-
- (c) a 'gift' has the meaning set out in section 5.82(4) of the Local Government Act 1995 but does not include:
 - (i) a gift from a relative as defined in section 5.74(1); or
 - (ii) a gift that must be disclosed under regulation 30B of the Local Government (Elections) Regulations 1997; or
 - (iii) a gift from a statutory authority, government instrumentality or non-profit association for professional training; or
 - (iv) a gift from WALGA, the Australian Local Government Association Limited (ABN 31 008 613 876) or the Local Government Managers Australia WA Division Incorporated (ABN 91 208 607 072).

Any gift valued at \$300 or more should be declined politely. If it is considered inappropriate to reject a gift worth \$300 or more (such as in the case of a gift from a foreign dignitary), the gift should be received on behalf of the City and provided to the CEO at the first possible opportunity. At the CEO's discretion, these gifts will be placed in an appropriate position within the City and/or registered in the City's memorabilia collection.

The value of a gift can be estimated if you believe its value is low. However, if it is believed its value approaches \$300, the precise value of the gift should be checked before accepting to ensure compliance with this Code.

It is also important to ensure that the full value of the gift is taken into account. ~~This includes all hidden costs in association with acts of hospitality. (For example, if invited to a box at a sporting event, the cost is not just the cost of an entry ticket but a proportion of the cost of the box and the hospitality provided.) It would also include the cost of the attendance of a partner at an event, should the partner be invited to accompany the City's representative.~~



Council Policy Manual

CP 10.1 Code of Conduct

Regulation 12 of the *Local Government (Rules of Conduct) Regulations 2007* prohibits an Elected Member from accepting a prohibited gift.

4.5.3 Notifiable gifts

An ~~Elected Member~~, ~~an External Member~~ or ~~an~~ Employee may accept a 'notifiable gift'. However, if he or she accepts a **notifiable gift** from a person who:

~~(e)~~(c) is undertaking or seeking to undertake an **activity involving a local government discretion**; or

~~(f)~~(d) it is reasonable to believe is intended to undertake **an activity involving a local government discretion**,

he or she must notify the CEO within 10 days of accepting the gift.

For these purposes of this clause:

- (a) a 'notifiable gift' means
 - (i) a gift worth between \$50 and \$300; or
 - (ii) a gift that is one of two or more gifts given to an Elected Member, ~~External committee member~~ or ~~E~~mployee by the same person within a period of six months that are in total worth between \$50 and \$300
- (b) 'activity involving a local government discretion' has the same meaning as referred to in 4.5(2)(b) above.

(c) a 'gift' has the meaning set out in section 5.82(4) of the Local Government Act 1995 but does not include:

- (i) a gift from a relative as defined in section 5.74(1); or
- (ii) a gift that must be disclosed under regulation 30B of the Local Government (Elections) Regulations 1997; or
- (iii) a gift from a statutory authority, government instrumentality or non-profit association for professional training; or
- (iv) a gift from WALGA, the Australian Local Government Association Limited (ABN 31 008 613 876) or the Local Government Managers Australia WA Division Incorporated (ABN 91 208 607 072).

The notification to the CEO of the acceptance of a 'notifiable gift' must be in writing and must include:



Council Policy Manual

CP 10.1 Code of Conduct

- (a) the name of the person who gave the gift;
- (b) the date on which the gift was accepted;
- (c) a description, and the estimated value, of the gift; and
- (d) the nature of the relationship between the person who is a n Elected Member, ~~m~~ External Member or Employee and the person who gave the gift.

~~Members and 'designated employees', as defined in section 5.74 of the Local Government Act 1995, should also remember to disclose gifts, in a primary or annual return, received and valued at over \$200.~~

Regulation 12 of the *Local Government (Rules of Conduct) Regulations 2007* contains similar requirements relating to the acceptance and notification of a 'notifiable gift' by an Elected Member.

4.5.4 Disclosure of Gifts

An Elected Members or Designated Employees must disclose, within 10 days of receipt, gifts valued at over \$200 (either as an individual gift or the total of two or more gifts received within a year period) except where they are exempt by section 5.82(2) of the Local Government Act 1995

The disclosure must be made in writing to the CEO and include:

- (a) a description of the gift;
- (b) the name and address of the person who made the gift;
- (c) the date on which the gift was received;
- (d) the estimated value of the gift at the time it was made; and
- (e) the nature of the relationship between the Elected Member or Employee and the person who made the gift.

4.5.5 Register of Notifiable gifts and Disclosed Gifts

The CEO must maintain a register of notifiable gifts and record any details of notifications given to comply with the disclosure requirements ~~under (3) above.~~

4.6 Travel Contribution

4.6.1 General



Council Policy Manual

CP 10.1 Code of Conduct

Elected Members and Employees must disclose, within 10 days of receipt, any financial or other contribution made towards any travel undertaken unless that contribution is exempt from disclosure under section 5.83(2) of the *Local Government Act 1995*

'travel' includes 'accommodation incidental to a journey' (as defined in section 5.83(4) of the *Local Government Act 1995*).

'travel contribution', in relation to a person, means a financial or other contribution that has been made to any travel undertaken by the person.

A contribution to travel will be something that facilitates such a journey(s) and may include the following:

- Airline ticket price;
- Visa fees;
- Travel insurances;
- Accommodation; and
- Taxi costs.

Travel contribution does not need to be disclosed in the following cases:

- the contribution was made from Commonwealth, State or local government funds;
- the contribution was made by a 'relative' of the person (as defined in section 5.74(1) of the *Local Government Act 1995*);
- the contribution was made in the ordinary course of an occupation of the person which is not related to his or her duties as an Elected Member or Employee;
- the contribution was made by a political party of which the person was a member and the travel was undertaken for the purpose of political activity of the party, or to enable the person to represent the party. A political party is defined as a body or organization, whether incorporated or unincorporated, having as one of its objects or activities the promotion of the election to the Parliament of the Commonwealth or of the State of a candidate or candidates endorsed by it or by a body or organisation of which it forms part;
- the value of the contribution does not exceed the prescribed amount (\$200) or where there are multiple contributions from the same donor in a year, the aggregate value does not exceed \$200. The amount of a contribution (other than a



Council Policy Manual

CP 10.1 Code of Conduct

financial contribution) is to be treated as being an amount equal to the value of the contribution at the time the contribution was made.

The disclosure must be made in writing to the CEO and include:

- (a) a description of the contribution;
- (b) the name and address of the person who made the contribution;
- (c) the date on which the contribution was received;
- (d) the estimated value of the contribution at the time it was made;
- (e) the nature of the relationship between the relevant person and the person who made the contribution;
- (f) a description of the travel; and
- (g) the date of travel.

4.6.2 Third Party Travel Contributions

Any travel contribution from a third party related to the City of Perth or an individual's role (as an Employee, External Member or Committee Member) must be approved by Council prior to acceptance. The recipient must ensure the online third party travel register is updated with the details of their travel.

4.64.7 Disclosure of Election Campaign Contributions

All electoral candidates must comply with the *Local Government Act 1995* and the *Local Government (Elections) Regulations 1997* in disclosing electoral donations or 'gifts'. A candidate must disclose to the CEO information about any electoral or related gift with a value of \$200 or more that is promised or received within 6 months before the relevant election day.

Requirements relating to the disclosure of electoral gifts are set out in the *Local Government (Elections) Regulations 1997*, particularly Part 5A.



Council Policy Manual

CP 10.1 Code of Conduct

PART 5 - CONDUCT OF ELECTED MEMBERS, EXTERNAL MEMBERS AND EMPLOYEES

5.1 Objectives

~~High standards of professional conduct are required of As Elected Members, External Members and eEmployees, high standards of professional conduct to~~ ensure that a positive image of the City is conveyed when the City interacts with its stakeholders and the general public. The conduct displayed should encourage fair, equitable and lawful management and operation of the City.

5.2 Personal Behaviour

~~An Elected Member, External~~ Members ~~and/or E~~employees must:

- (a) act, and be seen to act, properly and in accordance with the requirements of the law and City of Perth policies and procedures ~~and including~~ the terms of this Code;
- (b) perform their duties impartially and in the best interests of the City uninfluenced by fear or favour;
- (c) act in good faith in the interests of the City and the community;
- (d) make no allegations which are improper or derogatory and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any person unwarranted offence or embarrassment; ~~and~~
- ~~(e) always act in accordance with their obligations to the City and in line with relevant policies and procedures. treat others with respects, courtesy, honesty and fairness, having regard for their interests, rights, safety and welfare;~~
- ~~(f) be open and accountable to the public;~~
- ~~(g) not harass or intimidate others in the conduct of the City's functions, duties or business;~~
- ~~(h) make decisions that are based on relevant and factually correct information;~~
- ~~(i) always act in accordance with their obligation of fidelity to the City and not publicly reflect adversely upon any decision of Council or Employees; and~~
- ~~(j) be fit for work or any other duties associated with the role of the Elected Member, External Member or Employee.~~

~~Elected Members must represent and promote the interests of the City, while recognising their special duty to their own constituents.~~

Regulation 10(3) of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:

- (a) making a statement that a local government employee is incompetent or dishonest; or



Council Policy Manual

CP 10.1 Code of Conduct

(b) using offensive or objectionable expressions in reference to a local government employee.

5.3 Honesty and Integrity

An Elected Member, External Members ~~and/or~~ Employees must:

- (a) observe the highest standards of honesty and integrity;
- (b) bring to the notice of the Lord Mayor any dishonesty or possible dishonesty on the part of the CEO;
- (c) bring to the notice of the CEO any dishonesty or possible dishonesty on the part of any Elected Member, ~~an~~ External Member or Employee (other than the CEO); and
- (d) be frank and honest in their official dealings with each other.

A notice under paragraph 5.3(b) or 5.3(c) must be given strict confidentiality and the City will give appropriate support to all parties during any investigation.

5.4 Performance of Duties

While on duty, an Employees must give their whole time and attention to the City's business and ensure that their work is carried out efficiently and effectively, so that their standard of work reflects favourably both on them and on the City.

In addition, an Employee must:

- (a) act within the limits of their delegations; and
- (b) ensure recommendations to Council or Committees of Council are made with due diligence and care taken in the collation and inclusion of relevant information.

An Elected Member or External Members ~~s~~ must at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Elected Members and External Members will be as informed as possible about the functions of the City and will treat all members of the community honestly and fairly. They shall ensure they are well informed on matters before Council by reading all agendas and reports provided.



Council Policy Manual

CP 10.1 Code of Conduct

5.5 Quasi-Judicial Role and Principles

5.5.1 Role

'Quasi-judicial' functions are those which involve the making of a decision by the Council or an Employee in the exercise of a discretionary power. The City performs quasi-judicial functions when deciding to approve or not approve applications for planning approval, and for other approvals, licences, consents and permits.

5.5.2 Principles

- (a) The community expects Elected Members, External Members and Employees to act in a quasi-judicial manner when exercising discretionary power. To act in a quasi-judicial manner, an Elected Member, External Member or Employee must apply the principles of natural justice and, without bias or conflict of interest, make decisions in a judicial manner based on:
 - (i) the law and Council policies as they exist; and
 - (ii) the facts and the merits of the case.
- (b) Applicants submitting approval documents may attempt to persuade individual Elected Members or Employees in favour of their proposals. An Elected Member, External Member or Employees must remain objective and deal with applicants or affected persons impartially.
- (c) Decisions must be made on sound legislative rationale and not based on small public interest groups that do not represent the wider community.
- (d) All Elected Members are to have equal access to relevant information and the opportunity to participate effectively throughout the decision making process.

5.5.3 Non-compliance

Non-compliance with quasi-judicial principles could result in Council decisions being invalidated. An Elected Member acting when biased and without disclosing an interest affecting impartiality, may breach regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007*.

5.5.4 Procedures for Elected Members



Council Policy Manual

CP 10.1 Code of Conduct

- (a) When acting in a quasi-judicial role, an Elected Member must not actively gather information independent of the official process by canvassing, liaising or initiating site visits with an applicant or affected person.
- (b) If contacted by an applicant or an affected person, an Elected Members will:
 - (i) listen and endeavour to understand the reason for the applicant or affected person making contact;
 - (ii) advise the applicant or affected person of the role and principles of an Elected Member in the role of quasi-judicial decision maker [refer to clauses 5.5.1 and 5.5.2 above];
 - (iii) encourage the applicant or affected person to make their views known through the relevant formal City and statutory processes, such as through a Council Meeting Statement, Question Time, Deputations, public submission periods, in writing or direct to the City's administration; and
 - (iv) ensure that they do not commit their vote, or give an impression that they have committed their vote, on the matter. Elected Members may offer support or otherwise, but are obliged to consider all relevant facts and have regard to the debate at the meeting, prior to making their decision.
- (c) An Elected Member will contact the CEO if they believe a site visit would be beneficial or if they have been requested by an applicant or an affected person to visit a site. Where appropriate and if circumstances permit, a site visit shall be arranged to facilitate the opportunity for all Elected Members to attend as well as at least one Employee. Elected Members visiting sites shall ensure they comply with clause 5.5.2.
- (d) Where an applicant or affected person provides information to an Elected Member which is substantive to the decision making process, the Elected Member must communicate that information to all other Elected Members and the CEO prior to the meeting where a decision is proposed on the matter.
- (e) If an Elected Member believes that additional information is required to make an informed decision, such information must be sought in a written request to the CEO or obtained by resolution of Council.

Where requested, the CEO will consider requests for additional information in light of its relevancy to the decision and determine whether or not the information should be provided.

5.6 Binding Caucus Votes



Council Policy Manual

CP 10.1 Code of Conduct

Elected Members and External Members must not participate in binding caucus votes in relation to matters to be considered at a Council or Committee meeting.

A binding caucus vote is a process whereby a group of members are compelled by a threat of disciplinary or other adverse action, or by the promise of a reward or benefit, to comply with a predetermined position on a matter before the Council or Committee irrespective of the personal views of individual members of the group on the merits of the matter before the Council or Committee.

This clause does not prohibit members from discussing a matter before the Council or Committee prior to considering the matter in question at a Council or Committee meeting or from voluntarily holding a shared view with other members on the merits of a matter.

~~5.55.7~~ Compliance with local laws and policies

An Elected Member, External Members ~~and/or~~ Employees must ~~give effect~~comply with to the adopted local laws and policies of the City, whether or not they agree with or approve of them.

~~5.65.8~~ Management Practices

An Elected Member, External Members ~~and/or~~ Employees must comply with the City's management practices and administrative procedures, whether or not they agree with or approve of them.

~~5.75.9~~ Communication and Public Relations

All aspects of communication by Employees (including verbal, written, electronic or personal), involving the City's activities must be accurate, polite and professional, and in accordance with the City's ~~communication guidelines and standards~~policies and procedures.

As a representative of the community, an Elected m~~M~~embers ~~needs~~ to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so an Elected m~~M~~embers must ~~acknowledge that~~abide by the Media Policy. :

~~as a member of the Council or a Committee, there must be respect for the decision making processes which are based on a decision of the majority of the Council or Committee;~~

~~information of a confidential nature must not be communicated until it is no longer treated by the City as confidential;~~

~~information relating to decisions of the Council must be communicated in an official capacity only by:~~

~~the Lord Mayor (or his/her representative); or~~

~~with the agreement of the Lord Mayor, by the CEO (or the CEO's representative); and~~



Council Policy Manual

CP 10.1 Code of Conduct

~~information concerning adopted policies, procedures and decisions of the City must be conveyed accurately.~~

An Employee is not permitted to make any comment to the media about any Council or City matter unless prior approval has been granted by the CEO.

5.10 Views during Public Consultation Period

An Elected Member, External Member or Employees:

- (a) must refrain from making public comment expressing a personal opinion which is biased, or may be perceived as biased or prejudging a matter whilst the matter is being advertised for public comment and/or is yet to be considered and determined by the Council;
- (b) may encourage members of the public to make a formal submission to the City.

The Lord Mayor and/or the CEO will take appropriate action (including issuing a statement to the media) correcting any misinformation or erroneous information which is in the public arena.

5.11 Relationships between Elected Mmembers and employees

An effective Elected Mmember will work as part of the City's team with the CEO and other Elected Members, mMmembers and Employees. That teamwork will occur only if Elected Members, Mmembers and Employees have mutual respect for, and co-operate with, each other to achieve the City's corporate goals and implement the City's strategies. To achieve that position all parties need to understand each other's roles as specified in the Act and any relevant agreements.

To achieve this effectiveness in teamwork, all Elected Mmembers ~~will~~must:

- (a) accept that their role is one of leadership, and not a management or administrative role;
- ~~(b) acknowledge that they have no capacity to individually direct employees to carry out particular functions;~~
- ~~(c)~~(b) refrain from publicly criticising an Employees in a way that casts aspersions on their professional competence or credibility, except where that criticism is directed to the CEO in a confidential manner; and
- (c) ensure that no restriction or undue influence is placed on the ability of an Employees to give professional advice to the Council;
- (d) undertake their day-to-day communications with the City directly through the CEO or relevant Director, unless the CEO has established a protocol for communications on particular matters to occur directly with specified Employees;



Council Policy Manual

CP 10.1 Code of Conduct

- (e) not direct or instruct an Employee other than that related to the administrative support roles when undertaking duties in support of the role as Elected Member; and
- (f) not undertake a task that contributes to the administration of the local government, unless the task is undertaken in relation to a meeting or the express authority of the Council or the CEO has been obtained prior to undertaking the task.

At the same time, ~~E~~employees ~~will~~ recognise that an Elected m~~M~~Members' views and opinions often reflect valid community viewpoints that should be considered in conjunction with professional opinion. Employees ~~will~~ must therefore make every effort to assist Elected m~~M~~Members in the performance of their role, and to achieve the satisfactory resolution of issues that may arise in the performance of their ~~official~~ role.

All Elected Members, External Members and Employees must acknowledge that the City of Perth is a safe workplace where everyone has a duty of care to ensure that bullying and other hazards to wellbeing do not occur. This duty of care should inform the behaviour and relations between all Elected Members, Members and Employees.

Regulations 9 and 10 of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:

- (a) undertaking a task that contributes to the administration of the local government, unless authorised by the Council or by the CEO to undertake that task;
- (b) directing or attempting to direct a local government employee;
- (c) attempting to influence, by means of a threat or the promise of a reward, the conduct of a local government employee;
- (d) making a statement that a local government employee is incompetent or dishonest; or
- (e) using offensive or objectionable expressions in reference to a local government employee.

5.12 Appointments to External Organisations

An Elected Members, External Member or Employee representing the ~~Council-City~~ on an external organisations ~~are~~ is to ensure that they:

- (a) clearly understand the basis of their appointment;
- (b) provide regular reports on the activities of the organisation in accordance with the confidentiality requirements of that organisation; and
- (c) represent the ~~Council's-City's~~ interests on all matters relating to that organisation, while ~~est~~ maintaining the confidentiality requirements of the City.



Council Policy Manual

CP 10.1 Code of Conduct

5.13 Defamation

Comments by an Elected Member or Employee at a meeting of the Council and/or Committees ~~of the Council are may be~~ covered ~~only~~ by qualified privilege against defamation. ~~and this~~ Qualified privilege does not apply where a comment by an employee is made maliciously, or without due regard for whether they represent the truth.

An Elected Member or Employee ~~can~~ is able to rely on the defence of qualified privilege only while exercising the proper discharge of his or her duties, and doing so in the public interest.

An Elected Member, External Member or Employee may also be protected by the provisions of section 9.56(2) of the Local Government Act 1995 in relation to all tort actions (including defamation). The provision applies to anything a person has, in good faith, done in the performance or purported performance of a function under the Local Government Act 1995 or any other written law.

In order to maintain the qualified privilege, a member should ensure that comments made are pertinent to the business of local government, they are not made maliciously, or without due regard to whether they represent the truth.

5.14 Dress Standards

The appearance and dress of Elected Members, External Members and Employees, whilst conducting City business, should be in accordance with the standards appropriate to their duties and the people with whom they are dealing.

An Elected Member, External Member, or Employee is required to behave in a way that upholds the good reputation of the City, and as such they are required to dress professionally, reflecting pride in the City and respect for those that they deal with, particularly the public.

In some circumstances, Elected Members, External Members and Employees may be required to adopt a particular dress standard, which may include wearing a uniform, safety clothing or formal attire. Where such standards are required, they must be complied with.

Employees should refer to Organisational Policy OP8

5.15 Official Information

An Employee must:

(a) maintain accurate and trustworthy records; and



Council Policy Manual

CP 10.1 Code of Conduct

- (b) ensure information is recorded accurately and in accordance with the City's recordkeeping policies and legislative requirements.

PART 6 - Bullying and inappropriate behaviour

6.1 Bullying

Bullying is repeated unreasonable, inappropriate or aggressive behaviour that is directed towards an individual or group and creates a risk to health or safety. The City is committed to providing a safe work environment that is free from bullying and encourages the reporting of any evidence of bullying.

Bullying behaviour breaches this Code and is also prohibited by the *Occupational Safety and Health Act 1984* (in relation to conduct within a workplace or during the course of employment) and other legislation. Bullying includes both direct and indirect actions and both are in breach of this Code. An Elected Member, External Member or Employee must not engage in bullying.

It is important to note that bullying does not normally include management of an Employee (such as allocating tasks or providing performance feedback). Exceptions may apply to unreasonable management practices.

Direct bullying refers to obvious public acts. Examples include:

- o Physical or sexual assault;
- o Name calling or other abusive, offensive, frightening, or degrading language;
- o Beginning or spreading rumours; and
- o Teasing someone in an offensive manner or subjecting them to regular practical jokes.

Indirect bullying refers to subtle, behaviour that undermines, treats less favourably or disempowers others. Examples include:

- o Ignoring or excluding a person;
- o Denying access to information or resources;
- o Preventing a person from expressing their opinion or ridiculing their contribution;
- o Setting tasks that are beyond or below a person's skill level.

Employees can refer to the following City of Perth procedures for further information and guidance in the resolution of bullying:

PR0441 – Prevention and Management of Workplace Bullying Administrative Policy;

PR0442 – Workplace Grievance Management and Resolution Procedure

PR0020 – Employee Assistance Program (EAP) Procedure



Council Policy Manual

CP 10.1 Code of Conduct

6.2 Single Instances

To be considered bullying, repeated behaviour is required. However, while behaviour may not be considered bullying where it violates legislation, City Policies or Procedures, or other provisions in this Code it will still be considered a breach of the Code and will be treated accordingly.

6.3 Discrimination

Discrimination is dealt with by the *Equal Opportunity Act 1984* (and other legislation) and means treating someone less favourably than another, in circumstances that are the same (or are not materially different), on the basis of a ground such as race, sex, impairment, age, religious or political conviction, family status, pregnancy or gender history.

An Elected Member, External Member or Employee must not discriminate against or harass any person due to a discriminatory ground.

~~PART 6~~ **PART 7 - DEALING WITH THE CITY'S PROPERTY**

~~6.17.1~~ **Use of Resources**

An Elected Member, External ~~Members and/or Employees~~ must:

- (a) be honest in their use of the City's resources and must not misuse them or permit their misuse by any other person or body;
- (b) use City's resources entrusted to them effectively and efficiently in the course of their duties; ~~and~~
- (c) ensure the City's resources are to be utilised only for ~~authorised activities~~ a proper purpose. The City's resources must not be used in a manner that improperly causes direct or indirect personal gain or detriment to another; (for example – no use of employees for personal tasks or no use of equipment for non-City business).
- (d) not make unauthorised use of information and other intellectual property, produced or registered by Employees or external contractors for the City. The title to intellectual property in all official duties must be assigned to the City on its creation;
- (e) take due care when using resources to avoid any potential damage;



Council Policy Manual

CP 10.1 Code of Conduct

- (f) report immediately to management any damage to, or loss of, City property or equipment; and
- (g) ensure that the use and commitment of City resources and expenditure is in accordance with the City's policies and complies with applicable legislation.

Regulation 8 of the *Local Government (Rules of Conduct) Regulations 2007* prohibits an Elected Member from using the resources of a local government for electoral purposes, or for any other purpose, unless authorised under the *Local Government Act 1995* or by the Council or the CEO.

~~6.27.2~~ Reimbursement of Expenses

An Elected Member, External Members ~~and/or~~ Employees may claim for reimbursement of expenses only in accordance with the relevant policy.

~~PART 7~~ PART 8 - BREACHES AND MISCONDUCT

~~7.18.1~~ Reporting Breaches

A person may internally report a breach, or suspected breach, of this Code:

- (a) by an Elected Member, External ~~Member~~ or an Employee (other than the CEO) – to the CEO; or
- (b) by the CEO – to the Lord Mayor.

Each report of a breach is to be dealt with quickly and fairly in accordance with the principles of procedural fairness.

As indicated earlier (at c~~C~~lause 1.43), the Rules of Conduct have their own enforcement regime. A breach by an Elected Member of a Rule of Conduct may be reported to ~~the City's Complaints Officer (the CEO)~~. If so, it will be dealt with under Part 5, Division 9 of the *Local Government Act 1995*.

It is important to note that an alleged breach, or suspected breach, of this Code of Conduct by an Elected Member can be the subject of a complaint to the Standards Panel.

8.2 Internal Referral to Mediation

The CEO, may, in appropriate cases, refer an alleged breach of this Code relating to values or conduct (other than an alleged breach of any law) by an Elected Member to an independent



Council Policy Manual

CP 10.1 Code of Conduct

mediator who will attempt to resolve the matter via a mediation process. For example, this may occur where mediation may assist in resolving an alleged case of rudeness.

If a matter is referred for mediation each party is to engage in the process in good faith.

8.3 Internally Reporting Misconduct

When an Elected Member, External Member or Employee believes or suspects that misconduct may occur, is occurring, or has occurred, he or she should report the matter to the CEO.

Alternatively, if the matter falls within the ambit of the *Public Interest Disclosure Act 2003*, the internal or external process for making a public interest disclosure may be followed.

The *Public Interest Disclosure Act 2003* facilitates the reporting of public interest information and provides protection for those who report this information under the Act.

The City:

- (c)(a) does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the City, by its ~~Elected Members, External Members, or Employees or contractors;~~
- (d)(b) is committed to the aims and objectives of the *Public Interest Disclosure Act 2003*;
- (e)(c) strongly supports disclosures being made by ~~an Elected Member, External Members or Employees~~ as to corrupt or other improper conduct;
- (f)(d) will take all reasonable steps to provide protection ~~for an Elected Member, External Members and or Employees~~ who makes a public interest disclosures from any detrimental action in reprisal for the making of a ~~public interest~~the disclosure; and
- (g)(e) does not tolerate any of its ~~Elected Members, External Members, Employees or contractors~~ engaging in acts of victimisation or reprisal against ~~those~~a person who makes a public interest disclosures.

Elected Members, External Members and Employees are encouraged to contact one of the City's nominated Public Interest Disclosure Officers to seek guidance on reporting misconduct, their disclosure, and to lodge completed Public Interest Disclosure forms.

A person who makes an appropriate disclosure of public interest information to the City's nominated Public Interest Disclosure Officer under section 5 of the *Public Interest Disclosure Act 2003*:

- (a) incurs no civil or criminal liability for doing so; and



Council Policy Manual

CP 10.1 Code of Conduct

- (b) is not, for doing so, liable:
 - (i) to any disciplinary action under a written law;
 - (ii) to be dismissed;
 - (iii) to have his or her services dispensed with or otherwise terminated; or
 - (iv) for any breach of duty of secrecy or confidentiality or any other restriction on disclosure (whether or not imposed by a written law) applicable to the person (section 13).

8.4 Externally Reporting Misconduct

All persons have the option to report a matter of misconduct directly to the Corruption and Crime Commission (CCC) or the Public Sector Commissioner (PSC) under the *Corruption and Crime, and Misconduct Act 2003*.

- (a) Any person may report to the CCC any matter which that person suspects, on reasonable grounds, concerns or may concern serious misconduct that:
 - (i) has or may have occurred; or
 - (ii) is or may be occurring; or
 - (iii) is or may be about to occur; or
 - (iv) is likely to occur.
- (b) Any person may report to the PSC any matter which that person suspects, on reasonable grounds, concerns or may concern minor misconduct that:
 - (i) has or may have occurred; or
 - (ii) is or may be occurring; or
 - (iii) is or may be about to occur; or
 - (iv) is likely to occur

A report directly to the CCC or the PSC may be made in several ways.

- (a) If you wish to personally report serious misconduct direct to the Corruption and Crime Commission, you can:
 - (i) submit an online report on the CCC website (www.ccc.wa.gov.au); or
 - (ii) email info@ccc.wa.gov.au; or
 - (iii) call 1800 803 186.
- (b) If you wish to personally report minor misconduct direct to the PSC, you can:
 - (i) submit an online report on the PSC website (publicsector.wa.gov.au); or



Council Policy Manual

CP 10.1 Code of Conduct

- (ii) [email minormisconduct@psc.wa.gov.au](mailto:minormisconduct@psc.wa.gov.au); or
- (iii) [send a letter to Locked Bag 3002, WEST PERTH WA 6872](#); or
- (iv) [refer to the PSC website \(publicsector.wa.gov.au/conduct-integrity/minor-misconduct/reporting-minor-misconduct-psc\)](http://publicsector.wa.gov.au/conduct-integrity/minor-misconduct/reporting-minor-misconduct-psc) for more options.

[To get more information on serious misconduct reporting and processes, please refer to the CCC website \(www.ccc.wa.gov.au\) or call the CCC on: \(08\) 9215 4888 or 1800 803 186.](#)

[To get more information on minor misconduct reporting and processes, please refer to the PSC website \(publicsector.wa.gov.au/conduct-integrity/minor-misconduct\) or call the PSC on: \(08\) 6552 8888.](#)

~~7.28.5~~ **CEO Obligation to Report Misconduct**

The CEO has a statutory obligation to report to the Corruption and Crime Commission:

- (a) any allegation of [serious](#) misconduct; or
- (b) any situation that otherwise comes to his or her attention involving [serious](#) misconduct,

where the CEO considers on reasonable grounds that [serious](#) misconduct may have occurred.

[The CEO has a statutory obligation to report to the Public Sector Commissioner:](#)

- (c) [any allegation of minor misconduct; or](#)
- (d) [any situation that otherwise comes to his or her attention involving minor misconduct,](#)

[but not minor misconduct by an Elected Member.](#)

Note: For these purposes, 'misconduct', 'minor misconduct', and 'serious misconduct' are defined in section 4, [and the definitions section](#), of the [Corruption, Crime and Misconduct Act 2003](#) ~~Corruption and Crime Commission Act 2003~~.

[Corruption, Crime and Misconduct Act 2003 – section 4](#)

[Misconduct occurs if —](#)

- (a) [a public officer corruptly acts or corruptly fails to act in the performance of the functions of the public officer's office or employment; or](#)



Council Policy Manual

CP 10.1 Code of Conduct

(b) a public officer corruptly takes advantage of the public officer's office or employment as a public officer to obtain a benefit for himself or herself or for another person or to cause a detriment to any person; or

(c) a public officer whilst acting or purporting to act in his or her official capacity, commits an offence punishable by 2 or more years' imprisonment; or

(d) a public officer engages in conduct that —

(i) adversely affects, or could adversely affect, directly or indirectly, the honest or impartial performance of the functions of a public authority or public officer whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct; or

(ii) constitutes or involves the performance of his or her functions in a manner that is not honest or impartial; or

(iii) constitutes or involves a breach of the trust placed in the public officer by reason of his or her office or employment as a public officer; or

(iv) involves the misuse of information or material that the public officer has acquired in connection with his or her functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person, and constitutes or could constitute —

(vi) a disciplinary offence providing reasonable grounds for the termination of a person's office or employment as a public service officer under the *Public Sector Management Act 1994* (whether or not the public officer to whom the allegation relates is a public service officer or is a person whose office or employment could be terminated on the grounds of such conduct).

minor misconduct means: misconduct of a kind described in section 4(d) that is not any of the following —

(a) police misconduct;

(b) conduct engaged in by a member of a House of Parliament or the Clerk of a House of Parliament;

(c) conduct engaged in by —

(i) a member of a local government or council of a local government; or

(ii) a member of a council of a regional local government;

serious misconduct means:

(a) misconduct of a kind described in section 4(a), (b) or (c) by a public officer; or



Council Policy Manual

CP 10.1 Code of Conduct

~~(b) police misconduct;~~

~~7.3 — Public Interest Disclosure Act 2003~~

~~The *Public Interest Disclosure Act 2003* facilitates the reporting of public interest information and provides protection for those who report this information under the Act.~~

~~The City:~~

- ~~(a) — does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the City, by its members, employees or contractors;~~
- ~~(b) — is committed to the aims and objectives of the *Public Interest Disclosure Act 2003*;~~
- ~~(c) — strongly supports disclosures being made by members or employees as to corrupt or other improper conduct;~~
- ~~(d) — will take all reasonable steps to provide protection to members and employees who make disclosures from any detrimental action in reprisal for the making of a public interest disclosure; and~~
- ~~(e) — does not tolerate any of its members, employees or contractors engaging in acts of victimisation or reprisal against those who make public interest disclosures.~~

~~Members and employees are encouraged to contact the City's nominated Public Interest Disclosure Officer to seek guidance on their disclosure and to lodge completed Public Interest Disclosure forms.~~

~~A person who makes an appropriate disclosure of public interest information to the City's nominated Public Interest Disclosure Officer under section 5 of the *Public Interest Disclosure Act 2003*:~~

- ~~(c) — incurs no civil or criminal liability for doing so; and~~
- ~~(d) — is not, for doing so, liable:~~
 - ~~(i) — to any disciplinary action under a written law;~~
 - ~~(ii) — to be dismissed;~~
 - ~~(iii) — to have his or her services dispensed with or otherwise terminated; or~~
 - ~~(iv) — for any breach of duty of secrecy or confidentiality or any other restriction on disclosure (whether or not imposed by a written law) applicable to the person (section 13).~~



Council Policy Manual

CP 10.1 Code of Conduct

Document Control Box							
Document Responsibilities:							
Custodian:	Manager Governance			Custodian Unit:	Governance		
Decision Maker:	Council						
Compliance Requirements:							
Legislation:	Local Government Act 1995 Part 5, Division 6, Division 7 and Division 9 Local Government (Administration) Regulations 1996 Local Government (Rules of Conduct) Regulations 2007 Corruption, Crime, and Misconduct Act 2003 Public Interest Disclosure Act 2003						
Industry:	Department of Local Government & Regional Development Guideline No. 12 Elected Member Relationship with Developers WA Local Government Association – Model Code of Conduct Public Sector Commission – Developing a Code of Conduct						
Organisational:	Gift Declaration Process and Forms Disclosure of Interest Forms						
Document Management:							
Risk Rating:	Medium	Review Frequency:	Biennial	Next Due:	2019	TRIM Ref:	75522/04
Version #	Decision Reference:	Synopsis:					
1.	Council 15/10/90	Previous Policy No. CS29					
2.	Council 10/06/97						
3.	Council 23/10/01	.					
4.	Council 11/02/03						
5.	Council 11/05/04						
6.	Council 19/02/08						
7.	Council 27/01/10						
8.							



Council Policy Manual

CP10.1 Code of Conduct

POLICY OBJECTIVE

The primary objective of this Code of Conduct is to set out the standards of ethical and professional behaviour expected of the City's Elected Members, External Members and Employees.

TABLE OF CONTENTS

PART 1 – INTRODUCTION	2
1.1 Application	2
1.2 Definitions	3
1.3 Rules of Conduct	4
1.4 Legislative Obligations	4
PART 2 - VALUES AND ETHICAL PRINCIPLES	4
2.1 Values	4
2.2 Ethical principles	5
2.3 Rules of Conduct Principles	6
PART 3 - CONFLICT AND DISCLOSURE OF INTERESTS	6
3.1 Conflict of interests	6
3.2 Financial and non-financial interests	8
3.3 Proximity interests	9
3.4 Impartiality Interests	9
(1) Meaning of impartiality interest	9
(2) Requirement to Disclose	10
(3) Notice and Recording	10
3.5 Disclosure of Information in Returns	11
PART 4 - PERSONAL BENEFIT	11
4.1 Disclosure of Confidential Information	11
4.2 Improper use of information	11
4.3 Improper Use of Position	12
4.4 Improper or undue influence	12
4.5 Gifts	13
(1) General	13
(2) Prohibited gifts	14
(3) Notifiable gifts	15
(4) Disclosure of gifts	16
(4) Register of Notifiable Gifts and Disclosed gifts	17
4.6 Travel Contribution	17
4.7 Disclosure of Election Campaign Contributions	18
PART 5 - CONDUCT OF MEMBERS AND EMPLOYEES	19



Council Policy Manual

CP 10.1 Code of Conduct

5.1 Objectives	19
5.2 Personal Behaviour	19
5.3 Honesty and Integrity	20
5.4 Performance of Duties	20
5.5 Quasi-Judicial Role and Principles	21
(1) Role	21
(2) Principles	21
(3) Non-compliance	21
(4) Procedures for Elected Members	22
5.6 Binding Caucus Votes	23
5.7 Compliance with local laws and policies	23
5.8 Management Practices	23
5.9 Communication and Public Relations	23
5.10 Views during Public Consultation Period	24
5.11 Relationships between members and employees	24
5.12 Appointments to External Organisations	25
5.13 Defamation	25
5.14 Dress Standards	26
5.15 Official Information	26
PART 6 - BULLYING AND INAPPROPRIATE BEHAVIOUR	26
6.1 Bullying	26
6.2 Single Instances	27
6.3 Discrimination	27
PART 7 - DEALING WITH THE CITY'S PROPERTY	28
7.1 Use of Resources	28
7.2 Reimbursement of Expenses	28
PART 8 - BREACHES AND MISCONDUCT	29
8.1 Reporting Breaches	29
8.2 Internal Referral to Mediation	29
8.3 Internally Reporting Misconduct	29
8.4 Externally Reporting Misconduct	30
8.5 CEO Obligation to Report Misconduct	32

POLICY STATEMENT

PART 1 - INTRODUCTION

1.1 Application

This Code of Conduct applies to:

- Elected Members;



Council Policy Manual

CP 10.1 Code of Conduct

- External Members who are not Elected Members or Employees; and
- Employees.

1.2 Definitions

In this Code:

“**CEO**” means the Chief Executive Officer of the City

“**City**” means the City of Perth

“**Clear intention**” in relation to a “**dealing in land**” occurs when an individual concerned either:

- a) accepts an offer; or
- b) makes an offer; or
- c) enters into any contract for a dealing in land.

“**Closely associated person**” has the meaning given in section 5.62 of the *Local Government Act 1995*

“**Committee**” means a committee established by the Council

“**Council**” means the council of the City

“**Dealing in land**” means, for the purposes of clause 3.1, a dealing of a person that involves:

- a) acquiring or selling real property;
- b) acquiring or selling a lease or other interest in real property; or
- c) a proposal to develop land or a building;

that is within the City, other than a dealing related to the person’s principal place of residence.

“**Designated Employee**” is defined in section 5.74 of the *Local Government Act 1995* (Act) to mean:

- a) the CEO;
- b) an employee, other than the CEO, to whom any power or duty has been delegated under Division 4 of the Act;
- c) an employee who is a member of a Committee comprising Council members and employees;
or
- d) an employee nominated by the City to be a designated employee.

“**Elected Member**” means an elected member of the Council

“**Employee**” means an employee at the City of Perth including agency staff.



Council Policy Manual

CP 10.1 Code of Conduct

“**External Member**” means a member of a Committee who is not an Elected Member.

“**Secondary Employment**” means any work, employment, or engagement in a business unconnected to an Employee’s role at the City of Perth.

1.3 Rules of Conduct

This Code must be read with the Rules of Conduct which are made under the *Local Government (Rules of Conduct) Regulations 2007* and apply to all elected members in Western Australia. The Rules of Conduct have their own enforcement regime. A breach by an Elected Member of a Rule of Conduct may be reported to the City’s Complaints Officer (the CEO). If so, it will be dealt with under Part 5, Division 9 of the *Local Government Act 1995*.

However, it is important to note that a breach, or suspected breach, of this Code of Conduct by an Elected Member can be the subject of a complaint to the Standards Panel.

1.4 Legislative Obligations

This Code is not a complete statement of the obligations that Elected Members, External Members and Employees must observe. Legislative obligations, such as those included in the *Local Government Act 1995* and its subsidiary legislation, must be complied with.

PART 2 - VALUES AND ETHICAL PRINCIPLES

2.1 Values

These values establish the broad parameters within which Elected Members, External Members and Employees are expected to work in order to deliver the Council’s Strategic Plan. The City’s values are:

1. Trust and Respect

- Be Honest
- Keep your promises
- Respect others
- Be fair
- Support each other
- Appreciate each others’ contributions
- Recognise that we are all different
- Share information and communicate openly

2. Strive for excellence

- Do your best



Council Policy Manual

CP 10.1 Code of Conduct

- Be enthusiastic
- Be outcome-focussed
- Take ownership (be accountable and responsible)
- Take pride

3. Be Creative

- Look for new ways
- Think laterally
- Seek opportunities
- Be flexible and adaptive
- Be receptive to ideas and feedback

2.2 Ethical principles

This Code of Conduct is also governed by three ethical principles - justice, respect for persons, and responsible care.

Justice A responsibility to:

- be fair and equitable in our treatment of others, not treating people as a means to an end;
- use and share power for the common good of both individuals and society; and
- avoid discrimination, abuse or exploitation of others.

Respect for persons A responsibility to:

- respect the rights of individuals and groups allowing them their opinion and their right to be different;
- enable and empower others to achieve their potential by promoting their physical, mental and social wellbeing; and
- encourage honest working relationships by being truthful and sincere when dealing with others.

Responsible Care A responsibility to:

- contribute to the wellbeing of individuals and society by exercising due diligence and a duty of care to others;
- treat others as they would like to be treated, doing good and not doing harm;
- uphold the rights of those who are unable to do so, advocating for others where required; and
- protect and responsibly manage the resources of the City of Perth.



Council Policy Manual

CP 10.1 Code of Conduct

2.3 Rules of Conduct Principles

The following principles (set out in the *Local government (Rules of Conduct) Regulations 2007*) should be used to guide Elected Members, External Members and Employees in their conduct:

- (a) act with reasonable care and diligence;
- (b) act with honesty and integrity;
- (c) act lawfully;
- (d) avoid damage to the reputation of the local government;
- (e) be open and accountable to the public;
- (f) base decisions on relevant and factually correct information;
- (g) treat others with respect and fairness; and
- (h) not be impaired by mind affecting substances.

In carrying out their respective functions, Elected Members, External Members and Employees of the City will use their best endeavours to meet the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Regulation 3 of the *Local Government (Rules of Conduct) Regulations 2007* sets out principles to guide the behaviour of Elected Members which includes the principles listed above. For the purposes of this Code, the guiding principles set out in the Rules of Conduct apply to Elected Members, External Members and Employees of the City.

PART 3 - CONFLICT AND DISCLOSURE OF INTERESTS

3.1 Conflict of interests

Elected Members are bound by the provisions of the *Local Government (Rules of Conduct) Regulations 2007* and the *Local Government Act 1995* in relation to conflicts of interests and must comply with those provisions. Employees are bound by the provisions of the *Local Government Act 1995* and the provisions of this Code in relation to conflicts of interest and must comply with those provisions.

All Elected Members, External Members and Employees must ensure there is no actual or perceived conflict of interest between their personal interests and the impartial fulfilment of their public duties and functions.



Council Policy Manual

CP 10.1 Code of Conduct

In applying this principle, Elected Members, External Members, and Employees must:

- (a) familiarise themselves with the different types of interests that are regulated by legislation and this Code and the disclosure requirements that apply to them;
- (b) understand in what circumstances gifts, benefits and hospitality may be accepted or rejected in accordance with legislation, this Code and the City's policies and procedures;
- (c) exercise diligence in identifying, and making timely disclosure of, any interests requiring disclosure as they perform their duties;
- (d) not engage in private work with or for any person or body with an interest in a proposed or current contract with the City, without first making written disclosure to the CEO. Elected Members, External Members and Employees undertaking private works shall under no circumstances use City equipment, premises, time, resources or consumables to conduct or undertake activities associated with private works;
- (e) lodge written notice with the CEO describing an intention to undertake a dealing in land which either occurs within the district or which may otherwise be in conflict with the City's functions. The notice must be received within 10 days of the individual concerned forming a clear intention to undertake a dealing in land. It is intended that the Elected Member, External Member, or Employee will be removed by the City from any City process related to that dealing and should act accordingly;
- (f) if they exercise a discretionary function, make written disclosure to the CEO before dealing with any matter where they have an interest that could affect, or could reasonably be perceived to affect, their impartiality. This includes interests arising from kinship, friendship, or membership of an association, and will disqualify themselves from dealing with the matter unless the CEO has authorised their continued involvement and there is no other prohibition under law or the Code which precludes their involvement. Where the CEO has authorised an Employee who has an actual or perceived conflict of interest in the matter to continue acting in some capacity, that Employee must follow all conditions and limitations that the CEO has placed on their involvement; and
- (g) if disclosure is required under any law or this Code, complete a disclosure form in writing and submit it to the CEO, or where the disclosure is by the CEO to the Director Corporate Services.

In addition, an Employee must:

- (h) refrain from partisan political activities associated with City of Perth local government elections which could cast doubt on their neutrality and impartiality in carrying out their



Council Policy Manual

CP 10.1 Code of Conduct

public duties and functions. This does not include non-partisan activity such as work associated with the administration of a local government election; and

- (i) lodge a notice with Human Resources prior to undertaking any Secondary Employment. An Employee must not undertake secondary employment without CEO approval, or approval from Human Resources in line with the City's procedures. If an Employee is already undertaking secondary employment they must ensure a notice is lodged immediately.

Employees should refer to **PR0026** in relation to lodging notices prior to undertaking Secondary Employment.

3.2 Financial and non-financial interests

Elected Members must comply with the laws governing financial interests, including the disclosure of financial interests, as set out in the *Local Government Act 1995*. Elected Members must also comply with the laws governing the disclosure of impartiality interests, as set out in the *Local Government (Rules of Conduct) Regulations 2007*.

External Members and Employees must comply with the laws governing financial interests, including the disclosure of financial interests, set out in the *Local Government Act 1995*. External Members and Employees must also comply with the rules governing the disclosure of impartiality interests, as set out in this Code, which are consistent with Part 6 of the *Local Government (Administration) Regulations 1996*.

The onus is on Elected Members, External Members and Employees to identify possible financial interests and other interests (such as proximity interests and non-financial interests), to determine whether an interest exists, what disclosure is required by this Code or applicable laws and whether any statutory exemption applies.

Sections 5.59-5.90 of the *Local Government Act 1995* establish the requirements for disclosure by Elected Members, External Members or Employees of financial interests, non-financial interests, indirect financial interests and proximity interests.

Section 5.60A of the Act states that a person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government (or by an Employee, Elected Member, Council, or Committee of local government) in a particular way, result in a financial gain, loss, benefit or detriment for the person.

A financial interest may be direct or indirect. An indirect financial interest includes where a financial relationship exists between a relevant person and another person who requires a local government decision in relation to the matter.



Council Policy Manual

CP 10.1 Code of Conduct

A relevant person is also required to disclose (unless the matter is exempt) if a closely associated (as defined by section 5.62 of the Act) person has either a financial or proximity interest.

3.3 Proximity Interests

A proximity interests is defined by section 5.60B of the *Local Government Act 1995*. Elected Members, External Members and Employees, are bound by the disclosure requirements of the Act.

Section 5.60B of the *Local Government Act 1995* states a person has a proximity interest if the matter concerns:

- (a) a proposed change to a planning scheme affecting land that adjoins the person's land; or
- (b) a proposed change to the zoning or use of land that adjoins the person's land; or
- (c) a proposed development (as defined in section 5.63(5)) of land that adjoins the person's land.

Land is considered to adjoin the person's land if it:

- (a) has a common boundary with the person's land; or
- (b) any part of the land is directly across a thoroughfare from the person's land.

The term land includes any land owned by the person or in which the person has any estate or interest.

3.4 Impartiality Interests

Elected Members are bound by the impartiality provisions of the *Local Government (Rules of Conduct) Regulations 2007*. This Code is intended to accurately reflect those provisions and Elected Members must also comply with the impartiality interest provisions contained within the Code.

External Members and Employees must comply with the impartiality interest provisions set out in this Code.

3.4.1 Meaning of impartiality interest

For the purposes of this Code, an impartiality interest means:

"an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association" (see regulation 34(C)(1) of the *Local Government (Administration) Regulations 1996* and regulation 11(1) of the *Local Government (Rules of Conduct) Regulations 2007*).

An 'impartiality interest' does not include a 'financial interest' that is subject to the requirements of the *Local Government Act 1995*.



Council Policy Manual

CP 10.1 Code of Conduct

3.4.2 Requirement to Disclose

An Elected Member, External Member or Employee who has an impartiality interest in any matter to be discussed at a Council or Committee meeting attended by that person must disclose the nature of the impartiality interest:

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

In addition, an External Member or Employee who has given, or will give, advice in respect of any matter to be discussed at a Council or Committee meeting not attended by the External Member or Employee must disclose the nature of any impartiality interest he or she has in the matter:

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the time the advice is given.

An Elected Member, External Member or Employee is excused from the requirement to disclose an impartiality interest if the failure to disclose occurs because the person:

- (a) did not know he or she had an impartiality interest in the matter; or
- (b) did not know the matter in which he or she had an impartiality interest would be discussed at the meeting **and** the person discloses the nature of the impartiality interest as soon as possible after becoming aware of the discussion of that matter.

The disclosure of an impartiality interest does not necessarily affect the ability of the Elected Member or External Member to discuss or vote on the matter.

Where a verbal disclosure is made at a meeting without a prior written disclosure being made, a written disclosure form must be completed in relation to the impartiality interest disclosed. The completed disclosure form must be submitted as soon as practicable following the meeting.

3.4.3 Notice and Recording

Where an impartiality interest is disclosed in a written notice given to the CEO before a meeting, then:

- (c) before the meeting the CEO is to ensure that the notice is given to the person who is to preside at the meeting; and
- (d) at the meeting, the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matter to which the disclosure relates is discussed.



Council Policy Manual

CP 10.1 Code of Conduct

Where an impartiality interest is disclosed or brought to the attention of the persons present at a meeting, the nature of the impartiality interest must be recorded in the minutes of the meeting.

Regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007* contains detailed provisions relating to the disclosure by Elected Members of impartiality interests.

An Elected Member who does not comply with an impartiality 'interest provision' would be in breach of this regulation.

Employees and External Members who do not comply with an 'impartiality interest' provision would be in breach of this Code of Conduct.

3.5 Disclosure of Information in Returns

Elected Members and Designated Employees must provide primary and annual returns in accordance with the requirements of Division 6 of Part 5 of the *Local Government Act 1995*.

PART 4 - PERSONAL BENEFIT

4.1 Disclosure of Confidential Information

An Elected Member, External Member or Employee must not disclose to another person, unless it is required for the performance of their duties at the City, written or oral information that is provided to them, or obtained by them, in confidence or, in the case of a document, is marked by the CEO to be confidential.

Regulation 6 of the *Local Government (Rules of Conduct) Regulations 2007* also prohibits an Elected Member from disclosing confidential information, or information acquired at a closed meeting.

4.2 Improper use of information

An Elected Member, External Member or Employees must not make improper use of any information acquired in the performance by the person of any of his or her functions under the *Local Government Act 1995* or any other written law. Elected Members, External Members and Employees shall use discretion with information and avoid improperly causing harm or detriment to any person, organisation or the City.



Council Policy Manual

CP 10.1 Code of Conduct

Due discretion must be exercised by all those who have access to confidential or sensitive information. This applies not only to the proper disclosure of that information, but also to the appropriate measures to be taken to ensure that the security of the information is not compromised.

Elected Members, External Members and Employees must not use information, whether assigned confidential status or not, to gain improper advantage for themselves or for any other person or body, or in ways which are inconsistent with their obligation to act impartially.

Section 5.93 of the *Local Government Act 1995* prohibits an Elected Member, External Member or Employee from making 'improper use of any information acquired in the performance by the person of any of his or her functions under this Act or any other written law:

- (a) to gain directly or indirectly an advantage for the person or any other persons; or
- (b) to cause detriment to the local government or any other person.

The penalty, on conviction, is a fine of \$10,000 or imprisonment for 2 years.

4.3 Improper Use of Position

An Elected Member, External Member or Employee must not make improper use of his or her office or position:

- (a) to gain directly or indirectly an advantage for him or her, or for any other person;
or
- (b) to cause detriment to the City or any other person.

Regulation 7 of the *Local Government (Rules of Conduct) Regulations 2007* prohibits, in similar terms, the improper use by an Elected Member of his or her office.

4.4 Improper or undue influence

An Elected Member, External Member or Employee must not take advantage of his or her position to improperly influence any other person:

- (a) to gain directly or indirectly an advantage for him or her, or any other person; or
- (b) to cause detriment to the City or any other person.

Regulation 10(1) and (2) of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:



Council Policy Manual

CP 10.1 Code of Conduct

- | |
|---|
| <ul style="list-style-type: none">(a) directing or attempting to direct a local government employee; or(b) attempting to influence, by means of a threat or the promise of a reward, the conduct of a local government employee. |
|---|

4.5 Gifts

4.5.1 General

In general, an Elected Member, External Member or Employees must not seek or accept (either directly or indirectly) any immediate or future gift (including any financial benefit, reward, donation or hospitality) for themselves, or for any other person or body, as a result of their role with the City. In particular, an Employee must not accept any act of hospitality without prior approval of the CEO or a Director, as appropriate.

Despite the general prohibition against seeking or accepting gifts or acts of hospitality, an Elected Member, External Member or Employee may accept some types of gifts which are excluded from this Code's coverage.

For the purposes of this Code, a 'gift' has the extended meaning set out in section 5.82(4) of the *Local Government Act 1995* and includes:

"any disposition of property, or the conferral of any other financial benefit, made by one person in favour of another otherwise than by will (whether with or without an instrument in writing), without consideration in money or money's worth passing from the person in whose favour it is made to the other, or with such consideration so passing if the consideration is not fully adequate, but does not include any financial or other contribution to travel."

However, a 'gift' does not include a gift from a relative as defined in section 5.74(1) of the *Local Government Act 1995*.

An Elected Member, External Member or Employee, should carefully consider if the Act, regulations, or this Code requires disclosure of a gift or prohibits accepting it.

Nothing in this Code prevents a gift from being received on behalf of the City, where it is retained by the City.



Council Policy Manual

CP 10.1 Code of Conduct

4.5.2 Prohibited gifts

An Elected Member, External Member or Employee must not accept a **prohibited gift** from a person who:

- (a) is undertaking or seeking to undertake an **activity involving a local government discretion**; or
- (b) it is reasonable to believe is intending to undertake an **activity involving a local government discretion**.

For the purpose of this clause:

- (a) a '**prohibited gift**' means:
 - (i) a gift worth \$300 or more; or
 - (ii) a gift that is one of 2 or more gifts given to the Elected Member, External Member or Employee by the same person within a period of 6 months that are in total worth \$300 or more; and
- (b) '**activity involving a local government discretion**' is an activity:
 - (i) that cannot be undertaken without an authorisation from the City; or
 - (ii) by way of a commercial dealing with the City; and
- (c) a '**gift**' has the meaning set out in section 5.82(4) of the *Local Government Act 1995* but does not include:
 - (i) a gift from a relative as defined in section 5.74(1); or
 - (ii) a gift that must be disclosed under regulation 30B of the *Local Government (Elections) Regulations 1997*; or
 - (iii) a gift from a statutory authority, government instrumentality or non-profit association for professional training; or
 - (iv) a gift from WALGA, the Australian Local Government Association Limited (ABN 31 008 613 876) or the Local Government Managers Australia WA Division Incorporated (ABN 91 208 607 072).

Any gift valued at \$300 or more should be declined politely. If it is considered inappropriate to reject a gift worth \$300 or more (such as in the case of a gift from a foreign dignitary), the gift should be received on behalf of the City and provided to the CEO at the first possible opportunity. At the CEO's discretion, these gifts will be placed in an appropriate position within the City and/or registered in the City's memorabilia collection.



Council Policy Manual

CP 10.1 Code of Conduct

The value of a gift can be estimated if you believe its value is low. However, if it is believed its value approaches \$300, the precise value of the gift should be checked before accepting to ensure compliance with this Code.

It is also important to ensure that the full value of the gift is taken into account.

Regulation 12 of the *Local Government (Rules of Conduct) Regulations 2007* prohibits an Elected Member from accepting a prohibited gift.

4.5.3 Notifiable gifts

An Elected Member, External Member or Employee may accept a '**notifiable gift**'. However, if he or she accepts a **notifiable gift** from a person who:

- (c) is undertaking or seeking to undertake an **activity involving a local government discretion**; or
- (d) it is reasonable to believe is intended to undertake **an activity involving a local government discretion**,

he or she must notify the CEO within 10 days of accepting the gift.

For the purposes of this clause:

- (a) a '**notifiable gift**' means
 - (i) a gift worth between \$50 and \$300; or
 - (ii) a gift that is one of two or more gifts given to an Elected Member, External Member or Employee by the same person within a period of six months that are in total worth between \$50 and \$300
- (b) '**activity involving a local government discretion**' has the same meaning as referred to in 4.5(2)(b) above.
- (c) a '**gift**' has the meaning set out in section 5.82(4) of the *Local Government Act 1995* but does not include:
 - (i) a gift from a relative as defined in section 5.74(1); or
 - (ii) a gift that must be disclosed under regulation 30B of the *Local Government (Elections) Regulations 1997*; or
 - (iii) a gift from a statutory authority, government instrumentality or non-profit association for professional training; or



Council Policy Manual

CP 10.1 Code of Conduct

- (iv) a gift from WALGA, the Australian Local Government Association Limited (ABN 31 008 613 876) or the Local Government Managers Australia WA Division Incorporated (ABN 91 208 607 072).

The notification to the CEO of the acceptance of a 'notifiable gift' must be in writing and must include:

- (a) the name of the person who gave the gift;
- (b) the date on which the gift was accepted;
- (c) a description, and the estimated value, of the gift; and
- (d) the nature of the relationship between the person who is an Elected Member, External Member or Employee and the person who gave the gift.

Regulation 12 of the *Local Government (Rules of Conduct) Regulations 2007* contains similar requirements relating to the acceptance and notification of a 'notifiable gift' by an Elected Member.

4.5.4 Disclosure of Gifts

An Elected Members or Designated Employees must disclose, within 10 days of receipt, gifts valued at over \$200 (either as an individual gift or the total of two or more gifts received within a year period) except where they are exempt by section 5.82(2) of the *Local Government Act 1995*

The disclosure must be made in writing to the CEO and include:

- (a) a description of the gift;
- (b) the name and address of the person who made the gift;
- (c) the date on which the gift was received;
- (d) the estimated value of the gift at the time it was made; and
- (e) the nature of the relationship between the Elected Member or Employee and the person who made the gift.

4.5.5 Register of Notifiable gifts and Disclosed Gifts

The CEO must maintain a register of notifiable gifts and record any details of notifications given to comply with the disclosure requirements.



Council Policy Manual

CP 10.1 Code of Conduct

4.6 Travel Contribution

4.6.1 General

Elected Members and Employees must disclose, within 10 days of receipt, any financial or other contribution made towards any travel undertaken unless that contribution is exempt from disclosure under section 5.83(2) of the *Local Government Act 1995*

‘travel’ includes ‘accommodation incidental to a journey’ (as defined in section 5.83(4) of the *Local Government Act 1995*).

‘travel contribution’, in relation to a person, means a financial or other contribution that has been made to any travel undertaken by the person.

A contribution to travel will be something that facilitates such a journey(s) and may include the following:

- Airline ticket price;
- Visa fees;
- Travel insurances;
- Accommodation; and
- Taxi costs.

Travel contribution does not need to be disclosed in the following cases:

- the contribution was made from Commonwealth, State or local government funds;
- the contribution was made by a ‘relative’ of the person (as defined in section 5.74(1) of the *Local Government Act 1995*);
- the contribution was made in the ordinary course of an occupation of the person which is not related to his or her duties as an Elected Member or Employee;
- the contribution was made by a political party of which the person was a member and the travel was undertaken for the purpose of political activity of the party, or to enable the person to represent the party. A political party is defined as a body or organization, whether incorporated or unincorporated, having as one of its objects or activities the promotion of the election to the Parliament of the Commonwealth or of the State of a candidate or candidates endorsed by it or by a body or organisation of which it forms part;



Council Policy Manual

CP 10.1 Code of Conduct

- the value of the contribution does not exceed the prescribed amount (\$200) or where there are multiple contributions from the same donor in a year, the aggregate value does not exceed \$200. The amount of a contribution (other than a financial contribution) is to be treated as being an amount equal to the value of the contribution at the time the contribution was made.

The disclosure must be made in writing to the CEO and include:

- (a) a description of the contribution;
- (b) the name and address of the person who made the contribution;
- (c) the date on which the contribution was received;
- (d) the estimated value of the contribution at the time it was made;
- (e) the nature of the relationship between the relevant person and the person who made the contribution;
- (f) a description of the travel; and
- (g) the date of travel.

4.6.2 Third Party Travel Contributions

Any travel contribution from a third party related to the City of Perth or an individual's role (as an Employee, External Member or Committee Member) must be approved by Council prior to acceptance. The recipient must ensure the online third party travel register is updated with the details of their travel.

4.7 Disclosure of Election Campaign Contributions

All electoral candidates must comply with the *Local Government Act 1995* and the *Local Government (Elections) Regulations 1997* in disclosing electoral donations or 'gifts'. A candidate must disclose to the CEO information about any electoral or related gift with a value of \$200 or more that is promised or received within 6 months before the relevant election day.



Council Policy Manual

CP 10.1 Code of Conduct

Requirements relating to the disclosure of electoral gifts are set out in the *Local Government (Elections) Regulations 1997*, particularly Part 5A.

PART 5 - CONDUCT OF ELECTED MEMBERS, EXTERNAL MEMBERS AND EMPLOYEES

5.1 Objectives

High standards of professional conduct are required of Elected Members, External Members and Employees, to ensure that a positive image of the City is conveyed when the City interacts with its stakeholders and the general public. The conduct displayed should encourage fair, equitable and lawful management and operation of the City.

5.2 Personal Behaviour

An Elected Member, External Member or Employee must:

- (a) act, and be seen to act, properly and in accordance with the requirements of the law and City of Perth policies and procedures including the terms of this Code;
- (b) perform their duties impartially and in the best interests of the City uninfluenced by fear or favour;
- (c) act in good faith in the interests of the City and the community;
- (d) make no allegations which are improper or derogatory and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any person unwarranted offence or embarrassment;
- (e) treat others with respects, courtesy, honesty and fairness, having regard for their interests, rights, safety and welfare;
- (f) be open and accountable to the public;
- (g) not harass or intimidate others in the conduct of the City's functions, duties or business;
- (h) make decisions that are based on relevant and factually correct information;
- (i) always act in accordance with their obligation of fidelity to the City and not publicly reflect adversely upon any decision of Council or Employees; and
- (j) be fit for work or any other duties associated with the role of the Elected Member, External Member or Employee.

Regulation 10(3) of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:



Council Policy Manual

CP 10.1 Code of Conduct

- (a) making a statement that a local government employee is incompetent or dishonest; or
- (b) using offensive or objectionable expressions in reference to a local government employee.

5.3 Honesty and Integrity

An Elected Member, External Member or Employee must:

- (a) observe the highest standards of honesty and integrity;
- (b) bring to the notice of the Lord Mayor any dishonesty or possible dishonesty on the part of the CEO;
- (c) bring to the notice of the CEO any dishonesty or possible dishonesty on the part of any Elected Member, External Member or Employee (other than the CEO); and
- (d) be frank and honest in their official dealings with each other.

A notice under paragraph 5.3(b) or 5.3(c) must be given strict confidentiality and the City will give appropriate support to all parties during any investigation.

5.4 Performance of Duties

While on duty, an Employees must give their whole time and attention to the City's business and ensure that their work is carried out efficiently and effectively, so that their standard of work reflects favourably both on them and on the City.

In addition, an Employee must:

- (a) act within the limits of their delegations; and
- (b) ensure recommendations to Council or Committees of Council are made with due diligence and care taken in the collation and inclusion of relevant information.

An Elected Member or External Member must at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Elected Members and External Members will be as informed as possible about the functions of the City and will treat all members of the community honestly and fairly. They shall ensure they are well informed on matters before Council by reading all agendas and reports provided.



Council Policy Manual

CP 10.1 Code of Conduct

5.5 Quasi-Judicial Role and Principles

5.5.1 Role

'Quasi-judicial' functions are those which involve the making of a decision by the Council or an Employee in the exercise of a discretionary power. The City performs quasi-judicial functions when deciding to approve or not approve applications for planning approval, and for other approvals, licences, consents and permits.

5.5.2 Principles

- (a) The community expects Elected Members, External Members and Employees to act in a quasi-judicial manner when exercising discretionary power. To act in a quasi-judicial manner, an Elected Member, External Member or Employee must apply the principles of natural justice and, without bias or conflict of interest, make decisions in a judicial manner based on:
 - (i) the law and Council policies as they exist; and
 - (ii) the facts and the merits of the case.
- (b) Applicants submitting approval documents may attempt to persuade individual Elected Members or Employees in favour of their proposals. An Elected Member, External Member or Employees must remain objective and deal with applicants or affected persons impartially.
- (c) Decisions must be made on sound legislative rationale and not based on small public interest groups that do not represent the wider community.
- (d) All Elected Members are to have equal access to relevant information and the opportunity to participate effectively throughout the decision making process.

5.5.3 Non-compliance

Non-compliance with quasi-judicial principles could result in Council decisions being invalidated. An Elected Member acting when biased and without disclosing an interest affecting impartiality, may breach regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007*.

5.5.4 Procedures for Elected Members



Council Policy Manual

CP 10.1 Code of Conduct

- (a) When acting in a quasi-judicial role, an Elected Member must not actively gather information independent of the official process by canvassing, liaising or initiating site visits with an applicant or affected person.
- (b) If contacted by an applicant or an affected person, an Elected Members will:
 - (i) listen and endeavour to understand the reason for the applicant or affected person making contact;
 - (ii) advise the applicant or affected person of the role and principles of an Elected Member in the role of quasi-judicial decision maker [refer to clauses 5.5.1 and 5.5.2 above];
 - (iii) encourage the applicant or affected person to make their views known through the relevant formal City and statutory processes, such as through a Council Meeting Statement, Question Time, Deputations, public submission periods, in writing or direct to the City's administration; and
 - (iv) ensure that they do not commit their vote, or give an impression that they have committed their vote, on the matter. Elected Members may offer support or otherwise, but are obliged to consider all relevant facts and have regard to the debate at the meeting, prior to making their decision.
- (c) An Elected Member will contact the CEO if they believe a site visit would be beneficial or if they have been requested by an applicant or an affected person to visit a site. Where appropriate and if circumstances permit, a site visit shall be arranged to facilitate the opportunity for all Elected Members to attend as well as at least one Employee. Elected Members visiting sites shall ensure they comply with clause 5.5.2.
- (d) Where an applicant or affected person provides information to an Elected Member which is substantive to the decision making process, the Elected Member must communicate that information to all other Elected Members and the CEO prior to the meeting where a decision is proposed on the matter.
- (e) If an Elected Member believes that additional information is required to make an informed decision, such information must be sought in a written request to the CEO or obtained by resolution of Council.

Where requested, the CEO will consider requests for additional information in light of its relevancy to the decision and determine whether or not the information should be provided.

5.6 Binding Caucus Votes



Council Policy Manual

CP 10.1 Code of Conduct

Elected Members and External Members must not participate in binding caucus votes in relation to matters to be considered at a Council or Committee meeting.

A binding caucus vote is a process whereby a group of members are compelled by a threat of disciplinary or other adverse action, or by the promise of a reward or benefit, to comply with a predetermined position on a matter before the Council or Committee irrespective of the personal views of individual members of the group on the merits of the matter before the Council or Committee.

This clause does not prohibit members from discussing a matter before the Council or Committee prior to considering the matter in question at a Council or Committee meeting or from voluntarily holding a shared view with other members on the merits of a matter.

5.7 Compliance with local laws and policies

An Elected Member, External Member or Employees must comply with the adopted local laws and policies of the City, whether or not they agree with or approve of them.

5.8 Management Practices

An Elected Member, External Member or Employee must comply with the City's management practices and administrative procedures, whether or not they agree with or approve of them.

5.9 Communication and Public Relations

All aspects of communication by Employees (including verbal, written, electronic or personal), involving the City's activities must be accurate, polite and professional, and in accordance with the City's policies and procedures.

As a representative of the community, an Elected Member needs to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so an Elected Member must abide by the Media Policy. An Employee is not permitted to make any comment to the media about any Council or City matter unless prior approval has been granted by the CEO.

5.10 Views during Public Consultation Period

An Elected Member, External Member or Employees:



Council Policy Manual

CP 10.1 Code of Conduct

- (a) must refrain from making public comment expressing a personal opinion which is biased, or may be perceived as biased or prejudging a matter whilst the matter is being advertised for public comment and/or is yet to be considered and determined by the Council;
- (b) may encourage members of the public to make a formal submission to the City.

The Lord Mayor and/or the CEO will take appropriate action (including issuing a statement to the media) correcting any misinformation or erroneous information which is in the public arena.

5.11 Relationships between Elected Members and Employees

An effective Elected Member will work as part of the City's team with the CEO and other Elected Members, Members and Employees. That teamwork will occur only if Elected Members, Members and Employees have mutual respect for, and co-operate with, each other to achieve the City's corporate goals and implement the City's strategies. To achieve that position all parties need to understand each other's roles as specified in the Act and any relevant agreements.

To achieve this effectiveness in teamwork, all Elected Members must:

- (a) accept that their role is one of leadership, and not a management or administrative role;
- (b) refrain from criticising an Employee in a way that casts aspersions on their professional competence or credibility, except where that criticism is directed to the CEO in a confidential manner;
- (c) ensure that no restriction or undue influence is placed on the ability of an Employee to give professional advice to the Council;
- (d) undertake their day-to-day communications with the City directly through the CEO or relevant Director, unless the CEO has established a protocol for communications on particular matters to occur directly with specified Employees;
- (e) not direct or instruct an Employee other than that related to the administrative support roles when undertaking duties in support of the role as Elected Member; and
- (f) not undertake a task that contributes to the administration of the local government, unless the task is undertaken in relation to a meeting or the express authority of the Council or the CEO has been obtained prior to undertaking the task.

At the same time, Employees recognise that an Elected Members' views and opinions often reflect valid community viewpoints that should be considered in conjunction with professional opinion. Employees must therefore make every effort to assist Elected Members in the performance of their role, and to achieve the satisfactory resolution of issues that may arise in the performance of their role.



Council Policy Manual

CP 10.1 Code of Conduct

All Elected Members, External Members and Employees must acknowledge that the City of Perth is a safe workplace where everyone has a duty of care to ensure that bullying and other hazards to wellbeing do not occur. This duty of care should inform the behaviour and relations between all Elected Members, Members and Employees.

Regulations 9 and 10 of the *Local Government (Rules of Conduct) Regulations 2007* prohibit an Elected Member from:

- (a) undertaking a task that contributes to the administration of the local government, unless authorised by the Council or by the CEO to undertake that task;
- (b) directing or attempting to direct a local government employee;
- (c) attempting to influence, by means of a threat or the promise of a reward, the conduct of a local government employee;
- (d) making a statement that a local government employee is incompetent or dishonest; or
- (e) using offensive or objectionable expressions in reference to a local government employee.

5.12 Appointments to External Organisations

An Elected Member, External Member or Employee representing the City on an external organisation is to ensure that they:

- (a) clearly understand the basis of their appointment;
- (b) provide regular reports on the activities of the organisation in accordance with the confidentiality requirements of that organisation; and
- (c) represent the City's interests on all matters relating to that organisation, while maintaining the confidentiality requirements of the City.

5.13 Defamation

Comments by an Elected Members or Employee at a meeting of the Council or Committee may be covered by qualified privilege against defamation. Qualified privilege does not apply where a comment is made maliciously, or without due regard for whether they represent the truth.

An Elected Member or Employee is able to rely on the defence of qualified privilege only while exercising the proper discharge of his or her duties, and doing so in the public interest.

An Elected Member, External Member or Employee may also be protected by the provisions of section 9.56(2) of the *Local Government Act 1995* in relation to all tort actions (including defamation). The provision applies to anything a person has, in good faith, done in the



Council Policy Manual

CP 10.1 Code of Conduct

performance or purported performance of a function under the *Local Government Act 1995* or any other written law.

5.14 Dress Standards

The appearance and dress of Elected Members, External Members and Employees, whilst conducting City business, should be in accordance with the standards appropriate to their duties and the people with whom they are dealing.

An Elected Member, External Member, or Employee is required to behave in a way that upholds the good reputation of the City, and as such they are required to dress professionally, reflecting pride in the City and respect for those that they deal with, particularly the public.

In some circumstances, Elected Members, External Members and Employees may be required to adopt a particular dress standard, which may include wearing a uniform, safety clothing or formal attire. Where such standards are required, they must be complied with.

Employees should refer to Organisational Policy OP8

5.15 Official Information

An Employee must:

- (a) maintain accurate and trustworthy records; and
- (b) ensure information is recorded accurately and in accordance with the City's recordkeeping policies and legislative requirements.

PART 6 - Bullying and inappropriate behaviour

6.1 Bullying

Bullying is repeated unreasonable, inappropriate or aggressive behaviour that is directed towards an individual or group and creates a risk to health or safety. The City is committed to providing a safe work environment that is free from bullying and encourages the reporting of any evidence of bullying.

Bullying behaviour breaches this Code and is also prohibited by the *Occupational Safety and Health Act 1984* (in relation to conduct within a workplace or during the course of employment) and other legislation. Bullying includes both direct and indirect actions and both are in breach of this Code. An Elected Member, External Member or Employee must not engage in bullying.



Council Policy Manual

CP 10.1 Code of Conduct

It is important to note that bullying does not normally include management of an Employee (such as allocating tasks or providing performance feedback). Exceptions may apply to unreasonable management practices.

Direct bullying refers to obvious public acts. Examples include:

- o Physical or sexual assault;
- o Name calling or other abusive, offensive, frightening, or degrading language;
- o Beginning or spreading rumours; and
- o Teasing someone in an offensive manner or subjecting them to regular practical jokes.

Indirect bullying refers to subtle, behaviour that undermines, treats less favourably or disempowers others. Examples include:

- o Ignoring or excluding a person;
- o Denying access to information or resources;
- o Preventing a person from expressing their opinion or ridiculing their contribution;
- o Setting tasks that are beyond or below a person's skill level.

Employees can refer to the following City of Perth procedures for further information and guidance in the resolution of bullying:

PR0441 – Prevention and Management of Workplace Bullying Administrative Policy;

PR0442 – Workplace Grievance Management and Resolution Procedure

PR0020 – Employee Assistance Program (EAP) Procedure

6.2 Single Instances

To be considered bullying, repeated behaviour is required. However, while behaviour may not be considered bullying where it violates legislation, City Policies or Procedures, or other provisions in this Code it will still be considered a breach of the Code and will be treated accordingly.

6.3 Discrimination

Discrimination is dealt with by the *Equal Opportunity Act 1984* (and other legislation) and means treating someone less favourably than another, in circumstances that are the same (or are not materially different), on the basis of a ground such as race, sex, impairment, age, religious or political conviction, family status, pregnancy or gender history.



Council Policy Manual

CP 10.1 Code of Conduct

An Elected Member, External Member or Employee must not discriminate against or harass any person due to a discriminatory ground.

PART 7 - DEALING WITH THE CITY'S PROPERTY

7.1 Use of Resources

An Elected Member, External Member or Employee must:

- (a) be honest in their use of the City's resources and must not misuse them or permit their misuse by any other person or body;
- (b) use City's resources entrusted to them effectively and efficiently in the course of their duties;
- (c) ensure the City's resources are to be utilised only for a proper purpose. The City's resources must not be used in a manner that improperly causes direct or indirect personal gain or detriment to another;
- (d) not make unauthorised use of information and other intellectual property, produced or registered by Employees or external contractors for the City. The title to intellectual property in all official duties must be assigned to the City on its creation;
- (e) take due care when using resources to avoid any potential damage;
- (f) report immediately to management any damage to, or loss of, City property or equipment; and
- (g) ensure that the use and commitment of City resources and expenditure is in accordance with the City's policies and complies with applicable legislation.

Regulation 8 of the *Local Government (Rules of Conduct) Regulations 2007* prohibits an Elected Member from using the resources of a local government for electoral purposes, or for any other purpose, unless authorised under the *Local Government Act 1995* or by the Council or the CEO.

7.2 Reimbursement of Expenses

An Elected Member, External Member or Employee may claim for reimbursement of expenses only in accordance with the relevant policy.



Council Policy Manual

CP 10.1 Code of Conduct

PART 8 - BREACHES AND MISCONDUCT

8.1 Reporting Breaches

A person may internally report a breach, or suspected breach, of this Code:

- (a) by an Elected Member, External Member or an Employee (other than the CEO) – to the CEO; or
- (b) by the CEO – to the Lord Mayor.

Each report of a breach is to be dealt with quickly and fairly in accordance with the principles of procedural fairness.

As indicated earlier (at clause 1.3), the Rules of Conduct have their own enforcement regime. A breach by an Elected Member of a Rule of Conduct may be reported to the CEO. If so, it will be dealt with under Part 5, Division 9 of the *Local Government Act 1995*.

It is important to note that an alleged breach, or suspected breach, of this Code of Conduct by an Elected Member can be the subject of a complaint to the Standards Panel.

8.2 Internal Referral to Mediation

The CEO, may, in appropriate cases, refer an alleged breach of this Code relating to values or conduct (other than an alleged breach of any law) by an Elected Member to an independent mediator who will attempt to resolve the matter via a mediation process. For example, this may occur where mediation may assist in resolving an alleged case of rudeness.

If a matter is referred for mediation each party is to engage in the process in good faith.

8.3 Internally Reporting Misconduct

When an Elected Member, External Member or Employee believes or suspects that misconduct may occur, is occurring, or has occurred, he or she should report the matter to the CEO.

Alternatively, if the matter falls within the ambit of the *Public Interest Disclosure Act 2003*, the internal or external process for making a public interest disclosure may be followed.

The *Public Interest Disclosure Act 2003* facilitates the reporting of public interest information and provides protection for those who report this information under the Act.

The City:



Council Policy Manual

CP 10.1 Code of Conduct

- (a) does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the City, by its Elected Members, External Members, or Employees;
- (b) is committed to the aims and objectives of the *Public Interest Disclosure Act 2003*;
- (c) strongly supports disclosures being made by an Elected Member, External Member or Employee as to corrupt or other improper conduct;
- (d) will take all reasonable steps to provide protection for an Elected Member, External Member or Employee who makes a public interest disclosure from any detrimental action in reprisal for the making of a the disclosure; and
- (e) does not tolerate any of its Elected Members, External Members, Employees or contractors engaging in acts of victimisation or reprisal against a person who makes a public interest disclosures.

Elected Members, External Members and Employees are encouraged to contact one of the City's nominated Public Interest Disclosure Officers to seek guidance on reporting misconduct, their disclosure, and to lodge completed Public Interest Disclosure forms.

A person who makes an appropriate disclosure of public interest information to the City's nominated Public Interest Disclosure Officer under section 5 of the *Public Interest Disclosure Act 2003*:

- (a) incurs no civil or criminal liability for doing so; and
- (b) is not, for doing so, liable:
 - (i) to any disciplinary action under a written law;
 - (ii) to be dismissed;
 - (iii) to have his or her services dispensed with or otherwise terminated; or
 - (iv) for any breach of duty of secrecy or confidentiality or any other restriction on disclosure (whether or not imposed by a written law) applicable to the person (section 13).

8.4 Externally Reporting Misconduct

All persons have the option to report a matter of misconduct directly to the Corruption and Crime Commission (CCC) or the Public Sector Commissioner (PSC) under the *Corruption and Crime, and Misconduct Act 2003*.



Council Policy Manual

CP 10.1 Code of Conduct

- (a) Any person may report to the CCC any matter which that person suspects, on reasonable grounds, concerns or may concern serious misconduct that:
 - (i) has or may have occurred; or
 - (ii) is or may be occurring; or
 - (iii) is or may be about to occur; or
 - (iv) is likely to occur.
- (b) Any person may report to the PSC any matter which that person suspects, on reasonable grounds, concerns or may concern minor misconduct that:
 - (i) has or may have occurred; or
 - (ii) is or may be occurring; or
 - (iii) is or may be about to occur; or
 - (iv) is likely to occur

A report directly to the CCC or the PSC may be made in several ways.

- (a) If you wish to personally report serious misconduct direct to the Corruption and Crime Commission, you can:
 - (i) submit an online report on the CCC website (www.ccc.wa.gov.au); or
 - (ii) email info@ccc.wa.gov.au; or
 - (iii) call 1800 803 186.
- (b) If you wish to personally report minor misconduct direct to the PSC, you can:
 - (i) submit an online report on the PSC website (publicsector.wa.gov.au); or
 - (ii) email minormisconduct@psc.wa.gov.au; or
 - (iii) send a letter to Locked Bag 3002, WEST PERTH WA 6872; or
 - (iv) refer to the PSC website (publicsector.wa.gov.au/conduct-integrity/minor-misconduct/reporting-minor-misconduct-psc) for more options.

To get more information on serious misconduct reporting and processes, please refer to the CCC website (www.ccc.wa.gov.au) or call the CCC on: **(08) 9215 4888 or 1800 803 186.**

To get more information on minor misconduct reporting and processes, please refer to the PSC website (publicsector.wa.gov.au/conduct-integrity/minor-misconduct) or call the PSC on: **(08) 6552 8888.**

8.5 CEO Obligation to Report Misconduct



Council Policy Manual

CP 10.1 Code of Conduct

The CEO has a statutory obligation to report to the Corruption and Crime Commission:

- (a) any allegation of serious misconduct; or
- (b) any situation that otherwise comes to his or her attention involving serious misconduct,

where the CEO considers on reasonable grounds that serious misconduct may have occurred.

The CEO has a statutory obligation to report to the Public Sector Commissioner:

- (c) any allegation of minor misconduct; or
- (d) any situation that otherwise comes to his or her attention involving minor misconduct,

but not minor misconduct by an Elected Member.

Note: For these purposes, 'misconduct,' 'minor misconduct', and 'serious misconduct' are defined in section 4, and the definitions section, of the Corruption, Crime and Misconduct Act 2003.

Corruption, Crime and Misconduct Act 2003 – section 4

Misconduct occurs if —

(a) a public officer corruptly acts or corruptly fails to act in the performance of the functions of the public officer's office or employment; or

(b) a public officer corruptly takes advantage of the public officer's office or employment as a public officer to obtain a benefit for himself or herself or for another person or to cause a detriment to any person; or

(c) a public officer whilst acting or purporting to act in his or her official capacity, commits an offence punishable by 2 or more years' imprisonment; or

(d) a public officer engages in conduct that —

(i) adversely affects, or could adversely affect, directly or indirectly, the honest or impartial performance of the functions of a public authority or public officer whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct; or

(ii) constitutes or involves the performance of his or her functions in a manner that is not honest or impartial; or



Council Policy Manual

CP 10.1 Code of Conduct

(iii) constitutes or involves a breach of the trust placed in the public officer by reason of his or her office or employment as a public officer; or

(iv) involves the misuse of information or material that the public officer has acquired in connection with his or her functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person, and constitutes or could constitute —

(vi) a disciplinary offence providing reasonable grounds for the termination of a person's office or employment as a public service officer under the *Public Sector Management Act 1994* (whether or not the public officer to whom the allegation relates is a public service officer or is a person whose office or employment could be terminated on the grounds of such conduct).

minor misconduct means: misconduct of a kind described in section 4(d) that is not any of the following —

(a) police misconduct;

(b) conduct engaged in by a member of a House of Parliament or the Clerk of a House of Parliament;

(c) conduct engaged in by —

(i) a member of a local government or council of a local government; or

(ii) a member of a council of a regional local government;

serious misconduct means:

(a) misconduct of a kind described in section 4(a), (b) or (c) by a public officer; or

(b) police misconduct;

Document Control Box			
Document Responsibilities:			
Custodian:	Manager Governance	Custodian Unit:	Governance
Decision Maker:	Council		
Compliance Requirements:			
Legislation:	Local Government Act 1995 Part 5, Division 6, Division 7 and Division 9 Local Government (Administration) Regulations 1996 Local Government (Rules of Conduct) Regulations 2007 Corruption, Crime, and Misconduct Act 2003 Public Interest Disclosure Act 2003		
Industry:	Department of Local Government & Regional Development Guideline No. 12 Elected Member Relationship with Developers WA Local Government Association – Model Code of Conduct Public Sector Commission – Developing a Code of Conduct		
Organisational:	Gift Declaration Process and Forms		



Council Policy Manual

CP 10.1 Code of Conduct

		Disclosure of Interest Forms							
Document Management:									
Risk Rating:		Medium	Review Frequency:		Biennial	Next Due:	2019	TRIM Ref:	75522/04
Version #	Decision Reference:		Synopsis:						
1.	Council 15/10/90		Previous Policy No. CS29						
2.	Council 10/06/97								
3.	Council 23/10/01		.						
4.	Council 11/02/03								
5.	Council 11/05/04								
6.	Council 19/02/08								
7.	Council 27/01/10								
8.									

That Council adopts amended Council Policy 1.9 – “Media Policy – Media Statements and Press Releases” as detailed in Attachment 13.19A.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1020415
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	21 April 2017
ATTACHMENT/S:	Attachment 13.19A - Amended Council Policy 1.9 - Media Policy – Media Statements and Press Releases

Legislation 2.8(1)(d) of the *Local Government Act 1995*

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan
		Council Four Year Priorities: Capable and responsive organisation
		S18 Strengthen the Capacity of the Organisation

Policy No and Name: 1.9 - Public Relations Policy – Media Statements and Press Releases

The current Public Relations Policy – Media Statements and Press Releases (Policy) has remained unchanged since 2007 and is due for review by Council to ensure its relevance and effectiveness remain appropriate.

The current policy was established under the premise that *“The Lord Mayor, or in his/her absence the Deputy Lord Mayor or the Chief Executive Officer, are the only persons authorised to provide comment to members of the media on Council decisions and activities.”*

This is a result of a literal interpretation of section of section 2.8 of the *Local Government Act 1995*, which reads;

“2.8 - Role of Mayor or President

1. The Role of Mayor or President –

(d) Speaks on behalf of the local government;”

The advantages of such an approach includes reducing the risk of reputational harm to the organisation and individuals by ensuring that all communications are performed through official channels.

The disadvantage is that the policy has been perceived to be a restriction on the freedom of speech of Elected Members.

Details:

It has become evident that the current policy is not meeting the desired objectives of Council as the policy has not been complied with by the majority of Elected Members in some form or another.

It is considered more appropriate to expressly permit all Elected Members to speak to the media but also introduce appropriate clauses that will protect other Elected Members, Staff and the City of Perth from reputational harm.

The proposed new clauses are:

- Elected Members may make their own personal position known about any matter, which is pertinent to the business of the City, including Council decisions provided that it cannot be construed to be a statement on behalf of the Council;
- Elected Members will refrain from making personal statements to the media without clearly prefacing such remarks that they are personal views and not those of the Council;
- There shall not be any adverse reflection on Elected Members, External Members, Employees or a Council/Committee decision.

It is important that once a Council decision is made no adverse reflection is made on the final outcome. In the event a Council decision is passed by a majority of Council, then any Elected Member who did not agree with the decision should only make reference to the decision of Council and how they voted, no further comment should be made.

The proposed policy has been provided to the Department of Local Government and Communities for their comment and received confirmation that the amendments were consistent their application of the *Local Government Act 1995*.

Financial Implications:

There are no direct financial implications arising from this report.

Comments:

The effectiveness of the proposed policy will be measured on the commitment of all Elected Members to abide by it. The policy is hereby submitted for Councils consideration.

CITY of PERTH Council Policy Manual



CP1.9 MEDIA POLICY - MEDIA STATEMENTS AND PRESS RELEASES

Deleted: PUBLIC RELATIONS

POLICY OBJECTIVE

To provide the Lord Mayor and the Council with a professional internal/external public relations service to ensure that the Council's decisions and activities are accurately and fully advised to the media.

POLICY STATEMENT

The Council's policy on delivery, content and availability of press releases and media statements is as follows:-

1. The Lord Mayor, or in his/her absence the Deputy Lord Mayor or the Chief Executive Officer, are the only persons authorised to provide comment to members of the media on behalf of Council and the City of Perth.
2. Elected Members may make their own personal position known about any matter, which is pertinent to the business of the City, including Council decisions provided that it cannot be construed to be a statement on behalf of the Council.
3. Elected Members will refrain from making personal statements to the media without clearly prefacing such remarks that they are personal views and not those of the Council.
4. There shall not be any adverse reflection on Elected Members, External Members, Employees or a Council/Committee decision.
5. All Elected Members of the Council shall be able to inspect and/or obtain a copy of any press release so filed, at any time.
6. Media statements and press releases must not include information of an electioneering or personal promotional purpose.
7. Press releases will be made available to Elected Members and the general public by publishing on the City's website on the day of release.

Deleted: Council decisions and activities

CP 1.9 - ~~MEDIA POLICY - MEDIA STATEMENTS AND PRESS RELEASES~~

Deleted: PUBLIC RELATIONS

Note: The Media Unit does not respond to questions on behalf of Elected Members, or Employees in their personal capacity. The role of the Media Unit is to represent the City of Perth as a whole.

Document Control Box									
Document Responsibilities:									
Custodian:	Chief Executive Officer				Custodian Unit:	CEO Office			
Decision Maker:		Council							
Compliance Requirements:									
Legislation:		2.8(1)(d) of the <i>Local Government Act 1995</i>							
Industry:									
Organisational:									
Document Management:									
Risk Rating:		Medium	Review Frequency:		Biennial	Next Due:	2019	TRIM Ref:	P1007039
Version #	Decision Reference:		Synopsis:						
1.	11/12/89		Previous Policy No. F23, ST7, ST4						
2.	20/08/90								
3.	28/04/98								
4.	30/01/07								

Agenda**Adoption of Integrated Planning Documents****Item 13.20**

Recommendation:

That Council adopt, BY AN ABSOLUTE MAJORITY, the City's Corporate Business Plan, Long Term Financial Plan and Corporate Asset Management Plan.

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1028809-2
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	18/05/2017
ATTACHMENT/S:	Attachment 13.20A - Corporate Business Plan Attachment 13.20B - Long Term Financial Plan Attachment 13.20C - Corporate Asset Management Plan

Legislation / Strategic Plan / Policy:

Legislation	Section 5.56 of the <i>Local Government Act 1995</i>
--------------------	--

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
	Council Four Year Priorities:	Capable and Responsive Organisation
	S18	Strengthen the capacity of the organisation

Purpose and Background:

The legislation and supporting guidelines require the Corporate Business Plan, Long Term Financial Plan and Corporate Asset Management Plan to be reviewed, updated and adopted by Council annually. It should be noted the legislation does not require Council approval of the Workforce Plan, although this practice is recommended by the Department of Local Government and Communities.

It is acknowledged that during the annual development and review of these Integrated Planning Documents, for 2017, the City has the requirement to do a comprehensive review of the Strategic Community Plan.

Due to the potential impact on the direction set to service and project delivery, through the goals and aspirations of the Strategic Community Plan, the 2017 review of the Corporate Business Plan, Long Term Financial Plan and Corporate Asset Management Plan has been conducted focussing on legislative compliance.

Details:

The City has conducted a minor review of the Corporate Business Plan, Long Term Financial Plan and the Corporate Asset Management Plan, as directed by legislation. With the impending change to the City's Strategic Community Plan, it is expected that the organisation will need to realign these adopted plans to ensure it aligns and works towards achieving the vision for the future.

A summary of changes to the 2016 adopted plans are as follows:

Corporate Business Plan

A paired back version of the City's Corporate Business Plan has been developed, using the previously adopted plan as the basis. Minor amendments to operational initiatives have been done, predominately surrounding the removal of completed initiatives, with no new additions. A detailed review of the Corporate Business Plan will take place following the adoption of the new Strategic Community Plan to ensure that current and newly proposed operational initiatives align and work towards the delivery of the newly adopted vision and aspirations for Perth.

Long Term Financial Plan

The Long Term Financial Plan has seen minor changes, with the most significant variance being the inclusion of the impacts resulting in the City's change in boundary. A pragmatic approach to the projected financial indicators, including the Department of Local Government and Communities operational guidelines expected standards, has been used.

Corporate Asset Management Plan

The Corporate Asset Management Plan has had some minor structural changes and updates to performance data. It is worth noting that the next iteration will be a strategy document, to guide direction on asset usage and development.

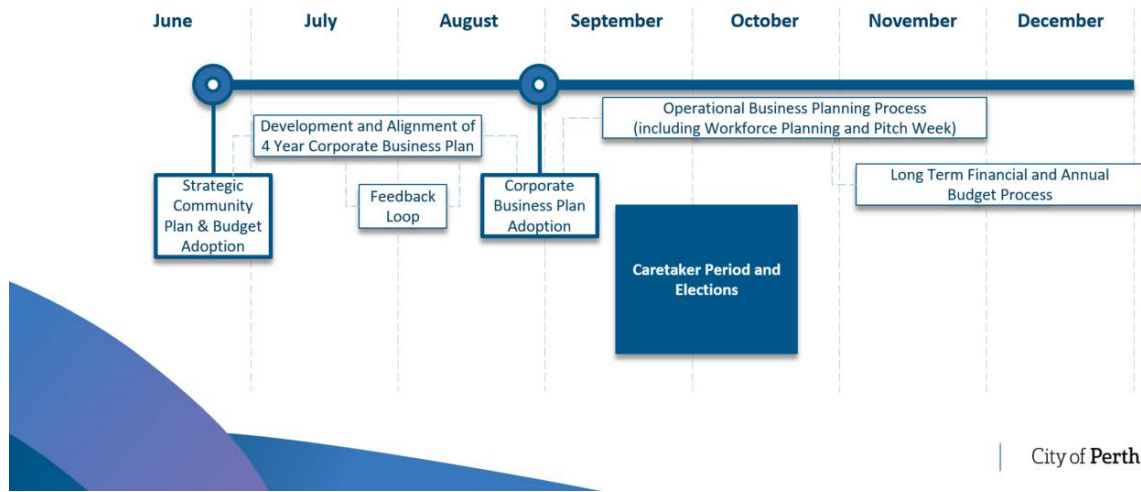
Financial Implications:

All financial implications are addressed in the Long Term Financial Plan, as well as the annual budget.

Comments:

Upon the endorsement of the City's Strategic Community Plan, it is expected that a full review of the Corporate Business Plan will take place. This is expected to commence in July and should include numerous sessions with the City's Executive and Management Team to discuss and agree initiatives to achieve community goals. This review of the Corporate Business Plan will feed into the full review of the Workforce Plan and Long Term Financial Plan, as well as the development of Operational Business Plans and Asset Management Strategy. A high level program for operational alignment to the Strategic Community Plan can be found below:

Organisational Alignment to Strategy – High Level Roadmap

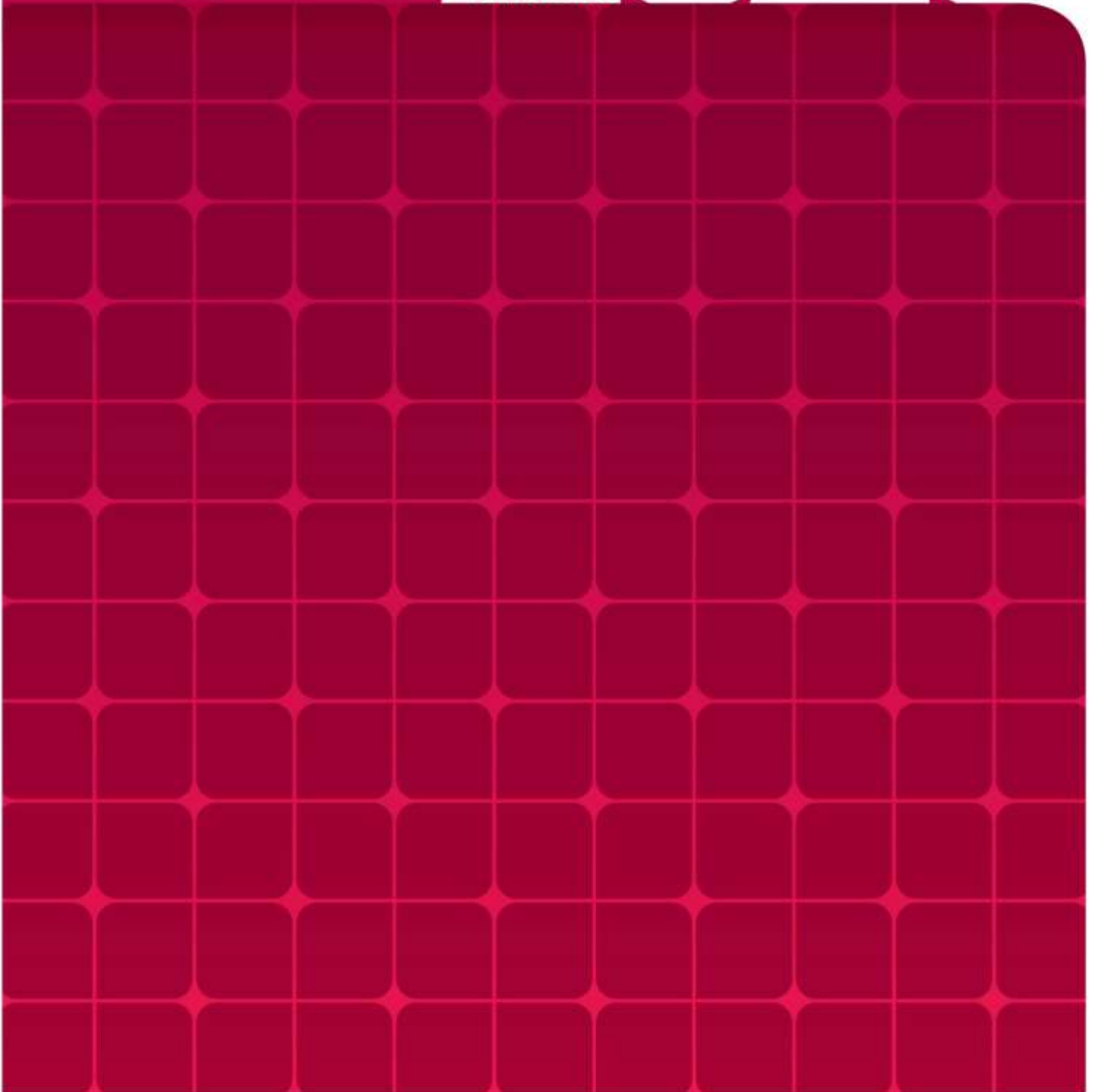




CORPORATE
BUSINESS PLAN

2017

2029
VISION



Contents

1. Introduction.....3

2. Delivery Planning.....4

3. Contacts.....20

1. Introduction

The City is currently undergoing a comprehensive review of the Strategic Community Plan, which will be presented to Council prior to the commencement of the 2017/18 financial year. The City's new Strategic Community Plan will prompt a realignment of the Strategic Enabling documents to ensure the organisation is in alignment with the City's new direction. Due to this resetting process, the City is presenting to council two iterations of these Strategic Enablers, with the first being an interim position to ensure compliance with legislation.

The Corporate Business Plan is a key component of the City's Integrated Planning and Reporting Framework and is the organisation's commitment to activating the Strategic Community Plan. The City of Perth's Corporate Business Plan builds on the identified directions from previous plans, with an emphasis on meeting commitments and expectations now and into the future.



*City of Perth's Integrated Planning Framework

2. Delivery Planning

The City of Perth's four year Corporate Business Plan identifies the operational projects, operational services and capital spend in each strategic theme. The cost that is associated with delivering the commitments of this plan have been evaluated against the City's future financial projections.

Key Operational Projects

The Vision 2029+ Strategic Community Plan outlines seven focus themes, in which twenty strategic objectives were identified. The following tables highlight the four year operational initiatives that the City of Perth will focus on. Each initiative has been assigned a Lead Unit, with contributions from other organisational units crucial to the success of the initiative.

Major Strategic Investments

The planning and integration of major infrastructure and developments to maximise their net benefit and minimise risk and future costs to the City.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S1	Ensure that major developments effectively integrate into the city with minimal disruption and risk.						
1.1	Prepare a City Planning Strategy to guide the long term development of the city	• Approach endorsed	City Planning	●			
1.2	Establish site specific agreements and manage staged transition of Elizabeth Quay Precinct	• Agreements embedded	Coordination & Design	●	●		
1.3	Establish site specific agreements and public asset agreement for Perth City Link Precinct and manage staged transition of public realm	• Agreements embedded	Coordination & Design	●	●		
1.4	Manage staged transition of public realm at Waterbank Precinct/Riverside Project Area	• Transition successful	Coordination & Design	●	●	●	
1.5	Establish site specific agreements and manage transition of the Swan River Pedestrian Bridge Landing and Event Bus Stand	• Agreements embedded	Coordination & Design	●			
S2	Optimise the commercial and community outcomes within the property portfolio						
2.1	Develop a framework for the management of City of Perth property that addresses opportunities for growth, de-accession/accession and ownership needs	• Adoption of strategy	Properties	●			
2.2	Develop a concept plan for the long term vision of the Perth Concert Hall precinct, including options for the revitalisation of the forecourt	• Adoption of plan	Coordination & Design	●			

Getting Around Perth

An effective pedestrian friendly movement system integrating transport modes to maintain a high level of accessibility to and within the city.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S3	Proactive planning for an integrated transport system, including light rail, that meets community needs and makes the sustainable choice the easy choice						
S4	Enhanced accessibility in and around the City including parking						
4.1	Deliver Two-Way Street Program	• Effective delivery of program	Transport	●	●	●	
4.2	Implement City of Perth Cycle Plan	• Implementation of plan	Transport	●	●	●	

Perth as a Capital City

The City is recognised internationally as a city on the move and for its liveability, talented people, and centres of excellence and business opportunities.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S5	Increased place activation and use of under-utilised space						
5.1	Review and explore opportunities for adaptability associated with occupancy rates	• Completion of review	Economic Development	●			
5.2	Develop a precinct and place management approach for the City	• Approach endorsed	Coordination & Design	●			
S6	Maintain a strong profile and reputation for Perth as a city that is attractive for investment						
6.1	Develop an Economic Development Strategy	• Adoption of strategy	Economic Development	●			
6.2	Undertake a review of the City's Tourism Framework	• Completion of review	Economic Development	●			
6.3	Support the development of a 2029 initiative for the 200th year of City of Perth	• Framework developed	Executive Support	●	●	●	
6.4	Implement the International Engagement Strategy	• Implementation of strategy	Economic Development	●			
S7	Collaborate with private sector to leverage city enhancements						
7.1	Develop City of Perth Public Wi-Fi Strategy	• Completion of review	Directorate – Economic Development & Activation	●			
7.2	Review Destination Perth Marketing Strategy	• Completion of review	Marketing & Communications	●			
7.3	Develop a Strategy for Implementing Smarter Cities Report Initiatives	• Adoption of strategy	Data & Business Intelligence	●			
S8	Contribute to a strong service culture and an attitude of gratitude in the private sector						
8.1	Develop a City Achievement and Service Promotion Strategy	• Adoption of strategy	Marketing & Communications	●			

Living in Perth

The City is a place where a diverse range of people choose to live for a unique sustainable urban lifestyle and access to government and private services.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S9	Promote and facilitate CBD living						
9.1	Review and manage the interface between the growing residential population and the City of Perth	• Development of strategies	Marketing & Communications	●			
9.2	Review the City's approach to Conservation of Heritage Places	• Completion of review	Arts, Culture & Heritage	●			
9.3	Develop a Noise Management framework for managing noise in Northbridge	• Adoption of framework	Sustainability	●			
9.4	Develop a Social Strategy to define social wellbeing outcomes and priorities	• Adoption of strategy	Community Services	●			
S10	Improve the diversity in housing stock						
10.1	Investigate the feasibility of affordable housing delivery mechanisms, including the City of Perth's role	• Completion of study	City Planning	●			
10.2	Develop Housing Concept Plan(s) with options for each identified site	• Plans developed	Coordination & Design	●	●	●	
S11	Increase community awareness of environmentally sustainable ways of living						
11.1	Develop Foreshore Preservation Plan	• Adoption of plan	Sustainability	●			
S12	Provide facilities to cater for the growth of the residential community						
12.1	Develop Wellington Square Masterplan	• Adoption of plan	Coordination & Design	●			
12.2	Implement the Waste Strategy, with a view to consider longer term future treatment options	• Implementation of strategy	Waste & Cleansing	●	●		

Perth at Night

A City that has a vibrant night time economy that attracts new innovative business' and events and where people and families feel safe.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S13	Development of a healthy night time economy						
13.1	Develop a Night Time Economy Strategy	• Adoption of strategy	Economic Development	●			
S14	Further improve safety and security						
14.1	Review and implement the Community Safety & Crime Prevention Plan	• Completion of review • Implement plan	Community Amenity & Safety	●			
14.2	Identify and commit to key stakeholders with a focus on communication relationship building, to address social issues	• Key stakeholders identified	Community Services	●	●		

Healthy and Active in Perth

A city with a well-integrated built and green natural environment in which people and families chose a lifestyle that enhances their physical and mental health and take part in arts, cultural and local community events.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S15	Reflect and celebrate the diversity of Perth						
15.1	Develop Arts and Cultural Development Strategy	• Adoption of strategy	Arts, Culture & Heritage	●			
15.2	Develop Public Art Strategy and implementation Plan	• Adoption of strategy • Adoption of implementation plan	Arts, Culture & Heritage	●			
15.3	Develop a Community Development Strategy	• Adoption of strategy	Community Services	●			
15.4	Develop a Heritage Strategy and Implementation Plan	• Adoption of strategy • Adoption of implementation plan	Arts, Culture & Heritage	●			
S16	Increase accessibility to green networks in the city						
16.1	Finalise and Implement Urban Forest Plan	• Adoption of plan	Coordination & Design	●	●	●	
S17	Recognition of Aboriginal culture and strong relationships with the Indigenous community						
17.1	Develop Reconciliation Action Plan	• Adoption of plan	Community Services	●			

Capable and Responsive Organisation

A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.

				Expected work undertaken			
No.	Operational Initiative	Success Measure	Lead Unit	17/18	18/19	19/20	20/21
S18	Strengthen the capacity of the organisation						
18.1	Greater emphasis on the Diversification of Revenue	• Mandate received	Finance	●			
18.2	Develop Enterprise Performance Model	• Adoption of model	Governance	●			
18.3	Develop Continuous Improvement Strategy	• Adoption of strategy	Office of the CEO	●			
18.4	Develop Asset Management Strategy	• Adoption of strategy	Asset Management	●			
18.5	Review Corporate Strategic Framework	• Completion of review	Governance	●			
18.6	Develop Organisational Development Strategy	• Adoption of strategy	Office of the CEO	●			
S19	Improve the customer focus of the organisation						
19.1	Implement the Project Portfolio Management Project	• Implementation of framework	Coordination & Design	●			
19.2	Develop a Customer Service Strategy and Contact Centre	• Adoption of strategy • Implementation of contact centre	Customer Service	●			
19.3	Deliver Online Customer Service systems (including Approvals)	• Effective delivery of program	Customer Service	●			
S20	Meaningful and contemporary community engagement and communications						
20.1	Develop Community Engagement Capability	• Capability developed	Marketing & Communications	●			
20.2	Develop an Information and Communications Infrastructure Strategy	• Adoption of strategy	Information Technology	●			
20.3	Develop an Information and Communications Data Strategy	• Adoption of strategy	Data & Business Intelligence	●			
20.4	Develop Social Media Usage Framework	• Adoption of framework	Marketing & Communications	●			

Key Functions

Chief Executive Office

The Chief Executive Office provides guidance to all other Directorates and has the responsibility for overall organisational direction. It provides support for Elected Members and facilitates outcomes as directed by Council. Its focus is on **Leading**.

Unit	Executive Support
Mission	The Executive Support Unit supports the Lord Mayor and Councillors, and the Chief Executive Officer to perform their statutory roles and to build and maintain relationships with Federal, State and other Local Governments.
Functions	<ul style="list-style-type: none"> • Lord Mayor's Office Support • Councillors' Support • CEO's Office Support • Inter-government Relations • City of Perth Committee Support • Council of Capital City Lord Mayors Support

Corporate Services

The Directorate provides corporate and related services to all other Directorates and has the responsibility for overall governance and corporate matters. Its focus is on **Governing**.

Unit	Governance	Human Resources
Mission	The Governance Unit champions good governance and coordinates integrated planning and performance management, risk management and policy and compliance frameworks for the City of Perth. The Governance unit provides processes and information for Elected Members, the Executive and all staff in their decision making.	The Human Resources Unit provides advice, support and systems that assist Managers to manage staff and provide support to all employees.
Functions	<ul style="list-style-type: none"> • Governance • Corporate Planning and Performance • Risk Management and Business Continuity • Electoral Services • Legal Services 	<ul style="list-style-type: none"> • HR Business Partner Support • Employee Relations • Learning and Development

Unit	Finance	Information Technology
Mission	The Finance Unit manages corporate finance and provides financial and related services to the organisation. It has an integrated approach and a focus on responsible management of resources.	The Information Technology Unit provides the hardware and software necessary to activate the organisation. The unit manages the enterprise architecture and the systems that it comprises to ensure users are equipped to do their best.
Functions	<ul style="list-style-type: none"> Financial Accounting Payroll Funds Management Management Accounting Procurement and Contract Management 	<ul style="list-style-type: none"> User Support System Operations Support Business Systems Enterprise Architecture

Unit	Data & Information	Asset Management
Mission	The Data and Information Unit is responsible for the management, storage and utilisation of the City's information assets. The Unit provides solutions and access to information that enables enhanced decision making and generates additional value for the City of Perth. Partnering with the business to provide strategic, analytical, and technical direction in relation to business information activities, this Unit ensures accurate and relevant data is accessible to all users to drive performance and enable the organisation in achieving its goals.	The Asset Management Unit is responsible for delivering the organisations integrated Corporate Asset Management Plan, which is a key component of the Integrated Planning and Reporting Framework. The Unit is responsible for developing Asset Management strategies and operational practices to effectively manage the City of Perth's asset portfolio worth \$1.4 billion.
Functions	<ul style="list-style-type: none"> Records Social Listening Capacity Spatial Data Management ECM/eService Capability Development and Data Management 	<ul style="list-style-type: none"> Asset Management Strategy Corporate Asset Management Plan Effective Management of City's Asset Portfolio

Planning and Development

The Planning and Development Directorate plans for and regulates the development of the City's natural and built environment and many of the activities that happen within it. Its focus is on ***Planning and Designing***.

Unit	City Planning	Coordination & Design
Mission	The City Planning Unit is responsible for the long term strategic planning of the city, including the establishment of a robust knowledge and research base which will also benefit the business activities of the wider organisation. The Unit possesses great expertise and passion in each of the fundamental planning disciplines necessary to plan an aspirational and sustainable city.	The Coordination and Design Unit is responsible for the design, coordination and appropriate delivery trajectory of projects and programs within the public realm in the City, as identified by the City's strategic plans and vision.
Functions	<ul style="list-style-type: none"> • Economic, Environmental and Social Research • Strategic Land-use Planning • Strategic Social Planning • Strategic Infrastructure Planning • Strategic Environmental Planning 	<ul style="list-style-type: none"> • Investment Gateways Management • MRA Project Interface Management • Urban Projects Concept Development • Drafting Services • Project Scoping and Business Case Development

Unit	Transport	Health and Activity Approvals
Mission	The Transport Unit will provide innovative direction and advice on a range of strategic traffic and transport issues for the City of Perth and integrate strategic traffic and transportation planning with a range of disciplines implementing the objectives of the City of Perth.	The Health and Activity Approvals Unit maintains the coordination and overview of activities in the public realm, whilst collaborating with internal and external stakeholders. It obtains, facilitates and collates all relevant technical and legislative advice and approvals for events, obstruction permits, bonds and activities. It works to protect public health in the face of current and emerging environmental health hazards.
Functions	<ul style="list-style-type: none"> • Transport Planning • Traffic Management • Traffic Modelling • Parking Planning 	<ul style="list-style-type: none"> • Environmental Planning • Environmental Approvals • Public Health Approvals • Promotional and Preventative Health and Well-being • Environmental and Public Health Compliance • Environmental Monitoring and Reporting • Event Approvals • Event Compliance • Obstruction Approvals • Mall Entry Approvals

Unit	Development Approvals	Sustainability
Mission	The Development Approvals Unit has a statutory responsibility for handling applications for the development of the built environment in the City of Perth and ensuring compliance with approvals.	The Sustainability Unit works with both internal and external stakeholders to build key relationships and to collaboratively implement the City's sustainability priorities, including educating and providing a better understanding of operationalising sustainability.
Functions	<ul style="list-style-type: none"> • Development Approvals • Building Approvals • Development Compliance • Statutory Process Management 	<ul style="list-style-type: none"> • Sets sustainability policies and embeds it within planning and design • Facilitate the City's obligations in international, national and regional sustainability

Community and Commercial Services

The Directorate provides the City of Perth with direct services for the enjoyment of the community and manages these services and facilities to ensure customer expectation is met in a commercially sustainable way. Its focus is on **Serving**.

Unit	Customer Service	Parking Services
Mission	The Customer Service Unit is responsible for the majority of external customer contact on behalf of the organisation and acts as the facilitating interface between customers. The Unit strives to ensure our customers value their experience and their impression of the City is positive.	The Parking Services Unit provides information and assistance to users of the City's street parking and regulates the use of parking to ensure usage and accessibility is optimised.
Functions	<ul style="list-style-type: none"> • Call Centre • Customer Service Centre • Training and Information • Complaints • Customer e-Service 	<ul style="list-style-type: none"> • Street Patrolling (information and enforcement) • Infringement Processing • Event Parking

Unit	Commercial Parking	Library
Mission	The Commercial Parking Unit operates under the business name City of Perth Parking (CPP) and is responsible for the operation and management of 34 car parks, totalling 10,892 bays, as well as machine maintenance and financial management of 6,000 on-street bays.	Provide a hub of knowledge and activity for the whole community to enjoy.
Functions	<ul style="list-style-type: none"> • Business Development • Marketing • Car-park Operations • Technical Services 	<ul style="list-style-type: none"> • Library Services and Operations • Collections Management • Young People's Library • Children's Library • Room and Facility Hire

Unit	Community Amenity & Safety	Community Services
Mission	The Community Amenity and Safety Unit provide essential services that enhance community lifestyle within the City. The Unit works closely with key stakeholders within the business and externally to make the City safe and secure for visitors and residents equally, to maintain a lifestyle at the highest possible level.	The Community Services Unit provides essential services and facilities in a commercially sustainable manner that make a difference to residents, workers and visitors in our City.
Functions	<ul style="list-style-type: none"> • Surveillance • Ranger Services • Community Development and Support • Public Safety • Disaster Management 	<ul style="list-style-type: none"> • Child Care Operations • Public Conveniences • Citiplace Community Centre • Town Hall

Construction and Maintenance

The Directorate builds and maintains the infrastructure and related assets that underpin our growing City as well as delivering projects and providing essential services. Its focus is on ***Building and Maintaining.***

Unit	Construction	Street Presentation & Maintenance
Mission	The Construction Unit is responsible for all construction project activities for the City of Perth. The Unit delivers projects and essential building services to provide infrastructure that contributes to the growth and development of the City.	The Street Presentation and Maintenance Unit are responsible for the way the City looks. The Unit presents and maintains infrastructure in public places to a high standard and is responsible for asset inspection and maintenance regimes.
Functions	<ul style="list-style-type: none"> • Construction Tendering and Contract Management • Materials and Cost Management • Design and Drafting • Civil Infrastructure Construction • Building Construction • Occupational Safety and Health 	<ul style="list-style-type: none"> • Presentation Surveillance • Materials and Cost Management • Programmed Maintenance • Reactive Maintenance • Trades Maintenance • Third Party Utility Works Oversight

Unit	Waste & Cleansing	Parks
Mission	The Waste and Cleansing Unit provides essential street cleaning, waste collection and waste disposal services and actively promotes responsible waste minimisation, reuse and recycling to City of Perth businesses and residents.	The Parks Unit is responsible for the horticultural presentation of the City and management of 140 hectares of open parkland including reserves, boutique gardens, streetscapes, pocket parks and theming of horticultural displays to compliment major events in the City.
Functions	<ul style="list-style-type: none"> • Business Development • Street Cleaning • Waste Collection • Waste Minimisation 	<ul style="list-style-type: none"> • Materials and Cost Management • Horticulture/Arboriculture • Parks (East, Central and West) • Irrigation/Mowing

Unit	Properties	Plant & Equipment
Mission	The Properties Unit maintains and manages all of the buildings and properties the City owns or occupies to ensure occupants are able to undertake their activities in the best way possible.	The Plant and Equipment Unit is responsible for the management and technical maintenance of the City's owned plant, fleet and equipment.
Functions	<ul style="list-style-type: none"> • Materials and Cost Management • Business Development • Leasing and Licensing • Programmed Maintenance • Periodic Maintenance and Project Management 	<ul style="list-style-type: none"> • Depot and Store • Fleet Procurement • Fleet Maintenance • Electrical Engineering • Mechanical Engineering • Street Lighting and Christmas Decorations

Economic Development and Activation

The Directorate creates and maintains the conditions for a vibrant yet sustainable lifestyle for the community, by bringing the world's best to the City's doorstep and providing the opportunity for economic growth to its businesses. Its focus is on **Growing and Activating**.

Unit	Economic Development	Marketing & Communications
Mission	The Economic Development Unit is responsible for seeking opportunities for our City in various industry sectors.	The Marketing and Communications Unit is responsible for marketing the City and all it has to offer in conjunction with engaging the community and stakeholders to establish and maintain relationships. The Unit is responsible for the City of Perth's Community Engagement Strategy, Corporate Image and Communication Strategies (internal and external), facilitating and presenting a wide range of events and communications that enliven the City.
Functions	<ul style="list-style-type: none"> • Economic Planning and Research • Energy and Resources Sector support • Creative Industries Sector support • Tourism and Conference Sector strategic support (not including Destination Marketing) • Investment Attraction 	<ul style="list-style-type: none"> • Destination and Activity Marketing • Events • Civic Events and Catering • Northbridge Piazza and Forrest Place • Media relations • Communications • Community Engagement • Graphic Design • Corporate Brand Management

Unit	Arts, Culture & Heritage	Business Support & Sponsorship
Mission	The Arts, Culture and Heritage Unit provides support and creates opportunity for our community to enjoy the finest arts, cultural and heritage activities and manages our collections.	The Business Support and Sponsorship Unit provide information and support for the businesses which operate in our city. The Unit manages a wide range of sponsorship and grants on offer to the Community. The functions of the unit include business engagement and research, business information and support programs, sponsorships and grants, funding programs and place development.
Functions	<ul style="list-style-type: none"> • Cultural engagement and research • Events and exhibitions • Public art • Heritage assessment and advice • History Centre • Social history and memorabilia collection 	<ul style="list-style-type: none"> • Business Engagement and Research • Business Information and Support Programs • Sponsorship and Grants • Funding Programs • Place Development

Key Services

The City of Perth provides many diverse services directly and indirectly to the community it serves, with key services detailed below.

	Service
Governing	Facilitating the development of the City's Asset Management framework.
	Maintaining a high standard of tender and contract documentation, ensuring probity is compiled in accordance with the Local Government Act 1995.
	Enhance the City's profile and recognition as a Capital City. Support the City's involvement in Local, State and Federal decision making processes.
	Administrative support and professional advice to Lord Mayor, and Councillors.
	To ensure that specific city projects are delivered to expectations; in a timely manner; and within budget
	Certified Applications assessed for completeness.
	Certificates of Design Compliance processed to ensure compliance with the Building Code of Australia and related standards.
	Liaise with government and non-government organisations
	Implementation of Emergency Management and Recovery Plans in the event of an emergency in the capacity as a support agency.
	Administer electoral functions, decision making (Council, Committee) functions and policy and local law review processes.
	Maximising the capability of the organisation to provide effective and efficient services to meet community expectations.
	Provision of information for management decision making. Provide efficient, effective and legislatively compliant financial management, enabling the City to deliver sustainable services and projects.
	Provide comprehensive HR consultancy and support services to Management and employees at the City of Perth.
	To provide the IT and record keeping services required to enable the City of Perth to achieve its business goals, priorities and objectives.
	Risk Management approach and mitigation support.

Service	
Planning and Designing	Provision of parking equipment including Install, remove, replace, repair and maintain on street parking equipment including customer service and financial management.
	Ensure all festive season decorations are stored and maintained in good order and installed safely in various locations within the City's boundaries.
	Provision of meeting spaces for community use, capacity building and civic activities.
	Coordinate and assess traffic management for events, emergencies and developments.
	Planning for the long term infrastructure needs of the community.
	Develop and manage the City's approach to the conservation of places of cultural heritage significance.
	Lead on developing and managing the City's approach to strategic environment matters impacting the City and community.
	Assess and implement requests for changes to parking restrictions, involving consultation with affected businesses and in compliance with the City's On-street Parking Policy.
	Interagency strategic transport planning to adequately plan for capital city growth and movement requirements. Project specific transport planning and traffic management.
	Assessing against Council policies and procedures and enforcing relevant statutory requirements while ensuring there are no unnecessary barriers to promoting city vitality.
	Lead on developing and advocating the strategic and spatial planning of the city.
	Assessing and enforcing relevant statutory town planning requirements. Providing town planning advice to customers.
	Provision of appropriate on street parking facilities and management of turn over through foot and mobile patrols.

Serving	Commercial and Residential Waste Collection
	Remove either chemically or by paint-out graffiti on private and Council owned properties. Sweep and high pressure clean streets and footpaths.
	Produce parking signs, street name plates and various other signage to Council requirements in accordance with the relevant design standards.
	Homeless services, disability services; youth services; indigenous services and recreational services
	Commonwealth Accredited quality childcare for children – Long Day care and Occasional care which meets the needs of people working and shopping in the city. Childcare also provided to migrants attending English speaking classes.
	Provision of a range of services for people over 55 years in a safe, accessible and comfortable environment. Provision of low cost and nutritious meals and snacks, interesting and varied activities and entertainment, meeting spaces, information on senior services, hairdresser and podiatrist
	Provide innovative, high quality library services to drive social inclusion by supporting the intellectual, educational, cultural and social needs of the Perth community.
	Provision of arts and culture services; advocates, supports and promotes arts and culture in the City of Perth; provision of specialised advice about arts and culture. Cultural and corporate sponsorship and donations.
	To effectively and efficiently deliver innovative and proactive environmental health service, and enforcing where required
	To effectively and efficiently deliver CCTV Surveillance, Ranger/Security and Community Safety Planning.
	Provision of information to the community in various forms including website, social media, print, radio and TV. Graphic design services. Provision of internal communications
	Primary point of contact for external enquiries to the City

	Service
Building and Maintaining	Maintaining street and reserve lighting
	Provide and Maintain Public Spaces
	Parks and Streetscape Maintenance Services
	Building Maintenance Services
	Engineering Maintenance Services
	Conservation and Tree Maintenance Services
	Installation, removal, reinstatement, maintenance and repair to footpaths, crossovers, pram ramps, pedestrian ramps, pit surrounds and tree grates
	Repair, replace and install kerbing, potholes and patching of roads, laneways and Dual Use Pathways. Resurfacing and reconstruction of roads.
	Repair, replace, clean, maintain and install stormwater assets
	Install, remove, replace, repair and maintain on street parking signs and poles and install and renew embayment markings on street and open air car parks
	Provision and maintenance of appropriate fleet, vehicle, plant, stores and stock to allow the City to deliver services.
	Disposal and acquisition of property, maintenance and upgrades of City's property portfolio.
Growing and Activating	Provision and operation of 33 car parks, including the maintenance of all parking equipment, related facilities management, customer service and financial management. Provide event parking. Provide event parking services to City owned and external events. Provide sponsorship for external events in the City.
	Supporting the promotion of city vitality through the provision of event parking and appropriate and effective signage.
	Install and remove advertising banners at various locations throughout the City
	Assess applications for alfresco dining and liquor and for compliance with Health legislation and issue licences and approvals in accordance with applicable policy, local law and legislation.
	Online provision of demographic information. Research to encourage best practice and understand the economic climate. Point of liaison and support for City business. Strengthening and broadening networks within targeted emerging industry sectors and supporting international resource sector groups.
	Manage Sister City relationships
	Coordinate international cultural, education and business visits
	Maintain international contacts and relationships
	Managing the delivery of City owned events. Provide sponsorship for external events in the City. Place management of major public spaces (Piazza, Forrest Place and Malls,). Citizenship ceremonies and other civic events.
	Marketing research, planning to create campaigns that will increase visitation to the city. Implementation of campaigns through different media. Liaison with city retail and food and beverage business. Provision of tourist information through Icity kiosk.

3. Contacts

Robert Mianich
Director Corporate Services

robert.mianich@cityofperth.wa.gov.au

Mark Ridgwell
Manager Governance

mark.ridgwell@cityofperth.wa.gov.au



LONG TERM
FINANCIAL PLAN

2017-2027

2029
VISION

1. Executive Summary	4
2. Background	5
2.1 Key Statistics	5
3. Integrated Planning and Reporting Framework.....	6
4. Financial Strategy	8
4.1 Rates.....	8
4.2 Parking Fees	8
4.3 Debt Management	8
4.4 Cashflow Management	8
4.5 Asset Management	8
4.6 Investment	8
5. Asset Management	8
6. Workforce Planning.....	10
7. Assumptions.....	11
7.1 Economic Indicators.....	11
7.2 Rates.....	11
7.3 Parking Fees	11
7.4 Waste Fees.....	11
7.5 Compliance Income (Parking Fines).....	11
7.6 Employee Costs.....	12
7.7 Materials and Costs.....	12
7.8 Utilities.....	12
7.9 Insurances	12
7.10 Interest.....	12
7.11 Expense Provisions.....	12
7.12 Other Expenses	12
7.13 Depreciation.....	12
7.14 Tamala Park.....	13
7.15 Capital Expenditure.....	13
7.16 Working Capital.....	13
7.17 Reserves	14
7.18 Debt Management	14
7.19 Exclusions from the Long Term Plan.....	15

8. Financial Indicators	16
9. Risks.....	18
9.1 Economic Assumptions	18
9.2 Civic Factors	18
9.3 Capital Expenditure.....	19
10. Contacts.....	20
Appendix: Supporting Statements and Schedules.....	21
I. Forecast Financial Statements 2017/18 – 2026/27	22

1. Executive Summary

The City of Perth has prepared this Long Term Financial Plan (LTFP) to set priorities in accordance with financial resources and to measure and ensure the financial sustainability of the City.

In terms of financial sustainability the plans objectives are ensuring:

- Strong cash flow capability
- A diverse revenue base with rate increases being kept to a reasonable level
- Ability to meet financial commitments
- Prudent management of debt
- Maintenance of the City's assets to an appropriate level

The plan is aligned to the core planning documents of the City's Integrated Planning & Reporting Framework – The Strategic Community Plan and Corporate Business Plan. The plan also shares information with the Corporate Asset Management Plan and Workforce Plan.

The City's Integrated Planning process continues to mature and work to fully integrate the component documents of the framework is ongoing.

The plan informs the City's long term planning and relies on a range of economic and civic assumptions. The financial information in the plan is based on the best available information at the time of publication and will be subject to change.

Items of note from the LTFP include:

- Consistent growth in revenues from rates, parking and waste collection
- Control of operating expenses at levels that are consistent with a growing Capital City
- Initial reduction of the City's reserves followed by increases in reserves in the latter part of the plan
- Demonstration of financial sustainability of the City of Perth through positive cashflows and asset growth.

The City of Perth Act came into effect on 1 July 2016 when the boundaries of the City of Perth were revised to include the University of Western Australia, the Queen Elizabeth II Medical Centre and the Royal Perth Yacht Club. Additionally, 1,348 ratepayers were transferred from the City of Subiaco and a small number from the City of Nedlands. The financial impact of council boundary changes has been included as part of the Long Term Financial Plan.

The plan does however exclude the impact of the Riverside MRA project and asset revaluations which cannot be accurately quantified at this time.

2. Background

There has been a significant economic downturn in Perth over the past two years. The office vacancy rate is now 25.2% a 25 year high. Property values continue to fall; Landgate estimate an average office GRV reduction of 32% for the latest triennial valuation. Unemployment rates are forecast to be 6.5% for 2017/18. These factors have already had an impact on the City's finances with a fall in car parking patronage

The 2017-2027 Long Term Financial Plan reflects this subdued economic outlook and includes the following key assumptions:

- Economic measures such as CPI, wages growth and interest rates are assumed to remain low for the duration of the plan
- Increases in Rates, Car parking and waste fees are modest and predominantly in line with CPI
- The City's Capital Expenditure program has been rationalised and efficiencies will be achieved in the maintenance program
- There is no forecast expansion of car parking facilities as a result of lower forecast parking patronage
- There will be minimal new borrowings to fund strategic renewals.

2.1 Key Statistics

Key statistics relating to the City of Perth include:

Area	9.8 km²
Length of Roads	106 km
Areas of Parkland and Reserves	122.7 ha
Population 2017 (Forecast id)	27,173
Workforce Population (Forecast id)	134,459
Office Space (Savills Research Jan 2017)	2,176,400m ²
Private Dwellings (CoP Rates Database)	13,717

Note: Figures exclude Kings Park

As a result of community engagement undertaken in creating the City's Strategic Community Plan 'Vision 2029+' the following 'priorities' or 'themes' were identified. The Long Term Financial Plan

forms part of the City's integrated planning and reporting framework, it is a key document in the delivery of the seven key strategic priorities.

Major Strategic Investments	Getting Around Perth	Perth as a Capital City
The planning and integration of major infrastructure and developments to maximise their net benefit and minimise risk and future costs to the City.	An effective pedestrian friendly movement system integrating transport modes to maintain a high level of accessibility to and within the City.	The City is recognised internationally as a city on the move and for its liveability, talented people, and centres of excellence and business opportunities.
Living in Perth	Perth at Night	Healthy and Active in Perth
The City is a place where a diverse range of people choose to live for a unique sustainable urban lifestyle and access to government and private services.	A City that has a vibrant night time economy that attracts new innovative businesses and events and where people and families feel safe.	A City with a well-integrated, built and green natural environment in which people and families choose a lifestyle that enhances their physical and mental health and takes part in arts, cultural and local community events.
Capable and Responsive Organisation		
A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and provide efficient and effective community centred services.		

3. Integrated Planning and Reporting Framework

The below diagram depicts the components that make up the City of Perth's Integrated Planning and Reporting Framework (IPRF). It shows the interaction between the plans, the influence of the informing strategies and the strategic enablers, with emphasis given to a mutual informing relationship. The intent of the IPRF is to ensure the priorities and services provided by the City of Perth are aligned with our community needs and aspirations. The strategic enablers allow rigour to be applied to these, taking into account available resources to deliver the best possible results for the community.



The **Strategic Community Plan, Vision 2029+**, is our long term strategic direction that guides the remainder of the framework. It expresses the community's vision for the future together with the strategies that Council are intending to implement to address strategic community outcomes. This is a key document for Council to track and report on progress to the community.

This drives the City of Perth's **Corporate Business Plan**, which is the detailed implementation plan for services, key projects and capital investments over the next four years. The intention is that the implementation of this plan contributes towards the delivery of the community objectives over the longer term. It contains the same themes, community outcomes and strategies as the Strategic Community Plan, to ensure we deliver services in line with community aspirations.

The City's key strategic enablers show how we are equipped to deliver on the commitments made in this Corporate Business Plan. These key enablers are:

- Long Term Financial Plan**
 This ten year rolling plan assists the City to set priorities in accordance with its financial resources, through the use of key assumption based analysis. This allows the organisation to make decisions in a financially sustainable manner.
- Workforce Plan**
 The plan identifies the workforce requirements and strategies for current and future operations, ensuring the needs and limitations to support the delivery of the Corporate Business plan are met.
- Corporate Asset Management Plan**
 This plan provides guidance on service provision and whole of life cycle asset management to inform the City's financial sustainability and key service levels.

The **Annual Budget** is based on the projected costing of year one of the Corporate Business Plan, with opportunity to review during the mid-year budget review process. The budget creation process will be

continually improved to strengthen the financial integration between the plans within the framework.

4. Financial Strategy

The City's financial strategy is influenced by the growth of the City itself and reflects the current economic climate.

Specific financial strategies which should be noted include:

4.1 Rates

The City of Perth derives around 37% of its revenue from parking fees, which enables the setting of rates in the dollar below other Australian Capital cities and the surrounding Perth metropolitan councils. Due to the current economic climate, the strategy for rates setting will remain conservative and increases are currently forecast to be limited to the level of CPI for the life of the plan.

4.2 Parking Fees

The City of Perth operates both on street and off street parking facilities. Fees are kept to a level comparable with competitors operating in the City. The parking levy paid to the state government has a significant impact on the setting of parking fees and it currently accounts for 24.7% of total parking revenue.

4.3 Debt Management

The City's current debt level is low as evidenced by the debt ratios in Section 8 of the plan. The City's policy is to borrow to fund growth in its asset base or for the renewal and major maintenance of strategic assets. It has been assumed that there will be new borrowing in year two of the plan.

4.4 Cashflow Management

The City aims to achieve positive cash flows by prudent financial management. This priority is aided by distributions from the Tamala Park Regional Council and by using debt funding for certain major capital projects as required.

4.5 Asset Management

It is the City's policy to maintain assets to appropriate standards and adequately provide for ongoing maintenance and fund replacements and enhancements when warranted.

4.6 Investment

Investment management is undertaken in a manner that seeks to ensure the security of the investment portfolio. This includes managing credit and interest rate risk within identified parameters. The City ensures sufficient liquidity to meet all reasonably anticipated cash flow requirements as and when they fall due without incurring significant costs due to the unanticipated sale of an investment.

5. Asset Management

The goal of Asset Management for the City of Perth is to plan the capital, maintenance and operational activities for assets that return the greatest value for the Community and the City.

Guided by the direction provided in the City of Perth Strategic Community Plan and Vision 2029+, such activities could include:

- injecting capital funding to develop and upgrade assets that are in high demand by the Community;
- planning for the renewal of assets that have reached the end of their useful service life; or
- executing activities in a cost effective manner to maintain and sustain the usability of assets to agreed service levels.

To determine priorities with the objective of maximising the return on investment, the City of Perth has introduced four values or ‘focus areas’ that guide the Asset Management decision making framework. These are detailed in the diagram below:



Asset Management Focus Areas

- **Asset Information** – The City emphasis the use information to drive our decision making. This includes developing a “Strategy on a Page” for each asset class to define exactly what information is used to make what decisions.
- **Asset Management Innovation** – The City recognises the need to remain proactive in looking for innovative methods, more durable materials and better technology or processes to maximise asset success in the long term.
- **Sustainability** – This reinforces the City’s core values and commitments to our role as a Capital City. The City understands that aiming for a world-class asset portfolio with innovative

systems and techniques is inadequate if we are not able to sustain this for future generations to enjoy; and

- **Accountability** – The City will endeavour to demonstrate a transparent link between what we plan and what we execute. This will ensure transference and continuity of the decision making and justification processes of our asset planning into our execution.

These four focus areas will guide our financial decision making process and they will collectively ensure long term success in the City's asset planning. For more information on the City of Perth's assets, their governance structure and management methodologies, please refer to the City of Perth's Corporate Asset Management Plan.

6. Workforce Planning

The City of Perth Workforce Plan is based on a traditional approach to workforce planning, identifying the numbers of positions required to deliver services. Based on this analysis, the Workforce Plan is developed. The Workforce Plan tracks the movement of the City's personnel and is used as a basis for employee expenses in the LTFP.

7. Assumptions

The LTFP takes the 2017/18 Budget as a base and applies various assumptions to forecast the following years of the plan. In relation to the assumptions, the following should be noted:

7.1 Economic Indicators

Forecasting of long term economic indicators is notoriously difficult and published data for 10 year forecasts are rare. The Long Term Financial plan has used the best available data and made assumptions where 10 year data is not available. The plan assumes a low interest rate environment and low inflation for the duration of the plan.

7.2 Rates

The City's policy has generally been to limit rate increases to CPI. Increases above this level have been implemented to fund major strategic capital projects such as the City of Perth Library. The 10 year capital plan has not identified any capital expenditure of this nature and with the WA economy subdued and a particularly high office vacancy rate, it is prudent to limit rate increases. Annual rates increases have therefore been limited to CPI for the duration of the plan.

The City has a rates differential policy, charging a different rate in the dollar for each of the defined rate payer classes. The recommended rate increase for 2017/18 applied CPI increases across all rates categories.

Additionally where new property or improvements to property become rateable interim rates for partial years have been forecast. Full year values are then combined into the base rates CPI calculation for the successive year.

7.3 Parking Fees

Since its inception in 2002, the State Government Parking Levy has increased significantly. The Council's policy was to pass on the cost of the levy to the consumer which results in increases in parking fees consistently above the level of CPI. Due to falling patronage as a result of a declining workforce in the City, the increase in parking levy will not be directly passed on to the consumer for the first 4 years of the plan (assuming forecast levy increases are applied). Increases in parking fees will be limited to the level of CPI for this period of the plan. In the LTFP the number of parking bays will remain constant and parking patronage, which has fallen over the past 3 years, will improve as office vacancy rates decrease.

7.4 Waste Fees

Waste fees have in the past been subsidised by the City of Perth, as the full cost of the service was not passed on to the ratepayer. The rates charged are below those charged by peer capital cities and the surrounding metropolitan councils. The Council's strategy is to progressively increase waste fees over time to pass on to ratepayers the full cost of the service.

7.5 Compliance Income (Parking Fines)

Approximately 5% of City's revenue is derived from parking fines. The objective of compliance officers is primarily traffic management and it should be noted that although standard parking fines were

increased in the 2015/16 budget, prior to this they had remained at the same level for many years. Revenue has been increased by CPI only over the life of the plan.

7.6 Employee Costs

Employee costs include direct salaries and wage costs and indirect costs such as workers compensation, recruitment and training. Headcount is forecast to remain static and deliver value to the City, whilst wage growth is limited to CPI. Indirect employee costs have also been inflated by CPI.

7.7 Materials and Costs

Materials and costs which includes the cost of maintenance, have in the past increased above the level of CPI due to the expansion of the City's asset base. The City will implement improved maintenance planning to reduce cost growth and so it has been assumed that these costs will grow at the rate of CPI over the life of the plan.

7.8 Utilities

The City has achieved some success in reducing utilities consumption. Utilities have been extrapolated at CPI as increased costs from an expanding asset base will be tempered by the drive for greater efficiency.

7.9 Insurances

The City tendered for insurance services in April 2017 and significant savings were achieved, the majority of which were in the Workers Compensation cost (included in Salaries & Wages). Increase in insurance cost have been projected at CPI.

7.10 Interest

Interest has been calculated from information available on existing loans, all of which are on fixed rates of interest and broad assumptions regarding a new loan to fund renewals to the Perth Convention and Exhibition Centre Carpark. The lower interest cost trend reflects full repayment of some of the larger loans and the ten year term of the Library loans.

7.11 Expense Provisions

Expense provisions consist of increases in employee provisions commensurate with EBA increases. The consumption of stationery plant at the Perth Convention and Exhibition Centre (PCEC) leasehold car park is also reflected in this account.

7.12 Other Expenses

Other expenses consist mainly of parking levies paid to the government, donations and sponsorships. Increases in the parking levy is at the discretion of the State Government.

7.13 Depreciation

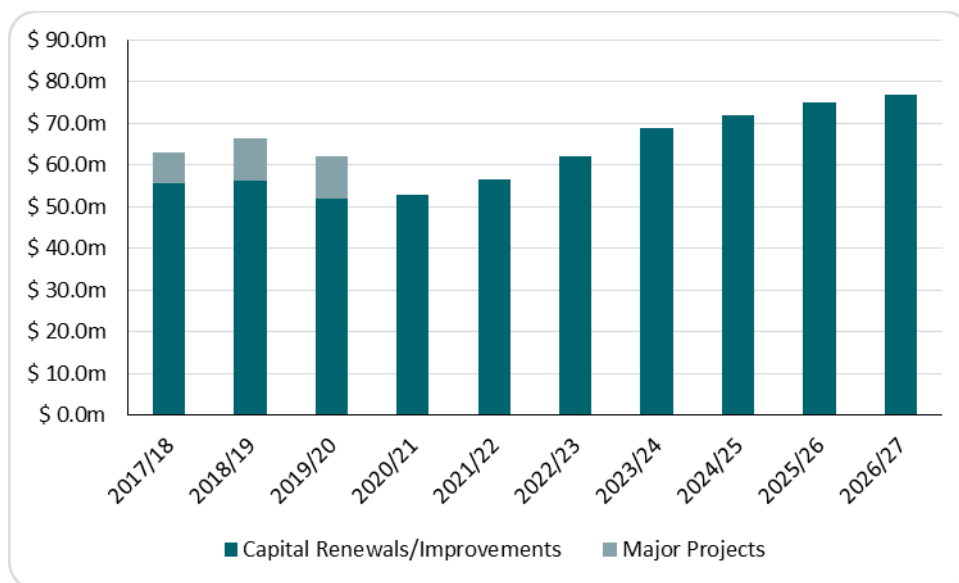
Depreciation is extrapolated on the basis of growth and CPI. The depreciation calculation does not allow for the depreciation of contributed assets from the Elizabeth Quay which have not been included in the plan.

7.14 Tamala Park

The Tamala Park income arises from distributions from the Tamala Park Regional Council which is developing and selling land at Catalina of which the City has a one twelfth interest. This has been recognised on a cash basis. The cash received is appropriated to the Enterprise and Initiative Reserve.

7.15 Capital Expenditure

The initial year of the LTFP, 2017/18 identifies a full list of projects scheduled to be undertaken. The remaining years of the plan are calculated based on what is affordable within the parameters of the plan. Capital projects will be prioritised based on condition assessments and service levels may be varied in order to remain within forecast. The plan identifies two major capital projects, part of which will be funded through debt. The City would review its policies on rates increases and borrowing if the level of Capital Expenditure included in the plan is inadequate to service the City's asset base or if other major projects are identified.

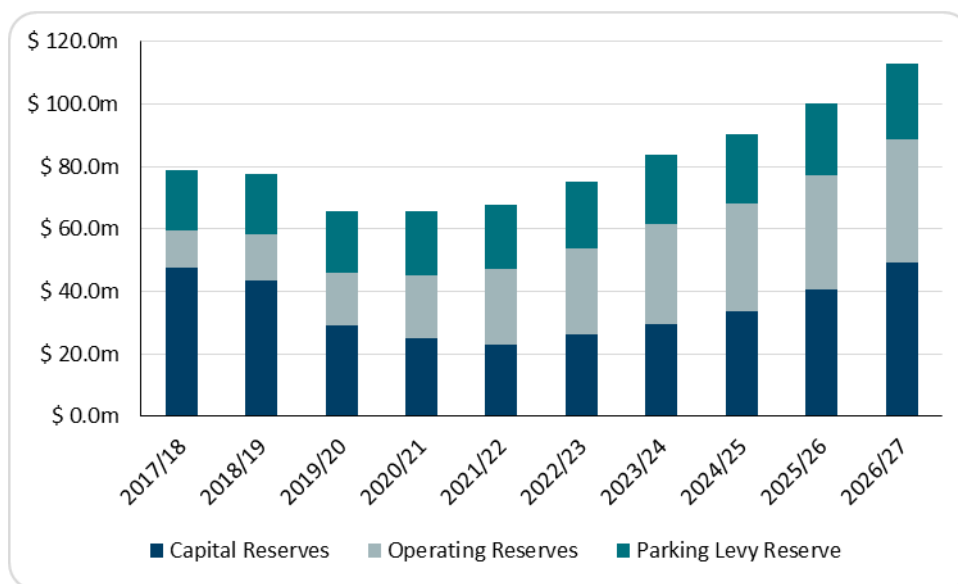


7.16 Working Capital

Surplus cash is invested in interest bearing deposits as it is generated. Rates and other debtors are managed actively. Creditors are generally paid on commercial thirty day terms. Because the City owes more in terms of creditors and provisions, than corresponding debtors and prepayments, working capital is generally cash positive.

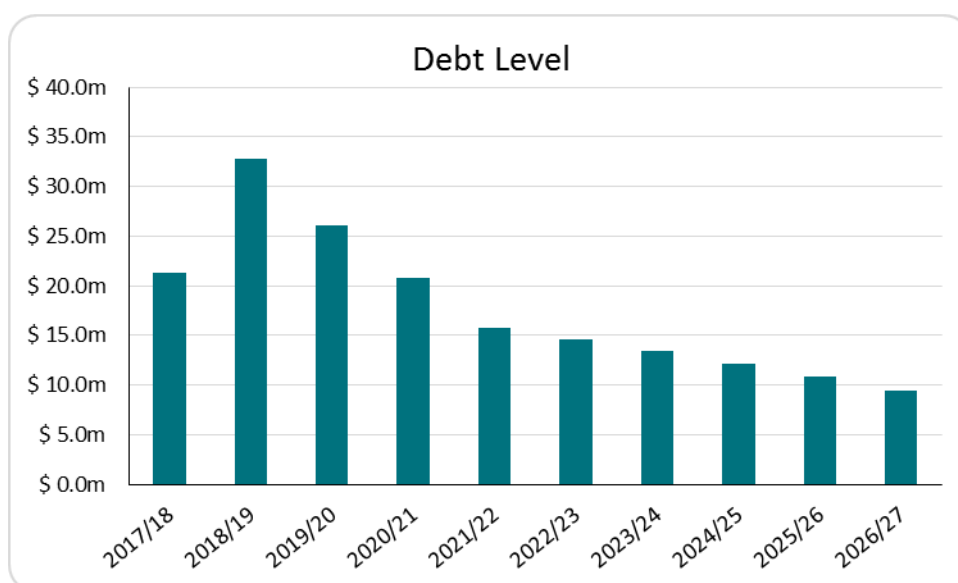
7.17 Reserves

Reserves at the City are primarily utilised to set aside money for larger projects and to smooth out the funding of large capital expenditure commitments. The principal reserves for funding capital are the Asset Enhancement and the Parking Facilities Development reserves. The City also transfers money to the Parking Levy reserve each June for payment of the State Government parking levy the following financial year.



7.18 Debt Management

The City has for a number of years borrowed to fund capital projects. The type of projects which are funded by these means will either be for the renewal of iconic Perth buildings or projects with a business emphasis that generates income to repay loans. Loans are currently sourced from the Western Australian Treasury Corporation (WATC). In July 2015 the guarantee fee applied by the WATC on outstanding loan balances increased from 0.1% to 0.8% which has had a significant impact on the City's cost of borrowing.



7.19 Exclusions from the Long Term Plan

The plan excludes the following:

- Adjustments for the revaluation of assets
- Impact of the MRA Riverside development
- Contributed Assets from Elizabeth Quay

8. Financial Indicators

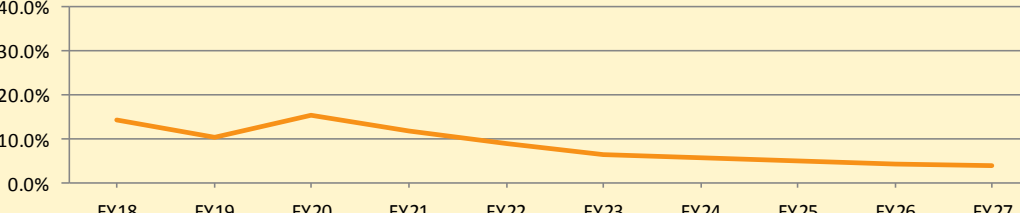
The following financial measures have been used in the development of the Long Term Financial Plan to monitor and assess performance over the planning period.

Ratio	Current Ratio	Target	>=1.00																						
Calculation	<div>Current Assets minus Restricted Current Assets</div> <div>Current Liabilities minus those associated with Current Restricted Assets</div>																								
Performance	<div><table><caption>Current Ratio Data (Estimated)</caption><thead><tr><th>Fiscal Year</th><th>Ratio</th></tr></thead><tbody><tr><td>FY18</td><td>0.80</td></tr><tr><td>FY19</td><td>0.75</td></tr><tr><td>FY20</td><td>0.70</td></tr><tr><td>FY21</td><td>0.75</td></tr><tr><td>FY22</td><td>0.85</td></tr><tr><td>FY23</td><td>0.95</td></tr><tr><td>FY24</td><td>1.00</td></tr><tr><td>FY25</td><td>1.05</td></tr><tr><td>FY26</td><td>1.10</td></tr><tr><td>FY27</td><td>1.15</td></tr></tbody></table></div>			Fiscal Year	Ratio	FY18	0.80	FY19	0.75	FY20	0.70	FY21	0.75	FY22	0.85	FY23	0.95	FY24	1.00	FY25	1.05	FY26	1.10	FY27	1.15
Fiscal Year	Ratio																								
FY18	0.80																								
FY19	0.75																								
FY20	0.70																								
FY21	0.75																								
FY22	0.85																								
FY23	0.95																								
FY24	1.00																								
FY25	1.05																								
FY26	1.10																								
FY27	1.15																								
Comment	<div>Target not met</div> <div>This is not a traditional current ratio but distorted by the Department of Local Government and Communities (DLGC) guidelines to exclude reserves.</div>																								

Ratio	Rate Coverage Ratio	Target	No Target																						
Calculation	$\frac{\text{Net Rate Revenue}}{\text{Operating Revenue}}$																								
Performance	<div><div></div><table><caption>Rate Coverage Ratio Data (Estimated)</caption><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>FY18</td><td>45.5</td></tr><tr><td>FY19</td><td>48.5</td></tr><tr><td>FY20</td><td>50.0</td></tr><tr><td>FY21</td><td>50.5</td></tr><tr><td>FY22</td><td>51.0</td></tr><tr><td>FY23</td><td>51.5</td></tr><tr><td>FY24</td><td>51.5</td></tr><tr><td>FY25</td><td>51.5</td></tr><tr><td>FY26</td><td>51.5</td></tr><tr><td>FY27</td><td>51.5</td></tr></tbody></table></div>			Fiscal Year	Ratio (%)	FY18	45.5	FY19	48.5	FY20	50.0	FY21	50.5	FY22	51.0	FY23	51.5	FY24	51.5	FY25	51.5	FY26	51.5	FY27	51.5
Fiscal Year	Ratio (%)																								
FY18	45.5																								
FY19	48.5																								
FY20	50.0																								
FY21	50.5																								
FY22	51.0																								
FY23	51.5																								
FY24	51.5																								
FY25	51.5																								
FY26	51.5																								
FY27	51.5																								
Comment	The ratio indicates an increasing reliance on Rates as a revenue source.																								

Ratio	Debt Ratio	Target	No Target																						
Calculation	$\frac{\text{Total Liabilities}}{\text{Total Assets}}$																								
Performance	<div><table><caption>Debt Ratio Data (Estimated)</caption><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>FY18</td><td>5.0</td></tr><tr><td>FY19</td><td>6.0</td></tr><tr><td>FY20</td><td>5.5</td></tr><tr><td>FY21</td><td>5.2</td></tr><tr><td>FY22</td><td>5.0</td></tr><tr><td>FY23</td><td>4.8</td></tr><tr><td>FY24</td><td>4.7</td></tr><tr><td>FY25</td><td>4.6</td></tr><tr><td>FY26</td><td>4.5</td></tr><tr><td>FY27</td><td>4.5</td></tr></tbody></table></div>			Fiscal Year	Ratio (%)	FY18	5.0	FY19	6.0	FY20	5.5	FY21	5.2	FY22	5.0	FY23	4.8	FY24	4.7	FY25	4.6	FY26	4.5	FY27	4.5
Fiscal Year	Ratio (%)																								
FY18	5.0																								
FY19	6.0																								
FY20	5.5																								
FY21	5.2																								
FY22	5.0																								
FY23	4.8																								
FY24	4.7																								
FY25	4.6																								
FY26	4.5																								
FY27	4.5																								
Comment	The City is well within the target ratio for the duration of the plan																								

Ratio	Debt Service Cover Ratio																									
Calculation	Operating Surplus before Interest & Depreciation		Target	>2																						
	Interest and Principal Repayments																									
Performance	<table><caption>Debt Service Cover Ratio Data</caption><thead><tr><th>Fiscal Year</th><th>Ratio</th></tr></thead><tbody><tr><td>FY18</td><td>5.0</td></tr><tr><td>FY19</td><td>6.0</td></tr><tr><td>FY20</td><td>7.0</td></tr><tr><td>FY21</td><td>8.0</td></tr><tr><td>FY22</td><td>10.0</td></tr><tr><td>FY23</td><td>40.0</td></tr><tr><td>FY24</td><td>42.0</td></tr><tr><td>FY25</td><td>45.0</td></tr><tr><td>FY26</td><td>48.0</td></tr><tr><td>FY27</td><td>50.0</td></tr></tbody></table>				Fiscal Year	Ratio	FY18	5.0	FY19	6.0	FY20	7.0	FY21	8.0	FY22	10.0	FY23	40.0	FY24	42.0	FY25	45.0	FY26	48.0	FY27	50.0
Fiscal Year	Ratio																									
FY18	5.0																									
FY19	6.0																									
FY20	7.0																									
FY21	8.0																									
FY22	10.0																									
FY23	40.0																									
FY24	42.0																									
FY25	45.0																									
FY26	48.0																									
FY27	50.0																									
Comment	Target met The City is running significantly above the target and it is assumed that all debt currently held will be repaid by 2022/23. A new loan is anticipated to be drawn for year 2018/19 and will continue to be repaid throughout the ten year plan.																									

Ratio	Gross Debt to Revenue Ratio								Target	No Target																						
Calculation	$\frac{\text{Gross Debt}}{\text{Total Revenue}}$																															
Performance	 <table border="1"><caption>Gross Debt to Revenue Ratio Data</caption><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>FY18</td><td>15.0</td></tr><tr><td>FY19</td><td>10.0</td></tr><tr><td>FY20</td><td>15.0</td></tr><tr><td>FY21</td><td>12.0</td></tr><tr><td>FY22</td><td>10.0</td></tr><tr><td>FY23</td><td>8.0</td></tr><tr><td>FY24</td><td>7.0</td></tr><tr><td>FY25</td><td>6.0</td></tr><tr><td>FY26</td><td>5.0</td></tr><tr><td>FY27</td><td>5.0</td></tr></tbody></table>										Fiscal Year	Ratio (%)	FY18	15.0	FY19	10.0	FY20	15.0	FY21	12.0	FY22	10.0	FY23	8.0	FY24	7.0	FY25	6.0	FY26	5.0	FY27	5.0
Fiscal Year	Ratio (%)																															
FY18	15.0																															
FY19	10.0																															
FY20	15.0																															
FY21	12.0																															
FY22	10.0																															
FY23	8.0																															
FY24	7.0																															
FY25	6.0																															
FY26	5.0																															
FY27	5.0																															
Comment	The City is running significantly below the target in all years due to the low levels of debt.																															

Ratio	Operating Surplus Ratio							Target Advanced	>1% >15%																						
Calculation	<div>Operating Revenue minus Operating Expense</div> <div>Own Source Operating Revenue</div>																														
Performance	<div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>FY18</div><div>FY19</div><div>FY20</div><div>FY21</div><div>FY22</div><div>FY23</div><div>FY24</div><div>FY25</div><div>FY26</div><div>FY27</div></div></div> <table><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>FY18</td><td>2.0</td></tr><tr><td>FY19</td><td>4.0</td></tr><tr><td>FY20</td><td>6.0</td></tr><tr><td>FY21</td><td>7.0</td></tr><tr><td>FY22</td><td>8.0</td></tr><tr><td>FY23</td><td>10.0</td></tr><tr><td>FY24</td><td>11.0</td></tr><tr><td>FY25</td><td>11.5</td></tr><tr><td>FY26</td><td>12.0</td></tr><tr><td>FY27</td><td>12.0</td></tr></tbody></table>									Fiscal Year	Ratio (%)	FY18	2.0	FY19	4.0	FY20	6.0	FY21	7.0	FY22	8.0	FY23	10.0	FY24	11.0	FY25	11.5	FY26	12.0	FY27	12.0
Fiscal Year	Ratio (%)																														
FY18	2.0																														
FY19	4.0																														
FY20	6.0																														
FY21	7.0																														
FY22	8.0																														
FY23	10.0																														
FY24	11.0																														
FY25	11.5																														
FY26	12.0																														
FY27	12.0																														
Comment	<div>Target met</div> <div>The ratio rises over time to the mid point between target and advanced target.</div>																														

Ratio	Own Source Revenue Coverage Ratio								Target Advanced	>40% >90%																						
Calculation	$\frac{\text{Own Source Operating Revenue}}{\text{Operating Expense}}$																															
Performance	<table><caption>Own Source Revenue Coverage Ratio Data</caption><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>FY18</td><td>90.0</td></tr><tr><td>FY19</td><td>95.0</td></tr><tr><td>FY20</td><td>98.0</td></tr><tr><td>FY21</td><td>100.0</td></tr><tr><td>FY22</td><td>102.0</td></tr><tr><td>FY23</td><td>105.0</td></tr><tr><td>FY24</td><td>107.0</td></tr><tr><td>FY25</td><td>108.0</td></tr><tr><td>FY26</td><td>109.0</td></tr><tr><td>FY27</td><td>110.0</td></tr></tbody></table>										Fiscal Year	Ratio (%)	FY18	90.0	FY19	95.0	FY20	98.0	FY21	100.0	FY22	102.0	FY23	105.0	FY24	107.0	FY25	108.0	FY26	109.0	FY27	110.0
Fiscal Year	Ratio (%)																															
FY18	90.0																															
FY19	95.0																															
FY20	98.0																															
FY21	100.0																															
FY22	102.0																															
FY23	105.0																															
FY24	107.0																															
FY25	108.0																															
FY26	109.0																															
FY27	110.0																															
Comment	Advanced Target met Demonstrates that the City is not reliant on grants and other external income.																															

Ratio	Asset Renewal Funding Ratio	Target	>75%
Calculation	$\frac{\text{NPV of Planned Capital Renewals over 10 years}}{\text{NPV of Required Capital Expenditure over 10 years}}$		
Performance	Target met Information is only available for the 2016/17 financial year.	Actual 2016/17	100%
Comment	The City does not split capital expenditure between renewals, new and expansion, so calculation of the ratio is based on broad assumptions.		

Ratio	Asset Consumption Ratio	Target	>50%
Calculation	$\frac{\text{Depreciated Replacement Cost of Depreciable Assets}}{\text{Current Replacement Cost of Depreciable Assets}}$		
Performance	Target met Information is only available for the 2016/17 financial year and the City is not able to forecast the ratio over the remaining years of the plan.	Actual 2016/17	57%
Comment	The ratio is currently within the required parameters.		

Ratio	Asset Sustainability Ratio	Target	>90%
Calculation	$\frac{\text{Capital Renewal and Replacement Expenditure}}{\text{Depreciation}}$		
Performance	Target met Information is only available for the 2016/17 financial year and the City is not able to forecast the ratio over the remaining years of the plan.	Actual 2016/17	95%
Comment	The ratio has improved in 16/17 as anticipated in the previous plan.		

Source: All above targets are sourced from the Government of Western Australia - Department of Local Government and Communities - Local Government Operational Guidelines - Number 18-June 2013, Financial Ratios.
<https://www.dlgs.wa.gov.au/Publications/Pages/LG-Operational-Guidelines-18.aspx>

9. Risks

There are three major risk factors which will influence the LTFP:

9.1 Economic Assumptions

Forecasting of long term economic predictions is notoriously problematic. For the purpose of the LTFP, it has been assumed that interest rates will remain low and inflation will remain relatively consistent over the life of the plan.

9.2 Civic Factors

MRA Projects

The Metropolitan Redevelopment Authority (MRA) is engaged in the construction of three major projects within the City: Elizabeth Quay, Perth City Link and Riverside. During the life of these projects the MRA will be progressively transferring some newly constructed public realm assets to the City.

Elizabeth Quay

The Elizabeth Quay development opened in January 2016. The development incorporates commercial, retail and cultural attractions which are set around a 2.7 hectare inlet.

The MRA will retain ownership of a number of public realm areas and assets for up to 10 years although the road reserve has already been handed over to the City. The MRA is currently responsible for activation, presentation, maintenance and public services in the precinct. MRA will sell and oversee development of nine private lots over an extended period of time.

The full cost of servicing the precinct will not be covered by the rates generated until there is further development of the site, which will take a number of years. The City currently provides waste and cleansing services for the precinct capped at a level which is fully funded from the rates revenue generated. The MRA also procure other cleaning and maintenance services from external providers to maintain an appropriate service level for the precinct. The Long Term Financial Plan assumes the continuation of this agreement with an expansion of services provided as rates revenue generated from the site increases. It is assumed that servicing of the precinct will remain cost neutral to the City until development of the site is substantially complete.

It is too early to forecast the impact of the Riverside project and so it has been excluded from the plan.

Parking Levy

The State Government imposes a parking levy on all commercial parking bays in the city. The cost of this levy increased by over 20% in both 2014/15 and 2015/16. Although the increase in 2016/17 was a more modest 1.8% it still has a significant impact on the City's parking business. The levy currently accounts for over 24.7% of parking revenue and due to the current economic conditions the City is intending not to pass the full levy increase on to its patrons in 2016/17 and 2017/18. If the parking levy increases revert to levels significantly above the level of CPI it will result in a reduced margin for the City of Perth Parking business and the City will have to increase rates above the level of CPI in order to fund the shortfall.

9.3 Capital Expenditure

The City's capital expenditure program forms a significant part of the LTFP. The timing of expenditure is difficult to predict particularly in the later years of the plan. Delays in capital expenditure can also affect other areas of the plan including financing and maintenance costs. The capital expenditure figures included in the plan are a best estimate based on information available at the time of publication.

10. Contacts



Martin Mileham
Chief Executive Officer

martin.mileham@cityofperth.wa.gov.au



Robert Mianich
Director Corporate Services

robert.mianich@cityofperth.wa.gov.au

Dan Richards
Finance Manager

dan.richards@cityofperth.wa.gov.au

Appendix: Supporting Statements and Schedules

I. Forecast Financial Statements 2017/18 – 2026/27

Statement of Comprehensive Income by Nature and Type for period 2017/18 - 2026/27

	Base Year 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUES FROM ORDINARY ACTIVITIES											
Rates	88,078	89,253	98,152	105,555	110,468	115,825	123,015	128,274	133,122	137,602	143,014
Grants and Subsidies	2,025	1,969	1,576	1,615	1,655	1,697	1,739	1,783	1,828	1,873	1,920
Contributions, Donations and Reimbursements	474	422	337	346	355	363	373	382	391	401	411
Fees and Charges	98,745	99,520	100,377	101,976	105,414	109,644	114,049	118,634	123,415	128,398	133,596
Interest Earned	5,242	4,619	4,356	3,610	3,250	3,198	3,296	3,521	3,771	3,925	4,091
Other Revenue	1,478	1,210	1,237	1,268	1,300	1,333	1,366	1,400	1,435	1,471	1,508
TOTAL REVENUE FROM ORDINARY ACTIVITIES	196,042	196,994	206,035	214,370	222,442	232,060	243,838	253,994	263,962	273,670	284,540
EXPENSES FROM ORDINARY ACTIVITIES											
Employee costs	77,738	74,753	76,595	78,510	80,473	82,485	84,547	86,661	88,827	91,048	93,324
Materials and Contracts	49,918	50,713	51,854	53,150	54,479	55,841	57,237	58,668	60,135	61,638	63,179
Utilities (gas,electricity,water)	3,332	3,465	3,542	3,631	3,722	3,815	3,910	4,008	4,108	4,211	4,316
Insurance Expenditure	1,199	922	943	967	991	1,016	1,041	1,067	1,094	1,121	1,149
Depreciation of Non-Current Assets	33,050	33,534	35,211	36,972	38,821	40,762	42,800	44,940	47,187	49,546	52,023
Interest Expenses	1,724	1,381	1,606	1,227	943	750	614	566	517	466	412
Expense Provisions	940	916	936	959	983	1,008	1,033	1,059	1,085	1,112	1,140
Other Expenditure	24,623	25,791	26,055	26,255	26,911	27,584	28,274	28,981	29,705	30,448	31,209
TOTAL EXPENDITURE FROM ORDINARY ACTIVITIES	192,525	191,474	196,742	201,671	207,323	213,261	219,456	225,950	232,658	239,590	246,752
SUB TOTAL	3,517	5,520	9,293	12,699	15,119	18,799	24,382	28,044	31,304	34,080	37,788
GRANTS AND CONTRIBUTIONS											
Grants and Subsidies	2,075	1,295	1,324	1,357	1,391	1,426	1,462	1,498	1,536	1,574	1,613
NET OPERATING SURPLUS	5,591	6,815	10,617	14,056	16,510	20,225	25,844	29,542	32,840	35,654	39,401
DISPOSAL / WRITE-OFF OF ASSETS											
Loss on Disposal of Assets	(932)	(1,664)	(2,425)	(2,486)	(2,548)	(2,612)	(2,677)	(2,744)	(2,813)	(2,883)	(2,955)
SIGNIFICANT ITEMS											
Distribution from TPRC	1,000	1,400	2,333	1,500	3,083	2,750	3,083	3,583	1,000	1,250	1,167
CHANGE IN NET ASSETS FROM ORDINARY ACTIVITIES AFTER SIGNIFICANT ITEMS - GAIN / (REDUCTION)	5,659	6,551	10,525	13,070	17,045	20,363	26,250	30,381	31,027	34,021	37,613

Projected Balance Sheet for Period 2017/18 - 2026/27

	Base Year 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	5,629	4,263	4,060	3,369	3,517	3,754	4,309	4,840	5,350	5,987	6,818
Investments	106,955	81,001	77,145	64,010	66,829	71,332	81,875	91,962	101,657	113,755	129,545
Receivables	15,920	16,360	16,837	17,356	17,868	18,424	18,975	19,573	20,218	20,861	21,505
Inventories	899	915	936	959	983	1,008	1,033	1,059	1,085	1,112	1,140
Total Current Assets	129,403	102,539	98,978	85,693	89,197	94,518	106,192	117,434	128,310	141,715	159,008
Non Current Assets											
Receivables	52	52	54	55	56	58	59	61	62	64	65
Infrastructure, Property, Plant & Equipment	1,216,438	1,244,186	1,271,543	1,292,694	1,302,939	1,314,673	1,329,718	1,349,248	1,369,718	1,390,587	1,410,714
Investments	7,151	7,276	7,440	7,626	7,816	8,012	8,212	8,417	8,628	8,843	9,064
Total Non Current Assets	1,223,640	1,251,514	1,279,036	1,300,374	1,310,812	1,322,742	1,337,989	1,357,726	1,378,408	1,399,494	1,419,843
TOTAL ASSETS	1,353,043	1,354,053	1,378,014	1,386,068	1,400,009	1,417,260	1,444,181	1,475,160	1,506,718	1,541,210	1,578,852
Current Liabilities											
Payables	26,260	27,592	29,173	30,383	32,155	33,559	34,914	36,230	37,518	38,784	39,648
Borrowings	7,173	8,538	6,674	5,334	4,986	1,166	1,213	1,263	1,314	1,367	1,423
Provisions	10,779	10,968	11,215	11,495	11,782	12,077	12,379	12,688	13,005	13,331	13,664
Total Current Liabilities	44,212	47,097	47,061	47,212	48,923	46,801	48,506	50,181	51,837	53,482	54,735
Non Current Liabilities											
Borrowings	21,833	13,295	26,621	21,286	16,300	15,134	13,921	12,659	11,345	9,977	8,555
Provisions	6,424	6,537	6,684	6,851	7,022	7,198	7,378	7,562	7,751	7,945	8,144
Total Non Current Liabilities	28,257	19,832	33,305	28,138	23,323	22,332	21,299	20,221	19,096	17,922	16,698
TOTAL LIABILITIES	72,469	66,929	80,366	75,350	72,246	69,134	69,805	70,402	70,933	71,404	71,433
NET ASSETS	1,280,573	1,287,124	1,297,649	1,310,718	1,327,763	1,348,126	1,374,376	1,404,758	1,435,784	1,469,805	1,507,418
Equity											
Retained Earnings	620,551	648,294	660,183	685,011	702,121	720,228	739,091	761,128	785,266	809,438	834,647
Revaluation Reserve	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057
Other Reserves	99,966	78,774	77,409	65,651	65,586	67,842	75,229	83,573	90,462	100,311	112,715
TOTAL EQUITY	1,280,573	1,287,124	1,297,649	1,310,718	1,327,763	1,348,126	1,374,376	1,404,758	1,435,784	1,469,805	1,507,418

Projected Cash Flow for Period 2017/18 - 2026/27

	Base Year 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cashflow from Operating Activities											
Receipts:											
Rates & Annual Charges	172,968	180,013	189,591	198,363	206,505	215,826	227,199	236,764	246,106	255,326	265,686
Investment Revenue & Interest	5,035	4,619	4,356	3,610	3,250	3,198	3,296	3,521	3,771	3,925	4,091
Other Receipts - Operating	16,169	9,689	9,906	10,154	10,408	10,668	10,935	11,208	11,489	11,776	12,070
Payments:											
Employee Benefits & On-costs	(78,019)	(74,965)	(76,193)	(78,090)	(80,042)	(82,043)	(84,094)	(86,196)	(88,351)	(90,560)	(92,824)
Materials & Contracts	(46,863)	(50,426)	(51,948)	(53,388)	(54,193)	(55,689)	(57,165)	(58,667)	(60,196)	(61,754)	(63,732)
Borrowing Costs	(1,793)	(1,381)	(1,606)	(1,227)	(943)	(750)	(614)	(566)	(517)	(466)	(412)
Other Payments Operating	(29,576)	(29,836)	(30,204)	(30,784)	(31,553)	(32,613)	(33,428)	(34,264)	(35,120)	(35,998)	(36,897)
Net Cash Provided (or Used) in Operating Activities	37,920	37,714	43,903	48,638	53,432	58,598	66,129	71,800	77,182	82,249	87,982
Cash flows from Investing Activities											
Receipts:											
Sale of Investments	1,000	1,400	2,333	1,500	3,083	2,750	3,083	3,583	1,000	1,250	1,167
Sale of Infrastructure, Property, Plant & Equipment	1,333	158	1,354	1,388	1,423	1,459	1,495	1,532	1,570	1,609	1,649
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(35,234)	(63,105)	(66,347)	(61,997)	(53,038)	(56,566)	(62,017)	(68,747)	(72,039)	(74,907)	(76,753)
Net Cash Provided (or Used) in Investing Activities	(32,901)	(61,547)	(62,660)	(59,109)	(48,532)	(52,357)	(57,439)	(63,632)	(69,469)	(72,048)	(73,937)
Cash flows from Financing Activities											
Receipts:											
Proceeds from Loans	-	-	20,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Loans	(7,322)	(7,173)	(8,538)	(6,674)	(5,334)	(4,986)	(1,166)	(1,213)	(1,263)	(1,314)	(1,367)
Net Cash Provided (or Used) in Financing Activities	(7,322)	(7,173)	11,462	(6,674)	(5,334)	(4,986)	(1,166)	(1,213)	(1,263)	(1,314)	(1,367)
Cashflows from Government											
Receipts from Appropriation/Grants											
Recurrent Appropriations/Grants	2,498	2,391	1,913	1,961	2,010	2,060	2,112	2,165	2,219	2,274	2,331
Capital Appropriations/Grants	2,075	1,295	1,324	1,357	1,391	1,426	1,462	1,498	1,536	1,574	1,613
Net Cash from Government	4,573	3,686	3,237	3,318	3,401	3,486	3,574	3,663	3,755	3,848	3,944
Net Increase/(Decrease) in Cash & Cash Equivalents	2,271	(27,320)	(4,058)	(13,827)	2,967	4,740	11,098	10,618	10,205	12,735	16,622
Cash at 1 July	110,313	112,584	85,264	81,205	67,378	70,346	75,086	86,184	96,802	107,007	119,742
Cash at 30 June	112,584	85,264	81,205	67,378	70,346	75,086	86,184	96,802	107,007	119,742	136,363

Statement of Changes in Equity for period 2017/18 - 2026-27

	Base Year 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
EQUITY											
RETAINED SURPLUS											
Balance at 1 July	623,861	620,551	648,294	660,183	685,011	702,121	720,228	739,091	761,128	785,266	809,438
Transfer (from) / to Reserve	(8,969)	21,192	1,365	11,758	65	(2,256)	(7,387)	(8,344)	(6,889)	(9,849)	(12,404)
Net Result	5,659	6,551	10,525	13,070	17,045	20,363	26,250	30,381	31,027	34,021	37,613
Balance at 30 June	620,551	648,294	660,183	685,011	702,121	720,228	739,091	761,128	785,266	809,438	834,647
CASH BACKED RESERVES											
Balance at 1 July	90,997	99,966	78,774	77,409	65,651	65,586	67,842	75,229	83,573	90,462	100,311
Transfer from / to Reserve	8,969	(21,192)	(1,365)	(11,758)	(65)	2,256	7,387	8,344	6,889	9,849	12,404
Balance at 30 June	99,966	78,774	77,409	65,651	65,586	67,842	75,229	83,573	90,462	100,311	112,715
ASSET REVALUATION RESERVE											
Balance at 1 July	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Balance at 30 June	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057	560,057
Total Equity	1,280,573	1,287,124	1,297,649	1,310,718	1,327,763	1,348,126	1,374,376	1,404,758	1,435,784	1,469,805	1,507,418

Rate Setting Statement for period 2017/18 - 2026/27

	Base Year 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Proceeds from Operating Activities											
Operating Revenues Excl Rates	107,964	107,741	107,883	108,815	111,974	116,235	120,823	125,720	130,840	136,068	141,526
Operating Expenses	(193,457)	(193,138)	(199,167)	(204,157)	(209,871)	(215,873)	(222,133)	(228,694)	(235,471)	(242,473)	(249,707)
	(85,494)	(85,397)	(91,284)	(95,342)	(97,897)	(99,638)	(101,310)	(102,974)	(104,631)	(106,405)	(108,181)
Non Cash Items											
Loss on Disposal of Fixed Assets	932	1,664	2,425	2,486	2,548	2,612	2,677	2,744	2,813	2,883	2,955
Depreciation on Assets	33,050	33,534	35,211	36,972	38,821	40,762	42,800	44,940	47,187	49,546	52,023
	33,982	35,198	37,636	39,458	41,369	43,374	45,477	47,684	50,000	52,429	54,978
Net Deficit from Operations	(51,511)	(50,199)	(53,648)	(55,884)	(56,528)	(56,264)	(55,833)	(55,290)	(54,631)	(53,976)	(53,203)
Investing Activities											
Capital Expenditure	(35,234)	(63,105)	(66,347)	(61,997)	(53,038)	(56,566)	(62,017)	(68,747)	(72,039)	(74,907)	(76,753)
Repayment of Borrowings	(7,322)	(7,173)	(8,538)	(6,674)	(5,334)	(4,986)	(1,166)	(1,213)	(1,263)	(1,314)	(1,367)
Transfers to Reserves	(39,133)	(22,478)	(38,494)	(31,634)	(35,773)	(34,715)	(47,117)	(50,784)	(50,905)	(55,311)	(58,984)
	(81,689)	(92,756)	(113,378)	(100,305)	(94,145)	(96,267)	(110,300)	(120,744)	(124,207)	(131,532)	(137,104)
Financing Activities											
Transfer from Reserves	27,396	43,670	39,859	43,392	35,838	32,459	39,730	42,440	44,016	45,462	46,580
Proceeds from Disposal of Assets	1,333	158	1,354	1,388	1,423	1,459	1,495	1,532	1,570	1,609	1,649
Capital Grants and Contributions	2,075	1,295	1,324	1,357	1,391	1,426	1,462	1,498	1,536	1,574	1,613
Proceeds from Borrowings	-	-	20,000	-	-	-	-	-	-	-	-
Proceeds from TPRC	1,000	1,400	2,333	1,500	3,083	2,750	3,083	3,583	1,000	1,250	1,167
	31,804	46,523	64,870	47,637	41,735	38,094	45,770	49,053	48,122	49,895	51,009
Net Deficit before Rates	(101,397)	(96,432)	(102,157)	(108,553)	(108,938)	(114,438)	(120,362)	(126,980)	(130,716)	(135,613)	(139,299)
Add Opening Funds	21,141	7,822	643	(3,362)	(6,359)	(4,829)	(3,442)	(789)	505	2,910	4,899
Net Deficit before Rates	(80,256)	(88,610)	(101,514)	(111,914)	(115,297)	(119,267)	(123,804)	(127,769)	(130,212)	(132,703)	(134,400)
Rate Levies	88,078	89,253	98,152	105,555	110,468	115,825	123,015	128,274	133,122	137,602	143,014
Surplus/(Deficit) from Rates	7,822	643	(3,362)	(6,359)	(4,829)	(3,442)	(789)	505	2,910	4,899	8,614
	8.9%	0.7%	(3.4%)	(6.0%)	(4.4%)	(3.0%)	(0.6%)	0.4%	2.2%	3.6%	6.0%

Cash Reserves for period 2017/18 - 2026/27

	Budget 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CAPACITY BUILDING & SPECIFIC RESERVES											
Opening Balance	88,228	99,965	78,773	77,408	65,650	65,585	67,841	75,228	83,572	90,461	100,310
Transfer to Reserve	39,133	22,478	38,494	31,634	35,773	34,715	47,117	50,784	50,905	55,311	58,984
Transfer from Reserve	(27,396)	(43,670)	(39,859)	(43,392)	(35,838)	(32,459)	(39,730)	(42,440)	(44,016)	(45,462)	(46,580)
Balance 30 June	99,965	78,773	77,408	65,650	65,585	67,841	75,228	83,572	90,461	100,310	112,714
TOTAL RESERVES											
Opening Balance	88,228	99,965	78,773	77,408	65,650	65,585	67,841	75,228	83,572	90,461	100,310
Transfer to Reserve	39,133	22,478	38,494	31,634	35,773	34,715	47,117	50,784	50,905	55,311	58,984
Transfer from Reserve	(27,396)	(43,670)	(39,859)	(43,392)	(35,838)	(32,459)	(39,730)	(42,440)	(44,016)	(45,462)	(46,580)
Balance 30 June	99,965	78,773	77,408	65,650	65,585	67,841	75,228	83,572	90,461	100,310	112,714



CORPORATE ASSET
MANAGEMENT
PLAN

2017-2027

2029
VISION

Table of Contents

Table of Contents	2
1. Executive Summary	3
2. Introduction	5
2.1 Integrated Reporting and Planning – Framework and Guidelines	5
2.2 Asset Management Framework	6
2.3 The Corporate Asset Management Plan	8
3. Asset Management Governance	9
3.1 Asset Management Planning Governance Structure.....	9
3.2 Asset Data Governance Structure	10
4. Asset Summary	12
4.1 Streetscapes.....	14
4.2 Landscapes	16
4.3 Properties	18
4.4 Arts, Culture & Heritage	19
4.5 Equipment	20
4.6 Asset Valuations	21
4.7 Maintenance and Capital Budgets	22
4.8 Asset Performance	23
4.8.1 Asset Ratio KPIs.....	24
5. Asset Management Improvement	27
5.1 Asset Management Maturity Survey	27
5.2 Asset Management System Data Quality Review	30
5.3 Improvement Focus Areas.....	32
6. Conclusion and Future Work	34
7. Contacts	35

1. Executive Summary

The City of Perth is a proud custodian of its diverse asset portfolio within the boundaries of Perth, the Capital City of Western Australia. It is critical that Asset Management as a discipline is developed and embedded across the whole organisation to ensure assets are managed in a manner which allows maximum performance to support the many services delivered to the City's residents, business owners and operators, workers and visitors.

The Corporate Asset Management Plan is part of the suite of Integrated Planning and Reporting Framework (IPRF) documents that seeks to establish mechanisms to review and report on all elements across key Local Government planning processes. Specifically, this Corporate Plan reports asset information collated from individual Asset Management Plans prepared for each of the City's Asset Classes and presents an organisational plan for Asset Management improvement for the City. The recurring cycle of asset reporting leading to asset improvement planning in each annual cycle is aligned with the intent for iterative improvement in the IPRF process. The role of the Corporate Asset Management Plan in this process as given by the Department of Local Government and Communities is shown in the Figure below:

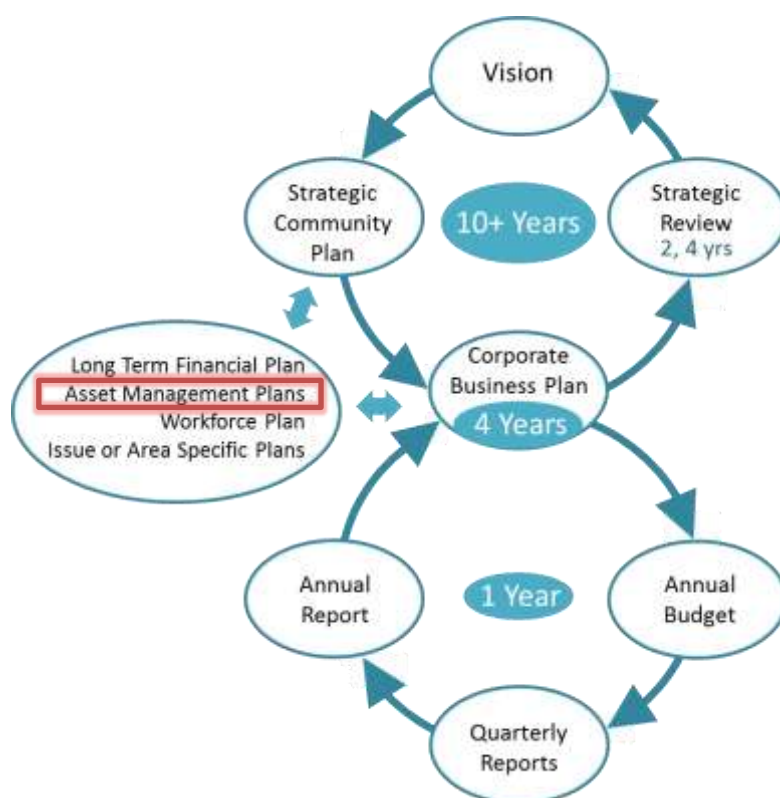


Figure 1. IPRF Cycle (Department of Local Government and Communities)

The ownership and management of the City's assets have been divided into asset classes, and it is the responsibility of the custodian of an asset class to prepare an Asset Management Plan. These Plans are the vehicle for the reporting of asset data, finances and tactics for achieving the City's strategic asset management objectives. For the City of Perth, these individual asset class plans will be consolidated into a single Corporate Asset Management Plan (which is this document) for the concise reporting of information collated

across all individual plans. A summary of the reportable asset figures and performance ratios are given below:

- The value of the City of Perth's asset portfolio is \$1,655 M using the current replacement cost valuation method, or \$1,177 M using the depreciated replacement cost valuation method.
- The City of Perth's Asset Consumption Ratio (ACR) is 57%, the Asset Sustainability Ratio (ASR) is 95% and the Asset Renewal Funding Ratio (ARFR) is 100%. These meet the acceptable standards as defined by the Department of Local Government.

Collectively, this implies that the City of Perth's assets are generally in good condition and sufficient investment is being attributed to capital renewal and replacement programs in order to sustain the City's assets at the current service levels.

The City of Perth is undertaking a journey to improve its asset management capability towards best practices. A dedicated Asset Management Unit for the City has been tasked with asset management improvement at a corporate strategic level. This Unit has conducted an asset management maturity survey using a recognised assessment framework adopted by the Local Government and Planning Ministers' Council as well as a review of the quality of the data contained in the City's corporate asset management system. The gaps and recommendations found in these investigations are being used to guide the development of a City of Perth Asset Management Strategy that will define the focus areas for asset management improvement.

Due to the diversity of the City's asset portfolio, we have acknowledged the view given by the Department of Local Government and Communities that "one size does not fit all". The City's Asset Management Unit will partner with the various Asset Custodians in order to provide tailored and customised application of the Asset Management Strategy to suit each portfolio. The result the City aims to achieve is the development of optimised Asset Management Plans with more focused and class-specific activities that will inform future revisions of this Corporate Asset Management Plan.

2. Introduction

The Corporate Asset Management Plan is a key component of the City's Integrated Planning and Reporting Framework (IPRF) and is one of the strategic enablers activating the Strategic Community Plan 'Vision 2029+' and its broad vision for Perth as the Capital City of Western Australia:

Perth is renowned as an accessible city. It is alive with urban green networks that are safe and vibrant. As a global city, there is a diverse culture that attracts visitors. It provides city living at its best. Local and global businesses thrive here. Perth honours its past, while creating a sustainable future.

This Plan was adopted by Council in June 2013 with the intention that it be reviewed on an annual basis. Note that the Strategic Community Plan 'Vision 2029+' is currently undergoing its 4 yearly review process. The outcomes of that review have not been incorporated into this year's revision of the Corporate Asset Management Plan, however this plan will be reviewed for alignment following the Strategic Community Plan's adoption.

2.1 Integrated Reporting and Planning – Framework and Guidelines

The intent of the IPRF is to ensure the priorities and services provided by the City of Perth are aligned with the community's needs and aspirations. These frameworks and guidelines were introduced in Western Australia as part of the State Government's Local Government Reform Program and have been updated following a series of consultation workshops held in 2016. The components that comprise the City of Perth's Integrated Framework are shown in the diagram below, with the part that corresponds to this Plan shown highlighted:

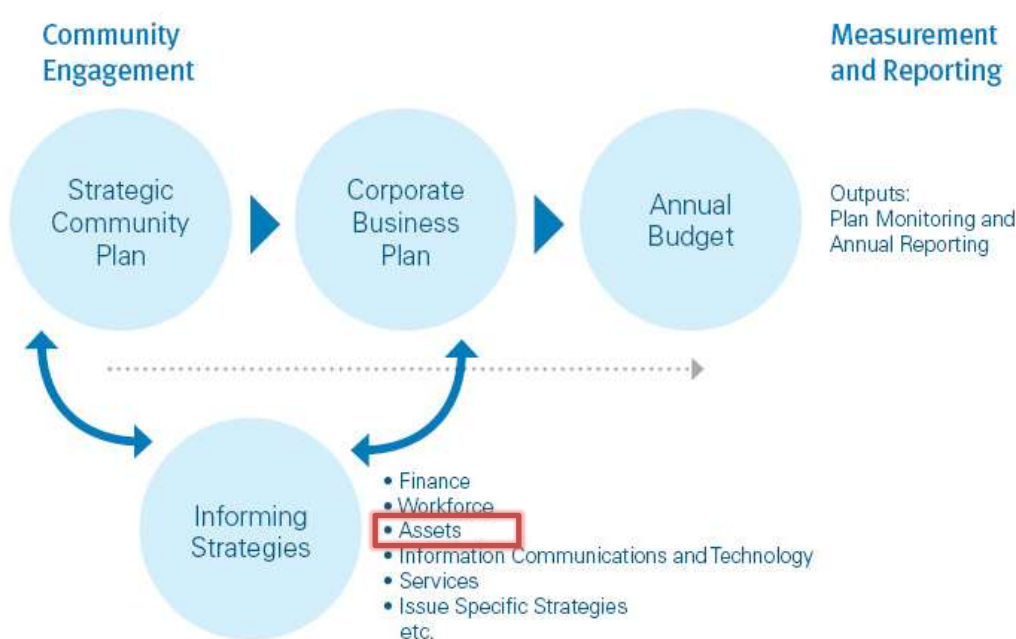





Figure 2. IPRF Hierarchy (Department of Local Government and Communities)

2.2 Asset Management Framework

The Department of Local Government and Communities' Asset Management Framework defines what Local Governments should strive to achieve in order for asset management to be an enabler of their IPR Framework. The Asset Management Framework proposed by this model can be summarised in four tiers, with the City of Perth's progress in applying each of the tiers given below (as of 30 June 2016):

TIER	TITLE	DESCRIPTION	CITY OF PERTH'S APPLICATION
1	Asset Management Policy	The Asset Management Policy outlines a local government's asset management objectives, targets and plans. It establishes a platform for service delivery and provides the framework that enables the Asset Management Strategy and Plans to be produced. The Asset Management Policy should support 'whole of life' and 'whole of organisation' approaches to asset management.	 80% <ul style="list-style-type: none"> ✓ Policy adopted by Council ✓ Reviewed annually ✓ 'Whole of Life' and 'Whole of Organisation' focus ✗ Strengthen the link to the Strategic Community Plan
2	Asset Management Strategy	As Asset Management Strategy is a document that: <ul style="list-style-type: none"> i) Outlines how the local government's asset portfolio will meet the service delivery needs of its communities into the future ii) Enables the local government's Asset Management Policy to be achieved iii) Ensures that asset management is integrated with the Strategic Community Plan and Corporate Business Plan 	 60% <ul style="list-style-type: none"> ✗ No existing Strategy. Currently in development, expected adoption by Council in 2017 ✓ Targets the integration with the Strategic Community Plan and Corporate Business Plan ✓ Focuses on improvement areas: information, innovation, sustainability and accountability
3	Asset Management Plans	Asset management plans are documents developed for each asset class and define the processes used to manage that asset class. Asset Management Plans should include: <ul style="list-style-type: none"> • Reference to an asset register • Defined levels of service • Demand forecasting • Risk management strategies • Financial information • Information on 'whole of life' costing including changes in service potential for assets 	 70% <ul style="list-style-type: none"> ✓ Asset management plans developed for all asset classes ✓ Most requirements for the plans have been met ✗ Some inconsistencies in data and formats between asset classes ✗ Low detail in risk management, operational and maintenance

		<ul style="list-style-type: none"> • A schedule for asset performance review and plan evaluation • An asset management improvement program • Clear linkages to other strategic documents 	<p>strategies</p> <p>✗ Low detail in justification of forecasted budgetary requirements</p>
4	Evaluation of Process and Plans	<p>Asset management programs should include evaluation mechanisms to measure their effectiveness against their targets and outcomes annually. The mechanisms chosen should meet accounting standards and be independently audited. Organisational requirements such as those arising from workforce planning need to be included in the evaluation process.</p>	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <p>40%</p> <p>✓ Creation of a dedicated Asset Management Unit tasked with process improvements and evaluation</p> <p>✗ Consolidation of business standards, processes and procedures required</p> <p>✗ Definition and measurement of KPIs in line with AM Strategy required.</p>

Table 1. Four Tiers of the IPRF Asset Management Framework

Due to the size and variability of the City of Perth's asset portfolio, the City of Perth has added a fifth tier, a Corporate Asset Management Plan, in order to consolidate the information presented across the individual Asset Management Plans for each class at a corporate level. The purpose and objectives of the Corporate Asset Management Plan (which is this document), are stated in detail in Section 2.3 below.

The relationships established between each tier of the City of Perth's Asset Management Framework is shown in the diagram below.

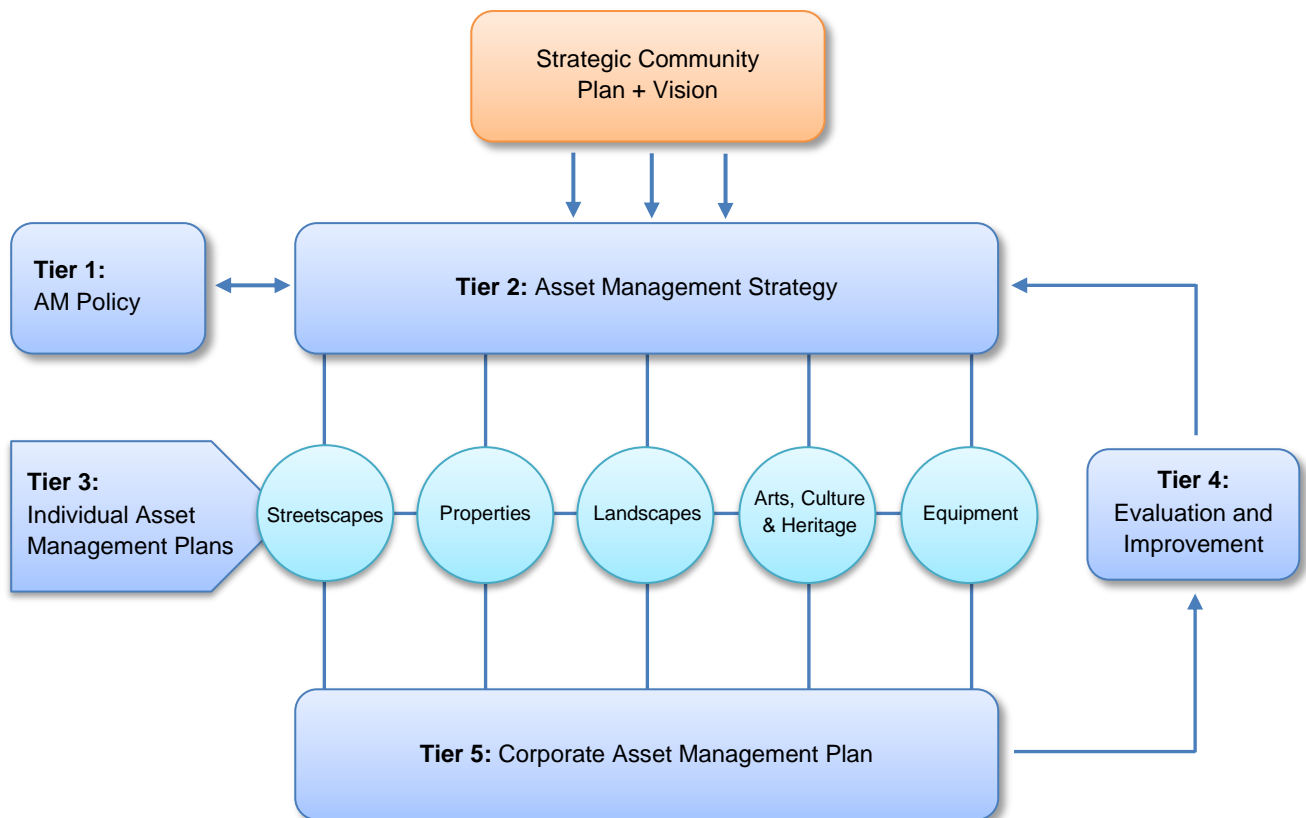


Figure 3. City of Perth Asset Management Framework

2.3 The Corporate Asset Management Plan

The City of Perth has adopted the general framework guidelines given by the Department, however an additional tier in the Framework has been added to prepare an annual Corporate Asset Management Plan. The Corporate Asset Management Plan for the City of Perth consolidates all the key information presented across the individual class Asset Management Plans and provides focus for the reportable objectives, including:

- Corporate changes to the asset management governance structure and function in the City of Perth;
- Overall asset inventory, condition and financial valuation information (including the reportable asset ratios) consolidated across all asset classes into a single corporate source; and
- Overall performance of the assets and their ability to service community needs as per the key performance indicator framework (currently in development).

3. Asset Management Governance

Asset Management is a multi-field discipline that requires integration between the highest levels of strategic planning in the organisation right through to the worker on the ground executing a work order. The broad scope of this process demands an appropriate governance structure in order to achieve the consistency of messaging throughout the organisation that is required for integrated asset management delivery. The following sections describe the Asset Management Planning governance structure, and the Asset Data Governance Structure.

3.1 Asset Management Planning Governance Structure

The governance structure over the City of Perth's Asset Management Planning process is given in the figure below. There are 6 functions within the City of Perth that play a pivotal role in ensuring that asset management is governed and aligned with the overall strategic direction and vision of the organisation.

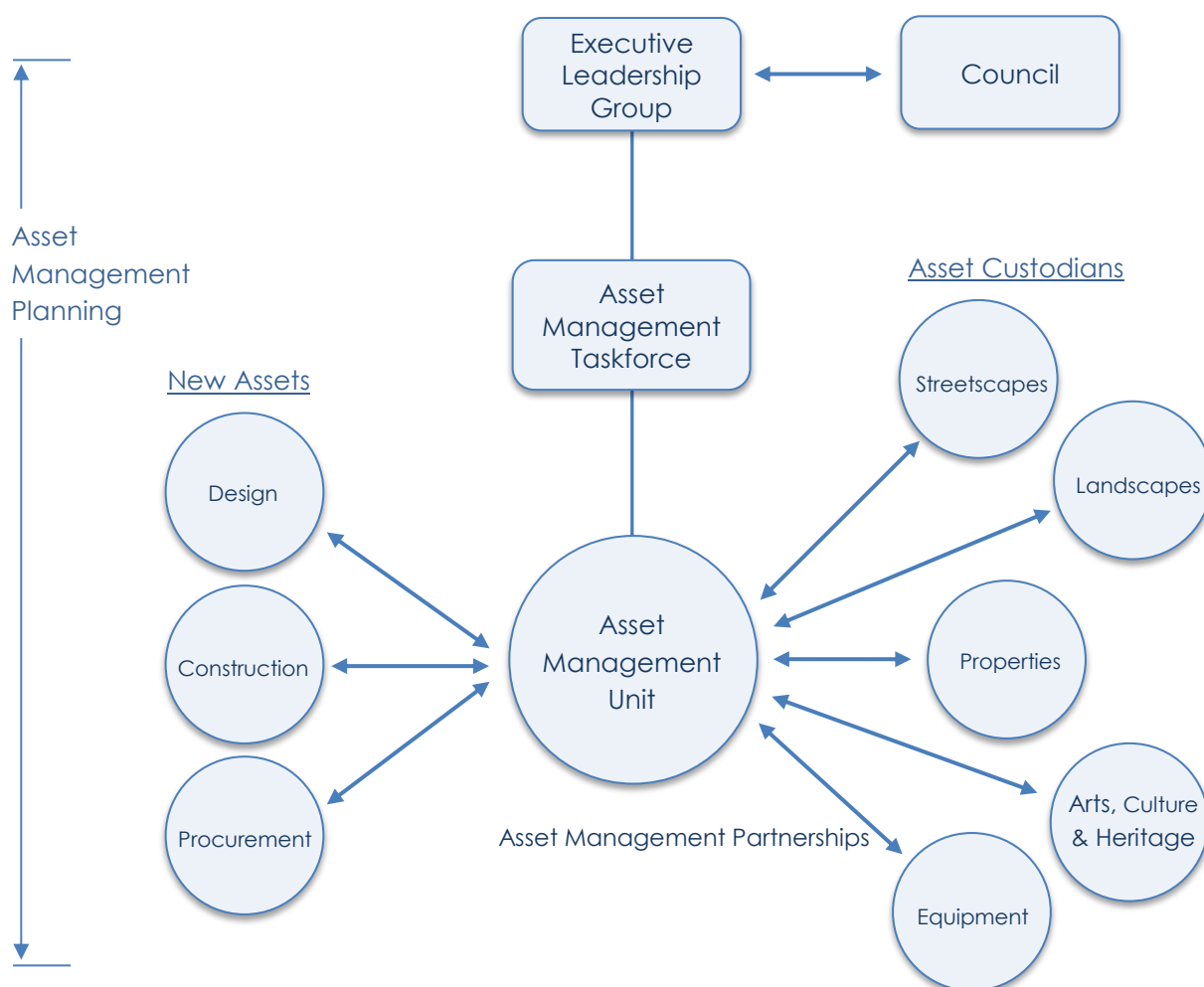


Figure 4. City of Perth Asset Management Planning Governance Structure

The City has specified the roles and responsibilities of each of the 5 functions to support this governance structure within the Asset Management Policy, inclusive of:

- **Council:** Responsible for approving and adopting the Asset Management Policy, the Council provides advice and strategic direction in setting realistic priorities and focus areas at the highest level for the City.
- **Executive Leadership Group:** Responsible for considering resource allocation from competing priorities, to ensure that Asset Management policies and strategies relating to the responsible management of assets is implemented.
- **Asset Management Taskforce:** Chaired by the nominated Director, the Asset Management Taskforce is a multi-disciplinary cross-functional group of staff representing key stakeholders within the City. The Taskforce reviews asset management strategies and plans and provides guidance in ensuring the implementation, monitoring, evaluation and review of asset management policies and procedures are aligned to strategic objectives and legislative reporting requirements;
- **Asset Management Unit:** Partners with other City Units to provide leadership and guidance in ensuring that all City assets are managed in a manner that reflects the organisation's Strategic Community Plan & Vision, as directed by the Asset Management Taskforce. The Asset Management Unit is responsible for reviewing asset management policies, strategies, procedures and reporting requirements in addition to ensuring that all asset management plans for respective asset classes adequately inform the organisation's planning functions.
- **Asset Custodians:** Appointed by nature of their expertise in the whole of life-cycle management of respective asset classes, asset custodians are responsible for the operation and maintenance of the assets in their assigned asset class to support the service delivery requirements of the City's Strategic Community Plan and Vision. Asset Custodians are required to develop and implement Asset Management Plans to adequately plan and inform the City of their management actions and requirements. The Asset Management Unit will partner with the Asset Custodians to ensure alignment between the management of the asset portfolios with corporate and strategic objectives.
- **New Assets:** The City's list of assets are expected to grow in line with the service levels provided to the Community. New assets acquired through the design and construct process or the procurement process need to be handed over to the City's Asset Management Unit for recognition in the City's Financial and Asset Management Systems. The Asset Management Unit will partner with the City Units and external stakeholders involved in this process to ensure the integrity of the financial and asset data at time of hand over.

3.2 Asset Data Governance Structure

The City of Perth recognises that it is important to not only govern the asset management planning and decision making process, but also to govern the standard of asset data that informs the decision making process. Good data is synonymous with good decision making and improving the City's asset information is one of the key asset management focus areas.

The three actions that the City has committed to perform in order to achieve a greater level of Asset Data Governance are given below:

- 1) Develop a set of technical standards governing the minimum requirements of asset data across all asset classes.
- 2) Update the Asset Management Policy to reflect the requirement for the Asset Management Unit to govern all asset data entries or updates in the Corporate Asset Management System to the required technical standard.
- 3) Provide training to all relevant City units to improve awareness and compliance to the asset data technical standards.

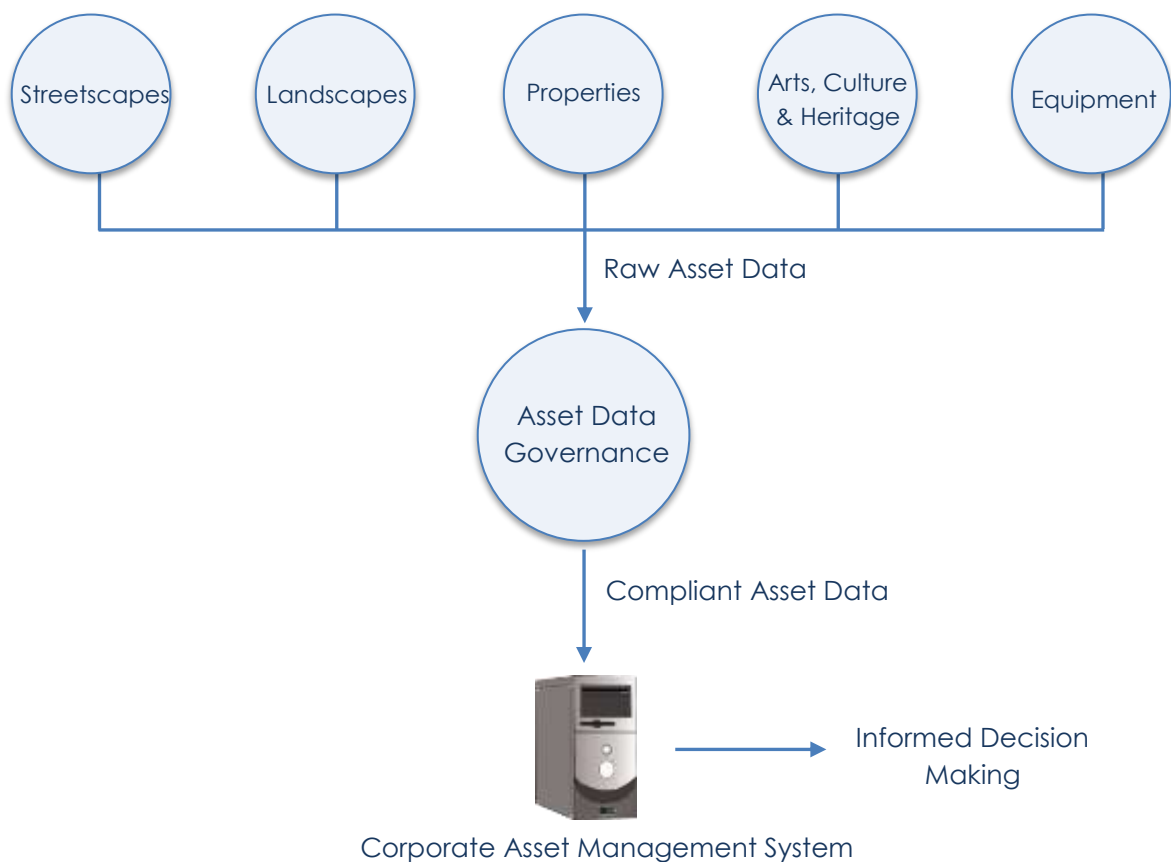


Figure 5. City of Perth Asset Data Governance Structure

4. Asset Summary

The City of Perth owns, operates and maintains a large variety of assets, many of which are public assets that have a wide effect on the community and are directly associated with our ability to provide services to the community. Approximately 98% of the City's assets falls within the 5 broad asset classes given below and for the sake of brevity, the reporting of asset information will be aligned to these 5 classes. The remaining 2% of asset data are for out of the ordinary or one-off assets and have not been included in the following table. For optimal management of assets, the City collects and maintains asset data in order to plan and inform the acquisition, maintenance or disposal activities required. The completeness of the data (as at 30 June 2016) is also shown against each asset class in the table below. The ✓ symbol indicates full completeness, ✓ indicates partial completeness and ✗ indicates no notable progression towards this data set.






ASSET CLASS	DESCRIPTION	DATA COMPLETENESS
STREETSCAPES	<p>This class includes the City's assets contained within the road reserves that the City owns and maintains. This includes the following asset sub-classes:</p> <ul style="list-style-type: none"> • Roads • Footpaths • Kerbs • Drainage • Street Lighting • Street Furniture & Signs • Bridges 	<ul style="list-style-type: none"> ✓ Financial Valuations ✓ Asset Registers in Asset Management System ✓ Condition Assessment Data ✓ Preventative Maintenance Plans ✗ Community Consultation and Demand Drivers
LANDSCAPES	<p>This class includes the City's assets contained within the parks and reserves that the City owns and maintains. This includes the following asset sub-classes:</p> <ul style="list-style-type: none"> • Bridges • Hard Landscapes • Soft Landscapes • Trees • Park Lighting • Riverbanks 	<ul style="list-style-type: none"> ✓ Financial Valuations ✓ Asset Registers in Asset Management System ✓ Condition Assessment Data ✗ Preventative Maintenance Plans ✗ Community Consultation and Demand Drivers
PROPERTIES	<p>This class includes the City's buildings and land assets that the City owns, maintains or leases to the public. This class includes the following asset sub-classes:</p> <ul style="list-style-type: none"> • Buildings • Land • Leasehold Improvements • Leased Land 	<ul style="list-style-type: none"> ✓ Financial Valuations ✓ Asset Registers in Asset Management System ✗ Condition Assessment Data ✗ Preventative Maintenance Plans ✗ Community Consultation and Demand Drivers
ARTS, CULTURE & HERITAGE	<p>The Arts, Culture & Heritage asset class recognises the assets that provide artistic and heritage value to the City of Perth.</p>	<ul style="list-style-type: none"> ✓ Financial Valuations ✗ Asset Registers in Asset

	<p>This class includes the following asset sub-classes:</p> <ul style="list-style-type: none"> • Works of Art • Public Art • Memorabilia 	<p>Management System</p> <ul style="list-style-type: none"> ✗ Condition Assessment Data ✗ Community Consultation and Demand Drivers
PLANT & EQUIPMENT	<p>The Plant & Equipment class is a broad asset class that comprises the following sub-classes:</p> <ul style="list-style-type: none"> • IT Equipment • Furniture • Plant and Fleet Equipment • Parking Equipment 	<ul style="list-style-type: none"> ✓ Financial Valuations ✓ Asset Registers in Asset Management System ✓ Condition Assessment Data ✓ Preventative Maintenance Plans ✗ Community Consultation and Demand Drivers

Table 2. City of Perth Asset Classes (as of 30 June 2016)

A snap-shot summary of the current state of each asset class is given in the following sections. It is important to note that the information is presented at an aggregated level for the asset sub-classes, and they represent an averaged state. The information presented for each asset sub-class is:

- **Asset Condition:** The physical condition of the asset on a scale of 1 to 5, reporting the level of visible deterioration of the asset. The legend used for the condition charts below are:

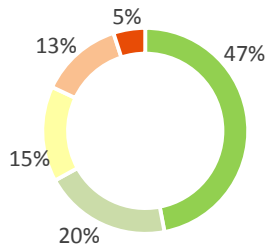
 1 – Good Condition	 2 – Minor deterioration	 3 – Fair Condition
 4 – Poor Condition	 5 – Failed Asset	

- **Quantities:** The physical count or measurement of that asset type owned by the City.
- **Consumed / Remaining Life:** This provides a view of the consumed life contrasted against the expected remaining life (in years) of assets contained in that sub-class, averaged across all assets in that sub-class.
- **Value:** The total financial value of assets contained in that sub-class. The City of Perth valuation methodology utilises the fair value of assets. This means that realisable assets are valued at open market value, and non-realisable assets are valued using depreciated replacement cost or an income approach. The City of Perth assets are revalued every three years to reflect its latest fair value.

4.1 Streetscapes

Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
-----------------	------------	-----------------------------------	-------------

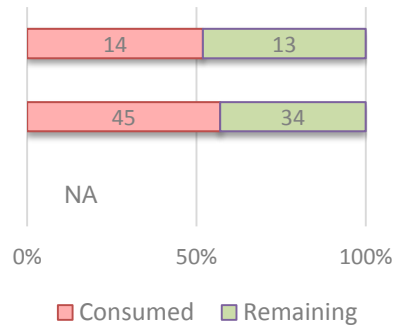
Roads



102 km (Road Seal)

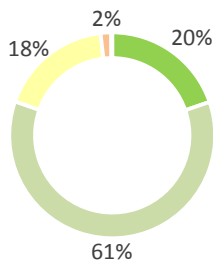
95 km (Road Pavement)

90 km (Earthworks)

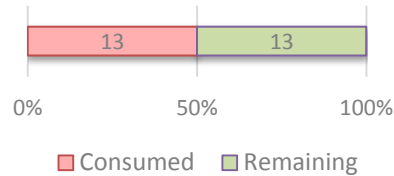


\$218 M

Foothpaths

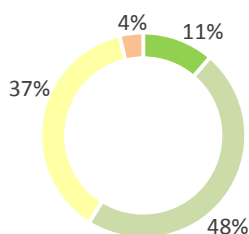


457,000 m² (Footpaths)

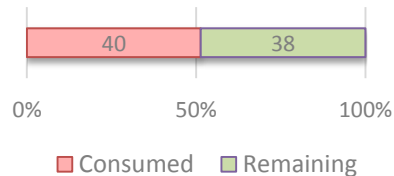


\$48 M

Kerbs



150 km (Kerbs)



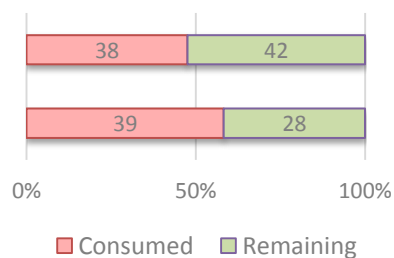
\$23 M

Drainage

Condition Data
Not Available

108 km (Pipes)

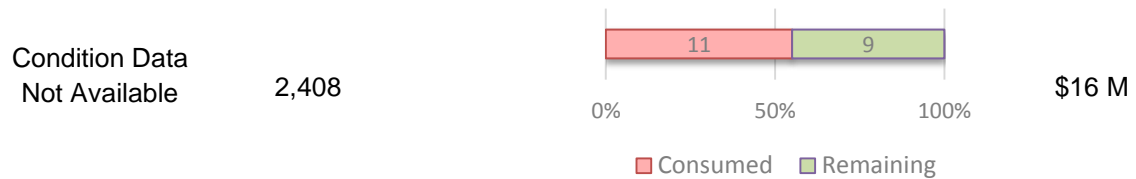
5,992 (Pits)



\$32 M

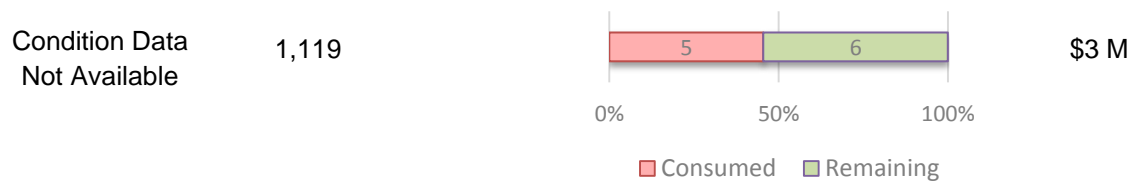
Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
-----------------	------------	-----------------------------------	-------------

Street Lighting

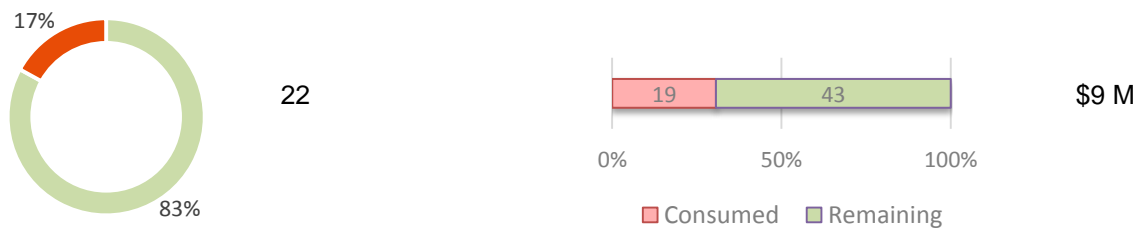


These figures are based on both Park and Street Lighting Assets.

Street Furniture & Signs



Bridges & Civil Structures

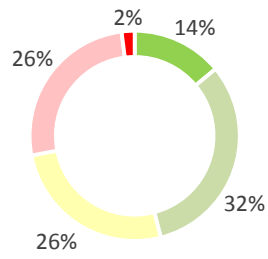


Total: \$ 349 M

The City's Streetscape assets have a total combined value (depreciated replacement cost) of approximately \$351 M. While the condition of some of the streetscape assets are still missing, the City has made significant progress in commencing condition assessment programs and using condition information as the main driver for the planning of maintenance and renewal works.

4.2 Landscapes

Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
Bridges			
Condition Data Not Available	9	Data not available	\$1 M
Hard Landscapes			
<div><div><div><div><div></div><div>6%</div></div><div><div></div><div>6%</div></div><div><div></div><div>32%</div></div><div><div></div><div>55%</div></div></div></div><div>Condition based on available pump, irrigation and playground equipment data only</div></div> <div><div>2,919</div><div>2,269 m² (Footpaths)</div></div>	<div><div><div><div></div><div>6</div></div><div><div></div><div>10</div></div></div><div><div><div></div><div>19</div></div><div><div></div><div>11</div></div></div></div> <div>0%50%100%</div> <div>ConsumedRemaining</div> <div>\$59 M</div>		
Soft Landscapes			
Not applicable	902,149 m ² (Turf) 169,694 m ² (Garden)	<div><div><div><div></div><div>16</div></div><div><div></div><div>19</div></div></div><div>0%50%100%</div><div>ConsumedRemaining</div></div> <div>\$51 M</div>	
Trees			
Condition Data Not Available	334* * Note that currently only a small proportion of trees are financially recognised by the City. There are approximately 14,000 trees within the CoP boundary.	Not Applicable	\$4 M
Park Lighting			
Condition Data Not Available	836	<div><div><div><div></div><div>11</div></div><div><div></div><div>9</div></div></div><div>0%50%100%</div><div>ConsumedRemaining</div></div> <div>These figures are based on both Park and Street Lighting Assets.</div>	\$2 M
Riverbanks	7.7 km (hard landscape)		\$17 M

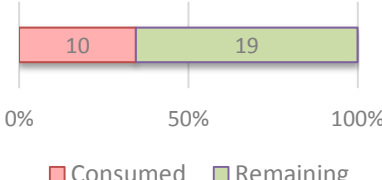


2.4 km (soft landscape)

Condition data based on hard
landscapes only

Total: \$ 134 M

4.3 Properties

Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
Buildings			
Condition Data Not Available	85	 <p>0% 50% 100%</p> <p>Consumed Remaining</p>	\$228 M
Land			
Not Applicable	179	Not Applicable	\$327 M
Leasehold Improvements			
Not Applicable	Not Applicable	Not Applicable	\$45 M
Leased Land			
Not Applicable	2	Not Applicable	\$50 M
Total:			\$650 M

The City's Property assets have a total combined value (depreciated replacement cost) of approximately \$650 M. Some types of asset information do not apply to several components of this asset portfolio, and in general, some land assets do not require the same level of asset management as other assets. In 2017, the City will be undertaking a large condition assessment and data pick-up project for the Buildings component, and this information will be reported in future revisions of the Corporate Asset Management Plan.

4.4 Arts, Culture & Heritage

Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
Artwork, Memorabilia and Public Art			
Condition Data Not Available	653	Data not available	\$14 M
Total:			\$14 M

The Arts, Culture and Heritage Unit have initiated programs to collect data and assess the condition of the City of Perth's Art asset portfolio. The Asset Management Unit are providing assistance in these projects. It is expected that this information will be available for reporting in the 207/18 Corporate Asset Management Plan.

4.5 Plant & Equipment

Asset Condition	Quantities	Consumed / Remaining Life (Years)	Value (DRC)
IT Equipment			
Not Applicable	1,700	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	

4.6 Asset Valuations

The table below gives a summary of the asset financial valuations*.

	Current Replacement Cost (CRC) (\$M)	Accumulated Depreciation (\$M)	Depreciated Replacement Cost (DRC) (\$M)
Streetscapes	\$581.79	\$232.19	\$349.60
Bridges & Civil Structures	\$14.68	\$5.54	\$9.14
Drainage	\$62.19	\$29.82	\$32.37
Street Lighting	\$30.58	\$14.16	\$16.41
Street Furniture	\$4.97	\$1.96	\$3.01
Roads	\$337.63	\$119.79	\$217.84
Footpaths & Kerbs	\$131.75	\$60.92	\$70.83
Landscapes	\$172.49	\$38.27	\$134.22
Bridges	\$1.88	\$0.60	\$1.28
Hard Landscapes	\$85.94	\$27.09	\$58.85
Soft Landscapes	\$50.99	\$0.03	\$50.96
Trees	\$4.11	\$0.00	\$4.11
Park Lighting	\$7.14	\$5.14	\$2.00
Riverbanks	\$22.43	\$5.41	\$17.02
Properties	\$811.71	\$162.73	\$649.98
Buildings	\$386.80	\$158.78	\$228.02
Land	\$326.94	\$0.00	\$326.94
Leasehold Improvements	\$44.77	\$0.81	\$43.96
Leased Land	\$53.19	\$3.14	\$50.06
Arts, Culture & Heritage	\$14.40	\$0.01	\$14.39
Artwork, Memorabilia	\$14.40	\$0.01	\$14.39
Plant & Equipment	\$75.32	\$44.70	\$30.62
Information Technology	\$15.10	\$10.44	\$4.66
Furniture	\$12.67	\$4.82	\$7.85
Plant & Fleet	\$29.92	\$16.42	\$13.51
Parking Equipment	\$17.62	\$13.02	\$4.60
Total:	\$1,655.71	\$477.90	\$1,177.81

Table 3. City of Perth Asset Valuations (30 June 2016)

* Note that these values are not inclusive of the assets acquired as part of the boundary changes between Subiaco and Perth in the City of Perth Act. The value of these newly acquired assets will be reported in future revisions of the Corporate Asset Management Plan.

4.7 Maintenance and Capital Budgets

Budgetary requirements for the operation and maintenance of the City's assets have been projected for the vast majority of the City's asset classes over the next 10 years. Further work will be done to refine these requirements into activity based projections that are linked to service levels and risk. In this way, prudent intervention levels for maintenance can be set based on adjusting service levels, the risk appetite and available budgets.

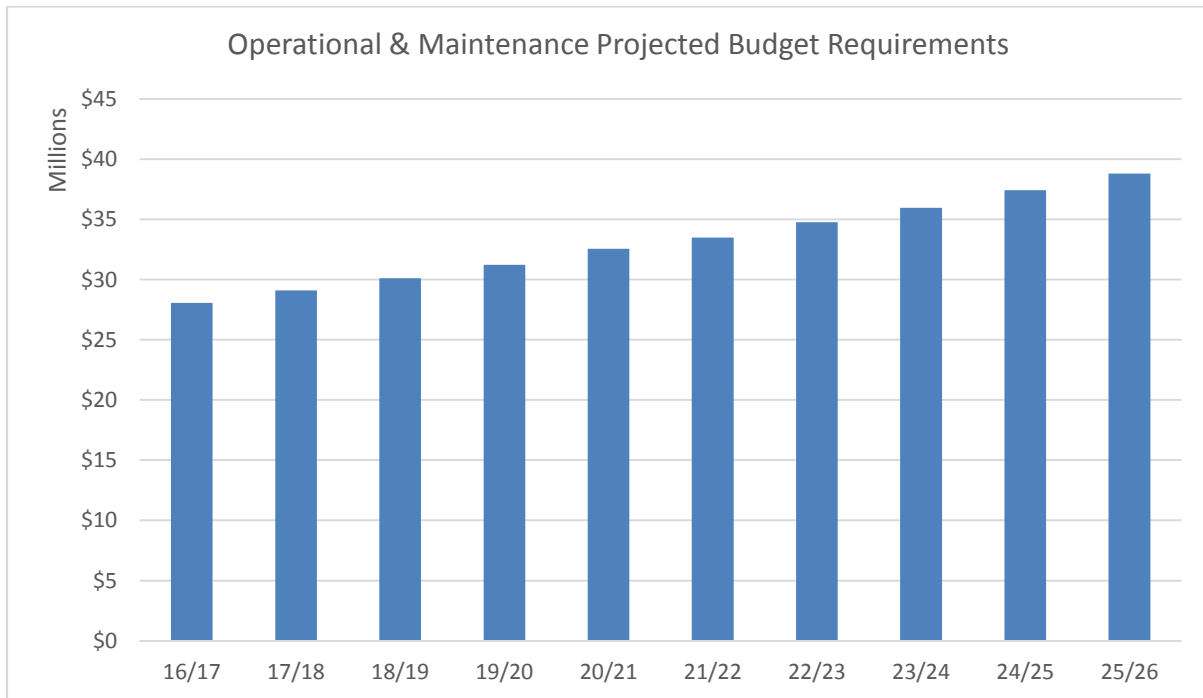


Figure 6. Projected 10 Year Operational and Maintenance Budget Requirements for Assets

The City also projects the capital budgetary requirement to renew, replace, upgrade or expand the current asset portfolio in order to meet the long term service needs of the community. Capital renewal and replacements are required to offset the deterioration of assets from regular use in order to sustain the City's asset portfolio in good condition. Capital upgrades or expansions are completed to increase the service levels provided to the community and can be done in a strategic fashion in order to develop or promote a certain area of the City's public space or attract more visitors to the City. The planned capital expenditure budgeted by the City over the next 10 years is given in the Figure below.



Figure 7. Projected 10 Year Capital Budget Requirements

4.8 Asset Performance

The Asset Management Unit is collaborating with all Asset Custodians to define new criteria for determining what makes assets successful. A key performance indicator framework will be developed for each success criteria in order to measure progression and growth of the success of our asset portfolio over time. When this framework is in place, the results of the key performance indicator framework will be reported in this document.

It has been acknowledged and recognised that the processes and systems to acquire some of the data needed to reliably measure the key performance indicators have not been established at this stage. It is the intent at this stage to develop the framework for which long term asset success is measured and using this framework to drive the system and data enhancement strategy to enable the measurement.

Success Criteria 1 – Value for the Community

The City of Perth considers an asset to be successful if the asset is able to provide sustained value for the Community. This relies on the City planning for assets that will intrinsically be in demand from the Community, activating the assets appropriately and maintaining the assets to a suitable condition. Some considerations in which this success criteria can be measured include the following:

1. **Community Feedback** – organising community surveys to hear what the Community has to say about the value assets are providing to them.

2. **Asset Utilisation** – reviewing the actual utilisation numbers on key assets to look for trends in popularity and determining what types of assets are in demand.

Success Criteria 2 – Value for the City

Another success criteria is whether the asset is able to provide the City with a positive Return on Investment (ROI). The ROI is maximised if the City is able to operate and maintain the assets efficiently while activating and making the City iconic or recognisable on the world stage. Things to consider when determining performance measurements can include:

1. **Whole of Life Costs of Assets** – Driving down the life-cycle cost of assets due to better maintainability and reliability is an indication of efficiency and improved investment planning by the City.
2. **Actual Versus Budgeted Costs** – Assessment of the accuracy of planned and budgeted expenses for each asset portfolio. Having the ability to accurately plan expenses greatly increases the opportunity to perform efficiently.
3. **Increased Activation** – Reviewing the number of visitors to the City to trend the popularity of the City as a destination of choice.

Success Criteria 3 – Environmental & Social Responsibility

The third success criteria is whether the asset is able to demonstrate the environmental and social responsibility a Capital City should promote over the asset's life. The performance measures for this success criteria will vary between asset classes and they can be reported in the Asset Management Plans. Things to consider include:

1. **Identification of Impacts** – Whether the environmental and social impacts of ongoing operation of each asset class have been identified and documented.
2. **Sustainable Improvement** – Working with the City's Sustainability Unit to agenda and implement improvement objectives to mitigate the environmental and social impacts that have been identified for the ongoing operation of each asset class.

Developing and using a key performance indicator framework to measure and maintain all 3 success criteria across the City's assets will ensure a sustainable, efficient and fruitful development plan for the City's assets that are aligned to the Community's demands.

4.8.1 Asset Ratio KPIs

Several financial ratios have been identified by the Department of Local Government and Communities in the IPRF Guidelines as Key Performance Indicators (KPIs) to enable local governments to more readily measure and report their asset management sustainability overall. These ratios are based on Institute of Public Works Engineering Australasia (IPWEA) ratios as outlined in the Australian Infrastructure Financial Management Guidelines (IPWEA, 2009). Regulation 50 of the **Local Government (Financial Management) Regulations 1996** requires

local governments to measure and report to the Department the asset consumption ratio, asset renewal funding ratio and asset sustainability ratio. The ratios are explained below:

KPI	Information	Standards	City of Perth Ratio
Asset Consumption Ratio (ACR)	This shows the written down current value of a local government's depreciable assets relative to their 'as new' value in up to date prices. The ratio highlights the aged condition of the local government's stock of physical assets.	Standard is not met if ratio data cannot be identified or ratio is less than 50%. Basic standard is met if ratio data can be identified and ratio is 50% or greater. Advanced standard is met if this ratio is between 60% and 75%.	57%
Asset Sustainability Ratio (ASR)	This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives. (x<90% under Investing) (x>110% over investing)	Standard is not met if ratio data cannot be identified or ratio is less than 90%. Basic standard is met if ratio data can be calculated and ratio is 90%. Advanced standard is met if this ratio is between 90% and 110%	95%
Asset Renewal Funding Ratio (ARFR)	This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: <ul style="list-style-type: none"> – additional operating income; or – reductions in operating expenses; or – an increase in net financial liabilities above that currently projected. 	Standard is not met if ratio data cannot be identified or ratio is less than 75%. Basic standard is met if ratio data can be identified and ratio is between 75% and 95%. Advanced standard is met if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.	100%

Table 4. Key Performance Indicator Ratios

Asset Consumption Ratio – The City of Perth scored **57%** in the Asset Consumption Ratio calculation. This meets the basic standard for the Department's KPI value and is representative of the good general condition of the City of Perth's assets. Note that this calculation is affected by the useful lives assigned to each asset type, on which the depreciation value is calculated against. The City of Perth in general assigns conservative useful lives for assets, reflective of the high service levels and early intervention levels adopted for public assets. As such it would be expected that the value of the City's assets are consumed at a high rate, reducing the result of this ratio for the City.

Asset Sustainability Ratio – The City of Perth scored **95%** in the Asset Sustainability Ratio which meets the Advanced Standard for the Department's KPI value for this ratio. This

means that the City is investing in renewals and replacements at a rate close to the amount the assets are depreciating at in order to maintain service levels. It is indicative that the City does not have a renewals gap or aging infrastructure. Note that the City of Perth included in this calculation the value of like-for-like renewals and replacements as well as a portion of capital upgrade projects that represented the renewal and replacement component of the project.

Asset Renewal Funding Ratio – The City of Perth scored **100%** in the Asset Renewal Funding Ratio which meets the Advanced Standard for the Department's KPI value for this ratio. This is indicative of the fact that the City has the capability to fund its renewal and replacement capital program and is able to sustain its infrastructure. Any surplus in funding would be attributed to capital upgrade projects delivered on a priority basis where it is deemed necessary to raise service levels.

5. Asset Management Improvement

The City of Perth has commenced a significant journey to achieve best practice in asset management for Local Government organisations. It is recognised that while the City accounts for its assets in a traceable and organised manner, the value returned on asset management investment in terms of strategic planning, budgeting and forecasting as well as better decision making is currently low.

To commence this journey of asset management improvement, the City of Perth has created a dedicated Asset Management Unit that will coordinate asset management objectives from a corporate point of view and link the asset management activities of individual business units in the City to corporate strategic objectives. Two major improvement activities that the Asset Management Unit has undertaken to form an organisational capability benchmark are:

- An asset management maturity survey; and
- An investigation and report on the data quality in the City's corporate asset management system.

A brief summary of the outcomes of both activities, as well as a report on the recommendations that came out of each activity will be provided below. These recommendations from each activity were taken into consideration and will be used to formulate the City of Perth Asset Management Strategy with consolidated objectives that would address the recommendations.

5.1 Asset Management Maturity Survey

The City of Perth has adopted a recognised asset management evaluation methodology that was published in the National Assessment Framework (NAF) intended for Local Governments in Australia to self-evaluate their asset management maturity. The NAF was initiated by the Local Government and Planning Ministers Council and adopted in 2007 as part of a National Sustainability Framework. The NAF offers two maturity levels for Local Governments to align their standard to – Core and Advanced. The City is committed to achieving alignment to the 'Core' level maturity in their asset management standards, and will investigate the feasibility of aligning to certain 'Advanced' elements in the framework following that, depending on their applicability to the City of Perth requirements.

In the first year of performing the survey (2016), a total of 76 questions were asked across 8 business units within the City of Perth in order to aggregate a score across the following 11 elements:

1. Strategic Long Term Planning
2. Annual Budget
3. Annual Report
4. Asset Management Policy

5. Asset Improvement Strategy
6. Asset Management Plans (AMPs)
7. Governance and Management
8. Defining Levels of Service (LOS)
9. Data & Systems
10. Skills and Processes
11. Evaluation

This survey will be conducted by the Asset Management Unit on an annual basis to measure the continued improvement of the City of Perth's asset management maturity against the 'Core' standard. For 2016, the results showed that the City of Perth scored an average score of 2.51 out of 5 across the 11 elements. This corresponds to the City described as being 'partially aligned' to the recommended 'Core' standard. The distribution of the scores across all 11 elements are shown in the chart below:



Figure 8. City of Perth 'Core' Maturity Survey Results (2016)

The Asset Management Unit reviewed the scores and identified recommendations that would address the gaps that have been found in the survey scoring above. The recommendations identified have been prioritised based on a judgement of benefit versus the effort required to implement the recommendation. Following these workshops, the recommendations that were accepted for immediate implementation are highlighted in the table below.

Recommendation	Description and Benefit	Recommended Implementation
<i>Provide input into the Strategic Community Plan (SCP) development</i>	The Asset Management Unit should work with other Units in the City to define and collate the individual requirements for information that each asset class needs in the Strategic Community Plan. This would result in each asset custodian unit being able to interpret what the community expectations are in relation to their portfolio and this will flow on to the development of accurate service levels.	2017/18 - In line with the update of the new Strategic Community Plan.
<i>Development and endorsement of the Asset Management Strategy</i>	The Asset Management Unit should develop a corporate Asset Management Strategy that is to be endorsed by Council in order to provide the high level focus areas and objectives required to take the asset management function for the City on the journey to best practices.	2017 – Draft is currently in preparation.
<i>Develop a Communications Plan with internal stakeholders</i>	This includes communication on a strategic level to the Executive and Management Leadership Groups as well as communication on a detailed level to technical working groups to ensure alignment of asset management functions throughout the organisation. The Communications Plan would drive the coordination of the communication process to improve the consistency and culture of asset management in the City.	2017/18 – The City has begun developing this to describe asset management communication arrangements.
<i>Develop Asset Technical Standards and Procedures</i>	In order to regulate strong data governance and ensure usability of the data in future decision making processes, the City should consider adopting technical standards for asset data that could feed future decision making processes. Procedures governing the management of this data would provide the consistency required to enable this.	2018 – The City has begun developing this and will likely release it in sections, over processes such as asset handovers, condition assessments, valuations etc.

Table 5. Improvement Action Plans Resulting from 'Core' Maturity Survey

By the end of the 2018 financial year, providing that the above recommendations have been completed, the City would expect to be in the following improved position in the 'Core' maturity survey scoring. Note that it is likely that through some other processes, initiated from other drivers, there may be separate projects that impact and improve the scores. As such, the chart below shows the minimum standard the City is expecting to be in at the close of the 2017/18 financial year.



Figure 9. City of Perth 'Core' Maturity Survey Results (Expected Improvement 2018)

5.2 Asset Management System Data Quality Review

The Asset Management Unit conducted a thorough review of the data quality contained in the Asset Management System, Hansen8. Note that this was not a review of the performance or suitability of the system itself, but rather a review of the City of Perth's application and configuration of the available system functionality and features. Four areas for detailed analysis of the system data were included in the methodology. These were:

1. Ease of navigation through the system;
2. Asset Risk Management implemented through the system;
3. Work Order Completeness – at both generation stage and completion; and
4. The value and usability of the asset information collected and stored.

The final report concluded that the system data was poor and the net result of the configuration of the system is one that does not encourage users with low to medium familiarity with Hansen8 to use the system for its original intent. The linkages between the system asset data, the details reported in the asset management plans, and the actual operational and maintenance work being performed on the assets were also poor. The most significant issue of the existing data architecture was found to be that the current setup was not robust or flexible enough to communicate and deliver the actual needs of the asset managers. As such, asset data was being collected and stored for the sake of compliance and not for usability.

A total of 5 recommendations were highlighted in the report. These are contained in the table below.

Recommendation	Description and Benefit	Implementation
<i>Implement the 'Configured Assets' module</i>	This 'Configured Assets' expansion module for the Hansen8 Asset Management System would allow custom configuration of the user environment to match the categories of the asset portfolios instead of relying on the default categories. This would result in congruency between the system data and hierarchy and the asset portfolio in reality.	2017/18 – Trial implementation for one asset class is under way.
<i>Establish and maintain suitably granular asset registers</i>	Suitably granular asset registers broken down into the component groups that require similar management activities would provide the flexibility to support detailed asset management planning to be set up in the asset management system.	2017/18 – In line with the 'Configured Assets' deployment above.
<i>Develop asset class maintenance strategy delivered through the asset management system</i>	This involves setting up operational and maintenance plans in the asset management system to mitigate the identified asset operating risks based on an agreed maintenance strategy for each asset class. The maintenance strategy would consider the risk appetite and treatment actions for the assets.	2017-19 – this would be required to be implemented following the establishment of the asset registers for each asset portfolio above.
<i>Improve the quality and completeness of work orders</i>	Activity and cost codes can be defined for work orders to allow categorisation of work orders for long term analysis and reporting, such as reliability and availability analysis, actual work time versus planned work time, planned versus unplanned maintenance. Task lists and job steps can be identified in the work orders for complex tasks along with materials, tools or safety processes and equipment required.	2018+ – Work order requirements will become clearer following the documentation of a robust maintenance strategy.
<i>Develop a monitoring and review program to promote continuous improvement</i>	With the new data platform in place, continuous improvement in the data can lead to benefits such as optimisation of operations and maintenance, a more refined linkage between the work plans and the service levels they achieve and a better understanding of the organisation's risk profile.	2017-2019+ – A monitoring and review program will be established when elements of the new architecture are in place.

Table 6. Recommendations Resulting from Asset Data Quality Review

5.3 Improvement Focus Areas

The above analysis and recommendations were considered as a big picture by the Asset Management Unit, and this is being used to formulate an Asset Management Strategy that would direct improvements along certain ‘values’ or focus areas adopted by the City to address the gaps identified. The four values to guide Asset Management Improvement are given in the diagram below:



Figure 10. Asset Management Improvement Focus Areas

- **Asset Information** – The first value the City’s Asset Management Unit is focusing on is to use information to drive our decision making. This includes developing a “Strategy on a Page” for each asset class to define what information exactly is used to make what decisions, and having end to end knowledge in terms of how this information is collected, where it is stored in the system and how it is extracted and analysed.
- **Asset Management Innovation** – The second focus is on asset management innovation which is vital in a field of work that is rapidly developing. Even with high quality asset information and sound decision making, the City needs to remain proactive in looking for innovative methods, more durable materials and better technology or processes to maximise asset success in the long term.
- **Sustainability** – This reinforces the City’s core values and commitments to our role as a Capital City. The City understands that aiming for a world-class asset portfolio

with innovative systems and techniques is inadequate if we are not able to sustain this for future generations to enjoy; and

- **Accountability** – Accountability is the one of the most important values for asset management because it is the City's assurance that we will endeavour to demonstrate a transparent link between what we plan and what we execute. This will ensure transference and continuity of the decision making and justification processes of our asset planning into our execution.

Advisors from the Asset Management Unit will partner with the Asset Custodians to guide and emphasise these corporate values in the planning of the City's various asset classes. Through collaboration, these values will be adopted in individual Asset Management Plans, reflecting this focus in the management of assets consistently throughout the City. The adoption of the City's Asset Management Strategy will be used as the catalyst to instigate this change, and it will provide the guidelines for the asset management partnerships to flourish. The diagram below describes how the Asset Management Strategy will disseminate these values throughout the City.

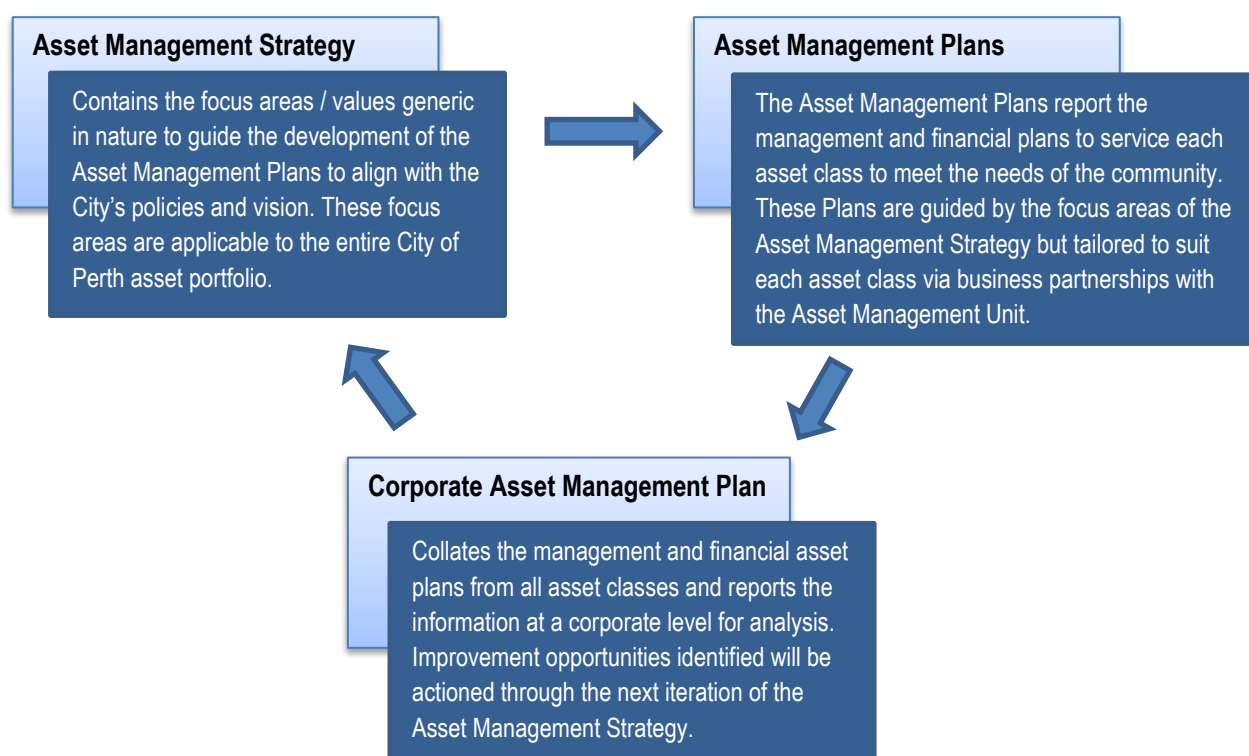


Figure 11. Dissemination of Asset Management Strategy

6. Conclusion and Future Work

The City of Perth has recognised Asset Management to be of significant importance in the planning and sustainable management of assets. In a drive for efficiency, precise planning and financial management, maximising the success of assets against defined and measurable criteria and linking these to community expectations form an integral part of the City's ability to deliver services in a sustainable way. The City of Perth's commitment to this is in the development of an integrated suite of strategic documents in alignment with the recommendations of the Integrated Planning and Reporting Framework and Guidelines. This corporate asset management plan is one of the informing documents in the framework enabling the delivery of the Corporate Business Plan.

While some of the information and / or results published in this Corporate Asset Management Plan may be at infancy stage, the frameworks and foundation on which to improve have been defined and set up by the Asset Management Strategy. It is expected that the ability to report information in both the individual Asset Management Plans as well as the Corporate Asset Management Plan will improve significantly following the completion of several of the improvement recommendations that have been highlighted in this Plan.

Future work for the City of Perth includes the deployment of the Asset Management Strategy through partnerships established between the Asset Management Unit and all other stakeholders within the City. Success of this will require collaboration and acceptance of joint responsibilities to improve asset management for the City of Perth as a whole, and success is realised when asset management processes flow seamlessly through the corporate asset management system between the stakeholder units and the decision making processes. This is typically a long journey for most organisations and it requires strategic foresight, intricate planning and continuous improvement along the way to realise success. For this reason, it is very important that asset management is driven consistently from the highest level of management, as the organisation strives towards asset management goals that ensure long term success for the City.

7. Contacts

Robert Mianich
Director Corporate Services

Robert.Mianich@cityofperth.wa.gov.au

Jason Tan
Manager Asset Management

Jason.Tan@cityofperth.wa.gov.au

Agenda **Tender 139 – 16/17 – Corporate Travel Services**
Item 13.21

Recommendation:

That Council accepts the tender submitted by Allnation Pty Ltd (trading as Globetrotter Corporate Travel) for the provision of Corporate Travel Services (Tender 139 – 16/17) for a period of three years with an option to extend for a further two years commencing from 1 July 2017, including the service fees as detailed in Confidential Attachment 13.21B.

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1033986
REPORTING UNIT:	Executive Support
RESPONSIBLE DIRECTORATE:	CEO
DATE:	15 May 2017
ATTACHMENT/S:	Confidential Attachment 13.21A – Qualitative Selection Criteria Evaluation Matrix Confidential Attachment 13.21B – Price Comparison

Legislation / Strategic Plan / Policy:

Legislation	Section 3.57 of the <i>Local Government Act 1995</i> and Part 4 of the <i>Local Government (Functions and General) Regulations 1996</i>
--------------------	---

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Capable and Responsive Organisation

Policy

Policy No and Name:	9.7 – Purchasing Policy
---------------------	-------------------------

Purpose and Background:

The purpose of this report is to seek Council approval of a tender for the provision of corporate travel services. The City has had a contract for corporate travel services since July 2012 with Globetrotter Corporate Travel which expires on 30 June 2017.

The WA Government has a Common Use Agreement for corporate travel services which is not accessible to local governments due to the exclusive nature of the agreement. The Western Australian Local Government Association (WALGA) does not have a preferred supplier arrangement for corporate travel services.

Details:

The tender was advertised from 5 to 27 April 2017. Six tenders were received as follows (in alphabetical order):

- Corporate Traveller;
- Globetrotter Corporate Travel;
- JC Travel Professionals;
- Orba Travel Brokers;
- QBT; and
- The Travel Authority.

Tender Compliance Assessment

The following issues were identified in relation to the Tender Compliance Assessment:

- JC Travel Professionals did not provide a response to sections relating to the compliance with the Conditions of Contract, Referees, Other Concurrent Contracts, Qualifications of Employees or Conflict of Interest; and
- QBT identified the potential for changes to contract conditions.

None of the above issues excluded those tenders from being evaluated and were addressed depending on where they ranked in the assessment.

Additional information was subsequently obtained from QBT in relation to their proposed changes to the General Conditions of Contract (Conditions). QBT suggested additional clauses to be included in the Conditions which would be contrary to the requirements of the Tender Specification.

Response to the Qualitative Selection Criteria

The detailed Qualitative Selection Criteria for the tender focussed on the following key areas:

- Demonstrated Capacity;
- Tenderer's Resources;
- Relevant Experience; and
- Value Added Services.

The assessment of each tender (in alphabetical order) was as follows:

Corporate Traveller

Corporate Traveller's tender was assessed as follows:

- equal highest for demonstrated capacity;
- equal highest for tenderer's resources;
- equal second highest for relevant experience; and
- equal second highest for value added services.

The tender was considered to be a very good offer with no deficiencies which met the criterion. The tender was ranked equal first overall against the qualitative selection criteria.

Globetrotter Corporate Travel (Globetrotter)

Globetrotter's tender was assessed as follows:

- equal highest for demonstrated capacity;
- equal highest for tenderer's resources;
- equal second highest for relevant experience; and
- fourth highest for value added services.

The tender was considered to be a very good offer with no significant deficiencies which met the criterion. The tender was ranked third overall against the qualitative selection criteria.

JC Travel Professionals

JC Travel Professionals' tender was assessed as follows:

- equal fourth highest for demonstrated capacity;
- equal fourth highest for tenderer's resources;
- equal fifth highest for relevant experience; and
- equal fifth highest for value added services.

The tender was considered to be a fair offer with few deficiencies which almost met the criterion. The tender was ranked fifth overall against the qualitative selection criteria.

Orba Travel Brokers

Orba Travel Brokers' tender was assessed as follows:

- sixth highest for demonstrated capacity;
- equal fifth highest for tenderer's resources;
- equal fifth highest for relevant experience; and
- equal fifth highest for value added services.

The tender was considered to be a marginal offer with some deficiencies which partly met the criterion. The tender was ranked sixth overall against the qualitative selection criteria.

QBT

QBT's tender was assessed as follows:

- third highest for demonstrated capacity;
- equal highest for tenderer's resources;
- highest for relevant experience; and
- highest for value added services.

The tender was considered to be a very good offer with no deficiencies which met the criterion. The tender was ranked equal first overall against the qualitative selection criteria.

The Travel Authority

The Travel Authority's tender was assessed as follows:

- equal fourth highest for demonstrated capacity;
- fourth highest for tenderer's resources;
- fourth highest for relevant experience; and
- equal second highest for value added services.

The tender was considered to be a good offer with few deficiencies which almost met the criterion. The tender was ranked fourth overall against the qualitative selection criteria.

QBT was excluded from the shortlist due to their preference for an exclusive arrangement with the City. The two remaining top ranking tenderers which received similar scores in the qualitative selection criteria assessment ie Corporate Traveller and also Globetrotter were shortlisted for further assessment.

The Qualitative Selection Criteria Evaluation Matrix is shown in Confidential Attachment 13.21A.

Price Comparison

A pricing comparison was prepared based on the Form of Tender responses which was categorised by location (eg Domestic, Trans-Tasman or International) and also method of booking (eg Online or Consultant Assisted ie phone/email). In relation to ancillary fees, it was noted that the top three ranked tenders had included a significant number of additional items which were then consolidated.

Service fees associated with travel management companies vary depending on customer requirements. However these fees represent only a relatively minor component of travel costs for the City.

The Pricing Comparison is shown in Confidential Attachment 13.21B.

Referee Feedback

Feedback was obtained from referees for both Corporate Traveller and also Globetrotter. Positive feedback against the selection criteria was received from referees for both tenderers.

Conclusion

In reviewing the Tender Compliance Assessment, Response to the Qualitative Selection Criteria, Price Comparison and also Referee Feedback, the top two overall ranked tenderers (Corporate Traveller and also Globetrotter) provided comparative submissions. However, the tender assessment did not warrant a recommendation to change the City's service provider.

It was determined that the tender provided by Globetrotter was considered to be sufficient to meet the City's needs and also provided the best value for money. This was mainly due to Globetrotter's customer service approach, experienced personnel and fee structure.

Financial Implications:

Travel related costs are included in various allocations across the City as part of the Annual Budget. The tender for corporate travel services is presented to the Council for approval since it may exceed the tender threshold over the contract period.

The travel related costs incurred for such services in 2016/17 is \$76,376 (year to date). However, the cost of changing service providers may outweigh the benefit given the marginal difference between the top two ranking tenderers.

Comments:

Travel management companies provide an integrated service to meet corporate travel requirements. Based on the tender evaluation, it is recommended that the City retains its current service provider i.e. Globetrotter Corporate Travel.

The review of policies and procedures relating to corporate travel is underway. Consideration of an online booking system will also be undertaken subsequent to the Council's tender decision.

CONFIDENTIAL ATTACHMENT 13.21A
ITEM 13.21 – TENDER 139 – 16/17 – CORPORATE TRAVEL SERVICES

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

CONFIDENTIAL ATTACHMENT 13.21B
ITEM 13.21 – TENDER 139 – 16/17 – CORPORATE TRAVEL SERVICES

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

**Agenda
Item 13.22**

Tender 142 16/17 – Cleaning of City of Perth Car Parks

Recommendation:

That Council accepts the most suitable tender, being that submitted by G.J. & K Cleaning Services Pty Ltd for the Cleaning of City of Perth Car Parks (Tender 142 16/17) for a period of three (3) years with an option to extend for a further period of two (2) years as per the Schedule of Rates detailed in Attachment 13.22C including CPI increases.

The Committee recommendation to the Council for this report was resolved by the Finance and Administration Committee at its meeting held on 30 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1034015
REPORTING UNIT:	Commercial Parking
RESPONSIBLE DIRECTORATE:	Community & Commercial Services
DATE:	18 May 2017
ATTACHMENT/S:	Confidential Attachment 13.22A – Assessment Matrix Confidential Attachment 13.22B – Confidential Comparative Pricing Analysis Attachment 13.22C – GJK Schedule of Rates

Legislation / Strategic Plan / Policy:

Legislation	Section 3.57 of the <i>Local Government Act 1995</i> Part 4 of the <i>Local Government (Functions and General) Regulations 1996</i>
--------------------	---

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Community Outcome Capable and Responsive Organisation
		S19 Improved organisational customer focus

Policy

Policy No and Name:	9.7 - Purchasing
---------------------	------------------

Purpose and Background:

The City operates 35 car parks consisting of 16 under cover (of which 12 are multi-story) and 19 open air ground level car parks. Car parking is a core contributor to the social, cultural and business success of the City. Hence cleanliness of the car parks is paramount.

The scope of the services covers daily and weekly cleaning activities as well as periodic monthly and half yearly tasks.

The current contract is due to expire on 30 June 2017. The City seeks to put in place a new contract for the provision of cleaning services in the car parks.

Tender 142-16/17 Cleaning of City of Perth Car Parks was advertised in the West Australian on Wednesday, 12 April 2017. Tenders closed at 2.00pm on Thursday, 4 May 2017, with the following tenders received:

1. A Cleaner World Cleaning Services Pty Ltd;
2. Alpha Corporate Property Services Pty Ltd;
3. Felis Services Pty Ltd;
4. G.J. & K. Cleaning Services Pty Ltd;
5. Golden West Corporate Total Management Pty Ltd;
6. Iconic Property Services Pty Ltd;
7. Multiclean WA Pty Ltd;
8. Office Cleaning Experts Pty Ltd t/a OCE Corporate; and
9. Wilson Property Service Pty Ltd.

The request for tender invited for suitably qualified and experienced organisations to make tender submissions for the provision of professional cleaning services to City of Perth Parking (CPP) for a period of three years with an option to extend for a further period of two years.

Details:

Tenderers were required to respond to the selection criteria provided in the tender specification, complete the Form of Tender and the attached pricing schedules.

The tender evaluation comprised of a three stage process as follows:

1. Compliance assessment;
2. Qualitative evaluation and shortlisting; and
3. Pricing evaluation.

Compliance assessment

The submissions were assessed for compliance. All nine submissions were found to have met the material compliance requirements of the tender and progressed to the qualitative evaluation stage.

Qualitative evaluation

The qualitative evaluation entailed assessing each of the submissions against the selection criteria followed by shortlisting for price evaluation only those tenderers that would have substantially met the requirements of the selection criteria.

The criteria were as follows:

- Organisational resources & capacity;
- Past experience in providing similar services;
- Quality control procedures and reporting; and
- Environment management.

The results of the qualitative assessments were as follows:

A Cleaner World Cleaning Services Pty Ltd (ACW)

The tender evaluation panel (panel) found ACW response to the organisational resources and capacity criterion is a fair offer with a few deficiencies. ACW showed it has good resources; however there was limited detail on contract site supervisor. Panel also found past contracts were not of similar size to that of CPP. ACW demonstrated good quality control and reporting procedures. It has ISO accreditation for its Quality Management, Occupational Health Safety and Environment Systems. It however, provided limited details of disposal and handling of chemical waste.

Alpha Corporate Property Services Pty Ltd (Alpha)

Alpha demonstrated it has good resources, capacity and experience in managing contracts of similar scale in multiple locations. It provided evidence of good quality control and reporting procedures, and details of its Environmental Management Systems in place. It is ISO credited for its Quality Management System. However, the panel found the detail on waste disposal and noise management inadequate. The panel found submission to be a good offer with minor deficiencies

Felis Services Pty Ltd (Felis)

The panel found the submission from Felis to be a marginal offer. It did not provide sufficient information on key personnel for the contract, and sizes of previous contracts. Felis demonstrated good quality control procedures. However, details on environment management, waste disposal and noise management were found to be limited.

G.J. & K. Cleaning Services Pty Ltd (GJK)

GJK demonstrated it had adequate resources and capacity to provide the services under the contract. It provided good details of past and current contracts in car park cleaning and outlined the scope of services for each contract. It also provided detailed profiles of key personnel nominated for the contract. GJK has ISO accreditation for its Quality Management System and it demonstrated it has good quality control and reporting procedures in place. The response on the Environment Management System criterion included waste collection and chemical disposal. However, the panel found details on the disposal yard and noise management limited.

Golden West Corporate Total Management Pty Ltd (GWC)

GWC demonstrated good capacity and experience in providing cleaning services. However, the panel found limited evidence of multiple car park sites cleaning experience. It provided details of quality management systems, but inadequate details of reporting and no sample reports were provided. Panel also found the details on disposal of waste and noise Management inadequate.

Iconic Property Services Pty Ltd

Iconic demonstrated it has good organisational resources and capacity. It also showed that it has good cleaning services experience. However, the experience did not reflect large scale

multiple car parks similar to CPP. Iconic has ISO accreditation for its Quality Management systems and demonstrated good quality control and reporting procedures. The panel however, found its response on Environment Management System inadequate as it did not provide details of disposal of chemical waste and noise management.

Multiclean WA Pty Ltd (Multiclean)

Multiclean provided good details on organisational capacity and resources. However, the detail on past experience was found to be insufficient. Multiclean did not provide adequate information on past contracts. Whilst Multiclean do not have ISO accreditation it demonstrated good Quality Control and reporting procedures. It however, did not provide details of chemical waste disposal and noise management plan in its response to the Environment Management criterion.

Office Cleaning Experts Pty Ltd (OCE)

The panel found the submission from OCE a fair offer. It demonstrated good resources but details on current contracts were found inadequate. It showed it has good past cleaning experience though its car parking cleaning experience was found to be limited. OCE has ISO accreditation for its Quality Safety and Environment Management System. It provided details of its quality control procedures but no details on reporting.

Wilson Property Service Pty Ltd (Wilson)

The panel found the submission from Wilson to be a fair offer with some deficiencies. Wilson demonstrated good resources and capacity but no details of contract site supervisor. The panel found the size and scale of past contracts were not of similar scale to that of CPP. The panel found the details on its Environmental Management System limited; no details were provided on waste disposal method and noise management

Shortlisting

The panel shortlisted for price evaluation and final selection four tenderers that achieved the highest total average weighted score in the qualitative selection criteria evaluation. The list of the shortlisted companies in order of ranking as per the Qualitative Selection Criteria Evaluation Matrix scores (See Confidential Attachment 13.22B) was as follows:

Tenderer	Rank
G.J. & K. Cleaning Services Pty Ltd	1
Alpha Corporate Property Services Pty Ltd	2
Iconic Property Services Pty Ltd	3
A Cleaner World Cleaning Services Pty Ltd	4

Pricing Evaluation

Tenderers were required to complete separate pricing schedules for each car park and provide the number of cleaners, duration of each daily, weekly, monthly, six monthly clean and the cost per clean. These were all transposed to a single excel worksheet to calculate the total annual cost for the same number of days, public holidays and Sundays. A total annual price which included the cost of a dedicated mobile cleaner was calculated for each

of the tenderer submissions. (See Confidential Attachment 13.22B - Comparative Price Analysis)

In order to come up with the best value for money the panel considered the following:

1. Ranking in the qualitative evaluation;
2. Total annual price;
3. Total annual cleaning hours; and
4. Effective hourly rate based on total annual price and total annual cleaning hours.

The offer from ACW presented the highest tender price and was significantly above the City's budget. It was agreed to exclude ACW from further evaluation. The panel found the total price from Iconic provided the City with the lowest total annual price. However, the effective hourly rate was found to be significantly higher than that of GJK and Alpha. This was attributed to the significantly lower number of total hours tendered by Iconic for carrying out the services. The panel were concerned that this could have an impact on the quality of service, and on considering Iconic's ranking in the qualitative criteria the panel was in agreement to exclude it from further evaluation.

The remaining offers from Alpha and GJK were found to be very similar. GJK had scored highest in the qualitative selection with Alpha in second place. Alpha presented the lowest effective hourly rate and GJK offered the second lowest effective hourly rate. However, whilst Alpha had the lowest effective hourly rate, its total annual price was higher than that of GJK by \$54,641 due to higher number of hours nominated for carrying out the services. Given that GJK had achieved the highest score in the qualitative criteria, the panel was satisfied that the lower number of hours nominated by GJK to carry out the services were due to a more efficient approach in delivering the services.

On considering value for money the panel noted the offer from GJK would be \$273,200 cheaper than that of Alpha over the full potential tenure of the contract, and presented the most advantageous option to the City.

Financial Implications:

ACCOUNT NO:	CL09B130007228
BUDGET ITEM:	16/17 Budget
BUDGETED AMOUNT:	\$791.126
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$781,759 per annum
BALANCE REMAINING:	\$
ANNUAL MAINTENANCE:	N/A
ESTIMATED WHOLE OF LIFE COST:	\$4.5million

All figures quoted in this report are exclusive of GST.

Comments:

Based on a combination of qualitative factors and pricing to ascertain the best value for money for the City, it is recommended that G.J. & K Cleaning Services Pty Ltd t/a GJK Facility Services be awarded the tender for the cleaning of City of Perth car parks (Tender 142 16/17) as per the Schedule of rates outlined in Attachment 13.22C.

CONFIDENTIAL ATTACHMENT 13.22A
ITEM 13.22 – TENDER 142 16/17 – CLEANING OF CITY OF PERTH
CAR PARKS

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

CONFIDENTIAL ATTACHMENT 13.22B
ITEM 13.22 – TENDER 142 16/17 – CLEANING OF CITY OF PERTH
CAR PARKS

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Attachment C: Schedule of Rates -GJK

GJK Pricing

Item	Car Park	Daily Clean Per Annum Price Exc GST	Weekly Clean Per Annum Price Exc GST	Monthly Clean Per Annum Price Exc GST	6 Monthly Clean Per Annum Price Exc GST	Scheduled Clean Total Per Annum Exc GST
1	Aberdeen Garage	\$ 6,059	\$ 1,254	\$ 399	\$ 118	\$ 7,829
2	Aberdeen St	\$ 11,579	\$ 2,745	\$ 873	\$ 258	\$ 15,455
3	Citiplacce	\$ 33,978	\$ 10,880	\$ 3,460	\$ 1,022	\$ 49,340
4	Concert Hall	\$ 14,833	\$ 5,304	\$ 1,687	\$ 498	\$ 22,322
5	Coolgardie	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
6	Council House	\$ 8,197	\$ 2,852	\$ 907	\$ 268	\$ 12,224
7	Cultural Centre	\$ 23,870	\$ 8,380	\$ 2,665	\$ 788	\$ 35,703
8	Elder Street	\$ 40,940	\$ 12,745	\$ 4,054	\$ 1,198	\$ 58,936
9	Fire Station	\$ 11,579	\$ 2,745	\$ 873	\$ 258	\$ 15,455
10	Goderich Street	\$ 14,488	\$ 1,281	\$ 408	\$ 120	\$ 16,297
11	Hay St East	\$ 9,174	\$ 2,123	\$ 675	\$ 200	\$ 12,173
12	Heirisson Island	\$ 2,529	\$ 623	\$ 198	\$ 59	\$ 3,409
13	His Majesty	\$ 30,661	\$ 9,653	\$ 3,070	\$ 907	\$ 44,291
14	James Street	\$ 11,579	\$ 2,745	\$ 873	\$ 258	\$ 15,455
15	JH Abrahams	\$ 7,214	\$ 1,866	\$ 593	\$ 175	\$ 9,848
16	John Oldham	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
17	Mardlup	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
18	Mayfair	\$ 27,572	\$ 8,583	\$ 2,730	\$ 807	\$ 39,691
19	Mounts Bay Rd	\$ 5,308	\$ 1,248	\$ 397	\$ 117	\$ 7,071
20	New Castle St	\$ 11,579	\$ 2,745	\$ 873	\$ 258	\$ 15,455
21	PCEC	\$ 34,519	\$ 11,478	\$ 3,651	\$ 1,079	\$ 50,727
22	Pier Street	\$ 29,962	\$ 10,235	\$ 3,255	\$ 962	\$ 44,414
23	Plain Street	\$ 10,242	\$ 2,493	\$ 793	\$ 234	\$ 13,763
24	Point Fraser	\$ 7,214	\$ 1,866	\$ 593	\$ 175	\$ 9,848
25	Queens Gardens	\$ 10,867	\$ 2,499	\$ 795	\$ 235	\$ 14,395
26	Regal Place	\$ 22,707	\$ 7,774	\$ 2,473	\$ 731	\$ 33,684
27	Royal Street	\$ 13,896	\$ 3,126	\$ 994	\$ 294	\$ 18,310
28	Roe Street	\$ 29,002	\$ 9,039	\$ 2,875	\$ 849	\$ 41,766
29	Saunders	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
30	State Library	\$ 29,127	\$ 9,041	\$ 2,876	\$ 850	\$ 41,893
31	Terrace Road	\$ 10,367	\$ 2,495	\$ 793	\$ 234	\$ 13,890
32	The Garage	\$ 5,995	\$ 1,662	\$ 529	\$ 156	\$ 8,343
33	Turvey Lane	\$ 4,492	\$ 5,020	\$ 1,597	\$ 472	\$ 11,581
34	Victoria Gardens	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
35	Wellington	\$ 4,622	\$ 1,242	\$ 395	\$ 117	\$ 6,376
	Total	\$ 507,261	\$ 151,952	\$ 48,329	\$ 14,282	\$ 721,824

Rates for unscheduled emergency and d forensic cleaning			
	Food / Glass	Vomit	Faeces / Blood
Normal hours Monday-Friday	\$ 38.00	\$ 42.00	\$ 45.00
After hours Monday-Friday	\$ 38.00	\$ 42.00	\$ 45.00
Normal hours Saturday	\$ 48.50	\$ 53.00	\$ 57.00
After hours Saturday	\$ 48.50	\$ 53.00	\$ 57.00
Normal hours Sunday	\$ 63.00	\$ 69.00	\$ 75.00
After hours Sunday	\$ 63.00	\$ 69.00	\$ 75.00
Normal hours Public holiday	\$ 77.00	\$ 84.50	\$ 92.00
After hours Public Holiday	\$ 77.00	\$ 84.50	\$ 92.00
All inclusive Daily Rate for Dedicated Mobile Cleaner			\$229.81

Note: All prices are exclusive of GST

Agenda **Risk Management Update – May 2017**
Item 13.23

Recommendation:

That Council receives the report titled Risk Management Update – May 2017.

The Committee recommendation to the Council for this report was resolved by the Audit and Risk Committee at its meeting held on 22 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1013822-3
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	11 May 2017
ATTACHMENT/S:	Confidential Attachment 13.23A – High and Extreme Risk Update

Legislation / Strategic Plan / Policy:

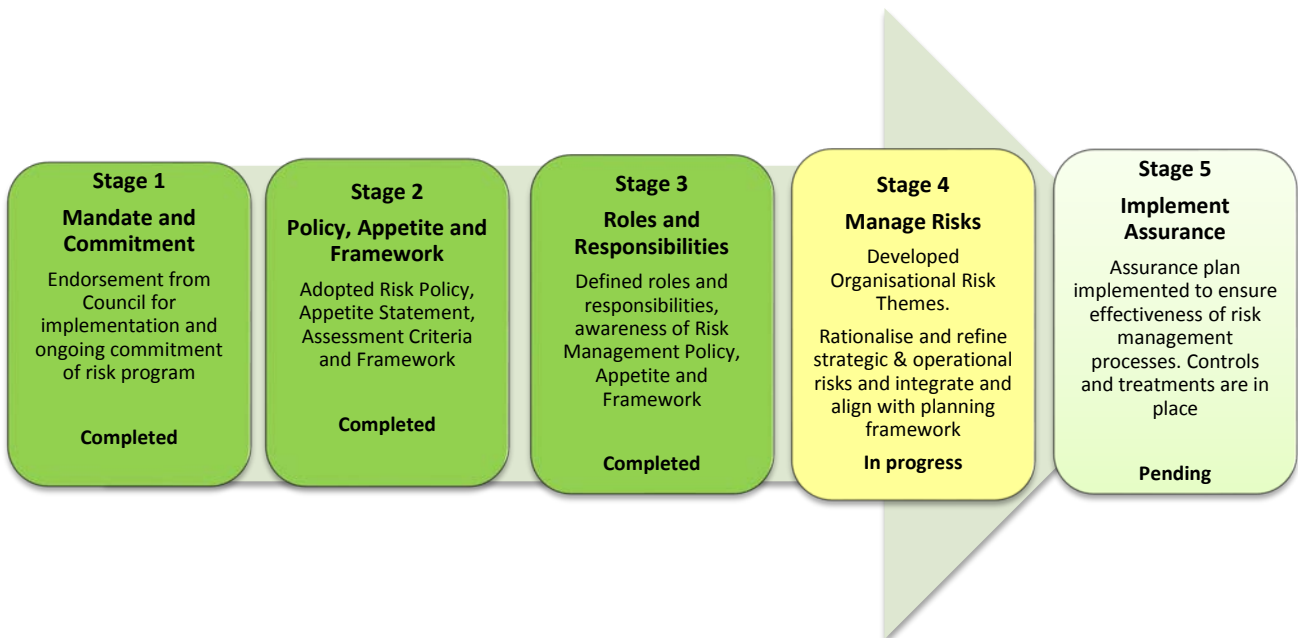
Legislation	<i>Local Government Act 1995</i> <i>Regulation 17 of the Local Government (Audit) Regulations 1996</i>
--------------------	---

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan Council Four Year Priorities: Capable and Responsive Organisation A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services
--	-------------------------------	---

Policy	
Policy No and Name:	19.1 – Enterprise Risk Management

Purpose and Background:

The City is progressing in implementing the recommendations contained within the Risk Management Maturity Assessment Report. The following table is a representation of the progress in implementing the “Road Map” from the Assessment.



Stage 1: Mandate and Commitment (Complete)

The recommendations and findings of the Risk Management Maturity Assessment were received by the Audit and Risk Committee on 8 August 2016. At the meeting, the Committee endorsed the implementation of the recommendations and 'Road Map'.

Stage 2: Policy, Appetite and Framework (Complete)

The amended Risk Management Policy 19.1, risk assessment criteria and risk appetite were endorsed by Council on **22 November 2016**.

Stage 3: Roles and Responsibilities (Complete)

Risk management awareness sessions were held with Managers to highlight the new risk management processes and reporting as outlined in the Risk Assessment and Acceptance Criteria. The New City of Perth Risk Management Framework was endorsed by Council on **27 February 2017**.

Stage 4: Manage Risks (In Progress)

Operational Risk assessment workshops have commenced with the City's Business Units. Detail from this process is provided within this report and Confidential Attachment 13.23A. The Strategic Risk Assessment is scheduled to begin in May 2017 upon completion of the community engagement process 'Share to Shape' project which is currently underway.

Stage 5: Implement Risk Assurance (pending)

As part of the City's Internal Audit Plan 2016/17, the following Audit item is scheduled to commence in June 2017. Moving forward this will be done in two parts, being in July and February of every year.

- **Validation of Critical/Major Risk Mitigation Strategies** - To determine whether risk mitigation strategies are adequately resourced (budget and HR), address the root cause of the nominated risks, and are effective (for those that have been implemented).

Details:**OPERATIONAL RISK UPDATE**

As at 11 May 2017, 10 of the City's 29 Units' operational risk assessments have been completed.

Process: 2.5 hour risk assessment workshops with each Unit, with the process aligned with the new Risk Management Framework and Risk Assessment and Acceptance Criteria.

Context for the operational risk assessments: Key Services (as contained in the 2017/18 Business Unit Plans)

Objective: Working through each key service, defining the critical success factors and the uncertainty (risks) to the delivery of the Units' key services.

Output: Unit Operational Risk Registers with identified risk owners, risk review and monitoring actions. Further risk mitigation identified for high and extreme risks and risks with inadequate controls in place.

Monitoring: All risk registers are being uploaded into the Risk Management Software System (RMSS) upon completion of each workshop, progressively. Concurrently, all responsible officers for risk actions are being trained on updating actions in RMSS, progressively as the City works through the process.

Risk reviews and Reporting: Following completion of workshops all risks will be subject to ongoing review and reporting to the Executive Leadership Group and the Audit and Risk Committee/ Council as per the City's Risk Assessment and Acceptance Criteria (below)

Risk Assessment and Acceptance Criteria

RISK RATING	DESCRIPTION	CRITERIA FOR RISK ACCEPTANCE	RESPONSIBILITY
EXTREME	Urgent Attention Required	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to <u>monthly</u> continuous monitoring Quarterly reports will be provided to Council on all Extreme Risks.	CEO
HIGH	Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to <u>quarterly</u> monitoring Quarterly reports will be provided to Council on all High Risks.	Director / CEO
MEDIUM	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to <u>semi-annual</u> monitoring.	Business Unit Manager / Director
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to <u>annual</u> monitoring.	Business Unit Manager

The Business Units completed are listed below:

- | | |
|------------------------|----------------------------|
| 1. Parks | 6. Coordination and Design |
| 2. Properties | 7. Development Approvals |
| 3. Waste and Cleansing | 8. City Planning |
| 4. Construction | 9. Library |
| 5. Plant and Equipment | 10. Customer Services |

The remaining Business Unit risk assessment workshops have been scheduled to be completed over the next three months. The process is anticipated to be completed in August 2017. However, interim risk reports will continue to be provided to the Corporate OSH and Risk, Audit and Risk Committee and Council during the process.

As at 11 May 2017, there are 34 operational risks.

3 EXTREME risks;
3 HIGH risks;
24 MEDIUM risks; and
4 LOW risks.

The detailed update on high and extreme risks is provided in Confidential Attachment 13.23A of this report.

INTERIM OPERATIONAL RISK PROFILE

An overview of the distribution of risk ratings for the operational risks is shown in the below risk matrix and pie chart, in Figure 1 and 2 respectively.

Figure 1 demonstrates the overall image of the City's operational risks (as identified to date) categorised into Low, Medium, High and Extreme risks.

Figure 1: Interim City of Perth Risk Profile (as at 11 May 2017)



City of Perth

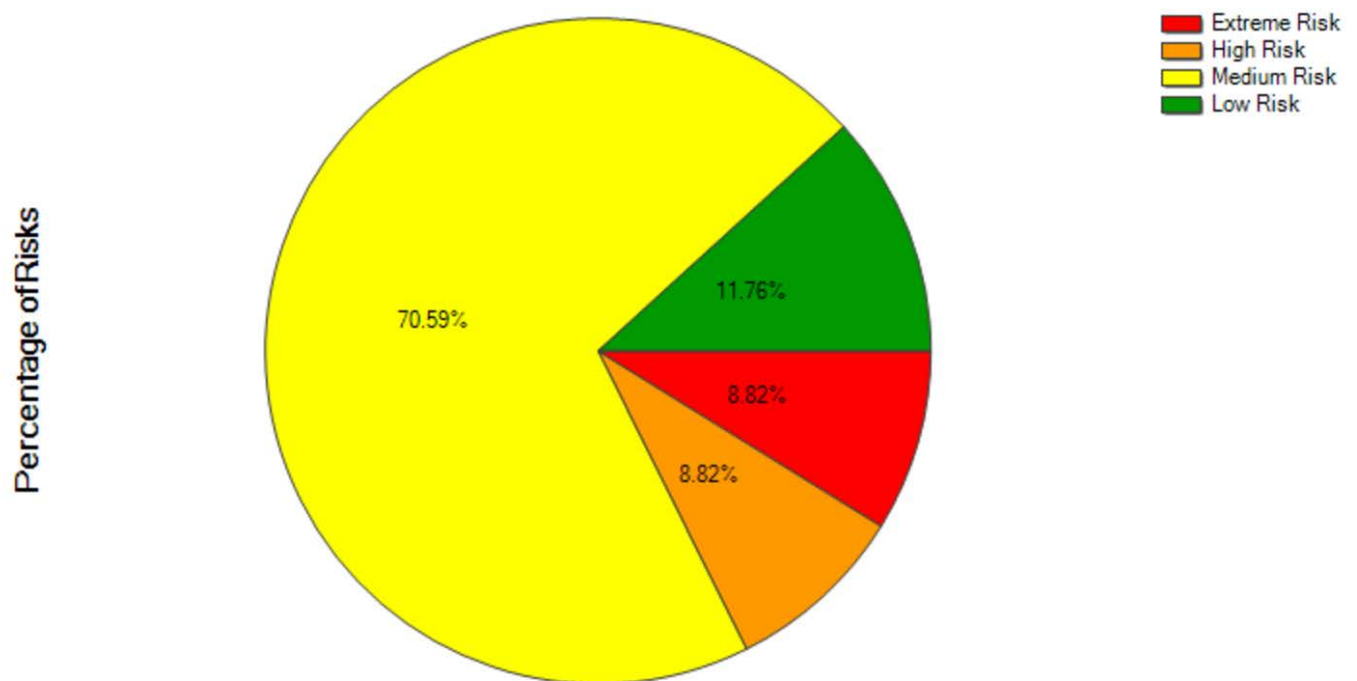
Risk Area Operational

Residual Risk Matrix

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	M	1 Risk(s)	H	1 Risk(s)	E
	Likely	M	M	H	1 Risk(s)	1 Risk(s)
	Moderate	L	2 Risk(s)	4 Risk(s)	2 Risk(s)	E
	Unlikely	L	3 Risk(s)	10 Risk(s)	6 Risk(s)	1 Risk(s)
	Rare	L	1 Risk(s)	L	1 Risk(s)	M

L	Low	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring
M	Medium	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring
H	High	Risk acceptable with effective controls, managed by senior management / executive and subject to quarterly monitoring. Quarterly reports will be provided to Council on all high risks
E	Extreme	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to monthly continuous monitoring. Quarterly reports will be provided to Council on all Extreme Risks.

Figure 2: Interim Distribution of risk ratings as at 11 May 2017



EXTREME Risks – 8.82%
 HIGH Risks – 8.82%
 MEDIUM Risks – 70.59%
 LOW Risks – 11.76%

Strategic Risk

Currently the City is reviewing the Strategic Community Plan using principles from Open Government and Deliberative Democracy Approaches. A strategic risk analysis will be conducted to feed into this process.

This will be done in three parts as follows:

- Post community feedback following the community engagement process;
- During the development of community aspirations, goals and performance measures; and
- Upon finalisation of the Strategic Community Plan.

It is anticipated this analysis will commence in late May 2017, with the outcomes of this process to be reported through the Audit and Risk Committee and Council.

Once finalised, the strategic risks will also be subject to monitoring and reporting in line with the Risk Assessment & Acceptance Criteria.

Financial Implications:

Each risk identified may have its own financial implications which will be the subject of normal budget consideration.

CONFIDENTIAL ATTACHMENT 13.23A
ITEM 13.23 – RISK MANAGEMENT UPDATE – MAY 2017

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Agenda **Internal Audit 2016/17 - Parking Infringements Review**
Item 13.24

Recommendation:

That Council approves the Parking Infringements Review as part of the Internal Audit Plan 2016/17 as detailed in Confidential Attachment 13.24A.

The Committee recommendation to the Council for this report was resolved by the Audit and Risk Committee at its meeting held on 22 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P102969-8
REPORTING UNIT:	Corporate Services Office
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	26 April 2017
ATTACHMENT/S:	Confidential Attachment 13.24A – Parking Infringements Review

Legislation / Strategic Plan / Policy:

Legislation	<i>Local Government (Audit) Amendment Regulations 2013</i>
--------------------	--

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan Council Four Year Priorities: Capable and Responsive Organisation S18 Strengthen the capacity of the organisation. A capable, flexible and sustainable organisation with a strong and effective governance system to provide leadership as a capital city and deliver efficient and effective community centred services.
--	-------------------------------	---

Policy

Policy No and Name:	19.1 – Risk Management
---------------------	------------------------

Purpose and Background:

Approval of the Parking Infringements Review completed in accordance with the Internal Audit Plan 2016/17.

Details:

The findings of the review are detailed in the attached Confidential Attachment 13.24A.

Financial Implications:

There are no financial implications related to this report.

Comments:

Nil.

CONFIDENTIAL ATTACHMENT 13.24A
ITEM 13.24 – INTERNAL AUDIT 2016/17 – PARKING INFRINGEMENT
REVIEW

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Agenda**Tender 132-16/17 – City of Perth Lighting 2016 /2017****Item 13.25**

Recommendation:***That Council:***

- 1. accepts the most suitable tender, being that submitted by Stiles Electrical & Communication Services Pty Ltd., for the City of Perth Lighting Project 2016/2017 (Tender 132-16/17) at a lump sum price of \$659,787.51 (excluding GST); and***
- 2. notes that the construction is anticipated to commence in early July 2017.***

The Committee recommendation to the Council for this report was resolved by the Works and Urban Development Committee at its meeting held on 23 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P1033924
REPORTING UNIT:	Construction
RESPONSIBLE DIRECTORATE:	Construction and Maintenance
DATE:	15 May 2017
ATTACHMENT/S:	Attachment 13.25A – Details of Russell Square Proposals Confidential Attachment 13.25B – Tender Evaluation Matrix

Legislation / Strategic Plan / Policy:

Legislation	Part 4 / Tenders for Providing Goods and Services of the <i>Local Government (Functions and General) Regulations</i> 1996
--------------------	---

Integrated Reporting Implications	Planning and Framework	Corporate Business Plan / Strategic Community Plan
		Council Four Year Priorities: Perth as Capital City
		S6 Maintain a Strong City Profile that attracts investment

Policy

Policy No and Name:	9.7-Purchasing
---------------------	----------------

Purpose and Background:

The City of Perth is undertaking a number of lighting projects as part of the implementation of its Lighting Strategy, to encourage citizens and visitors to remain in the city into the

evening and support the night time economy. As part of this the City will be implementing two projects:

Russell Square Feature Lighting Project

Russell Square, located in Northridge is a popular recreational park and events venue. New bollard lights, floodlighting and electrical infrastructure will be installed to enhance the character and key features of the park with the following tangible benefits.

- Improve the perception of safety and the comfort of pedestrians at night in Northridge, targeting dark areas under mature trees to deter anti-social behavior;
- Provide more sustainable and energy efficient lighting; and
- Address current lighting issues including inconsistent light and lighting levels.

Details of the proposals are provided in Attachment 13.25A.

Urban Art Lighting Project

The lighting of three landmark locations and objects (Hay Street Pathway West Perth, Murray Street Heritage Fig Tree, Hay Street Outdoor Dining). New pole mounted lights, floodlighting and electrical infrastructure will be installed at these locations to enhance the city's landmarks and unique features of the area after dark. The following tangible outcomes will be delivered:

- Enhance the night time experience in the city;
- Highlight landmarks or features within the city to assist with night time way finding; and
- Provide more sustainable and energy efficient lighting environment.

(This portion also consists of coloured up-lighting to existing landmarks similar to Russell Square.)

Details:

Detailed design was completed by Engineering Technology Consultants Pty Ltd (ETC) through coordination between the City's Coordination and Design Unit. The main objective of the design was to document the required works for the supply delivery, installation, testing, commissioning and maintenance of new: pole mounted lights, bollard lighting and electrical infrastructure for the above-mentioned projects.

The two projects were bid as two separable portions under the title "City of Perth Lighting Project 2016/2017", with the opportunity of awarding the projects to two separate contractors. However following the evaluation it has been identified that one company is the preferred contractor for both projects.

In addition tenderers were asked to provide two prices for the lighting control of Russell Square Feature Lighting Project: A wireless DMX system control and a wired DMX system control.

Communications

A communication plan will be developed and this will be implemented in conjunction with the contractor's Construction Management Plan following Council approval of the works.

Contract Arrangements

The works will be delivered under a lump sum contract arrangement by one contractor.

Working hours will be Monday to Saturday, 7.00am to 7.00pm. Construction is anticipated to commence in July 2017 and the preferred contractor has indicated a 12 week construction period.

Summary of Submitted Tenders

Two lump sum offers were received on 06 April 2017 through the City of Perth's electronic tender website from the following contractors:

Stiles Electrical & Communication Services PTY LTD (Stiles Electrical)

- Option 1 \$647,700.78 (excluding GST)
- Option 2 \$659,787.51 (excluding GST)

Gillmore Electrical Services PTY Limited (Gillmore Electrical)

- Option 1 \$784,926.00 (excluding GST)
- Option 2 \$775,298.00 (excluding GST)

Tender Assessment and Evaluation Summary

Tenders were assessed initially against the following Qualitative Selection Criteria:

- SC1: Management and Personnel;
- SC2: Project Appreciation and Methodology;
- SC3: Relevant Experience;
- SC4: Ability To Meet City's Timeframe;
- SC5: Quality Control Procedures; and
- SC6: Tendered Price.

A Tender Evaluation Matrix is attached as Confidential Attachment 13.25B. An evaluation summary against the non-priced based selection criteria has been provided below:

Management and Personnel

Both submissions have provided details to evidence their qualification and experience of their key personnel to be involved in the project.

Project Appreciation and Methodology

Stiles Electrical provided a good understanding of the project importance and this was reflected in their proposed methodology that identified the required task as well as problems and complexities that are anticipated for the project. Gillmore Electrical provided a

reasonable understanding of the project with a step-by step approach and no indication of potential problems or complexities.

Relevant Experience

Both submissions provided relevant experience in working on lighting projects and demonstrated an understanding of the feature lighting concept that is in line with the City's requirements.

Ability To Meet City's Timeframe

Stiles Electrical has submitted a comprehensive program highlighting required tasks and milestones as well as time periods for long lead items. Potential delay items have been identified. Gillmore Electrical submitted a basic program highlighting required task and milestones. Their program does not clearly identify the sequence of events. It appears all works sites will start and complete at the same time.

Quality Control Procedures

Stiles Electrical and Gillmore Electrical are not currently certified by a third party to Australian Standards AS/NZS ISO 9001 'Quality Systems', however they have both demonstrated acceptable in-house quality control procedures.

Tendered Price

The tender price submitted by Gillmore Electrical for all work sites is the highest and does not demonstrate the best value for money. They have identified a 2.5% discount for the award of both projects: Urban Art lighting Project and Russell Square Feature Lighting Project. However even with the 2.5% discount applied the company's tender price still remains the highest. The tender price submitted by Stiles Electrical for all work sites is the lowest and demonstrates the best lump sum value for money despite not identifying a discount for the award of both projects Project.

The cost difference between Lump Sum Option 2 (Wired DMX) and Lump Sum Option 1 (Wireless DMX) is negligible at 2% for Stiles Electrical and 1% for Gillmore Electrical

To avoid any wireless interference problems, the City's preferred option is Lump Sum Option 2, Wired DMX.

Combined Qualitative and Priced Based Assessment Ranking

Confidential Attachment 13.25B details the relative scores of all submissions when both the qualitative and price based criteria were taken into consideration.

Project Budget

The approved budget for City of Perth Lighting Project is as follows:

CW1988	Pilot of minimum Standard Lighting	\$500,000.00
CW1986	Activate the Lighting Taskforce Structure	\$150,000.00
	- Russell Square Feature Lighting Project	
CW1989	Urban Art Lighting Project	\$200,000.00

The tender's cost implications are contained in Confidential Attachment 13.25B.

Financial Implications:

ACCOUNT NO:	CW1988
BUDGET ITEM:	Pilot of minimum Standard Lighting - Russell Square Feature Lighting Project
BUDGETED AMOUNT:	\$500,000.00
AMOUNT SPENT TO DATE:	\$31,649.76
PROPOSED COST:	\$463,505.10
BALANCE REMAINING:	\$4,845.14
ANNUAL MAINTENANCE:	
ESTIMATED WHOLE OF LIFE COST:	

ACCOUNT NO:	CW1986
BUDGET ITEM:	Activate the Lighting Taskforce Structure - Russell Square Feature Lighting Project
BUDGETED AMOUNT:	\$150,000.00
AMOUNT SPENT TO DATE:	\$17,376.15
PROPOSED COST:	\$123,210.22
BALANCE REMAINING:	\$9,413.63

ACCOUNT NO:	CW1989
BUDGET ITEM:	Urban Art Lighting
BUDGETED AMOUNT:	\$200,000.00
AMOUNT SPENT TO DATE:	\$50,916.97
PROPOSED COST:	\$138,201.38
BALANCE REMAINING:	\$10,881.65
ANNUAL MAINTENANCE:	
ESTIMATED WHOLE OF LIFE COST:	

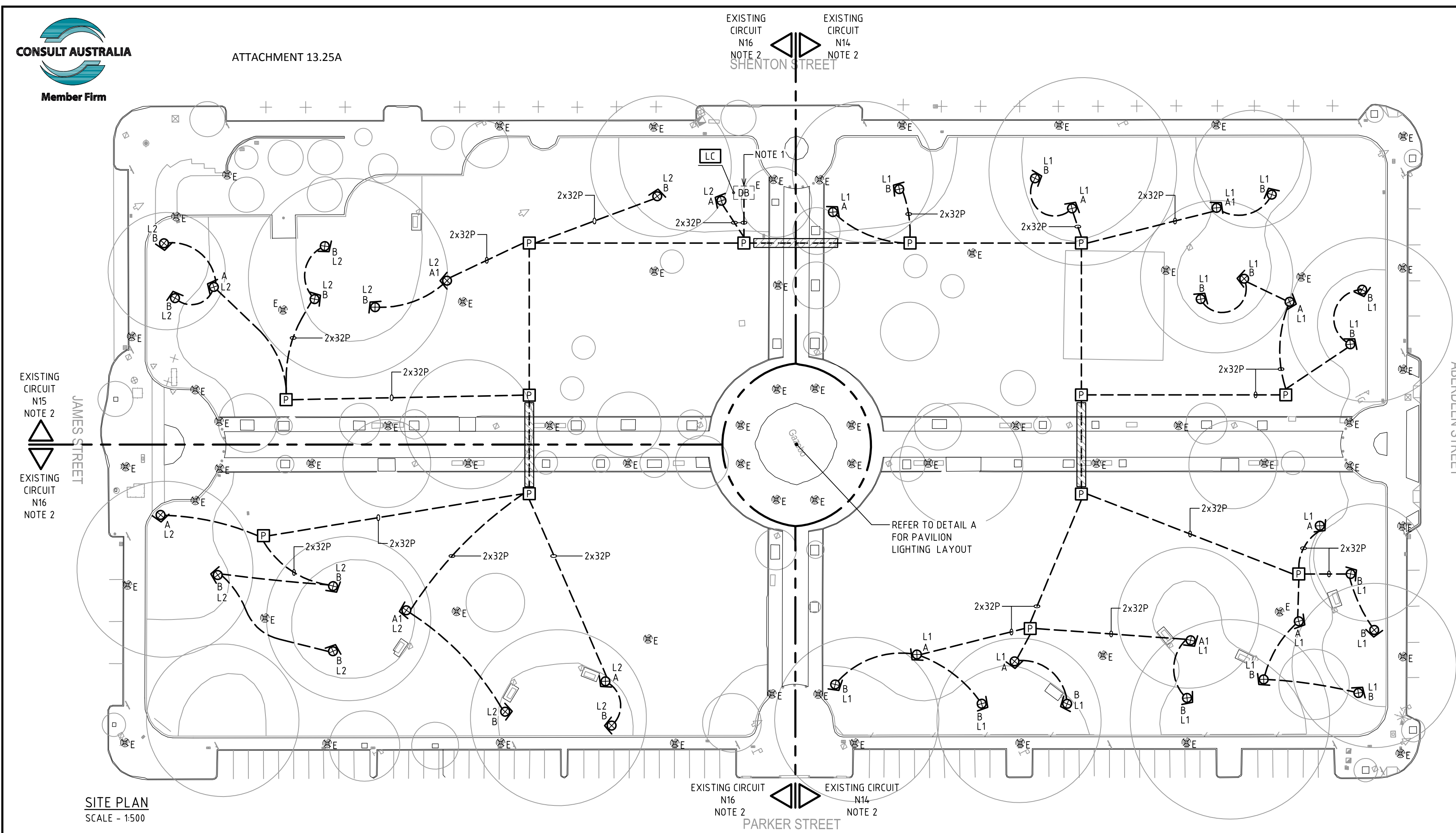
All figures quoted in this report are exclusive of GST.

Comments:

Stiles Electrical has been evaluated as the preferred tenderer. The two submitted tenders both performed well, however, Stiles Electrical demonstrated a superior understanding of the project. They identified potential issues and included strategies to ensure the project is delivered on time.

In addition, Stiles Electrical provided the most competitive price offering best value for money.

It is recommended to accept the lump sum tender price of \$659,787.51 excluding GST submitted by Stiles Electrical & Communication Services PTY LTD.



SITE PLAN
SCALE - 1:500

LEGEND

GROUND MOUNTED DECORATIVE LIGHTING CUSTOM BOLLARD SECURED TO CONCRETE PAD FOOTING CONTAINING DIRECTIONAL FLOODLIGHT LUMINAIRES. BOLLARD TO BE CUSTOM DESIGNED AND MANUFACTURED FROM MARINE GRADE ALUMINIUM SUPPORTED ON A TUBE FRAME, FULLY WELDED AND PAINTED TO APPROVAL. BOLLARD ENCLOSURE TO BE SIZED AND ARRANGED TO SUIT ALL LUMINAIRES AND CONTROL GEAR ALLOWING FOR ACCESS, ADJUSTABILITY, GLARE CONTROL, VENTILATION, DRAINAGE AND AESTHETICS TO APPROVAL. SUBMIT FABRICATION SHOP DRAWINGS FOR REVIEW.

A - TYPE A BOLLARD CONTAINS;

- 1 x TYPE 8 LUMINAIRE AIMED AT TRUNK AND CANOPY
- 1 x TYPE 9 LUMINAIRE AIMED AT TRUNK
- AIRLINK RECEIVER

A1 - AS PER TYPE A EXCEPT WITH WIRELESS LINK TRANSMITTER.

B - TYPE B BOLLARD CONTAINS;

- 1 x TYPE 9 LUMINAIRE AIMED AT TRUNK
- 2 x TYPE 10 LUMINAIRES AIMED AT SURROUNDING GROUND
- AIRLINK RECEIVER

LED STRIP LIGHT LUMINAIRE MOUNTED TO PAVILION STRUCTURE FRAME. REFER TO DETAIL A.

EXISTING POLE TOP LUMINAIRE TO REMAIN

TYPE 11 LUMINAIRE DRIVER IN IP56 ENCLOSURE PAINTED TO MATCH STRUCTURE. NOMINAL 70mm x 250mm x 45mm DEEP. REFER TO SECTION 1.

LIGHTING CONTROL ENCLOSURE (IP56 WITH LOUVRED VENTS PAINTED TO APPROVAL) WITH WIRELESS LINK AND HEAD END EQUIPMENT, MOUNTED TO SIDE OF DB.

POWER PIT. ACO TYPE 63 64.5mm x 300mm CLASS B WITH GALVANISED LID. REFER TO DETAIL B ON E-DT-01.

NEW 1x32mm DIA. PVC CONDUIT, ORANGE UOS. DENOTES NO. OFF AND DIA. OF UNDERGROUND POWER CONDUIT. CONDUIT ROUTES ARE APPROXIMATE ONLY AND SHALL BE CONFIRMED TO SUIT IRRIGATION AND EXISTING SERVICES LAYOUT.

DENOTES HORIZONTAL BORE

EXISTING COP DISTRIBUTION BOARD

LEGEND CONTINUED

TIME SWITCH. LEGRAND ALPHA REX ASTRO RANGE WITH OVERRIDE, DAYLIGHT SAVING FUNCTION AND GEOGRAPHIC/SUNSET FUNCTION

CONTACTOR COIL
No. = CONTACTOR NUMBER

CONTACT NORMALLY OPEN

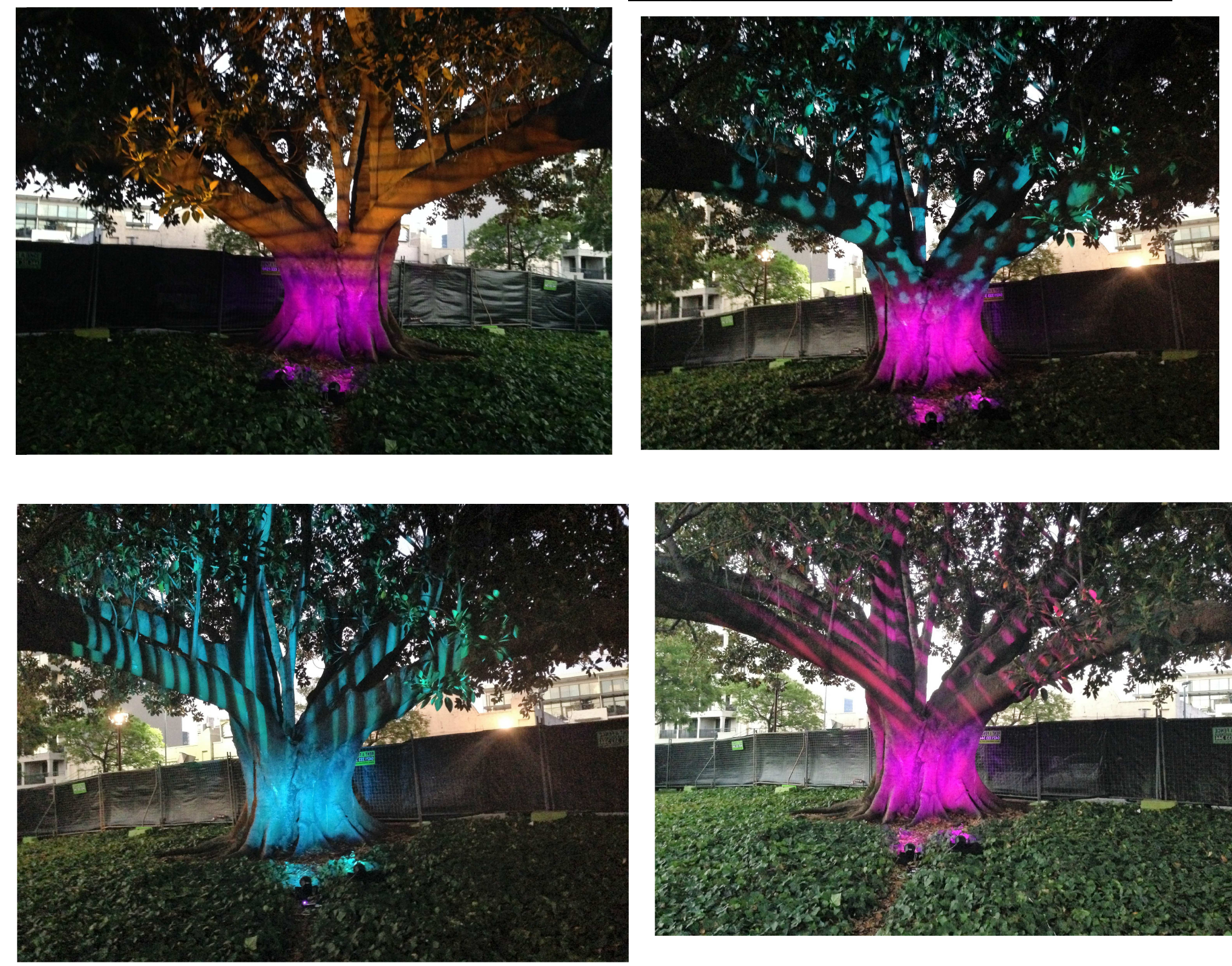
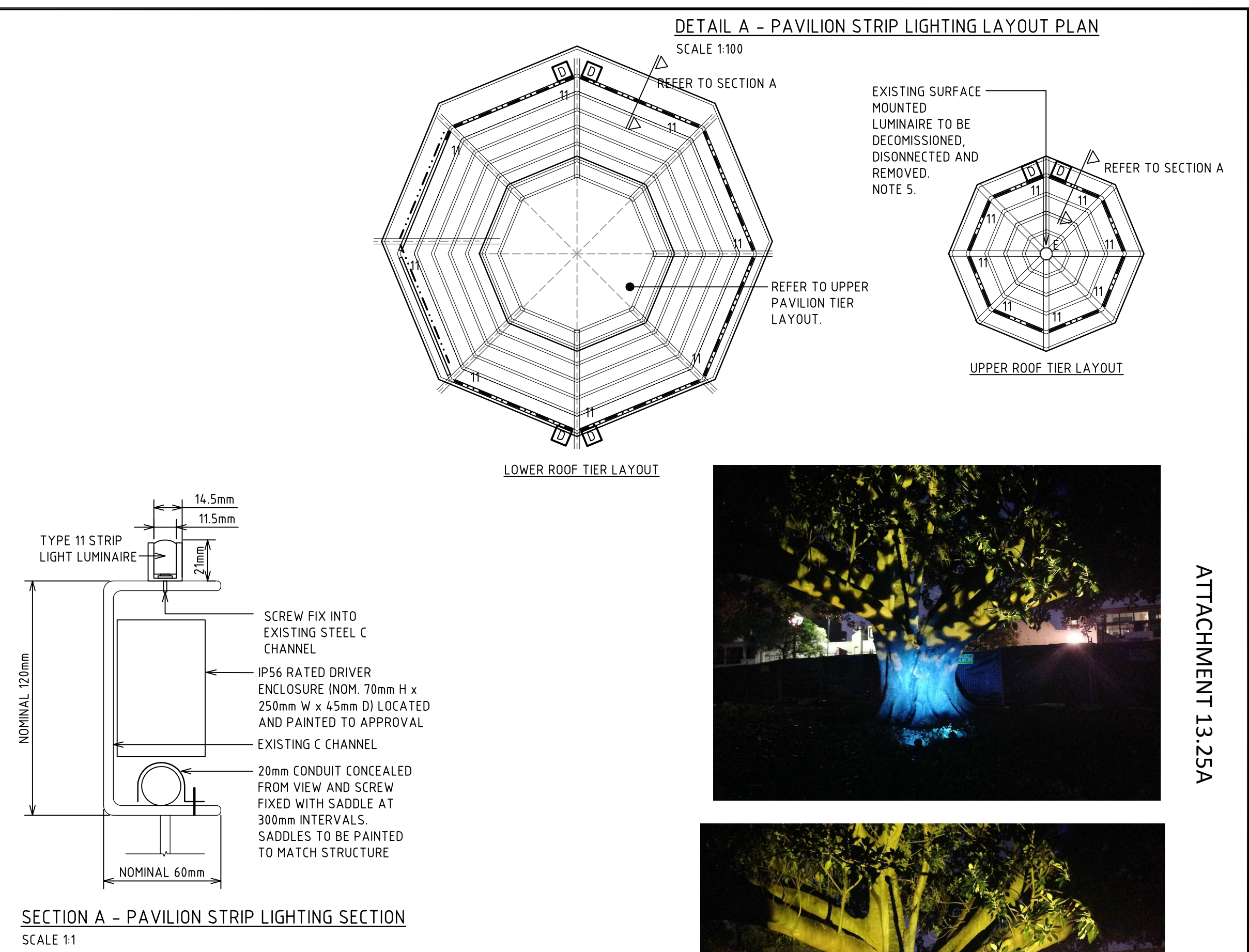
MCB/RCD 30mA
A - DENOTES RATING
B - DENOTES NO. OF PHASES

CIRCUIT BREAKER
A - DENOTES RATING
B - DENOTES NO. OF PHASES

AFPL ABOVE FINISHED PAVING LEVEL
BFPL BELOW FINISHED PAVING LEVEL
E DENOTES EXISTING TO REMAIN
FPL FINISHED PAVING LEVEL
UOS UNLESS OTHERWISE SPECIFIED

LUMINAIRE SCHEDULE
REFER TO SPECIFICATION FOR FURTHER REQUIREMENTS

TYPE	DESCRIPTION	LAMP
8.	IP66 PROJECTOR LUMINAIRE, WITH 46° WIDE BEAM OPTIC AND INTEGRAL DRIVER MOUNTED WITHIN CUSTOM BOLLARD. LUMINAIRE TO BE FULLY PROGRAMMABLE AND INTERFACED TO WIRELESS DMX512 TRANSCIVER AND BE COMPLETE WITH 6 CUSTOM GOBO'S. PROGRAMMING AND GOBO IMAGES TO BE TO CITY OF PERTH APPROVAL. MARTIN 'EXTERIOR PROJECTION 500' OR EQUAL APPROVED.	230W LED RGB
9.	IP67 FLOODLIGHT LUMINAIRE WITH 16° MEDIUM BEAM OPTIC AND INTEGRAL DRIVER MOUNTED WITHIN CUSTOM BOLLARD. LUMINAIRE TO BE FULLY PROGRAMMABLE AND INTERFACED TO WIRELESS DMX512 TRANSCIVER. PROGRAMMING TO BE TO CITY OF PERTH APPROVAL. PURELED 'SPRITE 3'. CAT No. PL-SPRITE3-RGB-R/240V OR EQUAL APPROVED.	12W LED RGB
10.	IP67 FLOODLIGHT LUMINAIRE WITH 46° WIDE BEAM OPTIC AND INTEGRAL DRIVER MOUNTED WITHIN CUSTOM STEEL BOLLARD. LUMINAIRE TO BE FULLY PROGRAMMABLE AND INTERFACED TO WIRELESS DMX512 TRANSCIVER. PROGRAMMING TO BE TO CITY OF PERTH APPROVAL. PURELED 'SPRITE 3'. CAT No. PL-SPRITE3-RGB-R/240V OR EQUAL APPROVED.	12W LED RGB
11.	SURFACE MOUNTED FLEXIBLE IP66 LED STRIP LIGHT LUMINAIRE WITH 160° BEAM OPTIC MOUNTED WITHIN PAVILION STRUCTURE. INSTALL STRIP LIGHT WITHIN ALUMINIUM CHANNEL. PROVIDE 240V/24V DRIVER TO SUIT LENGTHS AS NOTED ON THE DRAWINGS. DRIVER TO BE ENCLOSED IN AN APPROVED IP65 HOUSING LOCATED IN PAVILION STRUCTURE TO APPROVAL. PURELED 'FLEXITUBE' CAT No. PL-FLEXITUBE-WW-D/24V OR EQUAL APPROVED.	12W/m LED 2800K



POSSIBLE TREE LIGHTING IMAGES

CONFIDENTIAL ATTACHMENT 13.25B
ITEM 13.25 – TENDER 132-16/17 – CITY OF PERTH LIGHTING
2016/2017

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Agenda Item 13.26 Receipt of Organisational Capability and Compliance Assessment

Recommendation:

That Council:

- 1. receives the Deloitte Organisational Capability and Compliance Assessment (OCCA) of the City of Perth as detailed in attachment 13.26A.***
- 2. notes that an organisational response and prioritisation plan will be prepared and submitted to the Audit and Risk Committee, then and Council for adoption of an implementation plan.***

FILE REFERENCE:	P1033447#04
REPORTING UNIT:	Chief Executive Office
RESPONSIBLE DIRECTORATE:	Chief Executive Office
DATE:	30 May 2017
ATTACHMENT/S:	13.26A City of Perth Organisational Capability & Compliance Assessment – 22 May 2017

Legislation / Strategic Plan / Policy:

Legislation	Section 7.13 of the <i>Local Government Act 1995</i> Regulation 17 of the <i>Local Government (Audit) Regulations 1996</i>
--------------------	---

Integrated Planning and Reporting Framework Implications	Corporate Business Plan / Strategic Community Plan Council Four Year Priorities: Capable & Responsive Organisation S18 Strengthen the capacity of the Organisation
---	---

Purpose and Background:

Since January 2016, the City has initiated and implemented a number of transparency measures in addition to legislative requirements. In conjunction with these measures, the City appointed a new Chief Executive Officer on 1 September 2016. It was proposed that an external firm conduct a comprehensive organisational review to:

1. Build on the City's progress in reforming its governance and transparency;
2. Provide a baseline for the City's performance in these areas; and
3. Identify opportunities across the City for further improvement.

At the Ordinary Council Meeting held on **11 October 2016** Council resolved to engage an external agency through a public tender process, to conduct a comprehensive assessment of

the City's operations, including – but not limited to – the City's procurement processes, compliance with legislation, governance and decision making processes, finance and financial systems, business structure and performance measurement, and reporting processes.

A Request for Tender 76-16/17 – Organisational Capability and Compliance Assessment (OCCA) was issued and closed on 22 December 2016. Deloitte Touche Tohmatsu (Deloitte) were appointed to undertake the project.

A Terms of Reference document was developed by the City to define the background, objectives and purpose of the Assessment. This was approved by Council on **21 March 2017**.

The Terms of Reference outlined three key focus areas: Legislative Compliance; Rigour and Transparency; and Capability and Value, around which the assessment was structured. Within each of these focus areas, the assessment sought to answer the following questions

<i>Is the Organisation operating in compliance with relevant legislation?</i>	<i>To what extent does the Organisation deliver rigour and transparency in its decision making, controls and risk management?</i>	<i>Does the city have the right capabilities to deliver best value for its stakeholders?</i>
Relevant legislation including: <ul style="list-style-type: none"> • <i>City of Perth Act 2016</i> • <i>Local Government Act 1995</i> • Local Government Regulations • <i>Perth Parking Management Act 1999</i>. 	The scope includes, but is not limited to the organisational approach to: <ul style="list-style-type: none"> • Governance • Risk management • Contracts and procurement • Finance • Payroll. 	This project will respect the recent organisational re-structure and focus instead on an assessment of capability maturity, prioritising the City's primary services.

The City recognises the importance of good governance and maintaining the highest levels of transparency in its operations to protect and enhance its reputation as the Capital City of Western Australia. The City has made a commitment to lead the Western Australian local government sector in the areas of governance, risk management and transparency.

The Organisational Capability and Compliance Assessment (OCCA) was structured into six elements.

Three elements were organisation-wide assessments of:

- Legislative compliance assessment;
- Organisational capability maturity assessment; and
- Spend analytics.

This was supplemented with more detailed assessments of areas of Governance, Finance and Procurement diagnostics.

33 interviews were conducted with all senior management staff and other specialist staff within the fields of Governance, Finance and Procurement. Diagnostic and Executive Leadership Group validation workshops were also conducted at various intervals throughout the project.

The final OCCA report has now been provided for full public viewing in order to demonstrate the City of Perth's commitment to transparency and accountability.

The OCCA report contains 17 findings and five key recommendations for the City of Perth to consider. It is intended that Council receive the OCCA report in its entirety, and that an organisational response and prioritisation plan be prepared and submitted to a special Audit and Risk Committee meeting in July 2017. Subsequent to which Council will be requested to adopt an OCCA implementation plan.

Progress on achieving the actions identified within the implementation plan will be reported to the Audit and Risk Committee until such time as the committee is satisfied that all actions have been completed.

Financial Implications:

The OCCA had a budget of \$500,000. The tender submission from Deloitte was \$488,190 exclusive of GST.

Importantly the OCCA report notes *"By optimising procurement spend through improved sourcing practices, consolidation of contracts and improved contract compliance, the City has the opportunity to reduce total operational spend by 2%-6%. This would result in an approximate savings range of \$2million - \$5million per annum."*

However, the actual financial implications that arise from the delivery of initiatives that result from the findings/recommendations as described above, will be assessed and reported within future reports to Council.

Comments:

The City of Perth has undergone extensive change subsequent to the implementation of the *City of Perth Act 2016*, a major organisational restructure and specific projects that are in progress with the aim of equalling, if not exceeding other capital cities throughout Australia.

The Organisational Capability and Compliance Assessment (OCCA) will allow Council to prioritise areas for improvement to ensure the organisation continues towards its trajectory towards peak efficiency and maintains its ongoing commitment to providing optimal delivery to the Community.



City of Perth
Organisational Capability
and Compliance
Assessment

6 June 2017

Contents

1	Executive summary	6
1.1	Purpose	6
1.2	Legislative compliance	6
1.3	Rigour and transparency	7
1.4	Capability and value	7
1.5	Transformational change	8
1.6	Recommendations	8
2	Context	9
2.1	The scope of local government services has broadened over time	9
2.2	New legislation reflects the City's unique position as a capital city	10
2.3	Increased pressure on the City's capacity to deliver	10
3	Purpose and scope	11
3.1	Why did the City initiate the assessment?	11
3.2	What did the assessment examine?	11
3.3	Scope limitations	12
4	Approach	13
4.1	How was the assessment structured?	13
4.2	How were the work packages delivered?	14
5	Legislative Compliance	17
5.1	Introduction	17
5.2	The legislative environment	17
5.3	Findings	18
6	Rigour and Transparency	24
6.1	Introduction	24
6.2	The governance environment	24
6.3	Findings	25
7	Capability and Value	31
7.1	Introduction	31
7.2	The organisational environment	31
7.3	Findings	32
8	Transformational change	38
8.1	Introduction	38
8.2	A transformational restructure	38
8.3	Findings	38
9	Recommendations	42
	Appendix 1 – List of documents reviewed	46
	Appendix 2 – List of interviewees and workshop attendees	49

List of Figures and Tables

Figure 1: Total revenue versus total expenditure	10
Figure 2: Focus area questions and scope.....	11
Figure 3: The Deloitte Governance Framework	12
Figure 4: The work packages undertaken to complete the Organisational Capability and Compliance Assessment	13
Figure 5: Assessment activities	14
Figure 6: Services delivered by the City	20
Figure 7: Deloitte Governance Framework	25
Figure 8: Timeline of starters and departures since April 2015	30
Figure 9: Integrated Planning and Reporting Framework	32
Figure 10: Levels of change since restructure.....	35
Figure 11: Deloitte's Enterprise Model	38
Figure 12: Actual and preferred ELG work priorities	41
Table 1: Legislation and regulation reviewed in this Assessment.....	14
Table 2: Legislative Hierarchy	18
Table 3: Risk-rating and frequency of review period for Council policies	22
Table 4: Summary of issues found in Payroll	27
Table 5: Sponsor role gap analysis	40

List of terms and definitions

1995 Act	Local Government Act 1995
2016 Act	City of Perth Act 2016
the Assessment	the City of Perth Organisational Capability and Compliance Assessment
CBP	Corporate Business Plan
CEO	The Chief Executive Officer
CPP	City of Perth Parking
ELG	Executive Leadership Group
SCP	Strategic Community Plan
the Administration	the part of the organisation City under the CEO
the City	the City of Perth
the Council	the part of the organisation City that consists of elected members
the in-scope legislation	the most relevant and significant legislation as specified in the Terms of Reference
the organisation	a synonym for the Administration

Limitations of our work

General Use Restriction

This report is prepared solely for the internal use of City of Perth. This report is not intended to and should not be used or relied upon by anyone else and we accept no duty of care to any other person or entity. The report has been prepared for the purpose set out in the Terms of Reference and as described in section 3 of this report. You should not refer to or use our name or the advice for any other purpose.

Inherent Limitations

The Services provided are advisory in nature and have not been conducted in accordance with the standards issued by the Australian Auditing and Assurance Standards Board and consequently no opinions or conclusions under these standards are expressed.

Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made.

Our work is performed on a sample basis; we cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud.

Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by City of Perth personnel. We have not attempted to verify these sources independently unless otherwise noted within the report.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

About Deloitte Australia

In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 6,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit Deloitte's web site at www.deloitte.com.au.

The entity named herein is a legally separate and independent entity. In providing this document, the author only acts in the named capacity and does not act in any other capacity. Nothing in this document, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

Liability limited by a scheme approved under Professional Standards Legislation.

© 2017 Deloitte Consulting Pty Ltd.

1 Executive summary

1.1 Purpose

The City of Perth (**the City**) has made a commitment to lead the Western Australian local government sector in the areas of governance, risk management, transparency and culture.

The independent Organisational Capability and Compliance Assessment (the **Assessment**) was commissioned to:

1. Build on the City's progress in reforming its governance and transparency
2. Provide a baseline for the City's performance in these areas
3. Identify opportunities across the City for further improvement.

Following consultation with the City to define the target outcomes of work, the Assessment was structured around three key focus areas: Legislative Compliance; Rigour and Transparency; and Capability and Value. The Assessment focused on providing a baseline of the City's performance in these areas, and was not designed as an audit.

By its nature, this report is a critical assessment of the City's operations. It focuses on identifying opportunities for improvement, in support of the City's goal to be a leader in the sector.

The findings are summarised below. A full explanation of the observations leading to each finding, as well as why it is important to the City, can be found in the main report.

1.2 Legislative compliance

The Legislative Compliance focus area reviewed the legislative compliance of the services currently delivered by the City.

Summary findings:

No.	Finding
1	One instance of previously undisclosed non-compliance with in-scope legislation was identified. City of Perth Parking does not have a business plan, which is required under the Local Government Act 1995 for major trading undertakings.
2	The majority of the City's services are discretionary in nature and not prescribed by legislation. Discretionary services are subject to the City's interpretation of the objects of legislation, which gives the City the ability to adjust scope and service levels to maintain a sustainable financial position.
3	The high degree of interpretation required means the City must rely on strategy and policy to guide decision making, however the City's current strategy and policy frameworks are insufficient in their current form.

1.3 Rigour and transparency

The Rigour and Transparency focus area sought to assess the rigour and transparency in the City's decision making, controls and risk management.

Summary findings:

No.	Finding
4	Decision making processes vary across directorates, and are unclear to many internal stakeholders. Lack of clarity leads to excessive escalation and inefficient decision making.
5	Certain corporate business controls are weak, leading to increased reliance on manual effort to maintain compliance and manage risk.
6	Management reporting is inconsistent and does not provide the executive leadership with the information required to make effective decisions.
7	Aspects of governance and risk are being improved through the development and rollout of new tools and frameworks.
8	Compliance risks remain, particularly in the context of an unprecedented number of changes in the workforce. Awareness of compliance requirements is constrained by insufficient on-boarding, training and policy and procedure documentation.

1.4 Capability and value

The Capability and Value focus area investigated whether the City has the right capabilities to deliver best value for its stakeholders.

Summary findings:

No.	Finding
9	There is no clear alignment between organisational strategy and business unit strategies. Misalignment leads to conflicting priorities between business units.
10	The organisation is managing to overall budget, not to business outcomes. Prioritisation and decision making is not informed by consistent measures of value and performance.
11	The City is limited in its ability to make informed decisions on workforce management. A complex position structure is limiting standardisation of roles and payroll classifications.
12	New roles and responsibilities are not well understood across the organisation, particularly for processes that are executed across multiple business units.
13	Business processes are at varying stages of redesign and levels of maturity. Processes that involve multiple business units are not well defined, impacting efficiency and transparency.
14	Procurement spend could be optimised through improved sourcing, consolidation and contract compliance.

1.5 Transformational change

Further to the three focus areas described above, the assessment identified a fourth overarching issue impacting the City's compliance and capability into the future: the recent organisation restructure has initiated transformational changes in how the City operates, however some issues threaten the success of this change.

Summary findings:

No.	Finding
15	While the restructure is nearing completion, other important elements of successful change have not yet been addressed, representing a major risk in terms of performance, culture and retention.
16	The ELG is insufficiently aligned to support successful transformation. While there is natural tension between competing priorities, unified sponsorship is required to manage the change.
17	The ELG's capacity to shape and lead the change is constrained by a high proportion of time devoted to operational matters.

1.6 Recommendations

The organisation must now complete the transformation that began with the restructure. The next phase of the transformation should be sequenced so that critical questions of legislative framework, strategy and business model are addressed first. This approach will help to prioritise and align the City's various inflight and planned improvement initiatives to the strategic direction.

High level recommendations:

No.	Recommendation
1	Clarify the City's Legislative Framework and Corporate Governance Framework to improve transparency in how legislative obligations and objectives are interpreted and applied.
2	Complete the development of a clear organisational strategy that makes explicit strategic choices on the City's priorities and how it balances competing expectations.
3	Based on a clear organisational strategy, make deliberate choices about the organisation's future business model.
4	Strengthen the City's operating model design, aligning in-flight and planned work towards a common and consistent target state.
5	Align the leadership in support of the transformational change, supported by centralised program management and organisational change management.

2 Context

2.1 The scope of local government services has broadened over time

The City provides services to its residents, ratepayers and visitors that are much broader than the traditional functions of local government. Consistent with other councils, the scope of these services have broadened over time.

According to the Commonwealth Grants Commission (2001), local government's functions have increased due to the following five factors:

1. *Devolution*: where another sphere of government gives local government responsibility for new functions
2. *Raising the bar*: where another sphere of government, through legislative or other changes, increases the complexity of or standard at which a local government service must be provided
3. *Cost shifting*: where there were two types of behaviour. The first is where local government agrees to provide a service on behalf of another sphere of government but funding is subsequently reduced or stopped, and local government is unable to withdraw because of community demand for the service. The second is where, for whatever reason, another sphere of government ceases to provide a service and local government steps in
4. *Increased community expectations*: where the community demands improvements in existing local government services
5. *Policy choice*: where individual local governments choose to expand their service provision.¹

Further, local governments are not prevented from providing the same services that the State provides. Section 3.2 of the Local Government Act 1995 (the **1995 Act**) states: "The scope of the general function of a local government in relation to its district is not limited by reason only that the Government of the State performs or may perform functions of a like nature".

While there are a number of agreements between State and local government that affect service provision, there is often very little clarity around the funding arrangements for the provision of these services. Consequently, funding has not always kept pace with changes in demand and costs. The House of Representatives Standing Committee on Economics, Finance and Public Administration (2003) found that the "growth in local government's functions has far outstripped its financial capacity to discharge all those functions adequately."²

¹ Commonwealth Grants Commission, Review of the Operation of the Local Government (Financial Assistance) Act 1995, June 2001, pp. 52-3.

² House of Representatives Standing Committee on Economics, Finance and Public Administration, Inquiry into Local Government and Cost Shifting, February 2003, p. 10.

2.2 New legislation reflects the City's unique position as a capital city

City of Perth's role has also been broadened by The City of Perth Act 2016 (the **2016 Act**). The 2016 Act sought to lay down a legislative framework for the City recognising that it should play a unique role as the local government of the capital city of Western Australia.

The 2016 Act identifies its range of stakeholders including ratepayers, businesses, visitors and tourists, and paints a broad canvas of aspirational goals for the City and its stakeholders. However, it neither prescribes what activities should be undertaken nor how those activities should be undertaken.

The City is still subject to the 1995 Act, to the Department of Local Government and Communities and to the Minister for Local Government, as well as over 400 other identified pieces of relevant legislation.

2.3 Increased pressure on the City's capacity to deliver

The City's rate of revenue growth is not keeping pace with operating costs, placing the City's operating surplus under pressure that has not been previously experienced.

Instead of the traditional reliance on rates as the predominant source of revenue, the City has historically enjoyed a significant secondary revenue stream from on- and off-street parking. Over the period 2013/14 to 2016/17 (budget), revenue from parking has increased by \$5.2 million at a compound annual growth rate of 2.4%. Over the same period, expenditure assigned to parking bay licence fees, levied by the Department of Transport to all parking bays in the Perth Parking Management Area, has increased by \$6.4 million at a compound annual growth rate of 16.4%. The Parking Levy cost represented 15.5% of CPP's revenue in 2013/14, which has increased to 22.7% in 2016/17 (budget).

Since 2013/14, revenue growth has not kept pace with expenditure growth. During this period, the City's total revenue has increased at a compound annual growth rate of 4.0%, whilst total expenditure has increased at a compound annual growth rate of 6.6%. Other than the impact of the Parking Levy increase, part of this expenditure increase can be attributed to the organisational restructure, which occurred in April 2015. Compounding costs in the delivery of key services has placed the City's operating surplus under pressure that has not been previously experienced, as outlined in Figure 1 below.

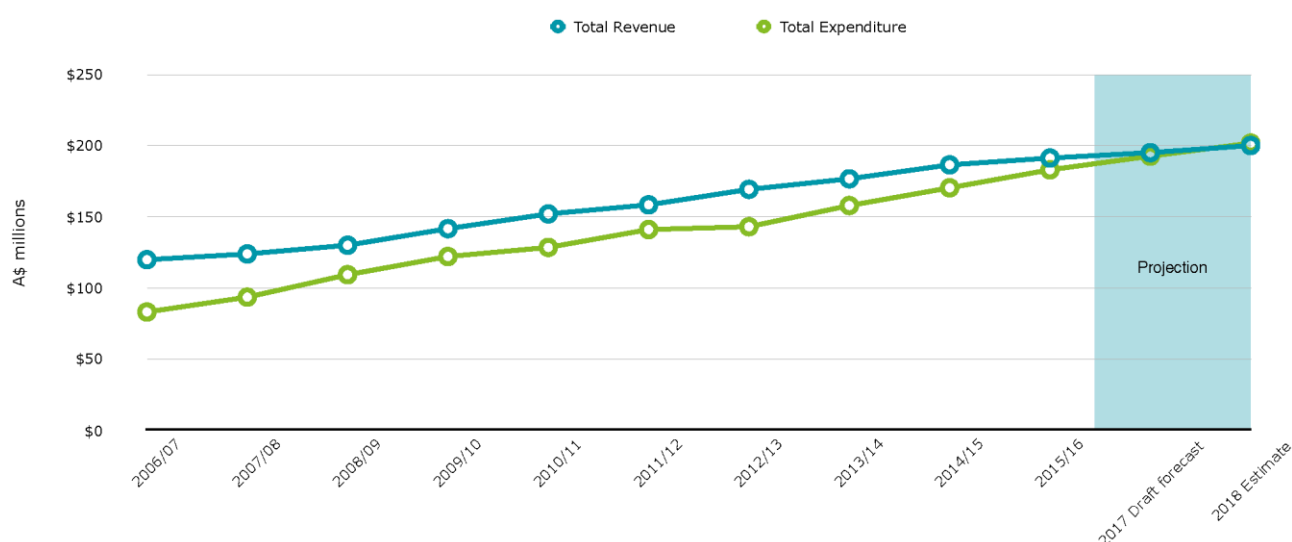


Figure 1: Total revenue versus total expenditure. (Source: City of Perth Long term financial analysis – Draft (Feb 2017))

In the context of a broadening role and increasing financial pressure, the City is left with the challenge of appropriately interpreting and implementing legislation, while balancing the competing interests of its various stakeholders in a financially sustainable manner.

3 Purpose and scope

3.1 Why did the City initiate the assessment?

The City recognises the importance of good governance and maintaining the highest levels of transparency in its operations, to protect and enhance its reputation as the capital city of Western Australia. The City has made a commitment to lead the Western Australian local government sector in the areas of governance, risk management, transparency and culture.

Since January 2016, the City has initiated and implemented a number of transparency measures and intends to build on these to better serve its residents, ratepayers and visitors. In order to demonstrate that it is meeting its respective obligations under State and Commonwealth legislation, the City must be in a position to understand its compliance with legislation and the effectiveness of its operations. Through a heightened level of rigour and transparency, the City intends to demonstrate that it is providing quality public services at competitive cost and optimum efficiency.

The independent Organisational Capability and Compliance Assessment was commissioned to:

1. Build on the City's progress in reforming its governance and transparency
2. Provide a baseline for the City's performance in these areas
3. Identify opportunities across the City for further improvement.

3.2 What did the assessment examine?

A Terms of Reference document was developed by the City to define the background, objectives and purpose of the Assessment. This was approved by Council on 21st March 2017.

The Terms of Reference outlined three key focus areas: Legislative Compliance; Rigour and Transparency; and Capability and Value around which the assessment was structured. Within each of these focus areas, the assessment sought to answer the following questions as outlined in Figure 2.

 LEGISLATIVE COMPLIANCE:	 RIGOUR & TRANSPARENCY:	 CAPABILITY & VALUE:
Is the organisation operating in compliance with relevant legislation?	To what extent does the organisation deliver rigour and transparency in its decision making, controls and risk management?	Does the city have the right capabilities to deliver best value for its stakeholders?
<div>Relevant legislation is defined as:</div> <ul style="list-style-type: none">• City of Perth Act 2016• Local Government Act 1995• Local Government Regulations• Perth Parking Management Act 1999.	<div>The scope includes, but is not limited to the organisational approach to:</div> <ul style="list-style-type: none">• Governance• Risk management• Contracts and procurement• Finance• Payroll.	<div>This project will respect the recent organisational restructure and focus instead on an assessment of capability maturity, prioritising the City's primary services.</div>

Figure 2: Focus area questions and scope. Source: Terms of Reference Assessment Terms of Reference

The Assessment focused on providing a baseline of the City's performance in these areas and was not designed as an audit.

3.3 Scope limitations

The Deloitte Governance Framework, Figure 3 below, defines the elements required for effective corporate governance. This figure is used to illustrate a number of scope limitations, described below.

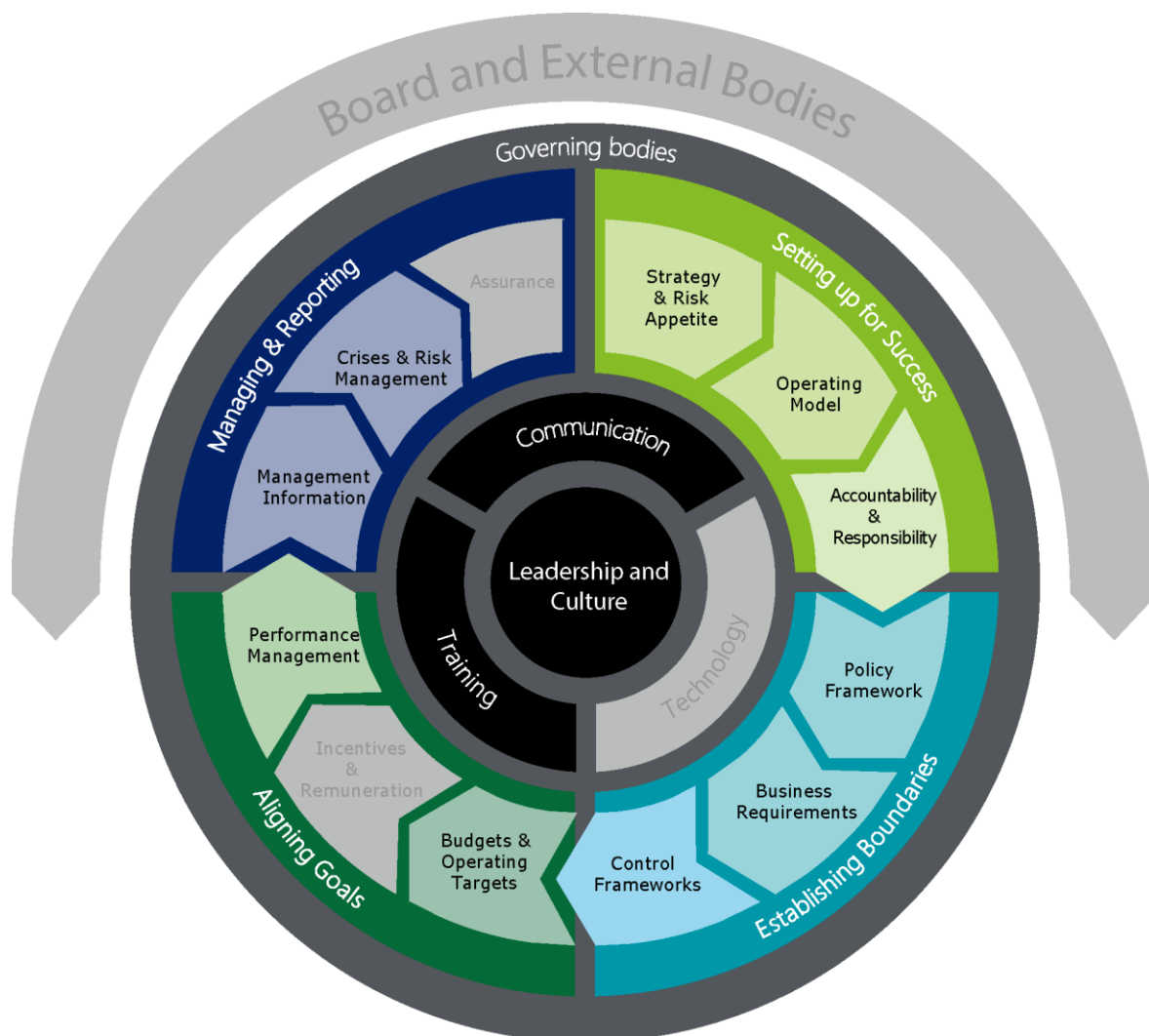


Figure 3: The Deloitte Governance Framework (Source: Deloitte)

The assessment focused on the City's governance and functions under the CEO (the **Administration**). With reference to Figure 3, the scope excluded:

- **Board:** The City's Council (the **Council**)
- **External Bodies:** Regulatory bodies relevant to the City, such as the Department for Local Government.

The assessment excluded three other elements:

- **Technology:** The City has recently completed a strategic review of its technology landscape, so the Assessment was instructed to avoid duplication of this work.
 - **Incentives & Remuneration:** The Assessment was focused on organisational capability maturity. It excluded assessment of the capability and performance of individuals and how incentives and remuneration are linked to governance outcomes.
 - **Assurance:** The scope excluded audit services, as the Assessment did not seek to replicate existing assurance processes. The Assessment reviewed whether the scope of the City's services are compliant with its legislative obligations, but did not seek to review all elements of legislative compliance.
- Finally, the Assessment cannot be construed as legal advice – the City is advised to seek legal advice if it wishes to test the assessment's findings further.

4 Approach

4.1 How was the assessment structured?

The Assessment was structured into six work packages. Three work packages were an organisation-wide assessment:

- Legislative compliance assessment
- Organisational capability maturity assessment
- Spend analytics.

These work packages were supplemented with more detailed diagnostic assessments in relevant areas:

- Governance
- Finance
- Procurement.

Figure 4 outlines how the work packages contributed to the three focus areas of the Assessment.

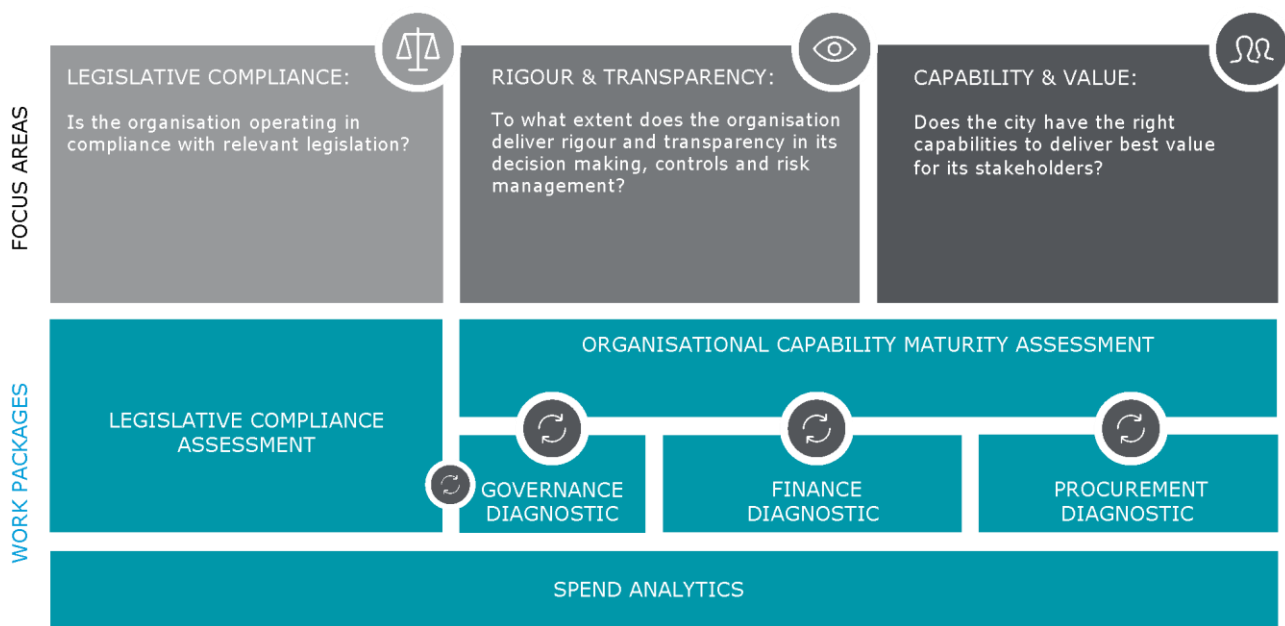


Figure 4: The work packages undertaken to complete the Organisational Capability and Compliance Assessment

4.2 How were the work packages delivered?

The key activities undertaken to deliver the assessment are outlined in Figure 5 below:

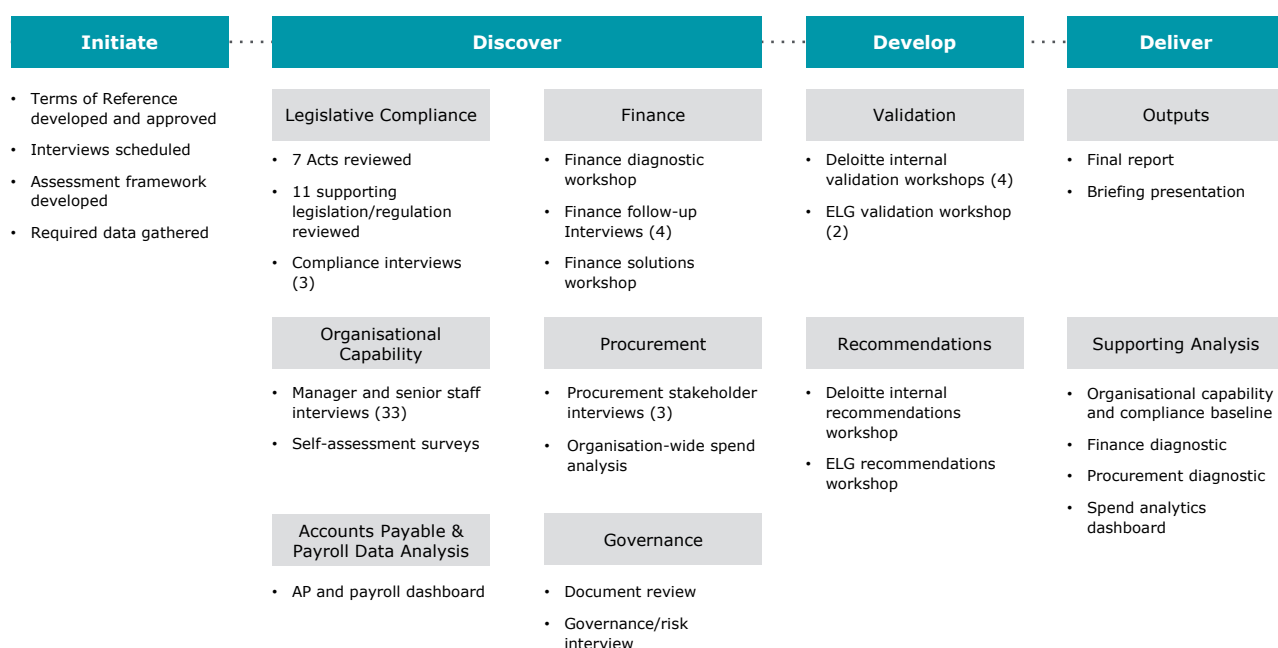


Figure 5: Assessment activities

The work packages were delivered using a range of methodologies and approaches, as outlined below.

Legislative compliance assessment

The Assessment sought to determine what services the City must and must not provide from a legislative perspective, relative to what services the City actually provides. Legislative compliance was assessed against a selection of the most relevant and significant legislation, listed below in Table 1:

In-scope legislation	Additional legislation considered
City of Perth Act (2016)	Environmental Protection Act (1986)
Local Government Act (1995)	Building Act (2011)
Planning and Development Act (2005)	Waste Resources and Recovery Act (2007)
Perth Parking Management Act (1999)	Food Act (2008)
Health Act (1911)	Perth Parking Management Regulations (1999)
Local Government Regulations	Building Regulations (2012)
	Local Government Regulations (1996)
	Litter Act (1979)
	Food Regulations (2009)
	City Planning Scheme (2015)
	Other local laws, such as the Perth Parking Local Law (2016)

Table 1: Legislation and regulation reviewed in this Assessment

See Appendix 1 for a list of all documents reviewed.

The City's legislative compliance obligations were ascertained by identifying and mapping key obligations against the City's policies and services. For example, where the City is legislatively required to perform a particular service, such as building control as mandated in the Building Regulations Act (2012), the City's relevant policies and services were assessed against that legislation. A gap analysis was then undertaken to ascertain any areas of non-compliance. The analysis was validated through a number of follow up interviews with relevant internal stakeholders as detailed in Figure 5 above.

This work produced a list of the City's services, and identified those that are mandated by legislation versus those that are discretionary.

Organisational capability maturity assessment

The purpose of this work was to determine the capability maturity of each of the City's functions focusing on four dimensions:

- Strategy
- People and organisation
- Process
- Governance.

A standardised five point maturity rating scale was used, measuring the extent to which capabilities are defined, measured and managed across each of these dimensions.

The assessment captured evidence through manager self-assessment questionnaires and structured interviews, based on Deloitte's Organisational Assessment Framework. The results were validated by comparing the self-assessed ratings with the documentary evidence. Where the documentary evidence could not substantiate a self-assessed rating, the rating was adjusted.

Finance diagnostic

The City's core Finance processes were assessed using feedback gathered through interviews of Finance's 'customers', inputs from two workshops, follow up interviews and a review of finance documentation including management reports and the chart of accounts.

This diagnostic defined the level of capability maturity in the City's Finance function, and an improvement initiatives roadmap outlining recommendations to bridge the current capability gaps.

Procurement diagnostic

The Procurement Diagnostic incorporated a procurement maturity assessment and a spend opportunity assessment. To determine the maturity of the procurement function, interviews were conducted with staff involved in contracting and procurement from across the organisation. The existing procurement process was documented based on these interviews, along with pain points and issues. A gap analysis compared the existing process to leading practices as defined by Deloitte's standard procurement process definition.

The spend opportunity assessment analysed the City's procurement data and applied Deloitte's benchmark savings per spend category, which represent the savings typically realised from addressing the gaps identified. This analysis informed a high level estimate of the savings opportunity related to improvements in procurement practices.

Governance diagnostic

Governance effectiveness was assessed using data gathered from workshops and manager interviews, discussions with governance stakeholders, and review of relevant documentation. The review conducted a gap analysis between leading practice as defined by Deloitte's Governance Framework and the current state.

Spend analytics

The Spend analytics work package analysed the City's accounts payable and payroll data. The data was consolidated and mapped to create an interactive dashboard. This dashboard was

used as a source of reference for the Assessment, to guide prioritisation and focus of activities, and to inform the analysis of payroll and procurement processes.

A standard suite of Deloitte tests were also applied to the accounts payable and payroll data to identify potential evidence of weak controls and poor practice.

5 Legislative Compliance

5.1 Introduction

This focus area sought to determine whether the organisation's services are delivered in compliance with relevant legislation.

5.2 The legislative environment

Legislative compliance is complex and multilayered

As the City operates within a number of legislative, regulatory and commercial environments, it faces a broad range of compliance obligations. Some of these obligations are consistent across the local government sector, such as the provision of waste services, while others are specific to the City, such as biannual meetings of the City of Perth Committee, given its status as a capital city.

The City's legislation and associated regulations cascade under a legislative hierarchy. Within this hierarchy, there are the head acts, namely the 2016 Act and the 1995 Act, which provide the framework within which other forms of legislation are able to come into effect. Underneath the head acts, there are over 400 pieces of lower level legislation and regulation that have varying applicability and degrees of prescription to service delivery or provision.

Table 2 below provides an overview of the legislative hierarchy and documents reviewed for the purposes of the Assessment.

Legislative Hierarchy	What this means	Legislation Examined
Head acts	Legislation that defines the existence, functions and significance of the City	City of Perth Act (2016) Local Government Act (1995)
Enabling legislation	Legislation that provides wide ranging powers to carry out functions	Perth Parking Management Act (1999) Planning & Development Act (2005) Health Act (1911) Environmental Protection Act (1986)
Service enabling legislation	Legislation that prescribes responsibility for particular services to the City	Building Act (2011) Waste Resource and Recovery Act (2007) Food Act (2008)
Service defining legislation	Legislation that defines the services the City may perform	Perth Parking Management Regulations (1999) Building Regulations (2012) Local Government Regulations (1996) Litter Act (1979) Food Regulations (2009)

Legislative Hierarchy	What this means	Legislation Examined
Operational requirements	Local laws, policies and schemes that define service provision and enforcement	(None reviewed)

Table 2: Legislative Hierarchy

Head acts are non-prescriptive

The head acts are not prescriptive about the services and the extent of services to be delivered. Instead, these head acts give local governments wide ranging powers to carry out almost all functions.

For example, the 2016 Act states that the first objective of the City is “to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors”. Similarly, the 1995 Act states that the general function of local government in Western Australia is to “provide for the good government of persons in its district.”

Enabling legislation and service enabling legislation can define what the City must and must not do

Only upon review of lower levels of the hierarchy does it become apparent what services the City must provide. Taking waste management as an example, the Waste Avoidance and Resource Recovery Act (2007) requires a local government to provide a waste service for the purpose of protecting human health or the environment. Local governments are required to comply with this obligation because of their responsibilities under the Environmental Protection Act (1986).

Other examples include the legislative requirement for the City to perform swimming pool and health inspections, which are prescribed in the Building Regulations Act (2012) and the Food Regulations Act (2009), respectively. The Building Regulations (2012) outline a local government’s responsibility to administer the State’s building regulations in accordance with the Building Code of Australia, relevant town planning requirements and local building laws.

However, the method by which such services are provided is sometimes up to the local government to decide. The City of Joondalup, for example, has chosen to substantially outsource its waste management service to a private contractor, whereas the City of Perth utilises a largely in-house workforce, supplemented by contractors and casual employees.

5.3 Findings

The legislative compliance assessment makes four key findings in relation to the City’s compliance obligations, the services it performs and how decisions (in relation to service provision) are made.

Finding 1: One instance of previously undisclosed non-compliance with in-scope legislation was identified

Observations

Through a review of the in-scope legislation, as well as those mechanisms the City has in place to enable compliance, one instance of non-compliance was identified in relation to the failure to prepare a business plan for the City’s major trading undertaking. No further evidence of non-compliance with in-scope legislation was identified.

A review of the in-scope legislation revealed the minimum service requirements with which the City must comply. Examples of these requirements are summarised below:

- The 2016 Act and the 1995 Act are administrative in nature and give the City wide ranging powers to carry out almost any function
- The Health Act (1911) allocates responsibility to the City for the construction and maintenance of all drainage within its district
- The Perth Parking Management Act (1999) requires the City to apply for and pay an annual licence fee for parking bays within the Perth Parking Management Area
- The Planning and Development Act (2005) mandates that all land that the City is responsible for be subject to the City's Planning Scheme, which provides for the creation of precinct plans, planning policies and guidance around decision making.

Each year, every local government in Western Australia must complete a Compliance Audit Return (the Return) that is submitted to the Department of Local Government and Communities. The Return asks a local government representative to answer a number of questions pertaining to the City's administration and operations, relative to legislative obligations. In 2015/16, the City self-disclosed 26 instances of non-compliance through its Return. For example, the City identified five occasions where procurement values exceeded or were about to exceed the tender threshold. Other areas of non-compliance reported by the City related to employee and Elected Member disclosure of interest and the disposal of property.

The first section of the 2015/16 Return considers Commercial Enterprises by Local Governments, including major trading undertakings. Major trading undertakings are defined in section 3.59 of the 1995 Act and Part 3 (9)(10) of Local Government (Functions and General) Regulations, where it is stipulated that any major trading undertaking must be supported by a business plan.

In its 2015/16 Return, the City responded that there were no major trading undertakings in 2016. The City of Perth Parking (CPP), however, can be considered a major trading undertaking under the definitions of legislation. The City had previously considered that the requirements under these pieces of legislation would not apply to CPP, as CPP began operating as a major undertaking prior to the Act's introduction in 1995/96.

During the course of this assessment, the City found that there was a transitional provision clause, which stipulated that if a business were to continue as a major trading undertaking it could be done without a business plan for two years (if the business were to cease before the completion of the two years) or one year if the operation were to continue. The City has never had a specific business plan in place for CPP, which means that City has been in breach of this provision since 1997. The City's staff are intending to address this compliance issue via the development of a CPP business plan.

Why is this finding important?

Maintaining a high degree of compliance demonstrates that the City is obeying laws and regulations in both its administration and operations. An ability to demonstrate compliance provides the Council, ELG, management, ratepayers and broader stakeholders with a degree of confidence that the City is doing what it should in an accountable and transparent manner.

Finding 2: The majority of the City's services are discretionary in nature and not prescribed by legislation

Observations

The City delivers 77 different services, represented in Figure 6 below. The legislative compliance assessment identified that 16 of these services are mandated as service requirements under relevant legislation (inner ring). Some services are able to be delegated by the State Government under legislation, such as affordable housing and pollution control (middle ring). Over time, the City's Council has chosen to provide other civic services beyond the mandated local government functions (outer ring).

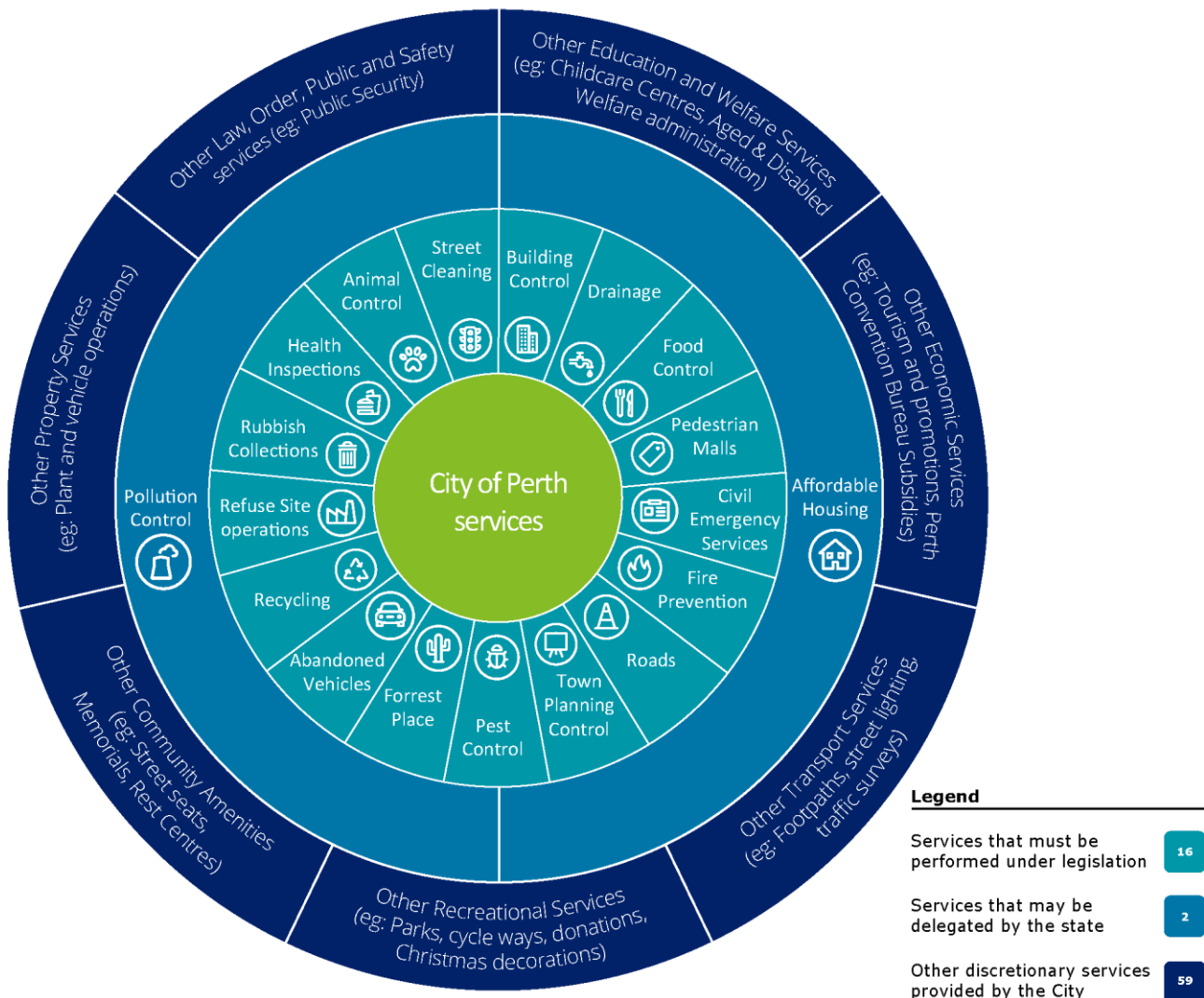


Figure 6: Services delivered by the City

It appears that a number of such discretionary services are provided on the basis of community demand. Further, the City is providing some services to a much wider group of service users than City residents and ratepayers. Social functions, such as management of homelessness, alcohol and drug problems, Skyworks, community safety and affordable housing are beyond the traditional scope of local government services. However the rationale, assumptions and benefits to ratepayers and stakeholders that underpin these services are not well documented, nor uniformly understood across the organisation.

The City does not have consistently and formally defined business requirements for its services; and where there are legislative obligations, these are not always reflected in policy and procedures. For example, the City's requirement to undertake inspections of food

premises, owing to its responsibility under the Food Regulations Act (2009), is referenced in the City's procedures, however, it is not reflected in a relevant policy. While there is no requirement for this legislative obligation to be reflected in policy, having a written Inspections of Food Premises policy in place would help clarify the City's position, whilst providing decision making requirements and guidelines on service provision.

Why is this finding important?

The City has an opportunity to enhance its governance framework by capturing legislative obligations under clearly defined service requirements. This view may take the form of a compliance management system or a regulatory compliance framework that defines the hierarchy of legislation, the City's resulting obligations and permissions, and its abilities to make choices on which services it will provide, including the extent of those services. By integrating legislative obligations with service requirements, the City will have a stronger foundation for making decisions on the services it provides, relative to its legislative obligations, financial capacity and organisational objectives.

Without a legal, social, economic and financial understanding of the implications associated with the provision of these services, the organisation is unable to quantify the funding and resources required to determine the sustainability of the service, and cannot inform decisions on service levels and trade-offs.

In current conditions, the City is managing its financial position with high scrutiny. The scope, service levels and level of subsidy of discretionary services are important levers in managing a sustainable operating surplus position for the City. Further, as State and Commonwealth governments pursue greater levels of fiscal austerity, it may be necessary for the City to undertake a business case to determine whether it is economically and socially feasible to take on additional services vacated by other spheres of government.

Finding 3: The high degree of interpretation required means the City must rely on strategy and policy to guide decision making, however the City's current strategy and policy frameworks are insufficient in their current form

Observations

With legislation prescribing only a subset of the City's services, it is up to the City's strategy and policy setting to direct the scope and extent of the services it delivers.

The organisation-wide strategy document for the City is the Strategic Community Plan (**SCP**). The SCP is published by the City every four years as a community facing strategy document that performs an important role in capturing the needs and priorities of the City. Underneath the SCP is the Corporate Business Plan (**CBP**), which defines the detailed implementation plan for services, key projects and capital investments over the next four years.

Previously, a decision was taken to exclude business-as-usual activities from these documents. Consequently, there are no priorities or targets set for business units such as Library Services and CPP. While this helps to focus the documents on the significant changes to the organisation, it has resulted in some of the City's business units being unable to rely on the SCP and CBP as the framework for detailed definition of their own services, priorities and operational targets, and demonstrating the contribution of these services to overall strategy.

While strategy should help inform discretionary choices and priorities, policies should define the mandatory business rules that business units must follow. There is a significant policy framework in place for the organisation, however as outlined below, the assessment identified some deficiencies in how the policies are risk rated and reviewed.

The City's Organisational Policy Manual defines a policy as a concise statement of strategic objectives, principles or specific operational activities that give effect to the City's obligations or objectives, minimise risk, guide subsequent decisions and actions and ensure that the community is served in an open, accountable, consistent and sustainable manner. Section 2.7(2)(b) of the 1995 Act states that the Council is to "determine the local government's

policies”, which are designed to provide direction for the ongoing management of City activities.

There are two policy categories at the City: firstly, a Council Policy, which is a policy required by legislation or a policy that governs a matter that affects the community and requires the approval of Council; and secondly, an organisational policy, which is a policy that affects the organisation’s day to day activities and does not require the approval of Council.

The City has developed procedures for both Council and organisational policies. According to these procedural documents, the objectives of the procedures are threefold: firstly, to ensure consistency in the formulation, approval and regular review of policies; secondly, ensure there is alignment between policies and the SCP; and finally, provide the approval mechanisms of the policies³. Through these procedures, the City has committed to initiating an annual review of each major policy (due to have commenced in January 2017).

Council policies

Since 2015, the City has been in the process of applying a risk-based approach to inform the frequency of the policy review period across Council and organisational policies. The City has initiated a risk-rating for the 109 Council policies, however at the time of our assessment, only 17 have been assigned a risk rating and a review period and a further four have been assigned a review period, but not a risk rating. Table 3, below, demonstrates the relationship risk-rating categories and policy review periods.

		Risk-Rating							Total
		No risk-rating applied	Insignificant	Low	Minor	Moderate	Medium	High	
Frequency of Review	No review period applied	88							88
	Annual	1							1
	Biennial	2		3		2	2	1	10
	Triennial		1	5	1	1	1		9
	Every 4 years	1							1
	Total	92	1	8	1	3	3	1	109

Table 3: Risk-rating and frequency of review period for Council policies

Further, there appears to be a high degree of variance between risk categories and review periods. For example, a policy rated as “high” risk has the same biennial review period as a policy rated “low” risk. Similarly, a policy rated “medium” risk has the same triennial review period as a policy rated as “insignificant” risk.

In the City’s Risk Management Framework, four categories of risk are defined and applied to the risks captured in the City’s risk register: Low, Medium, High and Extreme. These categories are inconsistent when compared with the risk-rating categories used in the Council Policy Manual. For example, of the City’s 17 rated policies, there are five policies that do not have a risk definition as presented in the Risk Management Framework.

A broader review of the Council Policy Manual shows that 60% of policies are outdated as these have not been reviewed in the last five years. Examples of outdated policies governing

³ Procedure – Council Policies, City of Perth, 24 October 2016; Procedure – Organisational Policies, City of Perth, 24 October 2016.

service provision include On-street Parking Policy (last reviewed in 2009), Road Safety Audits Policy (last reviewed in 2010) and Community Consultation Policy (last reviewed in 2002).

Organisational policies

The City has ten organisational policies in place, considered to be those which affect the organisation's day to day business and do not require the approval of Council. Four of these policies do not have a risk-rating. Those that are risk-rated, however, apply the same defined risk categories that are presented in the City's Risk Management Framework.

Six of the ten organisational policies have not been reviewed in line with the intended review dates.

Why is this finding important?

Without clarity in the City's strategic choices and business rules, it is difficult for the City to demonstrate transparency and strategic alignment in its decision making and resource allocation. Such a demonstration is particularly important in the absence of prescriptive legislative obligations.

While there is a substantial policy framework in place, clearer alignment with the legislative obligations that do exist, combined with an improved regime of risk rating and review, will help to maintain and demonstrate the currency and completeness of the City's policies.

6 Rigour and Transparency

6.1 Introduction

The second focus area sought to determine the extent to which the Administration delivers rigour and transparency in its decision making, controls and risk management.

6.2 The governance environment

Why is good governance important?

The Governance Institute of Australia states that ultimately, good governance is important "to ensure value is delivered to the community for the rates and other charges it pays and which form the foundation for sustainability in the future". Good governance provides the foundation for rigour and transparency in the City's decision making, controls and risk management.

How is good governance achieved?

The 1995 Act does not specify how good governance should be achieved, and it is up to local governments to interpret and apply governance practices for both Council and the administration. There are various sources for guidelines on effective governance. The Victorian Good Governance Advisory Group defines the fundamental components of good governance in local government as enabling:

- **Accountability** – being answerable for the consequences of decisions made
- **Compliance** – demonstrating compliance with relevant legislation and policies
- **Transparency** – clarity and openness in the decision-making process
- **Fairness and equity** – demonstrating that the decision-making process has considered the interests of all relevant members of the community
- **Efficiency and effectiveness** – putting resources to best use.⁴

What did the assessment examine?

For the purposes of this Assessment, Deloitte's Governance Framework was used to assess the City's governance. The framework, as depicted in Figure 7 below, is split into five distinct sections:

- **Governing bodies** – setting the tone of the organisation and level of oversight for critical activities
- **Setting up for success** – establishing the organisation's strategic plan and risk appetite, operating model and accountabilities/responsibilities
- **Establishing boundaries** – assessing the level of policy/regulatory requirements and establishing policy and control frameworks
- **Aligning goals** – aligning budgeting and planning, performance management and reward to the organisation's strategic plan
- **Managing & reporting** – assessing usefulness of management information, level of risk management and clarity of board assurance to assist with decision making.

⁴ Victorian Good Governance Advisory Group, *Good Governance Guide*, 2012.

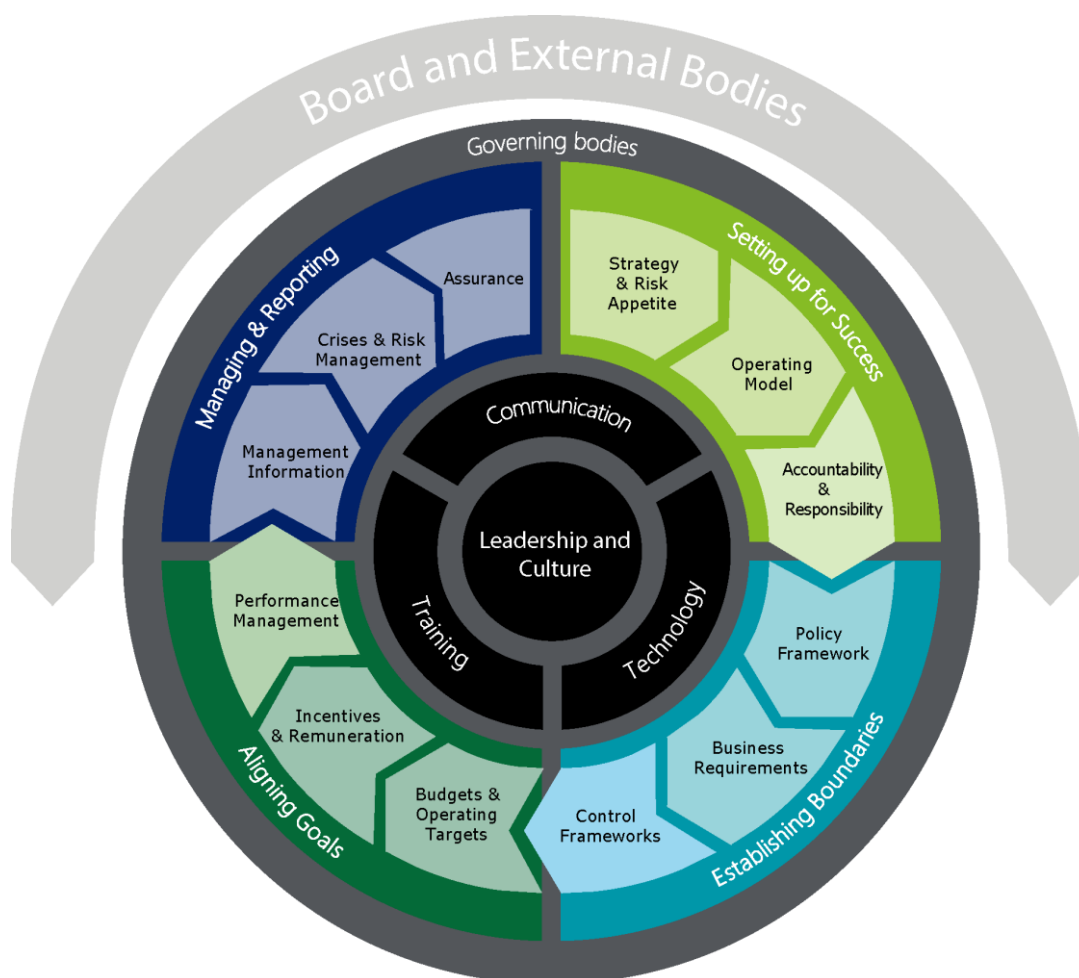


Figure 7: Deloitte Governance Framework (Source: Deloitte)

6.3 Findings

The Organisational Capability Maturity Assessment identified five priority findings in relation to the City's rigour and transparency.

Finding 4: Decision making processes vary across directorates, and are unclear to many internal stakeholders

Observations

Each directorate and business unit has its own decision-making groups with varying meeting cadence, informal schemes of delegation and escalation triggers.

While the City has a documented scheme of delegation, the Assessment did not find evidence of formally defined, clearly communicated terms of reference for each internal decision-making group, nor were there consistently defined processes for decision making.

Decision making was reported to be more effective within directorates, however where decision making crossed organisational boundaries, interviewees reported a number of challenges such as:

- Delays and inefficiencies in resolving decisions, including a high degree of escalation to ELG to resolve decisions
- Lack of awareness of meeting forums, their intent and authority to make decisions
- Challenges with scheduling and availability of interested parties given the large number of internal stakeholders
- Relevant stakeholders not being consulted early enough in a process

- Increasing instances of managers only including a subset of relevant stakeholders in the decision-making process.

Why is this important?

In the absence of defined decision making rights and processes, the organisation suffers unnecessary friction, delays and escalations. Formalising decision rights in role descriptions and terms of reference will help to improve the rigour, transparency and efficiency of decision making, while reducing the unnecessary operational burden on the ELG.

Finding 5: Certain corporate business controls are weak

Observations

Review of compliance documentation and interviews confirmed that internal controls are defined and measured across the organisation. However, the effectiveness of some controls appears to be weak as outlined below.

Organisational policy and procedure

Finding 3 (above) identified that while the City has an established policy framework, the majority have not been reviewed in the last five years. Some managers also reported issues with policies being inconsistent, and in some cases, conflicting. Without structured, consistent and comprehensive organisational policies, some managers reported that they are, at times, selectively compliant with policies, where they consider that the policy lacks relevance. Determination of relevance is a subjective process that varies between managers. For example, a manager reported that their team uses a number of workarounds to get things done where current policies and procedures are restricting their ability to react to community and stakeholder needs.

Information systems

The City's information management systems are not seen as enabling effective and automated controls. Managers reported issues including:

- Limited workflow and automation leading to heavily manual processes
- Semi-automated processes which could be redesigned to be fully automated
- Transfer of data between systems requires manual extraction of data from source systems into spreadsheets, manipulation and re-entering into receiving systems
- Limited access to operational data which should be shared across business units to increase the visibility of operations.

To address this, there are a number of in-flight IT initiatives planned for delivery between 2017 and 2021, such as replacement of ageing systems and investment in new capabilities.

Supplier spend management

The City's approach to supplier and contract management is decentralised, with responsibility at the project or business unit level. There are limited controls in place to facilitate compliance with the City's Purchasing Policy (CP 9.7 Purchasing, 2015) and the 1995 Act, which articulates quotation/tender thresholds which apply to the procurement of goods and services.

Interviews suggested that most spend owners have little awareness of suppliers' cumulative spend. While the Contracts and Procurement team generates a monthly Contracts Expenditure Report listing cumulative supplier spend over \$75,000, interviews indicated this report is not consistently reviewed by business units, and does not provide visibility of spend under this threshold nor spend that is not under contract.

Payroll accuracy

A suite of automated tests were applied on the payroll data as part of the Assessment. This analysis flagged a number of transactions that the City should validate and or further investigate to confirm their accuracy and validity. These preliminary observations may reflect weak controls or data quality issues, or may be valid scenarios that are not self-evident in the data examined.

There are acknowledged issues with the accuracy of payroll and the manual controls put in place to mitigate errors. There is extensive use of handwritten forms in the payroll process, which require manual verification, a time intensive activity.

Payroll errors and near misses have been formally tracked since December 2016. During the period December 2016 to March 2017, 44 errors and near misses, which originate in both business units and payroll, were identified and recorded. These issues are outlined in Table 4 below.

	Issues generated in business units	Issues generated by payroll	Total
Number of Payment Errors	19	20	39
Number of Payment Near Misses	5	0	5
Total	24	20	44

Table 4: Summary of issues found in Payroll (Source: City of Perth)

The manual preventative control of having managers individually review and sign off their team's pay at each pay run appears ineffective, with many managers reporting that they were not in a position to vouch for the accuracy of the data.

Non-standard payments, such as overtime, carry the highest risk of error. For example, calculations related to overtime are recorded on employee summary sheets, outside the payroll system. There are no controls to validate the data recorded in the payroll system to ensure that all overtime items are in line with the relevant Enterprise Bargaining Agreement (EBA) and business rules.

In 2015/2016 overtime payments at double time (or greater) accounted for \$1.76 million (77% of total overtime and 2.2% of total payroll). Potentially, this cost could be reduced through consistent interpretation and application of overtime rules across business units as well as more effective workforce management practices to reduce the requirement of employees to undertake overtime hours.

The City is aware of the payroll issues outlined above and there is a planned initiative to address these through replacement of the payroll system as part of a larger Human Resources Information System project.

Invoice approvals

Finance reported that the proportion of invoices that remain unauthorised at month-end has increased substantially, from a long-term average of around 400 per month, to 900 per month in the last four to five months. Finance attributed this increase to new managers who were not familiar with the accounts payable process and associated deadlines.

Non-compliance with the invoice approval process impacts month-end close timelines as Finance must follow up with authorised approvers, and post month-end accruals where no action is taken. The value of accruals posted as a result of unapproved invoices at month-end is approximately \$1.3 million. Posting month end accruals is time consuming and increases the risk of variance in the City's financial projections.

Accounts payable

A suite of automated validity tests was applied on the accounts payable data as part of the Assessment. This analysis flagged a number of transactions that the City should further investigate to confirm their accuracy. These may reflect weak controls or data quality issues, or may be valid scenarios that are not self-evident from the data examined.

Lease management

Management of parking bays is split across CPP and the Properties Business Unit, due to inclusion of parking in lease arrangements. Interviewees identified that there are insufficient controls in place to prevent leases from lapsing, and changes to the parking capacity of leased properties is not consistently identified and applied, impeding the ability to accurately report on the total number of active parking bays.

Why is this finding important?

Internal controls are critical in the delivery of rigorous and transparent processes. The gaps identified should be addressed to provide improved assurance to the City's management and its stakeholders that the City is operating in a compliant and effective manner.

Finding 6: Management reporting is inconsistent and does not provide the executive leadership with the information required to make effective decisions

Observations

The quality of management information available to directors and managers was consistently reported to be poor, particularly reports provided by the Finance and Human Resources (HR) business units.

Finance reporting

Many interviewees commented on inconsistency in financial reporting. Directors and managers raised concerns about the scope, format, accuracy and timeliness of regular budget reporting. Several directors also provided examples of management reports that they have developed locally to supplement reporting provided by Finance.

Finance faces challenges in providing consistent and useful reporting, due to the lack of standardised, automated reports, the complex structure of the City's chart of accounts, and the insufficient integration across the City's various information systems.

Interviewees reported widespread support for the Directorate Accountants – a new role created to support each Directorate with financial analysis. However the quality of reporting is impacted by the high degree of manual effort, leading to a lack of confidence in the analysis provided.

Human Resources reporting

Finance and HR systems are not configured to provide an integrated view of workforce data. Generation of workforce reports is a manual, time consuming process with inputs from a mix of systems-based data and information provided by individual business unit managers.

Furthermore, the ELG reported discrepancies in the data provided in the HR monthly report and indicated they were reluctant to rely on it to make decisions given the inaccurate information.

Why is this finding important?

Unnecessary effort is spent on compiling data and reconciling differences, rather than using reports to draw insight. The lack of reliable and efficient management reporting impacts the City's ability to maintain oversight of operations and make informed and timely decisions.

Finding 7: Aspects of governance and risk are being improved through the development and rollout of new tools and frameworks

Observations

The Governance business unit supports the City by providing an advisory service in the fields of Risk, Strategy, Corporate Planning and Corporate Governance. The stated purpose of the City's Governance Business Unit is to "establish effective and efficient systems and processes

to ensure compliance, accountability, fairness and transparency to all of its stakeholders” (Governance Business Unit 2016/17 Business Plan).

New compliance tools that the Governance Business Unit has recently developed include:

- Corporate Compliance Calendar: a tool that identifies legislative compliance tasks to be completed by the City on a continuous basis. In time, the calendar is expected to help managers actively manage their compliance tasks
- Compliance Accountability Listing: a tool that is designed to identify legislative requirements (and other instruments) that apply to an individual and/or business unit
- Take Action Notice: through the use of a paralegal, the City identifies legislative changes captured in the Gazette, which is then communicated through to the management team
- Document Control Box: an addition to the City’s Policy template, to provide a consistent record of the policy custodian, any compliance requirements, risk rating and review frequency.

These tools are considered to be consistent with good practice and the City should continue to roll-out and embed them.

The City launched its new Risk Management Framework in early 2017. This framework has been developed and maintained by the Governance Unit to support the City to be more effective in recognising and managing its key risks at both the strategic and operational level. It also serves to further educate managers and staff on the value of effective risk management.

The City recognises that there is more work to be done to implement a truly effective and responsive risk management framework throughout the organisation. Such an approach will better equip the City to make risk-based decisions and to help prevent major incidents. For example, the City needs to develop a consistent approach for escalating and addressing significant risks identified by operational staff, such as asset condition risks and car park customer safety risks.

Why is this finding important?

Effective corporate governance plays a key role in maintaining rigour and transparency of the City’s operations, and provides reassurance to stakeholders that it is meeting their expectations. The City will benefit from a continued commitment to further develop and embed its corporate governance practices.

Finding 8: Compliance risks remain, particularly in the context of an unprecedented number of changes in the workforce

Observations

The City’s recent organisational restructure has had a number of impacts on the City’s operational environment. The restructure established one new directorate and a number of new and significantly changed business units. This restructure also led to a large change in the City’s workforce with the appointment of 158 new (permanent and fixed term) and departure of 152 employees since April 2015, as illustrated in Figure 8 below.

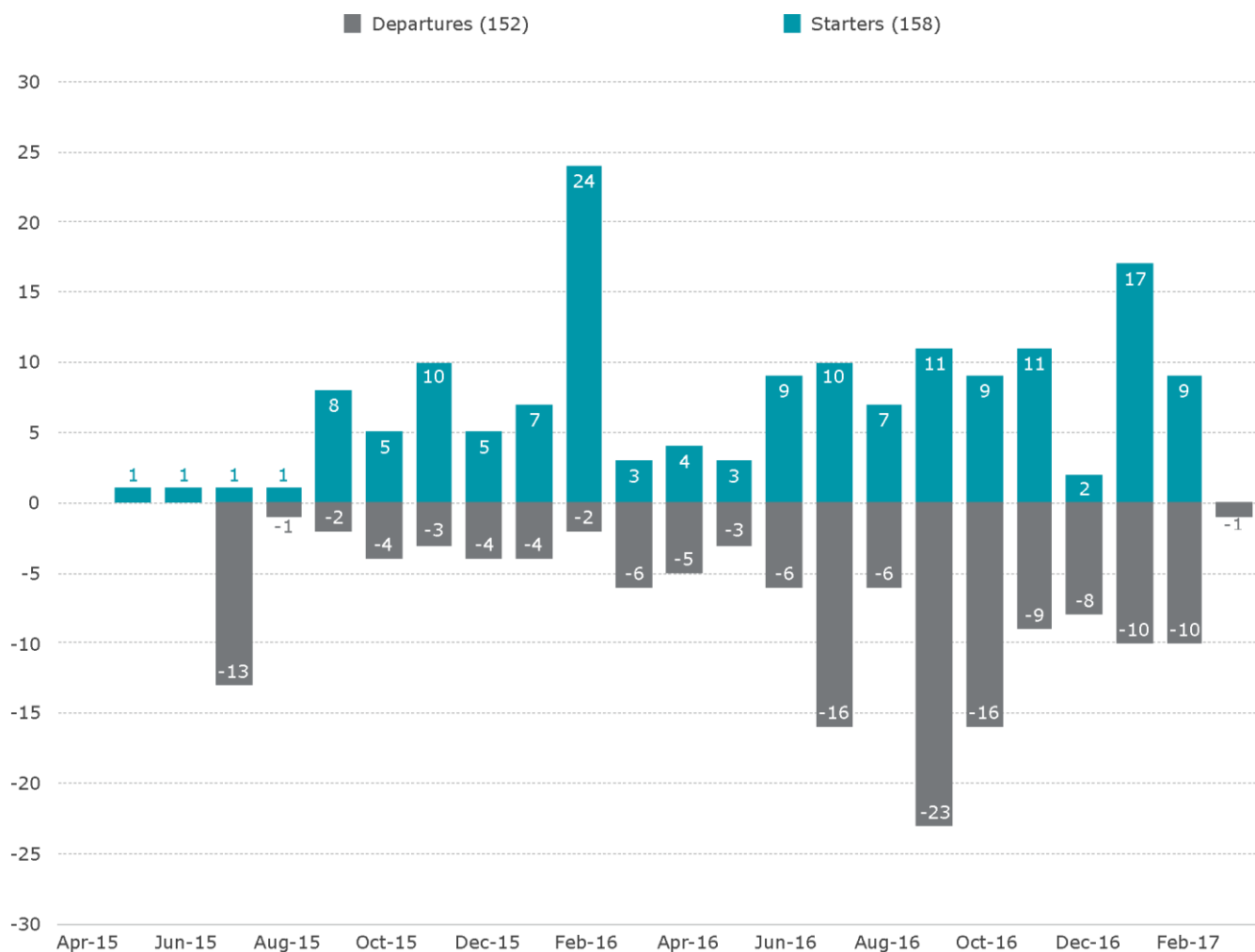


Figure 8: Timeline of starters and departures since April 2015 (Source: City of Perth)

These organisational changes have increased the risk of non-compliance, loss of organisational knowledge with staff leaving and new staff joining the organisation, often from outside of the local government sector.

Interviews identified that the on-boarding program had not proved sufficient in training new staff in compliance. Combined with outdated policy and procedure documentation, this omission has led to a reliance on existing employees to educate new starters about the City's ways of working, such as the navigation and application of legislative obligations, policies and procedures, systems and execution of daily activities.

The ELG voiced concerns about the potential for this organic approach to on-boarding inadvertently reinforcing poor behaviours and causing incorrect execution of tasks through adoption of a 'this is how we have always done it' mindset. The ELG also highlighted the need for existing employees to regularly refresh their knowledge of the City's responsibilities, restrictions and the legislation under which it operates.

Why is this finding important?

A concerted effort is required to refresh all staff on the City's policies in order to align ways of working to the obligations as set out in these policies.

7 Capability and Value

7.1 Introduction

The third focus area set out to determine the extent to which the City has the right capabilities to deliver best value for its stakeholders.

7.2 The organisational environment

This focus area set out to assess the organisation's capability maturity, meaning the extent to which its capabilities are defined, measured and managed. The current state of the City's organisation provided important context to the assessment, as summarised below.

Organisation structure is new and stabilising

The City is in a state of transition, having recently undertaken a significant restructure. Many business units are still embedding the resulting changes to their structures, teams and services, including defining roles, processes and procedures.

Large proportion of managers and employees are new to the City

158 permanent and fixed term employees have joined the organisation since the announcement of the restructure from various industries, bringing innovative ideas to the City. This change has introduced new diversity of expertise and talent but risks diluting organisational understanding of public service operations, with a number of managers new to local government.

7.3 Findings

The Assessment identified six findings regarding the City's capability maturity.

Finding 9: There is no clear alignment between organisational strategy and business unit strategies

Observations

The City's Integrated Planning and Reporting Framework, outlined in Figure 9, shows the interaction between plans, informing strategies and strategic enablers.

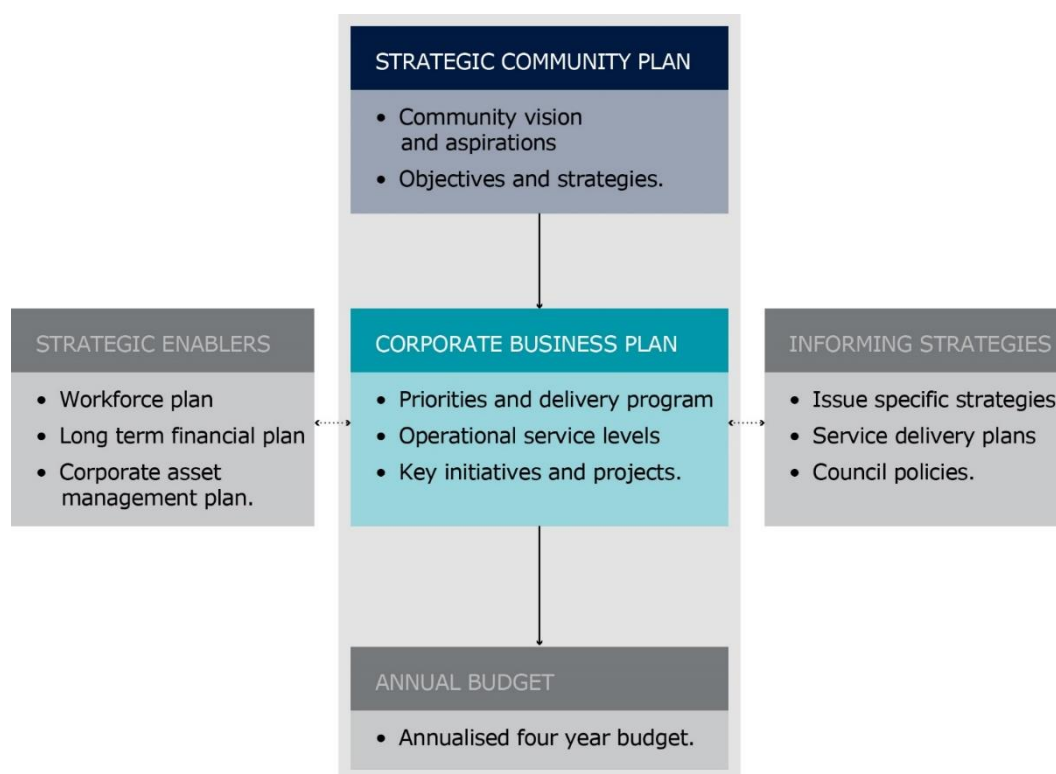


Figure 9: Integrated Planning and Reporting Framework (Source: City of Perth)

Interview feedback from directors and managers, combined with a review of existing plans and enablers, revealed that the SCP and the supporting Corporate Business Plan (CBP) do not effectively capture the organisation's strategy. Three specific issues were identified – absence of business as usual activities, insufficient target setting, and a lack of integration between the various strategy and planning documents. These issues are outlined below.

The Strategic Community Plan (SCP) is the organisation-wide strategy document for the City. The SCP is a community facing strategy document that is refreshed every four years. Its purpose and function is formally defined in Regulation 19C of the Local Government (Administration) Regulations 1996. As the SCP is necessarily an external facing document, it does not fulfil the role of an internal business strategy for the organisation. Specifically, it lacks a clear and complete articulation of the City's strategic choices, priorities and targets.

A decision was previously taken to exclude business as usual activities from the SCP and the CBP. Consequently, the documents do not explicitly define the contribution of all business units to the organisation's strategic priorities, nor define and prioritise specific objectives for each business unit. The Community and Commercial Services Directorate reported the most concern that it cannot align to the SCP. Its business units, including Community Services, Library, Parking Services and Commercial Parking among others, have independently developed strategies to fulfil their operational requirements, but these strategies cannot demonstrate explicit alignment to the SCP.

The majority of business units do not have specific targets included within the SCP or the CBP. Managers consequently tend to see the SCP and CBP as too broad, not directly actionable or irrelevant to their operations.

The integration and linkage between the SCP, CBP and business unit level strategies is not explicitly articulated. In addition, there is insufficient integration between business unit strategies. Managers reported that their business unit strategies and plans have been developed in isolation, with limited or no collaboration with other areas of the organisation. This exacerbates coordination problems for the organisation, as the trade-off between competing business unit priorities is not explicitly resolved. For example, best practice urban design and sustainability can conflict with maximising parking revenue; while innovation in capital works design can clash with standardisation and efficiency of ongoing maintenance.

Consequently, the current suite of strategy and planning documents does not provide the clarity needed for leaders to make business decisions within the organisation.

Why is this finding important?

In the absence of a clearly defined organisational strategy, the organisation cannot effectively prioritise and manage its portfolio of services and investments. The lack of clarity in the purpose and priorities of the City has led to competing strategic imperatives, and significant effort invested in resolving escalated issues.

Finding 10: The organisation is managing to overall budget, not to business outcomes

Observations

The most common performance metric used by business units in monthly financial reports and project reporting was actual versus budgeted expenditure. However, the City does not have mechanisms in place to measure benefits realisation or return on investment.

Consequently, investment prioritisation and approval decisions are made without a consistent view of projected benefits and how these align to target outcomes. The Economic Development and Activation Directorate reports that there is a current initiative implementing tools for measuring economic and social return on investment, which will be delivered by December 2017.

Commercial Parking and Waste and Cleansing business units have indicated that they manage to a Profit & Loss (P&L) statement. Both business units are able to articulate their break-even point and can clearly communicate the financial benefit delivered for the City. Furthermore, Waste and Cleansing has adopted a strategy to transition from a subsidised to a cost recovery charging model, by growing its commercial waste business.

While a P&L statement may not be the most appropriate tool for all business units, regular monitoring of cost to serve, value and/or quality is expected. Approximately 14 of the business units reported having no metrics or performance indicators in place. Most business units that had metrics stated that they developed their own indicators with limited linkage to corporate strategy and objectives.

Why is this finding important?

The City has limited, high level metrics to understand business performance and inform decision making. Finer grain measures of costs and outcomes per service or project are increasingly important to optimally manage constrained resources and demonstrate how the City is delivering value.

Finding 11: The City is limited in its ability to make informed decisions on workforce management

Observations

The Assessment has identified four workforce management gaps: providing an accurate and stable estimate of the organisation's establishment; management reporting on workforce; the structure of the position hierarchy; and development of key performance indicators.

The City of Perth Workforce Plan outlines "the required resources, capabilities and competencies the City requires to deliver against its objectives, as well as to continue to service the community." This plan defines the full time equivalent establishment number (i.e. the approved workforce size) for each directorate, but there is no guidance for managers as to how this data was put together or how they should use it to guide their resourcing decisions. Directors reported that establishment figures for their directorates do not seem stable, which makes operational recruitment decisions difficult without a confident understanding of the approved capacity for their directorate.

Human Resources is currently unable to support business unit managers with timely data to optimise the workforce. The process for reporting workforce information is manual and time intensive, collating data and information from a number of sources. The first of these reports was produced in February 2017 with January data. Issues with the accuracy of the data provided have been identified by the ELG leading to a lack of trust and reducing the likelihood of use to support decision making at a senior level.

For example, eight business unit managers are seeking to hire new talent to fill perceived staffing gaps, without sufficient information to confidently determine if their team is working at full utilisation or on strategically aligned activities. Managers appear unable to accurately assess critical resourcing decisions such as whether it would be in the financial interest of the City to hire additional staff members or if it would provide greater cost benefit to upskill or cross skill current team members to fill capability gaps and improve productivity.

There is no explicit management of a position hierarchy, resulting in a high number of unique positions and payroll classifications. The City's workforce for 2016/17 is approximately 756.5 full time equivalent staff, for which there appear to be 530 unique positions and over 185 payroll classifications. The complex position structure makes it difficult to provide peer to peer comparisons, which are required to inform salary decisions and market analysis. In addition, the complex structure is a barrier to introducing and maintaining role-based IT system controls, a core element of many modern organisational compliance regimes.

The performance framework implemented by HR in 2016 has not been consistently rolled out to all business units across the City and there is not yet a shared understanding of the framework across the manager cohort, making it difficult to fairly benchmark employee performance. In addition, a number of interviewees reported that they have not had a performance review for a number of years.

Why is this finding important?

At this critical juncture when the organisation is trying to embed a new structure, lack of timely HR information is inhibiting the City from making informed decisions about resourcing. Without this information, the organisation is more likely to see inefficient use of human capital and associated payroll expenditure.

Without consistent employee performance metrics, there is a limited evidence base to use in measuring the performance and effectiveness of staff in delivering value that is aligned to corporate strategy.

Finding 12: New roles and responsibilities are not well understood across the organisation, particularly for processes that are executed across multiple business units

Observations

The new organisational structure increased directorates from four to five and business units from 20 to 30. Figure 10 below illustrates the level of change experienced by the City as a result of the restructure.

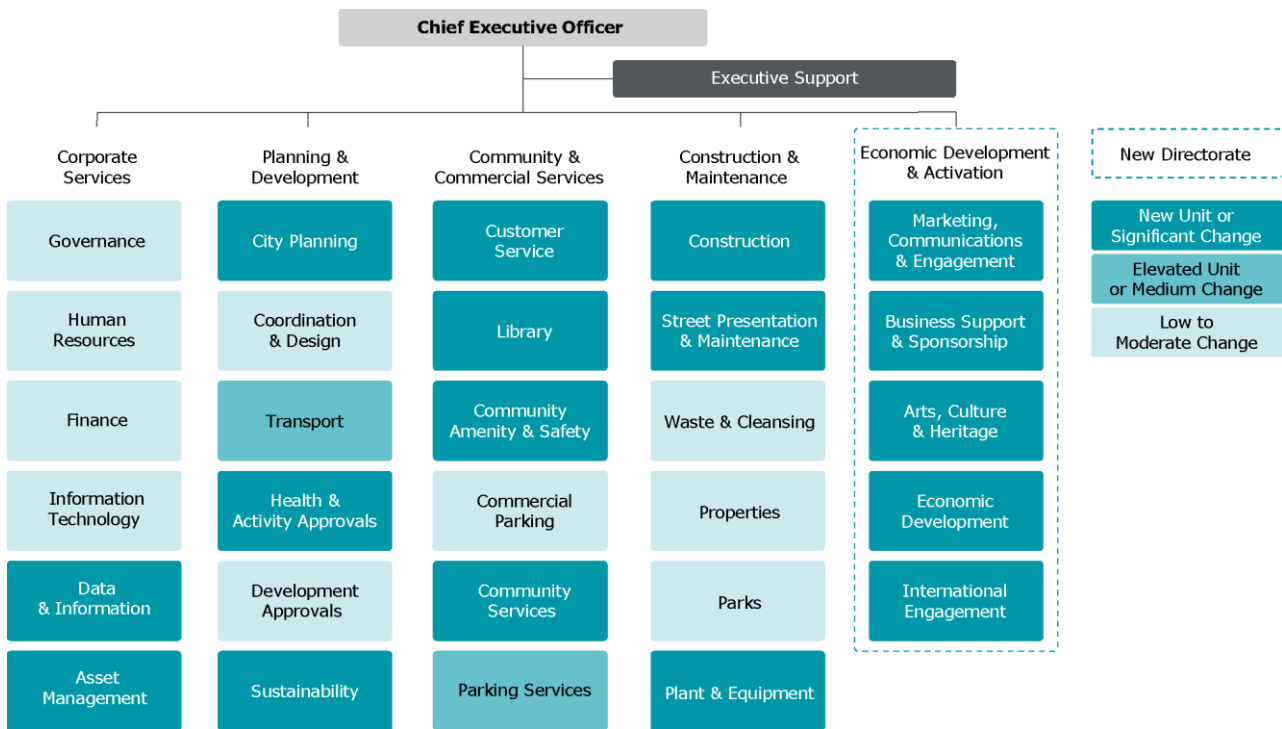


Figure 10: Levels of change since restructure

The restructure was implemented independently within business units, with managers responsible for designing their own structure based on an allocated headcount. The new structure and the approach to its implementation has led to additional complexity, and increased silos between business units and directorates. The new structure requires more consultation and collaboration between business units; however, new roles and their responsibilities are not sufficiently defined nor understood outside of their business units.

Managers have indicated that there is some duplication of roles and responsibilities between business units, potentially increasing complexity and costs, while reducing productivity. For example, analysis of the City's payroll data identified that there are 20 finance-focused roles and 14 procurement-focused roles spread across business units, in addition to the Finance business unit and the directorate accountant business partnering model. While this design may be justifiable, there is no explicit operating model design that defines the rationale and how these roles interact.

Delivery of capital works projects is proving a particular pain point within the new structure. Business units involved across various stages of the project delivery lifecycle reported a significant level of rework of detailed designs. Lack of consultation between the Planning and Design, Construction, Street Presentation & Maintenance and Parks business units has, in some cases, led to unmaintainable designs. In one significant example, a completed project in a public space needed to be replaced because of materials that were not fit for purpose had been used.

Why is this finding important?

The lack of organisation-wide clarity and shared understanding of roles and responsibilities is causing indecisiveness, wasted effort and unconstructive tension between teams. Siloes are deepening due to ineffective team collaboration, which left unchecked may impact staff morale and retention of talent.

Finding 13: Business processes are at varying stages of redesign and levels of maturity

Observations

The Assessment identified that some business units have well documented procedures – particularly those with higher occupational health and safety risk exposure, as well as those closely regulated by legislation. Managers of these business units place significant importance on their team’s compliance with procedures to mitigate risks to individuals.

While there is activity underway to further define processes following the restructure, there is limited evidence of business units working together to define cross-silo dependencies and hand over points. Various business units including Street Presentation and Maintenance, Community Services, Commercial Parking and Library stated that staff members are redefining processes and procedures within their individual business units. This siloed approach is degrading performance in cross-directorate processes such as Development and Health Approvals, according to relevant interviewees.

Why is this finding important?

The new structure has encouraged greater specialisation of roles, which means clearly documented process design is increasingly important to maintain clarity in dependencies between roles and efficiency in process execution. Leading practice business process design typically takes a top down approach, working from overall outcomes to processes and roles. A coordinated effort to map business processes would provide greater alignment between business units, more effective consultation, clearer roles and responsibilities, and enable greater efficiency in utilisation of staff.

Finding 14: Procurement spend could be optimised through improved sourcing, consolidation and contract compliance

The assessment identified the following issues which are constraining the value that the City is delivering through its procurement activities:

- Process execution is inconsistent with insufficient governance and transparency to drive compliance
- There is limited evidence of category management, reducing the potential to achieve economies of scale
- There is no formal framework for procurement collaboration across business units, meaning similar procurements can be duplicated
- There is no consistent and rigorous market testing to ensure that purchases are achieving best value.

As part of the Assessment, accounts payable data for the period March 2016 – February 2017 was analysed to identify the potential value of improved procurement processes. The data was grouped into spend categories to identify the most material areas of procurement spend. Savings benchmarks, based on similar procurement reform initiatives, were then applied to each category to determine the potential savings opportunity at the City.

Why is this finding important?

By optimising procurement spend through improved sourcing practices, consolidation of contracts and improved contract compliance, the City has the opportunity to reduce total

operational spend by 2%-6%. Such a saving would result in an approximate savings range of \$2 million - \$5 million per annum.

8 Transformational change

8.1 Introduction

This theme arose from the findings of the other three focus areas.

During the course of the Assessment, it became apparent that a common theme was arising from all the work packages: the restructure has initiated a transformational change, which must be completed in order to achieve a valuable outcome.

8.2 A transformational restructure

The restructure was planned and initiated under the previous CEO in 2015. Project initiation documentation reviewed as part of the Assessment states that the objectives of the new structure were to bring Economic Development and Activation to the fore, as well as to implement the previous CEO's vision for the organisation as a structure without silos. Those ELG members who were in post under the previous CEO reported that implementing the new structure was prioritised in the interests of speed, against the backdrop of the State Government's local government reform agenda at the time. However, other elements of transformational change – such as refreshing strategy, processes and policy – were intended to be addressed once the restructure had been completed.

8.3 Findings

Finding 15: While the restructure is nearing completion, other important elements of successful change have not yet been addressed, representing a major risk in terms of performance, culture and retention

Observations

Deloitte's Enterprise Model, outlined in Figure 11 below, identifies the dimensions that need to be considered when designing and implementing transformational change. Consistency and top-down alignment is important in effective design, while the sequencing and management of change is critical to achieving a purpose-driven, successful and sustainable transformation.

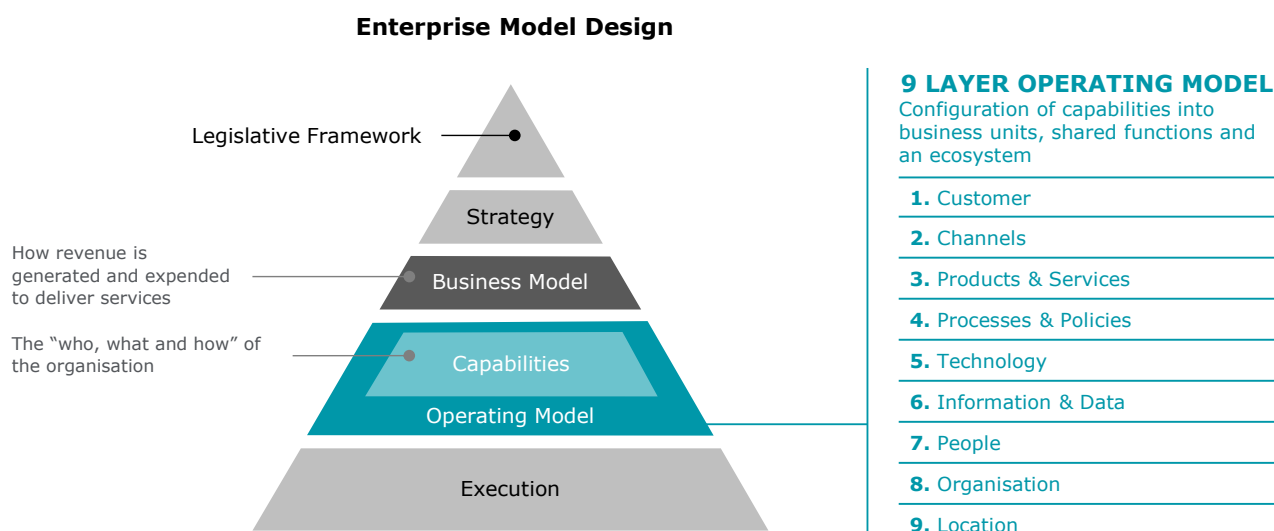


Figure 11: Deloitte's Enterprise Model

The restructure was supported at the outset with detailed planning and consultation, as evidenced by the document review, which included a substantial body of design work and project initiation documentation completed during the early phases of the restructure. However, the City's transformation focussed on restructuring of people and organisation first, rather than starting with a clear strategy and business model design.

Further, the organisational change was not delivered under a clear and widely understood purpose. Interviews identified that many managers now seem unclear about the restructure's intent and benefit. Only the longest serving managers were able to articulate that the new structure was intended to reduce the silos between directorates and business units.

Interviews gathered considerable qualitative evidence that the organisation is currently experiencing the typical negative side effects of transformational change delivered without a strategically-aligned change program grounded in a clear purpose. Issues were raised across all directorates relating to productivity, culture, leadership and low employee engagement. In particular, as the restructure was implemented in a devolved manner, it appears that the silos the restructure set out to reduce have deepened.

Examples of operational issues that have been caused or exacerbated by the restructure include:

- Critical knowledge and relationships have been lost via staff turnover
- Problems are experienced with executing processes that require cross-directorate collaboration, such as Planning and Health Approvals
- Challenges are reported with signing off new designs for capital works projects due to a lack of clarity over roles and decision rights between operational business units
- Operational business units such as Parks and Street Presentation & Maintenance reported frustrations with the structural separation of strategy and operations, as they have insufficient influence over design decisions for assets that they then become responsible for maintaining.

There are currently a large number of in-flight and planned initiatives addressing other layers of the enterprise model, including strategy refresh, process definition, role definition and technology investment. But projects remain devolved with no evidence of a single, coherent top down design.

Why is this finding important?

The full impact of the current, partially-transformed state is hard to quantify in the absence of performance indicators. However, a coherent, top-down program structure would increase the likelihood of successfully delivering the transformation.

Finding 16: The ELG is insufficiently aligned to support successful transformation

Observations

There are natural tensions between the goals of the City's various services, and consequently, debate within the ELG is to be expected and welcomed. However, in the absence of an organisational strategy that articulates clearly prioritised strategic objectives, conflict arising from competing priorities is difficult to resolve and is visible to staff.

In contrast, successful transformation requires strong and unified sponsorship. PROSCI is a change method which identifies three important sponsor roles that were not evident in the

case of the restructure. Table 5 outlines the three main roles of the executive sponsorship coalition and the gaps identified in the execution of the restructure to date.

Sponsor Role	Gaps identified
Participate actively and visibly throughout the project	Implementation of the restructure was devolved to business unit managers without a central organisational design defined by ELG (Finding 13, section 7.3)
Build a coalition of sponsorship with managers and peers	Managers were unable to articulate the purpose and target outcomes of the restructure (Finding 16, section 8.3)
Communicate effectively with employees	Internal communications were handled locally by business unit managers (Finding 13, section 7.3)

Table 5: Sponsor role gap analysis (Source: PROSCI)

Why is this finding important?

A strong sponsorship coalition is the most important critical success factor in delivering transformation. Active and unified leadership, supported by a centralised investment in organisational change management will help to provide a purpose-driven, leader-led change.

Finding 17: The ELG's capacity to shape and lead the change is constrained by a high proportion of time devoted to operational matters

Evidence

Deloitte's Four Faces of Leadership Model defines the four diverse roles that executive leaders are expected to play: shaping strategy and direction (strategist); leading change (catalyst); managing risk (steward); and managing efficient and effective operations (operator). Balancing these facets is important in delivering stakeholder expectations.

Engagement with ELG, as well as the manager interviews, identified that a high proportion of directors' time is currently spent managing operational issues, and that this is a barrier to them spending more time on higher value roles in strategy and change.

Figure 12 shows an average of the directors' self-reported allocation of time between the four different roles of the executive. It compares the estimate of actual of time versus what they believe is required to best deliver the transformation and the expectations of their role.

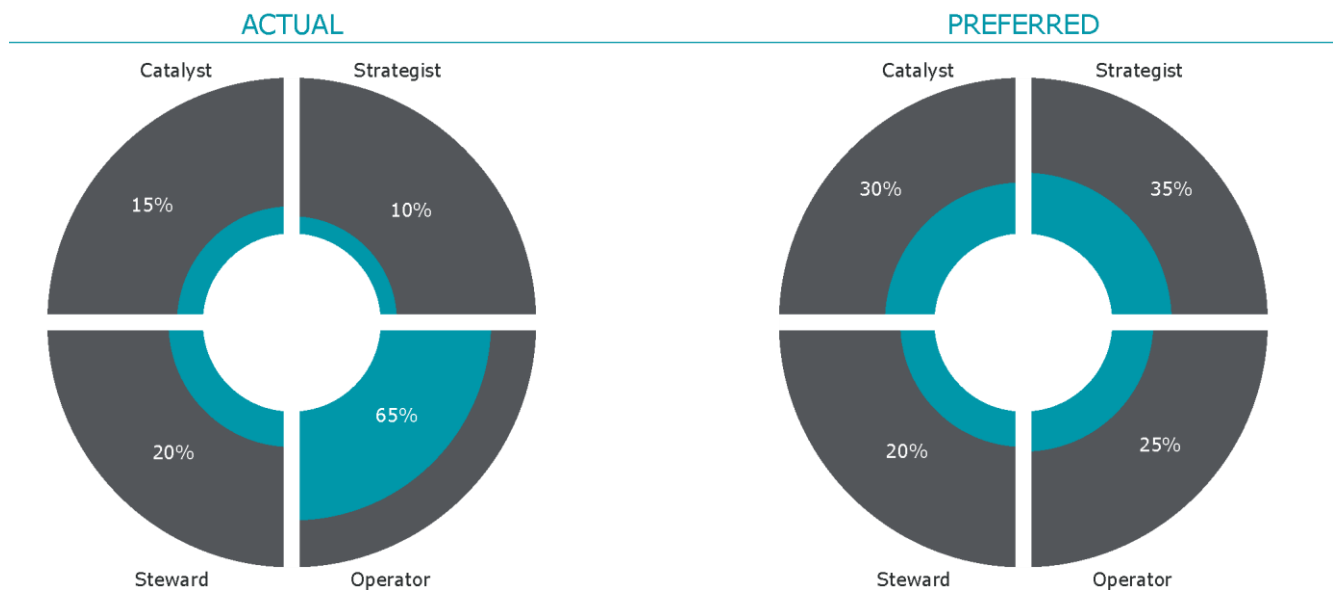


Figure 12: Actual and preferred ELG work priorities

The interaction between Council and the Executive was not an in-scope element of this assessment. Nevertheless, discussions with ELG identified that there may be potential to reduce its operational workload by clarifying and streamlining the relationship between Council and ELG. Such a protocol should be considered as part of future work to clarify the City's governance framework.

Why is this finding important?

The City is currently an organisation focussed on change, while seeking to maintain the levels of operational performance expected by its stakeholders. It will remain hard for ELG to commit sufficient energy to strategy and change unless it can manage down the volume of operational commitments.

9 Recommendations

The findings outlined above identify a number of potential improvements with respect to compliance, governance, capability maturity and embedding change.

Five summary recommendations are presented below, which represent the priority areas of focus for the City to consider in support of its goal to be a leader in the sector with respect to governance and transparency and to deliver best value for its stakeholders.

Recommendation 1: Clarify the City's Legislative Framework and Corporate Governance Framework to improve transparency in how legislative obligations and objectives are interpreted and applied

A high degree of interpretation is required to translate the City's legislative obligations and permissions into strategy, policy and procedure. This interpretation often requires specific legal advice, which the City procures from law firms through its Legal Services Contract.

The City should further clarify its Legislative Framework (which forms part of the broader Corporate Governance Framework currently being developed) to improve transparency in how legislative obligations and objectives are interpreted and applied. The Legislative Framework should identify and define the hierarchy of legislation, the City's resulting obligations and permissions, and its abilities to make choices on which services it will provide, including the extent of those services.

To make best use of the Legislative Framework, the City should also establish guidelines and policies on the interpretation of legislation, including when further legal advice should be obtained.

In finalising its Corporate Governance Framework, the City should draw from existing good practice developed within and for the local government sector, such as the Good Governance Guide prepared by a consortium of Victorian local government stakeholders, the Governance Institute of Australia's Good Governance Guide for Local Government and local references such as the City of Joondalup's Governance Framework. City of Joondalup is an example of good practice in local government corporate governance because it has similarly pursued an agenda of increased transparency, rigour and effectiveness, with a sustained investment in implementing good corporate governance practices.

Recommendation 2: Complete the development of a clear organisational strategy that makes explicit strategic choices on the City's priorities and how it balances competing expectations

The SCP performs an important role, as defined in the Integrated Planning and Reporting Framework, in capturing the needs and priorities of the City. The process for its ongoing development is well defined and must continue. However, as the SCP is necessarily an external facing document, it does not fulfil the role of an internal organisational strategy.

ELG has been working since November 2016 to refresh the City's strategy. This work should be prioritised and consider:

- The organisation's purpose, values and aspirations, how these inform priorities and strategic choices, and how best to communicate these within the organisation
- How the organisation can best respond to the various external challenges and competing expectations it currently faces
- Clear and principled prioritisation of the organisation's strategic objectives and targets to help resolve conflicts and day to day decision making in areas such as design and place making, operational service delivery, customer service and financial sustainability
- How management reporting based on key performance indicators that cascade through all levels of the business can be utilised to enable better decision making and measure the performance of strategy execution.

Recommendation 3: Based on a clear organisational strategy, make deliberate choices about the organisation's future business model

The majority of the services delivered by the City can be considered to be discretionary in nature. The City therefore has a considerable degree of freedom to decide whether, how and how much of these services the organisation should deliver.

Each service should be explicitly defined to understand its rationale and optimal delivery model, including consideration of key issues such as:

- Its legislative position – understanding constraints and obligations, and addressing the key question "Must we deliver the service in the way it is currently done?"
- The expectations of service users/customers and wider stakeholders
- Current and forecast demand
- Current and required service levels
- The strategic, financial, economic and social outcomes of the service and the impact if service delivery were changed, reduced or stopped
- The availability and maturity of alternative service delivery models, such as commercial or not for profit providers
- The charging model, whether that be wholly public funded, subsidised, cost neutral or for profit to subsidise other services.

Recommendation 4: Strengthen the City's operating model design, aligning in-flight and planned work towards a common and consistent target state

Considerable work has already been completed against several layers of the operating model – customer, channels, technology, information and data, people and organisation – as well as many current and planned projects. To make sure that these initiatives deliver maximum impact and value, they must now be structured and prioritised into a second phase of transformation to deliver a cohesive operating model.

The work must:

- Define the what, who, why and how of the future organisation
- Demonstrate clear alignment with the organisational strategy
- Logically sequence the change to support successful implementation.

Existing and planned initiatives that do not contribute to the new operating model design can be deprioritised or stopped.

Cross-organisational processes and decision rights should be prioritised when designing the new operating model.

The new cohesive operating model will address issues caused by devolved organisational design and provide clarity and efficiency in how the City delivers to its operational obligations and expectations.

Recommendation 5: Align the leadership in support of the transformational change

In order to give the next phase of transformation the best chance of success, the program will need to be actively managed. This phase should include:

- Active and unified leadership from ELG
- Targeted interventions, led from the top, to refresh the organisational culture, aligned with organisational purpose, values and aspirations
- A centralised program management capability to facilitate planning and prioritisation, reporting and governance, and benefits management
- Targeted communications, training and support to maintain stakeholder and employee engagement through the transformation.

This approach will bring together the piecemeal projects addressing individual layers of the operating model, with explicit definition of strategic contribution and improved control and visibility over cost and quality.

Appendices

Appendix 1

- List of documents reviewed

ALGA Submission to the Productivity Commission Childcare Inquiry (Feb 2014)

Audit and Risk Committee Minutes
– 8th Aug 2016

Audit and Risk Committee Report
– Cash Handling Review

Budget Manual 2011-12

Child Care Services Agreement 2013

Child Care Services Wage Schedule 2013

City of Joondalup
– Governance Framework

City of Perth
– Corporate Induction (2017)

City of Perth
– Corporate Learning and Development
Calendar 2017-2018

City of Perth
– Learning and Development Strategy
Update - January 2017

City of Perth
– Performance Shaping Memo ELG
6 December 2015

City of Perth Act (2016)

City of Perth Annual Budgets
2012/13 – 2016/17

City of Perth Annual Reports
2012/13 – 2015/16

City of Perth Code of Conduct
Acknowledgement Declaration

City of Perth Delegated Authority Register
(Dec 2013)

City of Perth HR Report – March 2017

City of Perth Human Resources
– Organisational Restructure
– Next Steps (May 2016)

City of Perth Human Resources
– Organisational Restructure 2015 FAQ

City of Perth Intranet – New City of Perth
Restructure Update (June 2015)

City of Perth Leadership and Development
Strategy (Jan 2016)

City of Perth Leadership Development
Program Info

City of Perth Operational Report for Elected
Members

City of Perth Procedure – Accounts Payable

City of Perth Risk Management Framework

City of Perth Safe City Strategy 2016-2020

City of Perth Waste Strategy 2014-2024+

City of Perth Workforce Plan 2016-2020
(Vision 2029)

Corporate Business Plan 2016-2020

Corporate Induction Slide Pack (2017)

Council Policy Suite

CPA Australia – Excellence in Governance in
Local Government (2005)

Crisis & Business Continuity Management
Framework – 31 October 2016

DLGC Local Government Operation
Guidelines Elected Member Induction
(Number 4 – June 2011)

Draft - ELG Rules of Engagement

Draft – Organisational Change Management
Plan

Economics and Industry Standing
Committee – Growing WA through
Innovation

Finance Diagnostic

Finance In Flight Initiatives

Finance One Chart of Accounts

Finance One Reports List (May 2017)

Finance Organisational Chart (March 2017)

Financial Management Task Force – Report
Feb 2017

Financial Management Task Force
– Reporting Timetable March 2017

Fortnightly Payroll Checklist (April 2017)

Health (Miscellaneous Provisions)
Act (1911)

Health Act (1911)

HRIS Review Project
– Business Requirements – Payroll

Invoices Accrual (Mar 2017)

List of current contracts

List of Payroll Errors and Near misses	(October 2016)Salaried Officers Agreement 2014
Local Government (Administration) Regulations (1996)	Salaried Offices Wage Schedule 2016
Local Government (Financial Management) Regulations (1996)	Standing Committee on Economics, Finance and Public Administration – Inquiry into Local Government and Cost Shifting (Feb 2003)
Local Government (Functions and General) Regulations (1996)	Standing Committee on Economics, Finance and Public Administration – Official Committee Hansard (Feb 2003)
Local Government (Miscellaneous Provisions) Act (1960)	Strategic Community Plan – Vision 2029+
Local Government (Rules of Conduct) Regulations (1996)	Termination Checklist – Payroll
Local Government (Uniform Local Provisions) Regulations (1996)	The New City of Perth – Transition Approach (May (2016)
Local Government Act (1995)	The New City of Perth (May 2015)
Long term financial analysis – Draft (Feb 2017)	Timetable of Monthly Accounts
Management Report by ORG CODE Period 8 2016/17	WALGA - Public Library Services in Western Australia in 2025 (June 2015)
Management Report by UNIT Period 8 2016/17	Waste Avoidance and Resource Recovery Levy Act (2007)
New Starter Checklist – Payroll	Waste Avoidance and Resource Recovery Levy Regulations (2008)
Organisational Policy Suite (24 Feb 17)	Waste Avoidance and Resource Recovery Regulations (2008)
Outside Workforce Enterprise Bargaining Agreement – Updated Wage Schedule 2016	
Outside Workforce Enterprise Bargaining Agreement 2012-2015	
Perth Parking Local Law (2017)	
Perth Parking Management (Taxing) Act (1999)	
Perth Parking Management Act (1999)	
Perth Parking Management Regulations (1999)	
Perth Parking Policy (2014)	
Planning and Development Act (2005)	
Public Health Act (2016)	
Public Sector Commission – Accountability Map	
Public Sector Commission – Good Governance Guide: Checklist	
Public Sector Commission – Misconduct management arrangements at the City of Perth: Final evaluation advice	

Appendix 2

- List of interviewees
and workshop attendees

A/Director Economic Development & Activation
A/Director Planning & Development
A/Manager Coordination & Design
A/Manager Customer Service
A/Manager Street Presentation & Maintenance
Accounts Payable Officer
Accounts Receivable Officer
Budget and Capital Accountant
CEO
Chief Accountant
Construction and Maintenance
Contracts Officer - CPP
Contracts & Procurement Specialist
Corporate & Business Strategy Consultant
Director Community & Commercial Services
Director Construction & Maintenance
Director Corporate Services
Directorate Accountant
Finance & Customer Service Head – CPP
Financial Accountant
Funds Management Officer
Internal Auditor
Manager Arts, Culture and Heritage
Manager Asset Management
Manager Business Support & Sponsorship
Manager City Planning
Manager Commercial Parking
Manager Community Amenity & Safety
Manager Community Services
Manager Construction
Manager Data and Information
Manager Development Approvals
Manager Economic Development
Manager Executive Support
Manager Finance
Manager Governance
Manager Health and Activity Approvals
Manager Human Resources
Manager Information Technology
Manager Library

Manager Parking Services
Manager Parks
Manager Plant and Equipment
Manager Properties
Manager Sustainability
Manager Transport
Manager Waste & Cleansing
Marketing and Communications
Payroll Specialist
Risk Management Coordinator
Senior Business Analyst
Senior Contracts Officer
Senior Management Accountant
Senior Rates Coordinator
Senior Waste Management Officer
Supervisor Day St/Clean Waste Management

Contact us

Deloitte
Level 9, Brookfield Place, Tower 2
123 St Georges Terrace
Perth WA 6000
Australia
Tel: +61 8 9365 7000
Fax: +61 8 9365 7001
www.deloitte.com.au

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

About Deloitte Australia

In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 6,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit Deloitte's web site at www.deloitte.com.au.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Touche Tohmatsu Limited

© 2017 Deloitte Touche Tohmatsu.

MCBD_PER_05/17_054442

Agenda **Preservation of Public Open Space - Development of Joint Trust**
Item 13.27 **for Land Adjacent to JH Abrahams Reserve**

Recommendation:

That Council by an ABSOLUTE MAJORITY Decision:

- 1. Agrees to the development of a joint trust document with the City of Subiaco for lots 1,2,3 and 793 on deposited plan 2948 comprised in Certificate of Title Volume 138 Folio 127, known as the Bruce Family Trust with the objective to ensure that these lots are held in perpetuity for the public use as per the existing trust document with the City of Subiaco;*
- 2. Does not agree to pay a once off \$500,000 Ex Gratia payment to the City of Subiaco from accumulated surplus funds from the 2016/17 financial year, until the City of Subiaco provides a similar commitment in line with Recommendation 1 of this report; and*
- 3. Unconditionally agrees to pay \$223,606.32 to the City of Subiaco for a one off contribution for street lighting from accumulated surplus funds from the 2016/17 financial year.*

FILE REFERENCE:	P1032585#04-03
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	31 May 2017
ATTACHMENT/S:	Confidential Attachment 13.27A – Joint Legal Advice to the City of Subiaco and City of Perth. Attachment 13.27B – Copy of Bruce Family Trust Deed

Legislation / Strategic Plan / Policy:

Legislation	Section 19 of the <i>City of Perth Act 2016</i>
--------------------	---

Integrated Reporting Implications	Planning and Framework	Strategic Community Plan
		Council Four Year Priorities: Healthy and Active in Perth S16 Increase accessibility to green networks in the City

Purpose and Background:

With the implementation of the *City of Perth Act 2016*, there was an extension of the boundary of the City of Perth incorporated parts of City of Subiaco and City of Nedlands.

Through the due diligence processes commissioned by the City of Perth it was identified that portions of land adjacent JH Abrahams Reserve operate under the 'Bruce Family Trust' with the sole Trustee being the City of Subiaco.

The Purpose of the Trust is "To secure an open area of reserve under the control of [the Municipality of Subiaco referred to as the Council] for the use and enjoyment of all time, of all persons within the municipality of Subiaco".

The assumption at the time of the Trusts creation in 1909 was that this locality would remain under the jurisdiction of the City of Subiaco. The proposition is that the intent was for this land to fall under the Local Government Authority to which it is statutorily assigned to, an example being that if amalgamations within the Western Suburbs had occurred and the City of Subiaco in name was to have ceased as an operating Local Government, then this land will have been transitioned to the new Local Government Authority.

The City of Perth's initial position was that the Trust should be fully transferred to the City of Perth. Following discussions between both administrations it became clearly evident that both Local Governments are committed to the preservation of this public open space and that a more appropriate solution would be to hold the land in Joint Trust (i.e. both the City of Subiaco and City of Perth hold equal responsibility for the land).

The Development of a Joint Trustee of both the City of Perth and City of Subiaco would see costs apportioned as;

- Legal Agreement to become Joint Trustee - City of Perth.
- Public Open Space Maintenance - City of Perth.
- Insurance costs to be borne individually by - City of Subiaco & City of Perth.

Matter of Ex Gratia Payment

The City of Perth in discussion with the City of Subiaco had agreed to an ex gratia payment of \$500,000 to the City of Subiaco. This ex gratia payment was conditional of Council approval as the Chief Executive Officer previously stated he has no authority to approve or commit to such a payment.

The purpose of the ex gratia payment is to recognise the administrative costs to the City of Subiaco in regards to the transitional arrangements, furthermore it was to recognise the completion of the transitional arrangements.

The Ex Gratia payment of \$500,000 is based on a similar commitment from the City of Subiaco in regards to committing to being Joint Trustees.

The City of Subiaco raised an invoice against the City of Perth based on no agreement being reached, therefore the City of Perth does not believe an Ex Gratia Payment of \$500,000 can be considered outstanding.

Contribution to Street Lighting

The City of Perth has now assessed the agreed value of loan repayments for the contribution to street lighting. Therefore the officer recommendation is for the City of Perth to pay \$223,606.32 to the City of Subiaco as a one off contribution for street lighting from accumulated surplus funds of the 2016/17 financial year.

To demonstrate the City of Perth's commitment to working collaboratively with the City of Subiaco the recommendation for payment is not conditioned on the matter of the Bruce Family Trust and/or the Ex Gratia payment.

City of Subiaco position

At the Ordinary meeting of the City of Subiaco Council Meeting of 23 May 2017 the Council resolved;

"That Council:

- 1. Give notice to the City of Perth to pay the outstanding amount of \$500,000 by 30 June 2017.*
- 2. That if the City of Perth does not pay the outstanding amount of \$500,000 by 30 June 2017, the CEO immediately brings the matter before the Minister for Local Government Council, requesting the Minister's intervention.*
- 3. That the City of Subiaco does not undertake any communications whatsoever with the City of Perth concerning the lots 1,2,3 and 793 on deposited plan 2948 comprised in Certificate of title Volume 138 Folio 127, commonly known as the Bruce Family Trust land, until such time as the matter of the outstanding debt is resolved.*

Cr Burns provided the following reasons:

- 1. There is no correlation between the Bruce Family Trust land and the outstanding debt owed to the City of Subiaco.*
- 2. Discussing the two (2) matters jointly is inappropriate and fiscally unwise.*
- 3. The underlying value of the Bruce Family Trust land (possibly) far exceeds the amount that has been bandied about and lays between \$0 and \$90,000,000 dependent upon the methodology used in determining the long-term use(s) of the Property."*

City of Perth Response

The City of Perth contest that the Ex Gratia payment was conditioned on a Council Resolution of the City of Perth and finalisation of the Bruce Family Trust matter. As payment was not agreed or authorised and the Trust matter not resolved, then the money cannot be outstanding.

The finalisation of the Bruce Family Trust matter will see the completion of all transitional arrangements which will allow for the City of Perth to be in a position to allow for the payment of the Ex Gratia amount. The actual completion of Joint Trustee arrangement may

take 12-18 months to complete, but is anticipated that both Local Governments will act in good faith of the Council resolutions committing to this agreement.

In respect to the statement of the value of the Bruce Family Trust, City of Perth officers have determined the land to have nil land value. The subject site is heavily encumbered as a result of the Deed of Trust, therefore the land value should only be regarded on the value of the assets contained on the land.

Financial Implications:

The recommendation is based on the payment of \$723,606.32 from accumulated surplus funds of the 2016/17 financial year assuming a commitment from the City of Subiaco to the Joint Trust documentation. Should no commitment from the City of Subiaco be achieved by the 30 June 2017 the Council resolution would need to be reconsidered at a later date.

Comments:

To the adjoining residents and visitors to the Bruce Family Trust Land this land would be seen as an integral part of the wider JH Abrahams Reserve. Given that the City of Subiaco boundary is now 2.5kms from the Trust Land it is logical from an operational perspective for the City of Perth to maintain the land, enforce local laws and ensure its overall management in conjunction with JH Abrahams Reserve. As it will be in Joint Trust all future decisions on the land would be subject to agreement by both Councils.

CONFIDENTIAL ATTACHMENT 13.27A
ITEM 13.27 – PRESERVATION OF PUBLIC OPEN SPACE -
DEVELOPMENT OF JOINT TRUST FOR LAND ADJACENT TO JH
ABRAHAMS RESERVE

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER



(a) Insert name, residence, profession, trade or occupation of curator.

(b) Specify the estate or ~~claim~~ (b)
interest claimed.

438/127.

(c) Insert name of registered proprietor.

standing in the Register Book in the Name of ^(*) THE MAYOR and COUNCILLORS of the

Municipality of SUBIACO
~~England - Colonel in the~~

(d) Amend as the case may require, either absolutely or until after notice of any intended registration or registered dealing be given to me at the address herein after mentioned, or unless such instrument be expressed to be subject to my claim.

to forbid the registration of any person as transferee or proprietor of, and of any instrument affecting the said estate or interest absolutely (4)

(e) Insert some address or place within the present limits of the city of Perth.

I appoint the Land Titles Office Cathedral Avenue Perth

as the place at which notices and proceedings relating to this caveat may be served.

Dated this Second day of March
One thousand nine hundred and nine

(f) To be signed here by the
caregiver or his agent.

Signed in the presence of

George Barnett
Tides Office
Fork.

(5)

Registrar of Titles.

This Indenture made on the 19th February, 1909 between Edward Bruce of Folkestone, England, Gentleman (hereinafter called the Grantor which term includes his personal representatives) of the one part and the Mayor and Councillors of the Municipality of Subiaco (hereinafter called the Council) of the other part whereas the Grantor is the registered proprietor of Swan Locations 122 123 140 of portions of Swan Locations 86 and 268 being the new transferred portion of the land comprised in Certificate of Title Volume 104 Folio 98 known as the Nedlands Park Estate and is by transfer of even date transferred to the said Council so much of the said estate as is comprised in Lots 1 2 3 and 793 on deposited Plan 2948 and whereas the consideration for the said transfer was the execution by the Council of an agreement dated the 7th day of August, 1907 and made between the parties hereto and the object for which the said land was so transferred was to secure an open area of reserve under the control of the said Council for the use and enjoyment for all time of all persons within the Municipality of Subiaco and whereas it is desirable to set forth the trusts and conditions upon which the said land was so transferred and is now held by the Council now this indenture witnesseth that the parties mutually covenant and declare as follows :-

- The Council
- (1) The said land so transferred shall be vested in and held by the said Council as a reserve and recreation ground under the Municipal Corporations Act 1906 or any act amending same and be subject to all By laws and regulations for the time being made and published by the Council in relation thereto provided that no such By laws or regulations shall discriminate between any class or description of persons using or desiring to use the said land for recreation purposes.
 - (2) The Council shall not lease or let the said land or any part thereof but shall at all times retain the exclusive possession management and control thereof.
 - (3) The owners and occupiers for the time being of the subdivisional lots on the said plan abutting upon the said Lot 793 shall at all time have free access to and from the foreshore over the said last-mentioned Lot.
 - (4) The Council shall not build or erect any erection or structure upon the said Lot 793 of a height exceeding thirty feet nor except as in the paragraph provided interfere with the right of access in the last preceding paragraph referred to. Any building or structure under this clause shall not be placed closer than 25 feet to the boundary line of the said subdivisional lots abutting on Lot 793.

- 5) The Council shall keep the said land and all buildings or erections thereon in good order and condition and properly cleaned and attended to.
- (6) The Council shall not commit or permit on the said land any act or thing likely to become or be a nuisance damage or annoyance or injury to the grantor or any person or persons among leasing or occupying any of the said Estate.
- (7) These presents may be enforced against the Council by any person who for the time being is lessee occupant or owner of the said Estate or any part thereof and for such purposes such person shall be deemed beneficiary under and entitled to the benefits of this instrument.
- (8) The grantor or the Register of Titles may lodge a Caveat against the Certificate of Title of this land to protect these presents.

In witness whereof etc.

signed Edward Bruce.

signed Shirley White Mayor.

Alex Rankin Town Clerk.

H.E. May Councillor.

and declare as follows :-

Agenda **City of Perth Internal Audit Plan 2017/18**
Item 13.28

Recommendation:

That Council approves the City of Perth Internal Audit Plan 2017/18 attached as Confidential Attachment 13.28A.

The Committee recommendation to the Council for this report was resolved by the Audit and Risk Committee at its meeting held on 22 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P102969-8
REPORTING UNIT:	Corporate Services Office
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	4 April 2017
ATTACHMENT/S:	Confidential Attachment 13.28A – City of Perth Internal Audit Plan 2017/18

In accordance with Section 5.23(2)(e)(iii) of the *Local Government Act 1995*, this item is confidential and has been distributed to the Elected Members under separate cover.

CONFIDENTIAL ATTACHMENT 13.28A
ITEM 13.28 – CITY OF PERTH INTERNAL AUDIT PLAN 2017/18

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

Recommendation:

That Council receives the report summarising the status of outstanding internal audit recommendations as at May 2017.

The Committee recommendation to the Council for this report was resolved by the Audit and Risk Committee at its meeting held on 22 May 2017.

The Committee recommendation to the Council is the same as that recommended by the Officers.

FILE REFERENCE:	P102969-8
REPORTING UNIT:	Corporate Services Office
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	2 May 2017
ATTACHMENT/S:	Confidential Attachment 13.29A – Outstanding Recommendations – May 2017

In accordance with Section 5.23(2)(e)(iii) of the *Local Government Act 1995*, this item is confidential and has been distributed to the Elected Members under separate cover.

CONFIDENTIAL ATTACHMENT 13.29A
ITEM 13.29 – OUTSTANDING INTERNAL AUDIT
RECOMMENDATIONS – MAY 2017

FOR THE ORDINARY COUNCIL MEETING

6 JUNE 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER