Ordinary Council Meeting

Notice of Meeting

28 May 2019 6.00pm

Council Chamber
Level 9
Council House
27 St Georges Terrace, Perth WA
6000



Agenda

ORDER OF BUSINESS AND INDEX

Prayer/Acknowledgment of Country 1 2 **Declaration of Opening** 3 **Apologies** 4 Question Time for the Public and Notification of Deputations 4.1 Question Time **4.2** Notification of Deputations Members on Leave of Absence and Application for Leave of Absence 5 Chair Commissioner Eric Lumsden – Application for Leave of Absence until 30 June 2019 6 Confirmation of minutes Ordinary Council Meeting - 30 April 2019 Agenda Briefing Session - 21 May 2019 Announcements by the Chair Commissioner 7 Disclosure of Members' interests 8 Questions by Members of which due notice has been given 9 10 Correspondence **Petitions** 11 12 Matters for which the meeting may be closed In accordance with Section 5.23(2) of the Local Government Act 1995, should a

Item No.	Item Title	Reason
	Confidential Item 13.4 - Request for Surrender of Lease Agreement - Shop 5, City Station Concourse, Perth - City of Perth (Landlord) to	
	Maple Forest Pty Ltd (Tenant)	

Commissioner wish to discuss the content of confidential item 13.14, it is recommended

that Council resolve to close the meeting to the public prior to discussion of the Item.

In accordance with Section 5.23(2) of the *Local Government Act 1995*, should a Commissioner wish to discuss the content of the confidential attachments in relation to Items 13.9, 13.14 and 13.15, it is recommended that Council resolve to close the meeting to the public prior to discussion of the Item.

Attachment No.	Item No. and Title	Reason
Confidential	Item 13.9 - Proposed Public Toilet Facility on	s5.23(2)(c)
Attachment 13.9B	Mounts Bay Road	
Confidential	Confidential Item 13.14 - Request for Surrender	s5.23(2)(e)(ii)
Attachment 13.14A	of Lease Agreement - Shop 5, City Station	
	Concourse, Perth - City of Perth (Landlord) to	
	Maple Forest Pty Ltd (Tenant)	
Confidential	Item 13.15 – Risk Management Quarterly Update	s5.23(2)(c),
Attachment 13.15A		s5.23(2)(f)(ii)
		and
		s5.23(2)(f)(iii)

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MURRAY JORGENSEN CHIEF EXECUTIVE OFFICER

23 May 2019

This meeting is open to members of the public

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.

Deputations

Applications for deputations to a Ordinary Council Meeting must be in writing to the CEO and sent to info.city@cityofperth.wa.gov.au and received by midday on the day of the meeting.

Please refer to the City's website www.perth.wa.gov.au for further information on making a deputation.

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.

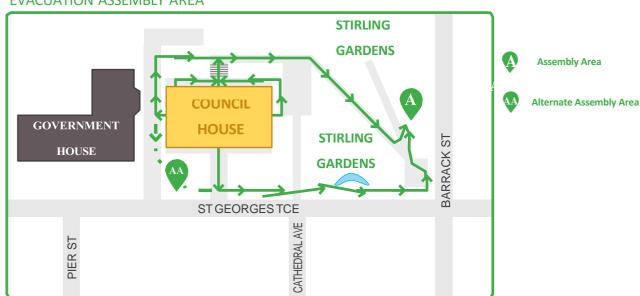
EVACUATION ALARM / PROCEDURES

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







City of **Perth**

Council ChambersSeating Layout



Chair Commissioner Eric Lumsden



Chief Executive Officer Murray Jorgensen



Director Community and Commercial Services Rebecca Moore



Acting Director Planning and Development Robert Farley



Manager
Development Approvals
Margaret Smith



Acting Director Economic
Development and Activation
Daniel High



Commissioner
Andrew Hammond



Commissioner Gaye McMath



Acting Manager Governance Andrew Corke



Personal Aide
Paul Anastas



Director Construction and Maintenance Paul Crosetta



Acting Director
Corporate Services
Mark Ridgwell



Governance Officer
Ashlee Rutigliano

Agenda Item 13.1 Event Grants Round 1 - 2019/20

Recommendation:

That Council, subject to approval of the 2019/20 budget:

- 1. <u>APPROVES</u> Event Grants totalling \$125,500 (excluding GST) to the following applicants:
 - 1.1 Western Australian Yachting Foundation T/A Swan River Sailing for City of Perth Festival of Sail 2020 incorporating the Warren Jones International Youth Regatta (\$35,000);
 - 1.2 Hellenic Community of Western Australia for Perth Greek Festival (\$25,000);
 - 1.3 Perth International Jazz Festival Inc. for 2019 Perth International Jazz Festival (\$28,000);
 - 1.4 Voicemoves (WA Incorporated) for Sing Along Perth World Singing Day 2019 (\$3,000);
 - 1.5 Activ Foundation for Chevron City to Surf (\$15,000);
 - 1.6 Perth Dinghy Sailing Club for International 14 Perth 2020 Worlds (\$6,000);
 - 1.7 Ronald McDonald House Charities Western Australia (RMHC WA) for Up All Night (\$5,000);
 - 1.8 Consular Corps of Western Australia Inc. for World Food Festival (\$3,500); and
 - 1.9 Conservation Council of Western Australia for CCWA Eco Festival (\$5,000).
- 2. DECLINES sponsorship of the following applicants:
 - 2.1 Boating Industry Association WA for Perth International Boat Show;
 - 2.2 West Perth Local for Global Champagne Day 2019 @ Mayfair Street;
 - 2.3 Western Australian Cricket Association for Cricket Australia Veterans Over 50s National Championships;
 - 2.4 Perth Upmarket for Perth Upmarket;
 - 2.5 Tennis West for 2019 Tennis Seniors WA State Championships and ITF Grade 2 Event;
 - **2.6** Youth Focus for Summer Focus;
 - 2.7 One Big Voice Festival Inc. for One Big Voice;
 - 2.8 TedxUWA for TEDxUWA 2019: New Frontiers; and
 - 2.9 Australia Kenya Business Exhibition & Conference for Australia-Kenya Business and Exhibition Conference.
- 3. <u>NOTES</u> the provisional list of sponsorship benefits contained within the Detailed Officer Assessments in Attachment 13.1A;

- 4. <u>AUTHORISES</u> the Chief Executive Officer (or an appointed delegate) to negotiate with the applicants the final list of sponsorship benefits for inclusion in the agreements, according to the Council-approved funding amount; and
- 5. <u>NOTES</u> that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth three months following the completion of each supported project.

FILE REFERENCE: P1037136#04

REPORTING UNIT:

Business Support and Sponsorship

RESPONSIBLE DIRECTORATE:

Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 16 April 2019

ATTACHMENT/S: Attachment 13.1A – Detailed Officer Report

Council Role:

When the Council advocates on its own behalf or on behalf of its Advocacy community to another level of government/body/agency. The substantial direction setting and oversight role of the Executive X Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. Includes adopting local laws, town planning schemes and Legislative policies When the Council determines an application/matter that Quasi-Judicial directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal. Information For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Section 8 of the *City of Perth Act 2016*

Local Government Act 1995

Integrated Planning and Reporting Framework

Strategic Community PlanGoal 1 - A city for people

Goal 6 - A city that celebrates its diverse cultural identity

Goal 8 - A city that delivers for its community

Policy

Implications

Policy No and Name: 18.13 – Sponsorship and Grants

Purpose and Background:

The City of Perth holds two funding rounds for Event Grants in the 2019/20 financial year:

- Round 1 (for projects taking place between 1 August 2019 and 31 January 2020); and
- Round 2 (for projects taking place between 1 February 2020 and 31 July 2020).

Details:

The City received 19 applications in Round 1 of Event Grants 2019/20. Of these, an application by Subsea Energy Australia for the project Future Engineers was withdrawn and was invited to apply as a Key Sector Sponsorship. The remaining 18 applications were considered by the assessment panel.

Under \$15,000

The following nine applications were considered by the assessment panel for the under \$15,000 category:

RANK	APPLICANT	PROJECT	REQUESTED AMOUNT	ASSESSMENT SCORE	RECOMMENDED AMOUNT
1	Voicemoves (WA Incorporated)	Sing Along Perth World Singing Day 2019	\$4,300	67.57%	\$3,000
2	Consular Corps of Western Australia Inc.	Consular Corps of WA Inc - World of Food Festival 2019	\$10,000	61.14%	\$3,500
3	West Perth Local Incorporated	Global Champagne Day 2019 @ Mayfair Street	\$2,336	59.31%	Decline
4	Perth Upmarket	Perth Upmarket	\$15,000	56.11%	Decline
5	Tennis West	2019 Tennis Seniors WA State Championships and ITF Grade 2 Event	\$5,000	54.66%	Decline
6	Youth Focus	Summer Focus	\$13,500	50.74%	Decline
7	One Big Voice Festival Inc	One Big Voice - Australia's largest children's choir	\$5,000	44.71%	Decline
8	TEDxUWA	TEDxUWA 2019: New Frontiers	\$10,000	37.94%	Decline
9	Australia Kenya business Exhibition & Conference	Australia-Kenya business & Exhibition Conference	\$12,000	36.09%	Decline
		TOTAL	\$77,136		\$6,500
			Requested		recommended

\$15,001 - \$40,000

The following 9 applications were considered by the assessment panel for the \$15,001 - \$40,000 category:

RANK	APPLICANT	PROJECT	REQUESTED AMOUNT	ASSESSMENT SCORE	RECOMMENDED AMOUNT
1	Western Australian Yachting Foundation TA Swan River Sailing	2020 City of Perth Festival of Sail incorporating the Warren Jones International Youth Regatta	\$40,000	79.51%	\$35,000
2	Hellenic Community of Western Australia	Perth Greek Festival	\$40,000	75.33%	\$25,000
3	Perth International Jazz Festival Inc	2019 Perth International Jazz Festival	\$40,000	73.64%	\$28,000
4	Activ Foundation	Chevron City to Surf for Activ	\$25,000	65.04%	\$15,000
5	Perth Dinghy Sailing Club	International 14 Perth 2020 Worlds	\$25,000	64.47%	\$6,000
6	Ronald McDonald House Charities Western Australia (RMHC WA)	Up All Night supporting Ronald McDonald House Charities WA	\$40,000	64.20%	\$5,000
7	Conservation Council of Western Australia	CCWA Eco Festival	\$31,623	60.02%	\$5,000
8	Boating Industry Association WA	Perth International Boat Show	\$40,000	59.51%	Decline
9	Western Australian Cricket Association	Cricket Australia Veterans Over 50s National Championships	\$18,000	56.71%	Decline
		TOTAL	\$299,623 Requested		\$119,000 recommended

The 18 applications assessed requested support totalling \$376,759, with an available budget of \$125,500 for Round 1 financial year 2019/20. Of the applications assessed, nine are recommended for approval and nine for decline. This is a total support of \$125,500 for the grant round.

All applications scoring 60% and above in assessment are recommended for support. All applications under this threshold are recommended for decline.

All applications were assessed by a four-person assessment panel consisting of members from the City of Perth Administration. A detailed Officer Assessment of all applications is included in Attachment 13.1A. The applications were assessed using the schema of measurable outcomes for cultural engagement, developed by the Cultural Development Network.

Financial Implications:

ACCOUNT NO: PJ 13958044000007901 **BUDGET ITEM: Event Rounds BUDGETED AMOUNT:** *\$265,000 AMOUNT SPENT TO DATE: \$0 \$125,500 PROPOSED COST: BALANCE REMAINING: \$139,500 ANNUAL MAINTENANCE: N/A N/A **ESTIMATED WHOLE LIFE COST:**

All figures quoted in this report are exclusive of GST.

Comments:

The large number of applications received in this round and the limited budget made the assessment process highly competitive. An assessment score of 60% and above was determined by the panel as the minimum required for support.

Applications recommended for support could demonstrate strong alignment with the Event Grants assessment criteria. The Assessment Panel believes that these events will add to the vibrancy of the city by activating space and providing unique opportunities for the wider community to engage and connect.

The panel is confident applications receiving part-funding will be able to successfully deliver their projects in full or with revised plans.

^{*}Draft budget amount for 2019/20

Detailed Officer Report

Event Grants Round 1 2019/20













EVENT GRANTS \$15,000 AND UNDER

Events Grant Round 1 | 2019/20 | Voicemoves (WA Incorporated)

Applicant Details

Entity Name	Voice Moves WA Inc.
ABN	71298815025
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	Voice Moves (WA Incorporated)
Project Title	World Singing Day Perth 2019
Project Start Date	19/10/2019
Project End Date	19/10/2019
Venue	Yagan Square Perth
Estimated attendance	1,500
Ticket Price	Free
Total Project Cost	\$14,231
Total Amount Requested	\$4,300 (30.21% of the total project budget)
Recommendation	Approve
Recommended amount	\$3,000 (21.08% of the total project budget)
Assessment Score	23.65 out of 35 (67.57%)

Project Summary

World Singing Day is a global community sing-along, held annually on the third Saturday in October.

The key objectives of World Singing Day Perth are to connect communities in an event that exudes happiness, to connect a Perth event to the world, to activate Yagan Square and to reach more people who simply love to sing. The event is accessible for all, free and aims to be uplifting.

The Perth event is coordinated by not-for-profit Voice Moves, Western Australia's major choral association formed in 1998. They aim to support and encourage networking among choirs and singing in WA, promote community involvement in singing and assist in the development of skills and abilities for choirs and singers.

Project Description

Sing Along Perth 2019 aims to unite 1,500 people from diverse backgrounds, together in song, in Yagan Square for Perth World Singing Day on Saturday, 19 October 2019.

In 2018, Voice Moves (WA Inc) partnered with Sue Ross (Sing Along City Host Coordinator Australia) to present the first ever Perth City Sing Along. Around 700 people, from all walks of life, gathered in Yagan Square and sang well-known songs with the lyrics displayed on the digital tower and interpreted in Auslan.

100% of people surveyed following the event said they would take part in the event again. Organisers are planning to build on the success of the inaugural event last year, attracting more people to celebrate and showcase the diversity of Perth and the joy of singing to a worldwide audience.

The application also includes a six-week program from Saturday, 7 September to Saturday, 19 October 2019 inviting the people of Perth to come along and sing and learn some of the songs that will be sung at Perth World Singing Day. The Singing group is called ShoeBeeDoo and will be held at The Shoe Bar in Yagan Square. Organisers anticipate approximately 30 people per week to attend the singing workshops.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$4,300:

- City of Perth logo on all printed flyers, on the social media event (Facebook) and on the digital screen at Yagan Square during the event for one hour;
- Opportunity to display City of Perth signage at the event;
- Referenced as supporting sponsor by the MC during the event;
- The video montage of World Singing Day Perth 2019 will be shown across the globe and as in 2018 have global exposure. The Perth highlights video for 2018 has had 125 views, the global montage has 787 views and another of 466 views;
- There will be flash mobs and impromptu sing-alongs in the lead up to World Singing Day Perth
 in the city with the potential for viral exposure on social media. Perth City featured in a
 YouTube video in the lead up to the 2018 event with an impromptu sing along through the city
 streets, A video entitled "500 miles sung by strangers" has had 4,000 views. In 2018 the
 Liberators supported the event; and
- Access for the City of Perth to create content to use on social/digital channels at own cost.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.63
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	4.13
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	3.63
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant activity?	3.75
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	3.50
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.63
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	1.38
TOTAL ASSESSMENT SCORE 23.65 out of	<u>35 (67.57%)</u>

Comments

- Based on the success of the inaugural Sing Along event in 2018, the assessment panel believes
 that this event is a great opportunity to activate a public space which encourages positive
 social outcomes;
- The panel commented that it is an inclusive event which has the potential to build a sense of community, as well as encourage repeat visitation and economic benefit to city retailers;
- The panel trusts that this relatively small contribution will assist the event organisers with their planning and promotion of both the singing workshops and the main singing day; and
- The panel encourages the City to support this event with promotional opportunities though the City's digital and social media platforms.

Events Grants Round 1 | 2019/20 | Consular Corps of Western Australia Inc.

Applicant Details

Entity Name	The Consular Corps of WA
ABN	80063727992
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	Consular Corps of Western Australia Inc.
Project Title	World of Food Festival 2019
Project Start Date	17/11/2019
Project End Date	17/11/2019
Venue	Government House Gardens
Estimated attendance	10,000
Ticket Price	Free entry for the public
	\$440 per Consular food stall
Total Project Cost	\$49,000
Total Amount Requested	\$10,000 (20.40% of the total project budget)
Recommendation	Approve
Recommended amount	\$3,500 (7.14% of the total project budget)
Assessment Score	21.40 out of 35 (61.14%)

Project Summary

The World of Food Festival features around 35 international food stalls, cultural song and dance performances, guided tours of Government House and over 30 countries represented. As well as food stalls, there will be a range of family friendly activities including a petting zoo, face painting, mini sports, games and pony rides.

The event is presented by the Consular Corps of Western Australia Inc, who represent foreign governments in this state. The event is being managed by Spirit Events, who have coordinated the event for the past eight years.

Project Description

The World of Food Festival is an annual one-day free entry event held to celebrate multiculturalism presented by The Consular Corps of WA. It will be held on Sunday, 17 November 2019 from 11am to 3pm in the gardens of Government House.

The event provides an opportunity for culturally and linguistically diverse community groups belonging to countries represented as members of the Consular Corps to display their culinary cultures, in many cases, their national dresses, arts and languages. It also gives people an opportunity to speak directly to government representatives of the many countries present at the event, including Australian Federal and Western Australian State Government representatives, and learn first-hand about other countries represented in Western Australia.

The event has free entry and has previously had a consistent flow of attendees and participants throughout the day. It is estimated that around 10,000 people will attend the event, based on previous year's numbers.

Additionally, Government House will be open to the public on the day, enabling all to be able to learn about its rich heritage, the history of Western Australia and its capital city of Perth.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$10,000:

- Logo recognition on all event promotional material and event website (newsletters, social media posts, advertisements, etc);
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- Opportunity for a City of Perth representative to give a 3-minute address during the formal proceedings; and
- One 3m wide by 3m depth by 2.1m tall stall (open front and back) to display/promote City of Perth Christmas festive season events.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	4.25	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	3.88	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	2.13	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	2.38	
activity?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	3.75	
event?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	3.13	
To what extent does the event activate a space (or spaces) prioritised for	1.88	
activation by the City?		
TOTAL ASSESSMENT SCORE 21.40 out of 35 (61.14%		

Comments

- This long-standing event is viewed as a positive multicultural event that has been well attended in the past, however the assessment panel feels that there are further opportunities for exposure and growth;
- The panel believes the event provides opportunity for visitors to experience and learn about different cultures as it activates a space (Government House grounds) usually closed to the public; and
- The panel recommends the organisers look at the uniqueness of the event as there are a number of similar multicultural events in the city.

Events Grants Round 1 | 2019/20 | West Perth Local Incorporated

Applicant Details

Entity Name	West Perth Local Incorporated
ABN	85621629409
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	West Perth Local Incorporated
Project Title	Global Champagne Day 2019 @ Mayfair Street
Project Start Date	19/10/2019
Project End Date	19/10/2019
Venue	Mayfair Street West Perth (Western end of public road).
	Carpark for 74 and 76 Outram St, West Perth (private land).
	Mayfair Lane Pub & Dining Room (adjacent venue with
	liquor licence, kitchen, staff and facilities).
Estimated attendance	200
Ticket Price	\$58.00
Total Project Cost	\$18,286.00
Total Amount Requested	\$2,336 (12.77% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	20.76 out of 35 (59.31%)

Project Summary

Global Champagne Day 2019 @ Mayfair Street is a stand-up open-air dinner event to coincide with Global Champagne Day held around the world on the weekend of 18-20 October 2019. Global Champagne Day was launched by American Blogger Chris Oggenfuss in 2009. Chris wanted to honour the wine of kings and so began Champagne Day, now a global event that celebrates Champagne.

West Perth Local is a precinct organisation for residents, businesses and anyone who loves West Perth to drive vibrancy, life and activity and make it a better place to work, live and play. It was established in 2017 and is run by a group of committed volunteer residents, business owners and investors working together to raise awareness and vibrancy in West Perth.

Project Description

West Perth Local are working with West Perth restaurants and bars to host a stand-up open-air dinner event to coincide with Global Champagne Day.

The event will be held adjacent to the Mayfair Lane Pub and Dining Room using Mayfair Street and the carpark on Saturday, 19 October 2019 from 6pm - 10pm.

In 2018, Mayfair Lane Pub and Dining Room (the partner venue) hosted a Champagne Master Class that was well attended. With the introduction of Neighbourhood Groups like West Perth Local, they have seen an opportunity to take Global Champagne Day in Perth to a new level with an open-air street celebration right in the centre of beautiful West Perth. 'Global Champagne Day @ Mayfair Street' will be registered with the Global Champagne Day organisers and advertised as a destination for local, domestic and international appreciators of champagne.

The event will include an Aboriginal welcome, champagne appreciation advice from the WA Sommelier of the Year 2018, Foni Pollitt (from Mayfair Lane), and a two-hour live jazz music set to close out the evening.

World Champagne Day has three events already registered to be held in the greater Perth Metropolitan Region. This event will be the fourth and potentially the signature event for Perth.

The event will be a pre-sold ticketed affair for 200 persons and they have already started to secure some financial support from local West Perth businesses to assist in running this event.

Tickets for the event will be made available to all residents and workers in West Perth as a first release advertised through the West Perth Local social media and email. The aim is to provide the best opportunity for the local community to meet and network. A second release of tickets will be made publicly and advertised via the City of Perth, local print media and the Global Champagne Day website based in France.

The grant funds have been requested to cover the City of Perth fees and charges associated with the event, plus cover the cost of three licensed security guards to help maintain a safe and friendly environment at the event.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant; however, the City has received an application in the Precinct Development Grants program in April 2019 from West Perth Local Incorporated.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$2,336:

- City of Perth to be listed as Major Sponsor on:
 - all tickets (200), flyers (1000) and shop-front posters (50);
 - all e-newsletters and social media posts (20 separate posts);
 - the international listing on the Global Champagne Day event register (1 listing and 4 monthly updates);
 - audio media announcements (6);
 - post event picture & video posts (50);
 - live streaming social media post during the event (2);
 - political endorsements (1 state and 2 federal);
- Opportunity to display City of Perth signage at the event; and
- Access to the event for the City of Perth Digital team to produce content at our own cost.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	2.50
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	3.00
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	2.63
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant activity?	2.50
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	2.75
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.50
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	3.88
TOTAL ASSESSMENT SCORE 20.76 out of 35 (59.31%)	

Comments

- The panel commented that whilst it is great to see a neighbourhood group working together
 to put on an event that activates an underutilised space and engages with their community,
 the panel had concerns that the applicant had not considered all costs in their planning
 including traffic management and road closures; and
- The panel also commented that the event reached a relatively small number of people, was
 a ticketed commercial event with a focus on alcohol and provided limited other benefits to
 the wider community. The application scored just under the recommended score of 60% to
 approve, therefore the panel recommended this event be declined but would encourage
 the applicant to apply for future wider-reaching community events.

Events Grants Round 1 | 2019/20 | Perth Upmarket

Applicant Details

Entity Name	The Trustee for Barsley Family Trust
ABN	38828093619
Entity Type	Discretionary Trading Trust
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	Perth Upmarket
Project Title	Perth Upmarket
Project Start Date	15/09/2019
Project End Date	21/06/2020
Venue	Winthrop Hall and surrounds at The University of
	Western Australia
Estimated attendance	50,000 (total over 7 events)
Ticket Price	Free entry for attendees.
	Stall fees apply.
	Fees differ depending on stall being
	inside/outside and size, from \$260 up to \$570.
	The average stall fee is \$295.
Total Project Cost	\$150,000
Total Amount Requested	\$15,000 (10% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	19.64 out of 35 (56.11%)

Project Summary

Perth Upmarket, is a quarterly artisan market at the University of Western Australia, connecting over 180 of WA's artists, designers, craftsmen and gourmet producers directly with Perth shoppers who love to buy local and support small local design businesses and start-ups. The 2019/20 application included the addition of a Wedding Upmarket and two Art markets, for a total of seven market days.

Upmarket is coordinated by a small team led by Justine Barsley, who started the market in 2008 to help small creative businesses in WA succeed while giving shoppers access to the highest quality local products.

Project Description

Perth Upmarket attracts over 50,000 visitors each year from across Perth suburbs, regional areas and visiting tourists. Now entering its 11th year it has become a creative incubator for local designers and makers and attracting 'buy local' shoppers into the City of Perth.

All products found at any of the Upmarket events are all designed or made locally in Western Australia.

Event dates are:

- Perth Upmarket Sunday, 15 September 2019
- Art Upmarket Saturday, 20 October 2019
- Perth Upmarket Sunday, 24 November
- Perth Upmarket Sunday, 22 March 2020
- Art Upmarket Saturday, 4 April 2020
- Wedding Upmarket Saturday, 2 May 2020
- Perth Upmarket Sunday, 21 June 2020

Following a successful test market in 2018, Art Upmarket is now a new addition to the Upmarket calendar. It aims to connect WA's artists and craftsmen with WA original design pieces (gallery calibre) directly with art buyers across Perth. Organisers believe it was the first art event of its kind for Perth and was heavily applauded by local artists who have found it increasingly difficult to connect directly with buyers with the closure of a number of galleries around Perth.

Perth Upmarket strives to support small creative businesses in WA, with organisers committed to helping businesses thrive through support, mentoring and networking. Organisers see the Market as a great testing group for start-up small creative businesses looking to launch themselves into the Perth marketplace, or grown their businesses to a point where they can move on to a bricks and mortar business in the city.

Many of the creatives that have started at Perth Upmarket have launched and grown their businesses through the market and gone on to have their very own bricks and mortar outlets in the City. These businesses include:

- The Honeycake
- Sue Lewis Chocolates State buildings
- The Hummus Club- Northbridge
- Beau Est Mien Northbridge
- The Cookie Box Yagan Square
- Chicho Gelato Northbridge
- The King St Collective has the following Perth Upmarket retailers Adelyn Makes, Amertrine, Art by Hannah, Bianko, Blue Lawn, Bron's ceramics, Cirkus Charm, Dapple and spots, Flame it Candle Co, Farlands, Fluid ink, Friends of Henry, Greet yo self, Happy hound, Jet empire, Little greenscapes, Ol Yellas, Pepe and peach, Sceenry, Teesh, The second salon, Vibe ceramics.

Perth Upmarket also activates a historic and stunning part of the city that is often very quiet on weekends and limited other activities. The Upmarket events bring vibrancy to the University of Western Australian campus and their surrounds.

The event has a highly engaged audience with a strong database of stallholders and attendees, as well as over 37,000 people following their Facebook page. Organisers see the Upmarket events as an opportunity to encourage people to spend more time in the Perth city, jumping on and off the 950 bus and believe the event offers an untapped cross promotional opportunity for other events happening nearby in the city.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	\$2,000	Perth Upmarket small business grant
2016	\$15,000	2016 Perth Upmarket program of events
2017	N/A	-
2018	\$5,000	2018/19 Perth Upmarket program of events
2019	N/A	-
TOTAL	\$22,000	

- The City of Perth has received two interim reports for the markets that have been held during the 2018/19 grant period and will receive the full acquittal following the March and June 2019 events.
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$15,000:

- Logo recognition on website over 80,000 visits per year;
- On roadside banner that is featured at the front of The University of Western Australia in a high traffic area for one week prior to each event;
- Logo recognition on all print materials;
- In all press releases sent to key media outlets;
- In all email marketing campaigns which are emailed to over 12,000+ subscribers;
- Sponsor profile on event website;
- City of Perth signage at events;
- Tagging @cityofperth and #cityofperth on social media posts;
- Access to Upmarket social media channels for cross promotional purposes (Facebook 36,900, Instagram 25,700) to cross promote other City of Perth events to market database;
- Community engagement (i.e. survey customers) and activation opportunities at markets;
- Opportunity for City of Perth to conduct promotional activities;
- Opportunity for the City of Perth to provide giveaways at the event;
- Access to the event for the City of Perth Digital team to produce content at own cost;

- Access to City of Perth-based seller(s) to be available for profiling through the City's social media (subject to availability);
- Access to Perth Upmarket Growth Quarters business incubation for start eco systems
 platform (see http://www.perthupmarket.com.au/gq-member-landing%20generic for
 more information);
- Opportunity to activate the City through filling empty shopfronts, developing a creative industry workspaces location or a Pop Upmarket (subject to an identifying an appropriate CBD venue); and
- Opportunity to leverage event organisers relationship with UWA for co-ordination of business workshops for City of Perth businesses (to be investigated, for example research on the changing habits of consumer behaviour).

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.38
Social Outcomes	
To what extent does the event provide opportunities for the local or greater	3.25
community to connect?	
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	2.50
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant	1.63
activity?	
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the	4.63
event?	
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.50
To what extent does the event activate a space (or spaces) prioritised for	0.75
activation by the City?	
TOTAL ASSESSMENT SCORE 19.64 out of 35 (56.11%)	

Comments

- The assessment panel noted that Perth Upmarket is a well organised, well established and well attended event that has been running for a number of years;
- The panel acknowledged Perth Upmarket as a strong supporter of Perth start-up businesses, with many going on to occupy permanent retail space within the City of Perth. The panel suggested looking at potential future opportunities to link them with the 'Fill This Space' program to encourage more start-ups to trial a retail space in the city; and

• The applicant scored below the 60% threshold as the uniqueness of the event was questioned with numerous similar markets in the city, and the event is held in a space not considered a priority space for activation with limited flow-on economic benefits for surrounding businesses.

Events Grants Round 1 | 2019/20 | Tennis West

Applicant Details

Entity Name	Western Australian Tennis Association Inc
ABN	90803634736
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	Tennis West
Project Title	2019 Tennis Seniors WA State Championships and
	International Tennis Federation (ITF) Grade 2 Event
Project Start Date	10/10/2019
Project End Date	13/10/2019
Venue	Royal Kings Park Tennis Club
Estimated attendance	350
Ticket Price	Participants: \$30-\$50 depending on the event
	Spectators: free
Total Project Cost	\$20,500
Total Amount Requested	\$5,000 (24.39% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	19.13 out of 35 (54.66%)

Project Summary

The 2019 State Championships sees players from all over WA compete in singles and doubles events. The International Tennis Federation (ITF) component of the event has been upgraded this year to a Grade 2 and it is expected to attract more interstate and international players to Perth to compete. Last year's event had 15 players from overseas.

The annual state championships have been held for 45 years.

Tennis West is the governing body of tennis in WA. Their role is to ensure the viability of tennis, oversee the development of grass roots programs, manage competitions and tournaments, and promote tennis at all levels. Tennis West is partnering with Tennis Seniors WA to deliver the event.

The applicant advises that if they were to receive less funding they would reduce the marketing to interstate markets and not be able to provide support for players to travel to Perth.

Project Description

The 2019 Tennis Seniors WA State Championships and International Tennis Federation (ITF) Grade 2 Event will be held at the Royal Kings Park Tennis Club from Thursday, 10 October to Sunday, 13 October 2019.

The event is a combination of the Annual State Championships for tennis players over the age of 35, providing age groups categories up to 80+, as well as an International Tennis Federation (ITF) Grade 2 event that is open to local players as well as players from interstate and overseas. Last year close to 200 players competed at Robertson Park Tennis Club. With the event moving to the prestigious Royal Kings Park location in 2019, and the addition of the ITF event, organisers are expecting this number to grow and are anticipating 350 to attend this year.

In 2019 the event is moving from Robertson Park Tennis Club to the prestigious Royal Kings Park Tennis Club. It is free for people to attend the matches.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$5,000:

- Logo recognition on all entry forms and marketing collateral;
- City of Perth signage at the event (where permitted);
- Sponsor profile on event website if applicable;
- Opportunity for City of Perth delegates to be part of the presentations;
- Opportunity for City of Perth to include promotional material in players gift packs;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
 and
- Acknowledgement as a Major Sponsor.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	2.75
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	2.88
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	2.75
Place Outcomes	

To what extent does the event activate private or public spaces with vibrant activity?	2.50
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	3.0
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.25
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	2.00
TOTAL ASSESSMENT SCORE 19.13 out of	<u>35 (54.66%)</u>

Comments

- There are potential benefits for the City and its community with interstate and international visitors to Perth; however, the assessment panel felt these benefits were limited and not of great significance;
- There was limited information given in the application on the marketing and promotion of the event and its ability to attract a large number of visitors to Perth; and
- There was no evidence of other Government grants or corporate sponsorship, and the panel felt that the event would continue without the City's support.

Events Grants Round 1 | 2019/20 | Youth Focus

Applicant Details

Entity Name	Youth Focus Inc
ABN	35563430804
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Public Benevolent Institution

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	Youth Focus
Project Title	Summer Focus
Project Start Date	06/12/2019
Project End Date	06/12/2019
Venue	Yagan Square Amphitheatre
Estimated attendance	1,200
Ticket Price	Free
Total Project Cost	\$45,900
Total Amount Requested	\$13,500 (29.411% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	17.76 out of 35 (50.74%)

Project Summary

Summer Focus is a new event, using music and activities aimed at providing an opportunity for open conversation and celebration of mental health for young people.

It is being developed and coordinated by Youth Focus, a for-purpose organisation that creates brighter futures for young people aged 12-25 in Western Australia by offering a range of mental health services. Youth Focus are engaging with West Australian Music (WAM) for the programming.

The event concept was initiated by the Youth Focus, Youth Reference Group (YRG) as a medium that would be most effective to bring young people together in a positive mental health message in a non-confrontational and engaging way.

Project Description

Youth Focus is planning on holding their inaugural Summer Focus event on Friday 6 December, from 5pm-9pm in the Yagan Square Amphitheatre (venue not yet confirmed).

Summer Focus will showcase live original music from WA, with acts primarily engaged with a mental health focus in mind. The acts will be encouraged to engage with the audience through talking about mental health, from discussions about a song they wrote during a time they were struggling, to how music has helped them more holistically with managing their mental health. The programming will stretch across genres to engage a wider audience and have a broader appeal.

Other engagement activities will include an open mic segment, DJ masterclass, paint your feelings on tote bags, glitter face painting, race a rider from Hawaiian Ride for Youth and a roaming Instagram photo booth.

They anticipate an attendance of 1,200 people, and are holding it on this date away from other more traditional Youth Week and Mental Health Week dates to attract the youth audience at a time when many of them are finishing school, and may be transitioning into high school or leaving school to offer them a chance to celebrate and get support.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$13,500:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- Social media coverage and e-newsletter inclusions just over 2,600 followers on Instagram and just over 7,200 on Facebook;
- A speaking opportunity at the event will be provided; and
- In addition to free counselling for young people in Perth, Youth Focus coordinate effective education sessions for schools, communities and workplaces and would be more than happy to run sessions for City of Perth staff.

Events Grants under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	2.25	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	3.38	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	3.25	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	2.50	
activity?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	2.75	
event?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	2.75	
To what extent does the event activate a space (or spaces) prioritised for	0.88	
activation by the City?		
TOTAL ASSESSMENT SCORE 17.76 out of 35 (50.74%)		

Comments

- Whilst all assessment panel members thought this appeared to be a worthwhile event and cause to support, the application was missing detail in the assessment criteria not being adequately addressed. For a proper assessment, it required more justification and explanation;
- Organisers had not yet secured a venue at the time of the application, but were hoping for Yagan Square or the Perth Cultural Centre. The assessment panel commented that it was difficult to assess the benefits of the event without the location being confirmed; and
- The panel recommended that the applicant discuss future grant applications with the Sponsorship Officer well-ahead of the submission deadline to assist with facilitating a higher quality application.

Events Grants Round 1 | 2019/20 | One Big Voice Festival Inc

Applicant Details

Entity Name	One Big Voice Festival Inc
ABN	28239540149
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity

Event Details

Grant Category	Event Grants Under \$15,000			
Applicant	One Big Voice Festival Inc			
Project Title	One Big Voice - Australia's largest children's choir			
Project Start Date	30/08/2019			
Project End Date	30/08/2019			
Venue	RAC Arena			
Estimated attendance	11,000			
Ticket Price	Schools are charged a fee to participate as follows (exc. GST):			
	Up to 15 students \$300			
	• 16 - 25 students \$350			
	• 26 - 50 students \$410			
	• 51 - 75 students \$450			
	• 76 - 90 students \$510			
	Tickets for public (2018 costs):			
	Adults - \$35 plus booking fee			
	 Concession/child/pensioner ticket -\$25. 			
	Family of 4 - \$120 A ticket for a family of 4			
	 Subsidised tickets were also offered at \$10. 			
	96 complimentary tickets were distributed to lower			
	socio-economic areas and principals.			
Total Project Cost	\$381,630			
Total Amount Requested	\$5,000 (1.31% of the total project budget)			
Recommendation	Decline			
Recommended amount	\$0			
Assessment Score	15.65 out of 35 (44.71%)			

Project Summary

One Big Voice (OBV) is an annual event that brings together choir members from grades 3-6 from metropolitan and regional WA public, private, independent and home schools to form Australia's largest children's choir. The children participate in a non-competitive environment to sing positive songs with choreography.

The Festival started in 2000 as Westcoast Songfest. In 2016, it outgrew its regional venues, moved to Perth Arena and was renamed. Each year the event continues to grow and is making a difference in the lives of all the participants.

Project Description

The event will be held at RAC Arena on Friday, 30 August 2019. Now in its 19th year, the event is continuing to grow and it will be the fourth time the event has been held at the Arena.

The venue hosts on the floor a choir of 4,000 and seats an audience of 11,000. With the increase in popularity and number of schools registering, to maintain inclusivity and accommodate all interested schools, a second show with a choir of 2,000 was added in 2018. Matinee and evening shows will again be held this year. Each show runs for 2.5 hours (with rehearsals held directly before the show). Organisers anticipate a total attendance with participants and spectators at the two shows to be 18,000 people.

From 2017 to 2018, the number of schools increased from 80 to 115, the number of teachers and helpers (involved as conductors, students and carers) from 300 to 650, the number of choir members from 4,000 to around 6,000 and audience from around 8,000 to 11,000. It attracted participants and an audience from a diverse range of cultural and socio-economic backgrounds (both metropolitan and rural areas) with 17,582 at the Arena on event day.

Three teacher workshops are held during the year. Each school choir is taught songs and choreography by their teacher and for the show, join for the first and only time to rehearse then perform live. The lyrics in the songs are carefully considered and the list includes material written and produced by WA musicians including Co-Chairperson and Musical Director, Donna Marwick-O'Brien.

Students audition for compere, soloist, vocal group and instrumental roles and teachers also have on-stage opportunities. Pre-concert entertainment is provided by developing young talent (up to age 22). A new initiative in 2018 and addition to the concert program was the OBV Singers comprised of students from grades 6-9 who perform at the festival and other events (for example WA Day at Elizabeth Quay).

OBV organisers state that the event supports and enriches the development of a positive self-identity as well as providing confidence, motivation and a sense of belonging; it enhances creative, social and emotional skills. Participation in OBV also contributes to the building of friendships and self-esteem.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$5,000:

- Acknowledgement of the City of Perth as a Civic Partner;
- At the event logo appearance on the 40m screen backdrop to the choir and verbal acknowledgement by the MC in front of an audience of over 11,000 people;
- Acknowledgement on social media The OBV Facebook page has 1,169 likes and followers.
 In 2017 Channel 7 broadcast a story on OBV, with the Facebook viewed over 4,000 times within 48 hours and now has 115,000 views, 765 shares and 1100 likes;
- Opportunity to display City of Perth signage at the event;
- Logo recognition on all event and promotional material; and
- Access to the event for the City of Perth Digital team to produce content at our own cost.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	1.88	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	2.63	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	2.88	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	0.88	
activity?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	4.13	
event?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	2.75	
To what extent does the event activate a space (or spaces) prioritised for	0.50	
activation by the City?		
TOTAL ASSESSMENT SCORE 15.65 out of 35 (44.71%)		

Comments

- The assessment panel felt that the benefits to the community aren't wide reaching as the event is held solely on private enclosed land with limited visibility to the general public;
- The panel suggested that the applicant consider providing more opportunities for the participants and their families to explore the surrounding CBD before or after the event at RAC Arena;

- The event is unique to WA and provides a platform for a range of diverse students and teachers to come together; and
- Schools are charged to participate, however there are some costs to organisers for the venue as well as for bus parking the panel suggested that organisers discuss the bus parking directly with the City rather than going through the traffic management company if they are booking the bays the same as last year.

Events Grants Round 1 | 2019/20 | TEDxUWA

Applicant Details

Entity Name	TEDxUWA
ABN	71752830431
Entity Type	Other Unincorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity

Event Details

Grant Category	Event Grants Under \$15,000
Applicant	TEDxUWA
Project Title	TEDxUWA 2019: New Frontiers
Project Start Date	19/10/2019
Project End Date	19/10/2019
Venue	The Octagon Theatre, University of Western Australia
Estimated attendance	500
Ticket Price	\$40 - \$60
Total Project Cost	\$12,750.00
Total Amount Requested	\$10,000 (78.43% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	13.28 out of 35 (37.93%)

Project Summary

The TEDxUWA movement aims to bring the spirit of TED to the University of Western Australia campus community by organising events that are focused on the power of ideas to change.

In the spirit of ideas worth spreading, TEDx is a program of local, self-organized events that bring people together to share a TED-like experience. TEDx, x = independently organized event, in this case by a committee of UWA students.

Project Description

TEDxUWA will be held at the Octagon Theatre at the University of Western Australia on Saturday, 19 October 2019, from 10am - 4pm. Organisers anticipate attendance of 500 people, up from 300 attendees in 2018.

The major annual TEDxUWA conference is a full-day, multidisciplinary event with a similar structure to a TED conference. TEDxUWA 2019: New Frontiers is a conference which will explore how unique, often unexpected ideas have pioneered uncharted territory. This conference establishes a platform for speakers to spread their stories, ideas and concepts with the aim to inspire audiences to express creativity and innovative thinking themselves. This initiative gives a voice to students, alumni and researchers from the University of Western Australia as well as the

surrounding community to spread and create a synergy of great ideas between an array of disciplines and people.

The event will feature a diverse, interdisciplinary selection of 10 engaging speakers, who have extraordinary stories, business and ideas to share with the public. Past speakers have varied from entrepreneurs, and humanitarians to motivational speakers and healthcare researchers. In 2018, the conference was the largest student-based TEDx event in Australia. The speeches published on the TEDx YouTube channel together received millions of views from people around the world.

Organisers are in planning to make the 2019 annual conference bigger and better and have started the search for a top speaker line-up.

<u>Previous five years City of Perth Support and Acquittals</u>

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$10,000:

- City of Perth logo recognition at the end of the speakers' presentation and on the TEDxUWA website;
- Verbal acknowledgement and thank you to City of Perth on the day of the event;
- Mention of Perth's contribution in all email newsletters promoting the event;
- Promotion and acknowledgement on TedXUWA social channels 2,884 followers across social media platforms;
- Opportunity to display City of Perth signage at the event; and
- Access to the event for the City of Perth Digital team to produce content at our own cost.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	1.88	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	2.13	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	2.13	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	0.75	
activity?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	3.38	
event?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	2.63	
To what extent does the event activate a space (or spaces) prioritised for	0.38	
activation by the City?		
TOTAL ASSESSMENT SCORE 13.28 out of 35 (37.93%		

- The event is being held in one venue (UWA) which is not considered to be a priority activation space for the City and does not appear it will reach a broad section of the community based on projected attendance figures;
- It is recommended that the applicant discuss future applications with a Sponsorship Officer; and
- The applicant has not provided satisfactory evidence as to why they need funding and have been running for three years previously without any financial support from the City of Perth.

Events Grants Round 1 | 2019/20 | Australia Kenya Business Exhibition and Conference

Applicant Details

Entity Name	S Kuria & D.M Njau
ABN	28792787732
Entity Type	Other Partnership
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Event Grants Under \$15,000	
Australia Kenya Business Exhibition and Conference	
Australia-Kenya Business & Exhibition Conference	
31/08/2019	
02/09/2019	
Fraser Suites, East Perth	
250	
Tickets – Adult: \$85	
Tickets – Concession: \$30	
There will also be a fee for exhibitors to have a display booth.	
\$18,900	
\$12,000 (63.49% of the total project budget)	
Decline	
\$0	
12.63 out of 35 (36.09%)	

Project Summary

The Australia Kenya Business Exhibition and Conference will be held at Fraser Suites from Saturday, 31 August to Monday, 2 September 2019 and coincides with Australia Africa Week in Perth (1-7 September 2019). The annual Australia-Africa Week brings together a range of activities and events to promote and advance Australia-Africa relations.

Project Description

The conference aims to foster investment opportunities between Kenya and Australia. The main discussions are around business opportunities for Australian businesses in Kenya and investment opportunities for Kenyan companies in Australia.

Organisers anticipate approximately a total of 250 guests, with many guests travelling from interstate and international destinations to attend the event. Attendees come from a cross section of industries including oil and gas, finance and investment.

The event creates a unique forum where investors can meet to develop relationships that can be of mutual benefit to both countries. A number of the WA Government officers are based in Perth, giving Government officials a chance to interact with other officials from Kenya.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$12,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
 and
- Offer the City of Perth a speaking opportunity on the day.

Events Grants (under \$15,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	3.25	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater community to connect?	2.0	
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	2.50	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant activity?	0.50	
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the event?	2.00	
Benefits		
Does the event offer adequate benefits/ recognition for the City?	1.38	
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	1.00	
TOTAL ASSESSMENT SCORE 12.63 out of 35 (36.09%)		

- The event is taking place at a private venue, with a low number of projected attendees;
- The panel believes that this event does not adequately address the key assessment criteria
 of the Event Grants and feels it falls short on diversity, activating spaces, creating a sense of
 community in the city and does not provide a new experience to the wider community;
- It is recommended that the applicant discuss any future applications with the Sponsorship Officer who will advise which program is best suited for their event/project if applicable;
- The application had uncertain financial viability and a lack of substantive responses to the assessment criteria. There was also limited recognition to the City of Perth as a sponsor; and
- The panel felt that the budget provided was confusing and noted that the sponsorship amount requested was higher than the event expenses outlined. No other sources of income (except ticketing) are identified.

EVENT GRANTS \$15,001 - \$40,000

Events Grants Round 1 | **2019/20** | **Western Australian Yachting Foundation T/A Swan River Sailing**

Applicant Details

Entity Name The WA Yachting Foundation (inc)	
ABN	61606193385
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants \$15,001 - \$40,000	
Applicant	Western Australian Yachting Foundation TA Swan River Sailing	
Project Title	2020 City of Perth Festival of Sail incorporating the Warren	
	Jones International Youth Regatta	
Project Start Date	24/01/2020	
Project End Date	31/01/2020	
Venue	Beach Front in Perth Waters	
	Perth Waters	
	Elizabeth Quay	
	Lucky Shag Waterfront Bar	
	TBC Additional Local Venues	
	Royal Perth Yacht Club	
	Royal Freshwater Bay Yacht Club	
Estimated attendance	12,500	
Ticket Price	Spectators: Free	
	Free Sailing: Free	
	Beach Clean Up: Free	
	Warren Jones Regatta: Entry Fee for 12 State, National and	
	International Teams at \$1500 per team of 5-7 athletes.	
	Women On Water: approx. \$50 per attendee	
	Corporate Cup: approx. \$100 per attendee	
	Gala Luncheon: approx. \$180 per attendee	
Total Project Cost	\$224,000	
Total Amount Requested	\$40,000 (17.85% of the total project budget)	
Recommendation	Approve	
Recommended amount	\$35,000 (15.625% of the total project budget)	
Assessment Score	35.78 out of 45 (79.51%)	

Project Summary

The City of Perth Festival of Sail is a free to view World Class International Youth Sailing event organised by Swan River Sailing and the Warren Jones Foundation. The event is in its 18th year, born in the wake of the 1987 America's Cup.

The WA Yachting Foundation, trading as Swan River Sailing is Perth's premier corporate sailing and team building provider and Australia's leading professional regatta management specialists.

Project Description

The 2020 event will see a return of the popular "Women on Water", the "Corporate Cup" (a competition between the best performing CBD based entities), Keep Australia Beautiful beach clean-up and Free Kids "Tackers" and family "Discover Sailing" opportunities over the Australia Day long weekend.

Free components of the Festival include Australia Day long weekend sailing experiences on both small dinghy yachts for children inside of Elizabeth Quay and large keelboats in Perth Waters for adults, children and family units. In 2019, over 900 people registered for free sailing and an additional day is proposed for 2020.

The main feature of the Festival of Sail is the Warren Jones International Youth Regatta. This Regatta is a grade two, international event that attracts youth sailors from all over the globe to the City of Perth each year. Holding the Warren Jones International Youth Regatta in Perth Waters exposes the Perth community to a unique, fast-paced youth event – an event that is one of only a few of its kind in the world.

The Warren Jones International Youth Regatta is known for its high-level competition and many of the former participants and winners have gone on to do incredible things in the space of sailing – including competing and even winning America's Cups, winning World Championships and competing in Volvo Around the World races.

Since the Warren Jones International Youth Regatta has been held in Perth Waters (the last three consecutive years) its' reputation in the youth sailing world has grown even further; boasting an exciting and picturesque venue, proximity to the City and its other attractive attributes and exposure of the event and competitors to the community and general public.

The event attracts eight travelling teams from Australia, New Zealand, the United States of America, the Netherlands, Sweden and France attending the youth regatta, resulting in a substantial accommodation and entertainment spend whilst in Perth.

Keep Australia Beautiful and the Department of Biodiversity, Conservation and Attractions will again partner with the event to remove rubbish from the Perth foreshore on one morning of the event.

Organisers advise that Perth Waters provide a rarely sailed natural amphitheatre with multiple vantage points from which the racing can be viewed. Spectating facilities will be set on the beach of Perth Waters with seating and live commentary.

City of Perth Festival of Sail - JESS Match Cup (Qualifying Event #1)

Date: Friday, 29 November – Sunday, 1 December 2019

Time: 8am – 5pm

Venue: Royal Freshwater Bay Yacht Club

Anticipated attendance: 200

Ticket price: Free for spectators

The JESS Match Cup is a 3-day qualifying event for the City of Perth Festival of Sail's Warren Jones International Youth Regatta.

City of Perth Festival of Sail - Colin Mullins Youth Regatta (Qualifying Event #2)

Date: Thursday, 23 January – Friday, 24 January 2020

Time: 11am – 7pm

Venue: North East Perth Waters

Anticipated attendance: 2,000

Ticket price: Free for spectators

The Colin Mullins Regatta is the second qualifier event with the purpose to select the final entrant to the regatta.

City of Perth Festival of Sail - The Warren Jones International Youth Regatta

Date: Monday, 27 January – Thursday, 30 January 2020

Time: 12pm – 7pm

Venue: North East Perth Waters

Anticipated attendance: 8,000

Ticket price: Free for spectators

This is the 18th edition of one of the most iconic International Youth Sailing Events in the World. 12 teams; 5 international, 3 National and 4 Local; will spend five days competing in an attempt to win the coveted Crystal Decanter that was awarded to the team of Australia II (Australia Sports Team of the Century) by the Royal Yacht Squadron in acknowledgement of the greatest contribution to the sport of sailing in history.

In a modern approach, the racing is squeezed into a tiny stadium-style event on the footstep of Perth's CBD.

<u>City of Perth Festival of Sail - Free Tackers and Discover Sailing</u>

Date: Saturday, 25 January – Monday, 27 January 2020

Time: 11am – 4pm Saturday, 25 January

11am – 4pm Sunday, 26 January

*Tackers in Elizabeth Quay

ONLY due to Australia Day, waterspace closures & Skyworks

11am – 4pm Monday, 27 January

Venue: Elizabeth Quay and Perth Waters

Anticipated attendance: 1500

Ticket price: Free for spectators

Swan River Sailing, Royal Freshwater Bay Yacht Club and Australian Sailing have joined forces to provide free sailing to the members of the general public across three days on the long weekend of Australia Day in Elizabeth Quay.

The registration desk will be set in Elizabeth Quay with "Tackers" being sailed off the dock and "Discover Sailing" in Perth Waters.

Australian Sailing products "Tackers" is for children aged 4 - 12 years old and "Discover Sailing" for ages 5 and over are delivered on small sailing dinghies and large keelboats, over the entire long weekend supporting the City of Perth's "Weekend in the City" promotional campaign.

<u>City of Perth Festival of Sail – Beach Clean Up</u>

Date: Wednesday, 29 January 2020

Time: 7.30am - 9am

Venue: Old Perth Port (Lucky Shag Waterfront Bar) towards the Narrow

Bridge

Anticipated attendance: 60

Ticket price: Free for spectators

In Partnership with CleanaMarina, Keep Australia Beautiful, The Department of Biodiversity Conservation and Attractions and the greater sailing community, a beach cleanup from the Old Perth Port to the Narrows Bridge has become a key component of the City of Perth Festival of Sail.

Over 30 bags of predominantly single-use plastics are collected and disposed of each year at this component of the event.

<u>City of Perth Festival of Sail - Presentations</u>

Date: Friday, 31 January 2020

Time: Approx 6.30pm

Venue: Spanda inside Elizabeth Quay

Anticipated attendance: 100

Ticket price: Free for spectators

Trophy presentation to the winners of the 2020 Warren Jones International Youth Regatta.

<u>City of Perth Festival of Sail – Welcome Function</u>

Date: Tuesday, 28 January 2020

Time: 7 - 9.30 pm

Venue: Lucky Shag Waterfront Bar

Anticipated attendance: 130 Ticket price: \$70-\$90

An invitation only event hosted at the conclusion of the second day of racing gives attendees the opportunity to enjoy some camaraderie.

<u>City of Perth Festival of Sail – Corporate Cup</u>

Date: Wednesday, 29 January 2020

Time: 6.30 – 10pm

Venue: Lucky Shag Waterfront Bar

Anticipated attendance: 120
Ticket price: \$90-\$100

9 yachts of up to 11 guests per yacht join Warren Jones Alumni and current athletes competing for several fleet races. Teams are made up of local corporate companies and sponsors.

City of Perth Festival of Sail – Women on Water

Date: Thursday, 30 January 2020

Time: 8 – 11.30am

Venue: Lucky Shag Waterfront Bar

Anticipated attendance: 100

Ticket price: \$49.50 - \$55

A Women's leadership and networking morning. Professional Women from the CBD are invited to hear the thoughts of two high profile women who are actively involved in the sport of sailing and business. Attendees are given the opportunity to try sailing in Perth Waters in groups of 10, accompanied by high profile/professional instructors and local yachtswomen.

City of Perth Festival of Sail – Competitor and Volunteer BBQ

Date: Wednesday, 29 January 2020

Time: 6.30 - 8.30 pm

Venue: Royal Perth Yacht Club

Anticipated attendance: 120 Ticket price: \$28 - \$35

A BBQ for volunteers where athletes have a chance to say thank you.

<u>City of Perth Festival of Sail – Warren Jones Gala Fundraising Luncheon</u>

Date: Friday, 31 January 2020

Time: 12 – 7pm Venue: Perth Waters

Anticipated attendance: 220

Ticket price: \$165 – \$180

This event is the social highlight of the WA Yachting community.

A formal Gala Fundraising Luncheon with high-profile speakers. 2019 involved the Australian Adventurer of the year Steve Plain. Previous speakers have included Julie Bishop, Peter Rowsthorn and Peter Fitzpatrick.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	N/A	-
2016	N/A	-
2017	\$40,000	City of Perth Festival of Sail inc Warren Jones International Youth Regatta
2018	\$40,000	City of Perth Festival of Sail inc Warren Jones International Youth Regatta
2019	\$35,000	City of Perth Festival of Sail inc Warren Jones International Youth Regatta
TOTAL	\$115,000	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$40,000:

- Exclusive naming rights to the event i.e. City of Perth Festival of Sail incorporating the Warren Jones International Youth Regatta;
- Exclusive regatta venue with all racing to be conducted within Northern Perth Waters;
- Officiating opportunities at event/s held during the Festival of Sail;
- Licence to use event logo and/or images on City of Perth promotional material, including any cross-promotion with the City's "Weekend in the City" activation;
- Dedicated space (subject to approvals and safety requirements) to operate drones and install media equipment to capture footage of the event;
- City of Perth support to be acknowledged within social media channels (Facebook, Instagram,
 Twitter and Linked In) and the event managers e-commerce initiatives, including City of Perth
 logo to be utilised on the event website, emails, any on-site signage and print media
 advertisements (as applicable) plus being mentioned at least twice a day as the naming
 sponsor on the Live Commentary FM Broadcast and Online Streaming (106.5fm);
- Provision of event content for City of Perth promotional materials (such as an advertisement in Royal Perth and Royal Freshwater Bay Yacht Clubs Magazines);
- Provision for small City of Perth flags to be displayed from the backstays of each yacht and larger flags while yachts are berthed, during the event which may include the period of the City of Perth Fireworks;
- City of Perth crest to appear on the hull of each of the competing yachts for the entire 2019/20 summer of sailing involving over 6500 guests and four community sailing events, Youth Cup, Women's State Championship, Inter Sailing Club Championship and Inter Colleges Championship. SRS will also be involved in the Perth International Boat Show providing an opportunity to display the COP branded yachts and backstay flags;
- City of Perth signs will be used in positions at the spectator zone and event functions; and
- For the purpose of the City of Perth cross-promotion activities;
 - Five complimentary tickets to the Corporate Cup;
 - Five complimentary tickets to the Women on Water Leadership morning;

- Five complimentary "hot seat" opportunities aboard competing yachts;
- Five complimentary tickets to the Gala Fundraising Luncheon.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	3.63	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	3.63	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	3.63	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	4.00	
activity?		
Economic Outcomes		
Does the event stimulate the local economy and provide opportunity for local	4.75	
business to leverage the event?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	3.88	
event?		
Does the event demonstrate financial viability through evidence of support from	3.75	
other government agencies, business or community organisations?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	4.63	
To what extent does the event activate a space (or spaces) prioritised for	3.88	
activation by the City?		
TOTAL ASSESSMENT SCORE 35.78 out of 45 (79.5		

- The assessment panel acknowledged that this is a well-coordinated event which has a proven track record of driving people into the city and activating the Perth foreshore over the Australia Day long weekend. The panel feels this event has become an integral part of the City's event calendar.
- The event has benefited from promotional and marketing support from the City of Perth and appears to be growing in momentum each year. The panel believes the event assists the City is achieving its strategic objective of increasing activation of the riverfront.
- The panel commented that the event offers a point of difference to usual activity in the EQ precinct, and welcomes a diverse crowd to enjoy and take part in the activities.
- The assessment panel would encourage the organisers to provide shade for participants.

Events Grants Round 1 | 2019/20 | Hellenic Community of Western Australia

Applicant Details

Entity Name	Hellenic Community of WA Inc
ABN	43348779338
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity

Event Details

Grant Category Event Grants \$15,001 - \$40,000		
ApplicantHellenic Community of Western Australia	Hellenic Community of Western Australia	
Project Title Perth Greek Festival	Perth Greek Festival	
Project Start Date 19/10/2019	19/10/2019	
Project End Date 27/10/2019		
Venue Festival Day - Russell Square, Northbridge	Festival Day - Russell Square, Northbridge	
Walking Tours - Streets in Northbridge and No	rth Perth.	
Talks and Lectures - Hellenic Community C	entre (20 Parker	
Street, Northbridge).		
Exhibition (Greek Jewish Community TBC) - He	llenic Community	
Centre (20 Parker Street, Northbridge).	Centre (20 Parker Street, Northbridge).	
Tours of the Greek Orthodox Churches	Tours of the Greek Orthodox Churches (Parker Street,	
Northbridge and Charles Street, North Perth).		
Northbridge Piazza (to be confirmed).		
Perth Cultural Centre (to be confirmed).		
Estimated attendance 32,000	32,000	
Ticket Price Free for public to attend.	Free for public to attend.	
Stall holder fees apply:		
Merchants: \$270 per booth	Merchants: \$270 per booth	
Businesses: \$300 per booth		
Community Groups: \$100 per booth	Community Groups: \$100 per booth	
Food vendors (requiring significant infrastructu	Food vendors (requiring significant infrastructure) \$1,500	
	Select Community Organisations with a charitable purpose will	
be provided a booth free of charge.	be provided a booth free of charge.	
Total Project Cost \$175,000		
Total Amount Requested \$40,000 (22.85% of the total project budget)	\$40,000 (22.85% of the total project budget)	
Recommendation Approve	Approve	
Recommended amount \$25,000 (14.28% of the total project budget)	\$25,000 (14.28% of the total project budget)	

Project Summary

The 2019 Perth Greek Festival is a celebration of Greek history and culture in Western Australia with a focus on the geographic area of Northbridge and North Perth, which has long been the focal point for the Greek Community.

The Hellenic Community of Western Australia formed in 1923 and became incorporated a year later.

Project Description

The Perth Greek Festival will feature a series of events and activities starting Saturday, 19 October 2019, building up to the Greek Festival Day on Saturday, 26 October to be held in Russell Square, Northbridge and culminating in Oxi Day (Greek National Day) on Monday, 28 October 2019 at Kings Park.

Organisers anticipate approximately 30,000 people will attend the Festival day and another 2,000 will participate in the fringe events.

The events aim to reconnect people with their Greek heritage, showcase the Greek history to Western Australian society as well as providing the wider Perth community with a cultural event experience.

Events being developed for the period leading up to Greek Festival Day include:

- Walking tours of Northbridge, focusing on buildings and locations that encapsulate Greek families, their stories, businesses and areas of significance;
- Presentation of movies related to Greek culture with an opportunity to be given to local Greek artists to present their work; and
- Display of a photo exhibition telling the story of the Greek Jewish community and the impact of World War 2.

The Festival is being managed by a team of 12 community members with the support of UpBeat Events, which is providing event management support for the main Greek Festival day.

Perth Greek Festival Day

Date: Saturday, 26 October 2019

Time: 11am – 10pm

Venue: Russell Square - Northbridge

Anticipated attendance: 30,000

Ticket price: Free for attendees, fees apply for stallholders

A range of activities being planned for the Festival Day include:

- Greek cooking demonstrations and master classes;
- Sport activities reflecting the importance of sport to ancient and modern Greek communities;

- Greek dance and music performances;
- Short performances of Greek theatre;
- A Children's Art Project to be developed with both the Greek School and local public schools;
- Tours of the Northbridge and North Perth Greek Orthodox Churches, including discussions
 of the different types of iconography found in the Churches;
- Welcome to country and Aboriginal performances;
- Dance, performance, talks and lectures demonstrating the Greek contribution to science and architecture; and
- A range of roving performers and food and goods stalls.

Greek Families and History Walking Tours

Date: Saturday, 19 October – Sunday, 27 October 2019

Venue: Northbridge and surrounds Anticipated attendance: 100 (approx. 20 per tour)

Ticket price: Free

Led by community historians and community elders, the Walking Tours will take in the Greek history, culture, arts, people and society of Northbridge, looking at homes and businesses in the area.

Greek Films in Northbridge

Date: Saturday, 19 October – Sunday, 27 October 2019

Venue: Northbridge and surrounds

Anticipated attendance: 1000 Ticket price: Free

Greek Films will showcase a compilation of movie memories of the Greek community, together with some iconic Greek big screen films.

Jewish Greek Community Exhibition

Date: Saturday, 19 October – Sunday, 27 October 2019

Venue: Greek Community Centre

Anticipated attendance: 1000 Ticket price: Free

This exhibition is jointly supported by the Greek and the Jewish communities in WA. Through photography and a documentary, this exhibition brings to life the story of Greece's once vibrant 2,500-year-old Jewish community and shows the history, tradition and present-day existence of the Jews of Greece.

<u>Lectures and Talks</u>

Date: Saturday, 19 October – Sunday, 27 October 2019

Venue: Greek Community Centre

Anticipated attendance: 300 Ticket price: Free

The Festival team is sourcing an International speaker to present on Greek History. Details to be confirmed. Local history talks will be aligned with walking tours.

Tours of the Greek Orthodox Churches

Date: Saturday, 26 October 2019

Venue: Saints Constantine and Helen Greek Orthodox Church, Greek

Orthodox Church of Evangelismos

Anticipated attendance: 200 Ticket price: Free

The City has two Greek Orthodox Churches, each representing a differing facet of Greek life. These Orthodox churches share fundamental similarities of architectural style, but the interior decoration of each is markedly different and each is equally impressive to see. Talks will centre on the role the Orthodox Church played in the lives of early migrants in Northbridge, the iconography style in each church and the history of the Greek Orthodox Church.

Children's Art Project

Date: Tuesday, 30 July – Saturday, 26 October 2019

Venue: Schools in Northbridge/Perth. St Andrews Greek School, Perth

Greek Festival Day, Russell Square

Anticipated attendance: 1,000 Ticket price: Free

The Children's Art Project will be launched three months prior to Perth Greek Festival with schools in the Northbridge/Perth area and the Greek School, invited to take part. Younger students will be asked to create a sculpture depicting some aspect of Greek history or mythology. The sculptures will be displayed at Perth Greek Festival on Festival Day.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	\$15,000	Greek Orthodox Easter Celebration Perth Glendi
	\$25,000	
2016	\$15,000	Greek Orthodox Easter Celebration Perth Glendi
	\$25,000	
2017	\$10,000	Greek Orthodox Easter Celebration
2018	\$25,000	Perth Greek Festival (Note: event was cancelled and payment not made)
TOTAL	\$115,000	*Note \$25,000 of this was not paid due to 2018 event not going ahead.

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$40,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event; and
- Access to the event for the City of Perth Digital team to produce content at our own cost.

Social Media

- A series of up to 10 social media posts will be made promoting public transport options to the Festival events. The expected reach through the Festival social media accounts and social media partners is in excess of 250,000 people;
- A series of social media posts will be made promoting all the Festival events being held in the City of Perth from June. It is expected that each post will have a reach in excess of 250,000 people. The detail and number of these posts is being determined through detailed communications planning;
- A series of up to five posts will be made recognising the City of Perth as a title sponsor with an expected reach in excess of 250,000 people; and
- The Hellenic Community of WA website will recognise the City of Perth as Title sponsor of the Festival with an expected reach of 5000 people.

Traditional Media

- All talent used through traditional media (radio, TV and newspapers) will be briefed to recognise the City of Perth as the title sponsor of the Festival with an expected reach in excess of 500,000 people; and
- Hellenic Community of WA Newsletters will recognise the City of Perth as the title sponsor for the Festival during at least three-monthly newsletters with an expected reach of 2500 people per month.

Master of Ceremony Recognition

 The Master of Ceremony at all Festival Events will recognise the City of Perth as title sponsor for the Festival. This includes up to five recognitions on Festival Day. The expected reach is up to 32,000 people.

Participation

- A representative of the City of Perth will be provided with an opportunity to speak at the Festival Day, prior to the lecture series and movie series. The expected reach is up to 32,000 people;
- A representative of the City of Perth will be provided with an opportunity to serve as a "Sous Chef" for one of the chefs/cooks presenting at the cooking demonstrations on Festival Day and will also to serve as a judge during sporting activities to be held on Festival Day with an expected reach of up to 30,000 people;

- A place will be held for City of Perth representatives to participate and attend each of the events identified through the Festival. The expected reach for this is up to 2,000 people; and
- The City of Perth will be provided with a stall at Perth Greek Festival Day if it so chooses.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)	
Cultural Outcomes		
To what extent does the event celebrate the diversity of Perth as a capital city?	4.38	
Social Outcomes		
To what extent does the event provide opportunities for the local or greater	4.50	
community to connect?		
Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	3.75	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	4.25	
activity?		
Economic Outcomes		
Does the event stimulate the local economy and provide opportunity for local	4.38	
business to leverage the event?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	4.00	
event?		
Does the event demonstrate financial viability through evidence of support from	3.38	
other government agencies, business or community organisations?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	3.88	
To what extent does the event activate a space (or spaces) prioritised for	1.38	
activation by the City?		
TOTAL ASSESSMENT SCORE 33.90 out of 45 (75.33%)		

- The assessment panel believes that the event is a rich cultural celebration, offering multiple
 opportunities for wider community participation and education. The fringe events designed
 to be held around the Greek Festival add an extra reach to the event;
- The event takes place in a prominent area of the City including Russell Square, Piazza, Perth Cultural Centre (potentially) and walking tours through Northbridge;
- The panel commends the organisers for engaging with an event management company to deliver the event which is likely to provide a higher-quality event;
- The City of Perth's fees and charges equate to approximately \$8,500 plus a \$10,000 bond. The assessment panel recommended that the same level of funding as for the 2018 event

- (\$25,000) which didn't go ahead be awarded, to cover these costs as well as support the event elements;
- The Hellenic Community of WA Presented the Festival from 2015-17, known as the Perth Glendi, Perth Hellenic Festival and Perth Greek Festival. The event was awarded a grant in 2018 but was cancelled and didn't go ahead; and
- It should be noted that there is another Greek festival held within the City of Perth, delivered by the Perth Glendi Association of WA, usually called the Greek Glendi, with a tentative date of Sunday, 26 April Tuesday, 28 April 2020. The City has yet to be contacted about this event.

Events Grants Round 1 | 2019/20 | Perth International Jazz Festival Inc

Applicant Details

Entity Name	Perth International Jazz Festival Inc.
ABN	75894817520
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity

Event Details

	5 . 0 . A45.004 A40.000
Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Perth International Jazz Festival Inc
Project Title	2019 Perth International Jazz Festival
Project Start Date	08/11/2019
Project End Date	10/02/2019
Venue	State Theatre Centre (confirmed)
	The Blue Room Theatre (unconfirmed)
	The Bird (confirmed)
	Perth Cultural Centre Wetlands Stage (contacted but
	unconfirmed)
	Yagan Square (contacted but unconfirmed)
Estimated attendance	9,200
Ticket Price	TBC
Total Project Cost	\$294,000
Total Amount Requested	\$40,000 (13.60% of the total project budget)
Recommendation	Approve
Recommended amount	\$28,000 (9.52% of the total project budget)
Assessment Score	33.14 out of 45 (73.64%)

Project Summary

The event is a three-day festival featuring free and paid performances from international, national and local acts with a focus on jazz music and associated music styles. The Perth International Jazz Festival has been held since 2013, with the City of Perth supporting it since that time.

The Perth International Jazz Festival is a not-for-profit organisation run by a small team of volunteers. Established in 2012, the PIJF was the brain-child of the late Associate Professor Graham Wood. The purpose of the PIJF is to promote jazz music to the wider community, including the international community.

Project Description

The Perth International Jazz Festival (PIJF) will be held from Friday, 8 November to Sunday, 10 November 2019 at various locations across the city.

The PIJF will comprise a series of ticketed and non-ticketed performances, community events, educational workshops and artist talks with a focus on jazz music and associated music styles. The festival will be presented within the City of Perth using the State Theatre Centre and the Perth Cultural Precinct as the festival hub (some venues are to be confirmed). The Ellington Jazz Club will also be activated as the only other venue outside of the City of Perth festival hub.

The festival will have approximately 40 events programmed in and around the City of Perth festival hub.

The 2019 Festival will include the following components:

- education program with artist in conversations and open rehearsals;
- community singalong with three workshops in the lead-up;
- kids activities including instrument making and cushion workshops
- the main stage performance program;
- free outdoor community concerts;
- an ancillary program with activations in fringe venues across the city; and
- site-specific performances at the State Theatre Centre CPP carpark.

Given the mission of the PIJF to promote Western Australian grown and developed jazz performers, the majority of performers will be from Perth and the greater state of Western Australia. This Festival and its international reach and reputation will allow artistic collaborations between the international guest artists and local professional musicians and young emerging artists.

A new partnership with the Hyatt Regency will see a state wide and national campaign to draw audiences into the city.

Organisers have requested an increase in funding due to the almost exclusive spaces in the City of Perth being used for the Festival program. Organisers are also wanting to include a greater number of free community events in the city, giving greater accessibility to the general public. The addition of activating the CPP carparks (and more public spaces in the future) is also a new initiative to activate more of the Perth Cultural Centre as a sonic jazz space during this weekend in November.

The applicant has advised that should they be unsuccessful in securing increased funding from the City for the 2019 event, they may be required to scale down the free outdoor community events and the ticketed program would be in less venues.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	\$15,000	2015 Perth International Jazz Festival
2016	\$25,000	2016 Perth International Jazz Festival
2017	\$25,000	2017 Perth International Jazz Festival

2018	\$25,000	2018 Perth International Jazz Festival
2019	\$0	-
TOTAL	\$90,000	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$40,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- City of Perth Community Concert Program;
- Officially opened by an available City of Perth dignitary. Lord Mayor (as present Patron of the event), Deputy Mayor or chosen Councillor/Commissioner;
- Specific social media handle ie. #cityofperthfreejazz for all jazz festival Instagram, Facebook and Twitter posts; and
- Activating public spaces including the Wetland Stage and Yagan Square.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.50
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	3.88
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	4.00
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant activity?	4.00
Economic Outcomes	
Does the event stimulate the local economy and provide opportunity for local business to leverage the event?	4.50
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	4.13
Does the event demonstrate financial viability through evidence of support from other government agencies, business or community organisations?	4.00

Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.75
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	1.38
TOTAL ASSESSMENT SCORE 33.14 out of	<u>45 (73.64%)</u>

- The Assessment Panel have recommended an increase in funding from the previous grant based on the event being held almost exclusively in the City of Perth and has introduced significant additional free-to-the-public activities and associated community programming; and
- The Festival is considered to be a unique cultural showcase for the city and its visitors and is expected to bring people into the city over a number of days for different events.

Events Grants Round 1 | 2019/20 | Activ Foundation

Applicant Details

Entity Name	Activ Foundation Inc
ABN	11553592765
Entity Type	Other Unincorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Public Benevolent Institution

Event Details

Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Activ Foundation
Project Title	Chevron City to Surf for Activ
Project Start Date	26/08/2019
Project End Date	26/08/2019
Venue	Pre-event activities within the City Centre.
	Launch – 1 June 2019
	Expo & Bib collection – 24-25 August 2019
	Start: William Street/ St Georges Terrace
	Finish: City Beach Oval
	Note: The 4km Walk/Run. Starts on McLean Park, Chandler
	Avenue Floreat.
Estimated attendance	42,000
Ticket Price	Average price of \$55
Total Project Cost	\$3,075,000
Total Amount Requested	\$25,000 (0.81% of the total project budget)
Recommendation	Approve
Recommended amount	\$15,000 (0.48% of the total project budget)
Assessment Score	29.27 out of 45 (65.04%)

Project Summary

The Chevron City to Surf for Activ is an annual mass participation community fun run event that has been part of Western Australia for more than 40 years. It will be coordinated by an event management company hired by the Activ Foundation.

All proceeds will go to the Activ Foundation who assist people living with disabilities in Western Australia, as well as for other causes as selected by participants on Everyday Hero.

Project Description

The 2019 City to Surf will be held on Sunday, 25 August. The City has supported the event for the past 44 years.

The event is open to all athletic abilities and fitness levels with multiple distance options including the Marathon, Half Marathon, 12km run/walk, 4km run/walk and 4km wheelchair events.

The event starts in the city (St Georges Terrace), and follows a range of different routes, depending on ability level, with the finish line at City Beach Oval. The 4km routes start in Floreat.

Organisers estimate a total participation of 30,000, with total attendance of 42,000 will including spectators and volunteers. City records indicate that around 20,000 participants started the race in the City of Perth as part of the 2018 event, plus just over 1,000 volunteers and thousands more spectators and supporters.

Organisers are planning a public launch and activities in the Hay and Murray St Malls in the lead up to the event, and will encourage participation via registration, volunteering and/or setting health, wellness and fundraising goals. Activ advise that they have access to media and sporting personalities who will support pre-event activities. There will also be promotional activities around the expo/bib collection activities Saturday, 24 August -Sunday, 25 August 2019.

On race day there will be a festival atmosphere for all to enjoy at the start line and on-course, as well as at the post-race Activ Recovery Village on City Beach Oval.

Organisers are planning to select a city-based hotel as the 'official accommodation partner'. They believe this may increase visitation to the City of Perth over the event weekend from regional, national and international visitors.

Activ also advise they have been approached by a firm that wants to put a fitness tour package together for wealthy Chinese corporates to visit Western Australia and use the City to Surf as the hall mark event for the visit.

Organisers advise that with the cost of hostile vehicle management exponentially increasing event costs, if they have a reduction in funding from what is requested, they will have to consider reducing if not cancelling the full or half marathon.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2014	\$35,000	City to Surf for Activ
2015	\$35,000	City to Surf for Activ
2016	\$20,000	City to Surf for Activ
2017	\$18,000	City to Surf for Activ
2018	\$18,000	City to Surf for Activ
TOTAL	\$126,000	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$25,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- Acknowledgement as a Government Partner or Supporting Partner; and
- Organisers will be looking to involve city based merchants, accommodation vendors food and beverage vendors with special social media coverage and micro events.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.25
Social Outcomes	
To what extent does the event provide opportunities for the local or greater	3.25
community to connect?	
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	2.38
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant activity?	3.13

Economic Outcomes	
Does the event stimulate the local economy and provide opportunity for local	
business to leverage the event?	
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the	
event?	
Does the event demonstrate financial viability through evidence of support from	
other government agencies, business or community organisations?	
Benefits	
Does the event offer adequate benefits/ recognition for the City?	
To what extent does the event activate a space (or spaces) prioritised for	
activation by the City?	
TOTAL ASSESSMENT SCORE 29.27 out of	<u>45 (65.04%)</u>

- The event is longstanding, with the City supporting it for the last 44 years;
- The assessment panel has noted that there are a number of City of Perth costs to event organisers, estimated at around \$36,000. The application states the additional costs of hostile vehicle management this year, but have not provided specific details in their budget of what this cost is;
- The assessment panel believes there are limited economic benefits to the city as participants
 do not finish in the city. There are some additional benefit in the pre-race collections being
 held in the city and the launch promotions;
- The event has a charitable and community benefit for both fitness and supporting people living with disability;
- The panel feels that the sponsorship benefits are limited for the requested funding amount;
 and
- The assessment panel have recommended a \$3,000 reduction in this grant from the previous year due to the limited economic and sponsorship benefits.

Events Grants Round 1 | 2019/20 | Perth Dinghy Sailing Club

Applicant Details

Entity Name	Perth Dinghy Sailing Club (inc)
ABN	23156218062
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Cront Catagory	Front Crants \$15,001 \$40,000
Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Perth Dinghy Sailing Club
Project Title	International 14 Perth 2020 Worlds
Project Start Date	29/12/2019
Project End Date	10/01/2020
Venue	Perth Dinghy Sailing Club;
	Matilda Bay Waters (Approval granted from Swan River Racing
	Committee, Aquatic Council of WA);
	Melville Waters West (Approval granted from Swan River
	Racing Committee, Aquatic Council of WA);
	University Club of Western Australia
Estimated attendance	995
Ticket Price	Registration for competitors is a per boat fee (2 competitors
	per boat). This fee is \$1000 for the World Championship and
	\$600 for the World Teams Racing (per team fee).
	Two ticketed presentation nights will be ticketed events: the
	first at \$30 per ticket (Teams presentation evening) and the
	second at \$100 per ticket (Final Presentation Evening).
Total Project Cost	\$144,960
Total Amount Requested	\$25,000 (17.24% of the total project budget)
Recommendation	Approve
Recommended amount	\$6,000 (4.13% of the total project budget)
Assessment Score	29.01 out of 45 (64.47%)

Project Summary

The Perth Dinghy Sailing Club, in conjunction with the International 14 Association of Western Australia will be hosting the International 14 World Sailing Championships in the summer of 2020 on the Swan River in Perth. It is anticipated to be one of the biggest high-performance skiff sailing regattas that Perth has seen. The event will offer spectacular views of up to 80 2-person skiffs, racing with their colourful spinnakers over 13 days with several vantage points around the Swan River.

The event will consist of 10 days of competitive racing that will provide spectators around the Swan River a front row glimpse of high-performance sailing manoeuvres around various sailing courses.

The Perth Dinghy Sailing Club was formed in 1903 and is situated in Crawley, opposite UWA. It is one of the only clubs in Perth that is operated entirely by volunteers.

Project Description

The Championships, which are held every 18 months, will incorporate the International 14 Worlds Teams Event, from Sunday, 29 December 2019 to Tuesday, 31 December 2019 where countries select their top five boats to compete against each other in a round robin series to determine the top performing country. This is a great spectacle that will be held directly in front of the Perth Dinghy Sailing Club on Matilda Bay, Crawley.

The World Individual Championship will be held directly following - from Thursday, 2 January 2020 to Friday, 10 January 2020 and sailed from Matilda Bay and in Melville Waters West. Perth Dinghy Sailing Club, where the event will be organised from, has secured the services of internationally renowned Race Officers Kevin and Ross Wilson to ensure the successful conduct of the regatta. Kevin and Ross' resume includes many Olympic Games and World Sailing Championships.

While sailing is a popular sport for Perth, seeing a fleet of 80 International 14 skiffs in action, traveling up to a speed of 22 knots (approximately 40 km per hour) with colourful spinnakers and 2-person wiring (on a trapeze wire) will be a unique sight that only this event will offer.

Event organisers are anticipating sailing competitors and their families travelling from United States of America, United Kingdom, Italy, Germany, France, Japan and Canada as well as most major capital cities in Australia.

Approximately one quarter to one third of the projected attendance to this event (approximately 265 people) will be families from outside the Perth metropolitan area. They will require accommodation in the vicinity of the Perth Dinghy Sailing Club, within the City of Perth for the duration of their stay (on average, 18 nights of accommodation for each family). To comply with International Rules of Racing, organisers will also be hosting international jurors and an International Race Committee.

To facilitate this, organisers have begun to form partnerships with local businesses within the City of Perth including accommodation providers (Fraser Suites Perth, St George's College and St Catherine's College at The University of Western Australia) and ferry services such as Captain Cook Cruises.

Event organisers have designed the event to include "lay days" where there is no scheduled racing in order to encourage the interstate and international competitors and their families an opportunity to explore Perth. Organisers have scheduled several "Explore Perth City" evenings where they will actively encourage attendees to explore Perth local businesses and areas including Kings Park, Yagan Square, Elizabeth Quay and numerous Perth shopping arcades and precincts.

International 14 Perth 2020 Worlds

Date: Sunday, 29 December 2019 – Friday, 10 January 2020

Venue: Directly in front of Perth Dinghy Sailing Club in Matilda Bay Waters,

offering City of Perth patrons prime viewing spots around the river.

Anticipated attendance: 600

Ticket price: Spectators – free

International 14 Perth 2020 Worlds is a premier sailing event that will be held on the Swan River. The event will consist of 10 days of competitive racing that will provide spectators around the Swan River a front row glimpse of high-performance sailing manoeuvres around various sailing courses.

Each race will last approximately 90 minutes with many competitors practicing and showing off their skills before each race and on the days leading up to the commencement of the regatta. Racing will commence at 1pm every race day with boats leaving the shore approximately 12.30pm and arriving back at 3pm-4pm each day.

International 14 Worlds Team Presentation Evening

Date: Tuesday, 31 December 2019

Venue: Perth Dinghy Sailing Club, Hackett Drive, Crawley

Anticipated attendance: 95 Ticket price: \$30

The presentation night will be a ticketed event for competitors, their families and interested parties.

International 14 Perth Worlds Presentation Evening

Date: Friday, 10 January 2019

Venue: Perth Dinghy Sailing Club, Hackett Drive, Crawley

Anticipated attendance: 300 Ticket price: \$100

Formal presentation evening and prize giving for the main event, the International 14 Perth Worlds 2020.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$25,000:

- Acknowledgement as a Platinum Sponsor for the event;
- Naming Rights for the Championship;
- City of Perth flags flown daily on the premises;
- Signage on competitor's boats in the form of hull stickers (sponsor to provide);

- 1/2 to full page advertisement in the event program;
- Invitation to Welcome Night with the opportunity of someone from City of Perth speaking at the event;
- Speaking invitation at the final presentation evening on 10 January 2020;
- City of Perth logo on event merchandise (e.g. shirts, hats);
- City of Perth logo on event website and social media channels. There have been over 7000 views on the event website and over 200 followers from 8 different countries on the event Facebook page which organisers will look to actively increase in the 10 months leading up to the event;
- Display on sponsors board inside the Perth Dinghy Sailing Club and ability to display promotional pamphlet board;
- Promotion of City of Perth sponsorship on all other event communication including but not limited to news articles, e-newsletters and other event printed and electronic communication;
- Development of promotional video launching City of Perth sponsorship, showcasing the Swan River and Perth highlights to encourage international and interstate competitors to register for the event, as well as bring their families to the event;
- Inclusion of City of Perth and Perth promotional material (printed) in the regatta bags given to competitors upon registration (sponsor to provide);
- Access to the event for the City of Perth Digital team to produce content at our own cost;
 and
- Invitations on spectator boats on a selected race day (subject to availability).

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.00
Social Outcomes	
To what extent does the event provide opportunities for the local or greater	2.75
community to connect?	
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	3.25
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant	3.25
activity?	
Economic Outcomes	
Does the event stimulate the local economy and provide opportunity for local	
business to leverage the event?	
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the	
event?	

Does the event demonstrate financial viability through evidence of support from		
other government agencies, business or community organisations?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?		
To what extent does the event activate a space (or spaces) prioritised for		
activation by the City?		
TOTAL ASSESSMENT SCORE 29.01 out of 45 (64.47%)		

- The assessment panel agreed that activation of the Swan River is a positive, and whilst the
 event activates the Nedlands/Crawley area it provides free events and a unique on-water
 spectacle for the public to enjoy;
- The event is expected to attract a high level of interstate and international attendees, and with the inclusion of 'non-race days' it is anticipated that visitors will have scheduled time to enjoy Perth sights; and
- The panel have recommended a grant of \$6,000 as the majority of activity is happening outside of the City centre, and some in Melville Waters, therefore there is little evidence of the event giving a big injection in to the economy or bringing a lot of spectators to the City.

Events Grants Round 1 | 2019/20 | Ronald McDonald House Charities Western Australia (RMHC WA)

Applicant Details

Entity Name	The Home Away From Home Incorporated And Ronald
	McDonald House
ABN	17197600778
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Public Benevolent Institution

Event Details

Grant Category	Event Grants \$15,001 - \$40,000	
Applicant	Ronald McDonald House Charities Western Australia (RMHC WA)	
Project Title	Up All Night supporting Ronald McDonald House Charities WA	
Project Start Date	30/11/2019	
Project End Date	01/12/2019	
Venue	Barrack Street Arbour (including roads and paths surrounding this area)	
Estimated attendance	750	
Ticket Price	Each participant is required to pay a registration fee of \$50 per person and fundraise a minimum amount of \$500 to qualify for the event.	
Total Project Cost	\$422,200	
Total Amount Requested	\$40,000 (9.47% of the total project budget)	
Recommendation	Approve	
Recommended amount	\$5,000 (1.18% of the total project budget)	
Assessment Score	28.89 out of 45 (64.20%)	

Project Summary

Up All Night is a fundraising event coordinated by and raising funds for Ronald McDonald House Charities WA (RMHC WA). The premise behind the event is that families facing childhood illness know what it is like to be up all night, so event organisers are giving people a chance to walk a night in their shoes. The event is expected to raise hundreds of thousands of dollars for the charity, a WA institution which has been supporting regional families since 1990 (29 years). Funds raised will support RMHC WA with service delivery, making a lasting difference to the lives of seriously ill children and their families. RMHC WA currently has 59 families sleeping at their Nedlands (47 bedrooms) and Perth Children's Hospital (12 bedroom) houses.

Project Description

The walk will commence at the Bell Tower at 6pm on Saturday 30 November 2019 and finish the next morning, Sunday 1 December 2019 back at the same location at 10am.

This event was first held in 2018 and the organisers are planning to use learnings to grow the event in 2019. Organisers anticipate 750 people to participate in the 2019 event.

The Up All Night Walk has participants walk from dusk until dawn to raise funds in support of RMHC WA.

This event also offers a unique opportunity for participants, to experience Perth in a different light. The walk starts by the Bell Tower at the Barrack Street Arbour, showcasing Elizabeth Quay, before heading west and taking in Cottesloe's beachfront. Heading south, the route goes through North Fremantle, before swinging back along the southern side of the Swan River, where participants will be able to see the city skyline beckon. Most participants will make their final approach north, back towards the CBD as the sun rises, before arriving at the Barrack Street Arbour to a hero's reception.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	\$0	-
2016	\$0	-
2017	\$8,500	Mission ImPERTHable (Perth Ramble)
2018	\$0	-
2019	\$0	-
TOTAL	\$8,500	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship of \$40,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- Brand placement on media assets;
- Branded activation at event;

- Brand placement on event merchandise;
- Partnership announcement and one social media post;
- Logo placement on event website;
- Logo placement at event;
- Invitation to event launch function;
- Newsletter recognition;
- Listed mention in annual report;
- Invitation to attend a House event;
- Acknowledgement on Tree of life;
- Opportunity to participate in Home for Dinner program;
- Free use of function room (subject to availability and self-catered);
- Free use of rooftop garden (subject to availability and self-catered);
- Guided house tour (up to 18 people); and
- Certificate of appreciation.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	2.75
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	3.50
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	3.25
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant	2.88
activity?	
Economic Outcomes	
Does the event stimulate the local economy and provide opportunity for local	4.25
business to leverage the event?	
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	2.75
Does the event demonstrate financial viability through evidence of support from	3.25
other government agencies, business or community organisations?	
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.63
To what extent does the event activate a space (or spaces) prioritised for	
activation by the City?	
TOTAL ASSESSMENT SCORE 28.89 out of 45 (64.20%)	

Comments

- The assessment panel thought this was a worthwhile charity initiative that had a point of difference by activating the city at night time; and
- The panel chose to award the event \$5,000 rather than their full requested amount due to their budget showing very high advertising and marketing costs, the majority of the event takes place outside of the City and this amount is comparable to other fundraising walks held within the City of Perth.

Events Grants Round 1 | FY 2019/20 | Conservation Council of Western Australia

Applicant Details

Entity Name	Conservation Council of WA Inc
ABN	35982476107
Entity Type	Other Unincorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Charity

Event Details

Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Conservation Council of Western Australia
Project Title	CCWA Eco Festival
Project Start Date	07/09/2019
Project End Date	07/09/2019
Venue	Perth Cultural Centre - James Street Amphitheatre, Central
	Square and Museum Plaza
Estimated attendance	4,000
Ticket Price	Non CCWA member group and sustainable businesses stall
	holder fees
Total Project Cost	\$105,411
Total Amount Requested	\$31,623 (30% of the total project budget)
Recommendation	Approve
Recommended amount	\$5,000 (4.74% of the total project budget)
Assessment Score	27.01 out of 45 (60.02%)

Project Summary

The Eco Festival is coordinated by The Conservation Council of WA (CCWA), on Saturday 7 September 2019, from 10am-3pm. Event organisers anticipate attracting 4,000 people to the Perth Cultural Centre for the event.

CCWA is the state's foremost non-profit, non-government conservation organisation. Through advocacy, community engagement, policy development, science and on-the-ground projects, they aim to create a sustainable future that all Western Australians can look forward to.

Project Description

The Eco Festival is a family friendly, free event that aims to raise awareness of and encourage behaviour change in a range of sustainable practices to reduce our carbon footprint, prevent further loss of biodiversity and increase awareness of the conservation sector.

The Festival has three themes:

- Sustainable living;
- Climate change and energy solutions; and
- Living in a biodiversity hotspot.

Activities include:

- CCWA Speakers Tent;
- Eco Markets repair café, boomerang bags and bunting, transition town;
- Children's educational and fun activities;
- Music/Dance jazz, festival style buskers and Aboriginal dance;
- Community Art Project creating a human sized numbat of natural fibres to raise awareness of Threatened Species day with Noongar artist, Sharyn Egan.

CCWA will not be providing food or beverages at this event and CCWA promotions will encourage attendees to enjoy the diverse range of local restaurants and cafes within the Perth Cultural Centre and the Perth CBD and Northbridge.

The event aims to stimulate the local economy and provide opportunities for local businesses to leverage the event through this activation of businesses in the direct vicinity who provide food and beverages due to the event not selling food or drinks.

Previous five years City of Perth Support and Acquittals

The organisation received funding for this event last in 2013 for \$11,000. The organisation also received a Venue Support Grant valued at \$1,455 for the Town Hall in 2018/19.

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested sponsorship of \$31,623:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- Promotion of the City of Perth through social media posts and advertisements to CCWA's
 55,000 supporters and 10,000 people on Facebook & Twitter; and
- There is an opportunity to discuss promoting the City of Perth's sustainability program, which demonstrates how the city can use its natural resources in a manner that sustains life and enables future generations to thrive, at the event.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	3.0
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	3.25
Civic Outcomes	
To what extent does the event provide experiences that are unique to the City?	3.50
Place Outcomes	
To what extent does the event activate private or public spaces with vibrant	3.00
activity?	
Economic Outcomes	
Does the event stimulate the local economy and provide opportunity for local business to leverage the event?	3.88
Organisational Competency	
Does the applicant have a demonstrated capacity to manage all aspects of the event?	3.00
Does the event demonstrate financial viability through evidence of support from	
other government agencies, business or community organisations?	
Benefits	
Does the event offer adequate benefits/ recognition for the City?	3.38
To what extent does the event activate a space (or spaces) prioritised for activation by the City?	2.25
TOTAL ASSESSMENT SCORE 27.01 out of	45 (60.02% <u>)</u>

Comments

- The Assessment Panel thought that the event fits well with the City of Perth's sustainability focus. Overall, there is a growing demand for sustainable products in the community, so this event would appeal to a broad range of people';
- The panel were supportive of the event organisers not bringing in food trucks and encouraging attendees to visit bricks and mortar businesses in the area;
- The applicant's budget lacked some information, and it wasn't clear if Perth Theatre Trust were going to be supporting the event with any venue waiver fees; and
- The panel recommended supporting the event for \$5,000 to contribute to activating of the City with different events.

Events Grants Round 1 | 2019/20 | Boating Industry Association WA

Applicant Details

Entity Name	Boating Industry Assn Of WA Inc
ABN	79061700579
Entity Type	Other Incorporated Entity
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Boating Industry Association WA
Project Title	Perth International Boat Show
Project Start Date	20/09/2019
Project End Date	22/09/2019
Venue	Barrack Street Jetty
	Elizabeth Quay
	Perth Convention and Exhibition Centre
Estimated attendance	30,000
Ticket Price	Fees for exhibiting, different fee structures dependent on
	site
Total Project Cost	\$959,100
Total Amount Requested	\$40,000 (4.17% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	26.78 out of 45 (59.51%)

Project Summary

The Perth International Boat Show is the major boating event in Western Australia, coordinated by the Boating Industry Association of WA.

The Perth International Boat Show will be held from Friday, 20 to Sunday, 22 September 2019 in three locations in the City, including Barrack Street Jetty, Perth Convention and Exhibition Centre (PCEC) and Elizabeth Quay.

Project Description

The event is growing each year and is now recognised nationally and internationally as an important event on the Boat Show calendar. It is presented by the Boating Industry Association WA.

The Perth International Boat Show has been designed to profile Western Australia's prosperous and diverse marine industry. The Show was launched in 2017 and attracted almost 15,000 visitors. In 2019, it is projected the event will attract over 18,000 visitors. The Show includes indoor displays within PCEC and on water displays in Elizabeth Quay and Barrack Street Jetty.

The Perth International Boat Show is designed as an avenue for exhibitors to present new products to the market, and is timed in late September at the beginning of the summer boating season. The Boating Displays include Western Australia's best new products from the boating industry, with big boat displays on water and government displays within Elizabeth Quay; and indoor displays of the latest trailerboats, jet skis, canoes and kayaks, engines, fishing tackle, electronics and navigation, clothing and more.

Indoor Displays will feature:

- Trailerboats from all major brands and manufacturers from across Australia
- Marine electronics including navigation and communications
- Safety equipment
- Aquatic recreation equipment
- Displays from government agencies
- Travel and tourism information
- Insurance and finance
- Fishing and outdoor related products

On-Water Displays:

- Boats under 15m within the Quay
- Big boats (over 15m) outside the Quay
- Covered walkways and pontoons
- On water boat demos and trials

The event will attract visitors by offering entertainment and activities such as:

- Discover Boating program with free boating/sailing activities for all ages
- Boat License Testing and information
- "How to" demonstrations on a variety of topics
- Special guest presenters
- Stage shows
- Activities for children and families
- Aquatank fishing demonstrations
- Seafood cooking demonstrations
- Prizes and giveaways

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2015	N/A	-
2016	N/A	-
2017	\$5,000	Perth International Boat Show
2018	\$5,000	Perth International Boat Show
TOTAL	\$10,000	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$40,000:

- City of Perth Logo on event Sponsors web page with website link;
- Opportunity to promote City of Perth on the Show website within the Visitor's section, to encourage tourism;
- City of Perth Logo on Show advertising within sponsor's panel, including print, press, television adverts;
- City of Perth logo on official Show signage;
- Opportunity for social media links and promotions via the Show's Facebook, YouTube and Twitter promotions;
- Specific City of Perth signage opportunities at the Show as advised by the organiser;
- Option for City of Perth representative to present a "welcome" message in the Show's official program;
- Option for City of Perth representative to be part of the official opening opt the Perth International Boat Show; and
- Access to the event for the City of Perth Digital team to produce content at our own cost.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

SCORE (5)
2.75
2.63

3.13
2.50
4.63
3.25
3.88
2.63
1.38
45 (59.51% <u>)</u>

Comments

- Whilst the panel thought this was a well organised event bringing people into the city and also
 providing activity to the riverfront with free activities for children and families at Elizabeth
 Quay, the panel's recommendation was to decline it as it was a large commercial event, which
 the panel believed, did not require financial support from the city to ensure all activities go
 ahead; and
- The City's previous support of this event in the past two years has helped to establish the event successfully for it to no longer require grant funding from the City.

Events Grants Round 1 | 2019/20 | Western Australian Cricket Association

Applicant Details

Entity Name	Western Australian Cricket Association Limited
ABN	44026744769
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

Event Details

Grant Category	Event Grants \$15,001 - \$40,000
Applicant	Western Australian Cricket Association
Project Title	Cricket Australia Veterans Over 50s National
	Championships
Project Start Date	16/11/2019
Project End Date	22/11/2019
Venue	WACA Stadium East Perth
	UWA grounds
	Nedlands cricket grounds
	West Perth Cricket grounds
	Bunbury cricket grounds
	City of Perth restaurants and bars
Estimated attendance	1,500
Ticket Price	To attend the games - no cost
	To attend evening/day Championship function \$125 per
	head
	Teams pay a registration fee of \$1500 per team
Total Project Cost	\$92,000
Total Amount Requested	\$18,000 (19.56% of the total project budget)
Recommendation	Decline
Recommended amount	\$0
Assessment Score	25.52 out of 45 (56.71%)

Project Summary

The Cricket Australia Veterans Over 50s National Championships is coordinated by the Western Australian Cricket Association (WACA), the governing body of cricket in WA, overseeing the development of the game throughout metro, rural and regional areas.

The five-day national event will be held at locations across Perth from Saturday, 16 November to Friday, 22 November 2019, with an anticipated 24 teams (20 male and 4 female), with each team made up of at least 12 players.

Project Description

Teams will travel from all states across Australia (including the Northern Territory) to participate in the event. The opening event and the final game will be played at the main WACA ground in East Perth, with other games at grounds yet to be confirmed but may include, West Perth, Nedlands, and UWA.

A number of games will be held every day and at the conclusion of the Championships a number of players will travel to the South West to participate in a one-day event in Bunbury. Players will also be invited to a range of social events held within the City of Perth during the Championships.

The public will be encouraged to attend the cricket games at no cost, and participants and their families are likely to be staying in City of Perth Hotels, with negotiations underway with Quest hotels for them to become an accommodation sponsor.

Previous five years City of Perth Support and Acquittals

The City of Perth has not previously supported this applicant.

Sponsorship Benefits

Organisers will provide the following benefits for the requested funding of \$5,000:

- Logo recognition on all event promotional material and event website;
- Sponsor profile on event website if applicable;
- Opportunity to display City of Perth signage at the event;
- Access to the event for the City of Perth Digital team to produce content at our own cost;
- E-newsletter inclusions;
- Social media posts;
- Engagement opportunities at social events in the city and at opening event;
- Promotion of Heritage Heart walks including Small Museums, Architecture Walk, Public Art and murals;
- Promotion of City of Perth highlights; and
- Promotional opportunities with elite male and female WA cricketers and past elite national cricketers.

Events Grants (\$15,001 - \$40,000) Assessment Score Card

The application was assessed by a four-person assessment panel and the scoring has been averaged for each outcome.

ESSENTIAL ASSESSMENT CRITERIA	SCORE (5)
Cultural Outcomes	
To what extent does the event celebrate the diversity of Perth as a capital city?	2.50
Social Outcomes	
To what extent does the event provide opportunities for the local or greater community to connect?	3.00

Civic Outcomes		
To what extent does the event provide experiences that are unique to the City?	3.13	
Place Outcomes		
To what extent does the event activate private or public spaces with vibrant	2.50	
activity?		
Economic Outcomes		
Does the event stimulate the local economy and provide opportunity for local	3.38	
business to leverage the event?		
Organisational Competency		
Does the applicant have a demonstrated capacity to manage all aspects of the	3.38	
event?		
Does the event demonstrate financial viability through evidence of support from	3.25	
other government agencies, business or community organisations?		
Benefits		
Does the event offer adequate benefits/ recognition for the City?	3.13	
To what extent does the event activate a space (or spaces) prioritised for	1.25	
activation by the City?		
TOTAL ASSESSMENT SCORE 25.52 out of 45 (56.71%		

Comments

The assessment panel could see some benefits of the event attracting interstate and intrastate players, however the panel recommended the application be declined due to low projected attendance and a number of the venues not yet being confirmed.

Agenda Business Event Sponsorship – 2019 WA Industry and Export Awards

Recommendation:

That Council:

- 1. <u>APPROVES</u> a Business Event Sponsorship of \$7,500 (excluding GST) to Export Council of Australia for the 2019 Western Australian Industry and Export Awards Ceremony;
- 2. <u>NOTES</u> the provisional list of sponsorship benefits contained within this report;
- 3. <u>AUTHORISES</u> 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. <u>NOTES</u> that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth three months following the conclusion of the project.

FILE REFERENCE: P1036602#02

REPORTING UNIT:

RESPONSIBLE DIRECTORATE:

Business Support and Sponsorship

Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 16 April 2019

ATTACHMENT/S: N/A

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
X	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Section 8 of the *City of Perth Act 2016*

Integrated Planning and Reporting Framework Implications

Strategic Community Plan Goal 5 - A prosperous city

Policy

Policy No and Name: 18.13 – Sponsorship and Grants

Purpose and Background:

Applicant Details

Entity Name	Export Council of Australia
ABN	98004378287
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Not endorsed

The Export Council of Australia (ECA) is the peak member-based organisation for the development and international trade performance of Australian business. ECA provide representation to government to advocate on market issues and inform trade policy, deliver programs to enhance the capability of businesses to engage in profitable international trade, and run awards to recognise and reward excellence in export.

Details:

Sponsorship Category	Business Event Sponsorship
Applicant	Export Council of Australia
Project Title	31st Western Australian Industry and Export Awards Ceremony
Project Start Date	23/09/2019
Project End Date	23/09/2019
Venue	Grand Ballroom, Hyatt Regency Perth
Estimated attendance	350 (including 50 regional, 12 inter-state and 3 international)
Ticket Cost	\$230
Total Project Cost	\$100,000
Total Amount Requested	\$10,000 (10% of total project cost)
Recommendation	Approve
Recommended amount	\$7,500 (7.5% of total project cost)
Assessment Score	36 out of 60 (60%)

Project Description

The Western Australian Industry and Export Awards is a program of events bringing together the international trade and business community to recognise WA businesses excelling in global trade. The 2019 Awards Ceremony will be hosted on Monday, 23 September at the Hyatt Regency Perth.

Nominations for the awards open in May and organisers are aiming for a minimum of three strong finalists in 17 categories. To improve the quality of submissions, ECA will be recruiting post-graduate students and hosting multiple briefing sessions for businesses.

A panel of judges, including a City of Perth representative, will award winners across the various categories: Agribusiness, Business Services, Creative Industries, Defence, Digital Technologies, Ecommerce, Education and Training, Emerging Industries, Environmental Solutions, Health and Biotechnology, Manufacturing, Marketing and Design, Minerals, Energy and Related Services, Regional, and Women in International Business. Many of these categories have direct links with City of Perth key economic sectors.

An overall WA Exporter of the Year will be awarded from the winners of the individual categories and a further two businesses will be inducted into the WA Awards Hall of Fame for consistent and outstanding success at the awards.

Winners in 13 of the categories will automatically qualify as finalists at the national Australian Export Awards held in December and invited to attend masterclasses and capacity building workshops. This opportunity is only available by first going through the WA Industry and Export Awards program. WA businesses who have previously been successful at the national awards include Dutjahn Sandalwood Oils for Emerging Exporter in 2018 and Linear Clinical Research, which is located within the City of Perth, for Business Services in 2017.

The awards boost winners' reputation and credibility in interstate markets and provide leverage over competing businesses. The evening provides finalists and winners recognition in the presence of the local and global trade community, government departments and key stakeholders. The evening is also a useful networking and profiling opportunity within the export sector

Award success increases the exposure for Perth and Western Australia as businesses develop a strong marketing story and brand history. The increased prosperity of the sector will generate ongoing economic benefit for Perth as the main gateway for business activity in and out of the state, including increased visitation to Perth by international businesses.

In addition to the awards night, a series of associated events and activities will provide additional networking and business development. These events aim to generate awareness of the awards and attract high-calibre applicants. Proposed events include:

- Awards Lunch;
- Panel discussions and roundtables;
- Finalists Announcement;
- Winner's Luncheon and Roundtable; and
- Winner's Exhibition/Roadshow.

The panel discussions and roundtables will be specific to regions and industry sector interests, hosted in Perth and regional locations.

Previous five years City of Perth Support and Acquittals

Year	Amount	Project
2014	N/A	
2015	N/A	
2016	\$5,000	WA Industry and Export Awards Ceremony

TOTAL	\$17,500	
2018	\$7,500	WA Industry and Export Awards Ceremony
2017	\$5,000	WA Industry and Export Awards Ceremony

- The City of Perth has received an acquittal for the previous support;
- The 2018 Industry and Export Awards was attended by 270 attendees, with an additional 200 attendees at associated events during the year;
- 28 applications were received in 2018 of which 39% were first time applicants; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

Organisers will provide the following benefits for the recommended sponsorship:

Benefits:

- Opportunity to exclusively align as a sponsor with one Export Awards category;
- Logo and acknowledgement as a Category Partner on Export Awards promotions and at all associated events (including launch and regional promotions);
- Logo and link to City of Perth website on:
 - Official Export Awards Website (managed by Austrade)
 - ECA Export Awards webpages
 - State government awards' webpages; and
- Acknowledgement as a sponsor in applicants' e-newsletter and opportunity to include special
 offers or information relevant to applicants in newsletter.

Judging Panel

Opportunity for a City of Perth representative to be a member of the awards judging panel.

Award Ceremony:

- Opportunity for City of Perth representative to deliver a short speech and present trophy to aligned category winner;
- Photo with category winner on stage;
- Standard advertising in ceremony programme;
- City of Perth logo on category winner's certificate; and
- Logo and acknowledgement during AV presentation of the aligned category at ceremony.

Finalist Event:

- Logo on certificates presented to finalists of the aligned category;
- Opportunity for City of Perth representative to present category finalists' certificates at event;
 and
- Logo and acknowledgement during AV presentations at event.

Contact lists

• Subject to privacy requirements, contact lists of attendees from Gala Award Ceremony.

Assessment Score Card

The application was assessed by a two-person assessment panel and the scoring has been averaged for each outcome.

Assessment Criteria	Score /5
Economic Impact and Attendance	
To what extent will the event attract a significant number of attendees?	3.00
To what extent does the event demonstrate the potential to generate significant direct economic benefit to the city economy and local businesses?	3.00
For an event with travelling delegates, is the majority of accommodation within the boundaries of the City of Perth?	3.50
To what extent does the event attract tourism and visitors to the city and promote Perth as a destination?	1.50
To what extent does the event encourage delegates and their partners to explore Perth, through inclusion of a social program or free time for travelling delegates?	1.00
Sub total 1	2 out of 25
Sector and Business Development	
To what extent does the event provide opportunities to enhance and promote Perth's reputation in a key industry sector?	3.50
To what extent does the event offer opportunities for business networking, education, information exchange and links to WA industry sectors, especially in a sector prioritised by the City of Perth?	4.00
To what extent does the event enhance business or community development and assist in building long-term relationships by providing Perth business and community leaders with the opportunity to meet visiting industry leaders?	3.25
Sub total 10.7	5 out of 15
Event Profile and Organisational Capacity	
To what extent does the event position Perth as a Capital City and lift the status, awareness or profile of Perth?	3.75
To what extent does the event demonstrate the participation of high calibre speakers and participants?	3.00
To what extent has the applicant provided evidence of a robust business plan including other funding sources to ensure sustainability of the event?	3.00
Please rate the level of benefits and recognition provided to the City	3.50
Sub total 13.2	5 out of 20
TOTAL ASSESSMENT SCORE 36 out of	60 (60%)

Financial Implications:

ACCOUNT NO: PJ 13958057000007901 **BUDGET ITEM: International Relations BUDGETED AMOUNT:** \$45,000 AMOUNT SPENT TO DATE: \$0 \$7,500 PROPOSED COST: **BALANCE REMAINING:** \$37,500 ANNUAL MAINTENANCE: N/A **ESTIMATED WHOLE LIFE COST:** N/A

All figures quoted in this report are exclusive of GST.

Comments:

As the capital city of Western Australia, the City of Perth should seek to position itself as a supportive local government and a focal point for exporters across the state. The Western Australian Industry and Export Awards Ceremony provides strong networking opportunities for exporters with the winners benefiting from receiving national exposure at the Australian Industry and Export Awards. The awards are one of the few export and trade events held in WA and respond to a gap in the market.

The City's sponsorship of the event is aligned to Goal 5 of the City's Strategic Community Plan, by promoting Perth as a leader in business excellence, across a variety of industries and sectors, including tourism, health, agriculture, education, technology and trade.

Export trade is particularly important to the WA economy and the resulting relationships with local exporters involved in the awards are beneficial to the City. The opportunity for a City of Perth representative on the judging panel provides knowledge sharing and assists in the identification of businesses the City can develop ongoing relationships with, such as previous award winners Linear Clinical Research. The program of events throughout the year will provide additional opportunity for the City to engage with the industry.

Agenda Strategic Arts Sponsorship - Taipei Artist Exchange and Exhibition

Recommendation:

That Council, subject to the approval of the 2019/20 budget:

- 1. <u>APPROVES</u> a Strategic Arts Sponsorship of \$28,000 (excluding GST) to the Perth Institute of Contemporary Arts for the 2019 Taipei Artist Exchange and Exhibition;
- 2. <u>NOTES</u> the provisional list of sponsorship benefits contained within this report;
- 3. <u>AUTHORISES</u> 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. <u>NOTES</u> that a detailed acquittal report, including all supporting material, will be submitted to the City of Perth three months following the conclusion of the project.

FILE REFERENCE: P1035591#06#01

REPORTING UNIT:

RESPONSIBLE DIRECTORATE:

Business Support and Sponsorship

Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 29 April 2019

ATTACHMENT/S: N/A

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Section 8 of the City of Perth Act 2016

Integrated Planning and Strategic Community Plan

Reporting Framework Goal 6 - A city that celebrates its diverse cultural identity

Implications

Policy

Policy No and Name: 18.13 – Sponsorship and Grants

Purpose and Background:

Applicant Details

Entity Name	Perth Institute of Contemporary Arts Ltd
ABN	49 009 372 927
Entity Type	Australian Public Company
ABN Status	Active
ATO Endorsed Charity Type	Charity

The City of Perth has received a request for Strategic Arts Sponsorship of \$20,000 from the Perth Institute of Contemporary Arts (PICA) to support an arts exchange program with Taipei.

Details:

Sponsorship Category	Strategic Arts Sponsorship
Applicant	Perth Institute of Contemporary Arts
Project Title	Taipei Artist Exchange and Exhibition
Project Start Date	18/10/2019
Project End Date	22/12/2019
Venue	Perth Institute of Contemporary Arts
Total Project Cost	\$122,625
Total Amount Requested	\$28,000 + GST (23% of the total project cost)
Recommendation	Approval
Recommended amount	\$28,000 + GST (23% of the total project cost)
Assessment Score	49.66 out of 56 (88.6%)

Friendship City 20 Year Anniversary

Taipei is a Friendship City of the City of Perth. The objectives of this relationship include the mutual desire for international peace and goodwill, to encourage a wider understanding of other cultures and to foster economic development, tourism and trade relations.

In 2019, the Cities of Perth and Taipei celebrate the twentieth anniversary of their Friendship City relationship.

Background to the Artist Exchange

The City of Perth has supported a reciprocal artist exchange program with the City of Taipei since 2006, with artists from Perth and Taipei undertaking residency arrangements in each other's cities

in alternate years. Local artists that have been supported through the program include Gregory Prior, Rodney Glick and Michelle Outram.

In 2016, City of Perth funding enabled Northbridge-based Turner Galleries to be represented at Art Taipei and undertake various other Friendship City networking projects in Taipei. Subsequently, the prestigious Kuandu Fine Art Museum (KdMoFA) invited Turner Galleries to take part in an arts exchange program in 2017 and 2018.

In 2017, the project supported an exchange of art curators Erica Huang, a young art curator from Taipei, and Lee Kinsella from the Lawrence Wilson Art Gallery at UWA. In 2018, Yao Jui-chung, a leading artist, curator, writer and academic from Taipei, and Eugenio Viola, Senior Curator from the Perth Institute of Contemporary Art, both participated in the exchange.

The exchange program has grown in scope each year and now incorporates associated community initiatives and local artist projects, workshops, forums, exhibitions, artist talks, symposiums, an international video project, and collaborations between art institutions in Perth and Taipei.

The exchange has included involvement from Kuandu Fine Art Museum, Taipei Fine Arts Museum, Turner Galleries, PICA, Mundaring Arts Centre, the Community Arts Network, the Taiwan Ministry of Culture 'Spotlight Taiwan' initiative and the Taipei Economic and Culture Office in Australia.

Transition from Turner Galleries to PICA

From 2016 – 2018, the project has been coordinated by Turner Galleries, a Northbridge-based commercial gallery. As the program has grown in scope to include a large number of associated community activities, it now sits outside the capacity and purpose of a commercial art gallery.

PICA will take over management of the exchange from 2019 onwards. With an official partnership confirmed between PICA and the Taipei Fine Arts Museum, it is anticipated the program will continue to grow in scope and stature.

Project Description

Exchange between Taipei Fine Arts Museum and PICA

The Exchange will facilitate four artists from Taipei: Jao Chai-En, Chou You-Cheng, Lo Yi-Chun, and Dondon Hounwn, to visit Perth.

While on exchange, the artists will have the opportunity to:

- Investigate the cultural heritage and history of the city, undertake research, visit art museums and commercial art galleries and local artists in their studios;
- Meet with arts professionals to discuss contemporary art and culture and actively promote
 Perth and Taipei artists and arts professionals during the exchange;
- Give artist talks to the public and students;
- Act as ambassadors for their own cities; and
- Visit regional areas to explore and understand the region's culture in more detail.

Exhibition - InVisible Threads

Date: 19 October – 22 December 2019
Venue: Perth Institute of Contemporary Arts

A significant outcome of the program will include an exhibition at PICA, 'InVisible Threads', which builds on the work and relationships formed in previous exchanges.

'InVisible Threads' brings together artists whose practices have a strong connection to Perth and Taipei in an exhibition that reveals common ties and offers an opportunity to examine the social, cultural and historical fabric of these two cities and the personal and collective experiences of their residents. The exhibition will explore the intersection between the diverse and hybrid cultural identities of both cities, with particular emphasis on current approaches to landscape, post-colonial and indigenous dialogues.

The exhibition will include the work of seven artists and two artist collectives, including the four visiting Taipei artists, in addition to West Australian artists Pilar Mata Dupont and Katie West (TBC) and artist collectives, pvi collective (TBC) and the Clay Boodjar Project (Merle Narkle Goodwin, Audrey Narkle Nettle and Tracey Kickett).

During a period of curatorial research and exchange these artists have been selected for their enquiring approach to experiences of the landscape and their understanding of how social, cultural and economic structures manifest personal stories.

The exhibition will include artworks by First Nations artists from Perth and Taipei, as well as their surrounding areas. This will be an opportunity for cultural exchange that recognises and celebrates First Peoples and share both similarities and differences between the two cities and how they express and contribute their own cultural history in a contemporary art context. The opening will include a Welcome to Country led by Noongar Elders and exhibiting Noongar artists, as well as a performance by the contemporary Indigenous artist, Dondon Hounwn. Organisers anticipate that this will be a unique opportunity for Indigenous artists from Perth and Taipei to share cultural experiences and histories.

The exhibition will feature large scale projections, sculptural works, site specific installations and performance. Two of these installations will be created by the artists during residencies in the lead up to the exhibition.

There will be a bilingual publication produced for the exhibition, with extended texts about the artists and their projects, as well as a catalogue essay that explores the themes of the exhibition.

<u>Public and Education Programs</u>

Date: 19 October – 22 December 2019
Venue: Perth Institute of Contemporary Arts

PICA will host a program of community events to complement the exhibition. A project space at PICA will provide a centre for informal discussion groups, film screenings and presentations by individuals, organisations and community groups. It will encourage local artists, academics, arts workers, and the general public to contribute and develop their knowledge and skills through engagement with new cultures.

Artist Talks

Bilingual artist talks will be delivered on the afternoon of Saturday, 19 October, providing opportunities for the public to hear directly from the artists.

Storytelling – Clay Boodjar Project

A proposed program of storytelling led by artists Merle Narkle Goodwin, Audrey Narkle Nettle and Tracey Kickett who will speak about their life experiences and the Clay Boodjar animations they produced with the Community Arts Network.

Education Tours

Guided exhibition tours by gallery attendants, activity sheets and education notes with background information, curriculum links, and pre and post visit activities for both secondary and tertiary students.

Family Activities

Free activities available for the duration of the exhibition will offer activities designed for children but suitable for all ages, relating to works in the exhibition and exploring the artistic themes in fun, considered and accessible ways.

Exhibition at the Taipei Fine Arts Museum

Building upon the momentum of past exchanges, the Taipei Fine Arts Museum will also host an exhibition of up to six West Australian and six local artists in November 2019. The Taipei Fine Arts Museum will also aim to bring four of the West Australian artists to Taipei, dependent on both budget and artist availability. Cheng-YI (Jenny) Chien, the curator at the Taipei Fine Arts Museum, will visit Perth in July to meet with, and select, the participating artists.

Previous City of Perth Support and Acquittals

NOTE: The Taipei Exchange was managed by Turner Galleries from 2016-2018. In 2019 PICA have assumed management of the program. The below funding was awarded to Turner Galleries for the previous exchanges.

Year	Amount	Project
2016	\$10,835	Turner Galleries - Taipei Exchange
2017	\$10,000	Turner Galleries - Taipei Exchange
2018	\$12,715	Turner Galleries - Taipei Exchange
TOTAL	<u>\$33,550</u>	

- The City of Perth has received an acquittal for the previous support; and
- City Officers can confirm that all previous funding has been satisfactorily acquitted.

Sponsorship Benefits

- City of Perth to be recognised as a Supporting Sponsor of the project;
- City of Perth logo to be included on associated printed and online material, including PICA Entrance Foyer Screen, Perth Cultural Centre Screen, PICA Building Banners, Light box posters at PICA entrance, PICA 'What's-on' Guide, promotional flyers, advertising materials, electronic collateral including e-invitations, PICA website, media releases, PICA fortnightly e-newsletter and exhibition education notes;

- Opportunities for a nominated City representative to make a speech at the official opening or any other official events;
- The City of Perth will receive verbal recognition of support at all events;
- City of Perth will be given access to research data on PICA's audience for insights into arts and culture audiences living in and visiting Perth;
- PICA will collaborate with the City of Perth on a partnership plan, including a social media content plan across shared social media platforms;
- Two posts on PICA's social media account, celebrating the City's involvement;
- Access to venue, curator and artists as well as photos, videos and Q&As for exclusive content for City of Perth's digital marketing channels; and
- PICA will engage in meaningful collaboration with City of Perth to identify and amplify suitable opportunities for joint promotion.

Strategic Arts Sponsorship Assessment Score Card

The application was assessed by a three-person assessment panel and scoring has been averaged for each outcome. The application was assessed using criteria based on the measurable outcomes for cultural engagement, developed by the Cultural Development Network.

ESSENTIAL ASSESSMENT CRITERIA	SCORE out of 4
Does the project reflect and add value to the City of Perth's strategic objectives, as outlined in the Strategic Community Plan?	2.83
Does the project demonstrate arts and cultural activity of a high calibre, with suitably experienced personnel?	3.67
Does the project deliver arts activity that represents Perth's unique cultural identity?	3.33
Does the project increase opportunities for the community to participate in cultural life and/or identify strategies to widen audience engagement?	3.50
Does the project foster meaningful collaborations across the local arts industry and/or community?	3.50
Does the project contribute to a positive sense of place within the city?	2.83
Does the project raise the profile and reputation of the City of Perth as a premier Capital City and arts industry leader?	3.67
Does the project provide professional development opportunities for local artists and/or cultural workers?	3.17
Does the project attract a broad audience, stimulate the local economy and provide opportunities for engagement with local businesses?	2.83
Does the project support the ongoing development, viability and sustainability of the organisation and the local arts industry?	2.83
Has the applicant demonstrated capacity to manage all aspects of the project?	3.00
Does the project contribute to a unique cultural tourism offering for local, national and international audiences?	3.67
Are the project plan and budget realistic and value for money?	2.83
Does the project demonstrate financial viability through evidence of support from other government agencies, businesses or community organisations?	3.33
<u>Sub total 45.00</u>	out of 56
OPTIONAL ASSESSMENT CRITERIA	
The below are non-essential criteria (optional) based on goals identified in the City of Perth Strategic Community Plan. Applicants who can demonstrate their project achieves any of these outcomes can receive additional assessment points for each of these criteria.	
Does the project activate underutilised locations or locations prioritised for activation by the City in interesting and engaging ways?	1.33
Does the project celebrate Indigenous culture?	3.33

Does the project activate places along the riverfront?		0
Suk	total 4.66 Bon	us Points
TOTAL ASSESSMENT SCORE 49.66 out of 56 (88.6%)		

Financial Implications:

ACCOUNT NO: PJ 1395-80570-0000-7901 **BUDGET ITEM: International Relations BUDGETED AMOUNT:** \$40.000 AMOUNT SPENT TO DATE: \$5,000 PROPOSED COST: \$28,000 **BALANCE REMAINING:** \$7,000 ANNUAL MAINTENANCE: N/A ESTIMATED WHOLE LIFE COST: N/A

All figures quoted in this report are exclusive of GST.

Comments:

The project represents a significant maturation of the cultural exchange program between Taipei and Perth. The program has grown from small scale, artist-based initiatives to now encompass a large scale artistic exchange between two high-profile cultural institutions which will provide important opportunities for artists to engage in cultural collaboration and knowledge transfer.

The project has demonstrated success in fostering new relationships and enhancing cultural networks between Perth and Taipei and enhancing the visibility of Perth's arts and culture in the Asia Pacific region.

City Officers note that this program has grown at an unprecedented rate over the past few years, and is a successful international engagement activity for the City.

20th Anniversary Friendship City

The exhibition and exchange will provide a high-profile platform for the City of Perth to acknowledge and celebrate the 20th anniversary of the Friendship City relationship between Perth and Taipei. The project is the City's key engagement activity with Taipei and Officers note that the exchange develops and increases awareness of the existing Friendship City relationship and delivers soft diplomacy and cultural tourism opportunities and outcomes.

The relationship between Taipei and Perth has been very productive over the last several years and government and business delegations, artists, and cultural organisations have travelled between the two cities.

In recognition of the success of the program, the Taipei Cultural Affairs Department and the City of Perth will sign a Memorandum of Understanding to recognise and celebrate these efforts. Commissioner Tsai of the Taiwan Department of Cultural Affairs and Director Lee from the Taipei Artist Village will visit Perth in July 2019 as part of the celebrations of the milestone anniversary.

The City of Taipei has indicated it is supportive of the project, and letters of support for the project have been provided by the Taipei Economic and Cultural Office in Australia, the Taiwanese Chamber of Commerce of Western Australia and the Taipei Fine Arts Museum.

PICA note that although they have only applied for a small percent of the total project cost (23% of the total project cost), the City's support is critical as formally puts in place a government level partner that will increase the likelihood of government bodies in Taipei supporting as reciprocal partners and funding the Taiwanese artists to come to Perth.

Arts and Cultural Sector Outcomes

The application comprehensively outlines the many cooperative, developmental and networking benefits of this program to local artists and cultural institutions, and strongly supports Indigenous artists from both Australia and Taipei. The project and associated activities have high professional development potential for the West Australian visual arts sector on an international platform.

The community engagement elements of the proposal are strong, and the program of community exhibitions, artist talks and studio residencies increases the breadth of the project and facilitate community engagement, presenting opportunities for the Perth community to experience works by leading Taiwanese artists.

Comments

City Officers noted that the exchange between artists (those coming to Perth and travelling to Taipei) is a key focus of the City's involvement. Preference would be to see this exchange opportunity maintained as a priority international engagement initiative, and are strongly supportive of the project to continue.

The recommended sponsorship represents an increase in funding from previous year's support. The recommendation is based on the significantly higher level of outcomes being delivered this year for the 20th anniversary, with exhibitions in both Perth and Taipei, and twelve artists travelling between the two cities, rather than the usual two artists. It is expected that in 2020 the exchange will return to its normal format and the City's support will be returned to the previous level of funding.

A Strategic Arts Sponsorship of \$28,000 + GST is recommended.

Agenda Item 13.4 **Cultural Advisory Committee – Draft Terms of Reference**

Recommendation:

That Council:

- 1. <u>APPROVES</u> the draft Terms of Reference for the Cultural Advisory Committee;
- 2. <u>CEASES</u> the Public Art Advisory Panel on the understanding that the current members will be invited to nominate for the Cultural Advisory Committee and its Public Art Subcommittee; and
- 3. <u>NOTES</u> that nominees for the Cultural Advisory Committee will be presented to Council for appointment to the Committee.

FILE REFERENCE: P1037991

REPORTING UNIT: Arts, Culture and Heritage

RESPONSIBLE DIRECTORATE: Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 9 May 2019

ATTACHMENT: Attachment 13.4A - Cultural Advisory Committee

Draft Terms of Reference

Council Role:

	Advocacy Executive	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency. The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
П	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Part 2 Division 1 Section 8 of the City of Perth Act 2016

Integrated Planning and Strategic Community Plan

Reporting Framework Goal 6 - A city that celebrates its diverse cultural identity

Implications

Policy

Policy No and Name: 18.1 - Arts and Culture

1.5 - Public Art

1.6 - Commemorative Works18.2 - Cultural Collections4.10 - Heritage Policy

Purpose and Background:

At its meeting held **29 May 2018,** Council resolved the following in relation to arts, culture and heritage:

Item 13.7 Strategic Partnership Agreement – Perth Public Art Foundation Incorporated: *That Council:*

... "2. <u>ESTABLISHES</u> a City of Perth Arts Advisory Committee with the terms of reference to: 'Oversee the development, implementation and ongoing performance of a City of Perth Arts Strategy and to advise Council on major arts issues'; ..."

and

Item 13.8 Principal Partnership between Heritage Perth and City of Perth:

That Council:

... "3. <u>ESTABLISHES</u> a City of Perth Heritage Advisory Committee with the terms of reference to: 'Oversee the development, implementation and ongoing performance of a City of Perth Heritage Strategy and to advise Council on major heritage issues'; ..."

Subsequently, through the Commissioner Briefing process for the Cultural Development Plan, City officers expressed that an overarching Cultural Advisory Committee (CAC) is the most appropriate mechanism to address the above motions. This approach is in line with the recommendations of key stakeholders on the Cultural Development Plan Peer Review Group. It is also supported by research into similar mechanisms in other Councils; City of Melbourne has an overarching cultural advisory group supported by issue-specific committees. The proposed CAC also comprises three subcommittees: the Public Art Subcommittee, the Cultural Heritage Subcommittee and the Cultural Collections Subcommittee (refer Attachment 13.4A – draft Terms of Reference).

The purpose of this report is to seek endorsement for the draft Terms of Reference for the CAC, enabling the City to seek nominations for membership and to establish the panel to provide input on the implementation of the Cultural Development Plan 2019–2029 (subject to adoption by Council) and its supporting policies and frameworks.

Details:

It is important that the City of Perth is seen to have a balanced and consultative approach, supported by clear policies, strategies and is informed by advice provided by credible, independent experts.

The City of Perth has already established an industry peer review panel for architectural and urban design and town planning in the form of the Design Advisory Committee (DAC) to "provide independent technical advice and recommendations to the City of Perth". This DAC currently provides advice on heritage issues of a statutory and town planning nature. The proposed CAC and its Cultural Heritage Subcommittee does not replace this function of the DAC, but rather compliments it through considering heritage issues of a cultural nature.

Peer review is an established and industry-accepted best practice model for the assessment and evaluation of arts and cultural products and activities and it is a model adopted by other Australian capital city local governments to help ensure quality cultural outcomes.

The proposed CAC does not include representation by a Commissioner/Elected Member in its membership, in keeping with the model established by the City's DAC and the independent advisory panels operating successfully in other cities, such as Sydney and Melbourne. It is appropriate that Commissioners/Elected Members should have access to the independent recommendations and advice of suitably qualified people regarding cultural matters.

As set out in the Terms of Reference, the proposed CAC will not have any formal decision-making authority. The Committee will exist solely to provide independent, expert advice to inform City officers' recommendations for presentation in reports to Committee and Council, or to inform other operational decisions made in accordance with the City's Delegated Authority Register.

Membership of the proposed CAC is to be endorsed by Council, to ensure that Council has confidence in the professional expertise on the Committee, and that Commissioners/Elected Members are invited to attend Committee meetings in a non-voting capacity.

The draft Terms of Reference further details the membership, roles and responsibilities of the proposed CAC.

Stakeholder Engagement

In December 2017 a panel of experts from across the arts, culture and heritage sectors was convened; the Peer Review Group (PRG). The PRG has been providing guidance and feedback on the document continuously since January 2018. Informal interviews with members of the PRG were conducted during the final feedback phase in August 2018. All were supportive of the proposed approach.

Members of the Public Art Advisory Panel and the Boards of Heritage Perth Inc. and Perth Public Art Foundation have also been informed of the proposed Committee.

As this is an action in the draft Cultural Development Plan 2019-2029, there was feedback and interest expressed from key stakeholders such as the Chamber of Arts and Culture, History Council of WA, State Library of WA, UWA Cultural Precinct, and the Department of Local Government, Sport and Cultural Industries during the public comment period. These stakeholders will be included in those invited to nominate for representation on the proposed CAC.

Financial Implications:

As per the draft Terms of Reference, Committee members are invited to offer their expertise to the City of Perth in a voluntary capacity, unless there are extraordinary circumstances (for example, in the case of an Aboriginal Elder providing specific cultural advice) to be negotiated with the City. Any costs related to extraordinary circumstances will be negotiated with appointed nominees. There is a nominal budget to cover these costs in the draft 2019/20 Arts, Culture & Heritage administration budget (subject to Council approval).

Comments:

It is intended that key stakeholders, starting with members of the current Public Art Advisory Panel, Cultural Development Plan Peer Review Group, Board of Heritage Perth, and Board of the Perth Public Art Foundation are invited to nominate, in line with the guidelines for membership in the attached draft Terms of Reference. Note that there is existing cross-over between members of these groups.

As above, it is important to note that the functions of this proposed CAC do not include any part of the development application process; any advice relating to development applications for heritage-listed properties will continue to be referred to the DAC.



TERMS OF REFERENCE City of Perth

Cultural Advisory Committee

1 Introduction

As a part of the implementation of the City of Perth Cultural Development Plan 2019 -2029, a Cultural Advisory Committee has been established to oversee the development, implementation and ongoing performance of a City of Perth Cultural Development Plan 2019 - 2029 and to advise Council on major cultural issues, initiatives and opportunities.

Specifically, the Cultural Advisory Committee provides advice to Council to help ensure that the City's cultural projects, programs and services:

- comply with relevant legislation, support Council policies and endorsed strategic plans; and
- develop the City of Perth's capital city cultural leadership.

2 Policy Framework

The Cultural Advisory Committee is established and operates in the context of the following strategic and policy documents:

- Strategic Community Plan: Vision 2029+
- Cultural Development Plan 2019-2029
- Public Art Strategy
- Heritage Strategy (Draft at 28 May 2019)
- Policy 18.1 Arts and Culture
- Policy 1.5 Public Art
- Policy 1.6 Commemorative Works
- Policy 18.2 Cultural Collections
- Policy 4.10 Heritage Policy

3 Function of the Cultural Advisory Committee

3.1 Role and Responsibility of Individual Committee Members

The role of the individual members of the committee includes:

- Understanding the strategic implications and desired outcomes of activities being pursued through the City of Perth's Cultural Development Plan 2019 -2029 and cultural activities and initiatives being delivered within the City of Perth and Greater Perth by external agencies and organisations.
- 2. Possessing genuine interest in the City of Perth's Cultural Development Plan 2019 -2029 and in Cultural Development within the City of Perth.



- 3. Bringing relevant knowledge, specialist expertise, technical proficiency and professional experience in a field of specific relevance to Cultural Development, specifically Arts, Heritage, Festivals, and/or Cultural Institutions, including Libraries.
- 4. Advocacy for cultural activities and outcomes.
- 5. Possessing a demonstrated understanding of the broader legislative, operational and political context within which the Cultural Development Plan 2019-2029 is being implemented.
- 6. Commitment and active involvement in collaboratively pursuing the outcomes of the City of Perth's Cultural Development Plan 2019-2029.

In practice, this means they:

- 1. Advocate that the needs of the community and cultural stakeholders are met by the outputs of the Cultural Development Plan 2019 2029;
- 2. help balance and provide guidance on managing conflicting priorities and resources;
- 3. provide guidance to City units involved in implementing the City of Perth's Cultural Development Plan 2019 2029 and end users of the plan's outputs;
- 4. consider and provide advice on ideas and issues raised;
- 5. review the progress of the City of Perth's Cultural Development Plan 2019 2029; and
- 6. provide guidance and advice on the best way to achieve adherence of cultural activities to standards of best practice, guidelines and relevant legislation

4 Protocols

4.1 Membership

Committee membership is to comprise up to ten highly regarded, diverse and experienced individuals. Cultural and linguistic diversity will be prioritised in the composition of the committee to ensure it is representative of the community it will serve and encourage a diverse range of perspectives, ideas and recommendations. Membership must represent a broad spectrum of the following fields:

- An Aboriginal community representative*
- Practising artists and creative industry professionals
- Public art consultancy or curation
- Cultural Collection Management
- Audience Development
- Art critics or art history
- History
- Landscape Architecture or Architecture
- Ecology/Natural Environment
- Urban Design or Town Planning
- Cultural Institutions (including libraries)
- State Government
- Major Cultural Events/Festivals
- Cultural Tourism



- Multicultural Interests or International Exchange
- Heritage (which can include, but not limited to: Built heritage; Historical research; Heritage interpretation/curation; Aboriginal heritage; Cultural landscapes; Archaeology)
- Creative Industries (which can include, but not limited to: visual and performing arts; multimedia; technology; economic development of the sector)
- Philanthropy and fundraising

*The committee must at all times include membership of an Aboriginal community representative, who must be endorsed by the Elders Advisory Group. This member must report back to the Elders Advisory Group on quarterly basis, or as required.

Nominations for all committee members may be sought as required, by the City of Perth Administration as appropriate. Nominees recommended for committee membership by the Administration will be reviewed, and recommended members will be appointed by Council.

Membership of the committee is for a term of two calendar years, and will be reviewed on a biennial basis.

Committee members at the end of their term may be nominated for a second two-year term, if endorsed by Council.

All members of the Cultural Advisory Committee have equal voting rights.

Where a committee member retires through written notice to the CEO, or a position becomes vacant for any other reason, prior to the end of their term, the Administration will seek nominations for new members with appropriate professional expertise to restore the full capacity of the committee, as required.

Where a committee member does not attend scheduled committee meetings on three consecutive occasions without advising City staff or the Chair, they are deemed to have retired from the committee.

The Council may terminate any committee membership at any time, in writing.

The Manager Arts, Culture & Heritage will resource and attend the meetings of the Cultural Advisory Committee in a non-voting capacity to observe and facilitate proceedings as required. Other City Officers may attend on the invitation of the Manager Arts, Culture & Heritage, or as proxy for the Manager Arts, Culture & Heritage, if required.

Members of the City's Executive, Elected Members and invitees of the Cultural Advisory Committee may attend and observe committee meetings in a non-voting capacity.

Committee members are invited to offer their expertise to the City of Perth in a voluntary capacity, unless there are extraordinary circumstances, to be negotiated with the City.

Details of the membership of the committee are contained in Section 6.



4.2 Chair

The Committee will elect a Chair and Deputy Chair on an annual basis.

The Chair of the Cultural Advisory Committee shall convene the committee meetings.

If the designated Chair is not available, then the Deputy Chair will be responsible for convening and conducting that meeting. If the Chair or Deputy Chair is unavailable then the committee may elect an Acting Chair for that meeting.

The Chair will represent the committee at Council and external forums, other City of Perth committee meetings and events as and where required and deemed appropriate by the City.

In the absence of the Chair, the Deputy Chair will represent the committee

4.3 Declarations of Interest

All members of the committee must act lawfully and with honour, integrity and professionalism.

Members who have a pecuniary or non-pecuniary interest in any matter with which the committee is concerned must disclose the nature of interest as soon as is practicable.

Members with a pecuniary interest or a significant non-pecuniary interest in any matter with which the committee is concerned must excuse themselves from the meeting whilst that matter is being discussed or considered.

All disclosures of interest must be recorded in the minutes of the meeting.

4.4 Agenda Items

The committee meeting agenda, with attached meeting papers will be distributed by the Chair at least 7 working days prior to the next scheduled meeting.

Committee members may raise an item under 'Other Business' if necessary and as time permits.

4.5 Minutes & Meeting Papers

Meetings will be minuted by the City Officers in attendance.

Copies of the minutes, including attachments, shall be provided to all committee members no later than 10 working days following each meeting.

Where requested by the Chief Executive Officer or Council, the committee will provide a written report or advice in relation to any relevant cultural matters.

4.6 Frequency of Meetings

The committee shall meet quarterly at Council House, 27 St Georges Terrace, Perth and/or in accordance with an annual schedule determined at the final committee meeting of each calendar year for the subsequent calendar year.



If there is insufficient business to warrant a meeting, and other agenda items can be postponed to a subsequent scheduled meeting, the committee may agree to cancel a scheduled meeting.

The committee, in consultation with the City Administration may at any time review the frequency of committee meetings and negotiate a new schedule, provided the committee is able to perform its role effectively for the City of Perth.

4.7 Decisions of the Committee

The committee does not have any formal decision-making authority. The Cultural Advisory Committee is created for the sole purpose of providing independent, expert advice to inform recommendations of City staff for presentation in reports to City of Perth Committee and Council, or to inform other decisions made in accordance with the City's Delegated Authority Register.

4.8 Proxies to Meetings

Members of the committee cannot nominate a proxy to attend a meeting if the member is unable to attend.

4.9 Quorum Requirements

At least half of the appointed committee members must be in attendance for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

4.10 Out of Session

Where possible, all cultural business for an agenda, requiring input and review by the committee should be presented at least 10 days prior to a scheduled meeting for its inclusion on the agenda of a scheduled meeting of the committee. Where this is not possible due the urgent nature of a matter or otherwise by agreement of the committee, Special Meetings of the Cultural Advisory Committee may be convened as required.

Where appropriate, the committee may create additional subcommittees, special working parties or send delegates to participate on assessment panels to facilitate the provision of relevant expertise on an ad hoc basis between sessions where required.

4.11 Termination of the Cultural Advisory Committee

Termination of the committee shall be as directed by Council in consultation with the Administration.

4.12 Amendment to the Terms of Reference

This document may be altered at any time by Council.



5 Subcommittees

5.1 Subcommittee General Protocols

Nominations for members of all subcommittees may be sought by the Chair from the members of the committee as required. Nominees recommended for subcommittee membership by the Chair will be appointed by the Cultural Advisory Committee.

5.2 Role, Responsibility and Protocols of the Public Art Subcommittee

The role of the Public Art Subcommittee is to provide expert and independent advice to Council in relation to the following:

- 1. The ongoing review of Council's strategic plans, policies and operational guidelines in relation to public art being delivered by, or within, the City of Perth.
- 2. The ongoing development of effective assessment and evaluation criteria for public art proposals and service delivery.
- 3. Acquisition of high quality public art assets, being through commission, purchase or as contributed assets.
- 4. Evaluation and development of the City of Perth's Temporary and Ephemeral Public Art programs to ensure quality outcomes.
- 5. Review of applications for new memorials and monuments in alignment with the Policy 1.6 Commemorative Works, as required.
- 6. Deaccessioning, disposal and relocation of the City's public art.
- 7. Partnership and collaboration with external agencies and organisations involved in delivering public art within the City, including, but not limited to the Metropolitan Redevelopment Authority, Perth Public Art Foundation, and private developers.

Protocols of the Public Art Subcommittee are as follows:

Public Art Subcommittee membership is to comprise up to three highly regarded and experienced individuals representing three of the following fields:

- A public art consultant or curator
- An urban designer
- An architect
- A Town Planner
- A practising artist with extensive experience in public art

The Public Art Subcommittee shall meet every two months, or as required, at Council House, 27 St Georges Terrace, according to an annual schedule set by the subcommittee. The subcommittee, in consultation with the Manager Arts, Culture and Heritage may at any time review the frequency of subcommittee meetings and negotiate a new schedule, including any items for decision by circulation, so long as the subcommittee is able to perform its role effectively for the City of Perth.



5.3 Role, Responsibility and Protocols of the Cultural Heritage Subcommittee

The role of the Cultural Heritage Subcommittee is to provide expert and independent advice to Council in relation to the following:

- 1. The ongoing review of Council's strategic plans, policies, surveys and operational guidelines in relation to cultural heritage being delivered by, or within, the City of Perth.
- 2. Provide industry feedback and guidance related to the City of Perth's heritage incentives, policies and relevant heritage initiatives.
- 3. The ongoing development of effective assessment and evaluation of criteria for cultural heritage significance.
- 4. Evaluation and development of the City of Perth's Temporary and Ephemeral Public Art programs to ensure quality outcomes, where these relate to historic narratives or heritage subjects or places.
- 5. Review of applications for memorials and monuments in alignment with the Policy 1.6 Commemorative Works, as required.
- 6. Deaccessioning, disposal and relocation of the City's public art where these may impact matters of cultural heritage significance.
- 7. Proposed or existing partnership and collaboration with external agencies and organisations involved in delivering cultural heritage programs or initiatives within the City, including, but not limited to: the State Government, Tertiary or other education entities, private developers and neighbourhood/community groups and heritage not-for-profit groups.

Protocols of the Cultural Heritage Subcommittee are as follows:

The functions of this committee do not include any part of the development application process; any advice relating to development applications for heritage-listed properties will continue to be referred to the Design Advisory Committee.

Cultural Heritage Subcommittee membership is to comprise up to three highly regarded and experienced individuals representing three of the following fields:

- Built heritage
- Historical research
- Heritage interpretation/curation
- Aboriginal heritage
- Cultural tourism
- Cultural landscapes
- Archaeology

The Cultural Heritage Subcommittee shall meet every two months, or as required, at Council House, 27 St Georges Terrace, according to an annual schedule set by the subcommittee. The subcommittee, in consultation with the Manager Arts, Culture and Heritage may at any time review the frequency of subcommittee meetings and negotiate a new schedule, including any items for decision by circulation, so long as the subcommittee is able to perform its role effectively for the City of Perth.



5.4 Role, Responsibility and Protocols of the Cultural Collections Subcommittee

The role of the Cultural Collections Subcommittee is to provide expert and independent advice to Council in relation to the following:

- 1. The ongoing review of the City's policies, plans and operational guidelines in relation to the development, display and management of the Cultural Collections.
- 2. The ongoing development of the Cultural Collections, in line with Policy 18.2 and the City's delegated authority register, including proposed acquisitions, de-accessions and commissions.
- 3. The management of the Cultural Collections in line with museum and gallery industry standards, including storage, conservation, collection management practices, maintenance and asset management planning.
- 4. The City's display practices, exhibition program and facilitation of public access to the Cultural Collections.
- 5. Review and analysis of options / feasibility for the development of a dedicated exhibition space for the Cultural Collections, including the ongoing provision of the History Centre as a public resource centre.
- 6. The planning, development and resourcing of the City's Arts, Culture and Heritage data portal 'Finding Perth'.
- 7. The development and support of partnerships and collaboration with external agencies and organisations involved in delivering art and cultural programs or initiatives within the City, including, but not limited to: the Art Gallery of WA, WA Museum, State Library of WA, Perth Institute of Contemporary Art, Museum of Perth and other small museums and private galleries or collections.
- 8. Awareness of cultural trends and practices in the Galleries Libraries Archives and Museums (GLAM) sector, including knowledge of artists, cultural organisations and other Cultural Collections in WA.

Protocols of the Cultural Collections Subcommittee are as follows:

Cultural Collections Subcommittee membership is to comprise up to three highly regarded and experienced individuals representing three of the following fields:

- Contemporary Art
- Cultural Heritage and History
- Public Art
- Aboriginal Art
- Collection Management
- Audience Development
- Curation/interpretation and programming
- Collections Data Management

The Cultural Collections subcommittee shall meet every four months, or as required, at Council House, 27 St Georges Terrace, according to an annual schedule set by the subcommittee. Time-sensitive advice, such as relating to acquisitions, may be provided via a circular resolution. The subcommittee, in consultation with the Manager Arts, Culture and Heritage may at any time review the frequency of



subcommittee meetings and negotiate a new schedule, including any items for decision by circulation, so long as the subcommittee is able to perform its role effectively for the City of Perth.

6 Membership

Organisation	Role	Name
	Chair	
	Deputy	
	Member	



7 Record Information

Proof of Approval

Requesting Officer	<first name,="" surname=""> <job title=""></job></first>
Approving Unit Manager	<first name,="" surname=""> <job title=""></job></first>
Approving Unit Director	<first name,="" surname=""> <job title=""></job></first>
Project Sponsor	<first name,="" surname=""> <job title=""></job></first>
Approval Evidence	<trim reference,="" signature=""></trim>
Business Unit	

Version Information

Version	Author	Date	Status	Comments
1	Tabitha McMullan,	3 May 2019	DRAFT	
	Manager Arts, Culture & Heritage			

Agenda Item 13.5 **Budget Reprioritisation – Hampden Road Parklet Trial**

Recommendation:

That Council <u>APPROVE BY AN ABSOLUTE MAJORITY</u> the reprioritisation of \$9,000 from 'PJ 1400-12171 - ACH Database and Portal Project' to capital works project 'PJ 1055-14110-0000-7268 - Hampden Road Parklet Trial'.

FILE REFERENCE: P1036590#11

REPORTING UNIT: Marketing and Activation

RESPONSIBLE DIRECTORATE: Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 10 May 2019

ATTACHMENT/S: N/A

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Planning and
Reporting FrameworkStrategic Community Plan
Goal 1 – A city for people

Implications Goal 2 - An exceptionally well designed, functional and

accessible city

Goal 8 - A city that delivers for its community

Policy

Policy No and Name: 9.6 Budget Variation Policy

Purpose and Background:

The City of Perth provides regular tactical activations throughout the city to surprise and delight residents, visitors, workers and tourists. These activations are delivered in several formats, often within short time frames, and always in conjunction with various internal and external stakeholders. Because of this stakeholder consultation, the City is required to make changes to the project scope in response to feedback.

Details:

At its meeting held **26 March 2019**, Council approved a report for the budget reallocation of \$40,000 towards a trial of parklets on Hampden Road.

This capital works project incurred some variances to the initial scope that were unforeseen at the time of seeking the initial capital project budget. The scope changes included:

- change to the location of both parklets due to further business feedback and the closure
 of another business which resulted in design changes to the structures and increased
 carpentry works;
- modifications to one of the structures to ensure access and inclusion outcomes could be met.

These variations are considered essential to comply with access and inclusion guidelines and ensure the trial has the best chance of success for the local community and businesses.

The contractor, See Design, has addressed these changes in scope and as a result the total project cost has increased beyond the 10% variance permitted in Policy 9.6 – Budget Variations. As such, the Marketing and Activation team are seeking to reprioritise an additional \$9,000 from the Arts, Culture and Heritage Unit's unspent capital budget 'PJ 1400-12171 – ACH Database and Portal Project' to fund the outstanding project costs.

Financial Implications:

ACCOUNT NO:	PJ 1400-12171
BUDGET ITEM:	ACH Database and Portal Project
BUDGETED AMOUNT:	\$121,320
AMOUNT SPENT TO DATE:	\$0
PROPOSED COST:	\$9,000
BALANCE REMAINING:	\$112,320
ANNUAL MAINTENANCE:	\$0
ESTIMATED WHOLE LIFE COST:	\$9,000

ACCOUNT NO: PJ 1055-14110 **BUDGET ITEM:** Hampden Road Parklet Trial **BUDGETED AMOUNT:** \$40,000 AMOUNT SPENT TO DATE: \$20,000 \$49,000 PROPOSED COST: **BALANCE REMAINING:** \$0 ANNUAL MAINTENANCE: \$0 ESTIMATED WHOLE LIFE COST: \$49,000

All figures quoted in this report are exclusive of GST.

Comments:

The reprioritisation of the funds will enable the Parklet Trial to be implemented to the highest quality and ensure a strong outcome for the local community.

Agenda Item 13.6 **Adoption of Strategic Community Plan 2019-2029**

Recommendation:

That Council <u>ADOPTS BY AN ABSOLUTE MAJORITY</u>, the City's Strategic Community Plan 2019 - 2029, as detailed in Attachment 13.6A.

FILE REFERENCE: P1028810#03

REPORTING UNIT: Office of the Chief Executive RESPONSIBLE DIRECTORATE: Office of the Chief Executive

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 15 May 2019

ATTACHMENT/S: Attachment 13.6A – Strategic Community Plan

2019-2029

Council Role:

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

Legislation / Strategic Plan / Policy:

Legislation Section 5.56 of the *Local Government Act 1995*

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan

Goal 8 - A city that delivers for its community

Policy

Policy No and Name: N/A

Purpose and Background:

In 2017 the City of Perth conducted a community engagement process, branded the 'Share to Shape' Campaign, which sought information from the City's stakeholders and community to guide its future direction. This engagement took place over a six-month period and resulted in the development of the City's Strategic Community Plan: Shaping Our Capital City (SCP).

Since implemented, however, the City's Commissioners have identified that whilst the SCP was informed by community input, little oversight was provided by Council on the City's ability to deliver planned objectives. As a result, at its meeting held on **29 May 2018**, it was requested via Council Motion that an independent review of the SCP be conducted, to translate this community-directed plan into a feasible and financed strategic plan.

The Strategic Community Plan 2019-2029 (SCP) has now been developed in consultation with an independent review and other interrelated City of Perth strategies, and is provided to Council for endorsement.

Details:

An independent consultant was commissioned by the City in late August 2018 and through external desktop review and internal stakeholder consultations, assisted with articulating the strategic priorities within the SCP. This included one-on-one meetings with the City's Commissioners and the City's Executive and Management Teams, to understand the perceived priorities in conjunction with the information collected from the community in the 'Share to Shape' Campaign.

In consideration of this independent review, other strategies such as the City's City Planning Strategy and Economic Development Strategy and suggestions made by Commissioners at a Briefing held on 14 May 2019 (i.e. considerations for addressing homelessness), the SCP has been developed and is detailed in Attachment 13.6A. The process was also guided by legislative guidelines in which local governments are required to review its Strategic Community Plan every two years, alternating between a desktop and a major review.

Strategic Community Plan 2019-2029

The City's SCP presents a 'Community Aspiration' that the city will be: <u>Vibrant, connected, progressive.</u>

It aligns goals, objectives, priorities and outcomes using the quadruple bottom line principles, with the Environment principal in two. These principles are: Social, Economic, Built Environment, Natural Environment and Leadership.

The City's will focus its efforts over the next ten years to provide the following outcomes to its community:

- Thriving neighbourhoods
- Vibrant and diverse cultural identity
- Healthy and safe communities
- Strategic economic growth
- Global destination city
- Sustainable growth and development
- Transport integration
- Places that embrace nature and natural beauty

- A city that cares for its environment
- Outstanding environmental performance
- Capital city leadership
- Excellence in resource management
- Open, transparent governance
- Leadership and service excellence

Financial Implications:

All financial implications are addressed in the Long Term Financial Plan, as well as the Annual Budget.

Comments:

It is recommended that Council endorse the City's Strategic Community Plan as detailed in Attachment 13.6A, to provide strategic direction to the City's decision-making processes, services, projects and financial commitments.

Following adoption of the Strategic Community Plan 2019 - 2029, the required strategies and plans to achieve the community outcomes will be developed and implemented. Feedback will be given on a regular basis with regards to the progress with the implementation of these strategies and plans.



City of **Perth**

Strategic Community Plan

2019 - 2029

Vibrant, connected, progressive



Acknowledgement of Country

The City of Perth acknowledges the Whadjuk Nyoongar people as the Traditional Owners of the lands and waters where Perth city is situated today, and pay our respect to Elders past and present.

The City of Perth Strategic Community Plan can be accessed by www.perth.wa.gov.au For more information contact:

City of Perth

27 St Georges Terrace Perth Western Australia 6000 Website: www.perth.wa.gov.au

Phone: 08 9461 3333

Email: info@cityofperth.wa.gov.au

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Perth accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

This document is available in alternate formats and languages on request.

Commissioner Foreword

Chair Commissioner's foreword will be inserted post approval

Message from the CEO

CEO's message will be inserted post approval





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Introduction

The City of Perth is a dynamic local government that provides services and facilities to a broad range of stakeholders including residents, businesses, workers, and local, national and international visitors. Acknowledging its role in tourism, business and economic development, the City of Perth Act 2016 (the Act) formally recognises the City of Perth as the State's capital city local government authority, with scope to broaden responsibility not only to its ratepayers, but to the Western Australian community.

The passing of the Act confirmed Perth as a focal point on the world stage and provided greater opportunity for collaboration with the State Government; ensuring Perth continues to grow and become an increasingly innovative, sustainable and vibrant city.

This makes the City of Perth a unique local government. As the capital city council, the City of Perth takes pride in its opportunity to deliver on behalf of all Western Australians. The City takes into account how its operations benefit the broader state, through considering the impact of its decisions beyond its immediate ratepayers and residents.

The Act highlights an expectation that the City of Perth is a leader in local government, through good governance, quality relationships and smart use of resources to create a captivating city for all to enjoy. Specifically, it recognises the City of Perth's role to:

· Provide good government of persons within the City of Perth, including residents, ratepayers and visitors.

- · Represent the community and encourage community participation in decision making.
- · Provide a safe, clean and aesthetic environment.
- · Continuously improve the services and facilities that the City of Perth provides.
- Promote awareness of the facilities and events provided or facilitated by the City and encourage the community to participate in them.
- · Initiate and promote the continuous growth and environmentally sustainable development of the City of Perth and secures its role as a thriving centre of business with vibrant cultural and entertainment precincts.
- Enhance and protect Perth city's natural environment.
- · Nurture and support the initiatives and innovations of Perth precincts.
- · Build relationships with government agencies at local, state and federal levels to support a balanced consideration of competing civic, economic, social, cultural and environmental needs and improvements.

These responsibilities, along with community feedback and other legislative requirements, have guided the development of the City of Perth's Strategic Community Plan. As a result, the Plan recognises much more than the needs of its defined local government area; considering the desires of all Western Australians.

This has led to the delivery of the City's initiatives and activities that are directly informed by the entire state. For example:

- · Development and agreement to an Inner City Council Memorandum of Understanding, to assist collaborative working with other inner city Local Governments.
- The City collaborates with other local government authorities to achieve mutual benefits, such as the City's service agreement whereby City of Perth Parking (CPP) services on- and off-street parking within the Town of Victoria Park. This achieves maximum benefit for ratepayers in both local government areas through shared used of CPP's existing infrastructure and resources to reduce operating costs for Town of Victoria Park and deliver business outcomes for CPP.
- The City considers the needs of local, national and interstate tourists when delivering worldclass events such as Skyworks and the Christmas Lights Trail, acknowledging that the majority of events are attended by those visiting from outside of the City's boundaries.
- The City's waste collection services run 24 hours a day to ensure the capital city is presented to the standard expected of a capital city.

- The City's parking infrastructure considers more than the parking needs of Perth residents, considering the needs of the thousands of commuters that work in Perth city daily
- The City sponsors an array of major events, arts initiatives, festivals, business and sector development opportunities, and community initiatives that sometimes occur outside its own borders but that benefit the entire state and boost Perth's reputation and profile.
- The City manages international relationships with sister cities and other global partnerships that put Perth on the world stage and promote its areas of expertise.
- Cultural offerings are diverse and embrace the state's full history, acknowledging and celebrating its Aboriginal heritage, history and connection to the land.

These are just a few examples of the ways in which the City of Perth has embraced the City of Perth Act 2016 and embedded its principals into its daily activities. As the state evolves and the needs of Western Australians transform, the City of Perth will continue to deliver services that are informed by these changing needs through continued community consultation.



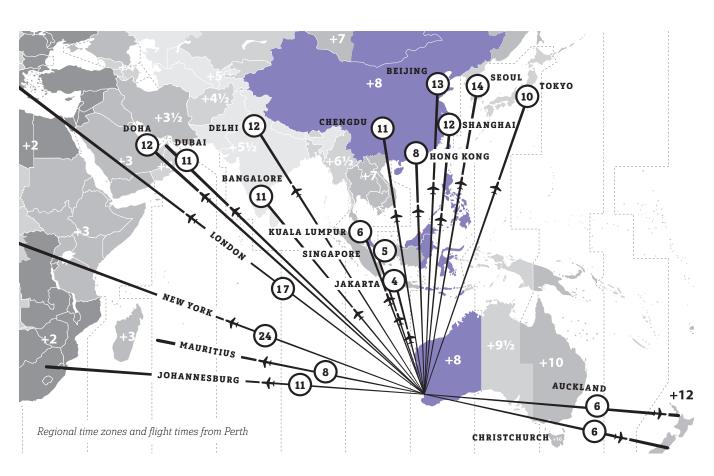
City of Perth Context

Our global position

Perth is the only Australian capital city located on the edge of the Indian Ocean and shares an approximate time zone with 60 per cent of the world's population. Perth city has direct access to the rapidly growing and maturing economies of South East Asia, including global centres of business such as Beijing, Singapore, Hong Kong, Kuala Lumpur and Taipei. The recent introduction of direct flights from Perth to London has resulted in tourism and economic opportunities that were not previously possible.

Perth's favourable climate and quality of life underpins its global reputation as a highly liveable city. Our ability to attract global talent in the knowledge-based economy is important and depends on Perth city being 'both a great city in which to do business and a great city in which to live'.

Historically, Western Australia has been the main minerals and petroleum-exporting region of Australia. The primary resource sector is a key driver of Perth's economy and heavily influences population growth.



Department of State Development, WA (2016) Key Facts. Available from http://www.dsd.wa.gov.au/invest-in-wa/key-facts/shared-time-zone Committee for Sydney (2016) First amongst Equals? Benchmarking Sydney's Performance. Available from http://www.sydney.org.au/professor-gregclarkcbe-on-the-new-world-of-cities/

City of Perth, Perth City Snapshot, 2016

REMPLAN, City of Perth Employment Report, 2018



Regional Context

Perth city is the engine room of WA's economy and hosts a high proportion of the state's:

- · government and civic services
- business and corporate services
- landmarks
- retail precincts
- major tourism attractions
- entertainment precincts

Perth city plays a key role in the economic, social and environmental fabric of our state. It is the centre for civic, cultural, administrative, tourism and commercial services, and the hub of the city's public transport system. The University of Western Australia (UWA), Queen Elizabeth II Medical Centre (QEIIMC) and Royal Perth Hospital contribute to Perth city's significant health, education and research offerings.

The city's unique waterfront setting, its rich history and heritage, natural and built environment, open spaces and new developments attract over 205,750 people on any typical weekday. Around 149,475 of these people work in the city and over 25,000 attend UWA or OEIIMC.

Central sub-region

Perth city is located within the central sub-region of Greater Perth. The Perth and Peel@3.5million Central Sub-regional Planning Frameworks (released March 2018) aim to 'establish a longterm integrated planning framework for land use and infrastructure, with a focus on guiding future infill growth in the central sub-region'. The central sub-region is comprised of 19 local government authorities, including some of WA's oldest urban settlements, and are generally concentrated around the Swan River. The central sub-region provides a high level of amenity, which supports the largest concentration of jobs and people across Greater Perth – just over 2 million people, roughly 77 per cent of the state's population.

The Local Context

The City of Perth is progressing a city neighbourhood planning approach, in which six distinct city neighbourhoods are defined. The city's neighbourhoods are Central Perth, Northbridge, West Perth, East Perth, Claisebrook and Crawley-Nedlands. Each of these neighbourhoods have distinct identities, opportunities and challenges, which this neighbourhood approach will work towards addressing.



⁵ Western Australian Planning Commission, WA (2018) Central Sub-regional Planning Framework

0m

500m

City at a Glance

The Strategic Community Plan takes into consideration population growth, economic fluctuations, environmental trends as well as social and community needs, now and into the future.

To adequately plan and adapt, the City must understand its current economic, social and environmental state and its anticipated population growth. This snapshot is shown in the below infographic.

Economic Gross regional product Daily workforce S40.2 billion Daytime population population or 23% of greater Perth Economic output \$75.1 billion Top industry sectors by economic output Professional, Finance and **Mining** scientiffic and insurance technical

Employment

Total office floor space 1,915,338m²

Total floor space 6,252,172m²



Top three land uses by floor space





Top industry sectors by employment



Residential



Estimated WA Resident Population

Estimated greater Perth resident population

Dewlling tenure



Rental



Predominant household types



lone person



couples without children

Median resident age

years old

Residents born overseas

Residents who speak non-english at home

Proportion of Residents who Attend Tertiary Education

Estimated city of Perth resident population

Number of households

Average household size persons

Total private dwellings

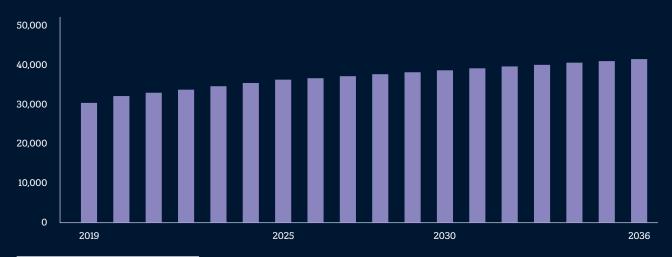
Total length of roads

95km

Open Space



Forecast population - City of Perth



forecast.id

Trends and Challenges

Multiple factors influence the way the City plans and make decisions. Understanding the global and local trends and challenges assist the City of Perth to make good decisions on opportunities that present themselves.

These trends are of importance to Perth as a city, given its prominence as an economic contributor that links local economy to world trade. The economic stability assists the future development of Perth as a global city, attracting residents and businesses from all over the world. The following global and regional influences identified by the CSIRO (2016) have been assessed for their applicability to Perth city now and into the future:

Efficient use of resources

We must innovate to make more efficient use of our resources. Minerals, water, energy and food are consistently being produced and consumed at higher levels due to population growth and a global 'emerging middle class'. In the future, changes to climate, land and resource management will place further pressure on our current water and food production systems. The advances in technology and science that are made today will play an important role in determining the quality of life for future generations.



Climate change

Changes in earth systems are creating significant challenges for humanity, affecting the ecosystems that we plan for and live in. Globally, greenhouse emissions are altering the climate to create generally warmer and less predictable local weather systems – with the frequency of local extreme weather events on the rise. Cities contribute to, and bear the costs of climate change. Government policy, technology and science are more important than ever for the urgent development of new strategies to deal with these issues.

Perth city is not immune to the impacts of climate change and the resulting environmental, social and economic costs. The local research and development sector, in partnership with government, will be essential to making smart decisions to deliver local responses to climate change. This will include addressing severe flooding events, a rising sea level (river) and increasing urban heat island effects.

Economic power shift

The rise of China and India as global powerhouses is causing a shift in wealth from the west to the east. Developing trade markets and a rapidly growing middle class in these regions will cause a transition from an industrial-based manufacturing economy to an advanced service-economy – one that demands education, entertainment, healthcare and tourism.

Perth city is well located on the Indian Ocean Rim and has strong offerings in terms of tourism and education, with a developed hospitality sector, a substantial amount of short term accommodation and several options for international education. Universities and higher educational facilities within Perth city have international prestige and attracts a large number of international students. In the future, Perth would benefit from marketing its current advantages in housing affordability (compared to other capital cities) to increase demand for education services for international students.

Ageing population

The population across Greater Perth is ageing, as a result the large numbers of Baby Boomers who are living longer due to advances in health care. Whilst we benefit as a society from the skills and knowledge of our older generation, there are likely to be numerous challenges. The widening retirement savings gap, coupled with escalating health care expenditure, will alter people's lifestyles, the services that are needed and the structure of the labour force.

Older people form a smaller portion of Perth city's population profile compared to other parts of Greater Perth. However, Perth city hosts numerous regional health facilities that are likely to be accessed by an ageing metropolitan population.

Technology

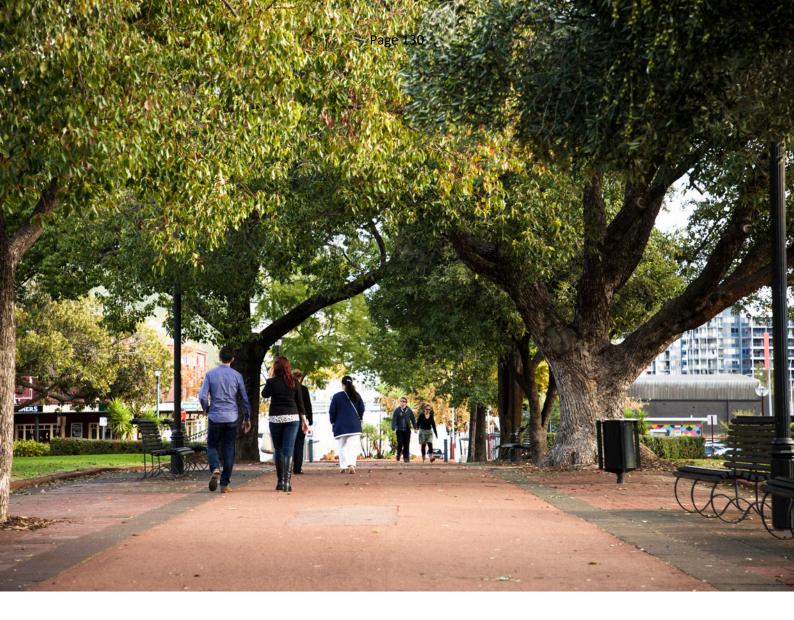
The internet has caused a remarkable expansion in digital technology over the past two decades. That expansion is likely to continue, with exponential growth in computing power and data volumes. Harnessing the virtual world has become important to all facets of society - offering a wealth of knowledge and data at our fingertips.

The low economic diversity of Perth city may impede our future ability to create innovative, local solutions to these issues. Perth city's future economy needs to adapt to changing market conditions and embrace emerging alternative industries, smart city technology and systems that drive innovation. With improved data transfer systems (increased data volume and connectivity) there's likely to be an increase in productivity and efficiency in high-tech industries. This is an opportunity for Perth city to invest in this globally active area.

Global boundaries

Globalisation, driven by advances in transportation and digital technology, is set to reshape government, organisations and employment. Traditional boundaries around countries, companies, governments and professions are being broken down, leading to the construction of new networks. This kind of flexibility can be seen in the peer-to-peer economy, which is likely to continue to expand.

The increasing globalisation and interconnectivity of the world could threaten the economic health of Perth city, given that the city's economy is heavily influenced by shifts in the resources sector. Perth city needs to adapt to changes in global demand, and expand its economic base to include more service-based industries, such as education and hospitality.



Culture, inequality and expectations

Wealth is growing in key populations, causing increasing demand for services. Income growth will lead to higher levels of discretionary expenditure, which will lead to an increased desire for experiences and on-demand services. This will be coupled with increased global inequality – something the international community will need to address in the future.

An increase in global demand is positive for Perth city, especially in the service industry. Income growth will increase the need for high quality on-demand services; meaning high-end dining and accommodation services are likely to grow in popularity. However, societal income inequality is

evident on the streets of the city, as disadvantaged rough sleepers seek comfort and safety close to support services.

Addressing and mitigating global trends and challenges are a key focus for the City of Perth, however this focus must be distributed between both macro and micro levels. At a micro level, the City of Perth's community identified key challenges, at both a city-wide and neighbourhood level, that they believe the city will face now and into the future. These are considerable trends and challenges that impact the operational decision making of the City of Perth and as such are considered and used during the operational planning process.

Achievements

The City provides its community and visitors with many services, projects and programs designed to enhance the city as a place to live, visit and work. Some notable achievements since the City of Perth's inaugural Strategic Community Plan, Vision 2029+, can be found below.

Key Achievements (2013-2018)

- · Built an award winning City of Perth Library and public plaza
- · Implemented city cycle plan
- Continued to implement the two-way street program
- · Delivered the City of Perth Australia Day Skyworks
- · Provided free wi-fi internet coverage to the city, the first Australian capital city to do so
- · Partnered with State Government agencies to develop affordable apartments within the city
- Developed an Environment Strategy
- · Developed the Wellington Square Masterplan
- Expanded the 24/7 CCTV surveillance centre and increased CCTV cameras throughout the city
- Worked with numerous agencies including 'StudyPerth' to assist with promotion of Perth as a destination of choice for international education

- · Achieved the ranking of number one from the Foreign Direct Investment publication in the category of FDI strategy for the Asia Pacific region
- · Developed and commenced implementation of the Urban Forest Plan
- Developed and commenced implementation of the City of Perth's first Reconciliation Action Plan
- · Implemented a program to showcase Aboriginal artists and cultural collections in City of Perth facilities
- Expanded the City of Perth Parking operations into other Local Government jurisdictions, to assist in diversifying revenue streams
- · Continued annual sponsorships of events throughout the city
- · Constructed an award winning iCity Information Kiosk in Forrest Place, run by volunteers
- Developed and implemented a Customer Relationship Management system

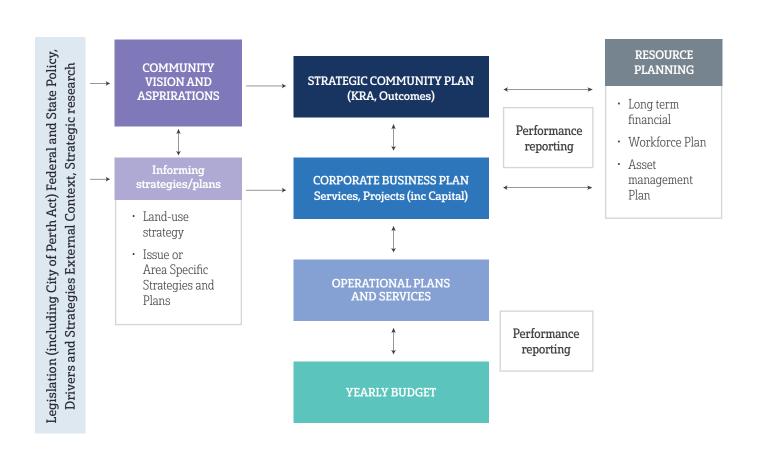
Our Framework

The City of Perth takes an integrated approach to its planning to ensure the City's operations are focused on delivering the best outcomes for the community now and into the future. Through extensive research, analysis and consultation, the City develops plans aimed at enhancing the quality of Perth city as a place to live, work, do business and visit.

The City of Perth's Integrated Planning and Reporting Framework, shown below, provides the organisation with a clear structure that guides a coordinated and collaborative process to develop the City's strategic direction and subsequent organisational activities.

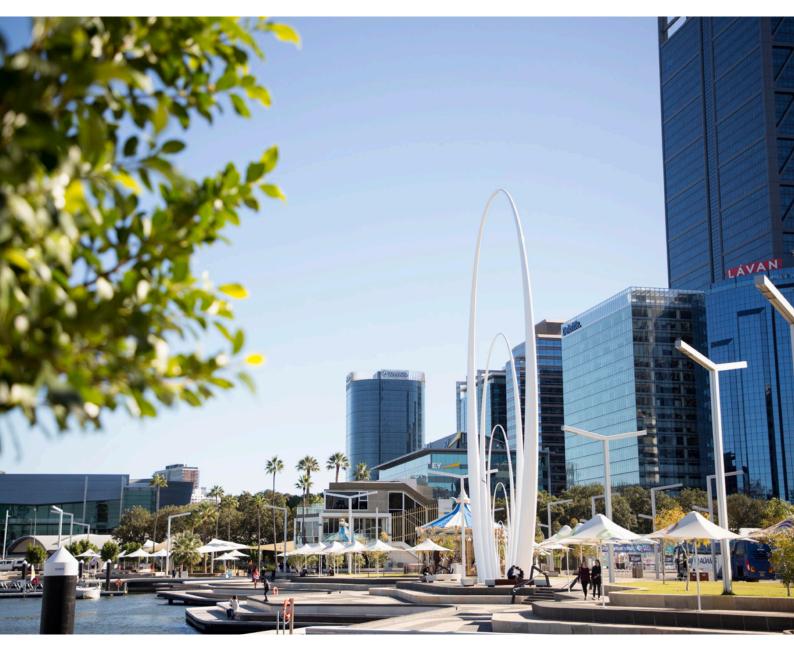
The principal guidance document for the City is the Strategic Community Plan. The plan is developed through research and understanding of the external environment and constraints faced by the City of Perth, both of which is balanced with community views and aspirations. This plan sets a vision for the city and articulates the aspirational outcomes, objectives and measures for the City of Perth to work towards, over ten years. This plan is reviewed biennially, alternating between minor and major reviews.

City of Perth Integrated Planning Model



The Corporate Business Plan sets the City's services, projects and activities over four years, which effectively operationalises the steps to achieve the Strategic Community Plan vision, outcomes and objectives. The Corporate Business Plan is informed by the City's workforce, long-term financial and asset management plans. The Corporate Business Plan, reviewed and modified on an annual basis, also guides and is guided by the development of holistic strategies. These inform business plans and the City's annual budget.

Progress toward the attainment and achievement of the City's Strategic Community Plan goals will be monitored and reported on an annual basis, through the City's Annual Report. The information that underpins this annual reporting process is gathered through the quarterly monitoring of the City's Corporate Business Plan services, projects and activities, as well as an annual Stakeholder Perception Survey.



Engagement Approach

To develop the City's Strategic Community Plan, a number of inputs have been used. Guided by the development of the Perth City Snapshot 2016, which sought to understand the current conditions of the city as a place, the City opened a dialogue with its businesses, residents, stakeholders and visitors. This paved the way for a strategic planning approach, during 2017, that expanded beyond the Local Government boundaries.

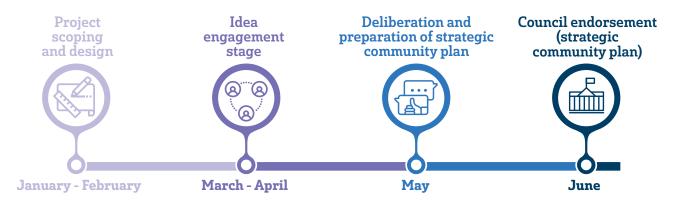
This strategic planning process was conducted over a six (6) month period and included extensive community engagement, as well as the inclusion of a modified deliberative democracy approach.

The community engagement followed six (6) broad themes, as identified in the Perth City Snapshot 2016. These themes were:

- · people
- culture
- · city form

- natural environment
- economy
- · movement

Project process:



Key project / demographic info:





thousand ideas



Thought Leaders



engagement



engagement participants

1,945 participants that included:











This included stakeholder workshops, open workshops, stakeholder routable discussions, an online short survey, an online extended survey, face to face surveys at City of Perth facilities, face to face intercept surveys by City of Perth staff as well as a pop up conversation lounge that positioned itself throughout different locations in the City.

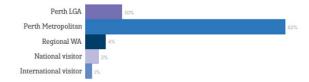
This approach and campaign was arguably the biggest community engagement process that the City of Perth has ever conducted to assist in creating its strategic direction.

At the conclusion of the engagement phase a detailed 'Synthesis Report' was developed, which consolidated the views of over 1900 people with 10,000+ collective ideas. This synthesis report was analysed by a City of Perth assembled team, known as the Collaboration Group. This group was made up of seventeen (17) citizens recruited independently from a random sample of the community that

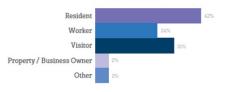
either lives or operates a business within the City of Perth boundaries, representatives from the City of Perth Elected Council and the City of Perth Executive Leadership Group. This group worked collaboratively to prepare the foundations for the new City of Perth Strategic Community Plan, which included the development of the vision, a series of goal statements and aspirations.

This process ultimately developed a new Strategic Community Plan, named Shaping Our Capital City, that provided the platform to conduct further engagement to inform the City of Perth in developing the City Planning Strategy and ultimately develop this updated Strategic Community Plan. The Strategic Community Plan and the City Planning Strategy together will guide the future direction for the City of Perth in order to deliver services and initiatives that meet the needs of the various neighbourhoods, the city as a whole and meet the obligations and opportunities from the City of Perth Act.

Where do you live?



How do you participate in the city?



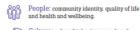
Note: From the analysis it appears that respondents who ticked multiple boxes, including 'resident were not necessarily a resident of the City of Perth Local Government Area (LGA)

Engagement Pop-Up Locations

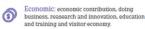
- Elizabeth Quay
- Elizabeth Ouay Train Station
- Forrest Chase Night Hawkers Markets
- Forrest Chase/ Hay Street Mall
- UWA Oak Lawn
- Perth Train Station
- TAFE Northbridge Campus
- UWA Winthrop Hall
- Crema Cafè (Church) West Perth
- City Farm East Perth Northbridge Piazza

Langley Park

6 Snapshot Themes - Explanation













Community **Aspiration**

Whilst Perth has a rich history as an older civilisation, it is a young city in comparison to other capital cities throughout the world. The feedback received from the City's community indicated that it wants to be a part of a city that is a great place for people to live, work and visit. The community want the city to be seen as a beautiful and connected place that provides vibrant, diverse and friendly experiences. Perth should be seen not only as a city that is bold and progressive in its way of life but also have the sense of distinctiveness that people can confidently promote. A community that knows itself and one that delivers a unique experience that is Perth. The community aspiration for the city is:

Vibrant, connected, progressive

Organisation Purpose

The City of Perth's purpose is to recognise, promote and enhance the social, environmental, economic, and cultural setting of the city, for society both now and into the future, representing the broader Perth area and the State of Western Australia.

Organisation Values

The City's values are Commitment, Teamwork, Respect and Courage, all of which are demonstrated internally as well as externally. The City's community focus and customer first approach is paramount in all services that are provided to our ratepayers, stakeholders and the community.





Strategic Priorities at a Glance



Social – A vibrant, liveable and inclusive city

Aspiration: Liveable, vibrant city where people want to work, live and visit. A safe and activated city that celebrates its diversity, sense of community and unique cultural, sporting and lifestyle choices.

Outcome 1. Thriving neighbourhoods

Strategies to get us there

- S.1.1 Create a strong sense of community vibrancy, connection and involvement
- S.1.2 Plan for services to meet community needs now and in the future
- S.1.3 Facilitate sporting, cultural, entertainment and recreational opportunities

Outcome 2: Vibrant and diverse cultural identity Strategies to get us there

S.2.1 Strengthen the city's thriving cultural diversity

Outcome 3: Healthy and safe communities

Strategies to get us there

S.3.1 Build a sense of community health, safety and wellbeing



Economic – A prosperous city

Aspiration: A city with a diverse and resilient economy capitalising upon its unique competitive advantages and innovative reputation, attracting sustainable investment in tourism, entertainment, commerce, technology and trade.

Outcome 1: Strategic economic growth

Strategies to get us there

- E.1.1 Position the city for continued business, employment and economic growth
- E.1.2 Position the city as a thriving centre of business

Outcome 2: Global destination city

Strategies to get us there

E.2.1 Promote Perth as a great, vibrant place to visit



Built Environment – A well planned and attractive city

Aspiration: A well planned and functional built form, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system

Outcome 1: Sustainable growth and development

Strategies to get us there

- B.1.1 Create a well-designed, connected and vibrant city
- B.1.2 Plan for community infrastructure supporting sustainable economic, social and cultural growth
- B.1.3 Plan for residential growth, housing choice and lifestyle

Outcome 2: Transport integration

Strategies to get us there

B.2.1 Plan an accessible and integrated city





Natural Environment – an environmentally sustainable city

Aspiration: We protect and enhance the environment and the connection between the built and natural environment. A city that respects, protects and fosters its natural environment, embraces the principles of sustainability, and acknowledges the causes and impacts of our changing climate.

Outcome 1: Places that embrace nature and natural beauty

Strategies to get us there

- N.1.1 Increase green spaces and tree canopy throughout the city
- N.1.2 Improve access to natural assets

Outcome 2: A city that cares for its environment

Strategies to get us there

N.2.1 Protect the city environment for future generations

Outcome 3: Outstanding environmental performance

Strategies to get us there

N.3.1 The city is resilient to the impacts of climate change



Leadership – a competent and aligned city

Aspiration: A City committed to good governance, excellence in customer service and effective and sincere engagement with all stakeholders. A City that embraces the objects of the City of Perth Act 2016 and acknowledges the social, economic, cultural and civic role it plays as the Capital City of WA.

Outcome 1: Capital city leadership

Strategies to get us there

- L.1.1 Provide city leadership in the sustainability of the organisation and Perth City
- L.1.2 Position the city as a vibrant innovative global capital city

Outcome 2: Open, transparent governance

Strategies to get us there

L.2.1 Provide accountable and ethical good governance

Outcome 3: Excellence in resource management

Strategies to get us there

- L.3.1 Optimise organisational financial sustainability
- L.3.2 Provide smart innovative technology solutions

Outcome 4: Leadership and service excellence

Strategies to get us there

L.4.1 Build an organisation focused on excellence and transformational improvement

Strategic Priorities



COMMUNITY ASPIRATION

A vibrant, liveable and inclusive City

Measuring and monitoring performance

- Community satisfaction
- · Formalised active neighbourhood groups
- Crime

Our community's goals:

The City of Perth's community and visitors want to see Perth city as:

- · A city for people A city that is diverse and community orientated; one in which all people want to live, work and visit.
- · A city that celebrates its diverse cultural identity - A city that has a diverse choice of formal and informal places that showcase and celebrate its heritage, identity and cultural narrative. The city is lively and creative which encourages participation and celebrates inclusion. The people are connected to the place through the use of arts, heritage and cultural experiences.

The City of Perth commitment

The City of Perth is focussed on creating a capital city that is liveable and vibrant, where people want to live, work and visit. It should be a safe and activated city that celebrates its diversity and sense of community, promoting unique cultural, sporting and lifestyle choices. The City of Perth will focus on delivering services and initiatives that drive the following outcomes:

- 1. Thriving neighbourhoods
- 2. Vibrant and diverse cultural identity
- 3. Healthy and safe communities

City of Perth services - Social:

The City of Perth provides the following services to support the community, regarding social needs.

- Customer Experience
- Community Capacity Building
- Community Facilities
- Activity Approvals
- Environmental Health

- · Library & Life-long Learning
- Events & Activation
- · Culture & Arts Management
- · Rangers & Security Services
- · Parking Services

Outcome S1	Thriving neighbourhoods	
	S1.1	Create a strong sense of community vibrancy, connection and involvement
Strategic Objectives	S1.2	Plan for services to meet community needs now and in the future
	S1.3	Facilitate sporting, cultural, entertainment and recreational opportunities
	S1.1.1	Improve active community participation and connection
	S1.1.2	Support and encourage opportunities for local volunteering
City of Perth's	S1.1.3	Support and provide opportunities for educational learning
Strategic Priorities	S1.2.1	Coordinate services to the neighbourhood community
	S1.2.2	Advocate and partner to meet changing community service needs
	S1.3.1	Facilitate the use of spaces and facilities to provide opportunities for leisure, entertainment and recreation

Outcome S2	Vibrant and diverse cultural identity	
Strategic Objectives	S2.1	Strengthen the city's thriving cultural diversity
City of Perth's Strategic Priorities	S2.1.1	Nurture and celebrate aboriginal culture
	S2.1.2	Value and work with all of the City's diverse communities
	S2.1.3	Promote continued growth in Perth's unique cultural heritage and experience

Outcome S3	Healthy and safe communities	
Strategic Objectives	S3.1	Build a sense of community health, safety and wellbeing
City of Perth's	S3.1.1	Provide support and promote the health and wellbeing of the community
Strategic Priorities	S3.1.2	Work in partnership to enhance community safety



COMMUNITY ASPIRATION

A prosperous city

Measuring and monitoring performance

- Community satisfaction
- Gross regional product
- Commercial vacancy rates
- International visitors
- Money spent in the city from intrastate and interstate visitors

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

· A prosperous city- A city that is recognised internationally and locally as a leader in the Indian Ocean Rim for diversity and excellence in business, tourism, education, technology and trade. It uses its competitive advantage to cultivate innovation and creativity, enhancing the city's resilience. It is a city with a vibrant and diverse economy.

The City of Perth commitment

The City of Perth is focussed on creating a city with a diverse and resilient economy capitalizing upon its unique competitive advantages and innovative reputation, attracting sustainable investment in tourism, entertainment, commerce, technology and trade. We will focus on delivering services and initiatives that drive the following outcomes:

- 1. Strategic economic growth
- 2. Global destination city

Outcome E1	Strategic economic growth	
Strategic	E1.1	Position the city for continued business, employment and economic growth
Objectives	E1.2	Position Perth city as a thriving centre for business
	E1.1.1	Simplify the cost of doing business in the city
City of Perth's Strategic Priorities	E1.1.2	Partner with industry and government to support the growth and sustainability of a thriving diverse economy
	E1.2.1	Strengthen the city's role as the capital city of Western Australia for business
	E1.2.2	Facilitate a globally connected diverse economy through strategic alliances, cluster development and attraction of investment



Outcome E2	Global destination city	
Strategic Objectives	E2.1	Promote Perth as a great, vibrant place to visit
City of Perth's Strategic Priorities	E2.1.1	Attract increased local, interstate and international visitation
	E2.1.2	Collaborate with Tourism WA, Destination Perth, Study Perth, and Perth Convention Bureau to enhance global and interstate presence as the WA Capital City with much to offer

City of Perth services - Economic:

The City of Perth provides the following services to support the community, regarding economic needs.

• Economic Development

BUILT ENVIRONMENT

COMMUNITY ASPIRATION

A well planned and attractive city

Measuring and monitoring performance

- · Community satisfaction

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- · A city for people A city that is diverse and community orientated; one in which all people want to live, work and visit.
- · An exceptionally well designed, functional and accessible city - As the city grows it is exceptionally well designed with accessible public and private spaces. Development emphasises Perth's unique location. The ability to move freely and easily throughout the city, in a safe and efficient manner, creates a strong sense of place that can be enjoyed by all.

The City of Perth commitment

The City of Perth is focussed on creating wellplanned and functional built form, promoting world class architecture, appreciation of heritage, diversity of land-use and a sustainable, affordable and accessible integrated transport systems. As a capital city, Perth will have an exceptionally well designed city with easily accessible transport networks and a strong sense of self. We will focus on delivering services and initiatives that drive the following outcomes:

- 1. Sustainable growth and development
- 2. Transport integration

Outcome B1	Sustain	Sustainable growth and development	
	B1.1	Create a well-designed, connected and vibrant city	
Strategic Objectives	B1.2	Plan for community infrastructure supporting sustainable economic, social and cultural growth	
	B1.3	Plan for residential growth, housing choice, and lifestyle	
	B1.1.1	Revitalise the city and its neighbourhoods	
Cites of Dentile	B1.1.2	Strengthen identity, uniqueness and liveability of neighbourhoods	
City of Perth's Strategic Priorities	B1.1.3	Facilitate the design of buildings that enhance the city	
	B1.2.1	Develop sustainable infrastructure to meet current and evolving community needs	
	B1.2.2	Prioritise residential growth and the provision of housing choice	



Outcome B2	Transport integration	
Strategic Objectives	B2.1	Plan an accessible and integrated city
City of Perth's Strategic Priorities	B2.1.1	Facilitate and advocate road connectivity to wider Metropolitan Perth and within city neighbourhoods
	B2.1.2	Prioritise walkability of the city in the context of its neighbourhoods
	B2.1.3	Plan for a lower car dependent city with alternate transport options
	B2.1.4	Deliver integrated cycle routes to ensure Perth is cycle friendly

City of Perth services - Built Environment:

The City of Perth provides the following services to support the community, regarding built environment needs.

- · Strategic Land Use Planning
- Land Use Schemes & Policy
- **Development Approvals**
- Building Approvals

- Infrastructure Design
- Infrastructure Maintenance
- Facility Management
- Fleet & Depot Services
- · Street Cleansing
- · Waste Management
- · Asset Management
- Major Project Delivery

NATURAL ENVIRONMENT

COMMUNITY ASPIRATION

An environmentally sustainable city

Measuring and monitoring performance

- Community satisfaction
- Diversion of waste from landfill by City of Perth waste services
- Tree canopy cover
- Residential water usage
- · Greenhouse gas emissions

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- · A city connected to its natural beauty A city that protects and enhances the environment, emphasising the natural beauty of the river and parks. It incorporates native flora to protect and connect green corridors throughout the city.
- · A future focused and resilient city A city that is committed to sustainable principles that promote social, economic and environmental resilience for current and future generations. A focus on equity, social inclusion, economic prosperity and environmental integrity builds the city's resilience levels.

The City of Perth commitment

The City of Perth is focussed on protecting and enhancing the environment and the connection between the built and natural environment. A focus on creating a city that respects, protects and fosters its natural environment, embraces the principles of sustainability, and acknowledges the causes and impacts of our changing climate. The City will focus on delivering services and initiatives that drive the following outcomes:

- 1. Places that embrace nature and natural beauty
- 2. A city that cares for its environment
- 3. Outstanding environmental performance

Outcome N1	Places that embrace nature and natural beauty	
Strategic Objectives	N1.1	Increase green spaces and tree canopy throughout the city
	N1.2	Improve access to natural assets
	N1.1.1	Protect and enhance the open space networks and green corridor connections across the city
City of Perth's Strategic Priorities	N1.1.2	Increase tree canopy and greening throughout the city
	N1.2.1	Strengthen connections and access between the city and its natural assets (including the Swan River, Kings Park, Elizabeth Quay)



Outcome N2	A city	A city that cares for its environment	
Strategic Objectives	N2.1	Protect the city environment for future generations	
City of Perth's Strategic Priorities	N2.1.1	Enhance and protect the health of the city's natural assets (maximise biodiversity resilience)	

Outcome N3	Outstanding environmental performance	
Strategic Objectives	N3.1	The city is resilient to the impacts of climate change
City of Perth's Strategic Priorities	N3.1.1	Apply a hierarchy of elimination, efficiency, renewable/ reuse and off-set to the consumption of energy and water
	N3.1.2	Reduce waste through reduction and recycling

City of Perth services - Natural Environment

The City of Perth provides the following services to support the community, regarding natural environment needs.

- · Parks & Landscape Operations
- Open Space & Environment



COMMUNITY ASPIRATION

A competent and aligned city

Measuring and monitoring performance

- Community satisfaction
- Customer satisfaction
- Financial ratios
- Asset ratios

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- · An open and engaged city A city that involves community, citizens and stakeholders in its future direction. Citizens have trust in the City of Perth and comfort knowing they collaborate with community, governments and businesses alike, working in an open and transparent manner. People feel connected, listened to and engaged with their city.
- · A city that delivers for its community A city that is focused on the needs of its communities. Recognised as a city that is committed to quality services and continuous improvement, placing its community first. A city that builds effective partnerships between its community, business and government bodies to create a great place to be.

The City of Perth commitment

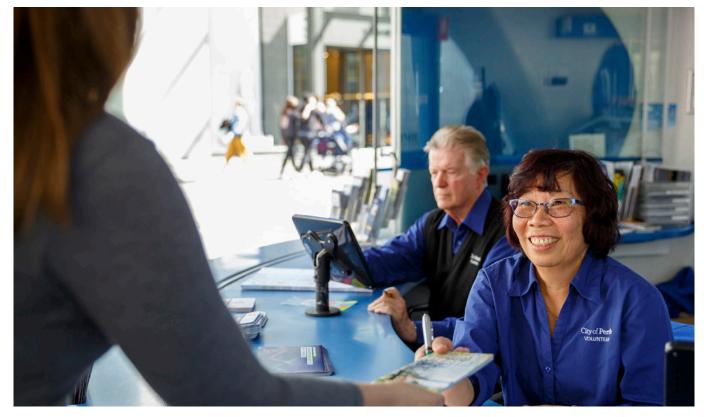
The City of Perth is committed to good governance, excellence in customer service and effective and sincere engagement with all stakeholders. A City that embraces the objects of the City of Perth Act 2016 and acknowledges the social, economic, cultural and civic role it plays as the capital city of Western Australia. The City of Perth will focus on delivering services and initiatives that drive the following outcomes:

- 1. Capital city leadership
- 2. Open, transparent governance
- 3. Excellence in resource management
- 4. Leadership and service excellence

Outcome L1	Capital city leadership	
Strategic Objectives	L1.1	Provide city leadership in the sustainability of the organisation and Perth City
	L1.2	Position the city as a vibrant innovative global capital city
City of Perth's Strategic Priorities	L1.1.1	Partner and collaborate with Federal, State and Local Government in developing and implementing plans for the continual improvement and sustainability of the city
	L1.1.2	Involve, engage and communicate with communities, stakeholders and businesses
	L1.2.1	Enhance the City's reputation through leadership and local, national and international collaborative partnerships

Outcome L2	Open, transparent governance	
Strategic Objectives	L2.1	Provide accountable and ethical good governance
City of Perth's Strategic Priorities	L2.1.1	Strengthen policy and practices to build transparent governance

Outcome L3	Excellence in resource management		
Strategic	L3.1	Optimise organisational financial sustainability	
Objectives	L3.2	Provide smart innovative technology solutions	
	L3.1.1	Optimise long term financial sustainability	
Cir. (D. d)	L3.1.2	Plan for transparent profitable commercial diversification	
City of Perth's Strategic Priorities	L3.1.3	Align and integrate planning and resources to measure, monitor and report	
FIIOTHES	L3.1.4	Plan for best value asset management	
	L3.2.1	Build performance based technology capability supporting decisions and improvement	





Outcome L4	Leadership and service excellence		
Strategic Objectives	L4.1	Build an organisation focussed on excellence and transformational improvement	
	L4.1.1	Improve customer, business and community experience, and interactions (responsiveness)	
	L4.1.2	Improve services through improvement and innovation	
City of Perth's Strategic Priorities	L4.1.3	Improve organizational capability aiming to achieve industry excellence	
Priorities	L4.1.4	Create a great and safe culture through strong aligned leadership	
	L4.1.5	Attract and retain great people to the city	

City of Perth services – Leadership

The City of Perth provides the following services to support the community, regarding leadership needs.

· Advocacy, Legal & Audit

Transactional Finance

Organisational Leadership

• Governance & Council Support

· Human Resources

• Procurement & Contracts

Technology Services

Strategy & Risk

• Data & Digital Solutions

Marketing & Communications

· Strategic Finance

Occupational Health & Safety

Alignment with Stakeholders

To assist in the development of the City of Perth Strategic Community Plan, it is important to be aware of and have consideration to other organisations views and objectives that have an impact on Perth as a place. A brief summary below has been collated to acknowledge these Federal and State Government plans and strategies that have the potential to impact on City of Perth strategic objectives, as well as the key stakeholders for the City. Whilst the list is not comprehensive, it does provide understanding of what strategies and plans the City of Perth must be aware of.

	D		Alignment with Priorities			
Government Tier	Document	Social	Economic	Built	Natural	Leadership
	Australian Infrastructure Audit and Plan	✓	✓	✓	✓	✓
	Smart Cities Plan	✓	✓	✓	✓	✓
Federal	National Waste Policy - Less Waste, More Resources				✓	✓
н	The Australian Government's Action on Climate Change				✓	✓
	Australia's Strategy for Nature	✓			✓	
	Perth City Summit Findings Report	✓	✓	✓	✓	✓
	Western Australian Bicycle Network Plan	✓		✓		✓
	State Planning Strategy 2050	✓	✓	✓	✓	✓
	Western Australian Innovation Strategy		✓			
	Water Forever - Towards Climate Resilience				✓	
	Western Australian Waste Strategy	✓	✓	✓	✓	✓
	Directions 2031 and Beyond: Metropolitan Plan- ning Beyond the Horizon	✓	✓	✓	✓	✓
State	Public Transport for Perth in 2031	✓	✓		✓	
χ	Strategy for Tourism in Western Australia 2020		✓			✓
	Perth and Peel@3.5million Central Sub-Regional Planning Framework		✓	✓		
	Health Promotion Strategic Framework 2017-2021	✓		✓		✓
	Mental Health Commission – Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018-2025	✓	√	✓		✓
	Aboriginal Health – WA Aboriginal Health and Wellbeing Framework 2015-2030	✓	✓			✓
	Western Australia Sport and Recreation Strategic Direction 2016-2020	✓	✓	✓	✓	✓
		City of	Perth			

The Strategic Community Plan guides the City of Perth Administration to assist with determining the services and activities it provides. Delivering quality services and enhanced liveability cannot be done by the City of Perth in isolation. The City not only provides direct services, but works toward forming

partnerships, advocacy platforms and facilitation efforts, to provide a collaborative approach to meeting community expectations. The City of Perth's role, together with that of our key stakeholders, are shown below:

Stakeholder	Service Provider	Partner	Advocate	Facilitator
City of Perth	✓	✓	✓	✓
Commissioners			✓	✓
Businesses	✓	✓	✓	
Interest Groups			✓	✓
Visitors			✓	
Residents		✓	✓	
Not for Profits and Community Organisations	✓	✓	✓	
Other Local Governments	✓	✓	✓	✓
State Government	✓	✓		✓
Federal Government	✓	✓		✓

Service Provider – The City of Perth will play a lead role in delivering services and programs directly to the community.

Partner – The City of Perth will build partnerships with others to assist in the delivery of services and programs to community.

Advocate – The City of Perth will advocate on behalf of its community to influence the delivery of services and programs to meet the needs of the community.

Facilitator – The City of Perth will facilitate others to deliver services and programs to the community.

Strategic Risk Management

Risk management is an integral part of good management practice and an essential element of sound corporate governance. Identifying and managing risk enables a more robust basis for effective decision-making and facilitates continuous improvement in performance.

The City's Risk Management Framework sets out the key principles that guide how risk management is embedded at all levels; among them, customer service, development approvals, events, government and commercial partnerships and service to our rate payers of, and visitors to the City of Perth. The Framework outlines how the City will ensure that risk is managed effectively and appropriately. Effective risk management allows the City to:

- have increased confidence in achieving its priorities and business objectives
- constrain threats to acceptable levels

- make informed decisions about maximising opportunities
- ensure the right balance between rewards and risks in decision making
- improve partnership and working arrangements, and
- maintain a robust corporate governance structure.

Effective risk management enables the City to minimise the impact of risk, thereby supporting the City's ability to deliver on its Strategic Community Plan and the City's Integrated Planning and Reporting Framework. The City of Perth's integration of risk management into the integrated planning and reporting framework is shown below.



The City systematically reviews its strategic and operational risks in-line with the City's Risk Management Framework.

Strategic Considerations

The considerations that the City of Perth Council make when determining significant issues and strategic priorities, are based on the following principles:

- 1. Sustainable development Perth must develop in a way that meets the needs of the present without compromising the needs of future generations, through the integration of environmental protection, social advancement and economic prosperity, to build a sustainable future for the city.
- 2. Evidence based Decisions must be based on evidence, be adaptable to change and continuously reviewed.
- 3. Strong leadership The City will take a leadership role to ensure decisions consider the best possible outcome and be proactive in the global recognition of the City of Perth.
- **4. People first** People will be given precedence in the city's public spaces and roads.

- 5. Minimum sufficient regulation Minimal and flexible regulation will encourage and support a diverse, vibrant and progressive city.
- 6. Fair funding Decisions will consider aspects of just funding across our rate base. Partnerships and joint ownership will be used to maximise desired outcomes
- 7. **Interagency collaboration** A resilient and sustainable capital city will require contributions and partnerships with stakeholders and collaboration with all levels of government.

These principles are balanced with legislative obligations and commitments made previously, as well as future impact on financial and community constraints.

Resourcing The Plan

In preparing the Strategic Community Plan, the City of Perth recognises the importance of acknowledging the challenges of responsibly and sustainably balancing community aspirations with organisational capacity. We understand that we must ensure that we can provide the necessary levels of human resources and funding to successfully deliver on the community's aspirations.

During the conduct of the integrated planning and reporting framework processes, the City has carefully considered the resourcing implications required to deliver the services and service levels in its Community Strategic Plan and Corporate Business Plan. We are currently developing carefully considered supporting resource plans such as Workforce Plans, Asset Management Plans and a Long Term Financial Plan to inform the City's future budgets.

To inform its resourcing decisions, the City uses the following guiding principles:

- The full financial impact of Council decisions on future generations must be considered
- Financial risks relating to debt levels, assets and liabilities are to be managed prudently
- New revenue stream opportunities will be proactively explored
- The long term financial sustainability of the City must be the primary objective that guides resource allocation decisions
- Rates increases must be driven by responsible and sustainable financial imperatives over and above political imperatives.

As the population and service expectations on the City increase over the next 10 years, the City will continue to be challenged to responsibly balance prudent expenditure management with politically palatable and sustainable revenue increases. We acknowledge and respect this challenge.

Over the next 12 months, the City is committed to strategically re-positioning our capital City's financial and human resources to deliver maximum value for money to our community. Critical review of our services, service delivery models and service levels will be complemented by the development of an industry leading long term financial plan that will provide the financial blueprint for our community's future.

As the supporting plans such as the Workforce Plan, Long Term Financial Plan and Asset Management Plans emerge, visibility of the City's financial future will become more apparent to our community. We encourage our community to partner with us on this journey and to build a shared understanding of our plans to make the City of Perth the subject of a shared sense of pride for all West Australians.

We commit as an organisation to work hard to with our community to realise the best possible outcome for our community.





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Item 13.7

Recommendation:

That Council:

- 1. <u>APPROVES</u> the Draft City Planning Strategy forming Attachment 13.7A, for the purposes of preliminary consultation, pursuant to Regulation 11(1) of the Planning and Development (Local Planning Schemes) Regulations 2015;
- 2. <u>NOTES</u> the City will undertake preliminary consultation on the Draft City Planning Strategy in accordance with a Stakeholder Engagement Plan; and
- 3. <u>NOTES</u> that, upon completion of preliminary consultation, the City will consider all submissions and comments received and present the City Planning Strategy to Council as soon as reasonably practicable for approval and forwarding of relevant documentation to the Western Australian Planning Commission for certification in accordance with Regulation 12(1) of the Planning and Development (Local Schemes) Regulations 2015.

FILE REFERENCE: P1030633#02
REPORTING UNIT: City Planning

RESPONSIBLE DIRECTORATE: Planning and Development

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 28 May 2019

ATTACHMENT/S: Attachment 13.7A – Draft City Planning Strategy,

Part 1

Attachment 13.7B – Draft City Planning Strategy

Summary Papers

Council Role:

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



Legislation / Strategic Plan / Policy:

Legislation Regulation 11 of the *Planning and Development (Local Planning*

Schemes) Regulations 2015.

Integrated Planning and Reporting Framework

Strategic Community Plan Goal 1 – A city for people

Implications Goal 2 – An exceptionally well designed, functional and accessible

city

Goal 3 – A city connected to its natural beauty Goal 4 – A future focused and resilient city

Goal 5 – A prosperous city

Corporate Business Plan:

Develop a City Planning Strategy to provide direction on the City of Perth's urban land use to assist in decision making regarding housing needs, the local economy and connected neighbourhoods.

Policy

Policy No. and Name: N/A

Purpose and Background:

The purpose of this report is to present the Draft City Planning Strategy (Draft Strategy) to Council for endorsement for preliminary consultation. It is intended that after consultation, the City will undertake any modifications and finalise the Draft Strategy for presentation to Council for approval. Upon approval, the Draft Strategy will be forwarded to the Western Australian Planning Commission (the Commission) for consideration and endorsement to formally publicly advertise.

The Draft Strategy has been prepared in accordance with the City's Corporate Business Plan and the Strategic Community Plan 2029, and is intended to guide future land use planning and decision-making for Perth city over the next 10-15 years. The Strategy sets out a shared vision for Perth city and a framework for the coordinated delivery of projects and actions which require government and stakeholder collaboration.

All local governments are required to prepare a planning strategy in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015* (Planning Regulations). This will be the first planning strategy for the city and will inform business planning and provides a clear strategic framework guiding future land use planning, development and decision-making.

There are also broader reasons (beyond legislation) which warrant the preparation of a planning strategy. The City's population is growing and is expected to triple by 2050. The City has a responsibility to ensure it is prepared and equipped to cater for this growth. State Government policy, such as *Perth & Peel @3.5million* aim to set out a framework to guide growth over the next 35 years, however a planning strategy plays a critical role in ensuring that a coordinated approach to growth is achieved at a local and sub-regional level.

Over the next 10-15 years, the City will face opportunities and challenges primarily driven by this population growth. The Draft Strategy identifies the most important land use planning and development issues facing the City moving forward, and presents a framework for the City,

community and various government agencies to work together to overcome these challenges and achieve a more sustainable future.

An additional benefit of the Draft Strategy, is the strengthening of relationships, as envisaged under the *City of Perth Act 2016* (the Act). Strong relationships between the City and government agencies, adjoining local governments and the wider community will be critical to ensure that the actions within the Strategy are implemented in a structured, inclusive and sustainable way.

The results of three earlier phases of community and stakeholder engagement, together with technical studies, has informed the preparation of the Strategy and associated spatial planning. Full details of the engagement undertaken to date is included in the 'Stakeholder Engagement' section of this report. Now that the Draft Strategy has been prepared, it is important that it is firstly available to the community and stakeholders to view and make comment, prior to the Strategy being formally considered by the Commission.

What is a City Planning Strategy?

This is the first Local Planning Strategy for the City, and is required to be approved by both the Council and ultimately the Commission.

In accordance with the Planning Regulations, the Strategy must:

- Set out the long-term planning directions for the local government.
- Apply any State or Regional Planning Policy that is relevant to the strategy.
- Provide the rationale for any rezoning or classification of land uses under the Local Planning Strategy.

The City Planning Strategy has been prepared to meet the above requirements. Beyond this it is also intended to:

- Align metropolitan sub-regional policy of Perth & Peel@3.5million (DPLH, 2018) and local
 planning priorities as well as those of other planning authorities to ensure a coordinated
 approach to future decision making across all levels of government.
- Respond to the objects of the City of Perth Act 2016.
- Guide the preparation of a new City Planning Scheme.
- Provide the context for coordinated planning and development of physical and social infrastructure at the local level.
- Provide specific strategies which can be turned in to implementable actions which encompass all areas of planning, including but not limited to; land use, built form, transport, sustainability, environment, economic and governance.
- Acknowledge the diverse role the City plays within the broader metropolitan, regional and international context which differs to its suburban local government counterparts, and as recognised under the City of Perth Act 2016.
- Accommodate the future needs of the community, including businesses, visitors and workers.
- Create opportunities to enhance and protect local attributes.
- Provide a framework for 'on the ground' actions to achieve the long-term goals of the Strategic Community Plan.

Strategic Community Plan

In 2017, the City engaged with the community and stakeholders to prepare a vision and priorities to form the basis of a new Strategic Community Plan. The engagement took place over a sixmonth period, which resulted in the development of the City's Strategic Community Plan, *Shaping Our Capital City*. The Strategic Community Plan was adopted in 2017 and has provided high level guidance to the preparation of the City Planning Strategy.

Since the appointment of the City's three Commissioners, a review of the 2017 Strategic Community Plan has been undertaken.

Due to the timing of this review, the update to the Strategic Community Plan has been drafted in parallel to the Draft City Planning Strategy. As a result, the Draft City Planning Strategy has been modified to reflect changes to the Strategic Community Plan. On this basis, it is recommended that the Draft City Planning Strategy progress to consultation without modification. Should any further modifications be made to the Strategy Community Plan as part of a resolution by Council, appropriate amendments can be made to the Draft City Planning Strategy following community and stakeholder consultation and prior to it being presented back to Council for adoption. This will ensure it remains aligned with the format and language of the revised Strategic Community Plan.

Stakeholder Engagement:

A broad stakeholder engagement program over the course of the past two years, including organised engagement activities, informal discussions and formal dialogue with key stakeholders has helped identify issues requiring resolution and generate ideas which may help shape future Perth city.

The stakeholder engagement program undertaken to date is summarised below.

Engagement phase	Engagement program
Phase 1	Share to Shape Your Capital
2016	As discussed above, 'Share to Shape' was a defining project for the
(Completed)	City in that it aimed to provoke thoughtful engagement and positive
	debate between stakeholders and community on issues and
	opportunities influencing the future of Perth city. This project
	commenced with the Perth City Snapshot 2016, then the Strategic
	Community Plan (finalised in 2017) and has directly informed the
	outcomes of the draft City Planning Strategy.
Phase 2	Your Neighbourhood's Future
2017-18	This phase:
(Completed)	Involved communication to key State Government agencies and
	peak body stakeholders to inform them of the City's
	commencement of the draft City Planning Strategy;
	Involved both city-wide and community focused consultation
	(online city-wide survey and place based activities on Engage
	Perth and a community visioning workshop with Crawley-
	Nedlands residents); and
	 Included the formation of a Technical Steering Group consisting
	of Planning and Development directorate managers and
	Directors from the Department of Planning, Lands and Heritage,
	Department of Transport and the Metropolitan Redevelopment Authority.

	Page 163
	A full summary of the engagement outcomes is included in the <i>Your Neighbourhood's Future Engagement Outcomes Report</i> which will be made available on the City's website.
Phase 3 2018 (Completed)	 State Government and peak body stakeholder engagement This phase: Involved spatial planning workshops with City of Perth internal stakeholders, State Government agencies and key institutions in May and June 2018; The series of workshops held over a period of three weeks allowed for an iterative design process and provided a platform for conceptual clarity, creating shared ownership of the project between stakeholders. This has been vital in ensuring buy-in from State Government agencies, neighbouring local governments and other decision-making bodies; Additionally, meetings, discussions and briefing sessions were held with attendees of these workshops upon drafting the City Planning Strategy; and The Draft Strategy was circulated to State Government agencies. The City was specifically seeking comment on the Capital City Agreement areas and actions identified in Part 1 of the Strategy which require partnerships between the City and government agencies. Comment was received from the following agencies and has informed the finalisation of the draft presented to Council in this report: Department of Communities Department of Communities Department of Local Government, Sport and Cultural Industries Tourism WA Landcorp Department of Premier and Cabinet (Aboriginal Policy and Coordination Unit) Office of the Government Architect Department of Planning Lands and Heritage Department of Education

Planned Engagement

Under the Planning Regulations there is no requirement to undertake consultation with the community prior to submitting a draft Strategy to the Commission. However, the City of Perth continues to commit to the comprehensive engagement program that has informed the development of the Strategy from the outset.

Overall, comments were supportive of the draft with detailed

suggestions for areas of improvement and clarification.

Now that a draft Strategy has been prepared, it is timely that the City undertake city-wide community and stakeholder consultation prior to finalisation and submission to the Commission. The key objectives of this consultation are to:

- Notify stakeholders that the draft City Planning Strategy is available for review.
- Provide stakeholders the opportunity to understand the purpose and intent of the City Planning Strategy as a city wide strategic document.

- Provide stakeholders with an opportunity to provide feedback, and inform them how their feedback will be used to influence the final document.
- Outline the process of how the draft document was developed, and the next steps to finalisation.

Consultation Methods

Community and stakeholders will be invited to review the Draft Strategy and encouraged to provide feedback online through the 'Engage Perth' consultation platform via a survey and/or the opportunity to provide written feedback. Written submissions will also be accepted via standard mail. A log of enquiries and comments received via phone and email will also be maintained.

Communication tools will include direct letters and emails to stakeholders, advertisements in community newspapers and resident newsletters, media releases, regular posts on the City Perth social media pages, updates to the City of Perth website and an information display in the Council House foyer. Face to face consultation opportunities will include informal 'walk-in' information sessions conducted during and outside business hours across each neighbourhood, where city officers will be available to respond to queries and discuss the content of the Strategy.

Stakeholder Identification

Due to the significant scope of the City Planning Strategy, a large list of stakeholders has been identified within the Stakeholder Engagement Plan. This list includes residents, local businesses, landowners, State Government and its agencies, community groups, industry groups and peak bodies, planning committees, regional institutions, advisory groups, Perth city workers and students and adjoining local government authorities.

Comments

Formulation of the Draft City Planning Strategy

Successful planning documents are informed by evidence. Significant investment has been placed on forming strong technical evidence to test original assumptions and to provide critical analysis required to inform the strategies and actions of the Draft Strategy. The following technical studies have been undertaken:

- city centres analysis;
- community infrastructure analysis;
- development capacity study planning scheme plot ratio analysis;
- environmentally sustainable design investigations;
- land use demand and trend analysis including office demand analysis and retail demand and trend analysis;
- notional built form scenario development and analysis;
- parking standards analysis;
- population and housing analysis and forecast; and
- utility infrastructure and servicing study.

Structure of the Draft City Planning Strategy

There are three parts to the Draft Strategy:

Part 1 – the Strategy: Provides the vision and strategic intent for a city of neighbourhoods and the rationale behind the identification of seven 'Capital City Agreement Areas'. Part 1 identifies three 'Key Moves' to steer Perth city towards City, stakeholder and community ambitions. Strategies and actions to deliver these Key Moves have been articulated across the themes of People, Culture, Built Environment, Natural Environment, Economy and Governance at the citywide and neighbourhood level. Part 1 forms Attachment 13.7A to this report.

Part 2 – Planning Context: Provides the WA planning context, informing plans and policies and the approach to engagement informing the preparation of the Draft Strategy.

Part 3 – City Profile and Analysis: Provides detailed analysis of Perth city and its neighbourhoods across the seven theme areas based on the outcomes of commissioned studies.

Key Moves:

The City has identified three 'Key Moves' that bring together the City, stakeholders and community ambitions for Perth city. Each of these Key Moves are supported by a series of strategies drawn across seven theme areas – People, Culture, Movement and Accessibility, Land Use & Activity, Built Environment, Natural Environment and Governance. Together these Key Moves and their strategies will underpin all aspects of the City's growth and development.

Key Move –
Strengthen Perth
city as WA's
primary
economic, social,
cultural and civic
centre

The City will build on its role as the capital city of Western Australia, working with key stakeholders to deliver the strategic planning vision and priorities for Perth city.

The City will promote land uses, services, amenities and infrastructure which is expected of a globally competitive capital city and meets needs of residents, workers and visitors.

Open and transparent governance and State-city partnerships will guide land use planning, funding and delivery in key locations which will result in major city transformations.

Commercial and retail floorspace will be protected to ensure Perth city remains a key competitor and choice for business. Cultural and civic uses will also be retained and improved to deliver a rich and diverse mix of uses and activity.

New developments will be well-designed to better contribute to a highquality built environment and public realm. Investment in innovative transport and technology systems will improve the city's sophistication.

Key Move – Create a city of neighbourhoods

Planning for a city of neighbourhoods will underpin all future strategies, policies, plans and projects across Perth city.

Neighbourhoods will have a strong sense of place and community, with residential growth centred around flourishing activity centres which

meet the needs of residents. Built form and public spaces will be designed to strengthen the unique character of each neighbourhood.

Quality and diverse housing as well as well-planned services and community facilities will improve the overall liveability and desirability of neighbourhoods.

To enable local living opportunities and to reduce car dependency, active and public transport connections that better connect neighbourhoods and improved pedestrian environments will be prioritised.

Key Move – Improve Perth city's resilience

Building resilience in to Perth city will enable the community and infrastructure to adapt to future changes.

Improved land use diversification will help the city withstand economic cycles, and land-use planning and new development will responsibly mitigate and manage adverse climate change impacts.

Perth city's natural systems and assets will be protected and managed and climate mitigation measures will ensure systems, communities and environments can withstand change and reduce potentially devastating impacts of climate change.

Development within our neighbourhoods will celebrate and protect Perth's history and the integrity of its built fabric. Perth's cultural distinctiveness will be supported by providing a foundation for ongoing social stability and community cohesion.

The implementation of the strategies will be undertaken through a series of specific actions which are articulated within the 'Implementation Plan' of Part 1.

The achievement of the Key Moves will require ongoing collaboration with stakeholders. The Strategy identifies common priorities for all levels of government and stakeholders, to ensure planning and investment is aligned. Ongoing collaboration between the City, the community, and other stakeholders will be required to achieve enduring benefits of the Strategy.

Summary Papers have been prepared to support this Council Report. These papers provide the key outcomes of the Draft City Planning Strategy according to each theme area. The papers are included in Attachment 13.7B.

Capital city and neighbourhood planning

The Draft Strategy is a holistic document to reflect the unique role of the city of Perth within the broader Perth metropolitan region as set out in the City of Perth Act 2016.

The Draft Strategy responds to the role of the City and its governance of the Perth city geographic area at both the capital city and local neighbourhood level and thereby;

1. Proposes initiatives requiring State Government-City of Perth alignment and formal partnership. Described as 'Capital City Agreement Areas', these have been identified as the priority locations for planning in partnership to leverage underutilised State and City assets

to achieve capital city objectives, as per the *City of Perth Act 2016* and better land use and connectivity outcomes.

The Capital City Agreement Areas have been identified to indicate projects which require City and State Government to commit to a significant strategic-planning phase to plan for growth. These transformational projects support the ongoing economic, cultural, social, physical and environmental development of the city. The proposed agreement areas are as follows:

Agreement Area	Key Considerations
UWA-QEIIMC Specialised Centre	 Assist UWA and QEIIMC to continue to succeed in a globally competitive market; and Resolve connectivity and access issues affecting the two institutions and their surrounding residential areas.
The Civic and Cultural Spine Perth Cultural Centre Perth Station Beaufort Street Barrack Street Perth Concert Hall	 Plan the use of Perth Concert Hall and surrounds, including improvements to connectivity; Optimise the cultural and heritage value of Barrack Street; Respond to Perth Station being a key gateway of the city following completion of the Forrestfield Airport Link project; and Respond to the development of the new WA Museum and the future use of Perth Culture Centre.
East-West Mass Transit	 Investigate mass transit options, including preferred routes; and Consider above and below ground options and the application of new technologies.
Reconnect East (Phase 1) Royal Street Car Park Royal Perth Hospital McIver Station Claisebrook Station	 Guide future development and connectivity of land near McIver and Claisebrook rail stations, incorporating a potential transit oriented development; and Resolve connectivity and severance issues at multiple locations.
Perth Convention and Exhibition Centre (PCEC) to the River PCEC and Mitchell Freeway interchange	 Plan for the re-design of convention facilities, including future transport and infrastructure needs; and Reduce city-river severance.
Riverfront Elizabeth Quay to Matagarup Bridge	 Improve connections between the city and the Swan River; and Maintain the primary purpose of the foreshore as a public, environmental and recreational asset.
Parliament House Central Perth to Kings Park	 Increase the presence and contribution of Parliament House to city form and civic life, and better connect Central Perth with Kings Park.

The proposed Capital City Agreement areas were presented to the Central Perth Planning Committee in February 2019 where the Committee noted the concept of the Agreement Areas proposed in the Draft City Planning Strategy. The City is now working with the State Government to prepare a joint report to the next Committee meeting setting out the options for formalising collaboration between the City and relevant State Government agencies. This will include consideration of monitoring and reporting to the Committee for the proposed Capital City Agreement Areas. This is a key step forward towards the implementation of key City Planning Strategy actions which require State Government-City collaboration to be successful.

- 2. Establishes a vision and strategies for a city of neighbourhoods. The Strategy identifies six distinct city neighbourhoods:
 - Central Perth;
 - Northbridge;
 - East Perth;
 - Claisebrook;
 - West Perth; and
 - Crawley-Nedlands.

The growth plan for Perth city neighbourhoods demonstrates how the City will meet (and exceed) the residential infill target set for it by the State Government under Perth & Peel @3.5m. The opportunity for increased densities in these growth areas have been determined based on clear planning principles which are articulated further in the 'Implementation Plan' section of Part 1.

The Strategy seeks to draw out the differences between the neighbourhoods in terms of character, role, function, and physical and built environment. Informed by stakeholder engagement and neighbourhood level analysis, a vision has been established for each Perth city neighbourhood which sets out the broad intention for the area. In addition to city-wide strategies, a set of actions are outlined for each neighbourhood that respond to local needs and pave the way for sustainable growth in accordance with that vision.

Summary

Upon final adoption of the City Planning Strategy by Council, the City will be required to forward the City Planning Strategy to the Commission for consideration and endorsement for the purposes of satisfying the requirements of the Planning Regulations.

The City Planning Strategy will inform the preparation of the new City Planning Scheme No. 3 and related policies and guidelines, with the new Scheme preparation commencing prior to the end of this financial year.

The City Planning Strategy is the key guiding document for growth within the City of Perth boundary over the next 10-15 years. It lays the foundation for the effective planning, management and delivery of transport, infrastructure, facilities, places and spaces. Implementing the actions contained within the Strategy will help Perth city cater for growth, cushion against economic cycles and respond appropriately to shifting climatic conditions and demographic and global trends.

The Strategy aims to act as a catalyst for the strengthening of relationships, as envisaged under the *City of Perth Act 2016*. Strong relationships between government agencies, key decision-making bodies and the wider community, will help to ensure that the Strategy is implemented in a structured, inclusive and sustainable manner.

Several key factors have shaped and influenced the actions established under this Strategy. A growing resident population has impacts on the way we plan for growth in our neighbourhoods, and the number of people travelling to the city for work, education or tourism affects the way the City responds to transport and ways to better connect people to place. Careful planning is required to balance the interests of ratepayer, businesses, residents, visitors, workers and tourists – who all have a stake in the city's future.

The Strategy also recognises the significance of Perth city as the home of Western Australia's major cultural and civic institutions, and as the heart of the state's economy. In this capacity, its success as an innovative, sustainable and vibrant city affects not just the immediate community, but the broader Western Australian population.

The Strategy is informed by our history and heritage. The city is privileged to share the lands of the Whadjuk Nyoongar people, who have lived continuously in the area for over 35,000 years – and whose language and connection to country continues. The city's form has been shaped by the landscape and the early colonial planners – who set out the original Perth townsite lots, early road networks and reserves along an elongated grid, in response to the topography, wetlands and river. Perth city is unique in its biodiversity (symbolised by Kings Park) and its parks and gardens. It is now home to recent migrants from around the world, who are attracted by the lifestyle and economic opportunities the city provides. This diverse population and cultural heritage shapes the city we are today, as well as our 'sense of place' – and provides strong foundations for our future development.

Project Timeline

The City Planning Strategy has involved significant research, analysis, engagement and document preparation over the course of the two years. The key milestone stages and dates are:

Stage 1	Initiation of the 'Perth Directions' project by Council	July 2016
Stage 1	Establishment of baseline (Perth City Snapshot 2016)	Dec 2016
Stage 2	Establish the City's vision through Community Engagement (Share to Shape)	March – June 2017
Stage 3	Technical studies and research	Oct 2017 – Oct 2018
Stage 4	Neighbourhood engagement and multi-stakeholder collaboration	Nov 2017 – Dec 2018
Stage 5	Spatial planning and City Planning Strategy development	July – Dec 2018
Stage 6	Draft City Planning Strategy Approval Process	May 2019 – Dec 2019

Financial Implications:

ACCOUNT NO: 70160
BUDGET ITEM: City Planning Strategy
BUDGETED AMOUNT: \$299,999.50
AMOUNT SPENT TO DATE: \$164,869.50

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PROPOSED COST: Est. \$35,000.00 for stakeholder consultation BALANCE REMAINING: \$100,130.00 ANNUAL MAINTENANCE: NA ESTIMATED WHOLE LIFE COST: NA

All figures quoted in this report are exclusive of GST.

Comments

Pursuant to the *Planning and Development (Local Planning Schemes) Regulations 2015*, Council is required to prepare and adopt a Local Planning Strategy.

As detailed in the report, the City intends to consult with the community and stakeholders on the Draft City Planning Strategy prior to its adoption by Council and forwarding to the Western Australian Planning Commission.

Council has the following options:

Option 1: Council may resolve to grant approval of the Draft City Planning Strategy and

the City will commence consultation on the draft documentation.

Implications: Consultation will be undertaken on the Draft City Planning Strategy. Upon

completion of consultation the City Planning Strategy will be presented back to Council for final adoption and forwarding to the Western Australian Planning

Commission.

This is the recommended option.

Option 2: Council may resolve to defer the Draft City Planning Strategy pending

modification.

Implications: The Draft City Planning Strategy will be modified in accordance with the

resolution and presented back to Council for approval to commence consultation in coming months. This may have implications on resources,

budget and project timelines.

Option 3: Council may resolve to approve the Draft City Planning Strategy without

undertaking preliminary consultation with its stakeholders and community.

Implications: The Draft City Planning Strategy would be forwarded to the Western Australian

Planning Commission for certification. Upon certification, the City Planning Strategy would commence formal advertising in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015*. This is not the recommended option as it is considered orderly and proper planning to consult with City stakeholders and community ahead of Council finalisation and

adoption of the Strategy.

Option 4: Council may refuse the draft City Planning Strategy being made available for

consultation.

Implications: Refusal will prevent the progress of the City Planning Strategy, delaying the

City's compliance with Regulation 11 (1) of Part 3 of the Planning and

Development (Local Planning Schemes) Regulations 2015.

Page 171 This is not the recommended option.

As discussed in this report, it is recommended that Council approve the Draft City Planning Strategy without modification, for the purposes of consultation. This is a key step forward in meeting requirements of the Planning Regulations and ensuring that planning for the city is aligned to strategic priorities, is efficient, purposeful and sustainable.



We acknowledge the Whadjuk Nyoongar people, Traditional Owners of the lands and waters where the City of Perth is today and pay our respects to Elders past and present.

Disclaimer

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Foreword by Chair Commissioner

To be inserted upon adoption by Commissioners.

Introduction

'By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities.'
Socrates

The City Planning Strategy (the Strategy) is one of the key guiding documents for the growth of Perth city over the next 10-15 years. It lays the foundation for the effective planning, management and delivery of world-class transport, infrastructure, facilities, places and spaces. Implementing the actions contained within the Strategy will help Perth city cater for growth, cushion against economic cycles, and respond to shifting climatic conditions, and demographic and global megatrends.

The Strategy aims to act as a catalyst for the strengthening of relationships, as envisaged under the *City of Perth Act 2016* (the Act). Strong relationships and collaboration between government agencies, key decision-making bodies and the wider community, will help ensure that the Strategy is implemented in a structured, inclusive and sustainable way.

A key factor influencing the actions established under this Strategy is a growing population. This will impact on the way we plan for growth in our neighbourhoods to respond to resident needs, and the number of people travelling to the city for work, education or tourism. This affects the way the city thinks about transport and ways to better connect people to place. Careful planning is required to balance the interests of ratepayers, businesses,

residents, visitors, workers and tourists – who all have a stake in the city's future, as recognised in the Act.

The Strategy also recognises the significance of Perth city as the home of Western Australia's major cultural and civic institutions, and as the heart of the state's economy. In this capacity, its success as an innovative, sustainable and vibrant city affects not just the immediate community, but the broader Western Australian population.

provides strong foundations for future development. diverse population and cultural heritage shapes the around the world, who are attracted by the lifestyle and economic opportunities the city provides. This city of today, and the shared 'sense of place' – and of the Whadjuk Nyoongar people, who have lived who set out the original Perth townsite lots, early heritage. The city is privileged to share the lands by the landscape and the early colonial planners, gardens. It is now home to recent migrants from continuously in the area for over 35,000 years – oad networks and reserves along an elongated: and whose language and connection to country continues. The city's form has also been shaped and river. Perth city is unique in its biodiversity grid, in response to the topography, wetlands (symbolised by Kings Park) and its parks and The Strategy is informed by our history and

Local governments are required to prepare local planning strategies in accordance with Regulation 11(2) of the Planning and Development (Local Planning Schemes) Regulations 2015 (the Regulations). Whilst the Strategy has been prepared in alignment with the guidelines set out in the Western Australian Planning Commission's (WAPC)

Local Planning Manual, the Strategy is a holistic plan, which provides strategic direction beyond the normal remit of a local planning strategy.

The draft Strategy has been prepared in this way to reflect the unique role of the City of Perth (the City) within the broader Perth metropolitan region as set out in the Act, ensuring that it responds to the role of the City and its governance of the Perth city geographic area at both the capital city and local neighbourhood level.



Strategic Community Plan 2019-2029

aspirations for the future, and provides a blueprint for the City to achieve what The City's Strategic Community Plan 2019-2029 captures the community's the community most values in its operations. The Strategic Community Plan 2019-2029 establishes a long-term, over-arching community aspiration for the City:

Vibrant, connected, progressive'

	Social – A vibrant, liveable and inclusive city
	Economic – A prosperous city
	$oldsymbol{Built}$ Environment – A well planned and attractive city
→	Natural Environment – An environmentally sustainable city
	Leadership – A competent and aligned city

delivering this vision. Each principle is underpinned by strategic objectives and The Strategic Community Plan adopts a quadruple bottom line approach to key initiatives, and are allocated measurable progress targets.

coordination of planning, infrastructure and key services to meet the vision and This Strategy provides a more detailed framework for the City to integrate the planning and development. The Strategy acknowledges the importance of the principles set out in the Strategic Community Plan 2019-2029 into land use goals of the Strategic Community Plan 2019-2029.

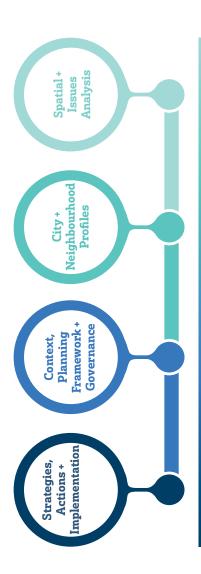
Document structure

The full Strategy comprises a suite of three documents, to align with the requirements of the WAPC's Local Planning Manual. These documents are as follows:

Part 1 City Planning Strategy	Provides strategic direction for a city of neighbourhoods and the rationale behind the identification of seven 'Capital City Agreement Areas'. Part I identifies strategies and actions to deliver three 'Key Moves' to steer Perth city towards City, stakeholder and community ambitions.
Part 2 Planning Context	Outlines the state, regional and local planning framework, and the approach taken to the development of this Strategy.
Part 3 Profile and Analysis	Profiles baseline information about the City and its neighbourhoods, spatial and issues analysis, and the implications for planning.

The strategies and actions contained in this document (Part 1) were developed through the analysis of baseline profile information, emerging issues, spatial issues, and implications for the City and its planning framework (Part 3). The actions contained in Part 1 are categorised depending on their priority, scale, cost and the City's role in implementing the action.

Strengthen



Key moves

Part 3 - City Profile Analysis

Part 2 - Planning Context

Part 1 - Strategy

The City has identified three 'Key Moves', that brings together the City's, stakeholders and community's ambitions for Perth city. Each of these Key Moves is supported by a holistic set of strategies drawn across seven theme areas – People, Culture, Movement and Accessibility, Land Use and Activity, Built Environment, Natural Environment, and Governance. Together, these Key Moves and their strategies will underpin all aspects of the City's growth and development.

The implementation of these strategies will be undertaken through a series of specific actions which are articulated within the 'Implementation Plan'.

WA's primary
economic, social,
cultural and civic
centre
Create a city of
neighbourhoods

Improve Perth City's resilience



Key Move: Strengthen Perth city as WA's primary economic, social, cultural and civic centre

The City will build on its role as the capital city of Western Australia, working with key stakeholders to deliver the strategic planning vision and priorities for Perth city.

The City will promote land uses, services, amenities and infrastructure which is expected of a globally competitive capital city and meets needs of residents, workers, visitors and students.

Open and transparent governance and State-City partnerships will guide land use planning, funding and delivery in key locations which will result in major city transformations.

Commercial and retail floorspace will be protected to ensure Perth city remains a key competitor and choice for business. Cultural and civic uses will also be retained and improved to deliver a rich and diverse mix of uses and activity. Education will be supported and encouraged.

New developments will be well-designed to better contribute to a high-quality built environment and public realm. Investment in innovative transport and technology systems will improve the city's sophistication.

heme	Strategy	Ref
A CLUM	Protect and support the growth of key employment areas.	TN2
A POLITICAL PROPERTY OF THE PR	Ensure land use planning supports the tourism sector.	LU4
PCLILLIAN CONTRACTOR OF THE POPULATION OF THE PO	Consolidate and simplify land use and planning controls as part of the creation of a new Scheme.	907
CESSES OF THE PROPERTY OF THE	Improve the efficiency of the city's movement network through integrated transport planning.	MA1
AN A	Improve and reinforce the city's urban structure.	BE1
A STANDARD OF THE STANDARD OF	Ensure that all developments and open spaces within the city demonstrate a high quality of design, sustainability and amenity.	BE3
A STANDS	Ensure that buildings and the spaces they create improve the quality and amenity of the adjoining public realm.	BE4
	Improve engagement processes to provide better planning service to its ratepayers, community and stakeholders.	Ğ1
	Leverage opportunities available under the City of Perth Act 2016 to better coordinate land use planning, decision-making and infrastructure funding and delivery.	G2
E CONTRACTOR OF THE PROPERTY O	Improve data governance and digital technology systems to ensure planning decisions are evidence based.	63

Page 5

Key Move: Create a city of neighbourhoods

future strategies, policies, plans and neighbourhoods will underpin all projects across Perth city. Planning for a city of

Neighbourhoods will have a strong sense of place and community, with residential growth centred around designed to strengthen the unique flourishing activity centres which meet the needs of residents. Built character of each neighbourhood. form and public spaces will be

community facilities will improve the overall liveability and desirability of well as well-planned services and Quality and diverse housing as neighbourhoods.

and public transport connections that and to reduce car dependency, active To enable local living opportunities better connect neighbourhoods and improved pedestrian environments will be prioritised.

Theme	Strategy	Ref
TIACOLO	Adopt residential growth as a core objective within Perth city.	PI
arao _{oo} t.	Encourage higher density residential development within identified strategic locations.	P2
TO SOLIE	Create liveable urban environments to attract and retain residents.	Р3
CONEMENSAL OF THE PROPERTY OF	Strengthen pedestrian connections throughout Perth city and between neighbourhoods and improve the pedestrian environment to facilitate active transport modes within the city.	MA2
ANALYS OF THE PROPERTY OF THE	Prioritise the ongoing delivery of high quality and efficiently networked cycle infrastructure.	MA3
NAME NO A	Improve public transport infrastructure between Perth city neighbourhoods.	MA4
AND USAS CONTINUES OF STREET OF STRE	Identify the various activity centres within Perth city and articulate their role, function and growth expectations.	LUI
PANDUS SANTI	Mitigate land use conflict through appropriate planning controls to protect neighbourhood identity.	TUS
BUILTENARONAREIL	Strengthen the desired character of each city neighbourhood through built form and ensure protection and ensure protection and enhancement of public spaces.	BES
STATE OF THE PARTY	Establish neighbourhood level place management incorporating engagement and service delivery.	79

Key Move: Improve Perth city's resilience

Building resilience in to Perth city will enable the community and infrastructure to adapt to future changes.

Improved land use diversification will help the city withstand econom cycles, and land-use planning and new development will responsibly mitigate and manage adverse clima change impacts.

Perth city's natural systems and assets will be protected and manag and climate mitigation measures wiensure systems, communities and environments can withstand chang and reduce potentially devastating impacts of climate change.

Development within our neighbourhoods will celebrate and protect Perth's history and the integrity of its built fabric. Perth's cultural distinctiveness will be supported by providing a foundati for ongoing social stability and community cohesion.

Perth	Theme	Strategy	Ref
erth city	AND UNA!	Support a diverse economy.	TN3
future	AND ONA!	Investigate the capacity of utilities infrastructure and servicing in relation to the City's population forecasts.	TN7
itication d economic ning and	A LITTING	Focus development intensity in areas that best meet the needs of the capital city and the community and protect and enhance the city's natural setting.	BEZ
erse climate	A TIME	Support and promote adaptation and improved performance of existing building stock.	BE6
nd managed asures will ties and	A TIME	Ensure all buildings and places of cultural heritage significance within the city are adequately protected.	BE7
nd change vastating	NET TAM	Work to improve the city's climate change resilience.	N1
orate 7 and the	N. W. D. W.	Protect and enhance the city's green infrastructure network.	NZ
. Perth's ill be foundation	NEW TANK	Deliver additional green public open space areas to cater to the needs of a growing population.	N3
y and	NAUTAN D	Improve Perth city's water resilience.	N4
	William RE	Work in partnership with the Aboriginal community to respect, acknowledge and celebrate culture and heritage in Perth City.	Ü
	A STATE OF THE STA	Support and promote Perth's cultural distinctiveness.	7

Capital city and neighbourhood planning

The Strategy responds to the role of the City and its governance of the Perth city geographic area at both the capital city and local neighbourhood level

Capital city agreement areas

to bring to fruition projects that encourage the efficient use of city land – and better connect the assets and attractors that cement Perth city as the heart of The City recognises the importance of collaboration with State Government

establishment of the City of Perth Committee (under the City of Perth Act 2016) Strategic planning and development alignment between the State Government further commits both levels of government to biannual meetings to progress and the City is gained through the Central Perth Planning Committee. The strategic alignment, collaboration and decision-making.

have been identified as priority locations for planning in partnership to leverage alignment and partnership. Described as 'Capital City Agreement Areas', these The Strategy proposes several initiatives requiring State Government – City underutilised State and City assets to achieve capital city objectives.

planning phase in readiness for future growth. This will be achieved through The Capital City Agreement Areas have been identified to allow the City and transformation projects to support the ongoing economic, cultural, social State Government to commit to and collaborate in a significant strategicphysical and environmental development of the city.

will need to be prepared between stakeholders to firstly prioritise projects and secondly allocate resources. Staged and focussed projects which are done well, reposition Perth city towards its long-term vision. The City acknowledges that These projects range from aspirational to the essential, and provide a group the most effective approach. Rather, a joint implementation plan or program not all projects can be undertaken as a matter of priority, nor would that be of collaborative efforts which, over time, have the potential to dramatically and over time, will put the City on track to achieving its Key Moves.

Agreement Areas. The details and approach to the plan/program will be worked the State Government to formalise the approach to planning for the Capital City Any implementation plan/program should be prepared in collaboration with through with consideration to:

- Project area/s scope
- Objectives
- Critical success factors
- Business impacts on project/s partners
- Project prioritisation and project/s delivery timing
- Project/s partner responsibilities
- Funding source and project/s costs

formalised first through the Central Perth Planning Committee and, ultimately, It is intended that the agreement areas and its implementation plan will be through the City of Perth Committee.

The proposed agreement areas are as follows:

Agreement Area	Key Considerations
UWA-QEIIMC Specialised Centre	 Assist UWA and QEIIMC to continue to succeed in a globally competitive market. Resolve connectivity and access issues affecting the two institutions and their surrounding residential areas.

Agreement Area	Key Considerations	Agreem
The Civic and Cultural Spine Perth Concert Hall Perth Station Beaufort Street	 Plan for the future use of Perth Concert Hall and surrounds, including improvements to connectivity. Optimise the cultural and heritage value of the Barrack St link. 	Riverfron Elizab Bridg
Barrack Street Perth Cultural Centre Perth Convention and Exhibition Centre	 Respond to Perth Station being a key gateway of the city following completion of the Forrestfield Airport Link project. Respond to the development of the new WA Museum and the future use of the Perth Cultural Centre. 	Parliame : Centr
East-West Mass Transit	 Investigate mass transit options, including preferred routes. Consider above and below ground options and the application of new technologies. 	
Reconnect East Royal Street Car Park Royal Perth Hospital McIver Station Claisebrook Station	 Guide future development and connectivity of land near McIver and Claisebrook train stations, incorporating a potential transit oriented development. Resolve connectivity and severance issues at multiple locations surrounding the train line. 	
Perth Convention and Exhibition Centre (PCEC) to the River PCEC and Mitchell Freeway interchange	 Plan for the re-design of convention facilities, including future transport and infrastructure needs. Reduce city-river severance. 	

Agreement Area	Key Considerations
Riverfront (Phase 1) Elizabeth Quay to Matagarup Bridge	 Improve connections between the city and the Swan River. Maintain the primary purpose of the foreshore as a public, environmental and recreational asset.
Parliament House Central Perth to Kings Park	· Increase the presence and contribution of Parliament House to city form and civic life, and better connect Central Perth with Kings Park.

City neighbourhoods

Perth city is defined by its local neighbourhoods, each with its own distinct identity, strengths and attributes. The Strategy identifies six distinct city neighbourhoods: Central Perth, Northbridge, West Perth, East Perth, Claisebrook, and Crawley-Nedlands (refer to **Figure 1**).

Figure 1 – The six neighbourhoods of the City of Perth (excluding Kings Park)



The Strategy seeks to draw out the differences between the neighbourhoods in terms of character, role, function, and physical and built environment.

Informed by stakeholder engagement and neighbourhood level analysis, a vision has been established for each Perth city neighbourhood which sets out the broad intention for the area. In addition to city-wide strategies, a set of actions are outlined for each neighbourhood that respond to local needs and pave the way for sustainable growth in accordance with that vision.

The 'Neighbourhood Plans' identify the vision and key priorities for each Perth city neighbourhood. The plans also show how the City will meet (and exceed) the residential infill target set for it by the State Government under Perth & Peel @3.5m. The opportunity for increased densities in these growth areas have been determined based on clear planning principles which are articulated further in 'Implementation Plan' section. These plans also identify the role of the neighbourhood activity centre moving forward and how the centre can better contribute to the neighbourhood's unique 'sense of place' and better meet the needs of its residents, workers or visitors.



Implementation

by land use planning theme and detail clear pathways to implementation and are implementation of the Key Moves and their strategies. These actions are grouped A series of actions have been articulated in the following section to support the spatially identified in Figure 2, where applicable.

Categorisation tools

of sight in terms of the implementation and monitoring of the project, ultimately action/project. Categorising the actions in this way will provide a clearer line timing, the role the City plays in implementing the action and the scale of the The actions have been categorised to provide clarity around their priority, informing business planning and service delivery.

Priority

Timeframes for the implementation of actions have been determined based on the following criteria:

	This means there is an opportunity or need to commence work on project, or initiate immediately to:
	 Address an identified risk or issue that could worsen if not resolved.
0-5 years	 Act upon a unique or emerging opportunity that is time critical.
	· Collaborate with relevant stakeholders.
	 Align with other projects or initiatives underway or near commencement.
	• Leverage market demand.
	· Satisfy legislative requirements.
5-10 years	This means the action should be taken, however, there is no trigger or opportunity for immediate action, or its commencement might be contingent upon other actions.
10-15 years	This means the action should be taken in the future after further investigation, as resources become available, as demand increases – or once a trigger point is reached.

	This means that the action item requires continual investment and undertaking. This includes items that:
Ongoing	\cdot Form a part of the everyday or expected business operations of the City.
	 Extend beyond the life of the Strategy but contribute to achieving Key Moves.

City role

Depending on the nature and scope of an action, the City may play various roles in the implementation of an action.

Lead	This means the City is the primary responsible authority for implementing the action. This may involve working with or without stakeholders.
Advocate	This means the City will aim to influence or support stakeholders and lead agencies to develop solutions for implementing an action or direction of the Strategy.
Partner	This means the City will join with a stakeholder or agency to deliver a Strategy action. This would include the formalisation of the partnership, either financially or through a shared agreement.

Scale

The scale of an action has been provided, based on the anticipated size of scope of the project, and amount of resources and stakeholders required to implement the action. Scale has been undertaken from the perspective of the City, though it is recognised it may differ for partners/stakeholders.

	This is an action that may include one or more of the following:
	· Significant infrastructure items that have a regional role
	• A City of Perth 'whole of organisation' response
High	 The agreement of several stakeholders and agencies to implement
	· Significant time required to implement
	\cdot Risks (financial or otherwise) that require further interrogation and feasibility studies.
Medium	This is an action that will affect several stakeholders and business units within the City of Perth.
Low	This is an action that is within the scope of the City's Corporate Business Plan, does not result in the need for additional resources, or impact the project planning of a business unit.
	toography of this project provinting of a section and

Cost

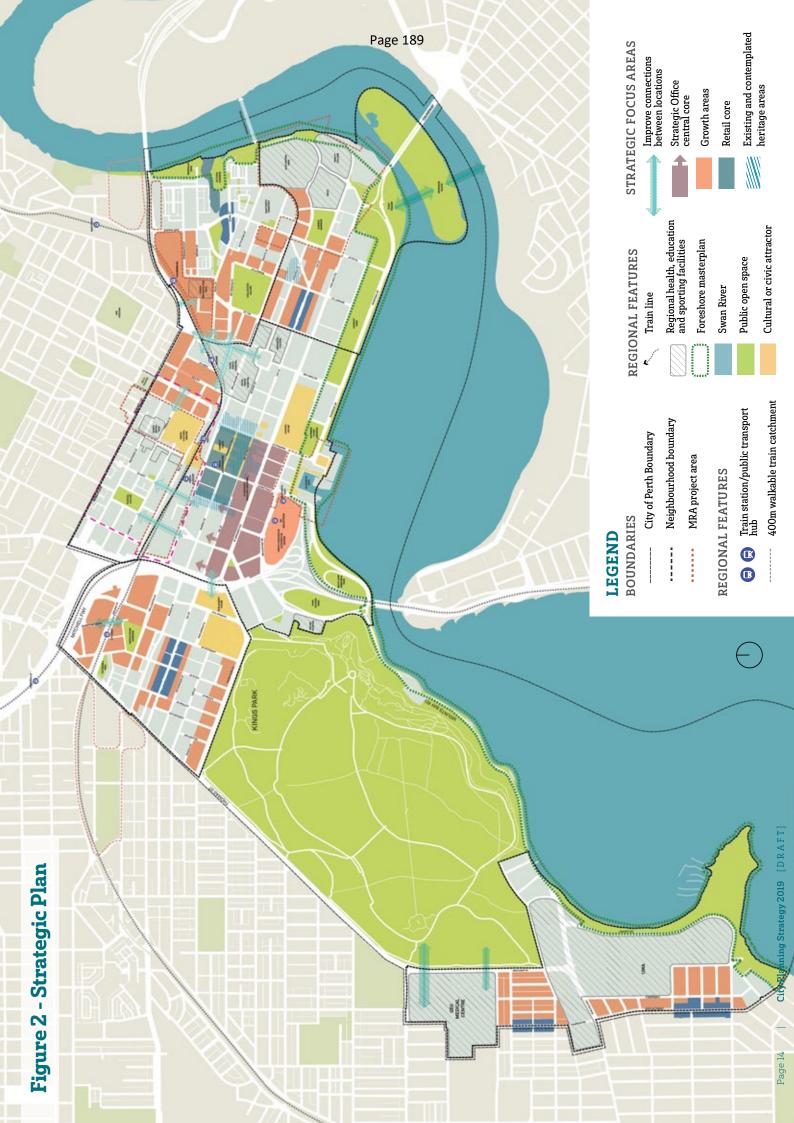
Cost is a qualitative assessment of the potential expenditure required to implement an action. This assessment has been undertaken from the perspective of the City, though it is recognised costs may differ for partners/stakeholders.

Describes an action that is considered to require:

Significant monetary investment and external partnership to implement.

High

 Resources that are not currently available or identified within the City's existing Corporate Business Plan or 10-year financial plan.



City-wide strategies and actions



Strategic community plan alignment

(B.1.3) Plan for residential growth, housing choice and lifestyle

(B.1.2) Plan for community infrastructure supporting sustainable economic, social and cultural growth

a. Review the Council Policy 6.17 Affordable Housing, including the consideration of:	P1: Adopt residential growth as a core objective within Perth city.			
Review the Council Policy 6.17 Affordable Housing, including the consideration of: • Potential planning and financial incentives to support the construction and operation of affordable housing and other specialist housing such as disability accommodation. • The City of Perth's role in the supply of affordable housing, aligned with stakeholders such as adjoining local governments. • The City of Perth's role in the supply of affordable housing, aligned with stakeholders such as adjoining local government for the retention of existing social housing and the development of new supply, in line • Advocate to State Government for the retention of existing social housing and the development of new supply, in line Review the effectiveness and outcomes of current plot ratio and plot-ratio incentives, and assess how these plot ratio • O-5 years • Lead Promote residential development investment, and population growth of Perth city to local, interstate and international markets. Ensure that residential growth is embedded as key consideration across all the City's strategic plans and relevant policies. Support more diverse housing options including the delivery of aged-care and student residential development, to years Support more diverse housing options including the delivery of aged-care and student residential development, to years		Priority	City role	Scale and cost
Advocate to State Government for the retention of existing social housing and the development of new supply, in line with ongoing population growth. Review the effectiveness and outcomes of current plot ratio and plot-ratio incentives, and assess how these plot ratio Controls could better promote residential development and housing for a diverse community. Promote residential development investment, and population growth of Perth city to local, interstate and international nearly controls could better promote residential development investment, and population growth of Perth city to local, interstate and international nearly consideration across all the City's strategic plans and relevant nesidential growth is embedded as key consideration across all the City's strategic plans and relevant policies. Support more diverse housing options including the delivery of aged-care and student residential development, to years		0-5 years	Lead	Low/Low
Review the effectiveness and outcomes of current plot ratio and plot-ratio incentives, and assess how these plot ratio Controls could better promote residential development and housing for a diverse community. Promote residential development investment, and population growth of Perth city to local, interstate and international Co-5 years Enabled as key consideration across all the City's strategic plans and relevant Policies. Support more diverse housing options including the delivery of aged-care and student residential development, to years	b. Advocate to State Government for the retention of existing social housing and the development of new supply, in line with ongoing population growth.	0-5 years		Low/Low
Promote residential development investment, and population growth of Perth city to local, interstate and international 0-5 years Lead markets. Ensure that residential growth is embedded as key consideration across all the City's strategic plans and relevant 0-5 years Lead policies. Support more diverse housing options including the delivery of aged-care and student residential development, to years	c. Review the effectiveness and outcomes of current plot ratio and plot-ratio incentives, and assess how these plot ratio controls could better promote residential development and housing for a diverse community.	0-5 years	Lead	Medium/Low
Ensure that residential growth is embedded as key consideration across all the City's strategic plans and relevant policies. Support more diverse housing options including the delivery of aged-care and student residential development, to years provide opportunity for diversity of accommodation.	Promote residential development investment, and population markets.	0-5 years	Lead	Medium/ Medium
Support more diverse housing options including the delivery of aged-care and student residential development, to Advocate provide opportunity for diversity of accommodation.		0-5 years	Lead	High/Low
	Support more diverse housing options including the delivery provide opportunity for diversity of accommodation.	5-10 years	Advocate	Low/Low

Medium/ Medium

Advocate

0-5 years

Prioritise the delivery of a public primary school in Perth city, exploring vertical options if a new development

Work with State Government to:

is required.

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Explore longer-term options for the development of a public secondary school.

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Actions	Priority	City role	Scale and cost
a. In preparing the new City Planning Scheme ('the new Scheme'), accommodate increased residential density in identified 'Growth Areas' (refer, Strategic Plan and Neighbourhood Plans).	0-5 years	Lead	Medium/Low
b. Identify and implement policy changes for identified Growth Areas with consideration to:	0-5 years	Lead	Medium/Low
· Diversity of dwellings to cater to a range of demographics.			
· Applicability of plot-ratio standards to facilitate additional growth.			
· Infrastructure investment and funding mechanisms to support Growth Areas.			
P3: Create liveable urban environments to attract and retain residents.			
Actions	Priority	City role	Scale and cost
a. Undertake research to explore the perceived liveability of the City, and to understand reasons for resident movement in and out of the City.	0-5 years	Lead	Low/ Medium
b. Develop a marketing strategy to attract residents to Perth city neighbourhoods, promoting the distinct identity of each neighbourhood.	0-5 years	Lead	Medium/Low
c. In preparing a Social Strategy, develop a plan for the delivery of infrastructure and services to each neighbourhood. This should consider:	0-5 years	Lead	Medium/High
\cdot Identifying and prioritising required infrastructure and services for each neighbourhood/area to meet the needs of the forecast population.			
· Feasibility of establishing strategically located multi-purpose community centre/s.			
· Developing partnerships with private institutions with community assets.			
· Timing, delivery, funding mechanisms.			
· Ongoing review and monitoring processes.			

P2: Encourage higher density residential development within identified strategic locations.



Strategic community plan alignment

(S.2.1) Strengthen the city's thriving cultural diversity

2	C1: Work with the Aboriginal community to respect, acknowledge and celebrate culture and heritage in Perth city.	h city.		
Ac	Actions	Priority	City role	Scale and cost
ದ	a. In alignment with the outcomes of the Reconciliation Action Plan develop a framework to undertake cultural heritage assessments within the city for registered Aboriginal sites across Perth city and other culturally significant sites.	0-5 years	Lead	Medium/ Medium
þ.	b. Incorporate Whadjuk Nyoongar cultural heritage in City projects, in accordance with the advice and wishes of the Aboriginal community and the proposed Cultural Heritage Management Plan.	0-5 years	Lead	Medium/ Medium
j	c. Prepare a Cultural Heritage Management Plan with the Whadjuk Nyoongar Traditional Owners in accordance with the National Trust Guidelines (WA) on Aboriginal Interpretation.	0-5 years	Lead	High/Medium
ਚ	d. Celebrate Nyoongar language in the urban environment, in accordance with the advice and guidance of the Whadjuk Nyoongar community.	0-5 years	Partner	High/Medium
aj	. Work with State Government and the Whadjuk Nyoongar Regional Corporation (once established) following the commencement of the South West Native Title Settlement, to consider the potential for the location of a Noongar Cultural Centre in Perth City.	0-5 years	Partner	High/ Medium

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C2: Support and promote Perth's cultural distinctiveness.			
Actions	Priority	City role	Scale and cost
a. a. Investigate mechanisms to facilitate the provision of public art within the city.	0-5 years	Lead	Low/Low
b. b. Work with existing institutions across the City to encourage co-sharing of cultural infrastructure with the community to better meet the needs of the city's cultural groups.	0-5 years	Partner	Low/Low
 c. In preparing the City Planning Scheme, investigate opportunities to encourage the development of cultural industries and celebrate Perth's cultural diversity within Perth city, including: · Potential Scheme and policy provisions to incentivise cultural development. · Enabling the use of underutilised land for cultural and community uses. 	0-5 years	Lead	Medium/
 d. Work with State Government in preparing WA's Cultural Infrastructure Strategy to adopt a cohesive approach to the delivery of additional cultural infrastructure, including: A neighbourhood approach to cultural infrastructure provision. Identification of preferred sites for additional infrastructure. Creation of networks and creative clusters. Consideration of cultural tourism. 	0-5 years	Partner	High/Low
e. e. Develop long-term plans to effectively manage and promote the City's public art, heritage assets, cultural programs and collections to better reflect and celebrate the city's rich cultural diversity.	5-10 years	Lead	Medium/ Medium



Strategic community plan alignment

(B.2.1) Plan an accessible and integrated city

	Cit
	Priority
MAI: Improve the efficiency of the City's movement network through integrated transport planning.	Actions

ď	Actions	Priority	City role	Scale and cost
10	a. Work with State Government to develop an integrated movement plan, incorporating a 'whole of journey' approach, with improvements to the efficiency of the public transport network a key aim.	0-5 year	Partner	Low/Low
-4	b. Investigate how the emergence of autonomous vehicles, electric vehicles, and other technologies can be harnessed to positively improve the city's movement network and the urban environment.	0-5 year	Lead	Low/Low
	c. Identify and prioritise the areas of the city where greater levels of physical connectivity are needed due to major transport infrastructure barriers, and investigate how this might be achieved.	0-5 years	Lead	Low/Low
.0	d. Collaborate and partner with the Department of Transport and shared-parking operators to encourage shared-parking schemes where possible.	0-5 years	Partner	Medium/ Medium
•	e. Investigate the ability to declare entertainment precincts within Northbridge as pedestrian only areas (allowing bus, taxi and service vehicles) on Friday and Saturday nights, to reduce congestion and improve emergency servicing.	5-10 year	Lead	Medium/Low

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2	MA2: Strengthen pedestrian connections throughout Perth city and between neighbourhoods, and improve the pedestrian environment.	the pedestria	n environment	
¥	Actions	Priority	City role	Scale and cost
Œ	a. Continue to reduce pedestrian wait periods at signalised intersections.	0-5 years	Lead	Low/Low
ᅽ	b. Review the Hay Street Pedestrian Walkway and Road Reserve Widening Policy to evaluate its future relevance.	0-5 years	Lead	Low/Low
U	c. Finalise the Pedestrian Plan to guide the City's investments in improving pedestrian amenity, accessibility, comfort, safety, legibility, and the quality of the city's pedestrian environment. This plan should be prepared in conjunction with Neighbourhood Plans (refer Governance section).	0-5 years	Lead	Medium/Low
ס	d. Undertake quality audits, perception surveys and metrics relating to walking time and ease and safety, to better understand the performance of the existing pedestrian networks across the City's neighbourhoods.	Ongoing	Lead	Low/Low

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Actions	Priority	City role	Scale and cost	
a. Review the City of Perth Cycle Plan 2029, with consideration to:	0-5 years	Lead	Low/Low	
· Additional routes to better connect train stations, key attractors, activity centres and public open space.				
 Improving public bicycle 'end of trip' infrastructure. These parking facilities should be strategically located in neighbourhood centres and along cycle routes. 				
· Linkages to adjacent Local Governments and primary cycle routes.				
b. Work with State Government and adjoining local governments to review opportunities for a bike share scheme in Perth city.	0-5 years	Partner	Low/Low	

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Actions		Priority	City role	Scale and cost
 a. Identify the City's preferred mass rapid transit r mechanisms and work with the State and Feders delivery of mass rapid transit in Perth city. 	a. Identify the City's preferred mass rapid transit routes, investigate appropriate planning protection mechanisms and work with the State and Federal government to advance proposals for the funding and delivery of mass rapid transit in Perth city.	0-5 years	Lead	Low/Low
b. Collaborate with the Department of Transport ar	b. Collaborate with the Department of Transport and Public Transport Authority to review the CAT bus system.	0-5 years	Partner	Medium/Low
c. Work with the Department of Planning, Lands an any ferry routes and foreshore nodes are planne riverfront plans.	 Work with the Department of Planning, Lands and Heritage and the Department of Transport to ensure any ferry routes and foreshore nodes are planned in an integrated manner, and consistent with any future riverfront plans. 	5-10 years	Advocate	Medium/ Medium



Strategic community plan alignment

(E.1.1) Position the city for continued business, employment and economic growth

(E.1.2) Position the city as a thriving centre of business

and growth expectations.
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LU1: Identi

Actions		Priority	City role	Scale and cost
a. Advocate for changes to State Planning Policy No.4.2 to acknowledge the role Perth City plays not only with respect to meeting regional, national and international needs, but also neighbourhood needs through smaller activity centres with a live-local focus.	acknowledge the role Perth City plays not only with needs, but also neighbourhood needs through smaller	0-5 years	Advocate	Low/Low
b. Strengthen the role and performance of the city's activity centres in the new Scheme by:	y centres in the new Scheme by:	0-5 years	Lead	Low/Low
· Clearly identifying their role and function and how they differ to other mixed-use areas within the city;	y differ to other mixed-use areas within the city;			
· Promoting a diversity as well as a high intensity of land uses within them to support their economic viability and sustainability; and	d uses within them to support their economic viability			
· Limiting the amount of retail outside of these centres.				
c. Continue to monitor the City's activity centres in accordance with the City Centres Analysis methodology and approach and investigate ways to improve data collection to expand the range and diversity of indicators available.	ance with the City Centres Analysis methodology and on to expand the range and diversity of indicators	0-5 years	Lead	Low/Medium

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Actions Pr	Priority	City role	Scale and cost
a. In preparing the new Scheme, consider ways to protect commercial employment floorspace within Central Perth and West Perth by:	0-5 years	Lead	Medium/Low
· Removing planning incentives that promote residential development in the CBD core.			
 Promoting the amalgamation of lots to achieve optimum floorplates in appropriate locations within Central Perth (in the CBD) and West Perth to facilitate office development, whilst also delivering appropriate built form outcomes. 			
· Reviewing plot ratios to ensure planning controls do not restrict future commercial floorspace growth.			

LU3: Support a diverse economy.				
Actions	Priority	City role	Scale and cost	
a. In preparing the Scheme, consider:	0-5 years	Lead	Low/Low	
 Opportunities to increase plot ratio for the delivery of office space in the Central Perth office core. Opportunities for the clustering and intensification of specific land uses depending on their location. 				
b. Prepare an Economic Development Strategy to align with the outcomes of the Future Scenario Analysis to support economic diversification and:	0-5 years	Lead	Medium/Low	

Investigate ways and programs to facilitate temporary activation of vacant spaces through incentives and/or

· Explore innovation systems to link industry, research, government and support entrepreneurial capacity.

Build upon the City's key economic strengths.

Implement activation projects.

· Develop spaces and events that encourage cross-fertilisation of trade/export industries

Actions	Priority	City role	Scale and cost
 a. Support growth and diversity of tourist accommodation in appropriate locations by: · Reviewing current bonus plot ratio provisions in the new Scheme, in response to the application of special residential bonuses for short-stay and hotel development. 	0-5 years	Lead	Low/Low
 Working with State Government and industry to determine the future approach to the regulation of informal tourism accommodation. 			
b. Ensure that Perth city's visitor amenities are strategically located.	0-5 years	Lead	Medium/ Medium
c. Work with State Government to create a centrally located tourist hub which incorporates the WA Visitor Centre and the Perth City Visitor Kiosk.	5-10 years	Lead	Medium/ Medium

LUS: Mitigate land-use conflict through appropriate planning controls to protect neighbourhood identity.			
Actions	Priority	City role	Scale and cost
a. In preparing the new Scheme, the following should be considered:	0-5 years	Lead	Low/Low
 Review of land-use permissibility across all Scheme Use Areas, to ensure that preferred land uses are aligned with the strategic intent of the neighbourhood. 			
· Amend existing land-use classifications or 'Use Group' definitions where they are considered too broad and have the potential to result in land-use conflict.			
 Prepare new and refined precinct/neighbourhood plans that align with the strategic intent for the neighbourhood, ensure the sustainable development of land, and protect strategic and regional land uses that contribute to Perth city's capital-city status. 			
 Review of all existing Special Control Areas to ensure they are aligned with neighbourhood priorities articulated in the Strategy. 			
· Compliance with State Planning Policy as it relates to bush fire risk.			
b. Continue to investigate the impacts of innovative technologies and industries on land-use planning.	0-5 years	Lead	Low/Low

c. Ensure planning controls as they relate to car parking do not conflict with strategic transport priorities by reviewing parking provisions in the new Scheme and consider extending the areas where no car parking is required.	0-5 years	Lead	Low/Low
d. Continue to advocate for policy and regulation change to the Environmental Protection (Noise) Regulations 1997 to protect existing entertainment areas from the impacts of land-use conflict and include appropriate land-use provisions in the new Scheme to align with State direction.	0-5 years	Advocate	Medium/ Medium

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Actions	Priority	City role	Scale and cost
a. Consolidate and simplify planning controls as part of the preparation of a new Scheme. This will include:	0-5 years	Lead	Low/Low
· Consolidating existing schemes and minor schemes into one new Scheme.			
 Consideration of the application of the Planning and Development (Local Planning Scheme) Regulations 2015, and specifically Schedule 1 (Model provisions) within the context of Perth city as the capital city. 			
b. Work with State Government planning authorities (WAPC and MRA) to apply consistent planning and assessment approaches to new developments.	5-10 years	Partner	Medium/Low

LU7: Investigate the capacity of utilities infrastructure and servicing in relation to the City's population forecasts.

Actions	Priority	City role	Scale and cost
a. Undertake an audit and categorisation of existing laneways, taking into consideration:	0-5 years	Lead	Low/Low
· Opportunities for activation and pedestrian connectivity.			
· Waste and servicing requirements.			
· Cultural heritage protection and adaptive reuse.			
· Potential widening requirements to improve serviceability.			
· Laneway road management, including the role of public laneways versus private laneways.			
 Investigate mechanisms to enhance and protect existing laneways, and to extend the laneway network where appropriate. 			
b. Work with government agencies and service providers to undertake a full utilities and servicing study to confirm the capacity of infrastructure to cater to the growth needs of Perth city.	0-5 years	Partner	Medium/Low

c. Investigate how recycling schemes in private developments could be incentivised/enforced to lower waste demand services, as per the recommendation of the Last Kilometre Freight Study.	e incentivised/enforced to lower waste reight Study.	0-5 years	Lead	Medium/ Medium
d. Advocate to service providers and State Government to improve funding and delivery arrangements for major infrastructure upgrades.	ding and delivery arrangements for	5-10 years	Advocate	Medium/ Medium
e. Continue to investigate opportunities to optimise efficiencies in waste pl	waste planning.	5-10 years	Lead	High/Medium



(B.1.1) Create a well-designed, connected and vibrant city

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Actions		Priority	City role	Scale and cost
a. Investigate areas where fine grain subdivision patterns remain and are important to the desired character and sense of place of an area. Develop planning provisions to retain fine grain streetscape patterns in identified locations.	tain and are important to the desired character to retain fine grain streetscape patterns in	0-5 years	Lead	Low/Low
b. Review existing bonus plot ratio incentives for delivery of new public spaces and investigate further mechanisms to ensure and/or encourage delivery in locations where they are strategically needed.	ew public spaces and investigate further ns where they are strategically needed.	0-5 years	Lead	Low/Low
c. Ensure flight paths are appropriately protected in planning controls, in accordance with the Australian Government's draft Guideline on Protecting Strategically Important Helicopter Landing Sites.	controls, in accordance with the Australian portant Helicopter Landing Sites.	0-5 years	Lead	Low/Low
d. As part of the preparation of a Pedestrian Plan, investigate how appropriate planning provisions and design guidelines could be used to encourage and prioritise pedestrian activity at street level and improve pedestrian connections through large street blocks.	how appropriate planning provisions and pedestrian activity at street level and improve	0-5 years	Lead	Medium/Low
e. Prepare Neighbourhood Plans (refer Governance section) to ensure that improvements to the public realm are undertaken in a coordinated and strategic manner	o ensure that improvements to the public realm	0-5 years	Lead	Medium/ Medium

Actions	Priority	City role	Scale and cost
a. In the new Scheme, include planning provisions which protect important visual sightlines from the public realm to significant natural and built landmarks.	0-5 years	Lead	Low/Low
b. In the new Scheme, development intensity should be:	Ongoing	Lead	Low/Low
• Greatest in the Central Perth neighbourhood, centered around St Georges Terrace, to reinforce its prominence as the heart of the capital city and premier business and administration centre of the State.			
· Focused around public transport nodes such as train stations and high streets.			
· Encouraged in areas of high amenity where built form outcomes are appropriate.			
c. In the new Scheme, continue to protect the Kings Park escarpment from further encroachment of built form to retain the escarpment's visual and natural prominence.	Ongoing	Lead/ Partner	Low/Low

щ	BE3: Ensure that all developments and open spaces within the city demonstrate a high quality of design, sustainability and amenity.	sustainabilit	y and amenity.	
*	Actions	Priority	City role	Scale and cost
	a. Review the design planning policies to reflect best practice, improve sustainability of buildings and provide greater clarity on the City's requirements for the design of new development.	0-5 years	Lead	Low/Low
	b. In the new Scheme, include standards for environmentally sustainable design of development and incentives for excellence.	0-5 years	Lead	Low/Low
	c. Investigate planning mechanisms, including competitive design processes, to facilitate design excellence particularly on prominent sites and projects of strategic importance.	0-5 years	Lead	Low/Low
	d. Develop planning provisions for student housing to ensure appropriate standards of amenity.	0-5 years	Lead	Low/Low
	e. Develop planning provisions to ensure development can adapt to changes in economic, environmental and social conditions.	0-5 years	Lead	Low/Low
	f. Ensure that best practice universal access is an integral part of the design of all new buildings and spaces.	0-5 years	Lead	Low/Low

	g. Aligned with Design WA Apartment Design Policy, investigate optimal apartment configurations, building floorplates and densities for new development to deliver the maximum level of amenity for residents. Dwelling mix and sizes should also be reviewed to ensure that they provide for a diverse mix of households.	ions, building esidents. ix of	0-5 years	Lead	Low/Low
	h. Investigate, assess and support the long-term renewable energy opportunities within Perth's neighbourhoods, to improve liveability and desirability.	Ø	0-5 years	Lead	High/Medium
- •	i. Require data on the anticipated environmental performance of new development as part of the application process.	he application	Ongoing	Lead	Low/Low
- 1	j. Continue to improve universal access within City owned and/or managed buildings and spaces to ensure they are safe, inclusive and accessible to all members of the community.	ces to ensure	Ongoing	Lead	Low/Low

Щ	BE4: Ensure that buildings, and the spaces they create, improve the quality and amenity of the adjoining public realm.	r public realm		
⋖	Actions	Priority	City role	Scale and cost
TO .	a. In the new Scheme, develop planning provisions for building design that ensure a place based approach to creating appropriate levels of public realm interest and passive surveillance.	0-5 years	Lead	Low/Low
-4	b. In the new Scheme, include planning provisions to minimise the impact of car parking on building design and the public realm.	0-5 years	Lead	Low/Low
U	c. In preparing the new Scheme, develop planning provisions to guide appropriate on-site loading and servicing whilst minimising any detrimental impact on the public realm.	0-5 years	Lead	Low/Low
•	d. Continue to advocate for a review of utility service providers building requirements to minimise the quantity and location of infrastructure placed along the street frontage and within the public realm.	0-5 years	Lead	Low/Low
U	e. Continue to investigate and implement innovative solutions for waste storage and collection that will reduce the detrimental impact on the public realm and building design generally.	0-5 years	Lead	Medium/Medium

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BE5: Strengthen the desired character of each city neighbourhood through built form, and protect and enhance public spaces.	hance public	: spaces.	
Actions P	Priority	City role	Scale and cost
a. Identify/review the areas of the city where there is an established and/or desired built form and streetscape character and develop planning provisions to protect/create this.	0-5 years	Lead	Low/Low
b. Review podium requirements in the new Scheme to address the following concerns:	0-5 years	Lead	Low/Low
· Limited street building height options.			
· Limited daylight and natural ventilation access.			
· Limited adaptability.			
· Adverse impacts where not matched by adjoining built form.			
c. Assess current and potential overshadowing of key public spaces by buildings and investigate changes to planning provisions to ensure appropriate sunlight access into these spaces.	0-5 years	Lead	Low/Low
d. Consider flexibility in built form controls in the city's activity centres to strengthen the role and performance of activity centres in the new Scheme.	0-5 years	Lead	Low/Low
e. Establish baseline wind conditions in Perth city to guide a review of planning provisions and consideration of future planning applications.	0-5 years	Lead	Low/Medium

ď	Actions	Priority	City role	Scale and cost
ದ	L. Continue to advocate for changes to the <i>Local Government Act</i> to enable the City to introduce building upgrade finance that can assist with improving the sustainability performance of existing building stock.	0-5 years	Advocate	Low/Low
q	b. Work with Government and industry to ensure significant heritage built fabric affected by the adaptation and/or change of use of heritage buildings is better conserved and enhanced.	0-5 years	Advocate	Low/Low
ט	c. Investigate opportunities to improve the sustainability performance of City owned and managed buildings, and to showcase new innovations and support trial projects.	Ongoing	Lead	Low/Low

BE6: Support and promote the adaptive capacity and improved performance of existing building stock.

BE7: Ensure all buildings and places of cultural heritage significance within the city are appropriately conserved and enhanced.	onserved and	enhanced.	
Actions	Priority	City role	Scale and cost
a. Develop and maintain a Local Heritage Survey and assess places listed in this Survey for inclusion on the Heritage List.	0-5 years	Lead	Low/Low
b. Review the heritage list to ensure that it clearly identifies heritage places with interiors of cultural heritage significance, to ensure that any internal works require development approval.	0-5 years	Lead	Low/Low
c. Identify groups of heritage buildings and streetscapes which warrant designation as Heritage Areas.	0-5 years	Lead	Low/Low
d. Review the heritage planning policies.	0-5 years	Lead	Low/Low



Strategic community plan alignment (N.1.2) Improve access to natural assets

(N.1.1) Increase green spaces and tree canopy throughout the city

(N.3.1) Strengthen sustainable practices in the city

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Actions		Priority	City role	Scale and cost
a. Work with State Government to collaboral local government buildings.	a. Work with State Government to collaborate on a joint energy-monitoring program of State department and local government buildings.	0-5 years	Partner	Low/Low
b. Investigate options for reducing urban he	b. Investigate options for reducing urban heat island effects, in addition to increasing the city's tree canopy.	0-5 years	Lead	Low/Low
 c. Plan for flood mitigation as part of the City's new Scheme, by incorporating: v. Up to date flood mapping for a 1:100-year flood, to identify land that is subjections. 	Plan for flood mitigation as part of the City's new Scheme, by incorporating: Up to date flood mapping for a 1:100-year flood, to identify land that is subject to flooding.	0-5 years	Lead	Low/Low
 Special provisions as they relate to floo agency requirements. 	Special provisions as they relate to flood control and mitigation under the 1:100-year flood and referral agency requirements.			
d. Develop a Community Climate Change Mitigation Action residents, businesses, developers and builders to reduce	Mitigation Action Plan that sets out an approach to engaging with ouilders to reduce energy consumption and water usage.	0-5 years	Lead	Med/Med
e. Work with State Government to prepare a Perth Water Precinct Plan.	e. Work with State Government to prepare a Flood Risk Management Plan as part of the preparation of the Perth Water Precinct Plan.	0-5 years	Partner	Med/Med

44	f. Collaborate with Central Sub-region local authorities to undertake geological mapping – including elevation modelling, to identify and monitor areas subject to the likelihood of subsidence or sinkholes.	0-5 years	Partner	High/Med
ģ	g. Continue to implement the use of technology to conduct environmental monitoring and encourage more efficient resource usage.	0-5 years	Partner	High/Med
ਧ	h. Work collaboratively with utility providers and other relevant planning authorities to prepare a feasibility study for Local Energy Hubs at strategic locations across Perth city.	5-10 years	Advocate/ Partner	Low/High
·-i	i. Continue to promote the CitySwitch Green Office program and the Waterwise Office Program to commercial buildings across Perth city.	Ongoing	Lead	Low/Low

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Actions	Suo	Priority	City role	Scale and cost
.	Develop and implement new tree planting programs for:	0-5 years	Lead	Low/Low
-	· Key parts of the City's wider open space and pedestrian networks.			
-	· Increased canopy cover in parklands.			
-	· Inclusion of new tree planting in capital works projects.			
b. E	b. Explore opportunities within the new Scheme to protect existing trees in the public realm from the impact of private development.	0-5 years	Lead	Low/Low
ى ⊡	Encourage greening of new developments on private land by:	0-5 years	Lead	Low/Low
	 Investigating ways to protect existing trees and increase tree canopy on private land under the new Scheme. 			
	· Establish minimum standards and best-practice design guidance for the provision of high-quality sustainable in-ground landscaping and urban tree canopy in new private developments.			
	 Undertake research (including precedent, best practice and feasibility studies) to underpin the development of policies, guidelines and incentives to help promote green roofs and green walls/living walls that are specific to the local Perth context. 			
d S	Support and expand biodiversity by preparing Biodiversity Guidelines, in accordance with the Green Infrastructure and Biodiversity Audit.	0-5 years	Lead	Low/Low

ā	e. Incorporate Aboriginal interests in decision making relating to water and biodiversity planning and management.	0-5 years	Lead	Low/Low
44	. Work with State Government to implement the Wildflower Capital Initiative.	0-5 years	Lead	Low/Low
פ	g. Prepare a business case for the establishment of a community garden program that considers a partnership approach to the creation of community gardens.	0-5 years	Partner	Low/Medium
4	h. Prepare a Perth City Riverfront Masterplan. The preparation of the Masterplan should consider the following:	0-5 years	Lead/ Partner	Medium/ Medium
	\cdot Maintaining primary purposes of the foreshore as a public environmental and recreational asset.			
	· How to reconnect people to the water.			
	· The historical and cultural significance of the Swan River.			
	· How to improve the recreational qualities of the foreshore.			
	· Protecting and enhancing biodiversity values along the foreshore.			
	· Prioritising people over vehicles.			
	\cdot Ensuring the number and footprint of buildings is limited and that built form is of an appropriate scale and sensitively designed.			
	• Mitigation of sea level rises and flood risks.			
·	. Develop a connected system of parks and open spaces through the creation of a diverse network of green infrastructure that incorporates active transport links.	0-5 years	Lead	High/High

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Actions	Priority	City role	Scale and cost	
 a. Review the current access points into Kings Park from the surrounding areas and identify opportunities for improved community access to and through the park in association with the Botanic Gardens and Parks Authority/Department of Biodiversity, Conservation and Attractions. 	0-5 years	Partner	Low/Low	
b. Improve accessibility, safety and comfort of public open space.	0-5 years	Lead	Low/Medium	

Z Z	Capital ing occurrence raison and wassering in a wast given opened and plant opened			
c. Explore water se	c. Explore opportunities and cross-industry partnerships for demonstration projects that support the City's water sensitive cities vision.	5-10 years	Partner	Lo

c. In alignment wand improve ac Investigations	c. In alignment with the Open Space Study, investigate opportunities for the delivery additional open space, and improve accessibility of existing open space to attain a connected system of parks and open space. Investigations should include:	5-10 years	Partner	Medium/ Medium
· Mechanisms	· Mechanisms for contributions as part of large-scale new developments.			
· Opportunitie	· Opportunities to unlock City or State Government owned land.			
· Exploring pa	Exploring partnerships with adjoining local governments.			
d. Address functi	d. Address functional gaps in the existing open space network as identified in the Open Space Study.	5-10 years	Lead	Medium/ Medium
e. Continue the implements of the city neighbourhoods.	e. Continue the implementation of the Urban Forest Plan to increase the urban tree canopy across all Perth city neighbourhoods.	Ongoing	Lead	Medium/Medium

N4: Improve Perth city's water resilience

Actions	Priority	City role	Scale and cost
a. Investigate planning mechanisms to:	0-5 years	Lead	Low/Low
· Increase infiltration, capture and quality of stormwater and roof runoff from new developments.			
• Encourage water re-use and the use of non-scheme or groundwater water resources in the design of new developments.			
b. Through the development of Neighbourhood Plans (refer Governance section), embed water resource recovery, groundwater replenishment and the use of water sensitive urban design across the City's public spaces. This should include:	0-5 years	Lead	Low/High
· Increasing areas covered by porous green surfaces such as swales and biofilters and tree canopy coverage along streetscapes.			
· Retrofitting drainage/water conveyance channels into living streams.			
. Designing green infrastructure to locally treat, attenuate (temporarily hold) and/or infiltrate stormwater runoff.			
\cdot Capturing stormwater runoff and wastewater, and using it to water green spaces and public open space.			
c. Explore opportunities and cross-industry partnerships for demonstration projects that support the City's water sensitive cities vision.	5-10 years	Partner	Low/Low



Strategic community plan alignment

(L.1.2) Provide accountable and ethical good government (L.1.1) Provide city leadership in planning for our future

U	G1: Improve engagement processes to provide better planning service to ratepayers, community and stakeholders.	akeholders.		
¥	Actions	Priority	City role	Scale and cost
ď	a. Review policies for advertising of planning applications, to ensure that the community is appropriately engaged and that there is consistency and transparency in the way applications are being assessed and determined.	0-5 years	Lead	Low/Low
q	b. Develop an Aboriginal Engagement Framework, as per the City's Reconciliation Action Plan, that acknowledges the Whadjuk Nyoongar people as a key stakeholder in the use and development of land in Perth city.	0-5 years	Lead	Low/Low
U	c. Improve public reporting on development application processes, including the volume and value of development applications, and processing times.	0-5 years	Lead	Low/Low
ਰ	d. Advocate to State Government to ensure that the community is appropriately engaged in the planning and development of State Government land and on State Government planning matters within Perth city.	0-5 years	Advocate	Low/Low
O	e. Investigate ways to improve engagement with the community on land use planning and service communications.	0-5 years	Lead	Medium/ Medium

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Actions	Priority	City role	Scale and cost
a. Work with State Government to ensure that any Perth-city specific State Government legislation and policies align with the agreed strategic planning vision and priorities for Perth city.	0-5 years	Lead	Low/Low
b. Advocate for reform to the Metropolitan Region Scheme to improve application of planning and decision-making over reserved land.	0-5 years	Advocate	Low/Low

	c. In preparing the new Scheme:	0-5 years	Lead	Low/Low
	· Review delegations and/or requirements for planning approval (where possible).			
	· Review the application of discretion and ensure that sufficient guidance is provided where it exists.			
	\cdot Collaborate with the State Government to address issues regarding discretion in decision-making.			
	d. Advocate for improved governance structures and frameworks with adjoining local governments to formalise working relationships and improve service delivery.	0-5 years	Lead	Medium/ Medium
	e. Undertake a Strategic Property Review to assess the future use, development or disposal of City-owned property assets informed by a set of agreed sustainability principles to guide subsequent decision-making (Appendix 1A).	0-5 years	Lead	Medium/ Medium
	Where identified as appropriate by the Review, the acquisition, land-swap or disposal of properties may be undertaken in accordance with other policies and procedures.			
-	f. Develop an agreed approach with the State Government for the collaborative and joint delivery of projects in the Capital City Agreement Areas (and detailed in the Neighbourhood Strategies).	0-5 years	Partner	High/Medium
OI .	g. Maximise opportunities afforded under the <i>City of Perth Act 2016</i> to drive governance reform in Perth city and establish collaborative arrangements through the City of Perth Committee and/or the Central Perth Planning Committee for good governance, management and funding of Perth city.	0-5 years	Partner	High/Medium

G3: Improve data governance and digital technology systems to ensure planning decisions are evidence based.	ed.		
Actions	Priority	City role	Scale and cost
a. Develop and implement a monitoring program to track new development and redevelopment in the City, and inform future policy development and strategic planning.	0-5 years	Lead	Low/Low
b. Implement a system for tracking engagement and monitoring the performance of the City's stakeholder 0-5 engagement approach.	0-5 years	Lead	Medium/ Medium

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64: Establish neighbourhood-level place planning and management that incorporates engagement and service delivery.	nd service delivel	ry.	
Actions	Priority	City role	Scale and cost
a. Prepare Neighbourhood Plans with the direct input of the local community which identify local level urban renewal priorities to enhance:	0-5 years	Lead	Medium/ Medium
· The quality of the natural and built environment, adaptive to the impacts of climate change.			
· The sustainable development of vibrant, harmonious communities.			
• Infrastructure to support connectivity to local activity centres and the economic and social infrastructure that these centres support.			
· Opportunities for sustainable living in a highly urbanised environment.			
• Flourishing and diverse 24-hour local economics that also support the role of Perth city as WA's capital.			
a. Establish mechanisms to undertake place-level engagement with residents and community – to improve strategic policy, plans and customer service delivery relating to each neighbourhood.	0-5 years	Lead	Medium/ Medium

Vision for a city of neighbourhoods

The Strategy proposes to adopt a place-based approach to future planning, looking at Perth city neighbourhoods and responding to their distinctive role and identity.

The following sections outline the key considerations for Perth city neighbourhoods, and actions to guide future development. These provide finer grain planning direction for the preparation of the new Scheme.

These sections should be considered in conjunction with the Neighbourhood Plans (pg. 11-16). The Neighbourhood Plans include areas identified for focussed residential growth ('Growth Areas') and 'Investigation Areas' requiring more detailed planning enquiry.

Growth Areas

The State Government, in 'Perth and Peel @ 3.5 million', sets out infill housing targets for all metropolitan local government areas. The target for the City is to accommodate an additional 15,910 dwellings between 2011 to 2050 (4,100 between 2016 and 2031). Population forecasts undertaken by .id Consulting indicate that between now and 2036 Perth city will grow to 41,300 people, accommodated within an additional 10,600 new dwellings. This clearly indicates that under the current planning regime (a business as usual scenario), Perth city is on track to meeting dwelling targets set by the State Government.

It is important for the City to consider how greater residential growth can be delivered in appropriate areas to achieve better planning outcomes which respond to the issues identified in this Strategy. Increasing residential growth in Growth Areas will facilitate increased population density and critical mass across Perth city neighbourhoods which is essential to meeting the Key Moves of the Strategy. The Strategy therefore proposes to go above and beyond the targets set by State Government, to achieve strategic priorities.

This Strategy identifies the need to 'adopt residential growth as a core objective' (P1). The City intends to take a targeted approach to this by encouraging a higher rate of residential growth in the areas that most stand to benefit from a larger population, and in areas that meet urban consolidation principles. These locations are identified as 'Growth Areas'.

Growth Area analysis across the six neighbourhoods indicates that between 15,200 and 18,550 of future dwelling growth capacity could be accommodated within the identified growth locations.

The urban consolidation principles used to identify Growth Areas are outlined below. These principles align with the State Government's 'Perth and Peel @3.5 million' planning framework.

Principle	Description
Nodes of activity	 Focus residential growth around local nodes of activity. Growth Areas to be supported by local level amenity.
Activity centres	 Support employment across all Perth city activity centres by encouraging residential development within and around centres. Support the urban and economic resilience of the activity centre as a place to attract people to live and work. Provide residents with the opportunity to 'live-local'.
Public Transport	 Ensure that residents have direct access to existing or proposed public transport including rail, buses or any future new mass transit. Where appropriate focus growth around train stations to promote the ability for people to live within proximity to public transport.
Infrastructure	 Make better use of existing urban infrastructure such as regional and district open spaces, community and livelocal amenities by locating more residents closer to these assets. Make better use of existing City owned assets and underutilised land.
Green network	 Locate residents within walking distance to neighbourhood open space areas to ensure residents have opportunities for recreation, sport, activity, respite and connection to the natural environment.

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Principle	Description
	 Protect environmental values and assets and mitigate the impacts of development.
	 Ensure the character and heritage of a locality is protected and that Growth Areas do not threaten the value and quality of these areas.
Protection	 Protect valuable green or urban spaces and ensure Growth Areas do not result in undue overshadowing or wind tunnel effects.
	• Ensure residential growth does not impact on the Central Perth neighbourhood, centered around St Georges Terrace, to reinforce its prominence as the heart of the capital city and premier business and administration centre of the State.

The intent of Growth Areas is to flag locations where increased development potential (e.g. plot ratio) will be reflected in the new Scheme. Increasing development potential is anticipated to have two effects:

- increased potential in Growth Area locations will encourage development continue to attract residential development. Growth Areas will help direct his investment into the locations where it can best support the economic and social function of activity centres and use of existing infrastructure. Residential development in focussed locations. Perth city will Development potential will be maintained in other areas, however, in these locations sooner, rather than later.
- neighbourhood, to support anticipated interest and investment by the economic and community development and service provision in each **Stimulate additional growth.** Growth Areas may attract additional have occurred. The City will respond to this anticipated growth by mplementing a place-based approach to planning, infrastructure, investment in residential development, that might otherwise not private sector. 2

dwelling yields will be different for each neighbourhood, depending on current The level of increased density in Growth Areas and the associated increased densities and the character of the area.

continue under the new Scheme, where it aligns with the vision and intent for the Growth Areas are not intended to be exclusively residential – the general mixeduse nature of city development encouraged by the current planning framework will continue. Similarly, residential development outside Growth Areas will neighbourhood.

The City will closely monitor residential development, both within and outside Growth Areas, to understand where and how rapidly residential growth is occurring.

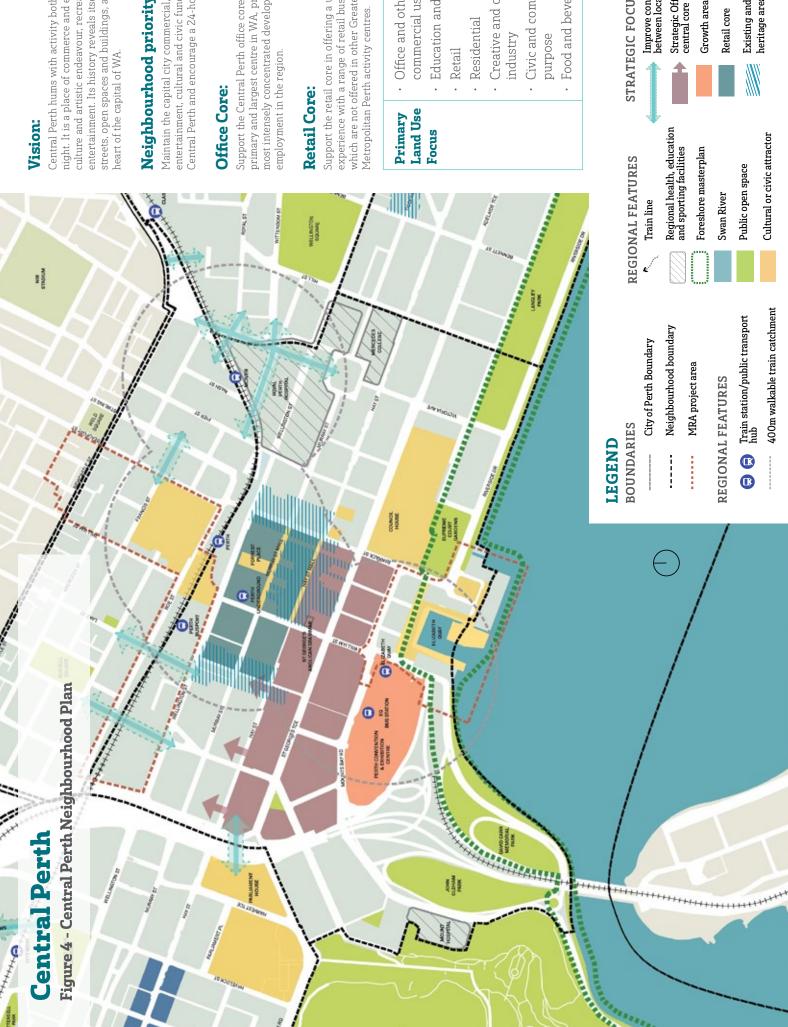
Activity centres

through higher density development in standalone residential and mixed-use centres will provide a range of services and amenities to the local population and are proposed to accommodate and be surrounded by residential growth developments. Activity centres will be appropriately zoned within the new Activity centres identified on the neighbourhood plans are the focus areas for servicing the daily and weekly needs of residents and workers. These Scheme to reaffirm their role, function and land use response.

Future investigation areas

areas may require a comprehensive planning response (e.g. a structure plan) to Future investigation areas have been identified on the neighbourhood plans, to They may be suitable for residential growth, subject to a comprehensive review show areas that require more detailed enquiry into their 'highest and best use'. cases, collaboration with State Government, landowners and key stakeholders coordinate future development and servicing/infrastructure delivery. In many of alternative uses, opportunities, issues and development feasibility. These will be required. Refer, Figure 3.





streets, open spaces and buildings, as the beating night. It is a place of commerce and enterprise, Central Perth hums with activity both day and culture and artistic endeavour, recreation and entertainment. Its history reveals itself in its heart of the capital of WA.

Neighbourhood priority:

Central Perth and encourage a 24-hour economy. entertainment, cultural and civic functions of

primary and largest centre in WA, providing the most intensely concentrated development and Support the Central Perth office core as the employment in the region.

Page 214 Support the retail core in offering a unique retail experience with a range of retail businesses which are not offered in other Greater Metropolitan Perth activity centres.

- commercial uses Office and other
- Education and medical
- Retail
- Residential
- Creative and cultural industry
- Civic and community purpose
- Food and beverage

STRATEGIC FOCUS AREAS

Improve connections between locations

Strategic Office central core

Growth areas

Retail core



Central Perth neighbourhood investigation areas

Central Perth East

to complement the retail core centred around the malls, to celebrate the precinct's history and respond to future plans associated with the Royal Perth Hospital. More Intent - Continue to support the development and growth of Central Perth East detailed investigations should include:

- The protection of character areas and heritage buildings.
- · Retaining valuable regional and neighbourhood assets, including education and medical institutions.
- Ensure that any future development within proximity of Royal Perth Hospital does not cause undue land use conflict.
- Ensuring any redevelopment of the hospital is better integrated into McIver Station and resolves connectivity issues within its immediate vicinity.
- · Appropriately respond to the outcomes of the proposed Royal St Structure Plan in terms of future land use and built form.

Perth Convention and Exhibition Centre

Intent - Establish a Capital City Agreement with State Government and stakeholders for the implementation of a masterplan for the Perth Convention and Exhibition Centre and surrounds with the aim to:

- Improve capacity for vertical design.
- Reduce severance and connectivity issues.
- Improve land use efficiency
- · Justify transport infrastructure
- Provide a supply of development sites for commercial growth

Cultural and Civic Spine

Intent- Establish a Capital City Agreement to guide the investigation of land between the Perth Cultural Centre and the Perth Concert Hall to better connect these key destinations. The study should include consideration of:

- Barrack Street-Beaufort Street connectivity.
- Perth Cultural Centre and Perth Station connectivity
- Potential future land use and redevelopment sites.
- Infrastructure requirements.
- Built form and public realm considerations

Figure 5 - Central Perth investigation area plan



Central Perth neighbourhood actions

Theme	Actions	Priority	City role
TOPLE AND DELE	a. Support residential growth in areas outside of the Central Perth office core to protect its function as the primary centre of commerce and administration in greater Perth.	0-5 years	Lead
COLLTURE	a. Protect existing cultural and civic uses through appropriate zoning and land use controls.	0-5 years	Lead
	b. Support the establishment of a cultural link between Northbridge and Elizabeth Quay.	5-10 years	Partner/ Advocate
THE WAY OF	 a. In accordance with the City of Perth Cycle Plan 2029 continue to improve the cycle network and consider the feasibility of extending east-west routes along St Georges Terrace, Mounts Bay Road and Wellington Street and a north-south link along Victoria Avenue to McIver station. 	0-5 years	Lead
)	b. Through the Pedestrian Plan, consider ways to increase pedestrian crossings where there are existing gaps in the pedestrian network and investigate ways to:	0-5 years	Lead
	· Improve William Street/Wellington Street intersection pedestrian movements and crossings whilst retaining necessary bus movement efficiency.		
	 Address existing severance issues by improving pedestrian connections and amenity around Royal Perth Hospital and McIver Station. 		
	c. Continue to work with the State Government on the Perth Greater CBD Transport Plan and with key stakeholders to implement the City's transport priorities for the Central Perth neighbourhood, including:	Ongoing	Advocate
	· Improving the north-south pedestrian priority links between key landmarks such as Perth Cultural Centre, Perth City Link and Elizabeth Quay.		
	· Identifying key station nodes for underground mass transit, connecting Central Perth neighbourhoods with surrounding neighbourhoods.		
	· Investigating alternative sites for the Elizabeth Quay Busport.		
	 Consideration of the extension of ferry services where appropriate and where demonstrated to be a competitive transport mode. 		

Lead		Advocate	Lead	Lead	Lead	Lead				
0-5 years		0-5 years	0-5 years	0-5 years	0-5 years	0-5 years				
Through the preparation of the new Scheme, ensure land-use and development controls support: • Externalised activity through active frontages to ground-floor tenancies along key pedestrian linkages in Central Perth	 The expansion of 'heritage areas' within appropriate locations of the neighbourhood, to protect intact streetscapes that contribute to the character of the neighbourhood. The protection and promotion of office space within the core and support its growth north towards Perth City Link. 	b. Continue to investigate mechanisms to encourage interim use of vacant ground-floor tenancies while high vacancy rates persist.	a. Ensure built form controls retain fine grain building frontages to intact streets, and consider mechanisms that discourage the amalgamation of sites (to achieve larger floorplates) in areas outside of the Central Perth office core and its growth area.	b. Review built form controls for commercial development in the Central Perth office core to protect and elevate its primacy.	c. Protect sight lines along key north-south links to the Swan River (i.e. Barrack and William Street) from impacts of development.	d. Consider the following in the preparation of a Neighbourhood Place Plan:	 Opportunities for improving connectivity between Central Perth and West Perth at Malcolm and Hay Streets (including the continuation of works on the Mount Street pedestrian bridge and road bridges) prior to progressing longer-term plans for an open plaza bridge over the Mitchell Freeway (as proposed under the Capital City Agreement). 	 Trial changes and design interventions, that support pedestrian-priority areas in alignment with the City's Pedestrian Plan. 	· Ways in which the new Scheme will protect pedestrian connections, including through arcades.	· Revitalisation around key assets such as the Perth train station, Victoria Square and the retail core.

 a. Consider funding and planning mechanisms which could facilitate the delivery of additional green open space areas to the neighbourhood.	5-10 years	Lead	
 b. Through a Riverfront Masterplan, enhance north-south linkages to the foreshore to improve connectivity.	5-10 years	Partner	
 a. Undertake a series of Capital City Agreements with State Government and key stakeholders for: Land surrounding PCEC and to the Swan River. Land between the Perth Cultural Centre and the Perth Concert Hall to strengthen cultural institutions and better connect people between key destinations. Land including and between Royal Perth Hospital and Claisebrook Station. 	5-10 years	Partner	



Northbridge is the entertainment capital of Perth, area and beyond. They are drawn to its lively and attracting people from across the metropolitan gritty nightlife, combined with its diverse food

There is a true sense of community in this inner-Northbridge is also the hub of a vibrant culture creatives that call this neighbourhood home. and arts scene, supported by the resident city neighbourhood.

Neighbourhood priority:

Northbridge through partnership with State residential population with services and amenities that meet their diverse needs. Government, and support the emerging entertainment and cultural function of Encourage the ongoing growth of the

Northbridge Entertainment

entertainment centre in WA and a place of culture, art and creative industries and protected from noncomplementary land uses. Support and protect Northbridge as the primary entertainment centre in WA and a place of

- Entertainment
- Creative and cultural industries
- Food and beverage
- Small business and not-for-profit

STRATEGIC FOCUS AREAS

Improve connections between locations

Strategic Office central core

Growth areas

Retail core

Existing and contemplated

heritage areas

Northbridge neighbourhood investigation areas

Northbridge East

the services and amenities required to support their needs. Growth should be investment is required in the area to ensure new residents are provided with Intent – The locality benefits from proximity to Central Perth's employment for residential growth. It is acknowledged that more detailed planning and coordinated and a future place plan for the neighbourhood must consider: opportunities and existing train stations, offering significant opportunity

- Future streetscape and public realm improvement opportunities for the locality realm improvements should be targeted along Beaufort Street, Stirling Street to support the emerging student and forecast residential population. Public and Francis Street.
- · Consider funding and planning mechanisms for the establishment of additional public open space in the south-east pocket of the neighbourhood.
- · New community and live-local land uses are required to support the growing residential population.
- Ensure future development complements the future Royal Street structure planning.
- · Impacts of noise and appropriate built-form controls to respond to impacts of the Northbridge Entertainment Area.

Cultural and Civic Spine

Perth Cultural Centre and the Perth Concert Hall. The Agreement should include intent- Establish a Capital City Agreement to investigate land between the consideration of:

- · Leveraging existing opportunities in cultural, research and creative industries within the neighbourhood to create an 'innovative hub.'
- · Improving Barrack Street-Beaufort Street connectivity.
- Improving Perth Cultural Centre and Perth train station connectivity.
- Identification of future land use and redevelopment sites.
- Infrastructure requirements.
- Appropriate built form and public realm design

Russell Square

Intent – Establish a policy approach to the development of land surrounding Russell Square in the form of a master plan or similar, to support the staged enhancement of Russell Square. Consideration should be given to:

- Appropriate building heights to protect Russell Square from impacts of development including, but not limited to, overshadowing and wind.
- Loading limitations for land located over Graham Farmer Freeway.
- Connectivity and accessibility to the square.
- Public realm surrounding Russell Square, including safety and security improvements.
- Activation of land surrounding the square.
- Increased opportunities for activities and interaction.

Figure 7 - Northbridge investigation area plan



Northbridge neighbourhood actions

Theme	Actions	Priority	City role
Tropit	a. Increase residential densities in identified growth areas where they do not result in significant land use conflict.	0-5 years	Lead
	b. Support residential growth in the eastern portion of the neighbourhood (primarily outside of the proposed Northbridge Entertainment Area boundary) and ensure residential development is supported by local services and amenities to meet the growing daily needs of residents in this area.	0-5 years	Lead
	c. In preparing the new Scheme, explore planning and funding mechanisms that may encourage additional community facilities to meet the needs of a growing resident population.	0-5 years	Lead
CONTURE	a. Support multicultural and entertainment events that contribute to the vibrancy and celebrate the history of the neighbourhood.	0-5 years	Advocate
	b. Work with the State Government and its agencies to encourage cultural, research and creative industries to create an 'innovative hub', and support the retention of not-for-profit agencies in the neighbourhood.	0-5 years	Advocate
WHAT & WALLEY OF THE STREET OF	a. Review street parking requirements to ensure they align with the City's broader car parking direction – and consider the impact of ride-share services on the built environment and streetscape.	0-5 years	Lead
NOVE NOVE	b. In the City's Pedestrian Plan, prioritise the safe movement of pedestrians through the entertainment district to key public transport hubs, including the Underground Bus Station and periphery bus stops.	0-5 years	Lead
	c. Continue to implement the City's Cycle Plan 2029 and investigate ways to reduce conflict points for cyclists and vehicular access points along cycle routes.	0-5 years	Lead
	d. Continue to work with the State Government on the Perth Greater CBD Transport Plan and with key stakeholders to implement the City's transport priorities for the Northbridge neighbourhood, including:	Ongoing	Advocate
	· Long-term opportunity to cap the railway line east of the Perth Train Station to achieve improved north-south active transport linkages and unlock redevelopment potential.		
	· Improve north-south pedestrian connections across Perth City Link.		
	· Addressing severance issues at the eastern border of the neighbourhood to improve connectivity to Royal Perth Hospital and Claisebrook/East Perth.		

A	Continue to work with the Entertainment Area bounchange' principle.	 Continue to work with the State Government, landowners and operators in the designation of the Northbridge Entertainment Area boundary and adopt a Special Control Area in the new scheme to implement the 'agent of change' principle. 	0-5 years	 Lead
	Ensure the new Scheme a (Special Control Area) and	b. Ensure the new Scheme articulates the objectives and guiding principles for the Northbridge Entertainment Area (Special Control Area) and provide guidance on any necessary development controls.	0-5 years	 Lead
	Consider funding and planning mechanisms buildings and the redevelopment of sites, to:	c. Consider funding and planning mechanisms to facilitate conversion of underutilised or vacant commercial buildings and the redevelopment of sites, to:	0-5 years	 Lead
	 Support mixed use (including residential) are and aligns with the neighbourhood's vision. 	Support mixed use (including residential) and commercial development that contributes to daytime activation and aligns with the neighbourhood's vision.		
	· Establish a local centre	Establish a local centre which supports the daily needs of the emerging residential population.		
	Adopt a place-based polic	d. Adopt a place-based policy approach to the activation of streets with specific consideration to:	0-5 years	 Lead
	· Improving safety and permeability.	oermeability.		
	· Responding to emergin	Responding to emerging local centres that could benefit from enhanced street activation.		



Lead

Lead

Lead

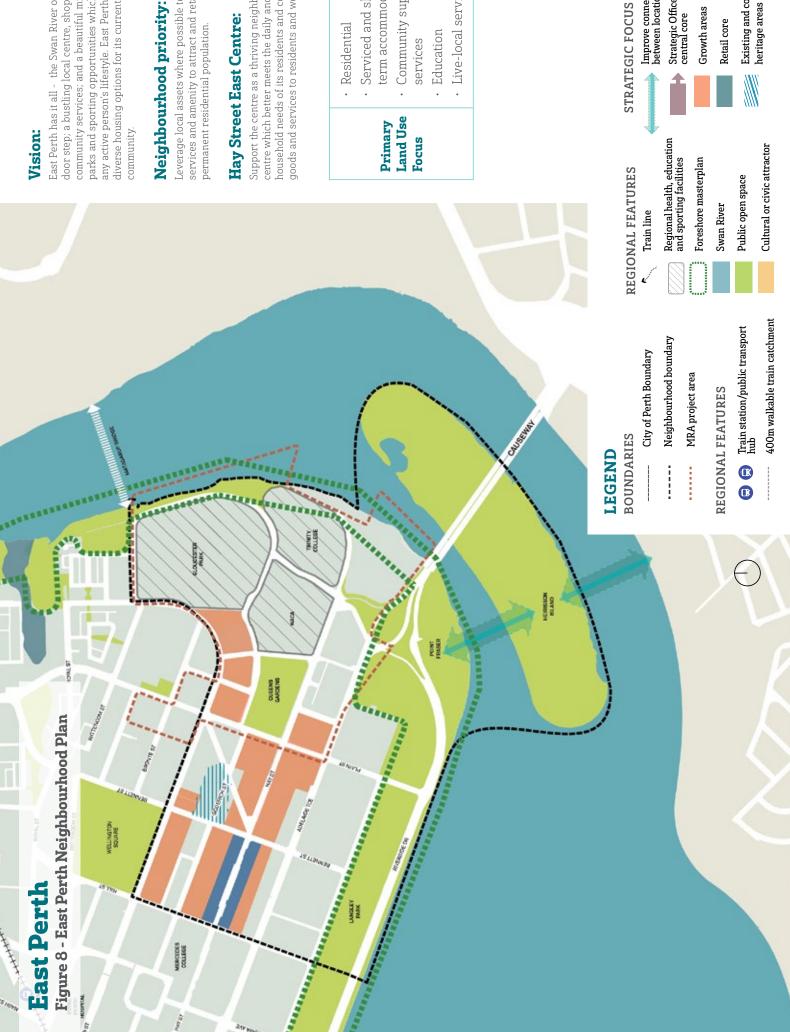
Advocate

Lead

Lead

Partner

0-5 years	0-5 years	0-5 years							5-10 years	0-5 years	5-10 years	0-5 years
a. Explore planning controls within the new Scheme to retain fine grain development along key pedestrian streets and along streets where fine grain development remains intact.	b. Adopt appropriate planning provisions for noise attenuation of new residential and other noise-sensitive development within the Northbridge Entertainment Area.	c. Consider the following in the preparation of a Neighbourhood Place Plan:	 A design response to improve the Stirling Precinct, which would support the emerging and forecast residential population. 	· Improving wayfinding, streetscape design and safety along key east-west pedestrian connections between the Stirling Precinct and William Street, and between Northbridge and the Central Perth neighbourhood, including along Roe Street.	• The role and future function of Russell Square, and how public realm improvements may better recognise its contribution to the events program in Northbridge.	• Improvements to Beaufort Street, recognising its increasing importance as a north-south linkage between Central Perth and Northbridge.	· Improved connection between Beaufort Street and Stirling Street.	· Opportunities for additional children play spaces for all ages and abilities in Northbridge.	d. Continue to work with State Government agencies to re-integrate the Perth Cultural Centre back into Northbridge through streetscape improvements.	a. Investigate funding and planning mechanisms to encourage building owners to find new uses for roofs as green spaces.	b. As part of the Strategic Property Review, identify government and City owned assets that may be suitable for redevelopment to deliver additional green space in the Northbridge East area.	 a. Establish a Capital City Agreement to guide the investigation of land between the Perth Cultural Centre and the Perth Concert Hall to better connect people between key destinations.
I STANDONMENT	INA .									TORALENVIR		HAT AND STANFORD



diverse housing options for its current and future any active person's lifestyle. East Perth offers parks and sporting opportunities which suit door step; a bustling local centre, shops and East Perth has it all - the Swan River on its community services; and a beautiful mix of

Leverage local assets where possible to deliver services and amenity to attract and retain a

Hay Street East Centre: permanent residential population.

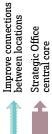
household needs of its residents and convenience Support the centre as a thriving neighbourhood centre which better meets the daily and weekly goods and services to residents and workers.

- Residential
- Serviced and short-
- base 524

 term accommodational

 Community support services
- Education
- Live-local services

STRATEGIC FOCUS AREAS











Existing and contemplated heritage areas

Riverside Precinct

East Perth neighbourhood investigation areas

and land use aligns with the strategic intent of the City Planning Strategy. The Intent- Review the existing MRA planning framework to ensure development review should consider:

- The medium and long-term intentions of the WACA, Gloucester Park and Trinity College.
- · Any Government agencies relocating from Perth city, and the vacant assets remaining.
- The repealing of the Chevron Hilton Hotel Agreement Act 1960, which currently limits the use of City of Perth development sites.
 - Rationalisation of the street grid (in certain areas) to form a finer grain of street block size – as informed by the surrounding historic street grid
- The future use of the Old Perth Girls' School development site.

Riverfront (Phase 1)

of a master plan to better connect the city to the Swan River and to optimise utilisation. Intent – Establish a Capital City Agreement to facilitate the coordinated development This process should include:

- Maintaining the primary purpose of the foreshore as a public, environmental and recreational asset.
- Reconnecting people to the water.
- Responding to the historical and cultural significance of the Swan River.
- Improving the recreational qualities of the foreshore.
- Protecting and enhance biodiversity along the foreshore.
- · Prioritising people over vehicles.
- Providing guidance to ensure built form is of an appropriate scale and sensitively designed.
- Mitigating the rising of sea levels and flood risks.

Corner Hay St and Plain St

Intent – Establish a policy approach to the future planning and redevelopment of sites on the corner of Hay St and Plain St, to ensure:

- Retaining view lines to the Swan River from high topographic points within the public realm.
- Provision of community and commercial land uses which meet gaps in the current neighbourhood offer.
- Retail development does not detract from the economic viability of the nearby Hay St East activity centre.
- Land uses which generate on-street activity and are not internalised
- Consideration of an anchor use on the eastern corner of Hay St and Plain St.

Figure 9 - East Perth investigation area plan



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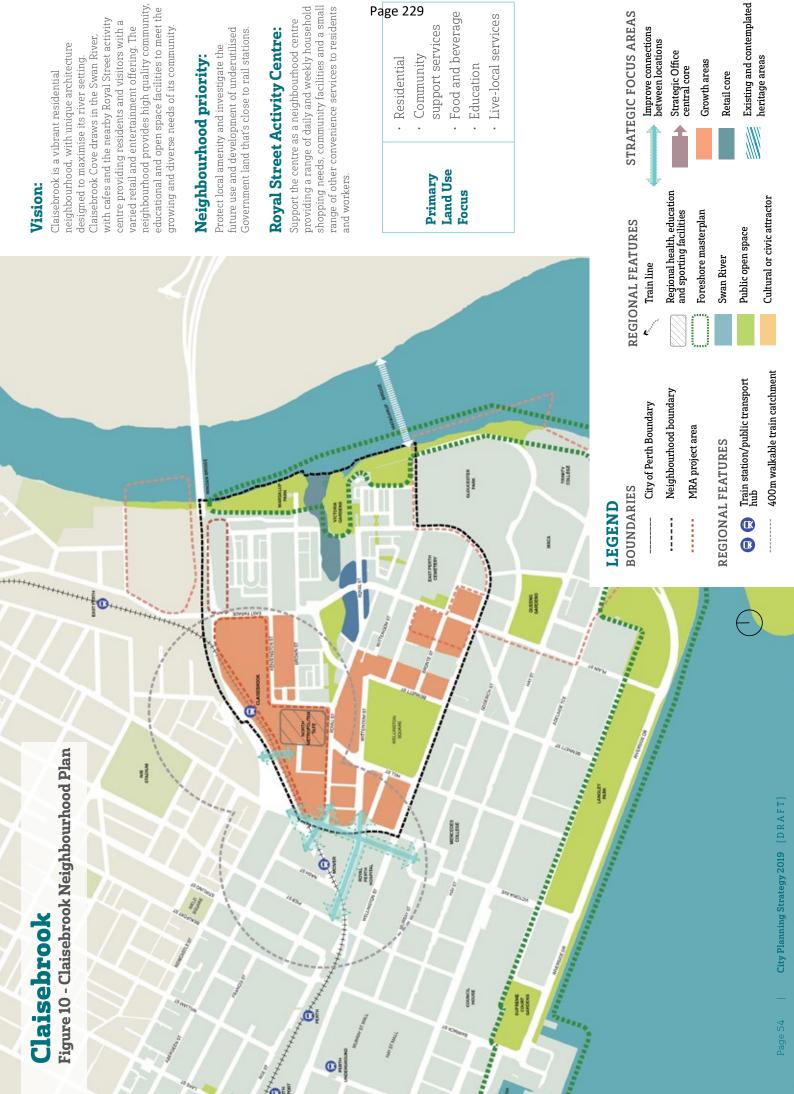
East Perth neighbourhood actions

Theme	Actions	Priority	City role
FIAOUTA	a. Review existing residential densities in the growth areas identified, and increase density in areas around the Hay Street East activity centre, key open space assets, and on underutilised landholdings.	0-5 years	Lead
	b. Support the ongoing role of existing local and regional community facilities such as the Tattersalls Bowling Club, WACA and Gloucester Park.	0-5 years	Advocate
	c. Support initiatives to expand the diversity of housing to cater to a range of households, and the establishment of additional aged care facilities within the neighbourhood to support 'ageing in place.'	5-10 years	Advocate
	d. Work with State Government to unlock land for the development of additional community and recreational facilities to service the growing resident population which:	5-10 years	Advocate
	\cdot Are centrally located to ensure maximum benefit to nearby residents and adjoining neighbourhoods.		
	 Provide the opportunity for the ongoing use of existing facilities to service residents and visitors. Meet the needs of family households. 		
WILLIAM RE	 Work with State Government, including the Department of Local Government, Sport and Cultural Industries, to investigate potential locations and feasibility for the provision of additional cultural infrastructure and facilities on government-owned land. 	0-5 years	Advocate/ Partner
THE WENT OF THE PROPERTY OF TH	a. Prioritise the Two-Way Street Program to improve safety, legibility and reduce traffic speeds along key connections.	0-5 years	Lead
I NOVA	b. Implement the City's Cycle Plan 2029 and consider additional city cycle routes and/or integrated cycle routes which:	5-10 years	Lead
	 Extend north-south along Bennett Street to better connect cyclists between McIver Station, Royal St activity centre, Hay St East activity centre and the Swan River. 		
	 Focus east-west improvements on better connecting people to Matagraup Bridge and Victoria Park. 		

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THENT OF THE PARTY	c. Continue to work with the State Government on the Perth Greater CBD Transport Plan and with key stakeholders to implement the City's transport priorities for the East Perth neighbourhood, including:	Ongoing	Advocate
NOVEN ACOVER	· Safeguarding and future-proofing land that may be required for a future underground mass rapid transit as envisaged under METRONET.		
	 Advocating for improved and extended CAT bus services and/or adjustment to routing of bus services to provide better public transport accessibility to the neighbourhood from the Claisebrook and McIver station. 		
	 Extending existing ferry services to connect the neighbourhood with the Central Perth neighbourhood via Waterbank and Point Fraser where it's been determined to be feasible and a viable transport mode. 		
	 Reconsideration of road alignments to improve active transport connections and permeability through the Riverside Precinct area and to Victoria Park. 		
	· Additional active transport connections to Heirisson Island and Victoria Park.		
LAND USA & PCTIVITY	a. Work with State Government to reassess the land use and development of key government landholdings at the corner of Plain St and Hay St to ensure the redevelopment outcomes are aligned with the neighbourhood vision and priorities.	0-5 years	Advocate
)	b. Ensure Hay Street East activity centre is appropriately zoned under the new Scheme and consider land-use controls which:	0-5 years	Lead
	· Are intended to protect the centre and ensure future development in the neighbourhood, does not dilute or negatively impact its role.		
	\cdot Promote a greater mix of complementary land uses that create evening activation at street-level.		
	 Require significant retail development proposals outside of the centre to prepare a Retail Sustainability Assessment to demonstrate the potential economic and related effects the proposal would have on the existing centre. 		
	c. In the new Scheme, investigate land use incentives to encourage better activation of land within the centre and reduce number of vacancies.	O Syears	Lead
THE STANTAGE WAY	a. Consider the role of more flexible planning controls in areas surrounding the activity centre to encourage growth and diversification of land use.	0-5 years	Lead
B	 b. Protect view corridors from the public realm towards the Swan River by: • Ensuring development demonstrates that it does not severely interrupt important north-south view lines. • Encouraging the retention of topographical elements of the neighbourhood. 	0-5 years	Lead

LAURONMEN'S	c. Consider the following in the preparation of a Neighbourhood Place Plan:	0-5 years	Lead
BUILT	· Pedestrian permeability to and through Queens Gardens.		
	 Better connecting key places of interest through public realm and streetscape improvements, including important north-south and east-west pedestrian linkages between the Hay Street West activity centre and McIver and Claisebrook train stations. 		
	· Investigating detailed design responses that could improve the level of amenity offered at the Hay Street activity centre including the potential and feasibility of creating additional urban spaces and meeting places for the community.		
	· Improving interface issues surrounding the WACA and Gloucester Park.		
NATIONAL PARTIES OF THE PARTIES OF T	a. Investigate the future role of Heirisson Island and Langley Park, having regard to both biodiversity, environment and Whadjuk Nyoongar values of the open space areas.	5-10 years	Lead
PARMICE	a. Establish a Capital City Agreement to facilitate the coordinated development of the Foreshore Masterplan.	0-5 years	Partner
COM	b. In the Strategic Property Review, investigate the future role of existing City owned at-grade car parking for higher and better use.	5-10 years	Lead



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Claisebrook neighbourhood investigation areas

Reconnect East

future land use and development for land located along the northern edge of the Intent- Establish a Capital City Agreement to develop a structure plan to guide neighbourhood and within proximity to McIver and Claisebrook train stations. The structure planning process should consider:

- Connectivity and severance issues at multiple locations.
- Confirmation of future station locations.
- Confirmation of future shunting yard arrangements in the aim of unlocking land for higher and better use.
- Optimising development around existing rail infrastructure.
- Design for transit oriented development accommodating:
- Potential for a primary school site.
- Opportunities for affordable housing.
- Provision of additional public open space.
- Protection and inclusion of additional cultural infrastructure.
- Connectivity to Wellington Square
- Re-integration of East Perth Power Station back into the Claisebrook community.
- Improved pedestrian permeability to reduce walking distances and promote pedestrian desire lines.

Kensington & Brown Street East

north, East Parade to the west, Brown Street to the south and Victory Terrace to Intent - Review land use and built form controls to support the redevelopment and adaptation of sites within the area bounded by Kensington Street to the the east, with consideration to:

- The potential for higher density residential development.
- Incorporation of community purpose uses.
- Educational, community and cultural support services.

Figure 11 - Claisebrook investigation area plan



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Theme	Actions	Priority	City role
TIAODITE	a. Review residential densities in the identified growth areas and surrounding the Royal St activity centre, and to help create a more vibrant urban environment.	0-5 years	Lead
	b. In preparing the new Scheme, explore planning mechanisms that may encourage diverse housing opportunities for families to remain in place.	0-5 years	Lead
	c. Work with the management team at Perth City Farm to secure long-term lease and funding, thereby recognising its important contribution to the community.	0-5 years	Advocate
STATE OF THE STATE	a. Work with State Government, including the Department of Local Government, Sport and Cultural Industries (Culture and the Arts) to investigate potential locations and feasibility for the provision of additional community and cultural infrastructure and facilities on government-owned land, which celebrates and reflects the cultural and linguistic diversity of the population.	5-10 years	Advocate
THAT CESSIBILITY OF THE PARTY O	a. Consider measures that could improve pedestrian and cyclist accessibility in both east-west and north-south directions, including:	0-5 years	Lead
NONEW	 Continued implementation of the City's Cycle Plan 2029, and consider additional cycle routes between Matagarup Bridge and the Royal Street activity centre. 		
	 Through the Pedestrian Plan, improving footpaths along streets which carry high pedestrian numbers to improve permeability, reduce walking distances and promote pedestrian desire lines. 		
	· Improved signage to provide better wayfınding.		
	b. Continue to work with the State Government on the Perth Greater CBD Transport Plan and with key stakeholders to implement the City's transport priorities for the Claisebrook neighbourhood, including:	Ongoing	Advocate
	• Improved and extended CAT bus services and/or adjustment to routing of bus services to provide better public transport accessibility and night time services to the neighbourhood from the Claisebrook and McIver station.		
	 Extending existing ferry services to connect the neighbourhood with the Central Perth neighbourhood via Waterbank and Point Fraser, where determined to be feasible and a viable transport mode. 		
	· Addressing severance issues between the neighbourhood and Northbridge to the east and the City of Vincent to the north.		





Kings Park have enabled West Perth to feel more Leafy streetscapes and its close relationship with is. Its streets are lined with beautifully restored heritage buildings, and its vibrant café-culture, like a village than the inner-city location that it which caters to its worker and residential

Neighbourhood priority:

Encourage the presence of people in a vibrant and leafy urban village beyond office hours.

Hay Street West Activity

its residents and provide more diverse land uses meet the daily and weekly household needs of that support an improved 24-hour economy. Support the neighbourhood centre to better

- Secondary office
- · Specialised office As a Second and beverage Food And Beverage Fo
- · Live-local services

Existing and contemplated

heritage areas

Improve connections between locations

Strategic Office central core

Growth areas Retail core

West Perth neighbourhood investigation areas

West Perth future investigation areas

Kings Park Interface

Intent – Work with Kings Park Botanic Gardens Authority to implement the Kings Park Road Master Plan and to:

- . Reinforce the role of Kings Park as a key landmark and the gateway to the West Perth neighbourhood.
- · Improve the interface along Kings Park Road.
- · Improve connectivity and accessibility to Kings Park facilities from the surrounding neighbourhood.
- Address bushfire risk.

Watertown and Hamilton Precinct

Intent - Support the redevelopment of underutilised land in the Watertown and Hamilton Precinct, where it aligns with the overall vision of the neighbourhood. Key considerations include:

- commercial development once a comprehensive transformative structure plan is · Maintaining the existing use and only encourage further residential or instigated for the Watertown and Hamilton Precinct.
 - Control Area 8.0 to ensure appropriate and up-to-date urban design principles In preparing the new Scheme, review the Hamilton Precinct Plan and Special are in place prior to a change in market demand.
- · Land uses should promote interest and activation at street level along Plaistowe Mews to improve its value as a public space.

Parliament Precinct

Intent – Establish a Capital City Agreement for the review and renewal of the Parliamentary Precinct Master Plan and take in to consideration:

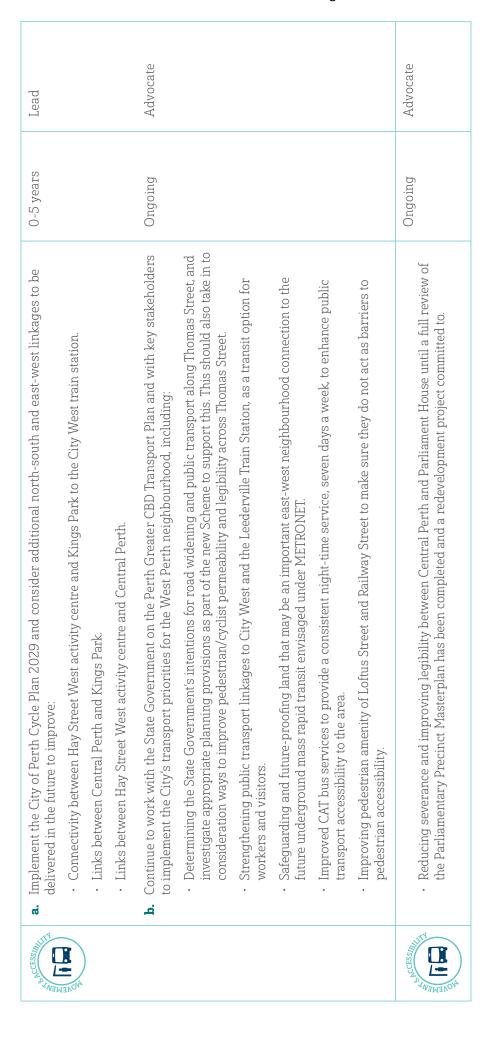
- · Increasing the presence of and accessibility to Parliament House, reflecting its civic role to community.
- How development could be facilitated along Hay Street.
- Establishing a long-term commitment to connect Central Perth with Parliament House and Kings Park over the Mitchell Freeway.
- Long-term accommodation for Parliamentary services.
- Protecting view corridors from Parliament House to the Swan River.
- Introduction of a high quality public plaza and/or adaptable space.

Figure 13 - West Perth future investigation area plan



West Perth neighbourhood actions

Theme	Actions	Priority	City role
TIOOLIT	a. Increase residential density in identified growth areas and consider planning controls which may help promote diverse housing, whilst retaining the 'village' character of the neighbourhood.	0-5 years	Lead
	b. Continue to support initiatives to preserve and expand existing aged care development and services in the neighbourhood, including:	5-10 years	Advocate
	· Clustering of support services through land use controls in the new Scheme.		
	 Business support initiatives that encourages aged residential care and child care providers to invest in the neighbourhood, thereby encouraging community diversity and ability to 'age in place'. 		
STATE OF THE PARTY	 a. Recognise the role Kings Park plays as a major cultural and historical asset within the neighbourhood and work with the Kings Park and Botanic Gardens and Parks Authority to increase activity and attraction. 	Ongoing	Advocate



and the second s	Lead	Lead			Lead	Lead	Lead	Lead		
0-5 years	0-5 years	0-5 years			0-5 years	0-5 years	0-5 years	0-5 years		
a. Ensure residential growth does not compromise the ability for the neighbourhood to cater to secondary and specialised office development to meet the projected office floorspace needs.	b. In preparing the new Scheme, consider development incentives to encourage the establishment of a supermarket in Hay Street West activity centre to support resident's ability to 'live local'.	c. Improve the economic viability and offering of the Hay St West activity centre to better meet the needs of the residents and workers, and consider the following in preparing the new Scheme: . Planning mechanisms that better encourage active ground-floor land uses that contribute to a more wibrant and	activated centre, including at night time.	 Reviewing the alignment of the existing Town Centre and Commercial Zone boundaries to reduce dilution of activity. 	d. Explore the role of temporary approvals in activating the large number of commercial vacancies for alternative uses such as start-ups, co-working spaces, temporary housing, or studios for artists and creatives.	e. In the new Scheme, rezone the land within the vicinity of the Hamilton and Watertown Precinct to ensure major redevelopment does not occur ahead of comprehensive structure planning process.	a. As part of the development of the Local Heritage Survey, identify those buildings and places that warrant assessment for inclusion on the City's heritage list, and undertake this process.	b. In preparing the new Scheme, review built-form provisions to focus on retaining the 'village' feel of the neighbourhood, including:	· Addressing issues with redevelopment of narrow lots within the office/residential area west of Havelock Street to protect the area's fine grain character, and maintain and enhance the landscaped setting and tree canopies.	· Supporting human-scale development at street level.
AND DS. CALIFORNIA							BUILT ANNIBONIALIN			

ANTRONIMENT.	c. Consider the following in the preparation of a Neighbourhood Place Plan:	0-5 years	Lead
BUILT	· Landscape and streetscape improvements to key north-south pedestrian connections, to better connect people from the activity centre to Kings Park.		
	· Actively encourages the activation of Plaistowe Mews as a civic place.		
	· Strengthening pedestrian connections to Central Perth through enhanced public realm and wayfinding.		
	• Exploring opportunities to establish a local plaza/urban space within the Hay Street West activity centre, which provides a meeting and gathering space to the community.		
	· Improving pedestrian safety and permeability along the railway line.		
SAL ENVIRONA	a. Work with Kings Park and Botanic Gardens and Parks Authority to:	0 - 5 years	Advocate
Mary Mary Mary Mary Mary Mary Mary Mary	· Implement the Kings Park Road Masterplan, including the establishment of a more prominent gateway to Kings Park.		
)	• Examine ways to improve pedestrian access to Kings Park Ivey Watson Playground, recreational facilities on Kulunga Grove and at the termination of Collins, Outram and Havelock Streets.		
STATE AND STATE	a. Establish a Capital City Agreement for the review and renewal of the Parliamentary Precinct Master Plan.	10 -15 years +	Partner





Crawley-Nedlands neighbourhood investigation areas

UWA & QEIIMC

Centre Structure Plan' for UWA and QEIIMC. The structure planning process will: intent – Establish a Capital City Agreement for the development of a 'Specialised

- · Integrate the institutions with surrounding residential areas, and identify sites for future development
- Capitalise on the precinct's proximity to the CBD to strengthen the knowledge community.
- Provide opportunities to supply diverse housing and accommodation to meet the future needs of residents and students.
- Resolve connectivity and access issues affecting the two institutions and the surrounding residential areas.
- identify the optimal location and type of transit system that will connect UWA Work with State Government on the Perth Greater CBD Transport Plan to and QEIIMC to the regional transport hub in the Perth CBD.
- Supporting the clustering of businesses/entrepreneurs and academic/research excellence to take advantage of the opportunities that agglomeration can bring to a place.
- (UWA and QEIIMC), addressing accommodation, daily needs and entertainment. Identifying ways to cater for international visitors to the innovation precinct
 - development pressure across the campus, there is a need to identity a unifying Working with QEIIMC to create a unique 'sense of place.' With extensive vision for QEIIMC.
- redevelopment plans, and identifying potential synergies with the City's · Liaising with UWA Campus Management to understand the university's planning and capital investment.

Corner Stirling Hwy and Broadway

Intent - Review land use and built form controls to support redevelopment and purposes within the area surrounding corner of Stirling Hwy and Broadway to adaptation of sites for mixed use, higher density residential and community ensure:

- Public realm improvements to reduce severance and connectivity issues at the intersection can be reduced where possible.
- Retention of heritage buildings.
- Land use does not detract from the economic viability of the Broadway and Hamdpen Road activity centres.
- Development controls and intentions are generally consistent with those in the adjoining local government area.

Figure 14 - Crawley-Nedlands investigation area plan



Crawley-Nedlands neighbourhood actions

	Action	Priority	City role
TIDOLT	a. Focus residential growth in identified areas, maximising growth around the activity centres.	0-5 years	Lead
	b. Tailor density in growth areas to appropriately respond to the existing neighbourhood character and to integrate with adjoining densities in City of Nedlands.	0-5 years	Lead
	c. Recognise that UWA has significant cultural and community infrastructure such as theatres, libraries, cinemas and research centres and advocate for them to be opened for increased use by the local resident community.	0-5 years	Advocate
THE THE PARTY OF T	a. Support the development of additional cultural facilities, activities and land uses that meet the needs of a growing and diversifying international student population.	Ongoing	Advocate
ANALYSINA NOVA	 a. In review of the City's Cycle Plan 2029, and preparation of the Pedestrian Plan, determine appropriate ways to improve. North-south cycling routes. Pedestrian connectivity along Hackett Drive between Hampden Road and Broadway activity centres. East-west active transport connections between the centres and the foreshore. Pedestrian permeability of the intersection of Stirling Hwy and Hampden Road/Broadway. Lontinue to work with the State Government on the Perth Greater CBD Transport Plan and with key stakeholders to implement the City's transport priorities for the Crawley-Nedlands neighbourhood, including: Improved connectivity from the activity centres to QEIIMC and UWM. Investigating ways to improve pedestrian and cyclist permeability and legibility across Stirling Highway. Safeguarding and future-proofing land that may be required to connect to the future Perth City underground mass rapid transit. Increasing bus services from Central Perth and Shenton Park Station to the neighbourhood as an interim measure until the delivery of a mass rapid transit. Extending existing ferry services where it has been demonstrated to be a viable transport option to better the contral perter and the contral perter of the perter of the contral contral contral perter of the contral contral contral perter of the contral contr	0-5 yeas	Lead



Delivery and monitoring

The Key Moves underpinning the Strategy cannot be achieved singlehandedly. The realisation of the City's key priorities will require collaboration with State government agencies and decision-making authorities to ensure that their strategic directions are aligned and available resources and expertise are utilised. Support from landowners, community, residents, business owners and operators will also be essential to ensure the realisation of a truly holistic plan and vision for Perth city.

Monitoring and reporting on the progress of the Strategy is important to understand whether the City is on track to achieving the strategic directions. Effective monitoring, review and evaluation can provide information about emerging issues, challenges and barriers to implementation – and can help identify opportunities for improvement moving forward.

Governance

The success of the Strategy is dependent on the contributions and support of many, drawing on the time and expertise of the City employees, stakeholders, landowners, community and Council.

While the implementation of the Strategy will be led by the City's Planning and Development Directorate, a whole of organisation effort will be required to achieve the actions outlined in this Strategy. To this end, the City will establish an internal implementation working group (IWG) to oversee the implementation of the Strategy and drive cross-organisational collaboration.

Review

The City will undertake a comprehensive review of the Strategy every five years, in conjunction with a review of the City's Planning Scheme. This timeframe aligns with requirements set out under the Act and the Local Planning Manual.

The review of the Strategy will focus on:

 The extent to which the Strategy has achieved the 'Key Move' strategies and the strategic priorities of the State Government.

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- The extent to which the Strategy has guided land use and development decisions, to align with both city-wide and neighbourhood-level priorities.
- Whether there are aspects of the Strategy implementation that could be improved to ensure intended outcomes are achieved.

Following the review, the Strategy may be amended to respond to changing circumstances and emerging issues. Scheme-related amendments to the Strategy will then be considered as part of the Scheme review process.

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People – Summary Paper

Background:

The resident population of Perth city has grown at a rapid rate over the past decade, and was the second fastest-growing local government area within Greater Perth. The population increased from 15,232 in 2006, to 26,956 estimated residents in 2016. However, the population density of Perth city is still low when compared to other capital cities across the nation. While there are signs of ongoing population growth across Perth city, it is expected that growth will be slower than during the mining and construction boom.

This slower growth is combined with more competition from inner city suburbs in attracting residents. New residents who moved to the city between 2011 and 2016 were most likely to have moved from nearby suburbs of Perth. Similarly, residents who left Perth city between 2011 and 2016 tended to move to suburbs close to the city, demonstrating that the sources of local population growth are also the key competitors in drawing residents away from the city. Attracting and retaining a resident population is critical for the sustainable growth of the city.

Resident Population:

- The City's population is forecast to grow in to the future with the State Government setting an infill target for Perth city of 9,320 dwellings between 2011 and 2031.
- The City's detailed population forecasts anticipate the city will grow to 40,903 people by 2036.
- The City is well placed to accommodate additional residential growth to meet these targets and changes to policy framework in proposed 'growth areas' will assist in ensuring the planning framework has the capacity to cater to this growth.
- Perth city has a large multicultural resident base and an increasing student population which are strengths to be leveraged.
- However, Perth city has a relatively transient and limited mix of demographic across its
 population. Attracting and retaining a population is important in ensuring sustainable longterm growth. Increased population will drive and support high-frequency public transport,
 retail, community services, education and medical facilities and can help support the
 diversification of the economy.
- It's likely that redevelopment precincts and higher density developments will continue to emerge in established inner-city suburbs as other local governments try to reach State Government population targets. This may attract investment and residents that otherwise would have moved to or stayed in Perth city.
- The Perth city's demographic mix (in terms of age and household composition) will largely remain unchanged unless there is significant intervention.

Housing:

- Perth city is not dissimilar to many other Australian capital cities in that its housing is
 predominantly high-density housing (apartments and townhouses), except for CrawleyNedlands which has historically had a significantly lower density and is characterised by
 single houses and grouped dwellings.
- There are 14,943 dwellings in the city in 2016 with roughly 52 dwellings per hectare, 8,237 dwellings were built between 2004 and 2016 resulting in an increase 123 per cent over a 12-year period.
- Neighbourhood-based planning will help to set up a planning framework which
 acknowledges existing neighbourhood character, allows for a high level of amenity to be
 delivered to residents, improve environmental sustainability values of built environment and

People – Summary Paper

- ensure that services and amenities are delivered to a neighbourhood to address their unique needs.
- Affordable, safe and sustainable housing is essential for social and economic participation.
 While there are affordable housing options in the city, there is very little specialist housing available for at-risk groups and across all stages of the housing continuum.

Community Infrastructure:

- Due to the City's historically low population density, up until recently a lot of community infrastructure considered important to daily life has not been developed in the city, resulting in noticeable gaps in provision of community infrastructure.
- Understanding the infrastructure needs of residents, but also visitors and workers is important in planning appropriately.
- As population density increases, access to recreational, education, health and medical and broader community facilities will become increasingly important.
- Achieving the critical mass in the population required to support these 'missing' services and infrastructure is important to ensure their delivery is feasible.
- Providing a range of community infrastructure and core services may help to attract and retain a diverse population and better meet the needs of a culturally diverse population.
- Early investment in transformative infrastructure and services such as a public primary school will help shape the scale and attributes of the future resident population.
- There are many large regional facilities such as UWA, Trinity College and Mercedes who
 open their facilities to the public, however there is untapped opportunity with existing
 WACA and Gloucester Park to provide additional community infrastructure to meet the
 needs of nearby residents.

- The City needs to adopt residential growth as a core objective, including advocating for and facilitating the delivery of more diverse housing types to attract and retain a range of residents in Perth city.
- Encourage higher density residential development within identified 'growth areas', particularly in nodes centred around activity centres and areas of activity, in station precincts (where appropriate), in areas well-served by public transport and on underutilised land.
- Create liveable urban environments to attract and retain residents through identifying and prioritising required infrastructure and services for each neighbourhood which will better meet the needs of the existing and future resident population.

Culture – Summary Paper

Background:

Culture is both the values upon which a society is based and the way we express these values in daily life – through things like arts, heritage, libraries and festivals. Perth city's diverse people, places and built form have greatly shaped its cultural landscape. When combined, these factors play an important role in a city's development – its economic growth, environmental sustainability, social unity and harmony, human freedoms and political stability.

Intangible expressions of culture — language, traditions and customs, spirituality and other everyday practices — greatly influence our local identity. They also affect the way the rest of the world thinks of, and experiences, our city.

Tangible cultural heritage includes artefacts, buildings, monuments, landmarks and other places in the built or natural environment.

Fast, large-scale development in Perth city can alter or reduce this heritage — which can lead to people losing their connection to place. However, this change can also renew our connection to a place, or create new places that will enhance our cultural landscape over time.

Recognition of Aboriginal culture and heritage:

- Perth city is located in the ancient country of the Whadjuk Nyoongar people, who have been the traditional custodians for at least 45,000 years.
- Through the City's Reconciliation Action Plan, the City is working with the Whadjuk Noongar Working Party and the State Government to better recognise and include Whadjuk Nyoongar people in the decision making that affects Perth city as a place, in accordance with commitments made towards reconciliation.
- Registered Aboriginal sites in the city are of heritage significance and are required by law to be given due regard in local development assessment, planning schemes and planning strategies. In 2016, 18 sites in the city were registered in accordance with the *Aboriginal Heritage Act 1972*.
- The City is also working with the Whadjuk Working Party to identify which histories and stories of the Whadjuk Nyoongar community which will inform the Heritage Strategy, Heritage Policy Suite and a potential future Cultural Heritage Management Plan for the City. in accordance with National Trust Guidelines (WA) on Aboriginal Interpretation.
- In respect to the cultural importance of this area to the Whadjuk Nyoongar community, the new bridge from East Perth (traditionally named Matagarup) to the Perth Stadium has been named Matagarup Bridge.

Natural and Intangible Heritage:

- Several trees and city parks are listed on the City's Local Heritage List (under Scheme No.2) including Stirling Gardens, Supreme Court Gardens, Langley Park, Queens Park and Harold Boas Gardens. The City also keeps a Significant Tree Register (for what were previously City of Subiaco areas.
- Kings Park (Mooro Katta or Kaarta Gar-up) and the Swan River (Derbarl Yerrigan) are two
 places within the city that are culturally significant from both a Whadjuk Nyoongar and postcolonial perspective.

Culture – Summary Paper

Cultural distinctiveness:

- Over 50 per cent of Perth city's population is born overseas. This diverse population makes it
 one of the most multicultural cities in Australia, with a deep European history and, more
 recently, connections to Asia.
- This rich culture contributes to the city's unique identity and 'sense of place' and should be respected and celebrated. Where possible planning policies and interventions should appropriately respond to this local strength.
- As the resident population continues to grow, the city will need more services and community facilities that cater to a range of cultural needs and organisations.

Cultural Infrastructure:

- Perth city is home to many of WA's best cultural facilities, including the Art Gallery of Western Australia, the Western Australian Museum, the State Theatre Centre, the Perth Concert Hall, His Majesty's Theatre, the Perth Arena and the Perth Convention and Exhibition Centre.
- Whilst the city has large cultural precincts, there are some gaps in its cultural offering. This includes small-scale venues and studios that cater to a variety of cultural and arts events, and support creative industries.
- Events within Perth city are held throughout the year, however, spring to summer months are the most popular time to hold events. The city's parks and open urban spaces also regularly host arts and cultural events.
- Cultural infrastructure such as live music venues and event spaces are at risk from potential land use conflicts especially where they are in, or adjacent to, new and growing residential areas.

- The City needs to continue to build upon partnerships with the Aboriginal community to respect, acknowledge and celebrate culture and heritage in Perth city.
- Work with State Government in preparing Western Australia's Cultural Infrastructure
 Strategy to adopt a cohesive approach to the delivery of additional cultural infrastructure.
- Support and promote Perth's cultural distinctiveness by investigating opportunities to encourage the development of cultural industries within Perth city.
- Develop long-term plans to effectively manage and promote the City's public art, heritage assets, cultural programs and collections.

Movement & Accessibility – Summary Paper

Background:

An efficient and sustainable movement system is not only integral to the economic, social and environmental prosperity of Perth city, but also to Greater Perth, due to the large concentration of jobs, services, facilities, education and social and cultural activities in the city.

The Perth city movement network is an area primarily defined by an east-west road network, bordered by the Graham Farmer Freeway to the north; Thomas Street, Hampden Road and Broadway to the west; and the Swan River to the east and south. The city is serviced by a range of TransPerth bus and rail routes, a free CAT bus service and an increasingly popular ferry service across the Swan River. Active transport modes – including walking and cycling – are more common among Perth city residents and workers than in Greater Perth, however the dominance of private vehicle use continues to impact pedestrian amenity.

Public transport:

- Public transport is vital to the effective function of Perth city and the Greater Perth area. Over half of all public transport peak-hour trips across Greater Perth are to Perth city.
- Currently, bus services to Central Perth carry up to 70 per cent of people who commute by road, though busses comprise just 5-10 per cent of all vehicles on the road.
- Whilst Perth city is the central point for Greater Perth's public transport system, once people are in the city, it can be difficult to move easily between neighbourhoods and places of interest via public transport.
- Perth and Peel @3.5million Central Sub-regional Planning Framework identifies a new eastwest high-frequency public transit corridor that runs through the city, though the detailed planning of this has yet to be undertaken.

Active transport:

- The City's City Centres Analysis 2018 indicates that there has been a 10 per cent decrease in pedestrians, when compared to records taken in a similar study in 2008-09. This may partly be the result of the changes in the economic climate.
- The number of people cycling to work or for leisure has increased more than five times since the development of the Perth Bicycle Network in 1996. As at 2016, one in forty (2.5%) people who worked in the city commuted to work by bicycle.
- The City Centres Analysis indicates that most Perth city neighbourhoods are performing at a moderate level in catering to cyclists. Whilst some city neighbourhoods had strong connections to the regional cycle network, local on-road cycle links were often fragmented.
- Design and infrastructure can significantly influence the extent to which people choose active transport modes. Improvements to pedestrian and cycling networks would help improve accessibility to local services and enhance the vibrancy of the city.

Parking:

- A variety of public parking options are available in Perth city on-street, off-street (provided by the City and private parking operators), and private parking. The City sets maximum limits on the provision of car parking bays in new developments.
- The majority of Perth city households own at least one vehicle (64%), though vehicle ownership is relatively low compared to Greater Perth (84% of households).

Movement & Accessibility – Summary Paper

- Without a change in current trends, population growth of both workers and residents will result in an increasing number of cars on the road, and increase demand for car parking.
- The availability and appeal of alternative modes of transport must be supported and prioritised to reduce reliance on private vehicles. Technological advances (including autonomous vehicles), car-share programs, and improved public transport systems may reduce demand for parking in the medium to long-term.

Connectivity:

- In a well-designed integrated transport system, transport modes complement each other to provide more efficient travel from one place to another.
- An appropriate balance between private and public transport is required and, as bestpractice cities around the world are showing, city-oriented travel should heavily favour public and active transport.
- Limitations of the train network mean that busses and active transport are often the only means (other than private vehicle) to travel across City neighbourhoods. Improved connectivity to public transport, and an enhanced pedestrian environment, will ensure people can more efficiently reach their destination.

Emerging technology:

- New transport technologies could significantly improve productivity, safety and environmental performance of urban environments.
- Automated vehicles (AVs) may be able to make better use of road space as these cars can safely drive closely together – which could reduce congestion and travel time. Automated vehicles may also reduce the number of crashes caused by human error.
- However, if not properly regulated and managed, the introduction of AVs may result in increased traffic congestion, reduced urban amenity and reduced public transport uses.

- Improve the efficiency of the City's movement network through integrated transport planning.
- The City will focus on strengthening and prioritising pedestrian connections throughout Perth city and between neighbourhoods, and work to improve the pedestrian environment to ensure it is practical, desirable and safe.
- The City will continue to work with stakeholders for the delivery of high quality and efficiently networked cycle infrastructure will. Where possible, gaps in the cycle network should be addressed to ensure people can easily move between neighbourhoods.
- Whilst most of the city is well serviced by public transport, there are some areas which are not as well serviced. The City will work with stakeholders to improve public transport infrastructure between Perth city neighbourhoods where there are known gaps in the system.

Land use and activity - Summary Paper

Background:

Land use and activity are inherently linked and play an important role in creating identity and defining and contributing to the vibrancy of a place. Importantly, land use also plays a critical role in providing the necessary services, goods, attractions and activities to residents, workers and visitors.

Land use intensity and type differs across Perth city neighbourhoods. For example, Central Perth core is characterised by high density office, Northbridge's predominant land use and activity is culture and entertainment, whilst Crawley-Nedlands has significantly large areas occupied by regional institutions, being the University of WA and QEII Medical Centre.

The mining and professional service sectors have sustained high wages and employment growth in Perth city over the past two decades, however, overall the city has relatively low economic diversity and the path to diversity takes time, requiring consistent and ongoing efforts in this area.

Acknowledging the role of different land uses and activities and how they differ between neighbourhoods is important in ensuring Perth city remains competitive, that land use planning respects the existing character of areas, that future floorspace demands can be catered to, economic diversity increased and ultimately improved economic and land use resilience achieved.

Office Floorspace:

- The majority of Perth city's large-scale and strategic office floorspace (1.4sqm) is located within the Central Perth core, which is the area bounded by Hay Street, Barrack Street, Mounts Bay Road and the Mitchell Freeway. It is likely future demand for office floorspace will continue to occur between Elizabeth Quay and Kings Square and along St Georges Tce.
- The City must ensure office floorspace is appropriately protected into the future so that it can retain its role as the primary centre of business within Greater Perth. Whilst not an immediate threat, understanding future demand pressures, and how this relates to the spatial planning of the city is important in ensuring that planning policy is not restricting commercial growth.
- West Perth caters to a range of secondary and other professional services, whilst East Perth
 has historically been occupied by a significant number of State Government agencies and
 tenants. In recent years, decentralisation has occurred due to a shortage of office stock in
 the city and due to State Government initiatives, that have encouraged office development
 in Greater Perth regional centres.
- A combination of lower demand and new supply resulted in a vacancy rate of 22.5 per cent in early 2017. Recent statistics indicate recovering economic conditions, however it is important that the City ensures that in the future it can withstand these economic climatic changes through improved resilience.

Regional Attractors:

- As the capital city of WA, Perth provide a range of regional and tourist facilities, recreation, entertainment and cultural activities which attract and service Greater Perth and WA residents.
- Generally, the concentration of entertainment and hospitality relates to the density of employment and housing, for this reason there are much fewer of these uses and destinations in West Perth, Crawley-Nedlands and Claisebrook. Where they do exist in these neighbourhoods, they tend to cluster around activity centres and main streets.
- Future population growth in city neighbourhoods is likely to impact demand across various sub-categories such as bars and 'live-local' services. Planning policy should be flexible to cater to this need as it arises.

Land use and activity - Summary Paper

- Due to its central location, Perth city is also home to a range of medical and research facilities and educational establishments which are valuable regional and globally competitive assets.
- The acquisition of a large portion of land in Crawley-Nedlands in 2016 resulted in QEII
 Medical Centre and the University of WA being located within Perth city boundaries. These
 centres form part of larger 'specialised centres' and significantly affect the characteristics of
 the neighbourhood.

Activity Centres:

- The State Governments, State Planning Policy 4.2 Activity Centres for Perth and Peel identifies Central Perth, West Perth, Northbridge and East Perth as the primary activity centre in Greater Perth known as 'Perth Capital City'. UWA and QEII Medical Centre are identified as 'Specialised Centres'.
- Unlike suburban activity centres which are still largely retail focussed, land uses within Perth city centres extend beyond retail—delivering a large range of civic, cultural, administrative, business and tourism services to residents, workers and visitors.
- It's important that Perth city retains its primacy in the Greater Perth activity centre hierarchy, however it is also important to acknowledge that Perth city is made up of several activity centres ranging in size across the neighbourhoods. Planning should encourage the increased diversification of activity centre land use to provide residents with adequate access to services and amenities needed in their day-to day lives.
- Diversity of land uses and attractions is closely linked to population density. Perth city's low resident numbers and low level of activity generated from residents, workers and visitors has historically made it difficult for a broad range of resident and visitor-industries to become established. An increase in residential density can help activate the city, and can improve the perception of safety. This has important implications for the tourism, retail and food-and-beverage sector, as well as positive flow-on effects to the 'life' of the city.

Retail:

- Over half of the retail floorspace in Perth city is located within the Central Perth neighbourhood, 17 per cent in Northbridge and 12.7 per cent in West Perth.
- The bulk of future retail floorspace is expected to continue to dominate Central Perth, particularly in the malls and Forrest Place and this will likely intensify and diversify as worker population increases.
- Future retail demand in other neighbourhoods (such as East Perth, Claisebrook and Crawley-Nedlands) is likely to be driven by the resident population and the desire to service the needs of a local community.

Servicing a growing population:

- As residential development within the city increases and densifies, there will be increased servicing, management and maintenance demands. This will affect the way buildings and spaces are designed, as well as the way in which goods and services are delivered to and from the city.
- Ways in which waste collection, siting and design of laneways, the transporting of goods and services and the supply of electricity, water and telecommunications are dealt within an inner-city environment will require infrastructure and technology investment moving forward.

Land use and activity - Summary Paper

- The role and function of Perth city activity centres needs to be strengthened and planning should focus on promoting high intensity land use and diversification within these centres to support their economic viability and to better meet the daily needs of residents.
- Residential and commercial growth should be focussed around the neighbourhood's activity centres, rather than promoting growth across all areas, which simply contributes to dilution of city liveliness and activity.
- Key employment areas such as Central Perth and West Perth should be protected to ensure Perth city retains its primacy and continues to provide strategic office floorspace in to the future.
- Partnerships, collaboration and advocacy will continue to be an important City role in the tourism sector to ensure the city remains regionally, nationally and globally competitive.
- Managing land use conflict however is critical as population increases and diversifies, and is
 a key consideration for neighbourhoods such as Northbridge and Central Perth. A balance
 needs to be found between the city's role as a host of live events, late night venues and
 public gatherings and the needs and expectations of its residents.

Built Environment- Summary Paper

Background:

Buildings and urban spaces have a major impact on the city in terms of liveability, productivity and sustainability. The built environment is also the most recognisable and influential element of a city as an architectural expression, contributing to the identity, character and 'sense of place'. Understanding the city's built environment and what is valued within it, the pressures and issues facing built form in to the future, is critical in ensuring that the built environment continues to play a positive role in the social, economic, cultural, environmental and civic fabric of the city.

City Form:

- Over half of the total land area of Perth city is set aside as reserves (53%). This includes
 major assets such as Kings Park, river foreshore areas, Parliament and Government Houses,
 UWA and QEII Medical Centre. 18 per cent is set aside for roads, railways and public utilities;
 and 29 per cent of land within the city is made up of freehold and strata titled
 developments.
- The greatest intensity of development is located within Central Perth, focused predominantly on St Georges Terrace which represents the strategic office core and the primary centre of business in Greater Perth. This is also where the majority of Perth city's tallest buildings are located.
- High intensity development can also be found along Adelaide Terrace in East Perth and within the area north of the McIver train station in Northbridge.
- Lower intensity development is evident in parts of Crawley-Nedlands, West Perth, Northbridge and Claisebrook which is representative of their different roles and unique neighbourhood qualities. Lower density residential is also found within these areas in the form of single dwellings, grouped dwellings and townhouses.
- Natural elements including Kings Park and the Swan River make up a significant portion of the city form. These natural elements contribute significantly to the city's heritage, history and 'sense of place'.
- Whilst these are some of the city's greatest assets they also form a physical barrier between landmarks, key attractions and neighbourhoods. These severance issues can have an impact on people's ability to move around the city but can also impact peoples sense of connection to a place.
- Fine-grain subdivision patterns remain in areas across the city and are generally more prevalent in heritage areas. Fine grain development patterns create a sense of human-scale and place at the streetscape and more likely to be streets with diverse land uses and activity and because of this are an important element to retain in the built environment.
- Amalgamation of lots and redevelopments can often result in the loss of fine grain development. This fine grain is particularly important in key pedestrian areas such as activity centres. Widths of tenancies, number of entries, variety in function and detail are all important to this fine grain.

Sustainable Built Form:

- The City's current planning scheme/s include objectives to achieve environmentally sustainable design (ESD) measures in new developments but there is little guidance and no minimum standard. The Strategy recommends mandating minimum green star ratings to ensure that new developments in the city deliver improved ESD performance.
- Office buildings in the Central Perth, East Perth and West Perth neighbourhoods are predominantly listed as B and C grade. These buildings are likely a significant contributor to

Built Environment- Summary Paper

- Perth city's carbon emissions and policy should focus on the re-use and adaptive use of these buildings.
- Adaptable building design can play a role in expanding a buildings lifespan as they adapt to
 patterns of use and specific user requirements over time. For example, apartments can be
 designed with flexible configurations and universal design features to allow for different life
 stages.
- Car parking provision associated with apartment development sometimes leads to poor design outcomes. Assigning large areas of podiums to car parking creates problems of adaptability in the longer term. With improvements in public transport – and advances in electric and automated vehicles, it is likely that there will be less demand for private vehicle ownership and car parking bays in the future. As a result, it is important to ensure car parking is adaptable for other uses in the future.
- Trees in the urban environment play a critical role in improving amenity and liveability of a
 city as well as providing a wide range of social, economic and environmental benefits to the
 community. Encouraging the protection of tree canopies and landscaping on private
 properties and encouraging green roofs and walls on new buildings will be addressed as a
 priority in the City's new Scheme.

Quality of Building Design:

- It is recognised that design excellence is warranted on prominent, strategically located sites
 or for developments of strategic importance. While design excellence does not necessarily
 lead to greater development/construction costs, the design process does involve additional
 costs, which could be covered by an incentive mechanism.
- Over recent years, new multi-storey buildings have included podiums at the base with
 greater setbacks from all elevations at the upper levels. This can have a significant impact on
 the adjoining properties and impacts on natural ventilation and access to daylight if not
 appropriately managed. A review of this approach is required to determine the
 appropriateness of podiums with the aim of moving towards a more place-based approach
 to built form.

Protection of Heritage Buildings:

- Buildings with cultural heritage significance are an important element of the Perth city form and are an important community asset which require protection. Heritage has a positive influence on community life, contributes to the local economy and tourism, creates a 'sense of place' and celebrates an areas unique history.
- It is important to ensure that heritage buildings remain a valued city asset and appropriate planning controls are in place to conserve, protect and enhance heritage buildings.
- There are also several areas where streetscapes with buildings of cultural heritage significance and consistent architectural styles remain – such as in King Street, Queen Street, Barrack Street, William Street (in Central Perth and Northbridge), Hay Street Mall, Pier Street and Murray Street east.

Public Realm:

- Currently the City's scheme allows bonus plot ratio to development applications where they provide a public facility such as public space or a pedestrian link. Whilst this can have positive benefits on the public realm, a more strategic and place-based approach should be adopted to the creation of these spaces through the development assessment process.
- Protecting and enhancing microclimates is critical as development continues to intensify within the city. Increases in the density and the bulk and scale of development can cause

Built Environment- Summary Paper

changes to microclimates such as overshadowing and changes to wind conditions. Ensuring appropriate microclimates are maintained is critical to providing a liveable city that people want to spend time in, is comfortable and able to be enjoyed.

- Different types and levels of activation are appropriate for different areas and are dependent on the role of the street and the predominant land uses in that area. Along with activation, building frontages also often need to accommodate vehicular and servicing access, utility connections and fire equipment, and universal access. This is made more difficult where buildings have narrow street frontages.
- It is important that buildings contribute to activated frontages and interactive edges to create pedestrian interest and vibrant streetscapes, contribute to the human element of a city, provide passive surveillance for safer streets and

- Development intensity should be focussed around activity centres, with built form intensity remaining greatest in Central Perth to retain its primacy as the main centre business in Greater Perth.
- High quality of design and improved sustainable design will become a focus for planning
 policy to ensure that developments contribute positively to the environment and social
 fabric of the city.
- Buildings and the spaces they create should improve the quality and amenity of the adjoining public realm, including their microclimates.
- Strengthen the character of neighbourhoods through built form and a dopt a place-based approach to the protection of character areas and the provision of public realm improvements to recognise the unique qualities of Perth city neighbourhoods.
- Support and promote the adaptive capacity and improved performance of existing building stock and encourage built form which can adapt and change over a course of its lifetime to endure changes of land use and economic cycles.
- Ensure all buildings and places of cultural heritage significance within the city are appropriately conserved and enhanced.

Natural Environment - Summary Paper

Background:

The natural environment is a key component of the Perth city fabric, providing the physical conditions upon which the city has developed, and contributes daily to the human enjoyment of the city and its landscape. Ensuring that land use and development does not negatively impact on the environment through limited consumption of environmental resources is important in mitigating development impacts on the environment.

The City's natural assets and biodiversity values will be under increasing pressure due to the impact of development and population growth and impacts of climate change. The City's planning framework can play a limited role in maximising and protecting green infrastructure throughout Perth city neighbourhoods, ensuring new development responds to climate change and contribute to a more sustainable built environment and that residents, workers and visitors are adequately protected against bushfire and flood.

Swan River:

- The Swan River is an important attribute of the city, contributing to both its environmental and social fabric.
- Much of the reclaimed foreshore of the Swan River is currently within the floodplains affected by 1:100-year storm events. This has the potential to significantly impact on the future use and development of land.
- The Department of Biodiversity, Conservation and Attractions has prepared a Perth Water Precinct Plan to guide the coordinated use and development of the Swan River foreshore across multiple local government areas. There is an opportunity for the City to respond appropriately to this plan and provide a more localised and detailed response to the future use of the foreshore and river within the City's boundaries.

Climate change:

- Working to improve the city's climate change resilience is critical to ensure a sustainable future for the city.
- The City's Climate Change Adaptation Plan 2018 has been developed to support climateresilient development, through the implementation of relevant adaptation actions.
- There are many opportunities for the City to continue to work with stakeholders, agencies
 and service providers to monitor resource usage, develop programs and invest in
 technologies to improve efficiency of resources. The planning framework could also play a
 more active role in responding to climate change through built form control at all levels of
 government.
- Public realm investment should continue to focus on water sensitive urban design principles and improved water resilience.
- Flood mapping and special control areas should be incorporated in to the new Scheme to guide land-use planning and development decisions and to assist landowners, developers and the community to prepare for, and respond to a flood emergency.

Green Infrastructure:

- Approximately 65 per cent of Perth city is terrestrial or land-based habitat (and some minor wetlands) –with the remainder (35%) comprising the Swan River estuary.
- Of the terrestrial habitat, 746.4 hectares has been recorded as 'green infrastructure.'

Natural Environment – Summary Paper

- The development of strategies such as the City's Urban Forest Plan aim to mitigate the impacts of increased urbanisation by appropriately protecting, expanding and better integrating green infrastructure. Trees and green infrastructure plays a critical role in improving liveability, promoting physical and mental health and wellbeing and addressing the climate change challenges.
- Increased pressures from development and increased population has the potential to impact negatively on biodiversity values and natural habitats unless these impacts are appropriately managed.
- The Whadjuk Nyoongar people, the traditional owners of the area, have strong connections to the natural environment of Perth city. It would be beneficial to develop this relationship to help guide overall thematic revegetation, interpretation, community celebration, and education on the different land areas within the City of Perth.

Public open space:

- The City has approximately 127 hectares of public open space. It also has 433.5 hectares of bushland (including 420 hectares at Kings Park) and 16.1 hectares of urban space (paved squares, piazzas etc.).
- Whilst Perth city has areas of significant public open space, there are neighbourhoods and emerging residential areas in Perth city that do not have adequate levels of public open space. East Perth has the highest proportion of public open space at 58 per cent whilst Northbridge has the lowest concentration with only 2 per cent of the neighbourhood's land area formed by green space.
- As population increases and smaller dwelling products with limited outdoor areas continue
 to dominate the Perth city market, people will increasingly seek neighbourhood parks and
 public spaces to recreate, meet and respire.
- The availability of public open space to meet the needs of different demographics is also critical. The City of Perth needs to consider the needs of workers, children and the elderly. The type and function of existing and future public open space areas needs to be considered on a catchment-by-catchment basis—to ensure equitable access to public open space across Perth city neighbourhoods.

Built Form and the environment:

- There are several natural environment and climate change considerations as they relate to land use and development.
- There is a need to address the use of water and resources for City of Perth properties, but also the need to coordinate external stakeholders, such as developers and the commercial and residential community, to implement alternatives for built form design and open space designs within the city. This includes the implementation of planning controls which require improved environmental sustainable design in the built environment.
- Connections to the natural environment should be better integrated into the urban landscape to ensure Perth city residents, workers and visitors can reap the numerous benefits. Future land use planning and development should encourage and support connections to natural spaces without impacting the ecological integrity of Perth city's natural areas.
- Whilst better integration of the natural and built environment is important, it is also critical
 that the City appropriately plan for bushfire with measures in place to ensure built form
 responds to bush fire attack levels in identified risk areas in accordance with the State
 Planning Policy No.37.

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- The City will prepare a Riverfront Masterplan in response to the DBCA's Perth Water Precinct
 Plan. This master plan will focus on optimising the river's role in the Perth city fabric by
 reconnecting and improving people's access to water, protecting the river and foreshore as a
 public environmental and recreational asset, and celebrating its cultural and historical
 significance.
- The City needs to protect and enhance green infrastructure and biodiversity values through the
 continued implementation of the Urban Forest Plan. Investigating opportunities for the delivery
 of additional open space and improving functionality of and accessibility to existing open space
 areas across Perth city neighbourhoods will also be critical in meeting the growing and changing
 needs of the resident population.
- The built environment can play an important role in mitigating environmental impacts through environmentally sustainable design (ESD), however it is important that planning controls are in place to ensure climatic impacts such as bushfire and flood are appropriately addressed in the new Scheme and through the development approval process.
- There is still a lot more work to be done in improving the City's climate change resilience. Smart
 city technology and partnership programs with key stakeholders will play an increasing role in
 implementing initiatives and projects as they relate to climate change mitigation, risk
 monitoring and reporting and predictive analytics.

Governance – Summary Paper

Background:

Local government in WA is important for the delivery and provision of services to the community. The governance of the City is influenced by a range of legislation, planning instruments and frameworks. Good governance is important to the City of Perth due to the many layers of government involved in the planning and growth management of Perth city, and will ensure the successful delivery, execution and monitoring of the City Planning Strategy.

Governing legislation and frameworks:

- There is a substantial amount of legislation that governs the way Perth city grows and develops, of most importance, the *City of Perth Act 2016* and *Planning and Development Act 2015*.
- The Strategy has been prepared in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015* (the Regulations).
- The introduction of the City of Perth Act 2016 is pivotal in:
 - o redefining the boundaries of the City.
 - o formally recognising Perth city as the capital of Western Australia and the significant role and responsibilities of the City of Perth, which differ to that of other local governments within the state.
 - o providing an opportunity to rationalise existing legislative arrangements and establish a new framework for the governance of Perth city.
- The draft Strategy has been prepared in this way to reflect the unique role of the city of Perth within the broader Perth metropolitan region as set out in the *City of Perth Act 2016*
- The Strategy responds to the role of the City and its governance of the Perth city geographic area at both the capital city and local neighbourhood level.
- The Strategy will directly inform the preparation of the City's new Local Planning Scheme. This will include the review of other schemes which currently apply to the City and the consolidation of them all in to one.

Governing bodies and relationships:

- The critical role State Government agencies play in delivering major infrastructure and development projects within Perth city must be taken into consideration in future planning for Perth city.
- Several State Government agencies also play a role in planning decision-making processes across Perth city, including the Western Australian Planning Commission; Metropolitan Redevelopment Authority; and the City of Perth Committee.
- Reaching alignment between planning and decision-making authorities across Perth city is critical in ensuring that the vision of the Strategy is achieved.
- A strategic approach is also required where Perth city shares its boundaries with adjoining local governments, to ensure a coordinated response to planning and development outcomes.

Capital City Agreement Areas:

• The Strategy proposes several initiatives requiring State Government-City of Perthalignment and formal partnership. Described as 'Capital City Agreement Areas', these have been identified as the priority locations for planning in partnership to leverage underutilised State

Governance – Summary Paper

- and City assets to achieve capital city objectives, as per the *City of Perth Act 2016* and better land use and connectivity outcomes.
- The Capital City Agreement Areas have been identified to allow the City and State Government to commit to a significant strategic-planning phase in readiness for future growth. This will be achieved through transformation projects to support the ongoing economic, cultural, social, physical and environmental development of the city.

Integrated planning framework:

- The City of Perth's Integrated Planning and Reporting Framework has been set up under the *Local Government Act 1995*.
- The framework provides a clear structure to guide a coordinated and collaborative process for developing the City's strategic direction (and its subsequent activities and investment decisions), with the City Planning Strategy sitting within the framework.
- The City's Strategic Community Plan has been the high-level document informing and guiding the approach to the Strategy.

Community and stakeholder engagement:

- The Deemed Provisions contained under the Planning and Development (Local Planning Schemes) Regulations 2015 outline minimum requirements for community and stakeholder engagement by local governments when preparing and amending local planning strategies, schemes and policies or when dealing with applications for planning approval.
- The City has however undertaken preliminary consultation beyond the remit of the Regulations, in accordance with the Stakeholder Engagement Plan to ensure that the community and key stakeholders have involved in the preparation of the Strategy throughout the various project phases.
- A neighbourhood/place-based approach to land use planning and development will mean a more coordinated delivery of services and better prioritisation of actions to meet the unique needs of each individual Perth city neighbourhood.

- The City will continue to improve its customer service and service delivery (as it relates to land use planning) to rate payers, community and stakeholders to ensure people are well-informed and involved in planning for Perth city.
- The *City of Perth Act 2016* provides an opportunity to better coordinate land use planning, decision-making and infrastructure funding and delivery.
- The Strategy proposes to establish neighbourhood-level place management that incorporates engagement and service delivery to better meet the needs of Perth city neighbourhoods and their residents, workers and visitors.
- The City needs to collaborate with State Government and key stakeholders in the implementation of the Strategy and specifically, the Capital City Agreement Areas to ensure there is alignment and a clear path towards execution.

Agenda Cultura Item 13.8

Cultural Development Plan - Adoption

Recommendation:

That Council:

- 1. ADOPTS the Cultural Development Plan 2019 2029; and
- 2. <u>NOTES</u> the Cultural Development Plan 2019 2029 Evaluation Plan (Attachment 13.8B) and Implementation Plan and Indicative Ten-Year Resourcing Schedule (Attachment 13.8C).

FILE REFERENCE: P1037094

REPORTING UNIT: Arts, Culture and Heritage

RESPONSIBLE DIRECTORATE: Economic Development and Activation

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 9 May 2019

ATTACHMENT/S: Attachment 13.8A – Cultural Development Plan

2019 - 2029

Attachment 13.8B - Cultural Development Plan

2019 – 2029 Evaluation Plan

Attachment 13.8C – Cultural Development Plan 2019 – 2029 Implementation Plan and Indicative

Ten-Year Resourcing Schedule

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
П	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Part 2 Division 1 Section 8 of the City of Perth Act 2016

Integrated Planning andStrategic Community PlanReporting FrameworkGoal 1 - A city for people

Implications Goal 2 - An exceptionally well designed, functional and

accessible city

Goal 3 - A city connected to its natural beauty

Goal 5 - A prosperous city

Goal 6 - A city that celebrates its diverse cultural identity

Goal 7 - An open and engaged city

Policy

Policy No and Name: 18.1 – Arts and Culture

Purpose and Background:

At its meeting held **29 May 2018**, Council resolved the following in relation to arts, culture and heritage:

Item 13.7 Strategic Partnership Agreement – Perth Public Art Foundation Incorporated *"That Council:*

- ... 2. <u>ESTABLISHES</u> a City of Perth Arts Advisory Committee with the terms of reference to: 'Oversee the development, implementation and ongoing performance of a City of Perth Arts Strategy and to advise Council on major arts issues';
- 3. <u>CONDUCTS</u> a workshop for all major City of Perth arts stakeholder's groups with the purpose of recommending back to Council a functional and effective committee representation model, and the key strategic focus area that the arts strategy should embrace; and
- 4. ENDORSES the development of a City of Perth Arts Strategy over the next 12 months."

The draft Cultural Development Plan and supporting Community and Stakeholder Engagement process address resolutions 2. and 3. A separate report is submitted to Council regarding the establishment of a Cultural Advisory Committee to address resolution 1.

Subsequently, on **27 November 2018**, Council resolved the following:

Item 13.8 Draft Cultural Development Plan

"That Council <u>ENDORSE</u> the draft Cultural Development Plan to go out to public comment for a period of 12 weeks."

The draft Cultural Development Plan was open to public comment from 12 December 2018 to 6 March 2019, through the City's Engage Perth webpage, social media channels, electronic mailouts and letters to key stakeholders inviting comment.

The Council also noted at that time: that a strategic financial analysis is yet to be undertaken and that public consultation should be qualified and that the initiatives are not presently funded. A detailed financial forecast is included in Attachment 13.8C; however, it is subject to the completion of the organisational strategic financial analysis and the annual budget planning and adoption process. Importantly, page 29 of the Cultural Development Plan emphasises the flexibility of the plan, particularly in response to resourcing constraints:

There may not be sufficient resources to meet all the aspirations, but ambition will drive the City of Perth closer to achieving our collective cultural vision for Perth. The City of Perth will maximise resources by working collaboratively with the community and its stakeholders.

The City of Perth's overarching commitment is to deliver a range of cultural development activities that will deliver on stated objectives (outcomes), based on evaluation and evidence. **The activities may change and vary** depending on which most effectively demonstrate delivery on desired outcomes; **the commitment to outcomes will remain constant**, in line with the City's Strategic Community Plan 2029.

The project has been based on the internationally recognised Cultural Planning Framework and Cultural Outcomes Measures, developed by local government, for local government, led by the Cultural Development Network (CDN) and the National Local Government Cultural Forum. Information on the National Local Government Cultural Forum and the Cultural Planning Framework methodology can be found in Attachment 13.8A: Cultural Development Plan 2019-2029 (Appendix 1).

Details:

The Cultural Development Plan 2019 – 2029 has been informed by a significant amount of research; statistics and other evidence supporting and justifying the selection of activities in the plan are detailed in a summary document of evidence, statistics, and references, which is available upon request. This information will inform the development of detailed project plans for the activities before implementation.

The Cultural Development Plan 2019-2029 responds to significant stakeholder consultation. The full engagement process is detailed on pages 17 through 21 of Attachment 13.8A: Cultural Development Plan 2019-2029. A detailed summary of the responses during the public comment period has been posted on Council Hub; an overview is provided below. Overall, the feedback was highly supportive of the Cultural Development Plan. Notably, detailed written feedback and/or letters of support were received from the following stakeholders:

- Department of Local Government, Sport and Cultural Industries;
- Metropolitan Redevelopment Authority;
- History Council of WA;
- Tourism WA;
- Perth Festival;
- State Library of WA;
- Department of Planning, Lands and Heritage (via the Heritage Council);
- University of Western Australia Cultural Precinct;
- Western Australian Museum;
- Chamber of Arts and Culture WA;
- Yirra Yaakin Theatre Company; and
- individual professionals across the sector.

While most of amendments to the draft Cultural Development Plan were minor, some notable amendments that have been incorporated into the final document (Attachment 13.8A) are as follows:

- Change from describing Perth's unique cultural identity as "beautiful, rich, enterprising, and isolated yet connected" to "beautiful, rich, enterprising, geographically unique and connected."
- Addition of activities 3.7 (regarding the contemporary music industry in Perth); 3.10 (regarding cultural tourism); 3.11 (regarding City of Perth library activities); and 5.6 (regarding partnering with stakeholders to activate the Perth Cultural Centre).
- Removal of an activity relating to pop-up shops for commercial arts activities (previously 3.10 in the draft Cultural Development Plan) as this was redundant with activity 3.5 (addressing barriers to arts and cultural businesses in Perth City).
- Acknowledgement of the contribution of History as a discipline throughout the document, particularly in the definitions, cultural identity and descriptions of the outcomes of cultural activities in Appendix 1.
- Emphasis on the neighbourhood planning approach, as outlined in the draft City Planning Strategy, to inform the implementation of the Cultural Development Plan 2019 – 2029 (see pages 9 and 29.)

The Cultural Development Plan 2019 - 2029 responds to issues that are affecting Perth and the region now and into the future, such as: the need to celebrate and showcase our strong and unique cultural identity; culture's role in developing a sustainable and vibrant built environment; the important role of cultural activities in protecting and cherishing our natural heritage and environmental assets; the fact that Perth's creative industries lag behind other global cities and the important role arts and culture play in diversifying our economy; the need for leadership, communication and engagement in driving cultural development in Perth; the importance of cultural development in easing social issues, promoting liveability and creating a safe, inclusive and welcoming environment. Cultural development is of vital importance to a capital city.

The Cultural Development Plan 2019 - 2029 is a statement of the value of culture, the importance of arts, culture, heritage, events and centres of life-long learning to our future prosperity, sustainability, liveability and wellbeing. The essence of cultural development is delivering outcomes through continued investment in cultural activities in Perth. Outcomes across the five domains of Culture, Society, Environment, Economy, and Governance all contribute to meeting 6 of the goals of the Strategic Community Plan 2029 and ultimately to the vison of Perth as *Vibrant, Connected, Progressive; a friendly and beautiful place to be*. Cultural activities are key to delivering outcomes that are measurable and make a meaningful difference in the lives of all members of Perth's diverse community.

Stakeholder Engagement

Work on what was then known as the Arts, Culture and Heritage Strategy began in December 2016 and from May – July 2017 the community and stakeholder engagement component of the project was rolled out, including workshops, focus groups and interviews, which dove-tailed with and augmented Share to Shape. On 6 October 2017, there was distribution of a discussion paper, summarising consultation to date and the direction for the Strategy at the time, for broad community feedback. In December 2017 a panel of experts from across the arts, culture and heritage sectors was convened; the Peer Review Group (PRG). The PRG has been providing guidance and feedback on the document continuously since January 2018. The document was put out to public comment during December 2018, January and February 2019. Detailed internal consultation took place in August and September 2018 and again in April and May 2019.

For full details, see Attachment 13.8A, page 17 "Community Engagement Process".

Financial Implications:

The financial implications of adopting the Cultural Development Plan, based on the information available at the time of writing (May 2019), are outlined in Attachment 13.8C. This forecast has been estimated based on expenditure on current cultural projects and services.

Resourcing for the Cultural Development Plan will be planned and approved through the City of Perth Annual Budgeting process, and through a detailed project plan and business case for each initiative. Activities scheduled to begin in the 2019/20 financial year can be accommodated in the 2019/20 budget (draft at May 2019) comprising a total budget of \$9,059,660 operating and \$264,800 capital. This is inclusive of contributions from across the organisation, where cultural activities are being delivered, not solely the Arts, Culture & Heritage Unit budget, in line with current Financial Year operational and capital budgets.

The overall ten-year forecast is an average of \$10.8 million per year from 2019 to 2029. It is important to note that this investment is subject to higher level strategic documents and priorities, and the organisation's ten-year financial forecast. As such, *the activities, and the relevant financial investment levels, may change and vary*, but the commitment to cultural outcomes remains. For example: the outcome, *Deepened connection to shared cultural heritage* in the community can be accomplished in a number of ways with a wide variation in required expenditure and partnership contributions.

Further detail is available upon request in an Annotated 10 year Financial Forecast spreadsheet, which contains a brief justification for variations across the ten years and flags any known internal funding sources, such as reserves.

There will also be minor additional related costs in printing, distributing, and launching the plan; approximately \$8,000, which are subject to the adoption of the 2019/20 operational budget.

Comments:

Attachment 13.8B Evaluation Plan contains information on the evaluation plan for the activities and the plan itself, using the CDN's Cultural Planning Framework. The City has been working with the CDN to develop a planning and evaluation tool to assist staff in determining the inputs (resources required to deliver the activity) and outputs (tangible outcome of the activity) and providing guidance for assessment of whether the activity achieved its intended outcome. The methodology and supporting digital platform called "Whitebox" uses Culture Counts as its assessment tool, currently being used by City of Perth officers. The outcomes have been measured and validated using this methodology by CDN during trials with local governments and cultural institutions.

Before printing and publishing the document, there may be minor changes to the design and format of the document to ensure the document meets all accessibility requirements. The content and imagery will remain the same.

The City's integrated planning and reporting framework (IPRF) is in the final stages of transition and development. The Cultural Development Plan 2019-2029 will need to be reviewed and updated in line with changes to the IPRF; such a review is anticipated within twelve months. Where appropriate, reference has been made to key principles in the Strategic Community Plan 2029, Corporate Business Plan, draft City Planning Strategy, Reconciliation Action Plan, and other key documents currently comprising the IPRF.

At a State level, culture is a significant priority; initiatives such as the Cultural Infrastructure Strategy; \$6.5 million refurbishment of His Majesty's Theatre; the Contemporary Music Fund and the exploration of cultural tourism as a key draw-card for visitors to the State underpin a rise in momentum around cultural planning and investment. The Committee for Perth, Tourism WA, and the Governor's Round Table are all looking at cultural tourism in particular. It is timely that the City should launch its Cultural Development Plan as soon as possible.



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ALTERNATE FORMATS

An electronic version of the City of Perth's Cultural Development Plan is available from www.perth.wa.gov.au.

This document can be provided in alternate formats and languages upon request.

Council House, 27 St Georges Terrace, Perth 9461 3333

info.city@cityofperth.wa.gov.au

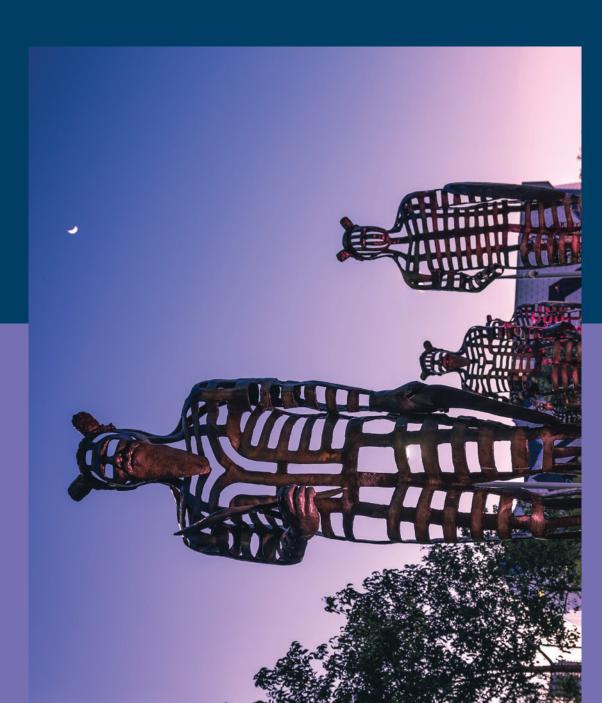


ACKNOWLEDGEMENT OF COUNTRY

Wanju (Welcome)

The City of Perth respectfully acknowledges the Whadjuk Nyoongar people, Traditional Owners of the lands and waters where Perth City is today and pays respects to Elders past, present and future. The rich and enduring culture of Aboriginal and Torres Strait Islander Peoples is entwined in a deep connection to boodjar (country/place) and to their social identity as living communities. This is a significant historic and vibrant living context that must be acknowledged for Cultural Development to happen in Perth.

The City of Perth is deeply committed to building and maintaining respectful relationships with Aboriginal and Torres Strait Islander Peoples and it is in this spirit that we deliver the City of Perth Cultural Development Plan.







A GLOBAL CITY

were born overseas (from 78 countries). 38.6% of population. In 2016, 54.7% of Perth City residents Perth City residents spoke a language other than English (at home). The City of Perth enjoys Sister and Friendship City relationships with eleven Perth is a multi-cultural city with a diverse urban centres around the world.

Chào mừng

fùnyìhng *歡迎*

svaagat he ਸੁਆਗਤ ਹੈ

Datang!

Welkom

Su'āgata hai

Maligayang pagdating

'ahlaan bik

高大井

स्वागत हे

Selamat

IN A WORLD-CLASS CITY THE VALUE OF CULTURE

Culture is at the core of a distinctive identity for the world's great resulting in a broad skills pool. They are surprising, energising cities. These cities act as magnets that draw and retain talent,

cultural activities are key resources and incubators of creativity, innovations. Jobs are generated for people who supply service creative communities and the commercial world also fertilise Creativity is the engine of the new economy and arts and Individuals working in arts and creative industries create new cultural, intellectual and economic opportunities and needs and distribute creative work. Strong links between



Tourism centred around authentic cultural experiences, such as music and arts festivals, museum exhibitions, art galleries and natural and built heritage is big business. **Tourists are drawn to vibrant cities** looking for unique experiences, with both cultural and ecological tourism growing in many cities and regional communities, such as Melbourne, Hobart and Broome.

A culture of creativity contributes to quality of life by celebrating diversity, improving cross-cultural understanding and building community pride, social cohesion and tolerance.

Creative participation encourages social inclusion, engagement and interaction. Creativity provides lifelong learning opportunities and skills development for residents, supporting the development of the critical and creative thinking needed in a global marketplace.

The arts also have positive impacts on individual and community wellbeing.

Several recent studies have reported findings of applied arts and cultural interventions and measured their positive impact on specific health conditions, including dementia, depression and Parkinson's disease.

A recent UK analysis indicated that those who had attended a cultural place or event in the previous 12 months were almost 60 per cent more likely to report good health compared with those who had not.¹ And an earlier US study illustrated how involvement in the arts is linked to higher academic performance, with cognitive and developmental benefits enjoyed by students regardless of their socio-economic status.²

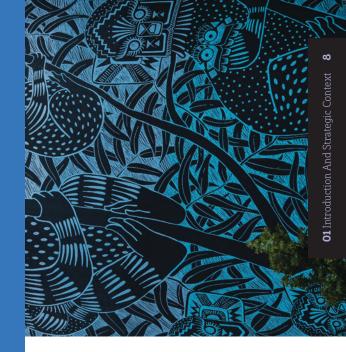
Intrinsic to cultural identity is a city's **built environment, in its capacity to engender a positive sense of place.** Aesthetic enrichment and unique
neighbourhood character are valuable outcomes of
applying a cultural development lens to both heritage
and contemporary architecture, spaces and places. In
a cultural development context, the unique and ever
evolving history of the built realm informs activation,
place design, heritage management and character to
foster this sense of place for the community and visitors.

Supporting and delivering on the City of Perth's core strategies, this Cultural Development Plan recognises that cultural development is a journey, a work in progress, and focuses on actions which can be undertaken in the short, medium and long term to address outstanding needs and to build towards the community's vision for Perth; to be Vibrant, Connected, Progressive; a Friendly and Beautiful Place to Be.

The Value of Arts and Culture to People and Society, Arts Council England (2nd edition, 2014): 7.

The Cultural Development Plan describes a commitment to harness the potential for cultural activities to achieve broad cultural, social, environmental, economic, and civic objectives. Creativity; new knowledge and ideas; aesthetic enrichment; appreciation and celebration of diversity; and connection to a shared heritage, are all outcomes of cultural activities. Liveability, safer cities, social equity and inclusion, environmental and urban sustainability, economic prosperity, and community engagement are all supported by a vibrant cultural life.

Page 275



² Catterall, James, Richard Chapleau, and John Iwanaga. "Involvement in the arts and human development: General involvement and intensive involvement in music and theater arts." Champions of change: The impact of the arts on learning 1 (1999). 1-18.

STRATEGIC CONTEXT

Community Plan 2029 and will sit under and support the City delivered and measured across the whole of the organisation. This plan has key links and interdependencies with the City's Business Plan initiatives. The activities are implemented and operationalised through more detailed planning documents Reconciliation Action plan. It presents specific and practical at the business unit, project, and individual staff level. This of Perth's key strategic documents when they are finalised; notably, the Social Strategy and the City Planning Strategy. actions that will deliver on Council Goals and Corporate The Cultural Development Plan flows from the Strategic document ensures that cultural outcomes are embraced,

targeted neighbourhood approach in their detailed scoping, Strategic Community Plan. Taking direction from the City An important principle informing the implementation of Planning Strategy where appropriate, cultural activities (see Part 5: City of Perth's Commitments) will explore a the plan is the neighbourhood planning approach, as outlined in the draft City Planning Strategy and draft project planning and delivery.

The City of Perth Strategic Community Plan 2029 has identified eight goals reflecting the values of Perth's community, residents and ratepayers.

Given that the values of the community are reflected in the City of Perth's goals, this plan engages the arts and cultural sector in addressing six of the eight goals in the Strategic Community Plan 2029. These particular goals have been identified as most relevant for the Cultural Development Plan, because their achievement is most impacted by cultural activities.



A city that celebrates its diverse cultural identity.

An exceptionally well designed, functional

Ш

and accessible city.



An open and engaged city.

A city connected to

its natural beauty.

This plan uses five nationally recognised measurable cultural outcomes for evaluating its activities, developed by the work of the Australian-based research organisation, Cultural Development Network and endorsed nationally and internationally; all of them relate to aspects of culture that until now have been regarded as intangible and immeasurable. These are:

- Creativity stimulated
- New knowledge, insight and ideas gained
 - · Aesthetic enrichment experienced
- · Diversity of cultural expression appreciated
- . Sense of belonging to shared cultural $\mbox{heritage}^3$

The plan will also use measurable outcomes across the environmental, governance, social and economic domains that relate to each City of Perth goal. (See Appendix 1: About the Cultural Development Network and Measurable Outcomes)

OF PERTH INTEGRATED PLANNING REPORTING FRAMEWORK CITY

Perth City Snapshot and
Share To Shape

Stakeholder and Community Consultation

Strategic Community Plan 2029
Purpose: Visioning and Strategic Direction Setting

>

· Operational and Executive Strategy

· Council Policy

· Issue Specific Strategy

Focus Area Strategies

Corporate Business PlanPurpose: Short to medium term actions and resource planning

Reconciliation Action Plan

Cultural Development Plan

Disability, Access and Inclusion Plan

>

Public Art Commen Strategy and Works Policy

> Heritage Strategy and Policies

> > Infrastructure Framework

Busking Policy and Framework

Cultural

Operational Framework

Commemorative Mural and Street
Works Policy Art Framework

Cultural Collections
Policy and Management
Framework

Annual Operational Plans and Budget



There are many ways to define the terms used. The City of Perth has adopted the following as definitions for the purposes of this Cultural Development Plan.

Culture is both the values upon which a society is based and the embodiments and expressions of these values in the day-to-day world of that society. The Cultural Development Network, on whose methodology this plan relies, includes arts, heritage/history, libraries and festivals as the embodiments and expressions of culture in Australia. All institutions that are purveyors of culture are included under this definition. Culture is both 'overarching and underpinning.' It is the shared system of learned values, beliefs and rules of conduct that make people behave in a certain way. It is a lens through which we view the world.

Arts are one of the many manifestations and expressions of culture. They are the physical results of our creative impulse; the symbolic language through which people are able to communicate multiple meanings.

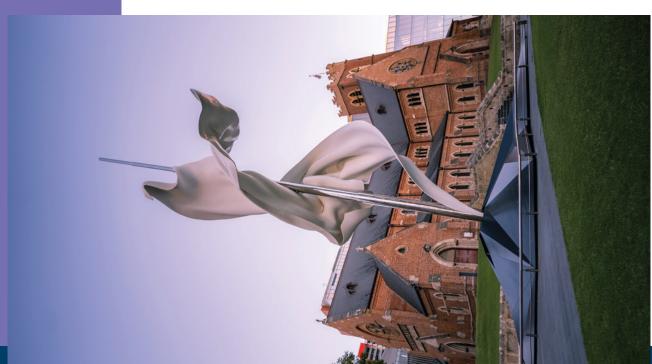
Heritage is the valued historic and human narratives inherited from past generations, which we preserve for future generations. Heritage connects us in the present and speaks to our identity. It is our history, both intangible and tangible; embodied in artefacts, the built and natural environment.

City of Perth (uppercase City) refers to the Local Government Organisation.

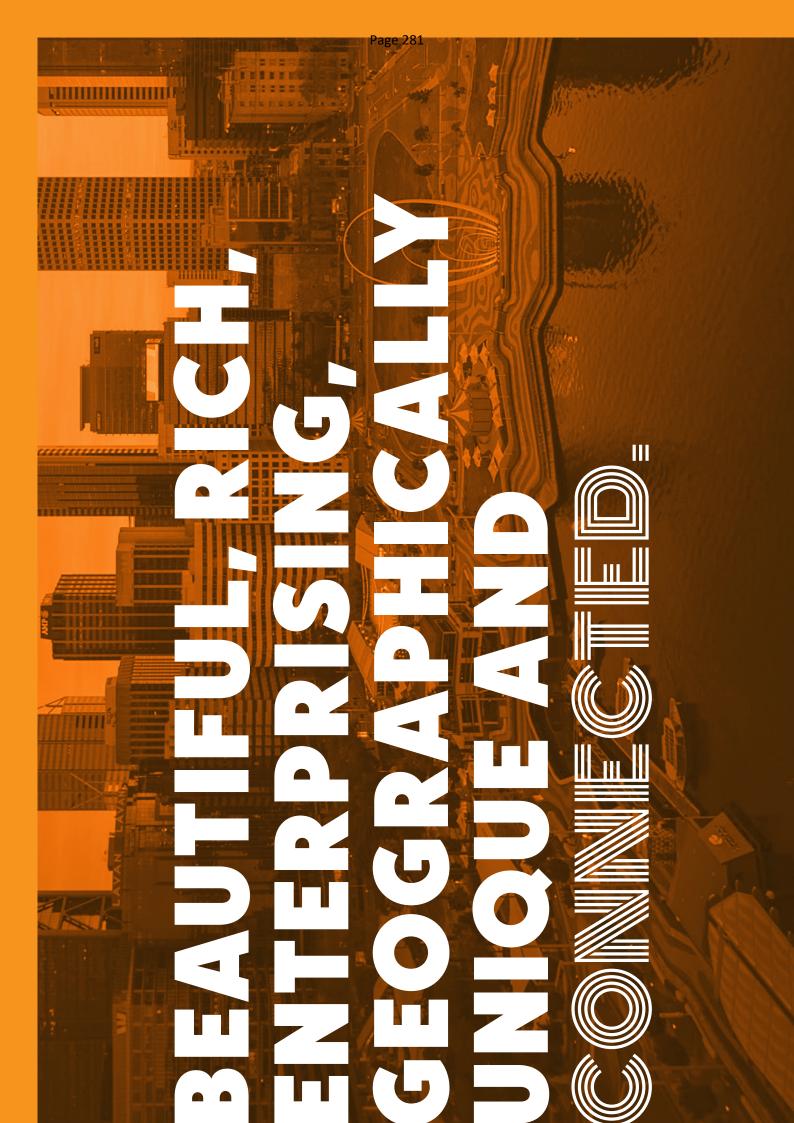
Perth City (uppercase City) refers to the Local Government Area, just under 14 square kilometres in area (land only) and located on the banks of the Swan River. It includes the suburbs or parts thereof of Crawley, East Perth, Nedlands, Northbridge, Perth and West Perth.

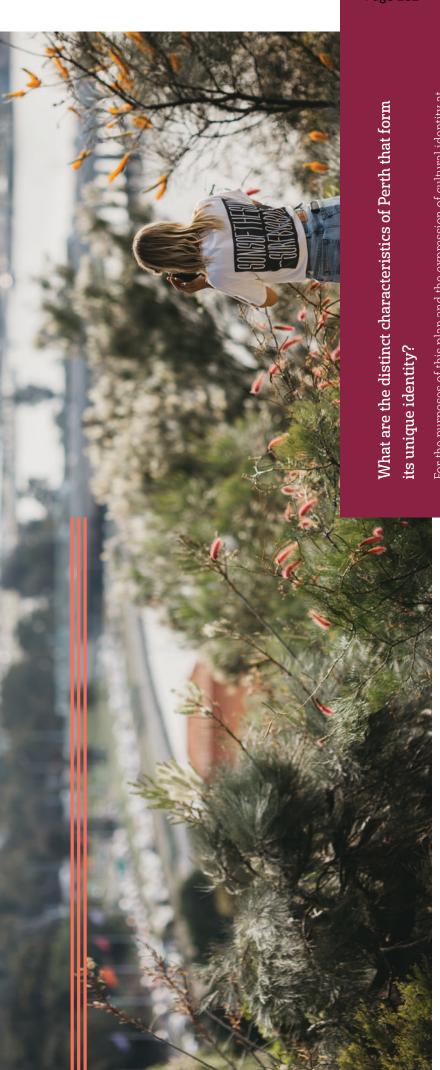
Perth / city (lower case city) refers to Greater Perth, at whose heart Perth City is located, which is home to just over 1.9 million people, or 77% of the State's population.

Community as a capital city, the community serviced by the City of Perth, as well as the audience for its activities, is broader than local Perth City residents and rate payers. During the consultation process, the City of Perth engaged with community members who were largely from the Greater Perth, but also included those from regional, national and international locations. These community members included residents, workers, visitors, property/business owners and others.









For the purposes of this plan and the expression of cultural identity at the City of Perth, Perth's cultural identity arises from:

that exists in Western Australia and its Capital City - informs the way we The **Beautiful** Natural Environment - the unique and diverse ecosystem live, work and play, inspiring our cultural expression and urban form.

The Whadjuk Nyoongar people whose Rich culture and lands have existed for many thousands of years and continue to thrive today.

first inhabitants and immigrants, and makes Perth the prosperous, Our Enterprising and resilient spirit, which characterises both multicultural and dynamic urban centre it is today.

Geographic Position in relation to the rest of the world. Our location These aspects are interconnected and are shaped by Perth's Unique on the globe makes our **Connections** distinct and meaningful

Beautiful, Rich, Enterprising, Geographically Unique and Connected.

OUR CULTURAL IDENTITY

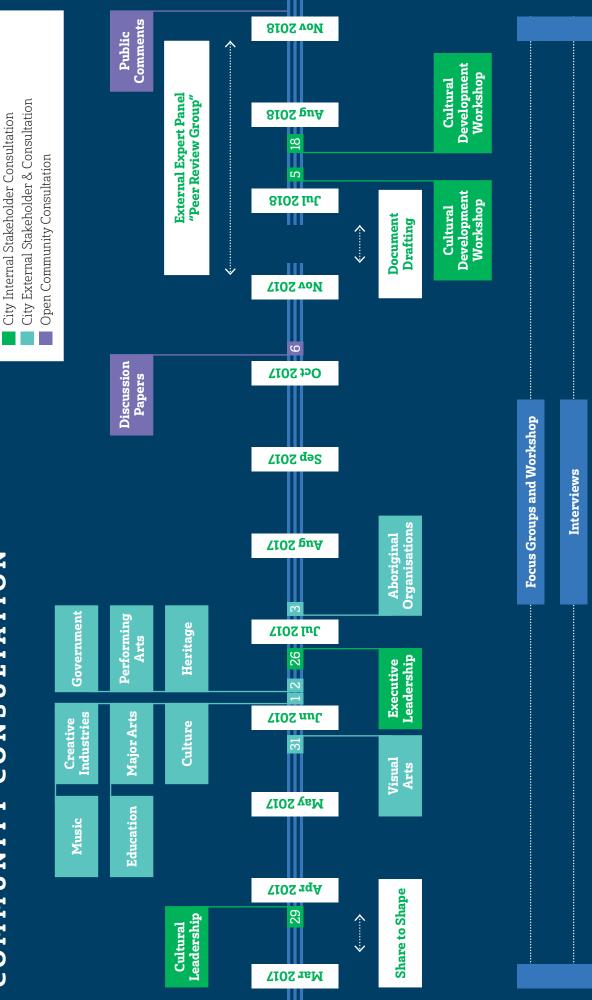
Perth's cultural identity refers to the many unique characteristics, symbols and expressions that set Perth and Perth residents apart from other peoples and cultures of the world.

As a city, Perth's cultural identity is strongly intuited by locals and visitors alike. As part of the consultation process and research supporting this plan, the City of Perth asked:

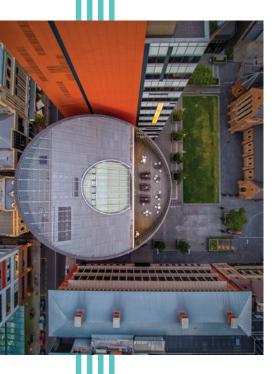


Public Input/Discussion

COMMUNITY CONSULTATION



The process highlighted the community's pride in Perth as a liveable city, and helped to shape this guide for the future of Perth's cultural landscape.



those with a particular interest or investment in cultural development activities had the opportunity to contribute, for this plan. Much of the input flowed from the Share to Shape process, which is distilled into the City of Perth's Community perceptions and issues frame the priorities overarching consultation, a more focused stakeholder a series of workshops and interviews with residents, priorities. This focused consultation took the form of consultation process was undertaken to ensure that business and cultural communities of Greater Perth Strategic Community Plan 2029. In addition to this and to take a deeper dive into relevant issues and

(as outlined in the infographic on page 17).



strong theme ran through all responses: exciting ideas for Perth, and a single, The community provided a myriad of

cultural centre and to see Perth City as a place for There is a desire to realise Perth's potential as a The community is passionate about the city and has a vision for Perth as vibrant and liveable. people to live in, not just come to for work.

This theme is reflected and expanded upon in our collective Cultural Vision for Perth (page 24)

investment; well within the remit of a capital city local government to deliver. The key topics which emerged beginning to happen in the cultural field, but that it of predominantly small-scale priorities in cultural needs greater co-ordination and the achievement There is acknowledgement that much is already from consultation were:





Cultural Identity

culture of Perth, both past and present. There is a desire wishes to see meaningful relationships and partnerships Islander culture is very much present, it is inadequately There is widespread support from all respondents for to access and understand all aspects of colonial history recognised, promoted and celebrated. The community eelebrating and highlighting the Whadjuk Nyoongar Nyoongar culture. While Aboriginal and Torres Strait Perth can do more to raise the profile and respect of built with and within the Aboriginal community,

cultural investment in the city needs to reflect this. Many stakeholders supported the suggestion that Respondents feel that the city has 'grown up' and become a multicultural city, and that the level of intercultural exchanges may have a role to play.

There is a concern that participation and representation different and diverse programming, an acknowledgment integrating and engaging Perth's diverse communities. in cultural activities is not equally distributed across community is looking to the City of Perth to assist in Perth's diverse demography. There is a craving for of Perth's multicultural landscape. Broadly, the

Perth's unique story through its rich history and heritage. For many, the city lacks authenticity. Perth residents desire to reconnect with who they are and celebrate

plan as a core principle. Specifically, the plan addresses cultural identity is addressed broadly throughout this goal 5, a city that celebrates its diverse cultural identity Connecting to, expressing and understanding Perth's activities identified under goal 1, a city for people and cultural identity, diversity and inclusion through the

The Built and Natural Environment

The community wants to re-connect with heritage and history, including built and natural, particularly in green space and the smaller, human-scale, and grass-roots aspects of the city. There is a desire to celebrate and connect with the natural beauty of Perth. Enhancing the offering of affordable smallscale multi-purpose performance spaces was also proposed. The need to not only increase cultural venues and facilities, but to activate existing spaces with more cultural activity was identified. There is an insufficient focus on activation of the city, through the year, particularly outside of the summer, festival months. Enhancing and connecting Perth's tangible and intangible cultural assets is integral to a vibrant built environment.

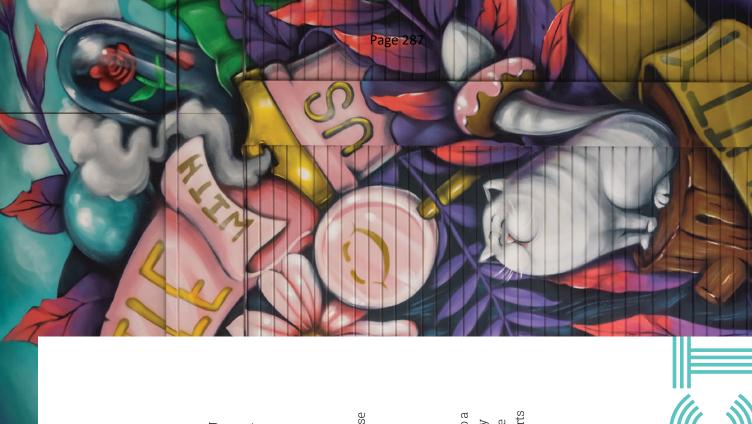
This plan addresses cultural heritage in the built and natural environment through the activities identified under goal 2, an exceptionally well-designed, functional and accessible city, and goal 3, a city connected to its natural environment. Cultural activation is addressed under goal 5, a city that celebrates its diverse cultural identity.

Cultural Economy

There is a distinct desire for Perth to have visible and supported cultural and creative industries. The community discussed improving ways of supporting and retaining creative practitioners, and driving new opportunities for innovation, collaboration, and growth. While some respondents wanted to ensure that private support and investment is recognised, rewarded, promoted and stewarded effectively and appropriately, others in the community saw opportunities to encourage owners of vacant areas and buildings to support arts and cultural use of these through financial and non-financial incentives.

The community was concerned that Perth currently lacks the support necessary to foster Perth-based creative and cultural talent. Too many young skilled artist and art workers leave Perth discouraged, due to a lack of recognition, a lack of audience and the inability to reach a wider community. Respondents feel that the City of Perth can do more to assist Perth artists and arts workers to promote themselves outside of Perth.

This plan addresses creative and cultural industry development through the activities identified under goal 4, a prosperous city.



Communication, Engagement and Leadership

widely recognised as an essential part of how the wider Perth needs to listen and interact more closely with the community engages with the arts, culture and heritage of Perth. Some expressed the view that the City of The quality of communication with the public was community in developing its plans and programs.

resources and programs on offer. Other related challenges participate in artistic, cultural or heritage pursuits in Perth able and willing to support (financially and in-kind) and but respondents felt that more could be done to increase awareness of these and expand access to them through were barriers to awareness of what the City of Perth is City there were calls for more effective use of existing The City of Perth provides various cultural resources, targeted marketing strategies. As there is no reliable, centralised information source for those wanting to platforms to inform the community of the activities, how to access this support.

landscape. There is concern that no single entity is looked to manifests in an absence of co-ordinated access to resources A strong message from the community was that leadership, or tasked with advancing public policy for arts, culture and creativity in a strategic manner. This fragmented approach Communication and partnership between the City of Perth and the State is also lacking. There was an appetite for the coordination and cohesion are lacking in Perth's cultural and facilities, expenditure and community engagement. City of Perth taking a more confident leadership role.

leadership through the activities identified under goal 6, This plan addresses communication, engagement and an open and engaged city.

Infrastructure Strategy



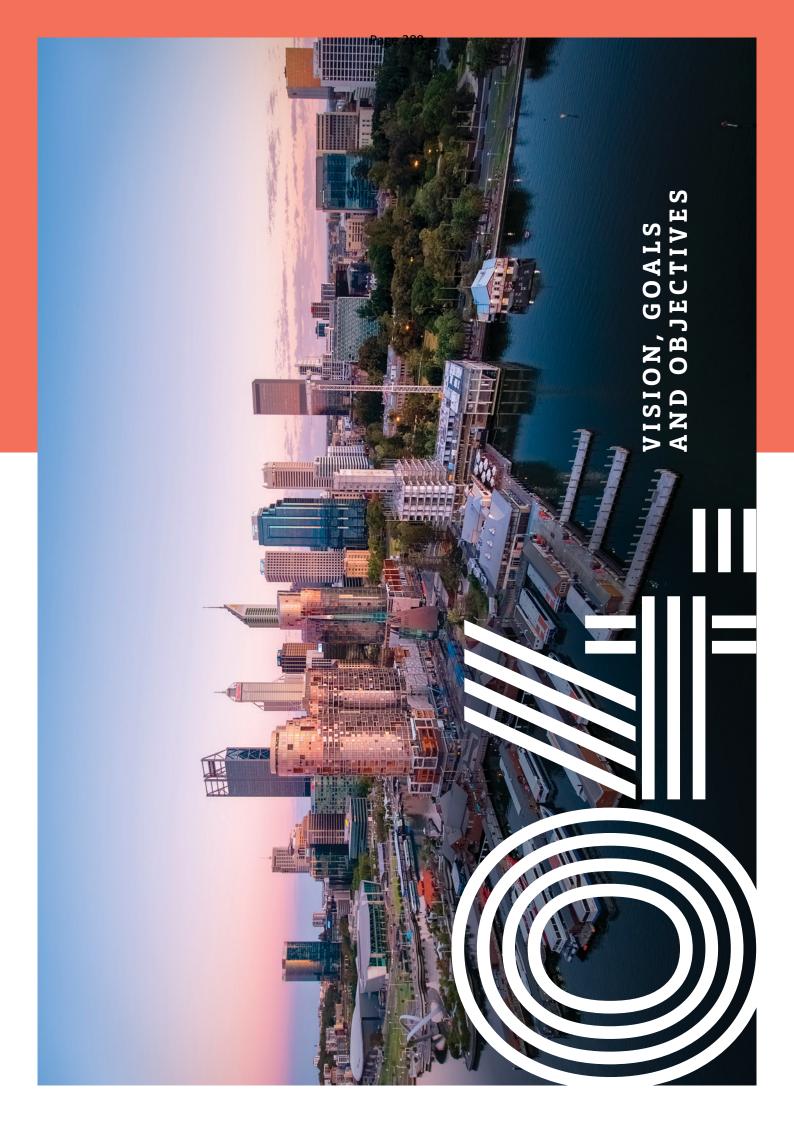
Other Priorities

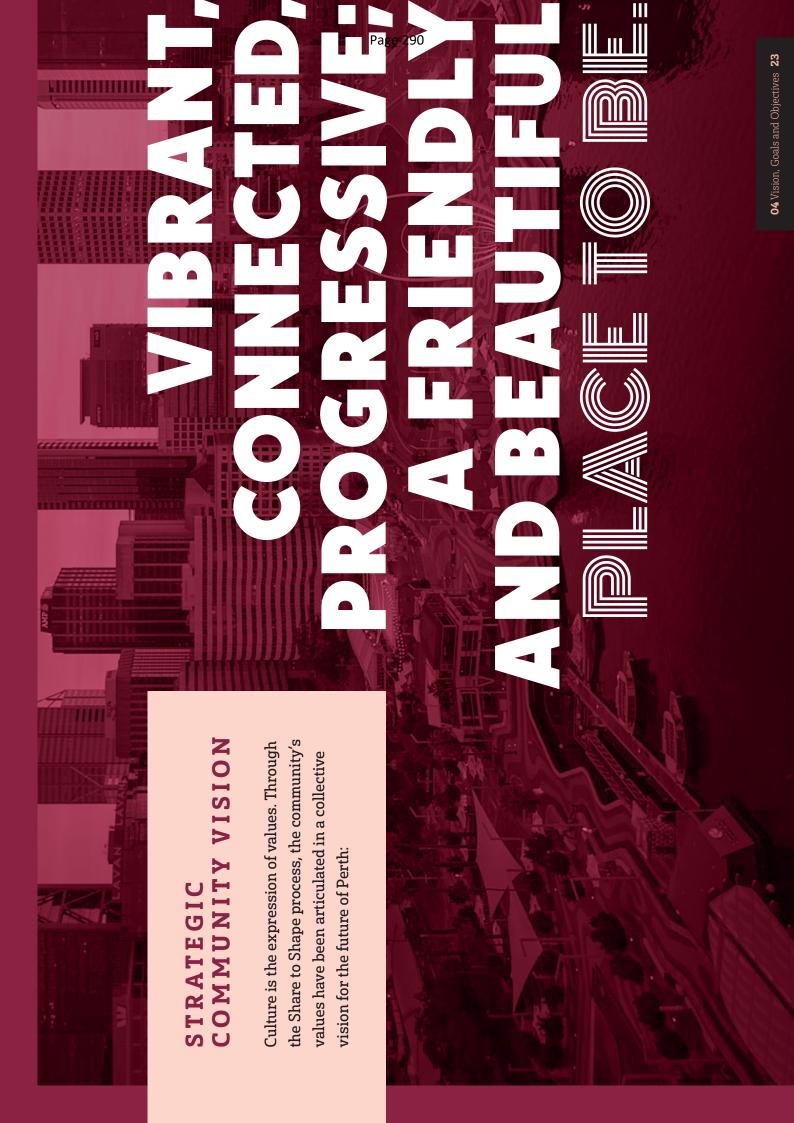
Page 288

hrough the development or refinement of other Plan, but which have an impact on its successful City of Perth plans and strategies, including the Public Lighting Plan, Transport Strategy, Social fall within the scope of a Cultural Development realisation. Some are already being addressed Strategy, City Planning Strategy and Asset and measures to make it more pedestrian-friendly. access to the riverside areas, better transport, ife and night-life in Perth City centre and the need for the City of Perth to support this in a These are important priorities, which do not variety of ways, including activation of and The community called for a lot more streetheritage buildings and streets and safety infrastructure, lighting of cultural assets,



(see relevant activities under the City of Perth's Government on cultural infrastructure in Perth advocating for, and partnering with the State While it is not within the City of Perth's remit to lead such initiatives, we are committed to Commitments, Part 5.2 of this plan)











A city for people.

A city that is diverse and community orientated, one in which all people want to live, work and visit.

Objectives:

- 1. Diversity of cultural expression appreciated;
 - 2. Sense of safety and security supported; and
 - 3. Social differences bridged.

An exceptionally well designed, functional and accessible city.

As the city grows it is exceptionally well designed with accessible public and private spaces. Development emphasises Perth's unique location. The ability to move freely and easily throughout the city, in a safe and efficient manner, creates a strong sense of place that can be enjoyed by all.

Objectives:

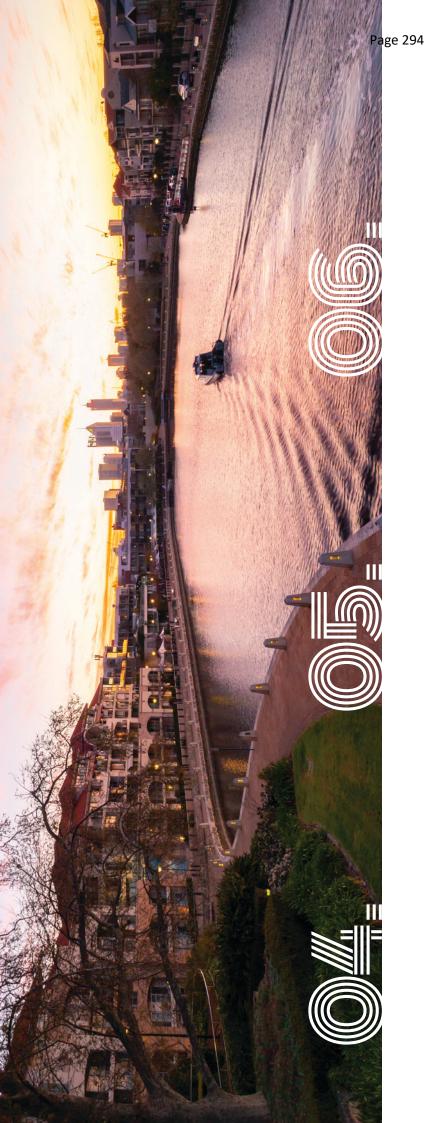
- 1. Aesthetic enrichment experienced;
- **2.**Positive sense of place in the local built and natural environment engendered; and
- **3.**Contribution to neighbourhood character, including regeneration, made.

A city connected to its natural beauty.

A city that protects and enhances the environment, emphasising the natural beauty of the river and parks. It incorporates native flora to protect and connect green corridors throughout the city.

Objectives:

- 1. Aesthetic enrichment experienced;
- 2. Valued connection to the natural world inspired; and
- 3. Understanding of ecological issues increased.



A prosperous city.

A city that is recognised internationally and locally as a leader in the Indian Ocean Rim for diversity and excellence in business, tourism, education, technology and trade. It uses its competitive advantage to cultivate innovation and creativity, enhancing the city's resilience. It is a city with a vibrant and diverse economy.

Objectives:

- 1. New knowledge, insight and ideas gained;
 - **2.**Economic complexity of cultural industries supported; and
- **3**. Economic diversity increased through strengthened cultural industries.

A city that celebrates its diverse cultural identity.

A city that has a diverse choice of formal and informal places that showcase and celebrate its heritage, identity and cultural narrative. The city is lively and creative which encourages participation and celebrates inclusion. The people are connected to the place through the use of arts, heritage and cultural experiences.

Objectives:

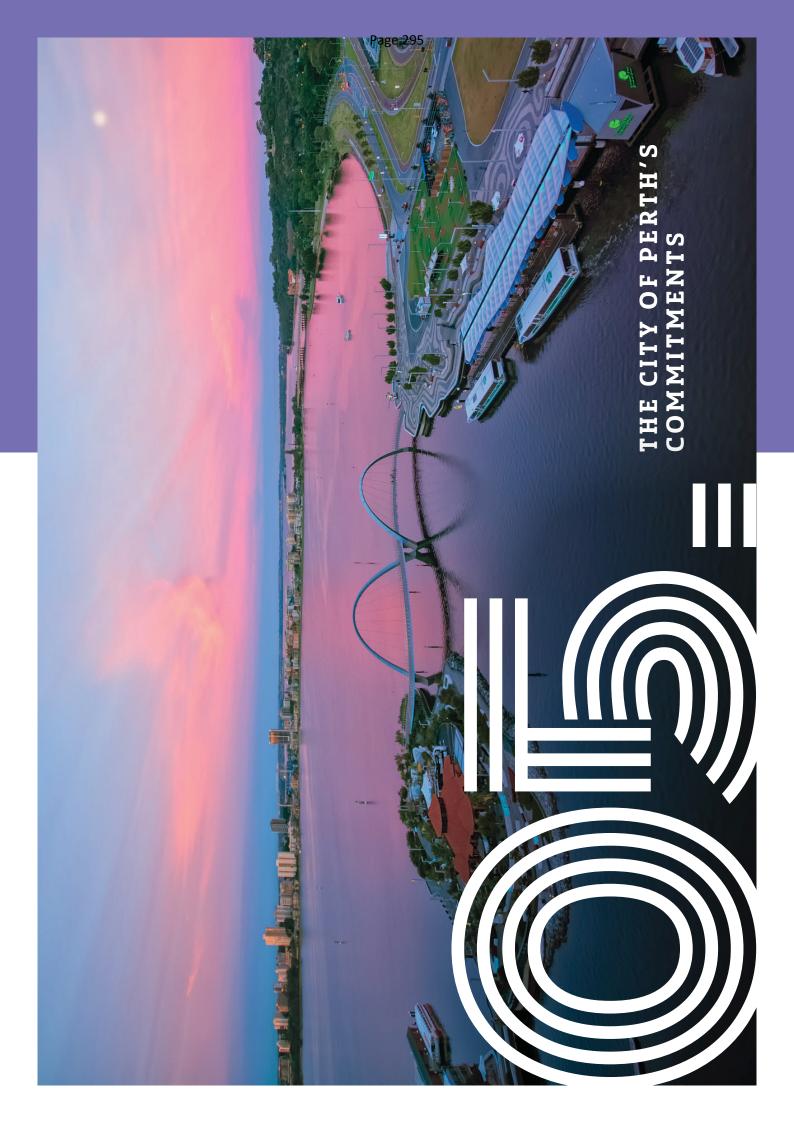
- 1. Creativity stimulated;
- 2. Diversity of cultural expression appreciated; and
 - **3.**Sense of belonging to a shared cultural heritage deepened.

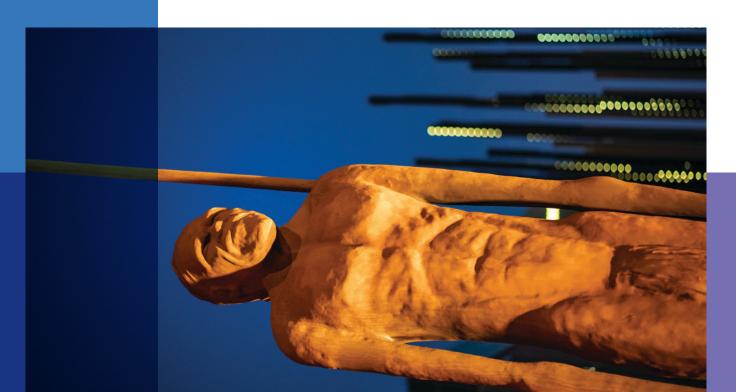
An open and engaged city.

A city that involves the community, citizens and stakeholders in its future direction. Citizens have trust in the City of Perth and comfort knowing they collaborate with community, governments and businesses alike, working in an open and transparent manner. People feel connected, listened to and engaged with their city.

Objectives:

- 1. Sense of a positive future for community inspired,
 - **2.**Access to beneficial connections, networks and other resources increased; and
- 3. Agency and voice enabled.





The City of Perth has listened to the community and their aspirations for the future are articulated in the City of Perth's Strategic Community Plan 2029; Corporate Business Plan; and in the engagement process for this Strategy (page 17).

This aspiration is distilled into commitments for cultural development in Perth.

There may not be sufficient resources to meet all the aspirations, but ambition will drive the City of Perth closer to achieving our collective cultural vision for Perth. The City of Perth will maximise resources by working collaboratively with the community and its stakeholders.

The City of Perth's overarching commitment is to deliver a range of cultural development activities that will deliver on stated objectives (outcomes), based on evaluation and evidence. **The activities may change and vary** depending on which most effectively demonstrate delivery on desired outcomes; **the commitment to outcomes will remain constant**, in line with the City's Strategic Community Plan 2029.

In line with the City's emerging neighbourhood approach, some activities will target outcomes in specific neighbourhoods, based on direction from the draft City Planning Strategy, neighbourhood profiling and analysis, project-specific research and evidence-based prioritisation.

The activity plan follows the SMART (Specific, Measurable, Achievable, Realistic, Time-bound) model for clarity and effectiveness. It is a high-level activity plan that is informed by the Corporate Business Plan and its implementation is supported by more detailed Business Unit Plans at operational level. (See Strategic Context page 9.)

The timeline is broken down into three main categories:

Short Term: Actions achievable in 1-3 years (within the scope of the current CBP)

Medium Term: Actions achievable in 4-5 years

Long Term: Actions achievable in 7-10 years (within the scope of the Strategic Community Plan 2029)

Cultural Planning Domain: Social

City of Perth Goal: A city for people

Intended Outcomes (Objectives) of the cultural activities:

The three measurable outcomes that will address this goal are: in the cultural domain **diversity of cultural expression** *appreciated*; in the social domain **sense of** *safety* and **security supported**; and **social differences** *bridged*. (See Appendix 1 for full descriptions of outcomes.)

Key Results Areas:

Greater liveability Create a safer city

		F	Page 298		
XIIX XX	XXXX				
CONTRACTOR OF THE PARTY OF THE	Bridging	•		•	•
SUR	Safety	•	•		
MEASURAE	Appreciation	•	•	•	•
	Timetable	Short-Term	Short-Term	Medium-Term	Short-Term
	Evidence	Projects such as Errichetti Place community mural, and the City Arts Space at the Northbridge Piazza, demonstrated that cultural activation projects that have meaning to, and involvement of, the local community reduce vandalism and antisocial behaviour.	Perth City made headlines in 2017 for high office vacancy rates, which were linked to negative perceptions of safety, security, and vibrancy. MOU's with property owners to activate vacant shop fronts with arts and cultural content have proven successful in changing negative perceptions.	Perth City's population is highly transient and has a regular influx of visitors and tourists; both groups require easily accessible ways to connect with local culture and place.	Inclusion and bridging social differences has been shown to increase through visibility of diverse communities. The City of Perth has the highest social media following per capita of Australian capital cities, and the diversity of the community should be reflected there.
CULTURAL ACTIVITIES	Specific Activity	Deliver localised support to a wide range of local businesses and cultural organisations to activate Perth City spaces, (including City of Perth-owned spaces) focusing on areas of high anti-social behaviour, through projects that involve the local community.	Work with and support property owners to activate vacant shop fronts with a variety of cultural programming throughout the year, targeting areas of high vacancy rates and high antisocial behaviour.	Through partnerships with key content owners (for example, Tourism WA, Western Australian Museum, Museum for Perth, etc.) create/distribute digital maps for guidance throughout Perth City in top ten languages (local and visitor) for cultural experiences (eg. Aboriginal and Torres Strait Islander history, public art, built heritage, etc).	Encourage cultural understanding and interest through making diverse cultures visible in City of Perth marketing and communications, both as an organisation and Perth as a city.
Ins	Ref	11 CBP 1.5.4	1.2	1.3	1.4

			Page 299
N R LE	Bridging	•	•
MEASURABLE OUTCOMES	Safety	•	
MEA	Appreciation		
	Timetable	Short-Term	Ongoing
	Evidence	The resident population of Perth City is relatively young; activities for youth and families have been shown to reduce anti-social behaviour and do not come with the risk of alcohol-fuelled violence that licensed events can.	WA's population is increasing at a very fast rate. In 2018 it was increasing faster than anywhere else in Australia, and non-English speaking immigration currently outweighed English-speaking immigration between 2011 and 2016.
CULTURAL ACTIVITIES	Specific Activity	Create a year-round program of cultural activities for youth and families, non-alcohol based spaces and performances.	Continue to build and provide access to foreign language resources in digital and physical formats.
Ino	Ref	1.5	1.6
	5		,

Cultural Planning Domain:

5.2A

City of Perth Goal: An exceptionally well designed, functional and accessible city Intended Outcomes (Objectives) of the

cultural activities:

will address this goal are: in the

regeneration, made. (See Appendix 1 for neighbourhood character, including experienced and in the environmental domain positive sense of place in the cultural domain **aesthetic** *enrichment* local built and natural environment engendered; and contribution to full descriptions of outcomes.)

Key Results Areas:

Maintain and enhance the built environment

		Page 301	
BLE	Enrichment	•	•
MEASURABLE	Character	•	•
MEA	Place	•	•
	Timetable	Short-Term	Ongoing
	Evidence	The City of Perth currently has a robust Heritage Program, focused on developer incentives and built heritage conservation. The program requires input from all stakeholders to elevate it to include Aboriginal and Torres Strait Islander heritage (taking into account the implications of the Heritage Act 2018 and the expanded definition of Heritage therein) and drive strategic activation of heritage assets. Strategic leveraging of the program through a Heritage Strategy is an important opportunity and next step.	The Barrack Street Improvement Program and the uptake of the City's Heritage Adaptive Reuse Heritage Grant to reinstate an historic theatre in the Perth CBD, Piccadilly Arcade are both examples of how the City of Perth can effectively contribute to the revitalisation and activation of the City and the importance of Heritage fabric to this work. The State Buildings are another iconic example of effective Heritage conservation and activation that has become central to Perth's identity.
CULTURAL ACTIVITIES	Specific Activity	Develop a Heritage Strategy for built and intangible heritage that articulates the direction for heritage conservation and activation in Perth City, feeds into the Interpretation Program (Activity 2B.2), and identifies key strategic partnerships to support its implementation. The Heritage Strategy will be informed by the City Planning Strategy, new City Planning Scheme No. 3 and new legislation.	Activate and leverage the unique and ever evolving history of Perth City as a key cultural asset through implementation of the Heritage Strategy (Activity 2A.1.a).
CUL	Remainment of the same	2A.1.a	2A1.b

		Page 302		
BLE	Enrichment	•	•	•
 MEASURABLE OUTCOMES	Character	•	•	•
MEA	Place	•	•	•
	Timetable	Short-Term	Short-Term	Medium-Term
	Evidence	There has been significant investment in major infrastructure in Perth City recently (such as EQ, Yagan Square, Perth Arena, etc). However, large-scale arts and cultural infrastructure in Perth is in decline and there has also been a significant loss of small-scale cultural infrastructure to support the breadth of the cultural eco-system. The State government is currently taking stock of cultural infrastructure and looking to the future; now is the time to contribute to cultural infrastructure planning in Perth.	The City of Perth has a large, popular and engaging collection of public art, through State and private investment (percent for art). However, it is not cohesive nor does it tell a comprehensive and inclusive cultural narrative. There is great public appreciation and expectation for public art after 30 years of the % for art scheme, so a well-considered action plan is required.	As above
CULTURAL ACTIVITIES	Specific Activity	Develop a long-term cultural infrastructure plan to integrate with the State Government's plan, starting with an audit of existing and projected supply and demand of cultural infrastructure and creative spaces in the Perth City.	Review/amalgamate the City of Perth Public Art Strategy and Public Art Masterplan into a comprehensive, concise and action-oriented Public Art Framework.	Execute the Public Art Framework, including the commissioning of engaging, high quality public art, including performance and ephemeral artwork.
CUL	Ref	2A.2	2A.3.a	2A.3.b

		Pag	ge 303	
BIE	Enrichment	•	•	•
MEASURABLE	Character	•	•	•
MEA	Place	•	•	•
	Timetable	Short-Term	Short to Medium-Term	Short-Term
	Evidence	Street art can have a huge impact on the character of a city (for better or worse). In the absence of a policy and framework, murals in Perth City have largely been commissioned ad-hoc without a plan for life-span or ongoing maintenance. The City of Perth has done a recent analysis of the current issues surrounding murals and street art. The community's position on street art needs to be ascertained and put into policy.	Common and effective cultural contributions/incentives schemes across national and international capital cities include, percent for art, developer contributions/incentives for cultural spaces, infrastructure and heritage conservation. The City of Perth currently has a strong Heritage incentives program, but little in place to incentivise or mandate other cultural infrastructure investment. However, over the years, the Metropolitan Redevelopment Authority has contributed a significant amount of public art and informal public cultural spaces to the City of Perth's asset holdings. Given the complexities of this landscape, a detailed investigation of the opportunities and constraints within Perth City, under the new Planning Scheme, must be undertaken before an integrated program of contributions and incentives is developed.	The Concert Hall Precinct has become an important issue to be resolved, as the building itself ages and demands for it to be linked with the new Elizabeth Quay development and the riverfront increase.
CULTURAL ACTIVITIES	Specific Activity	Implement a comprehensive Mural and Street Art Framework and Policy.	Investigate suitable planning mechanisms, for example, a contributions scheme (which may include developer and City of Perth contributions) as part of the preparation of the new Planning Scheme, for the delivery of cultural infrastructure within Perth city. Cultural infrastructure may include, but is not limited to, public art, affordable studio space, or heritage conservation works.	In partnership with the State Government, develop a plan for the Concert Hall Precinct, linking the Concert Hall with other areas of Perth City.
Ino	Ref	2A.4	2A.5	2A.6 CBP 2.3.2



Cultural Planning Domain:

wironmentai

City of Perth Goal: A city connected to its natural beauty

Intended Outcomes (Objectives) of the cultural activities:

The three measurable outcomes that will address this goal are: in the cultural domain aesthetic enrichment experienced; and in the environmental domain valued connection to the natural world inspired; and understanding of ecological issues increased. (See Appendix I for full

Key Results Areas:

descriptions of outcomes.)

Improve, maintain and enhance the natural environment

		F	Page 305	
BLE	Understanding	•	•	•
MEASURAB	Connection	•	•	•
MEA	Enrichment	•		
	Timetable	Medium-Term	Medium to Long-Term	Short-Term
	Evidence	The National Trust of Australia has done significant work assessing the cultural heritage values of Perth's natural assets, including the Swan and Canning River Park. This work demonstrates the importance of conservation and interpretation working together to meet environmental and cultural objectives.	The State's Two-Year Action Plan for Tourism Western Australia - 2018 and 2019 identifies the need to focus on natural heritage (Kings Park and Swan River) and authentic Aboriginal and Torres Strait Islander experiences. Making the cultural mapping of Perth City visible through interpretation will be an essential contribution to this priority. Additionally, both City of Perth and external-led initiatives that have highlighted the importance of wetlands heritage in Perth have been very successful. There is significant cultural capital in the wetlands history that should become a strong part of Perth's cultural narrative and visible cultural identity.	In 2016 the City of Perth delivered the interactive exhibition "Wildlife" in the Perth Town Hall, which was an incredibly popular destination over the school holidays. Feedback from the community was that it should be run regularly. Opportunities to partner with Kings Park to explore "nature play" activities for children and adults to reconnect them with nature, environmental issues, and natural heritage could ensure this ongoing event delivers best value.
CULTURAL ACTIVITIES	Specific Activity	Review and develop conservation plans for parks of heritage significance, linking with the Interpretation Plan (Activity 2B.2). e.g. Queens Gardens Stirling Gardens	Develop and implement a comprehensive strategic Interpretation Program for built, intangible, and natural history and heritage throughout Perth City.	Research and consider a natural heritage "green" activation, event, or festival in partnership with key internal and external stakeholders
Cul	Ref	2B.1	2B.2	2B.3

			Page 306	
ABLE	Understanding		•	
MEASURAB OUTCOMES	Connection	•	•	•
MEA	Enrichment	•	•	•
	Timetable	Long-Term	Medium-Term	Short-Term
	Evidence	Perth City's riverfront is underutilised, particularly compared to other major river cities globally. Perth City's river area is of particular cultural and natural heritage significance, which needs to be celebrated and communicated for the benefit of the community and visitors.	The southwest Australia is one of 25 original global hotspots for wildlife and plants, and the first one identified in Australia. The region's botanical list exceeds 8000 species, half of which are found nowhere else on earth. It will be important for Perth to revive, preserve and celebrate the natural heritage of the region into the future. The addition of King's Park into the Perth City boundaries, and the need to better connect it with the rest of the City is a further case for this priority.	This is an opportunity for effective State and community partnerships focused on an important part of Perth's natural heritage; wildflowers.
CULTURAL ACTIVITIES	Specific Activity	Design, develop and implement a Riverfront Framework that includes arts and culture as essential elements.	Establish a biodiversity management plan and planting policy that draw on Perth's natural and cultural heritage values.	Consult with the State Government to identify potential contributions to the Wildflower Capital WA initiative, Wildflower Way.
CULT	Ref	2B.4 CBP 6.2.1	2B.5	2B.6

strengthened cultural industries. (See economic diversity increased through Cultural Planning Domain: Economic will address this goal are: in the cultural domain new knowledge, insight and City of Perth Goal: A prosperous city cultural industries supported and Intended Outcomes (Objectives) ideas gained and in the economic domain economic complexity of Appendix 1 for full descriptions of the cultural activities: Key Results Areas:

		Page 308		
S I E	Diversity	•	•	•
MEASURAB	Complexity	•	•	•
MEAS	Insight	•	•	
	Timetable	Ongoing	Medium-Term	Ongoing
	Evidence	There is currently a lack of career pathways within Perth for creative and cultural workers. Industry development initiatives such as REMIX have shown success internationally, based on the Shoreditch model, which saw a co-working space for 50 entrepreneurs from across the creative industries foster cross-disciplinary collaboration and industry support and development, transforming the local economy. To be effective these events need to be strategically developed and targeted with input from the industry.	Philanthropic initiatives such as Turner Galleries Art Angels and The Syndicate indicate that there is appetite within the philanthropic community to support the arts sector in Perth. Corporates are also investing in cultural and creative industries, as evidenced by initiatives such as Spacecubed. The City's current Matched Funding Business Grants programs are highly successful, indicating that a similar program applied to cultural and creative industries would likely be successful.	State and Federal funding for arts and culture is inadequate for a thriving sector. Local governments play a key role and need to ensure their contribution is made where it can have the most value and impact for the entire sector. Partnership with State and Federal Governments is key to ensure the best impact of public funding.
CULTURAL ACTIVITIES	Specific Activity	In partnership with other key stakeholders, deliver an annual program of professional and sector development for cultural/creative industries (eg. REMIX).	Investigate and implement a City of Perth matchfunding program for philanthropy and corporate partnerships that encourages new creative work and cultural entrepreneurship.	Continue to invest in and leverage the local arts and culture through a strategic Arts and Cultural Sponsorship Program.
CUI	Ref	3.1	3.2	ယ ယ

		Page 30	09	
BIE	Diversity	•	•	•
MEASURABI	Complexity	•	•	•
MEA	Insight	•		
	Timetable	Short-Term	Long-Term	Long-Term
	Evidence	There is currently a lack of established studios and affordable working spaces in Perth metro area. The number of galleries and artist-run initiatives located in Perth has declined. Demand on the Perth City Art Space is high and feedback from consultation has indicated that increased small-scale cultural spaces are required. The City of Perth has conducted in-depth analysis and justification for the use of the Northbridge Piazza in particular as a cultural/creative centre.	The City of Perth receives many enquiries about its ability to support small cultural organisations, Artist-run Initiatives, and creative industry workers. A significant number of commercial arts initiatives have closed down in Perth City in recent years. There is a demand for affordable, small-scale, studio and performance spaces in Perth City, which contributes to a vibrant neighbourhood. Community feedback indicates that relaxed regulation, compliance and "red-tape" would facilitate more cultural organisations locating within Perth City.	The "Film Perth" report identified significant economic, cultural tourism, and community impacts associated with investing and partnering closely with key industry bodies and State Government in the film industry in Perth. Perth's industry is small, but has great potential to flourish.
CULTURAL ACTIVITIES	Specific Activity	Partner with State to provide and/or facilitate cooperative workspace and hubs for the creative sector and community (including CaLD communities) in underused spaces (Eg. Northbridge Piazza, Gasworks).	Identify and address barriers to arts and cultural businesses in Perth City.	Identify opportunities to support the local screen sector and implement the "Film Perth" report recommendations.
Tno	Ref	4.6	ti.	9.0

		Pag	e 310	
ABLE	Diversity	•	•	•
MEASURABLE OUTCOMES	Complexity	•		
MEAS	Insight		•	•
	Timetable	Short-Term	Ongoing	Short-Term
	Evidence	The State Government has prioritised contemporary music through a 2017 commitment of \$3M to the Contemporary Music Fund. Perth and WA have a strong legacy of contemporary music, but the industry needs develop local, national and international markets. Increased diversity in the sector and industry professional development are goals shared by both the State and the City.	The Taipei-Perth Curatorial exchange program has been running successfully for 3 years. The model sees Perth and Taipei cultural institutions work together with the City and various other funding partners, both in Perth and Taipei, to drive cultural understanding, connection to local arts and cultural communities, artwork production and support economic and cultural relationships. The success of this program is attributed to several key things, including a Taiwanese-Australian coordinator, a focus on the right artform, and high-level diplomacy and public support on both sides. There is interest from other Sister Cities to replicate the Taipei cultural exchange model.	Capital Cities around the world have benefitted greatly from the exposure and investment into cultural cities initiatives such as Art Basel Cities (Buenos Aires, Argentina). Perth is poised for investment, as an emerging cultural centre with high liveability index.
CULTURAL ACTIVITIES	Specific Activity	Partner with State Government and key music stakeholders to investigate contemporary music industry development focused on shared objectives.	Leverage Sister City relationships by connecting local cultural institutions with international counterparts, to develop cultural exchange and local capacity of cultural workers (Eg. Art Taipei).	Identify and pursue a significant opportunity to put Perth's arts sector on the international radar (eg. Art Basel Cities, World Cities Culture Forum).
COL	Ref	3.7	φ κ	9. 0.

CU	CULTURAL ACTIVITIES			MEA	MEASURABLE OUTCOMES	BLE	
Ref	Specific Activity	Evidence	Timetable	Insight	Complexity	Diversity	
3.10	In collaboration with stakeholders, investigate opportunities to improve the city's cultural tourism offering and publicise and promote this offering to visitors. (Refer to 5.5 on cultural brand).	Findings from the consultation for the draft WA Cultural Infrastructure Strategy include the potential for spaces for Aboriginal cultural tourism business to build capacities in this area.	Ongoing		•	•	
3.11	Provision of programs and services to assist individuals to increase their knowledge and skills, to change their attitudes and behaviours, and to access information and increase awareness of what is happening in their community.	Nationally, there is a trend for libraries to provide innovative programs in literacy and lifelong learning, including early childhood development. The aim is to create informed and connected citizenship, digital inclusion, especially for those at risk of being marginalised from society through having no or limited access to technology or low digital literacy. These programs result in personal development and wellbeing, stronger, more creative and culturally inclusive communities, and economic and workforce development.	Ongoing	•			Page 311

Cultural Planning Domain: Culture

City of Perth Goal: A city that celebrates

Intended Outcomes (Objectives) of the cultural activities:

to shared cultural heritage deepened. appreciated; and sense of belonging The three measurable outcomes that (See Appendix 1 for full descriptions diversity of cultural expression domain creativity stimulated;

Key Results Areas:

Deliver diverse cultural experiences Engage and collaborate with Aboriginal People

Belonging Appreciation Stimulation	
Appreciation • • • • • • • • • • • • • • • • • • •	
Stimulation Stimulation	
7. 14. 17 (18. 1)	
Timetable Chapoing Ongoing/ Long-Term	
Aboriginal and Torres Strait Islander cultures are an essential part of Australian identity. Delivering the actions and outcomes of its Reconciliation Action Plan (RAP) is a high priority for the City of Perth The City is committed to building respectful relationships and opportunities with the Aboriginal community. Providing opportunities for the Aboriginal community to tell their stories, receive acknowledgement of wrongs that have occurred and celebrate their living culture is a well-documented priority for all Australian capital cities and a key tenant of the RAP and this plan. The Perth community has expressed a desire to reconnect with who they are through authentic cultural narrative. A cultural map has been identified as an effective tool to connect cultural narrative to place and make it visible. OMI and the State Government DLGSC (AHWA) have already done significant work in this space, which the City can draw upon and augment. Celebrating anniversaries of key historic milestones is an important civic and community ritural around the world that helps build civic pride and cultural identity. However, consultation with, and consideration of, a broad community demographic must inform	the acknowledgement of such historic events. The City of Perth has commissioned a detailed feasibility study exploring such issues for commemorating the Bicentennial (available upon request).
CULT URAL ACTIVITIES CULT URAL ACTIVITY Ref Specific Activity Celebrate and make visible Aboriginal and Torres Strait Islander cultures through community-led initiatives. In consultation with the community and key stakeholders undertake to plot significant cultural stories, particularly of the Aboriginal and Torres Strait Islander communities, spatially across Perth City in a Cultural Mapping project. Cultural Mapping project. 4.3 Celebrate key historic milestones through partnerships, events and strategic projects that acknowledge cultural diversity and multiple histories (Eg. WA Bicentennial, Town Hall 150th anniversary).	
4.2 Ref Ref 4.3	

		Page 33	14
MEASURABLE	Belonging	•	•
MEASURAB	Appreciation	•	•
MIN	Stimulation	•	•
B0:0	Timetable	Medium-Term	Short-Term/ Ongoing
	Evidence	Perth City has seen the significant regenerative effects of arts and cultural activity in recent years. With the advent of the Fringe World festival, Perth lost its "dullsville" reputation. However, festival culture needs to be carefully curated and managed to ensure it is only one part of a strong cultural ecosystem that connects with many diverse audiences across multiple platforms. "Festival fatigue" is also cited frequently as an issue to consider.	The City of Perth's Collections are valuable and valued cultural assets that document and represent the evolution of the city's social, cultural, civic and economic climate, physical form and artistic practices. The City of Perth has significant collections of historical and contemporary works of art and artefacts as well as historical and contemporary reference materials. Through the strategic management of its Cultural Collections the City will ensure that the Collection's future value and ongoing significance for Perth, Western Australia and the wider community is maintained.
CULTURAL ACTIVITIES	Specific Activity	Create local community arts & cultural activation at strategic spaces throughout Perth City through year-round, high quality arts festivals and events (Eg. winter season, leveraging key strategic arts partnerships).	Develop and maintain the City of Perth's Cultural Collections through a commitment to preserving and documenting Perth's unique cultural identity and social history.
Ino	Ref	4.4 CBP 6.1.1	4.5

	Page 315		
Belonging	•	•	
Appreciation	•	•	•
Stimulation	•	•	•
Timetable	Short-Term/ Ongoing	Long-Term	Short-Term
Evidence	The City recognises the importance of its community's unique social and cultural heritage as described by its art, artefacts and reference materials. There is a lack of dedicated display space in City of Perth owned buildings, which prevents public access to the City's Cultural Collections. Significant government-owned buildings are cultural assets in their own right worthy of activation and dedicated programming resources. Other Australian capital cities set good standards for public display of their collections for the benefit of their communities.	The City's cultural assets/info have almost no online presence and cultural tourism opportunities are being lost as visitors and locals alike are not aware of the City's cultural assets, heritage and history. There is little opportunity to promote the City's assets – or those externally owned – as there is currently no central, online repository for this information. A central repository for arts, cultural, and heritage information was a strong theme raised in community consultation.	Busking activity has the potential to provide a valuable contribution to the vibrancy of a city. The City of Perth currently does not actively manage busking activity beyond permit processing and receives many complaints regarding the quality of street performance in Perth City. There is a missed opportunity to develop local performers and enhance the ambience of Perth City that this initiative will address.
Specific Activity	Provide access to and engagement with the City of Perth's Cultural Collections in dedicated City of Perthowned spaces and online.	Work to ensure Perth City's cultural assets (public art, heritage buildings, art, cultural heritage and history, etc.) are easily accessible in engaging digital formats, discoverable by the public, and linked to place through the "Finding Perth" project.	Develop a robust Busking Framework, including a revised policy, guidelines, and street performance commissioning program.
Ref	4.6	4.7	4.8
	Stimulation Specific Activity Evidence Timetable	Specific Activity Evidence Specific Activity Provide access to and engagement with the City of Perth- owned spaces and online. Owned spaces and online. Collections. Significant government-owned buildings which prevents public access to the City's Cultural Collections. Significant government-owned buildings are cultural assets in their own right worthy of activation and dedicated programming resources. Other Australian capital cities set good standards for public display of their collections for the benefit of their communities.	Provide access to and engagement with the City of Perth owned buildings which prevents public access to the City's Cultural Collections in dedicated City of Perth owned buildings which prevents public access to the City's Cultural access to and engagement with the City of Perth owned buildings which prevents public access to the City's Cultural access to and online. Work to ensure Perth City's cultural assets (public art. The City's cultural assets) in their own right worthy of activation and class as equal access to the city's cultural assets (public art. The City's cultural assets) when the property and history. Work to ensure Perth City's cultural assets (public art. The City's cultural assets) when the property and history. The City's cultural assets (public art.) The City's cultural assets (public

	•	•		Short-Term/ Ongoing	While Christianity is an important part of Perth's cultural identity (46% of Greater Perth demographic), the City of Perth's current holiday-season celebrations, which include a nativity scene at Council House, do not fully acknowledge or create a sense of belonging for the remaining 54%, including 32% who have no religion at all.	Deliver a Christmas/New Year-season experience that is representative and inclusive of Perth's multicultural community; a more diverse offering that is meaningful for a wide demographic.	4.10
1.6	•	•		Short-Term/ Ongoing	Chinese people account for the largest overseas population (outside of English speaking countries) in Perth and the City of Perth's Chinese Sister City relationships are highly active, supporting a key international relationship between China and Australia. There has been significant appetite from the local and international Chinese community to partner with the City of Perth to celebrate Chinese New Year.	Leverage Sister City relationships to deliver activations that celebrate Chinese New Year.	4.9.b
Page 31	•	•		Short-Term	Perth has a broad, multicultural demographic. The City of Perth receives many applications for grants/in-kind support for community cultural events and celebrations contribute to showcasing a wide variety of cultural expression and connecting to shared heritage within a multicultural city. A 2015 survey of Greater Perth residents indicated that 74% felt a sense of belonging, which can be improved upon through this activity.	Leverage Sister City relationships and work in partnership with local cultural community groups across Perth's broad cultural demographics, to make multiculturalism visible, through notable celebrations for a wide variety of cultural days.	4.9.a
	Belonging	Appreciation	Stimulation	Timetable	Evidence	Specific Activity	Ref
	BLE	MEASURABLE OUTCOMES	MEA	340HD		CULTURAL ACTIVITIES	Ino

			Pa	ge 31
	S	Belonging	•	
60:00	MEASURABLE OUTCOMES	Appreciation	•	
	MEA	Stimulation		
1800		Timetable	Ongoing	
		Evidence	The City of Perth's Australia Day long weekend events, including the iconic Skyworks event, are extremely important for a large regional audience, with attendance figures of 300,000 for Skyworks alone. Consultation with, and consideration of, a broad community demographic must inform the acknowledgement of such historic events. The City of Perth's annual Birak concert is an example of	programming that acknowledges Aboriginal culture on Australia Day.
	CULTURAL ACTIVITIES	f Specific Activity	Ensure that Australia Day long weekend events are inclusive and acknowledge cultural diversity and multiple histories.	
X 8 8 1	CO	Ref	4.11	
A PORT				

Cultural Planning Domain: Governance City of Perth Goal: An open and engaged city

other resources increased; and agency and voice enabled. (See Appendix 1 for The three measurable outcomes that will beneficial connections, networks and for community inspired; access to domain sense of a positive future Intended Outcomes (Objectives) of the cultural activities:

Key Results Areas:

Engage with community, ratepayers and Citizens

CULTURAL ACTIVITIES CULTURAL ACTIVITIES CULTURAL ACTIVITIES CULTURAL ACTIVITIES CULTURAL ACTIVITIES CONTINUED TO SERVING A CONTINUE STATE OF THE CORPORATION OF			Page 319	
ULTURAL ACTIVITIES Using the IAP2 Framework, increase community Consultation to drive decision-making for current and consultation to drive decision-making for current and consultation to drive decision-making for current and consultation of drive decision-making for current and consultation of drive decision-making for current and consultation of drive decision-making for current and converse and fourists. Nationally and internationally, including visions, workers and fourists. Nationally and internationally, including visions, workers and integrated and insight that can help deliver better outcomes. The City of Perth, there from political beadership of Council, as an extensive pool of brownledge and insight that can help deliver better outcomes. The City of Perth, driven from political beadership of Council, as an extensive proof of brownledge and insight that can help deliver better outcomes. The City of Perth, driven from political beadership of Council, as an extensive proof of brownledge and insight that can help deliver better outcomes. The City of Perth, driven from political beadership of Council, as an extensive proof of brownledge and insight that can help deliver better outcomes. The City of Perth, driven from political beadership of Council, as an extensive proof of the coultural sector. Will not only in four the community constitution arrows the sector. Will not only inform the Community and important members of the cultural sector. Will not only inform the community and incortant proof members of the cultural sector.	BIE	Agency/Voice	•	•
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ULTURAL ACTIVITIES ULSpecific Activity Using the IAP2 Framework increase community USING the IAP2 Framework increase that it is a capital city, the City of Perth Art 2016 inandates that as a capital city, the City of Perth and internationally mention in the most increase of increases the whole of the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as ambassadors and shocates for the plan There was also a call for the City of Perth driven from political leadership of Council as amba	MEA	Positive Future	•	•
ULTURAL ACTIVITIES ULTURAL ACTIVITIES Using the IAP2 Framework, increase community consultation to drive decision-making for current and prospective cultural projects and initiatives. Establish a cultural reference group convened by the City of Perth, with representatives from the community cultural development is required by the cultural sector and government. Establish a cultural sector and government. Establish a cultural of government. Establish a cultural ceference group convened by the City of Perth must be cultural development in the cultural development is required by the city of Perth must government.		Timetable	Ongoing	Short-Term
		Evidence	The City of Perth Act 2016 mandates that as a capital city, the City of Perth must move beyond engaging only with property owners, residents and ratepayers and invite input from all users of Perth City, including visitors, workers and tourists. Nationally and internationally, there is trend towards "open government" and acknowledgement that the community not only has a right to be heard, but also have an extensive pool of knowledge and insight that can help deliver better outcomes. The City of Perth has recently finalised a new Stakeholder Engagement Framework that must inform all activities in this plan.	Community consultation for this plan strongly indicated a call for cultural development to be owned and lead across the whole of the City of Perth, driven from political leadership of Council, as ambassadors and advocates for the plan. There was also a call for the City to have a leadership role in bringing key cultural institutions together to collaborate. Establishing a reference group with key decisions makers and important members of the cultural sector, will not only inform the City of Perth's leadership role, but facilitate collaboration and communication across the sector.
Ref Ref	LTURAL ACTIVITIES		Using the IAP2 Framework, increase community consultation to drive decision-making for current and prospective cultural projects and initiatives.	Establish a cultural reference group convened by the City of Perth, with representatives from the community, the cultural sector and government.
	In	Ref	5.1	5.2

		Page 32	20	
ABLE	Agency/Voice	•	•	
MEASURAB OUTCOMES	Connections		•	
M E	Positive Future			•
	Timetable	Short-Term	Short-Term/ Ongoing	Short-Term/ Ongoing
	Evidence	The City has historically invested in several key strategic cultural partnerships, which have only recently undergone any significant strategic review. Recently, organisations such as Activate Perth, Historic Heart and various neighbourhood precinct groups have also sought support and investment from the City. Partnership and collaboration are key to the success of this plan. An effective and equitable approach to partnerships needs to be documented and applied.	The City sits in a complex series of relationships and potential partnerships across three tiers of Government, redevelopment authorities, university and education, health systems, community and arts organisations. Examples include, the Metropolitan Redevelopment Authority, State Government Departments – most notably DLGSC, Tourism WA and DPLH, neighbouring Local Governments, Universities, Precinct groups, Chamber of Arts and Culture WA, Perth Theatre Trust, and others.	WA has a unique and untapped cultural identity and cultural tourism potential. Work by the State Government, Tourism WA, Committee for Perth and private companies is focusing on tapping this potential to grow tourism to WA. The City of Perth can contribute to and leverage this work. There has been significant investment in hotel and hospitality infrastructure in Perth City, which needs to be supported with a cultural tourism offering.
CULTURAL ACTIVITIES	Specific Activity	In consultation with the cultural reference group, review and develop the City of Perth's investment in strategic partnerships that will deliver on cultural commitments and drive cultural development in Perth.	Play an active role in developing partnerships with other relevant agencies to meet cultural commitments.	Partner with Tourism WA, WAITOC, inner city councils and other stakeholders to promote cultural activities, developing a cultural "narrative/brand" that reflects Perth's authentic cultural identity, which will shape the flow of engaging information on the cultural life of Perth for Perth's varied and transient community and tourists.
15	Ref	ഗ	5.4	გ

			Page 321		
S I E	Agency/Voice		•	•	•
MEASURABLE OUTCOMES	Connections	•	•		
MEAS	Positive Future		•		
	Timetable	Short-Term/ Ongoing	Short-Term/ Ongoing	Short-Term/ Ongoing	Short-Term/ Ongoing
	Evidence	The Perth Theatre Trust have control of the Perth Cultural Centre as a designated performance space. Work is underway to develop an activation plan and branding for the precinct as a whole. There is potential for activation with City of Perth events.	The City's cultural assets/info have almost no online presence and cultural tourism opportunities are being lost as visitors and locals alike are not aware of the City's cultural assets, heritage and history. There is little opportunity to promote the City's assets — or those externally owned — as there is currently no central, online repository for this information. A central repository for arts, cultural, and heritage information was a strong theme raised in community consultation.	The City of Perth's cultural policies related to cultural activity (arts and culture, heritage, collections, busking, etc) are very heavy on detail and have not been updated since the City of Perth Act 2016.	There is a call for the City of Perth to take a leadership role in driving cultural development and facilitating collaboration and connections within the arts and culture sector. Advocating for culture is a unique skill that must be fostered within the City of Perth.
CULTURAL ACTIVITIES	Specific Activity	Partner with the State Government and Perth Theatre Trust to deliver ongoing cultural activations around key events and campaigns in the Perth Cultural Centre.	Maintain and continue to invest in cultural content on the City's websites with accessible information on cultural offerings, and two-way channels of communication with the City of Perth on cultural initiatives and support programs.	ACH policies reviewed regularly, with community input, in line with the Cultural Development Plan.	City of Perth Council and administration participates in cultural leadership training.
Call	Ref	ය බ	5.7	5.8	ය ව
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Image courtesy of Sky Perth / City of Perth, 2018. Elizabeth Quay and Perth City Skyline. Back cover Cover,



Image courtesy of PHLY Images / City of Perth, 2019. Mural (2014), by Vans the Omega and Beastman, Building a State of Creativity's PUBLIC Program. commissioned by 140 Perth, curated by FORM 2, 45



Image courtesy of Sky Perth / City of Perth, 2018. Queen Elizabeth Quay Bridge.

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Kuhaupt. Supported by the Metropolitan Redevelopment Koorden (2015), by Rod Garlett, Fred Chaney, Richie Authority. City of Perth Public Art Collection. Image courtesy of City of Perth, 2019.

Boy Racer (2017), by Brent Harrison, City of Perth

S

Image courtesy of Danica Zuks, 2017.

Light Locker Art Space.



Image courtesy of Osprey Creative / City of Perth, 2019. Supreme Court of Western Australia.



Boy Racer (2017), by Brent Harrison, City of Perth Light Locker Art Space.



Image courtesy of Osprey Creative / City of Perth, 2019. Cathedral Square and City of Perth Library from the air. 100



Image courtesy of Osprey Creative / City of Perth, 2019.

Cathedral Square and City of Perth Library at night.

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Image courtesy of City of Perth, 2019.

Creativity's PUBLIC program.

Street. Developed through FORM Building a State of

Mural (2015), by Curiot, Hertz Building, Murray

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Image courtesy of Sky Perth / City of Perth, 2018.

Kings Square.

7, 11, 21

Image courtesy of PHLY Images / City of Perth, 2019. Art Gallery of Western Australia. Handpan Busker on Hay Street. 19



13

Creativity's Land. Mark. Art program. Supported by the Quay. Developed through FORM Building a State of Metropolitan Redevelopment Authority. mage courtesy of City of Perth, 2019. Elizabeth Quay. 14, 23

Image courtesy of Sky Perth / City of Perth, 2018.

Image courtesy of PHLY Images / City of Perth, 2019.

Ascalon (2011) and St George's Cathedral.

12

First Contact (2015), by Laurel Nannup, Elizabeth



Image courtesy of Jarrad Seng / City of Perth, 2017. Urban Ecology, Kings Park.

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mage courtesy of Danica Zuks, 2017. 100



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Image courtesy of Osprey Creative / City of Perth, 2019.

Image courtesy of PHLY Images / City of Perth, 2019. Busker Crowd Forrest Chase.

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Birak Concert 2019. Image courtesy of Thom Davidson / City of Perth, 2019.	General Post Office, Perth Image courtesy of City of Perth, 2017.	State Buildings. Image courtesy of City of Perth, 2017.		Nature at Elizabeth Quay. Image courtesy of Jess Wyld / City of Perth, 2019.	City of Perth. Image courtesy of Sky Perth / City of Perth, 2018.		Boorna Waanginy (2019), Kings Park. Image courtesy of Thom Davidson / City of Perth, 2019.	Optus Stadium. Image courtesy of Sky Perth / City of Perth, 2018.
31-32	33	34-36	37	38-39	40	41-44	46-50	51
Mural (2017), by Daek William, Graffti Cafe, King Street. Image courtesy of PHLY Images / City of Perth, 2019.	Riverside Drive. Image courtesy of Kane Artie / City of Perth, 2019.	The Bell Tower and City of Perth. Image courtesy of Osprey Creative / City of Perth, 2019.	Australia Day Skyworks. Image courtesy of Jess Wyld / City of Perth, 2018.	Mural (2011), by Timothy Rollins, Grand Lane, commissioned by City of Perth. Image courtesy of PHLY Images / City of Perth, 2018.	Kings Park flowers. Image courtesy of Jess Wyld / City of Perth, 2019.	East Perth cove sunset. Image courtesy of Kane Artie / City of Perth, 2019.	Derbarl Yerrigan and Elizabeth Quay. Image courtesy of Sky Perth / City of Perth, 2018.	Chadd Wirin Sculpture by Tjyllyungoo Lance, Yagan Square. Supported by the Metropolitan Redevelopment Authority. Image courtesy of PHLY Images / City of Perth, 2019.
20	21	22	24	25	56	27	28	59
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Image courtesy of XXXX. Council House.



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Mural by Kyle Hughes-Odgers, commissioned by 140 Perth.

Image courtesy of PHLY Images / City of Perth, 2019. Painted piano at Brookfield Place.

Image courtesy of Osprey Creative / City of Perth, 2019.

Perth Concert Hall.

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Image courtesy of PHLY Images / City of Perth, 2019. Image courtesy of PHLY Images / City of Perth, 2019. Boorna Waanginy (2019), Kings Park. People eating in Grand Lane.

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Image courtesy of Jarrad Seng / City of Perth, 2017. XXXX

Image courtesy of Thom Davidson / City of Perth, 2019.

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Image courtesy of Osprey Creative / City of Perth, 2019. Council House.



Perth City Skyline.

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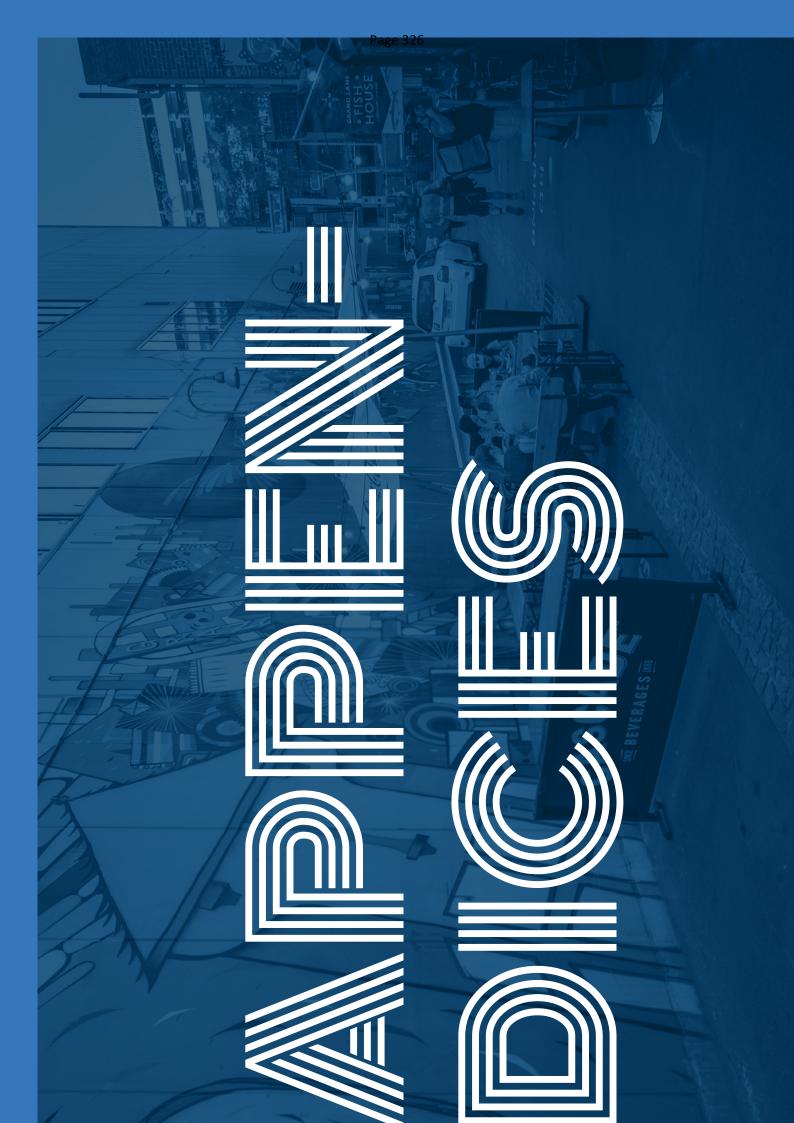
Image courtesy of Kane Artie / City of Perth, 2019. Cyclists on Mounts Bay Road. Image courtesy of XXXX. 64



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Image courtesy of PHLY Images / City of Perth, 2019. Developed through FORM Building a State of Wolf Lane Mural (2014), by Maya, Hayuk. Creativity's PUBLIC program.









About the Cultural Development Network

The City of Perth Cultural Development Plan has been based on the internationally recognised Cultural Planning Framework and Cultural Outcomes Measures, developed by local government, for local government, led by the Cultural Development Network (CDN) and the National Local Government Cultural Forum.

The Cultural Development Network (CDN) was first established in 2000, in Melbourne, Australia following a national conference the year before, 'Art and Community. New Century, New Connections,' where the need for an ongoing structure to support the role of culture in local development was identified. By 2003, CDN had become established as an independent non-profit organisation overseen by a board of experts in culture and local governance.

The CDN advocates for the inclusion of cultural vitality to the accepted 'triple bottom line' planning goals of economic, social and environmental sustainability. The main tool in this endeavour is Jon Hawkes' monograph, The Fourth Pillar of Sustainability, 2001. The international peak body for local government, UCLG, has recently adopted a policy statement acknowledging "culture as the fourth pillar of development."

Cultural Development Network (CDN) addresses its goal of a culturally rich and vibrant society by working to increase

the expression of culture through the platform of the arts, libraries and heritage. They do this by building the capacity of local government across Australia to support artists and local communities and work towards integrated planning across all levels of government.

CDN carries out significant research and development into what matters to communities, their elected representatives, artists and arts managers. Understanding better planning principles, how to evaluate and provide meaningful measurement of outcomes, particularly the understanding of connection of cultural outcomes to economic, social, environmental and civic outcomes of engagement in cultural development activities.

The National Local Government Cultural Forum was established in 2013, facilitated by CDN. The Forum comprises representatives from federal government arts agencies, every capital city, and local government peak bodies from each state and territory across Australia, who collaborate to develop culture's role in local government policy and practice.

City of Perth officers have been participating in the work of the National Local Government Cultural Forum since its inception.

See www.culturaldevelopment.net.au/about

The Cultural Development Network advocates for the inclusion of cultural vitality to the accepted 'triple bottom line' planning goals of economic, social, and environmental sustainability.



MEASURABLE OUTCOMES FOR CULTURAL ENGAGEMENT

The City of Perth Cultural Development Plan identifies measurable outcomes of its cultural activities across the five domains of public planning. Below are the detailed descriptions and definitions of the outcomes. See www.culturaldevelopment.net.au/outcomes for further information and the most up to date descriptions and definitions.



Goal 1: A city for people.

L. Appreciation of diversity of cultural expression – APPRECIATION

such as people who have a shared experience of disability dentification with others who share expressive interests, depending on their cultural backgrounds, life experience linguistic, religious or national heritage, but also through form or type of cultural expression, such as hiphop, emo that they seek to express, or expertise in a particular art and interests. Thus a culture might be related to ethnic, quality of form/s of cultural expression, including new cultures come together. Cultural expression is defined from engagement. Appreciation is defined here as the This outcome is about the appreciation of diverse and forms of cultural expression generated when diverse as the different ways that people express themselves different forms of cultural expression that can result recognition or understanding of the worth, value or or contemporary painting. This is related to the contribution of this diversity to quality of life and life choices, and the way that people connect with others through this expression. The total amount or percentage of cultural diversity is not the endpoint, but the appreciation of the existing diversity, as well as appreciation of the new forms of cultural expression that are generated when diverse cultures come together. This outcome corresponds closely to UCLG's cultural element of 'diversity', which is seen as "a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence" (UCLG, 2006, p. 5).

Z. Sense of safety and security supported – SAFETY

This outcome is about how cultural engagement supports-people's sense of safety and security: their sense of freedom from danger, risk or injury. This includes how safe they feel-their local-community is, as well as the-broader Australian community, and how secure they feel in their homes and moving about in the community. The term 'sense' is used in this outcome, because often people perceive that they are unsafe and insecure whilst crime statistics for a particular location may indicate that in fact there is a high level of safety and security.

3. Social differences bridged – BRIDGING

This outcome is about how a sense of positive connection can be developed with people who are outside our immediate social circle or from whom we feel socially divided. These people might be like or unlike us. They might be people we know and who are *like* us in the broader context, but from whom we have some social distance. An example would be people who are members of a different social group to us within our broader cultural group. People might also be *unlike* us because they come from a different culture or age group or social class. The connectedness between people who feel socially different from each other in some way is often referred to as 'bridging social capital'.



Goal 2: An exceptionally well designed, functional and accessible city.

The three measurable cultural outcomes that will address this goal are:

Aesthetic enrichment experienced – ENRICHMENT

This outcome is about how aesthetic enrichment, from pleasure to challenge, can result from cultural engagement. Aesthetic enrichment is experienced through the senses, elicited by aesthetic qualities perceived in the artwork or experience, through properties such as harmony and form. It involves experiences outside the mundane, of beauty, awe, joy and wonder; potentially offering a sense of escape or captivation, or feelings of being moved, challenged or transcending the everyday, extending to deepest experiences of a sense of flow, or the numinous or spiritual realms.

This outcome can include enjoyment from participation in arts experiences that are familiar, known as aesthetic validation, or unfamiliar, known as aesthetic growth or challenge. This outcome is not necessarily a shared sense: it can be experienced and enjoyed alone. A desired endpoint is more and deeper experiences of aesthetic enrichment, as these are unlimited and can be continually generated. Further engagement with similar or other enriching cultural activities may be inspired. This outcome corresponds to UCLG's cultural element of 'beauty' (UCLG, 2006), but is broader, in recognising that cultural enrichment can also come from experiences that are not beautiful, but challenging or awe-inspiring.

2. Positive sense of place in the local built and natural environment engendered – PLACE

By positive sense of place, we mean how we experience and make meaning of our environment both natural and built and how we describe, interact and value it. It is about how cultural activities can make a positive contribution to sense of place in the environment in which we live; either built or natural. Activities include neighbourhood and environmental regeneration, place-making, local festivals and other initiatives. Community engagement and activation are drivers of creating a positive sense of place. Diversity, authenticity and vibrancy are key characteristics of positive sense of place. As Jenny Gregory argued in City of Light (2003):

Cities are not ordered tranquil place...Great cities are characterised by energy, diversity and disorder, and it is this that gives them the vibrancy and creativity that challenges and stimulates their citizens. Great cities have spaces and sites of diversity where difference is privileged. They are cities for people, but they are not bland and ordered. They allow for the possibility of unpredictable, spontaneous and social activities.

3. Contribution to neighbourhood character, including regeneration, made – CHARACTER

public art, interpretive architecture, heritage conservation, increased stewardship by residents, property owners and and cultural identity visible, that have a focus on improving developers. Contemporary architecture and heritage fabric of the city's history; ever evolving and changing the build and neighbourhood character is intrinsic to city planning that enhance neighbourhood character can contribute to the character of the built environment. Cultural activities landscape design and others that make cultural heritage are important contributors to neighbourhood character, regulations. Character in many ways is the embodiment This outcome is about how cultural activities can make environment and our perception of it. As David Whishfeeling and understanding of place. Activities include permanent and visible contributions to an authentic Wilson writes in Perth (2013)

Look beyond shiny glass facades and boosterish talk of mining booms to the richness of the natural world, and the trailblazers, the rebels, the occasional ghost, and the ordinary people that bring Australia's remotest city to life...The truest, if most intangible heritage of our city exists in our memories.



The three measurable cultural outcomes that will address this goal are:

.. Aesthetic enrichment experienced – ENRICHMENT

This outcome is about how aesthetic enrichment, from pleasure to challenge, can result from cultural engagement. Aesthetic enrichment is experienced through the senses, elicited by aesthetic qualities perceived in the artwork or experience, through properties such as harmony and form. It involves experiences outside the mundane, of beauty, awe, joy and wonder; potentially offering a sense of escape or captivation, or feelings of being moved, challenged or transcending the everyday, extending to deepest experiences of a sense of flow, or the numinous or spiritual realms.

This outcome can include enjoyment from participation in arts experiences that are familiar, known as aesthetic validation, or unfamiliar, known as aesthetic growth or challenge. This outcome is not necessarily a shared sense: it can be experienced and enjoyed alone. A desired endpoint is more and deeper experiences of aesthetic enrichment, as these are unlimited and can be continually generated. Further engagement with similar or other enriching cultural activities may be inspired.

This outcome corresponds to UCLG's cultural element of beauty' (UCLG, 2006), but is broader, in recognising that cultural enrichment can also come from experiences that are not beautiful, but challenging or awe-inspiring.

2. Valued connection to the natural world inspired –

VALUED CONNECTION

By value of the natural world we mean that its connection to us is recognised, understood and appreciated. This outcome is about connecting people to the natural world with a sense of ownership and custodianship, as well as an understanding of society's place in the natural world Cultural activities that can contribute to this outcome can include the placement and use of materials in public art, streetscapes and outdoor festivals and events and their staging.

3. Understanding of ecological issues increased – UNDERSTANDING

This outcome is about how cultural engagement can enable new ideas, knowledge and insight about ecological issues. This includes both insight and knowledge into our ecological history – the history of the landscape and the environment in which we live – and the contemporary issues that impact upon the value and wellbeing of our natural environment.

Goal 4: A prosperous city.

The three measurable cultural outcomes that will address this goal are:

1. New knowledge insight and ideas gained – $\mathrm{INSIGHT}$

This outcome covers the development of new knowledge, ideas and insights resulting from the engagement. It also includes intellectual stimulation, critical reflection and creative thinking experiences. A desired endpoint is more and deeper understanding, as this is unlimited and can be continually generated. This outcome corresponds closely to UCLG's cultural element of 'knowledge' (UCLG, 2006), but is broader because it is about the process of thinking inspired by the cultural experience rather than just the knowledge shared. Innovation and calculated risk are intrinsic to gaining new knowledge and insight and reciprocally drive new ideas. This contributes to development and growth of a society, community and economy.

2. Economic complexity supported – COMPLEXITY

The local economy is made up of complex service and supply chain relationships and in the cultural sector these are usually local and small to medium businesses. This local economy can benefit from well-planned cultural activities utilising local skills, services and supplies.

Resilience is an emerging focus of economic research and the literature is limited (Hill, St. Clair, Wial, Wolman, Atkins, Blumenthal & Friedhoff, 2011). While varying definitions of a resilient economy exist, we use the definition of a resilient economy as being one which has the capacity to resist, absorb and recover from shocks, such as economic recession, natural disaster or political instability (Han & Goetz, 2015).

Three characteristics of a resilient economy include industrial diversity and complexity and individual participation in the economy (Briguglio, Cordina, Farrugia, & Vella, 2009; Bristow et al, 2014; Hill et al, 2011; Rose & Krausman, 2013). Other characteristics that are indicated as contributing to economic resilience include innovation and entrepreneurship, level of income inequality and services industry orientation.

The resilience of an economy is most often measured by its recovery to pre-shock levels of growth, as indicated by employment and GDP (or local product measure) within four years (Hill et al, 2001; Sensier et al, 2016).

Complexity is a feature of resilient economies. Complexity relates to the existence of locally produced goods and services upon which an industry relies; that is, the local availability of everything within the product chain needed for that industry to function. While economic diversity helps fend off external economic shocks, complexity appears to contribute to both resistance to, and bounceback from, shocks (Han et al, 2015). Where diversity and complexity are both present, greater resilience is observed (Han et al, 2015). Complexity within the local cultural industries is evidenced by the presence of the skilled people and locally produced goods and services that are required in the production of cultural products and services, such as theatre productions.

3. Cultural industries strengthened – DIVERSITY

unlikely to be affected by a decline in local manufacturing, international visitor dollars if this decline occurs. Cultural during an external shock to the economy (Han et al, 2015; which contribute just under 7% of GDP, a percentage that cultural industries. For example, local cultural tourism is landscape. They offer an important balance to other local shocks (Briguglio et al, 2009; Rose et al, 2013; Brown & of diversity, including a reliance on a single employer or industry over many years, can lead to a rapid downturn industries that are dependent on finite resources, and/ The existence of a diversity of industries within a local or subject to economic upheavals that do not affect the Greenbaum, 2016). For smaller local economies, a lack economy is reported as helpful in fending off external tourism may provide new economic opportunities for Brown et al, 2016). The Australian cultural industries, is currently growing (Australian Bureau of Statistics, 2014), are an important part of a diverse economic and there is not likely to be fewer national and those previously engaged in manufacturing.





Goal 5: A city that celebrates its diverse cultural identity.

The three measurable cultural outcomes that will address this goal are:

1. Creativity stimulated – STIMULATION

or original ideas to create something new and worthwhile the act of turning new and imaginative ideas into reality Creativity involves two processes: thinking, then producing time). Creativity is defined here as the use of imagination are more creativity stimulated, leading to the potential of or piques the curiosity of the participant (which includes the public experiencing this creative activity for the first all participants, from experienced artists to members of activity stimulates the creativity, sparks the imagination experiences and/or inspiration to create new artworks, working either alone or with others. Desired endpoints desire to engage more with similar or different cultural This is the most dynamic outcome, with the participant experiencing creative stimulus, which may result in This outcome is about how engagement in cultural more new work created. Both are unlimited

2. Diversity of cultural expression appreciated –

APPRECIATION

This outcome is about the appreciation of diverse and different forms of cultural expression that can result from engagement. Appreciation is defined here as the recognition or understanding of the worth, value or quality of form/s of cultural expression, including new forms of cultural expression generated when diverse cultures come together. Cultural expression is defined as the different ways that people express themselves depending on their cultural backgrounds, life experience and interests. Thus a culture might be related to ethnic, linguistic, religious or national heritage, but also through identification with others who share expressive interests, such as people who have a shared experience of disability that they seek to express, or expertise in a particular art form or type of cultural expression, such as hiphop, emo or contemporary painting.

This is related to the contribution of this diversity to quality of life and life choices, and the way that people connect with others through this expression. The total amount or percentage of cultural diversity is not the endpoint,

but the appreciation of the existing diversity, as well as appreciation of the new forms of cultural expression that are generated when diverse cultures come together. This outcome corresponds closely to UCLG's cultural element of 'diversity', which is seen as "a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence" (UCLG, 2006, p. 5).

3. Sense of belonging to shared cultural heritage deepened – BELONGING

This outcome is about relationship to one's history and heritage, and experience of cultural identity and values, with others. A sense of connection to the past and being part of a historical continuum; insights into the present through understanding of the past; insights into the past. This outcome is about how cultural engagement can offer illumination of the present by providing a sense of continuity with the past, and a pathway to the future, shared with others. Knowing where we have come from helps us to discover where we want to go. As the shared past cannot be changed, the desired endpoint is a positive connection to it.



Goal 6: An open and engaged City.

The three measurable cultural outcomes that will address this goal are:

I. Sense of a positive future for community inspired – POSITIVE FUTURE

By positive future we mean the feeling that you have what you need from your community to be hopeful and confident about your future. This is about the confidence you have in the local governance, civic engagement and decision making in a community, and that the future cultural life of the community is inclusive of your needs and aspirations.

2. Access to beneficial networks and other resources increased – USEFUL CONNECTIONS

Useful connections between groups is about access to beneficial networks and other resources for community members. This means the linkages between individuals and groups within the local community that has the potential for benefit, such as links between community members and council services or artists and the cultural sector.

3. Agency and voice enabled – AGENCY/VOICE

This outcome is about how engagement in cultural activities can stimulate a spectrum of active citizenship and engagement in governance processes, from membership of local organisations and decision-making bodies, to enhancement of engagement in political processes, to leadership.

This might include change in participation (e.g., numbers, new voices, less likely participants engaged); change in public awareness or understanding of a civic issue; shifts in thinking and attitudes about an issue; movement toward action or change on the issue or policy; change among participants in a sense of self-efficacy or collective efficacy to take action; change in quality of or capacity for civic dialogue; or change in the way civic leaders engaged with citizens and stakeholders; change in media coverage or representation of the issue.



Appendix 3: Evaluation Plan

Assessing the success of the Cultural Development Plan and the activities associated with it is essential to building the capability and value of cultural development delivered by the City of Perth. Rigorous evaluation will help determine whether the activities undertaken are successful in achieving the intended outcomes and meeting organisational goals. This in turn will lead to an improved Cultural Development Plan and initiatives in its next iteration.

Both the Cultural Development Plan and each of the activities delivered under the plan will be evaluated in line with the Evaluation Schema developed by the Cultural Development Network and adapted to feed into the City's processes and Integrated Planning and Reporting Framework.

Representatives from key contributing units have been identified to form a "Cultural Development Champions" group, who will act as focal points to track and monitor the activities of the Cultural Development Plan and the evaluation.

Evaluation and Review Timetable

Evaluation/Review	Frequency	Responsibility
Evaluation of Cultural	During and/or upon	Activity Lead Unit
Activities	completion of each activity	
Review/revision of Cultural	Annually	Manager Arts, Culture and
Activities and Resourcing		Heritage
Evaluation of the entire	Annually	Manager Arts, Culture and
Cultural Development Plan		Heritage
Review/revision of the entire	Triennially	City of Perth Council
Cultural Development Plan		

Evaluating the Cultural Development Plan

The Cultural Development Plan will be used as a reference document to guide the activities undertaken, why and when. It should enable staff to be most efficient, effective and to achieve the best outcomes for the community.

The following evaluation matrix will be used by relevant business units throughout the life of the Cultural Development Plan to assess its effectiveness and impact on staff members' function and capacity.

Impact on Staff	
Is the Cultural Development Plan used to direct the work of the	Percentage of team this
[relevant business unit] team?	applies to
Does the Cultural Development Plan assist team members to be	Percentage of team this
effective? [Self Report: to be answered by individual team	applies to
members responding about their own performance]	
Does the Cultural Development Plan assist team members to be	Percentage of team this
effective? [Manager's Report: to be answered by managers using	applies to
performance review of staff and achievement of team KPIs as data]	
Impact on Council/organisational support of cultural development	
Since adoption of the Cultural Development Plan, has the budget for	Increased/same/decreased
cultural activities	

Increased/same/decreased
Increased/same/decreased
Yes/No
Yes/No
Yes/No
Increased/same/decreased
Increased/same/decreased

Evaluating Activities

Activities carried out under the Cultural Development Plan will follow an eight-step planning process, which will help to determine the sorts of activities that should be undertaken to best meet the intended outcomes (objectives) and allow the outcomes of these activities to be accurately measured.

Eight stages of an activity

Goal	Objective	Evidence	Theory of Change	Activity Plan	Evaluation Plan	Document	Outcome
Goal from the	The <i>Intended</i>	What we	Wanting this	Decide on the	Measuring	Record the	Analyse,
organisation	Outcome. A	know about	intended	project	the outcome .	project,	reflect and
strategic	measurable	the objective:	outcome,	activity	How much	(photos,	assess the
plan. Long	milestone	where we are	and knowing	(outputs)	change, by	publications,	outcome/s
term 'desired	to reach in	now, what we	this evidence	considering	when and for	video,	against the
future' in any	the life of the	know abut	we will do	resources,	whom;	commentary)	objective/s
policy domain	project that	the problem,	this activity	(inputs),	selection of	and the	that address
e.g. cultural,	addresses	and the	'	relationships	methodology	evaluation	the goal
economic, etc	the goal	solution		and risks		data	
			L				L

WhiteBox Planning and Evaluation Tool

The City has been working with the Cultural Development Network to develop a planning and evaluation tool to assist staff in selecting appropriate activities to meet intended outcomes, determining the inputs (resources required to deliver the activity) and outputs (tangible outcome of the activity) and providing guidance for assessment of whether the activity achieved its intended outcome.

The methodology and supporting digital platform called "Whitebox" uses Culture Counts as its assessment tool, currently being used by City of Perth officers. The outcomes have been measured

and validated using this methodology by CDN during trials with local governments and cultural institutions.

The following template is an example of the methodology used to map the engagement process for each activity. A Question Template will be provided to assist in creating surveys.

Objective #1:
Objective #2:
How will you know you have achieved your objective (intended outcome)? What will you measure?
The best way to find out the outcome of the activity is to ask those who participated.
Interview question template. Outcome measure – methodology
[Insert from outcomes question template]
Outcome measure – methodology
[Insert from outcomes question template]
The structure of the question could change according to the outcome being measured i.e. the question could have a post-event and pre-event component.
Apart from the outcome, in comparison to the objective, what else do you want to know? (i.e. demographics)
Who will you ask?
When will you ask it?
How will you ask?

Evaluation methodologies
☐ Quantitative – data surveys (online or paper-based)
☐ Quantifying qualitative data – survey etc. – cultural outcome
☐ Qualitative – interviews, focus groups – Social outcome
☐ Participant observation
☐ Expert/s opinions
☐ Most Significant Change
☐ Arts-based using creative responses
☐ Mixed methods
☐ Other

Further information on evaluating activities and detailed templates are available from the Arts, Culture and Heritage team.

Plan and Indicative Ten-Year Resourcing Schedule Appendix 4: Implementation l

Resourcing for the Cultural Development Plan will be planned and approved in the City of Perth Annual Budgeting process, and through a detailed project plan and business case for each initiative. Activities scheduled to begin in the 2019/20 financial year can be accommodated in the 2019/20 budget (draft at May 2019).

INTERPRETING THE RESOURCING SCHEDULE:

begin earlier should the opportunity and resourcing arise. Note that FTE resources are not explicitly costed, but are allocated based on existing unit FTE resourcing levels as at May 2019. This is because the activities are a mix of BAU, 10% for Cultural Development Plan activities are outlined in this appendix to assist in future financial planning. Budgets in black text indicate the activity can be accommodated within external sources of resourcing (financial or otherwise) are identified below. Longer term requirements will be re-forecasted and refined during the document review process (see Appendix 3), noting that longer-term initiatives may business cases attached to the activity. Budgets in red text indicate that the activity will need to be funded through an increase, or reprioritisation of current unit funding. Potential projects and capital works. This will be reviewed in line with Appendix 3. Fully annotated budget can be found in the Exel Spreadsheet CM 122885/19. Subject to the above, resourcing requirements ±1 current unit funding levels and/or have approved

5.1 Social Domain - Cultural Activities Resourcing

£			
Opportunities to Augment Resources through Partnership?	Yes, key sectors: -Private businesses -Cultural Organisations -Precinct Groups -MRA -PTT	Yes, key sectors: -Private property owners -Precinct Groups -Activate Perth -"Fill This Space"	Yes, key sectors: -State Gov -Museums & Galleries -Universities
FTE Resources	Within Existing Workforce Plan ACH (lead) MKT CMS BSS CAS	Within Existing Workforce Plan ACH (lead) BSS MKT EDU PPM DAI CAS	Within Existing Workforce Plan ACH (co-lead) MKT (co-lead) EDU
Year Ten 28/29	MKT \$1,000,000	855 \$100,000	\$50,000
Year Nine 27/28	%800,000	855 \$100,000	Nii
Year Eight 26/27	MKT \$630,000	BSS \$100,000	MKT \$10,000
Year Seven 25/26	MKT \$630,000	BSS \$100,000	MKT \$10,000
Year Six 24/25	\$630,000	BSS \$100,000	\$25,000
Year Five 23/24	\$630,000	ACH \$8,000 BSS \$100,000	\$25,000
Year Four 22/23	\$630,000	ACH \$8,000 BSS \$100,000	\$100,000
Year Three 21/22	\$630,000	ACH \$8,000 BSS \$100,000	N/A
Year Two 20/21	\$630,000	ACH \$8,000 BSS \$100,000	N/A
Year One 19/20	\$630,000	ACH \$8,000 BSS \$100,000	N/A
Timetable	Short-Term	Short-Term	Medium-term
Outputs	-anti-social behaviour decreased in areas of activations -Supported activities reflect the cultural demographic of Perth	Increased footfall Increased stays/lingering Increased public perception of safety and vibrancy	-Number of downloads/site visits -high level of integration with other digital map
Specific Activity	Deliver localised support to a wide range of local businesses and cultural organisations to activate Perth City spaces, (including City of Perth-owned spaces) focusing on areas of high anti-social behaviour, through projects that involve the local community.	Work with and support property owners to activate vacant shop fronts with a variety of cultural programming throughout the year, targeting areas of high vacancy rates and high antisocial behaviour.	Through partnerships with key content owners (for example, Tourism WA, Western Australian Museum, Museum for Perth, etc.) create/distribute digital maps for guidance throughout Perth City in top ten languages (local
Ref	1.1 CBP 1.5.4	1.2	1.3

	Various	Yes, key sectors: -Lottery West/Healthway -DLGSCI -Community Groups	Yes, key sectors: -State Library -OMI
DAI	Within Existing Workforce Plan MKT (co-lead) Comms (co-lead) ACH CMS	Within Existing Workforce Plan MKT (lead) ACH CMS	Within Existing Workforce Plan LIB (lead)
	Ē	\$3,051,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	\$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$50,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$50,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$100,000	N/A (cost captured at 3.11)
	Ē	MKT \$3,051,000 ACH \$50,000	N/A (cost captured at 3.11)
	Short-term	Short-Term	Ongoing
resources (eg. parking, parks, etc.)	-Presence of multi- culturalism in marketing and communications reflective of current Perth demographic	-number and quality of events -Event impact reporting and attendance -Increased public perception of safety and vibrancy	-number of loans -number or queries resolved -number of physical / e-resources.
and visitor) for cultural experiences (eg. Aboriginal and Torres Strait Islander history, public art, built heritage, etc).	Encourage cultural understanding and interest through making diverse cultures visible in City of Perth marketing and communications, both as an organisation and Perth as a city.	Create a year-round program of cultural activities for youth and families, non-alcohol based spaces and performances.	Continue to build and provide access to foreign language resources in digital and physical formats.
	1.4	1.5	1.6

Ref	Specific Activity	Outputs	Timetable	Year One 19/20	Year Two 20/21	Year Three 21/22	Year Four 22/23	Year Five 23/24	Year Six 24/25	Year Seven 25/26	Year Eight 26/27	Year Nine 27/28	Year Ten 28/29	FTE Resources	Opportunities to Augment Resources through Partnership?
2A.1.a	for built and intangible heritage that articulates the direction for heritage conservation and activation in Perth City, feeds into the Interpretation Program (Activity 2B.2), and identifies key strategic partnerships to support its implementation. The Heritage Strategy will be informed by the City Planning Strategy, new City Planning Scheme No. 3 and existing/future Local Planning Policies.	-inclusion of Aboriginal and Torres Strait Islander cultural significance, endorsed by the community -commitments agreed and endorsed by key stakeholders -key strategic initiatives, such as upper floor activation, have a clear roadmap for implementation	Short-term	Nii	Nil	בּוֹין בּוֹים	Nii	\$10,000	Nil	Ξ̈	ii Z	Ξ	ACH \$10,000	Within Existing Workforce Plan ACH (lead) CPU DAU City Architect EDU	Yes, key sectors: -National Trust -DPLH -Precinct Groups
2A.1.b	Activate and leverage the unique and ever evolving history of Perth City as a key cultural asset through implementation of the Heritage Strategy (Activity 2A.1.a).	-built and intangible heritage in Perth City is visible, activated and a strong part of Perth's cultural identity and tourist offering -% uptake of adaptive reuse grants	Ongoing	Resourcing as per Heritage Strategy	TBD ACH (lead) CPU DAU EDU	Yes, key sectors: -National Trust -DPLH -Precinct Groups									
2A.2	Develop a long-term cultural infrastructure plan to integrate with the State Government's plan, starting with an audit of existing and projected supply and demand of cultural infrastructure and creative spaces in the Perth City.	-plan informs and is informed by informing strategies (CPS, Infrastructure, social, etc.) -plan integrates with and supports the State Government's plan reflects the needs and aspirations of the community	Short-term	Ē	ACH \$90,000	TBD	TBD	TBD	ТВО	TBD	TBD	TBD	TBD	Within Existing Workforce Plan ACH (lead) CPU EDU CMS PPM	Yes, key sectors: -DLGSCI -OGA -DPLH -Capital Cities LG's -Committee for Perth
2A.3.a	Review/amalgamate the City of Perth Public Art Strategy and Public Art Masterplan into	-effective Public Art Framework developed and	Short-term	Ī	ACH \$25,000	ΞĪ	Ξ	Ξ	Ξ	ACH \$25,000	Ē	Ë	Ē	Within Existing Workforce Plan ACH (lead)	Yes, key sectors: -PPAF -DLGSCI

Control of the cont			Pa	ge 343		
Second control contr	-Other WA LG's	Yes, key sectors: -PPAF -DLGSCI -Private investment -Precinct Groups	Yes, key sectors: -PPAF -DLGSCI -Private investment -Precinct Groups		Yes, key sectors: -DLGSCI -DLPH -Perth Theatre Trust -WAVE	Opportunities to Augment
Accordance of the product of the p	CDU CPU PPAF	Within Existing Workforce Plan ACH (lead) CDU PPAF PAAP	Workforce Plan ACH (lead) CDU DAU SPM CPU DAI	Within Existing Workforce Plan CPU (co-lead) ACH (co-lead) CDU PPAF PAAP	Workforce Plan CPU (lead) ACH CDU EDU Parks CMS	FTE Resources
Secure to the common of the		Ē	АСН \$25,000	TBD	CPU TBD	Year Ten 28/29
at comprehensive transplant between a set of secretarial by the formation of commission and formation of control identity policy, and there are a commission and control identity policy, and there are a commission as and formation of the formation of control identity and the formation of control identity believed to the formation of the formatio		Nil	\$25,000	TBD	CPU TBD	Year Nine 27/28
Section checked holifs Aff expension and by Francholers. Execute the bilds Aff expension and by Expension		Ξ	ACH \$40,000	TBD	CPU 18D	Year Eight 26/27
action-release's public AT representation of Francesor's contractional or framework and contractional or framework contracts to the public AT remains and contractional or framework including the commissions of equality public at the public AT contraction or framework and Public AT contractions and public and the public		Public Art Reserve (Capital) \$200,000	АСН \$25,000	TBD	CPU 18D	Year Seven 25/26
section-controlled by controlled and the framework controlled by commissions and by framework including performance and commissions are contributions are contributions of the new force contributions of the new force contributions of the new force contributions are contributed and contributed		Nii	АСН \$25,000	TBD	CPU TBD	Year Six 24/25
a commission and by framework, including the commissions are phenerial artwork, including the commissions are commissions are phenerial artwork. Including performance and consistency explained by the commissions are phenerial artwork. Including performance and considered, ephenerial artwork including performance and considered, ephenerial artwork. Including performance and considered, ephenerial artwork. Including performance and considered, ephenerial artwork and policy. In management, is reflecting petrify and their management, is reflective and public physical and proported of cultural inflation and city of buy-in for a range infrastructure within Petrit contributions in the partnership to bublic physical and physical an		Public Art Reserve (Capital) \$200,000	\$25,000	TBD	TBD	Year Five 23/24
Accomprehensive, conces and used across the action-oriented Public Art Framework including the commissioning of engaging, good investments, including performance and considered, cohesive and reflecting performance and considered, cohesive and reflecting performance and reflecting performanc		Nii	АСН \$25,000	TBD	CPU TBD	Year Four 22/23
a comprehensive, condes and lease across the Framework. Brancholders stakeholders stakeholders between the Public Art commissions are term commissions are term bigh quality public art, high quality public art, ephlemeral artwork. Considered, contributions and street art in Perth City, and their management, is reflected in a clear policy, supported by processes and contributions, spent co		Public Art Reserve (Capital) \$200,000	АСН \$25,000	TBD	CPU TBD	Year Three 21/22
action-oriented Public Art Framework. Framework. Including the Commissions are Framework including the Commission and by Framework including the commissions are Framework including to fengaging, high quality public art, including performance and ephemeral artwork. Commissioning of engaging, high quality public art, including performance and ephemeral artwork. Cohesive and freflecting Perth's cultural identity Implement a comprehensive Framework and Policy. Investigate suitable planning Freflected in a clear policy, supported by guidellines, poterational initiatives Investment of the new private and public perth contributions initiatives Investments Activural infrastructure and infrastructure within Perth conservation works. In partnessible with the State content Hall with City planning illinking the Concert Hall with City Planning other areas of Perth City. Specific Activity Outputs Timetable		N/A	АСН \$40,000	Nii.	TBD	Year Two 20/21
acomprehensive, concise and action-oriented Public Art remework. Execute the Public Art commissions are commissioning of engaging, high quality public art, including performance and phemeral artwork. Implement a comprehensive good investments, high quality public art, considered, ephemeral artwork. Implement a comprehensive good investments, being well-considered, cohesive and reflecting Perth's cultural identity included artwork and Policy. Implement a comprehensive with management, is reflected in a clear policy, supported by guidelines, processes and operational initiatives include developer and City of buy-in for a range the preparation of the new private and public private infrastructure within Perth collaboration and infrastructure within Perth collaboration dity. Cultural infrastructure within Perth collaboration dity. Cultural infrastructure within Perth collaboration and for the Concert Hall with city but and heritage conservation works. In partnership with the State conservation works. In partne		N/A	АСН \$40,000	Nil	rBD Pending outcomes of discussion with State Gov	Year One 19/20
a comprehensive, concise and action-oriented Public Art Framework. Execute the Public Art Framework, including the commissioning of engaging, high quality public art, including performance and ephemeral artwork. Implement a comprehensive Mural and Street Art Framework and Policy. Framework and Policy. Implement a comprehensive developer and City of Perth contributions) as part of the preparation of the new Planning Scheme, for the delivery of cultural infrastructure may include, but is not limited to, public art and heritage conservation works. In partnership with the State Government, develop a plan for the Concert Hall Precinct, linking the Concert Hall with other areas of Perth City. Natural Environment Specific Activity		Medium- term	Short-term	Short to Medium- term	Short-term	Timetable
	used across the organisation and by key external stakeholders	-Public art commissions are good investments, being well- considered, cohesive and reflecting Perth's	-the community's view on the place of murals and street art in Perth City, and their management, is reflected in a clear policy, supported by guidelines, processes and operational initiatives	-Effective contributions scheme that gets private and public buy-in for a range of cultural investments -public/private collaboration engendered	-an achievable plan that draws on cultural mapping, City Planning Strategy, Heritage Plan, and key partnerships to meet its aims.	Outputs
2A.3.b 2A.4 2A.6 CBP 2.3.2 Ref	a comprehensive, concise and action-oriented Public Art Framework.		Implement a comprehensive Mural and Street Art Framework and Policy.	Investigate suitable planning mechanisms, for example, a Cultural Contributions Incentives Scheme (which may include developer and City of Perth contributions) as part of the preparation of the new Planning Scheme, for the delivery of cultural infrastructure within Perth city. Cultural infrastructure may include, but is not limited to, public art and heritage conservation works.	In partnership with the State Government, develop a plan for the Concert Hall Precinct, linking the Concert Hall with other areas of Perth City.	Specific Activity
		2A.3.b	2A.4	2A.5	2A.6 CBP 2.3.2	Ref

ے		Page 344	10	
Resources through Partnership?	Yes, key sectors: Universities State Gov	Yes, key sectors: Universities State Gov History Heritage Private Building Owners Community Etc.	Yes, key sectors: -Community Groups -UWA/Universities -King's Park -Funding organisations	Yes, key sectors: -State Gov -Private developers -SWLSC -Inner city councils, Etc.
	Within Existing Workforce Plan Parks (lead) ACH CPU CDU	Within Existing Workforce Plan ACH (lead) Parks CDU MKT SU	Within Existing Workforce Plan MKT (lead) Parks ACH CMS WAC SU	Within Existing Workforce Plan CDU (lead) ACH Parks CPU EDU
	Ē	TBD	TBD	N/A
	Ī	TBD	ТВО	N/A
	Ē	TBD T	TBD 1	N/A
		TBD	TBD	A/A
	_	TBD TE	TBD	N/A
	\$100,000			
	Parks Pa \$100,000 \$1	\$90,000		A N
	000			N/A
	000	N/N		N/A
	000	₹	Ī	N/A N/A (Budget as per project plan)
		arm N/A	erm N/A	
	Mediumterm	Medium to Long-term	Short-term	Long-term
	-Have up to date management plans and actively implement them -Detailed Interpretation strategies for each	-built, intangible and natural history and heritage is accessible, engaging and a visible part of Perth City's cultural identity and tourist offering historic waterways and foreshore lines are part of the Interpretation Program Inks with existing foreshore interpretation program links with existing foreshore interpretation plans-media coverage -footfall/lingering	-An annual or biannual event feasibility determined -Issues such as waste management, environmental sustainability, natural heritage, etc. explored	-arts and cultural heritage are an essential element of the Riverfront Masterplan - the connection, accessibility and usage of the Swan River between Elizabeth Quay and
	Review and develop conservation plans for parks of heritage significance, linking with the Interpretation Plan (Activity 2B.2). e.g. Queens Gardens Stirling Gardens	Develop and implement a comprehensive strategic Interpretation Program for built, intangible, and natural history and heritage throughout Perth City.	Research and consider a natural heritage "green" activation, event, or festival in partnership with key internal and external stakeholders	Design, develop and implement a Riverfront Masterplan that includes arts and culture as essential elements.
	28.1	28.2	2B.3	2B.4 CBP 6.2.1

		Page 345
	Yes, key sectors: -State Gov -King's Park	Yes, key sectors: -State Gov -King's Park
	Within Existing Workforce Plan SU (co-lead) Parks (co-lead) ACH CDU	Within Existing Workforce Plan CDU (co-lead) ACH (co-lead) Parks EDU
	TBD	\$300,000 \$300,000
	TBD	\$300,000
	TBD	\$300,000
	TBD	853 \$300,000
	TBD	\$300,000
	Budget TBD pending outcomes of plan and planting policy	\$300,000
	N/A	\$300,000
	A/A	\$300,000
	N/A	\$300,000
	N/A	\$300,000
	Medium- term	Short- term
Point Fraser are increased	-Plan encourages and results in community involvement and education (eg. Planting events) -Biodiversity Management Plan identifies how to include biodiverse plantings and interpretation that supports indigenous and other heritageBiodiversity Plan enhances existing and potential green and biodiversity	-achievable, and realistic City of Perth contributions identified -partnerships developed
	Establish a biodiversity management plan and planting policy that draw on Perth's natural heritage, as defined in the BURRA Charter.	Consult with the State Government to identify potential contributions to the Wildflower Capital WA initiative, Wildflower Way.
	28.5	28.6

Participation Participatio			es, key sectors: Private companies		es es ity
OutputS Timestable Value	sə		/ 1	N/N	Yes, key s Universiti Private Commun
OutputS Timetable Visar One Visar Not Visar Not Visar OutputS Visar One Visar Not Vi	FTE Resources	Within Existing Workforce Plan ACH (lead) EDU	Within Existing Workforce Plan ACH (co-lead) EDU (co-lead) BSS	Within Existing Workforce Plan ACH (lead) BSS HAA MKT	Within Existing Workforce Plan ACH (lead) EDU PPM
Outputs Immetable Vear Two Vear Ve	Year Ten 28/29	ACH \$75,000	TBD	BSS \$1,555,500 \$390,000	TBD
Outputs Timefable Vear One Vear Two Vear Vear File Vear Size Vear File V	Year Nine 27/28	ACH \$75,000	TBD	855 \$1,555,500 \$390,000	TBD
Outputs Timetable Year Outputs Threat Tool Year Tool	Year Eight 26/27	ACH \$75,000	TBD	\$390,000 \$390,000	TBD
Outputs Timetable Vaar One Vear Two Vear Vear Fore V	Year Seven 25/26	ACH \$75,000	TBD		TBD
Outputs Timetable (Vear One Vear One Vear Two) Year Two	Year Six 24/25	ACH \$75,000	TBD		\$25,000
Outputs Timetable Pear One Year One Year Two Year Two Year Two Three 19/20 20/21 Three 21/22 1/22<	Year Five 23/24	ACH \$75,000	TBD		АСН \$50,000
Outputs Timetable Year One Year Two Professional development of creative practitioners and businesses attained husinesses in cultural husinesses in cultural husinesses in cultural husinesses attained husinesses attained husinesses attained husinesses attained husinesses levels of arts and cultural husinesses husinesses husinesses husinesses and outports and outputs, outcomes and productive husinesses	Year Four 22/23	ACH \$75,000	TBD		АСН \$100,000
Outputs	Year Three 21/22	ACH \$75,000	Ē		ACH \$180,000 Capital: \$75,000
outputs	Year Two	\$100,000	N/A		ACH \$200,000
outputs -mentorship, networking and professional development of creative practitioners and businesses attained -Annual event attendance -Positive feedback on Annual Community Perception Survey a generated, scoped, assessed, and implemented inplemented increase in cultural budget identified in production -Appropriate, sustainable annual budget identified including with thriving neighbourhood precinct groupsIncreased levels of arts and cultural activation across perth City -robust assessment and outputs/ outcomes evaluation -Key partnerships e support a vibrant and productive cultural hub -Foot traffic, visitation -number of professional networking event participants	Year One	\$100,000	N/A	\$1,555,500	ACH \$180,000 EDU \$20,000
ip ip ip is in a second in a s	Timetable	Ongoing	Medium- term	Ongoing	Short-term
rthership with other key sholders, deliver an lal program of sessional and sector lopment for ral/creative industries arm for philanthropy and orate partnerships that urages new creative work cultural entrepreneurship. Inue to invest in and age the local arts and re through a strategic and cultural Sponsorship ram. Through a strategic and cultural Sponsorship ram. Through a strategic and cultural Sponsorship ram. Through a strategic and cultural Sponsorship in the sector and hubs for the space and hubs for the space and hubs for the sector and munity (including CaLD munities) in underused as (Eg. Northbridge as Gasworks).	Outputs	mentorship, networking and professional development of creative practitioners and businesses attained Annual event attendance -Positive feedback on Annual Community Perception Survey	-Options generated, scoped, assessed, and implemented -increase in cultural production	-Appropriate, sustainable annual budget identified -Effective strategic partnerships developed, including with thriving neighbourhood precinct groupsIncreased levels of arts and cultural activation across Perth City -robust assessment and outputs/outcomes evaluation	-Key partnerships support a vibrant and productive cultural hub -Foot traffic, visitation -number of professional networking event participants
Spec In pastake annu profe deve culture (eg. f (eg. f and corpus work creat communication) work creat communication space spac	Specific Activity	In partnership with other key stakeholders, deliver an annual program of professional and sector development for cultural/creative industries (eg. REMIX).	Investigate and implement a City of Perth match-funding program for philanthropy and corporate partnerships that encourages new creative work and cultural entrepreneurship.	Continue to invest in and leverage the local arts and culture through a strategic Arts and Cultural Sponsorship Program.	Partner with State to provide and/or facilitate cooperative workspace and hubs for the creative sector and community (including CaLD communities) in underused spaces (Eg. Northbridge Piazza, Gasworks).
	Ref	ω H	3.2	3.3 .3	3.4

		Page 347	1	Γ	
Yes, key sectors: CACWA State Government Philanthropists Angel Investors		Yes, key sectors: State Gov Private Industry	Yes, key sectors: State Gov Fed Gov International institutions	Yes, key sectors: State Gov Private Industry Philanthropy International institutions	Yes, key sectors: State Gov Local Gov Tourism industry WAITOC
Within Existing Workforce Plan ACH (lead) BSS EDU CPU DAI	1 Additional/ Reprioritised FTE and/or grants budget required in years 7-10 ACH (lead) EDU	Within Existing Workforce Plan ACH (lead) MKT BSS	Within Existing Workforce Plan ACH (lead) EDU	Within Existing Workforce Plan ACH (lead) EDU PPAF	Within Existing Workforce Plan EDU (lead) ACH MKT
TBD	АСН \$25,000	TBD	ACH \$30,000 \$30,000 EDU \$15,000	ACH \$10,000	TBD
TBD	ACH \$50,000	TBD	ACH \$30,000 \$30,000 EDU \$15,000	ACH \$10,000	TBD
TBD	ACH \$200,000	TBD	ACH \$30,000 \$30,000 EDU \$20,000	ACH \$10,000	TBD
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۷/۷ ۲	N/A	TBD	ACH \$30,000 \$30,000 EDU \$20,000	ACH \$10,000	TBD
N/N	N/A	TBD	ACH \$30,000 \$30,000 EDU \$20,000	\$20,000	TBD
A/N	N/A	TBD	ACH \$30,000 \$30,000 EDU \$15,000	\$20,000	TBD
A/N	N/A	TBD	ACH \$30,000 \$30,000 EDU \$15,000	\$150,000 \$70,000	TBD
V/N	N/A	TBD	ACH \$30,000 \$20,000 EDU \$15,000	\$10,000	TBD
∀ /2	N/A	Ë	ACH \$30,000 EDU \$12,000	Ē	I.
Long-term	Long-term	Short-term	Ongoing	Short-term	Ongoing
-Number of established Arts & Cultural start- ups/businesses -New businesses lasting/longevity – beyond 12 months -Diversifying once established -Ratio of number of enquiries to number of resulting established businesses	-A film-friendly culture developed in Perth City -Key partnerships established to support film in Perth City -Infrastructure considered as part of the cultural infrastructure plan (Activity 2.2)	-Agreed approach with State and Stakeholders determined increased public access to live WA music considered increased promotion of WA music industry considered	-Tailored approach for cultural exchange explored for each Sister City relationship partnerships developed locally and internationally	-Opportunities identified and assessed according to best fit and cost/benefit analysis	-opportunities identified -high level of integration with key stakeholders
Identify and address barriers to arts and cultural businesses in Perth City.	Identify opportunities to support the local screen sector and implement the "Film Perth" report recommendations.	Partner with State Government and key music stakeholders to investigate contemporary music industry development focused on shared objectives.	Leverage Sister City relationships by connecting local cultural institutions with international counterparts, to develop cultural exchange and local capacity of cultural workers (Eg. Art Taipei).	Identify and pursue a significant opportunity to put Perth's arts sector on the international radar (eg. Art Basel Cities, World Cities Culture Forum).	In collaboration with stakeholders, investigate opportunities to improve the city's cultural tourism offering and publicise and promote
3.5	9.6	3.7	8. 8.	3.9	3.10

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this offering to visitors. (Refer to 5.5 on cultural brand). Provision of programs and services to assist individuals to increase their knowledge and skills, to change their attitudes and behaviours, and to access information and increase awareness of what is happening in their community.		Ongoing
this offering to visitors. (Refer to 5.5 on cultural brand). Provision of programs and services to assist individuals to increase their knowledge and skills, to change their attitudes and behaviours, and to access information and increase awareness of what is happening in their community.	-positive relationships built	-number and quality of programs held -attendance to programs -attendee feedback (survey) -collaboration/ partnerships with businesses, academic institutions and government agencies
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Opportunities to Augment Resources through Partnership?	Yes, -varied	Yes, key sectors: -State Gov -Universities -SWALSC -Whadjuk Working Party -PPAF	Yes, key sectors: -State Gov -Fed Gov	Yes, key sectors: -Cultural organisations -Perth Festival -Fringe World -UWA -DLCSI -Private businesses -Precinct Groups
FTE Resources	Within Existing Workforce Plan CMS (lead) ALL Units	Within Existing Workforce Plan ACH (lead) CMS DAI	Additional 1 FTE or contractor may be required in years 9 and 10 ACH (lead) CMS MKT LIB CDU PPAF HAA PPM	Within Existing Workforce Plan ACH (co-lead) MKT (co-lead BSS HAA
Year Ten 28/29	Resourcing as per RAP	АСН \$30,000	ACH \$220,000 \$280,000	ACH \$50,000 MKT \$750,000
Year Nine 27/28	Resourcing as per RAP	Ē	ACH \$200,000 (Capital)	ACH \$50,000 MKT \$750,000
Year Eight 26/27	Resourcing as per RAP	Ē	\$60,000	ACH \$50,000 MKT \$750,000
Year Seven 25/26	Resourcing as per RAP	Ē	Ē	ACH \$50,000 MKT \$750,000
Year Six 24/25	as per RAP	ACH \$30,000	I Z	ACH \$50,000 MKT \$750,000
Year Five 23/24	Resourcing as per RAP	Ē	ΞZ	ACH \$60,000 MKT \$750,000
Year Four 22/23	Resourcing as per RAP	Ē	\$200,000	ACH \$70,000 MKT \$750,000
Year Three 21/22	as per RAP	Ē	ACH/CMS \$150,000	ACH \$80,000 MKT \$900,000
Year Two 20/21	as per RAP	ACH \$30,000	ACH \$25,000	ACH \$100,000 MKT \$750,000
Year One 19/20	Resourcing as per RAP	ACH \$30,000	ACH \$220,000	ACH \$60,000
Timetable	Ongoing	Short-term	Ongoing/ Long-term	Short-term
Outputs	-Implement the City of Perth's Reconciliation Action Plan -Engage and strengthen working relationships with Aboriginal peoples-Build visibility and representation of Aboriginal culture in cultural activities, facilities and events	-detailed, user- friendly and accurate Cultural Map produced -endorsement of the map by the Aboriginal and Torres Strait Islander communities	-robust community consultation -high levels of collaboration/ partnership -inclusive, accessible events and initiatives -public perception surveys -Attendance/ awareness across broad, multi- cultural demographics	-feasibility study for year-round arts festivals conducted -key partnerships delivering increased value for money year round
Specific Activity	Celebrate and make visible Aboriginal and Torres Strait Islander cultures through community-led initiatives.	In consultation with the community and key stakeholders undertake to plot significant cultural stories, particularly of the Aboriginal and Torres Strait Islander communities, spatially across Perth City in a Cultural Mapping project.	Celebrate key historic milestones through partnerships, events and strategic projects that acknowledge cultural diversity and multiple histories (Eg. WA Bicentennial, Town Hall 150 th anniversary).	Create local community arts & cultural activation at strategic spaces throughout Perth City through year-round, high quality arts festivals and events (Eg. winter season, leveraging key strategic arts partnerships).
Ref	4.1	4.2	4.3	4.4

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	Page 350					
	Yes, key sectors: -State Library -Collecting Institutions -PPAF -Private donations	Yes, key sectors: -National Trust -State Gov -Cultural institutions	Yes, key sectors: -Universities -Lost Perth -State Records Office -State Library -DLGSCI -Cultural institutions -Community -PPAF -Heritage Perth	Yes, key sectors: -MRA -Private businesses -Buskers Guild	Yes, key sectors: -Museum of Freedom and Tolerance	
	Within Existing Workforce Plan ACH (lead) PPM	Within Existing Workforce Plan ACH (lead) PPM CMS LIB MKT Comms DAI	Additional 0.5FTE or contractor required in year 2 ACH (lead) DAI IT MKT Comms	Within Existing Workforce Plan ACH (co-lead) CSU (co-lead) CAS (co-lead) BSS HAA MKT	Within Existing Workforce Plan	
	ACH \$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$35,000	ACH \$80,000	\$100,000	Ē	8SS \$75,000	
	ACH \$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$35,000	ACH \$80,000	\$100,000	Ē	8SS \$75,000	
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	ACH \$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$65,700	АСН \$80,000	ACH \$25,000	Ē	BSS \$75,000	
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	\$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$72,700 Capital: \$50,000 (Storage solution)	ACH \$80,000	ACH \$100,000	АСН \$10,000	BSS \$75,000	
	\$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$100,800 Capital: \$50,000 (Storage	ACH \$80,000 Capital: \$50,000 (Display solution)	ACH \$100,000	ACH \$15,000	BSS \$75,000	
	ACH \$200,000 Capital: (Acquisitio ns reserve budget): \$60,000 (Renewal): \$74,800	ACH \$80,000 Capital: \$50,000 (Display solution)	N/N	АСН \$30,000	BSS \$75,000	
	Short-term/ Ongoing	Short-term/ Ongoing	Long-term	Short-term	Short-term	
-number and quality of arts events increased	-Collection Management Framework developed -collections are managed and conserved in accordance with best practice	-collection Interpretation and Engagement framework developed -collections as accessible as possible within conservation limits	-"Finding Perth" digital platforms delivered -online traffic and visitation -footfall/lingering to publically accessible assets	-increased street performance quality; enhanced vibrancy, vitality and ambiance in Perth City -minimise busking complaints -footfall/lingering	-cultural celebrations reflect demographics of Perth	
	Develop and maintain the City of Perth's Cultural Collections through a commitment to preserving and documenting Perth's unique cultural identity and social history.	Provide access to and engagement with the City of Perth's Cultural Collections in dedicated City of Perth-owned spaces and online.	Work to ensure Perth City's cultural assets (public art, heritage buildings, art, cultural heritage and history, etc.) are easily accessible in engaging digital formats, discoverable by the public, and linked to place through the "Finding Perth" project.	Develop a robust Busking Framework, including a revised policy, guidelines, and street performance commissioning program.	Leverage Sister City relationships and work in partnership with local cultural community groups across	
	4.5	9.9	7.4	8.	4.9.a	

	Page 3	351	
-OMCI -Community Groups/Orgs	Yes, key sectors: -Chung Wah Association	Yes, key sectors: -Brookfield -Cathedral Square -etc	Yes, key sectors: -State Gov -Fed Gov
ACH (lead) EDU BSS CMS LIB MKT HAA	Within Existing Workforce Plan EDU (lead) ACH MKT BSS LIB	Within Existing Workforce Plan MKT (lead) ACH EDU SPM	Within Existing Workforce Plan MKT (lead) ACH CMS HAA
	BSS \$75,000 MKT \$40,000	MKT \$900,000 \$350,000	\$250,000
	BSS \$75,000 MKT \$40,000	MKT \$900,000 \$350,000	\$250,000
	BSS \$75,000 MKT \$40,000	\$900,000 \$350,000	\$250,000
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	BSS \$75,000 MKT \$40,000	\$900,000 \$100,000	\$250,000
	BSS \$75,000 MKT \$40,000	\$900,000	\$250,000
	Short-term/ Ongoing	Short-term/ Ongoing	Ongoing
-guidelines developed to assist external organisations and groups to deliver community cultural events in Perth City -Key cultural diversity days celebrated: (see Appendix 2: Evidence for suggested list of	-robust community consultation -high levels of collaboration/ partnership -inclusive, accessible events and initiatives -public perception surveys -Attendance/ awareness across broad, multi- cultural demographics	-Sense of inclusion and respect for a wide, multi-cultural demographic, beyond Christmas experience footfall/lingering survey	-Attendance/ awareness across broad, multi- cultural demographics -high levels of collaboration/ partnership -# of diverse cultural experiences
Perth's broad cultural demographics, to make multiculturalism visible, through notable celebrations for a wide variety of cultural days.	Leverage Sister City relationships to deliver activations that celebrate Chinese New Year.	Deliver a Christmas/New Yearseason experience that is representative and inclusive of Perth's multicultural community; a more diverse offering that is meaningful for a wide demographic.	Ensure that Australia Day long weekend events are inclusive and acknowledge cultural diversity and multiple histories.
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Opportunities to Augment Resources through Partnership?	N/A	√ N	N/A	Various	Yes, key sectors: -DLCSCI -Tourism WA
FTE Resources	Within Existing Workforce Plan S&P (advise/ coordinate) All Units	Within Existing Workforce Plan ACH (lead) GOV PPAF PAAP	Within Existing Workforce Plan ACH (lead) BSS GOV S&P	Within Existing Workforce Plan S&P (co-lead) ACH (co-lead) GOV CMS	Within Existing Workforce Plan ACH (co-lead) MKT (co-lead) EDU
Year Ten 28/29	N/A (Costs built into each initiative)	ACH \$5,000	Nil	Nil	\$25,000
Year Nine 27/28	N/A (Costs built into each initiative)	АСН \$5,000	Nil	Ξ	\$25,000
Year Eight 26/27	N/A (Costs built into each initiative)	АСН \$5,000	Ē	Ē	\$25,000
Year Seven 25/26	N/A (Costs built into each initiative)	АСН \$5,000	Ī	Ē	\$25,000
Year Six 24/25	N/A (Costs built into each initiative)	ACH \$5,000	Ī	Ē	\$25,000
Year Five 23/24	N/A (Costs built into each initiative)	ACH \$5,000	II.	Ξ	\$25,000
Year Four 22/23	N/A (Costs built into each initiative)	ACH \$5,000	II.	Ξ.	\$25,000
Year Three 21/22	N/A (Costs built into each initiative)	ACH \$5,000	Nil	Ξ	\$25,000
Year Two 20/21	N/A (Costs built into each initiative)	ACH \$5,000	Nil	II.	EDU \$25,000 MKT \$350,000
Year One 19/20	N/A (Costs built into each initiative)	ACH \$5,000	Nil	II.	\$25,000
Timetable	Ongoing	Short-term	Short-term	Short-term/ Ongoing	Short-term/ Ongoing
Outputs	-Stakeholder engagement framework used for all initiatives	-Effective, cohesive and active reference group established, with clear Terms of Reference ability of reference group to contribute to Council decisionmaking relevant issues are within the scope of the reference group to advise upon	-Heritage Perth review completed -PPAF review completed -Arts/Major Events Sponsorships review completed	-stakeholder feedback and perception surveys -# of meetings per year -% of collaborative projects	-website traffic -social media stats -community perception survey -cultural tourism increased
Specific Activity	Using the IAP2 Framework, increase community consultation to drive decisionmaking for current and prospective cultural projects and initiatives.	Establish a cultural reference group convened by the City of Perth, with representatives from the community, the cultural sector and government.	In consultation with the cultural reference group, review and develop the City of Perth's investment in strategic partnerships that will deliver on cultural commitments and drive cultural development in Perth.	Play an active role in developing partnerships with other relevant agencies to meet cultural commitments.	Partner with Tourism WA, WAITOC, and other stakeholders to promote cultural activities, developing a cultural "narrative/brand" that reflects Perth's authentic cultural identity, which will shape the flow of engaging information on the cultural life of Perth for Perth's varied and transient community and tourists.
Ref	5.1	5.2	5.3	5.4	5.5

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Yes, key sectors: State Gov PTT	N/A	N/A	Yes, key sectors: -NLGCF -WALGA
Within Existing Workforce Plan MKT (co-lead) ACH (co-lead)	Within Existing Workforce Plan ACH (co-lead) MKT (co-lead) Comms (co-lead)	Within Existing Workforce Plan ACH/GOV (Various Interdependent Units)	Within Existing Workforce Plan ACH/GOV
Ţ <u>i</u>	N/A	N/A	АСН/GOV \$5,000
ŢĪ.	N/A	N/A	\$5,000
N.	N/A	N/A	ACH/GOV \$5,000
Ξ	N/A	N/A	ACH/GOV \$5,000
Z	N/A	A/A	ACH/GOV \$5,000
Ē	N/A	A/N	ACH/GOV \$5,000
Ē	N/A	A/N	ACH/GOV \$5,000
Ē	N/A	N/A	ACH/GOV \$ 5,000
Ë	N/A	N/A	\$5,000
N/A	N/A	N/A	ACH/GOV \$ 5,000
Short-term/ Ongoing	Short-term/ Ongoing	Short-term/ Ongoing	Short-term/ Ongoing
-co-funded activation approach -leverage the New Museum in programming	-website traffic -social media stats -community perception survey -Access across both visitperth.com.au and perth.wa.gov.au	-effective policies -community is engaged and input informs policy settings -no overdue review dates	Cultural leadership training implemented for all new Councillors and Executive -City of Perth Council and Administration displays Cultural Leadership
Partner with the State Government and Perth Theatre Trust to deliver ongoing cultural activations around key events and campaigns in the Perth Cultural Centre.	Maintain and continue to invest in cultural content on the City's websites with accessible information on cultural offerings, and twoway channels of communication with the City of Perth on cultural initiatives and support programs.	ACH policies reviewed regularly, with community input, in line with the Cultural Development Plan.	City of Perth Council and Administration displays Cultural Leadership.
5.6	5.7	8. 8.	5.9

TOTALS

Description	Year One 19/20	Year Two 20/21	Year Three 21/22	Year Four 22/23	Year Five 23/24	Year Six 24/25	Year Seven 25/26	Year Eight 26/27	Year Nine 27/28	Year Ten 28/29
Total within current levels of operating expenditure	099'650'6\$	\$9,067,660	\$9,052,660	\$8,822,660	\$8,677,660	\$8,544,660	\$8,514,660	\$8,564,660	\$8,654,660	\$9,014,660
Total within current levels of capital expenditure	\$264,800	\$160,800	\$332,700	\$100,290	\$325,700	\$113,100	\$295,000	\$95,000	\$295,000	\$95,000
Total Additional Operating Expenditure	-\$	\$1,520,100	\$1,741,000	\$1,661,000	\$1,471,000	\$1,545,000	\$1,850,000	\$1,730,000	\$1,670,000	\$1,975,000
Totals Additional Capital Expenditure	-\$	\$100,000	\$125,000	-\$	-\$	- \$	-\$	- \$	- \$-	\$-
Grant Total Operating Expenditure	\$9,059,660	\$10,587,760	\$10,793,660	\$10,483,660	\$10,148,660	\$10,089,660	\$10,364,660	\$10,294,660	\$10,324,660	\$10,989,660
Grand Total Capital Expenditure	\$264,800	\$1,620,100	\$457,700	\$100,290	\$325,700	\$113,100	\$295,000	\$95,000	\$295,000	\$95,000
FTE Resources (above current levels)	0	0.5	0	0	0	0	1	1	2	2
Notes:										

- Figures have not been adjusted for CPI
 The amounts shown in this document, reflect only the City's contribution to the activity, not necessarily the full activity cost (which may include funding from external sources not accounted for here).
 As per page 29 of the Cultural Development Plan:

The City of Perth's overarching commitment is to deliver a range of cultural development activities that will deliver on stated objectives (outcomes), based on evaluation and evidence. The activities may change and vary depending on which most effectively demonstrate delivery on desired outcomes; the commitment to outcomes will remain constant, in line with the City's Strategic Community Plan 2029. (See Appendix 3 for more detail). This means that there is flexibility to decrease or increase activities and corresponding budgets, as long as the City is delivering on the stated objectives. There is also the option to source additional funding from external sources, should internal funding sources be insufficient to meet the requirements of the plan. Agenda Item 13.9

Proposed Public Toilet Facility on Mounts Bay Road

Recommendation:

That Council BY AN ABSOLUTE MAJORITY:

- 1. <u>NOTES</u> the budget expenditure for the construction of the public toilet facility on Mounts Bay Road will be charged to PJ 12233 Provision of Public Toilets Various sites;
- 2. <u>NOTES</u> the allocated budget for account number PJ 12233 Provision of Public Toilets Various sites is insufficient; with additional funds of \$181,606.43 (excluding GST) necessary to undertake the works;
- 3. <u>APPROVES</u> that the additional expenditure for Part 2 above to be transferred from account PJ 11878 Pedestrian Walkways which is identified as having surplus funds; and
- 4. <u>NOTES</u> that construction is anticipated to commence early June with an envisaged completion date at the end of August 2019.

FILE REFERENCE: P1037646#04
REPORTING UNIT: Properties

RESPONSIBLE DIRECTORATE: Construction and Maintenance

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 10 May 2019

ATTACHMENT/S: Attachment 13.9A – Hames Sharley Concept

Design

Confidential Attachment 13.9B - Tender

Evaluation Matrix

Attachment 13.9C – Proposed Facility Location (Confidential Attachments are circulated to

Commissioners under separate cover)

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies

Quasi-Judicial When the Council determines an application/matter that

directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State

Administrative Tribunal.

Information For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Part 4 of the Local Government (Functions and General)

Regulations 1996

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan / Corporate Business Plan

Goal 2 - An exceptionally well designed, functional and

accessible city

Policy

Policy No and Name: 9.6 - Budget Variations

Purpose and Background:

Public toilets provide an essential service that facilitates residents and visitor access to the wide range of cultural, economic and recreational activities on offer in the city of Perth. They are classed as essential components of city infrastructure.

The Public Toilet Plan 2017-2027 outlines how the City of Perth will ensure an adequate network of public toilets to meet community need, demand from increasing visitor numbers and the overall vision for the city.

As referred to in the plan, a public facility near the Old Swan Brewery, the Blue Boat House and Eliza statue was identified as a priority, and a bespoke design befitting of its prominent location was developed by Hames Sharley Architects (see Attachment 13.9A).

This design was selected after a design competition process with the involvement of the City of Perth's Architect in the selection process and the final discussion.

Upon the selection of the preferred concept design, Properties liaised with the Department of Lands and Heritage (DLPH) regarding *Local Government (Functions and General) Regulations 1996* Section 18 requirements, and involved the local stakeholders in the area in the discussion of the chosen location.

Discussions were then held with both the architects and the engineers involved with the project to provide the most cost-effective solution to the construction of this facility.

Background

Many visitors use the car park on "Quarry Point" as it is approximately halfway between the Blue Boat House and the Old Swan Brewery. There has been an increase over the past few years of visitors to this area, with tour buses as well as self-driven visitors stopping here for photo opportunities. The closest public facility is located at the Narrows Gardens which is 2.4 kilometres away.

Visitors have been utilising Zafferano's restaurant facilities located within the Old Swan Brewery. With the increase in pedestrian traffic numbers, the manager of this restaurant has raised several complaints, as these visitors are disrupting his regular business and the patronage to it. He has documented occasions of verbal abuse and vandalism from members of the public as well as additional costs associated with the additional usage of his toilet facility. The construction of the proposed facility, with appropriate signage at strategic locations, will allow visitors to the area the respite they need, without exhausting the current business facility's capacity.

Officers from the City of Perth have met with stakeholders within the area to discuss the lack of facilities in this location. While it was initially thought the facility could be installed closer to the Old Swan Brewery building, the infrastructure and flora in the area did not allow for a safe excavation process.

Residents were also not supportive of a public facility in this location. After this consultation and various site assessments, the location on Quarry Point was deemed the most suitable due to its strategic location between the attractions, it being a relatively clear level area without any existing flora being impacted, and adjacent car park.

The facility has been designed to be the City of Perth's first 'stand-alone' toilet facility utilising solar power and tank infrastructure to provide the required utilities. Its bespoke design is fitting for the area, as well as being a robust, simple built form.

The facility can be constructed as 'public works' meaning a Development Approval is not required. Officers have spoken to the DPLH and confirmed there is no requirement for *Local Government* (Functions and General) Regulations 1996 Section 18, and construction can commence once budget approval is granted.

Following a lengthy consultation process with the stakeholders and designers to determine a concept, discussions were then held with the engineers and architects to obtain the "most cost effective" solution to the proposed facility.

This final design solution then underwent the public Tender process, and the tendered prices received from that process range from \$278,275.67 though to \$397,580.00.

Details:

The preferred contractors price was \$364,800.00 (a 10% construction contingency is recommended) which brings the total project value to \$401,280.

Project Budget

PJ 12233 – Provision of Public Toilets – Various sites currently has \$219,673.57 remaining in the budget which is insufficient to meet the projects construction tendered price.

To meet the requirements of the tendered price, it is recommended that the additional funds (\$181,606.43) are transferred from account PJ 11878 – Pedestrian Walkways which is identified as having surplus funds to successfully deliver this project.

Upon final approval by relevant authorities (Department of Biodiversity, Conservation and Attractions and Western Australia Planning Commission), a report to the CEO will be prepared for the appointment of the preferred contractor under delegated authority.

Stakeholder Engagement

The City of Perth has undertaken extensive consultation with key stakeholders, including the appropriate regulatory bodies, internal Units, business owners and residents regarding the construction of this public toilet facility.

Financial Implications:

ACCOUNT NO: PJ 12233

BUDGET ITEM: Provision of Public Toilets – Various Sites

BUDGETED AMOUNT: \$500,000.27

AMOUNT SPENT TO DATE: \$280,326.70

PROPOSED COST: \$401,280.00

BALANCE REMAINING: \$-181,606.43

ANNUAL MAINTENANCE: \$20,000.00

ESTIMATED WHOLE LIFE COST: \$400,000.00

All figures quoted in this report are exclusive of GST.

Comments:

An additional budget of \$181,606.43 is required to fund the construction of the public toilet facility in the vicinity of Mounts Bay Road.

100NISBANDEN SKETCH DESIGN REV1

Prepared for the City of Perth

Hames SHarley www.hamessharley.com.au

ARCHITECTURE INTERIORS
URBAN DESIGN
PLANNING
LANDSCAPE

SKETCH DESIGN REV1

+ Landmark on a journey - Mounts Bay Road + Public amenity - Swan River Foreshore Engage sense of place - texture/form + Cycle/Walk/Stop - 'third place' Shelter from the elements Detailed & Robust

+ Prominent Perth location

d.symington@hamessharley.com.au Senior Associate Dean Symington

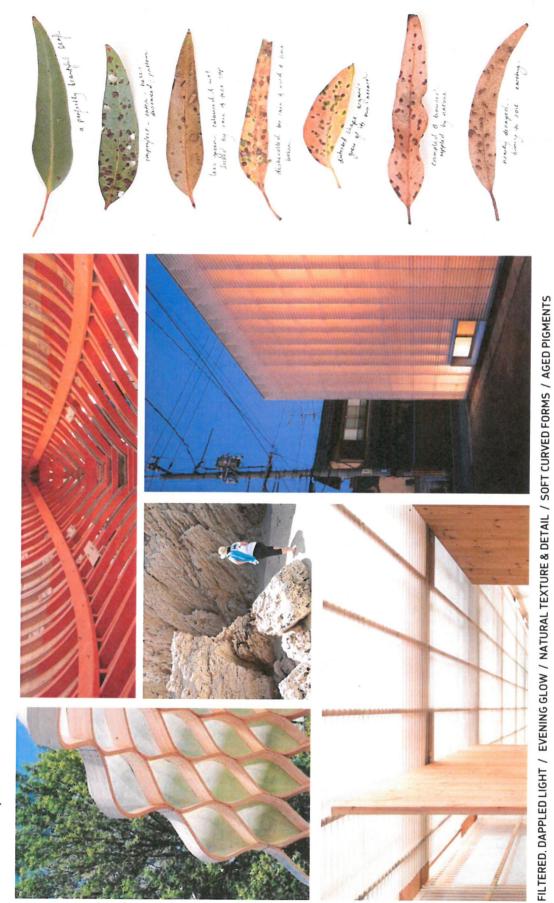
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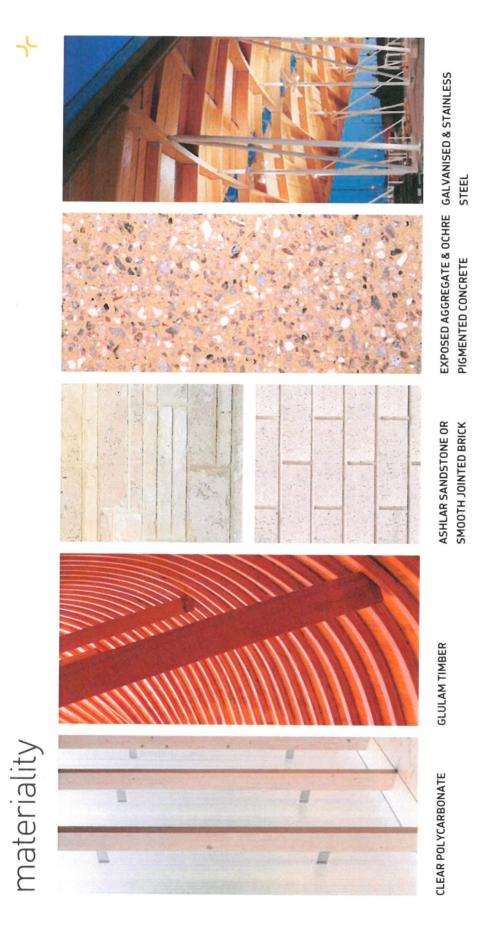
T +618 9381 0200 F +618 9382 4224

Ref. 43892

www.hamessharley.com.au

3 HAMES SHARLEY







COP - SA5C0041005667 -7/5/'19 10:34 AM

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Project Number: 43892 Drawing Number: SD100 Revision: 1 30/11/2018

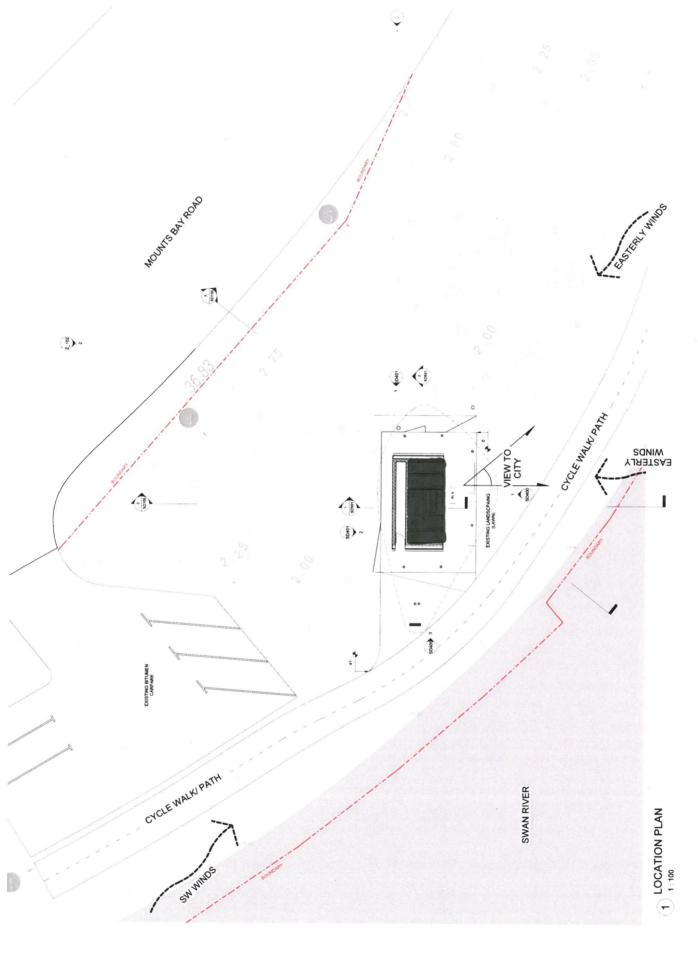
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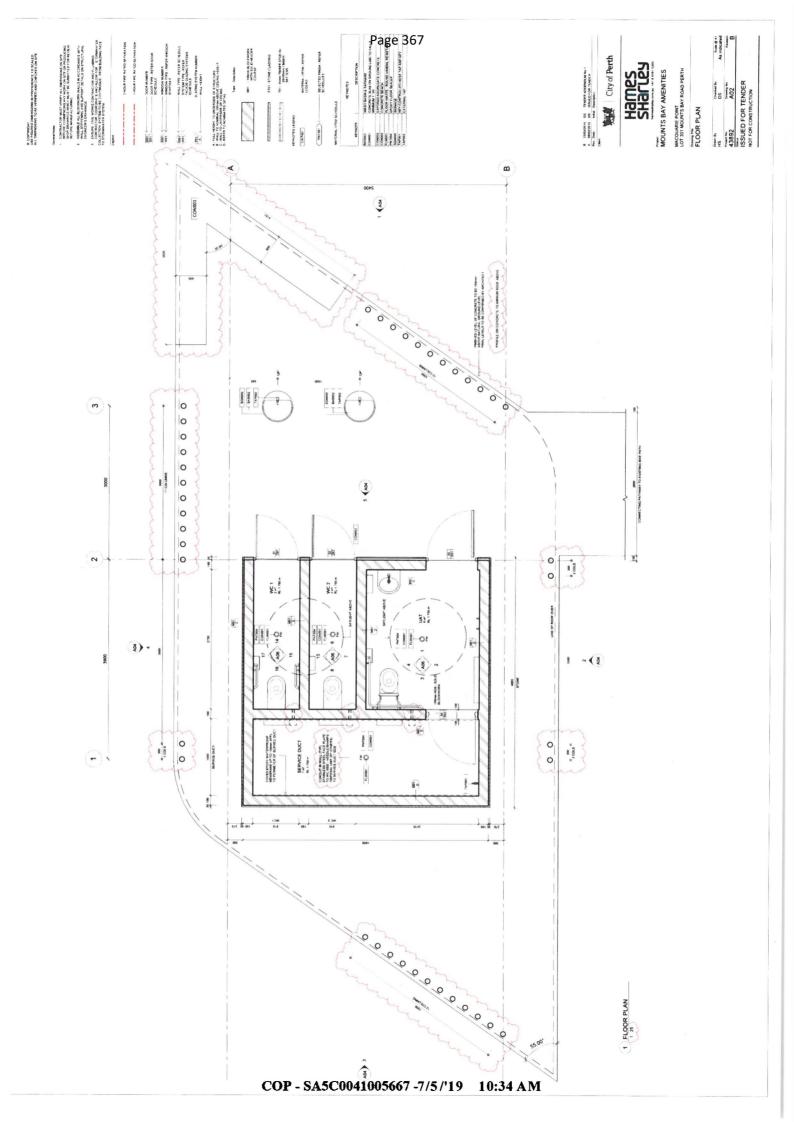
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Status:SKETCH DESIGN Path: 301 MOUNTS BAY RD

City of Perth MOUNTS BAY AMENITIES

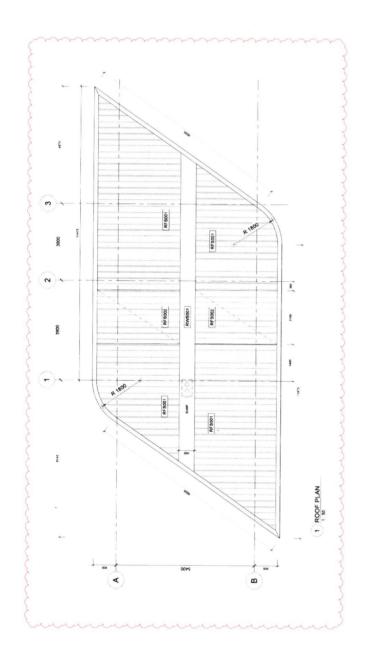


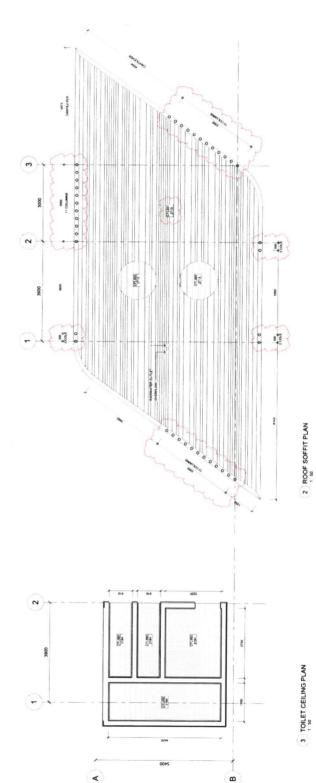


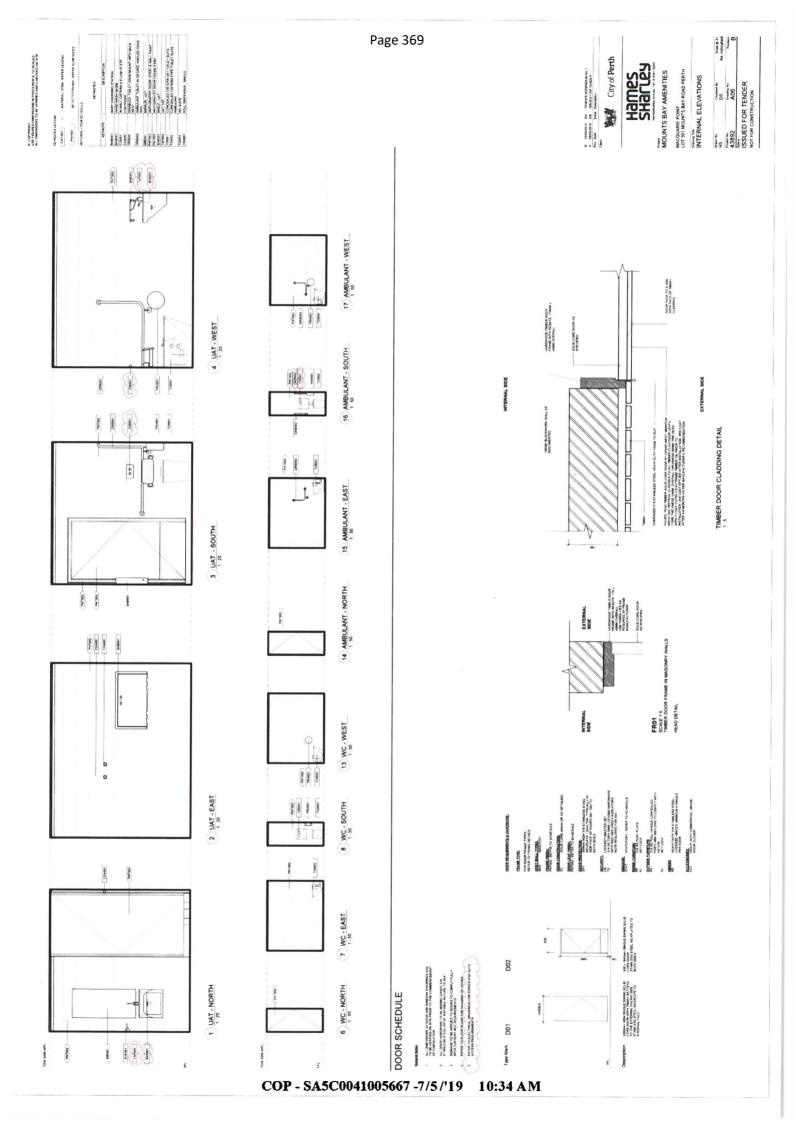












ACCHIFECTURE
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URBAN DESIGN
PLANNING
LANDSCAPE



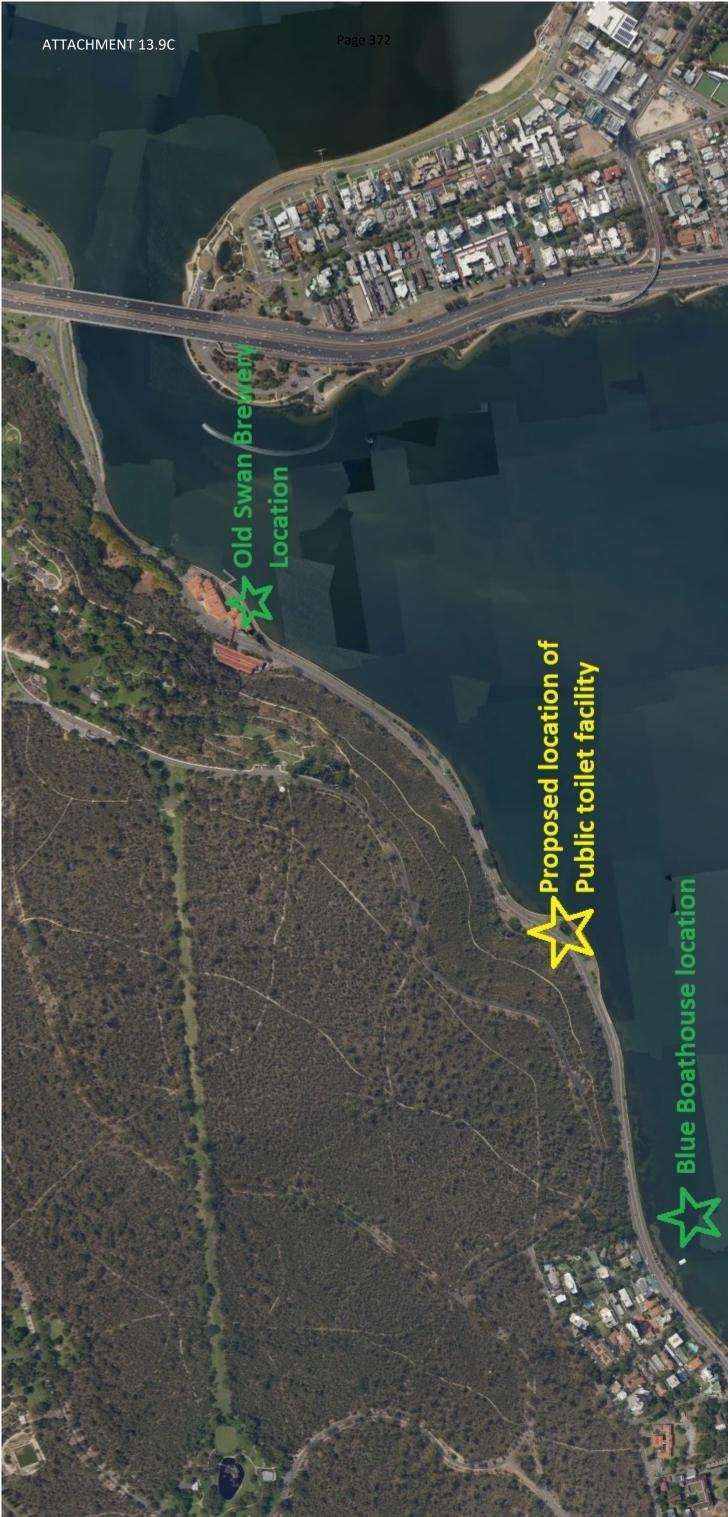
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CONFIDENTIAL ATTACHMENT 13.9B ITEM 13.9 – PROPOSED PUBLIC TOILET FACILITY ON MOUNTS BAY ROAD – TENDER EVALUATION MATRIX

FOR THE ORDINARY COUNCIL MEETING

28 MAY 2019

DISTRIBUTED TO COMMISSIONERS UNDER SEPARATE COVER



Agenda Financial Statements and Financial Activity Statement for the

Item 13.10 Period Ended 31 March 2019

Recommendation:

That Council <u>RECEIVES</u> the Financial Statements and the Financial Activity Statement for the period ended 31 March 2019 as detailed in Attachment 13.10A of this report.

FILE REFERENCE: P1014149-25
REPORTING UNIT: Finance

RESPONSIBLE DIRECTORATE: Corporate Services

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 8 May 2019

ATTACHMENT/S: Attachment 13.10A – Financial Statements and

Financial Activity Statement for the period ended

31 March 2019

Council Role:

When the Council advocates on its own behalf or on behalf of Advocacy its community to another level of government/body/agency. The substantial direction setting and oversight role of the Executive 冈 Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. Includes adopting local laws, town planning schemes and Legislative policies When the Council determines an application/matter that Quasi-Judicial directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal. For the Council/Committee to note. Information

<u>Legislation / Strategic Plan / Policy:</u>

Legislation Section 6.4(1) and (2) of the *Local Government Act 1995*

Regulation 34(1) of the Local Government (Financial

Management) Regulations 1996

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan

Goal 8 - A city that delivers for its community

Policy

Policy No and Name: N/A

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 9 months to 31 March 2019 with the original budget approved by Council on 3 July 2018, and amended on 28 August 2018, 27 November 2018 and 26 February 2019.

FINANCIAL ACTIVITY STATEMENT FOR THE NINE MONTHS TO 31 MARCH 2019

REPORT OF VARIANCES TO BUDGET

This report compares the actual performance for the nine months to 31 March 2019 to the 2018/19 Budget adopted by Council on 3 July 2018 and amended by Council on 28 August 2018, 27 November 2018 and 26 February 2019.

Operating Revenue

- Parking revenue for the year to date was \$56.2 million, which was \$147,00 above the budget. The variance relates mainly to Kerbside, Open Air and Undercover Car Parks performing above budget.
- Fines and costs were \$7.2 million, being \$188,000 or 2.7% above budget for the period. The November budget review reflected reduced revenue expectations due to the planned impact of the IPMS implementation. The project is behind schedule and the actual performance for the period October to January was therefore above expectation. The February budget review has been adjusted to consider the year to date performance. Fines and Costs for the month of March only were \$135,000 below budget.
- Investment Income and Interest was \$647,000 over the budget mainly due to the performance of the Colonial Share index balanced fund to March.

Operating Expenditure

- Employee costs for the year to date were \$58.1 million being 0.8% or \$462,000 above the budget. This was mainly due to the cumulative effect of top up payments for prior financial years to LGIS for workers compensation. Employee Costs for the month of March only were \$12,000 below budget.
- Materials and Contracts were \$2.8 million under the budget. This was mainly due to timing variances in Contractors and Consultants, Fees and Charges and Maintenance.
- Depreciation and Amortisation was under the budget by \$76,000.
- Loss on Disposal of assets was \$997,000 above budget due to the timing of the capital nature of Work in Progress projects.

Investing Activities

 Capital expenditure was \$5.1 million under budget for the year to date as detailed below.

FINANCIAL ACTIVITY STATEMENT FOR THE NINE MONTHS TO 31 MARCH 2019

REPORT OF VARIANCES TO BUDGET

Capital expenditure Variance for the period to March 2019							
Details	Revised Budget 2018/19		Year to Date				
		Actual	Budget	Variance			
Integrated Parking Management and Enforcement System	3,900,000	468,231	991,644	(523,412)			
Smart Cities Federal & Enhancements	2,409,042	1,296,320	1,804,957	(508,637)			
Lighting - Council House Upgrades	1,741,053	68,354	88,398	(20,043)			
Wellington Square Enhancement	1,726,158	258,787	724,208	(465,421)			
Digital Workplace Enhancements	1,487,734	459,410	577,424	(118,014)			
Concert Hall Structural Repairs	1,300,000	878,419	791,565	86,854			
East End Revitalisation	1,167,000	359,433	489,348	(129,915)			
2-Way Street projects	1,004,773	272,249	392,639	(120,391)			
HRIS System Review and Implementation	912,199	609,497	656,635	(47,138)			
Telemetric irrigation control system	835,664	144,793	600,000	(455,207)			
St Georges Terrace (Irwin — Victoria St) Lighting - Upgrade	794,841	54,153	173,892	(119,739)			
Lighting - End of useful life replacement	659,161	256,845	316,114	(59,269)			
Footpath - Adelaide Terrace - Both - Hill St To Victoria Ave	600,000	365,567	401,500	(35,933)			
Riverbank - Claisebrook Cove Boat Section	581,749	409,712	581,249	(171,538)			
Fleet and Plant Replacement Transport - Streets, Roads, Bridges	446,356	89,771	159,856	(70,085)			
Projects with no planned and actual spend in the							
period	4,804,157	-	-	-			
All other projects	23,640,293	11,292,625	13,628,524	(2,335,899)			
TOTAL	48,010,179	17,284,166	22,377,952	(5,093,787)			

Financing Activities

 Transfers to Reserves were under the budget by \$15 million mainly due to timing differences. Transfers have been budgeted on a linear basis, however the transfer to the Parking Levy reserve of \$19 million for example will not be made until June 2019.

FINANCIAL ACTIVITY STATEMENT FOR THE NINE MONTHS TO 31 MARCH 2019

REPORT OF VARIANCES TO BUDGET

• Transfers from Reserves were under the budget by \$6.5 million due to timing differences.

Amounts sourced from Rates

• Rates revenue raised was \$1.4 million or 1.5% above the budget due to higher than budgeted interim rates.

CITY OF PERTH FINANCIAL ACTIVITY STATEMENT for the period ended 31 MARCH 2019

	Revised		Revised Budget	
	Budget	Actual YTD	YTD	Variance YTD
	2018/19	31-Mar-19	31-Mar-19	31-Mar-19
Proceeds from Operating Activities	\$	\$	\$	\$
Operating Revenue				
Parking Fees	73,891,792	56,206,392	56,059,055	147,336
Fines and Costs	9,286,683	7,217,296	7,029,575	187,720
Investment Income and Interest	4,794,547	4,551,449	3,904,284	647,165
Community Service Fees	1,672,835	1,177,885	1,222,572	(44,687)
Rubbish Collection	9,443,099	9,262,690	9,310,894	(48,204)
Rentals and Hire Charges	5,044,547	4,474,766	3,849,730	625,036
Recurrent Grants	1,479,982	1,349,338	854,795	494,544
Contributions, Donations and Reimbursements	958,090	682,784	702,934	(20,151)
Other Income	4,627,789	3,880,435	3,923,930	(43,495)
Distribution from TPRC	580,000	0	0	0
	111,779,365	88,803,035	86,857,769	1,945,265
Land Constitute English				
Less: Operating Expenditure Employee Costs	77,325,391	58,052,587	57,590,671	(461,916)
Materials and Contracts	53,574,352	34,176,427	37,022,100	2,845,673
			-	
Utilities	3,146,760	2,271,357	2,283,354	11,997
Insurance Expenditure	982,923	736,816	743,090	6,274
Depreciation and Amortisation	34,615,228	25,821,976	25,897,758	75,782
Interest Expenses	969,957	771,703	770,773	(930)
Loss on Disposal of Assets	1,626,642	1,626,454	628,818	(997,636)
Expense Provisions	622,947	458,296	465,255	6,959
Other Expenditure	24,433,660	18,482,624	18,467,831	(14,793)
	197,297,860	142,398,242	143,869,651	1,471,410
Add back Depreciation	(34,615,228)	(25,821,976)	(25,897,758)	(75,782)
(Loss) / Profit on Disposals	(1,626,642)	(1,626,454)	(628,818)	997,636
Not Complete (/Deficit) from Operations	161,055,990	114,949,811	117,343,075	2,393,263
Net Surplus/(Deficit) from Operations	(49,276,625)	(26,146,777)	(30,485,305)	4,338,529
Investing Activities Capital Grants	1,894,780	1,069,002	808,826	260,176
Capital Expenditure	(48,010,179)	(17,284,166)	(22,377,952)	5,093,787
Proceeds from Disposal of Assets/Investments	1,516,025	919,139	1,138,057	(218,918)
Sub-total Investing Activities	(44,599,374)	(15,296,025)	(20,431,069)	5,135,044
ous total invocating Activities	(44,000,014)	(10,200,020)	(20,401,000)	0,100,044
Financing Activities				
Repayment of Borrowings	(7,448,608)	(6,821,343)	(6,821,343)	0
Transfers to Reserves	(40,649,178)	(1,986,464)	(17,092,773)	15,106,309
Transfer from Reserves	37,997,955	22,026,003	28,524,492	(6,498,489)
Sub-total Financing Activities	(10,099,831)	13,218,196	4,610,376	8,607,820
Add: Opening Funds	30,455,893	28,442,492	30,455,893	(2,013,401)
Net Surplus/(Deficit) before Rates	(73,519,937)	217,886	(15,850,106)	16,067,992
Amount Sourced from Rates	91,030,358	92,473,440	91,072,005	1,401,435
Closing Funds	17,510,421	92,691,326	75,221,899	17,469,426

CITY OF PERTH CURRENT POSITION AS AT THE END OF THE PERIOD 31 MARCH 2019

Description	Revised Budget 2018/19	Actual YTD 31-Mar-19	Revised Budget YTD 31-Mar-19	Variance YTD 31-Mar-19
Current Assets	\$	\$	\$	\$
Cash and Cash Equivalents	12,286,390	31,689,500	23,703,614	7,985,886
Deposits and Prepayments	8,787,964	6,454,126	6,292,348	161,778
Money Market Investments - Municipal Funds	4,471,710	56,074,772	50,467,294	5,607,477
Money Market Investments - Restricted Funds	103,602,530	77,919,731	75,527,757	2,391,973
Trade and Other Receivables	12,211,455	15,181,532	13,338,878	1,842,654
Inventories	822,095	924,627	1,238,815	(314,188)
Total Current Assets	142,182,144	188,244,287	170,568,706	17,675,581
Current Liabilities				
Trade and Other Payables	18,947,077	17,922,362	19,321,942	(1,399,580)
Employee Entitlements	9,417,195	11,009,111	12,593,715	(1,584,604)
Provisions	500,092	178,781	497,108	(318,327)
Borrowings	7,448,608	5,991,878	5,991,878	0
Total Current Liabilities	36,312,972	35,102,132	38,404,642	(3,302,510)
Working Capital Position Brought Forward	105,869,172	153,142,155	132,164,064	20,978,091
Deduct Restricted Cash Holdings	(103,602,530)	(77,919,731)	(75,527,757)	(2,391,973)
Add Current Liabilities not expected to clear	0	11,477,023	12,593,715	(1,116,692)
Add Current Borrowings	7,448,608	5,991,878	5,991,878	0
Current Funds Position Brought Forward	9,715,250	92,691,326	75,221,899	17,469,426

Net Cash on Hand	\$	\$	\$	\$
Cash On Hand	12,286,390	31,689,500	23,703,614	7,985,886
Money Market Investments	108,074,240	133,994,502	125,995,052	7,999,450
Overdraft	0	0	0	0
Funds on Hand	120,360,630	165,684,002	149,698,666	15,985,336
Analysis of Funds on Hand				
Reserves	103,602,530	77,919,731	75,527,757	2,391,973
Provisions	9,917,287	11,187,892	13,090,822	(1,902,930)
General Funds	6,840,813	76,576,380	61,080,086	15,496,294
Fundo on Hond	120 260 620	465 694 002	140 609 666	45 005 226
Funds on Hand	120,360,630	165,684,002	149,698,666	15,985,336

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

Financial Report

For the 9 months ended 31 March 2019

CITY OF PERTH MUNICIPAL

Statement of Comprehensive Income for the 9 months ended 31 March 2019

(By Program)

	(By Progra				
Note	*Budget e 2018/2019	Revised Budget YTD	Actual YTD 31/03/2019	YTD Varia	nice
OPERATING REVENUE	\$	\$	\$	\$	%
General Purpose Funding Rates	91,205,599	92,116,605	93,538,840	1,422,235	1.5%
General Purpose Funding Other	4,763,533	3,760,016	4,388,088	628,072	16.7%
Law, Order, Public Safety	97,871	65,361	63,026	(2,335)	-3.6%
Health	886,434	1,073,994	1,149,071	75,077	7.0%
Education and Welfare	1,987,870	1,422,979	1,406,020	(16,959)	-1.2%
Housing	1,086,624	806,216	841,528	35,312	4.4%
Community Amenities	12,820,109	11,252,621	11,055,432	(197,189)	-1.8%
Recreation and Culture	1,736,788	1,418,750	2,355,340	936,590	66.0%
Transport	84,690,064	64,836,956	65,366,323	529,367	0.8%
Economic Services	1,067,654	888,853	761,288	(127,565)	-14.4%
Other Property and Services	675,094	287,424	351,521	64,097	22.3%
Total Operating Income	201,017,640	177,929,775	181,276,477	3,346,702	1.9%
OPERATING EXPENDITURE					
Governance	(8,388,979)	(6,110,593)	(5,860,638)	(249,955)	4.1%
General Purpose Funding	(2,177,904)	(1,233,353)	(1,211,459)	(21,894)	1.8%
Law, Order, Public Safety	(5,857,753)	(4,531,212)	(4,586,694)	55,482	-1.2%
Health	(1,800,788)	(1,286,802)	(1,216,640)	(70,1 62)	5.5%
Education and Welfare	(3,859,097)	(3,169,956)	(3,069,881)	(100,075)	3.2%
Housing	(656,634)	(543,299)	(533,889)	(9,410)	1.7%
Community Amenities	(31,520,532)	(19,189,120)	(18,716,375)	(472,745)	2.5%
Recreation and Culture	(32,865,760)	(27,702,851)	(27,791,217)	88,366	-0.3%
Transport	(84,244,158)	(58,909,463)	(57,628,667)	(1,280,796)	2.2%
Economic Services	(16,965,145)	(13,649,218)	(13,219,101)	(430,117)	3.2%
Other Property and Services	(9,888,529)	(6,914,967)	(6,937,227)	22,260	-0.3%
Total Operating Expenditure	(198,225,279)	(143,240,833)	(140,771,788)	(2,469,045)	1.7%
NET FROM OPERATIONS	2,792,361	34,688,942	40,504,689	5,815,747	16.8%
GRANTS/CONTRIBUTIONS					
For the Development of Assets					
- General Purpose Funding	60,000	103,298	103,298	s	0.0%
- Recreation and Culture	375,000	142,847	142,847	-	0.0%
- Transport	377,165	562,681	820,995	258,314	45.9%
- Economic Services	657,247	=		-	0.0%
Total Grants/Contributions	1,469,412	808,826	1,067,140	258,314	31.9%
DISPOSAL/WRITE OFF OF ASSETS					
Gain/(Loss) on Disposal of Assets 2	(1,663,015)	(628,818)	(1,626,456)	(997,638)	158.7%
Change in net assets resulting from operations					
before significant items	2,598,758	34,868,950	39,945,373	5,076,423	14.6%
SIGNIFICANT ITEMS					
Distribution from TPRC	580,000	_	-	2	0.0%
Initial Recognition of Assets	(#°	26	1,862	1,862	0.0%
Change in net assets resulting from operations			-,	2,002	3.0,0
after significant items	3,178,758	34,868,950	39,947,235	5,078,285	14.6%
			/ /	,,	,0

^{* 2018/2019} Budget adopted by Council on 3 July 2018

CITY OF PERTH MUNICIPAL

Statement of Comprehensive Income for the 9 months ended 31 March 2019

(By Nature or Type)

	(Dy I	ature or 1ype)				
	Note	*Budget 2018/2019	Revised Budget YTD	Actual YTD 31/03/2019	YTD Vari	ance
OPERATING REVENUE		\$	\$	\$	\$	%
Rates		90,190,099	91,072,005	92,473,440	1,401,435	1.5%
Grants and Contributions for Non Capital Purposes		2,104,830	1,557,729	2,032,122	474,393	30.5%
Fees and Charges		102,135,208	80,148,532	80,946,126	797,594	1.0%
Interest and Investment Income		4,767,575	3,904,284	4,551,449	647,165	16.6%
Other Revenue		1,819,928	1,247,226	1,273,340	26,114	2.1%
Total Revenue from Operating Activities		201,017,640	177,929,775	181,276,477	3,346,702	1.9%
OPERATING EXPENDITURE						
Employee Costs		(78,297,999)	(57,590,671)	(58,052,587)	461,916	-0.8%
Materials and Contracts		(52,144,397)	(37,022,100)	(34,176,427)	(2,845,673)	7.7%
Utilities		(3,242,445)	(2,283,354)	(2,271,357)	(11,997)	0.5%
Depreciation and Amortisation		(36,371,570)	(25,897,758)	(25,821,974)	(75,784)	0.3%
Interest		(961,020)	(770,773)	(771,703)	930	-0.1%
Insurance		(861,507)	(743,090)	(736,816)	(6,274)	0.8%
Expenses Provision		(622,947)	(465,255)	(458,296)	(6,959)	1.5%
Other Expenses from Ordinary Activities		(25,723,394)	(18,467,831)	(18,482,628)	14,797	-0.1%
Total Expenses from Ordinary Activities		(198,225,279)	(143,240,833)	(140,771,788)	(2,469,045)	1.7%
Change in Net Assets from Ordinary Activities before						
Capital Amounts		2,792,361	34,688,942	40,504,689	5,815,747	16.8%
GRANTS/CONTRIBUTIONS						
Grants and Contributions- Capital	-	1,469,412	808,826	1,067,140	258,314	31.9%
NET OPERATING SURPLUS		4,261,773	35,497,768	41,571,829	6,074,061	17.1%
DISPOSAL/WRITE OFF OF ASSETS	2	(1,663,015)	(628,818)	(1,626,456)	(997,638)	158.7%
SIGNIFICANT ITEMS						
Distribution from TPRC		580,000	-	-		0.0%
Initial Recognition of Assets		5	_	1,862	1,862	0.0%
hange in net assets resulting from operations					-	
ter capital amounts and significant items	_	3,178,758	34,868,950	39,947,235	5,078,286	14.6%

^{* 2018/2019} Budget adopted by Council on 3 July 2018

CITY OF PERTH MUNICIPAL

Statement of Financial Position as at 31 March 2019

11 4 3,11 5 1	\$ 31,689,500 6,454,126 133,994,502 12,269,599 2,911,933 924,627 188,244,287	\$ 20,842,973 1,737,175 112,708,017 10,118,755 606,839 1,072,442 147,086,201
4 3, 11 5 1	6,454,126 133,994,502 12,269,599 2,911,933 924,627	1,737,175 112,708,017 10,118,755 606,839 1,072,442
3, 11 5 1	133,994,502 12,269,599 2,911,933 924,627	112,708,017 10,118,755 606,839 1,072,442
5	12,269,599 2,911,933 924,627	10,118,755 606,839 1,072,442
1	2,9 11,933 924,627	606,839 1,072,442
	924,627	606,839 1,072,442
2		
2	188,244,287	
2		
2		
3	6,684,946	6,601,314
5	60,494	62,649
8	723,278,169	730,211,561
8		377,221,243
8		49,042,894
	1,151,900,738	1,163,139,661
	1,340,145,025	1,310,225,862
6	17,922,362	21,199,331
7		10,505,607
7		612,044
9		7,448,608
	35,102,132	39,765,590
7	1.480.878	1,480,878
		15,683,134
	11,799,399	17,164,012
	46,901,531	56,929,602
	\$1,293,243,494	\$1,253,296,260
	735,859.154	675,673,431
10		477,204,390
10	80,378,900	100,418,439
	\$1,293,243,494	\$1,253,296,260
	8 8 6 7 7 9	8 367,831,823 8 54,045,306 1,151,900,738 1,340,145,025 6 17,922,362 7 11,009,111 7 178,781 9 5,991,878 35,102,132 7 1,480,878 9 10,318,521 11,799,399 46,901,531 \$1,293,243,494 735,859,154 477,005,440 10 80,378,900

	CITY OF PERTH MUNICIPAL	TH.		
Statement of Changes in Equity for the 9 months ended 31 March 2019	in Equity for the 9 1	months ended	31 March 2019	
	Accumulated Surplus	Asset Revaluation Reserve	Reserves Cash/investment Backed	Total Equity
	€	69	49	59
Balance at 1 July 2017	659,485,259	612,865,897	93,205,998	1,365,557,154
Change in net assets resulting from operations	(112,260,894)	1	•	(112,260,894)
Transfer to Cash Backed Reserves	(33,413,115)	•	33,413,115	
Transfer from Cash Backed Reserves	26,200,674	•	(26,200,674)	•
Transfers to Asset Revaluation Reserve	(4,365,967)	4,365,967		•
Transfers from Asset Revaluation Reserve	140,027,474	(140,027,474)	J	1
Balance at 30 June 2018	\$675,673,431	\$477,204,390	\$100,418,439	\$1,253,296,260
	\$ 9	69	699	€9
Balance at 1 July 2018	675,673,431	477,204,390	100,418,439	1,253,296,260
Change in net assets resulting from operations	39,947,235	1	1	39,947,235
Transfer to Cash Backed Reserves	(1,986,464)	1	1,986,464	*
Transfer from Cash Backed Reserves	22,026,003	•	(22,026,003)	1
Transfers to Asset Revaluation Reserve	(411,712)	411,712		'
Transfers from Asset Revaluation Reserve	610,662	(610,662)	,	3
Balance at the end of the reporting period	\$735,859,154	\$477,005,440	\$80,378,900	\$1,293,243,494

CITY OF PERTH MUNICIPAL

Statement of Cash Flows for the 9 months ended 31 March 2019

	TVO JOI III		ded 31 March	2019	
	Note	*Budget 2018/2019	YTD Actual 31/03/2019	VTB 17:-	
Cash Flows from Operating Activities	manustroie.	\$	\$	YTD Varia	<u>цеп</u> %
Receipts		Ψ	ιψ	Ψ	/0
Rates		89,209,455	92,897,723	3,688,268	4.1%
Fees and Charges		102,068,853	79,822,385	(22,246,468)	-21.8%
Interest		4,767,575	4,0 71,937	(695,638)	-14.6%
Other		1,819,928	1,671,570	(148,358)	-8.2%
Cino		197,865,811	178,463,615	(19,402,196)	-9.8%
Payments		197,005,011	176,405,015	(19,402,190)	-3.0/0
Employee Costs		(78,378,106)	(57,413,316)	20,964,790	26.7%
Materials and Contracts		(56,252,703)	(41,820,698)	14,432,005	25.7%
Interest					
Other		(961,020)	(915,481)	45,539	4.7%
Other		(29,966,325)	(26,281,111)	3,685,214	12.3%
		(165,558,154)	(126,430,606)	39,127,548	23.6%
Net Cash Flows from Operating Activities	12	32,307,657	52,0 33,009	19,725,352	-61.1%
Cash Flows from Investing Activities					
Proceeds from Disposal of Assets		1,516,025	919,139	(596,886)	-39.4%
Proceeds from Disposal of Investments			215,908,166	215,908,166	0.0%
Purchase Land and Buildings		(11,459,765)		11,459,765	-100.0%
Purchase Infrastructure Assets		(20,265,755)	(182,606)	20,083,149	-99.1%
Purchase Plant and Mobile Equipment		(14,378,763)	(1,379,241)	12,999,522	90.4%
Purchase Office Furniture and Equipment		(10,184,778)	(19,330)	10,165,448	-99.8%
Work in Progress		(10,104,770)	(15,034,014)	(15,034,014)	0.0%
Purchase of Investments		-	(237,278,286)	(237,278,286)	0.0%
Net Cash Flows from Investing Activities		(54,773,036)	(37,066,172)	17,706,864	-32.3%
Cash Flows from Financing Activities					
Repayment of Borrowings		(7,448,608)	(6,821,343)	627,265	8.4%
	•	(7,448,608)	(6,821,343)	627,265	8.4%
Cash Flows from Government and Other Parties					
Receipts from Appropriations/Grants					
Recurrent		3,262,399	1,633,892	(1,628,507)	-49.9%
Capital		1,469,412	1,067,140	(402,272)	-27.4%
		4,731,811	2,701,032	(2,030,779)	-42.9%
Net Increase (Decrease) in Cash Held		(25,182,176)	10,846,526	36,028,702	-143.1%
Cash at 1 July 2018		151,411,889	20,842,973	(130,568,916)	-86.2%

^{* 2018/2019} Budget adopted by Council on 3 July 2018

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Notes to the Balance Sheet for the 9 months ended 31 March 2019

1 Rates Receivable

	Actual YTD 31/03/2019	2017/18 YTD 31/03/2018
	S	\$
Outstanding Amount at 30 June 2018	606,839	323,913
Rates Levied for the Year	92,202,121	89,503,615
Late Payment Penalties	192,722	124,328
Ex Gratia Rates	7,436	7,377
Rates Administration Fee	355,540	356,832
Rates Instalment Interest	355,351	352,218
Back Rates	263,883	(106,055)
Bins Levy	108,653	116,551
	94,092,545	90,678,779
Amount Received during the Period	91,180,612	89,713,357
Outstanding Amount at 31 March 2019	\$2,911,933	\$965,422

2 Gain/(Loss) on Disposal/Write off of Assets

	Annual Budget	Actual YTD 31/03/2019
Land and Buildings	\$	\$
Proceeds on Disposal		
Less: Carrying amount of assets sold/written off		- 168,291
(Loss) on I	Disposal/Write Off	- (168,291)
Infrastructure	i	
Proceeds on Disposal		- -
Less: Carrying amount of assets written off	1,917,040	1,479,830
(Loss) on Write Off	(1,917,040	(1,479,830)
Plant and Mobile Equipment	1	
Proceeds on Disposal	1,516,025	919,139
Less: Carrying amount of assets sold/written off	1,262,000	892,433
Profit on Disposal /Write Off	254,025	
Gain/(Loss) on Disposal/Write off of Assets	(\$1,663,015	(1,626,456)

3 Investments

Current	31/03/2019	30/06/2018
Short Term Cash Investments *	\$	\$
Call Funds	_	19,384,434
Bank/Term Deposits	128,500,000	88,000,000
Managed Funds	5,494,502	5,323,583
Total Current Investments	\$133,994,502	\$112,708,017

^{*} Short Term Cash Investments as stated in Note 11.

Non Current Investments	31/03/2019	30/06/2018
	\$	S
Mortgage Backed Securities (MBS)	2,459,169	2,481,033
	2,459,169	2,481,033
Equity in Local Government House	10,000	10,000
Equity in Mindarie Regional Council	450,285	450,285
Equity in Tamala Park Regional Council	3,765,492	3,659,996
	\$6,684,946	\$6,601,314

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Notes to the Balance Sheet for the 9 months ended 31 March 2019

4 Deposits/Prepayments

	31/03/2019	30/06/2018
D ::12	\$	\$
Prepaid Insurance	635,705	
Prepaid Parking Bay Licence Fees	4,445,578	113,564
Other	1,372,843	1,623,611
	\$6,454,126	\$1,737,175

5 Trade And Other Receivables

	31/03/2019	30/06/2018
Current	S	S
Emergency Services Levy (ESL) Accrued Interest and Investment Income	585,082 1,571,714	114,563
Accrued Income Modified Penalties/Fines and Costs	1,803,116 8,201,489	1,092,202 1,767,763 7,886,627
Debtors - General Australian Taxation Office - GST Refundable	0,201,469	
Other Debtors	3,997,402	1,024,489 2,216,562
Less: Provision for Doubtful Debts	16,158,803 (3,889,204)	14,102,206 (3,983,451)
Non Current	\$12,269,599	\$10,118,755
Pensioners' Rates Deferred	60,494	62,649
	\$60,494	\$62,649

6 Trade And Other Payables

	31/03/2019	30/06/2018
Current	\$	S
Trade Creditors	4,550,902	15,035,282
Emergency Services Levy	3,180,566	15,055,202
Interest Payable on Loans	88,089	231,867
Accrued Expenses - Operating	3,255,913	2,471,480
Accrued Expenses - Capital	826,740	396,625
Advances Received for Recoverable Works	72,901	96,738
Income Received / Raised in Advance	1,907,805	1,083,716
Australian Taxation Office - GST Payable	217,394	_
Other Creditors	3,822,052	1,883,623
	\$17,922,362	\$21,199,331

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Notes to the Balance Sheet for the 9 months ended 31 March 2019

7 Employee Benefits

Current	31/03/2019	30/06/2018
	S	8
Leave Entitlements		Ψ
Annual Leave	4,886,849	4 500 07 5
Self Funded Leave		4,792,212
Long Service Leave	168,707	163,543
	5,854,691	5,435,598
Recognition of Employees- Presentations	98,864	114,254
Non Current	\$11,009,111	\$10,505,607
Annual Leave	379,099	379,099
Long Service Leave	1,101,779	1,101,779
	\$1,480,878	\$1,480,878

Provisions

	31/03/2019	30/06/2018
Current	s	\$
Workers Compensation	178,781	612,044
	178,781	\$612,044

8 Property, Plant and Equipment and Work in Progress

	31/03/2019	30/06/2018
Land - fair value	\$	\$
Less: Accumulated Depreciation	418,170,435	418,170,435
Sess. Accumulated Depreciation	(8,722,511)	(8,224,622)
	409,447,924	409,945,813
Buildings - at fair value		
Less: Accumulated Depreciation	465,053,392	461,389,957
Depression	(197,971,071)	(190,281,759)
	267,082,321	271,108,198
Leasehold Improvements - at fair value	654,500	654,500
Less: Accumulated Depreciation	(108,647)	(94,569)
	545,853	559,931
Infrastructure Assets - at cost/fair value		
Less: Accumulated Depreciation	603,668,068	601,956,718
recumulated Depreciation	(235,836,245)	(224,735,475)
	367,831,823	377,221,243
Plant and Mobile Equipment - at cost/fair value	49,044,859	48,244,193
Less: Accumulated Depreciation	(33,915,971)	(32,299,077)
	15,128,888	15,945,116
Office Furniture and Equipment - at cost/fair value		25,5 15,110
Less: Accumulated Depreciation	47,768,359	47,137,143
Toomistated Depreciation	(16,695,176)	(14,484,640)
	31,073,183	32,652,503
Property, Plant and Equipment		
roporty, I lant and Equipment	1,091,109,992	1,107,432,804
Vork in Progress - at cost	54,045,306	49,042,894
	54,045,306	49,042,894
otal Property, Plant and Equipment and Work in Progress	\$1,145,155,298	\$1,156,475,698

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Notes to the Balance Sheet for the 9 months ended 31 March 2019

8 Property, Plant and Equipment and Work in Progress - Movement at Cost

	Balance 30/06/2018	Acquisitions Actual YTD 31/03/2019	Transfers Actual YTD 31/03/2019	Initial Recognition of Assets Actual YTD 31/03/2019	Disposals/ Write off/ Actual YTD 31/03/2019	Revaluation Actual YTD 31/03/2019	Balance 31/03/2019
Land	\$ 410.170.405	\$	\$	\$	\$		\$
Buildings	418,170,435	790	20		-	-	418,170,435
0-	461,389,957	-	4,113,435		(450,000)		465,053,392
Leasehold Improvements	654,500	980	-	52	-		654,500
Infrastructure Assets	601,956,718	182,606	4,472,355	4,500	(2,948,111)		603,668,068
Plant and Mobile Equipment	48,244,193	1,379,241	1,245,832	-	(1,824,407)	21	49,044,859
Office Furniture and Equipment	47,137,143	19,330	630,095		(18,209)	9	47,768,359
Work in Progress	49,042,894	15,701,129	(10,698,717)		(10,207)	÷.	
	\$1,626,595,840	\$17,282,306	(237,000)		(5,240,727)		54,045,306 \$1,638,404,919

9 Loan Liability

Current Loans - Western Australian Treasury Corporation	31/03/2019 \$ 5,991,878	30/06/2018 \$ 7,448,608
Non Current	1	
Loans - Western Australian Treasury Corporation	10,318,521	15,683,134

10 Reserve Funds

Purpose of Reserve Fund	Balance 30/06/2018	Transfer from Accumulated Surplus	Transfer to Accumulated Surplus	Balance 31/03/2019
D.C. Di	\$	\$	\$	\$
Refuse Disposal and Treatment	3,758,149	84,429	(17,307)	3,825,271
Concert Hall - Refurbishment and Maint.	5,502,176	101,096	(1,234,028)	
Asset Enhancement	30,621,651	683,202	(1,393,611)	,,
Street Furniture Replacement	358,479	3,636	(271,197)	90,918
Parking Levy	21,222,806	77,270	(17,825,290)	
Art Acquisition	399,275	8,627	(39,941)	367,961
Heritage Incentive	608,930	13,996	(,,-	622,926
Parking Facilities Development	23,919,144	525,278	(1,230,582)	23,213,840
Employee Entitlements	1,924,579	43,616	(1,230,302)	1,968,195
David Jones Bridge	341,959	7,715	_	349,674
Bonus Plot Ratio	655,680	14,911		670,591
PCEC Fixed Plant Replacement	5,007,286	113,984	_]	5,121,270
Enterprise and Initative	5,477,133	294,790		5,771,923
Public Art	621,192	13,914	(14,047)	
	100,418,439	1,986,464	(22,026,003)	621,059
Asset Revaluation	477,204,390	411,712	(610,662)	80,378,900 477,005,440
	\$577,622,829	\$2,398,176	(\$22,636,665)	\$557,384,340

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

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Notes to the Balance Sheet for the 9 months ended 31 March 2019

11 Cash Reconciliation

	31/03/2019	30/06/2018
0-1-10-17-1-1	\$	\$
Cash and Cash Equivalents	31,689,500	20,842,973
Short Term Cash Investments	133,994,502	112,708,017
	\$165,684,002	\$133,550,990

12 Reconciliation of Net Cash Provided By Operating Activities to Operating Surplus

	31/03/2019	30/06/2018
	S	S
Change in Net Assets Resulting from Operations	39,945,373	11,846,488
Adjustment for items not involving the movement of Funds:		,,
Depreciation	25,821,974	34,706,879
Doubtful Debts	(94,247)	312,664
(Gain)/Loss on Disposal/Write off/Contribution of Assets	1,626,456	1,717,911
_	67,299,556	48,583,942
Revenues Provided By :		14,000,000
Government Grants	(2,701,032)	(5,028,039
Change in Operating Assets and Liabilities	(2,701,032)	(5,028,039
Add Back	1 1	
Adu Dack		
Decrease in Inventories	147,815	_
Decrease in Deposits and Prepayments	,	98,131
Decrease in Deferred Debtors	2,155	20,131
Decrease in Accrued Income	, ,	1,405,487
ncrease in Income Received /Raised in Advance	800,252	373,519
ncrease in Accrued Interest Payable	-	75,420
ncrease in Accrued Expenses	784,433	
ncrease in Provisions	70,241	530,691
ncrease in Trade and Other Payables		3,367,298
Deduct	1	-,/,/
Decrease in Trade and Other Payables	(5,147,991)	
Decrease in Accrued Interest Payable	(143,778)	
ncreases in Deferred Debtors		(16,293)
Decrease in Accrued Expenses	- 1	(1,293,063)
acrease in Inventories	-	(153,803)
acrease in Trade and Other Receivables	(3,846,826)	(1,457,099)
crease in Prepayments	(4,716,951)	(1,757,055)
ncrease in Accrued Income	(35,353)	-
crease in Accrued Interest and Investment Income	(479,512)	(386,685)
	(12,565,515)	2,543,603
et Cash Provided by Operating Activities	\$52,033,010	\$46,099,506

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MUNICIPAL

Notes to the Balance Sheet for the 9 months ended 31 March 2019

13 Ratios

	31/03/2019	30/06/2018
1 Current Ratio		
Current Assets minus Restricted Assets		
Current Liabilities minus Liabilities	3.14	1.24
associated with Restricted Assets		
2 Debt Ratio		
Total Liabilities		
Total Assets	3.50%	4.35%
3 Debt Service Ratio		
Debt Service Cost		
Available Operating Revenue	8.63%	7.33%
4 Rate Coverage Ratio		
Net Rate Revenue		
Operating Revenue	51.60%	44.79%
5 Outstanding Rates Ratio	1	
Rates Outstanding	1	
Rates Collectable	3.09%	0.67%
6 Untied Cash to Unpaid Creditors Ratio		
Untied Cash		
Unpaid Trade Creditors	19.29	2.37
7 Gross Debt to Revenue Ratio		
Gross Debt		
Total Revenue	9.00%	11.45%
		11.7570
8 Gross Debt to Economically Realisable Assets Ratio		
Gross Debt		1
Economically Realisable Assets	1.68%	2.48%

Restricted Assets includes reserve funds and tied contributions not utilised at 31.03.2019

Agenda Item 13.11 Payments from Municipal and Trust Funds – April 2019

Recommendation:

That Council, in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, <u>RECEIVES</u> the list of payments made under delegated authority for the month ended 30 April 2019 and recorded in the Minutes of the Council, the summary of which is as follows:

 FUND
 PAID

 Municipal Fund
 \$ 13,556,256.41

 Trust Fund
 \$ 156,418.78

 TOTAL:
 \$ 13,712,675.19

FILE REFERENCE: P1036562-9
REPORTING UNIT: Finance

RESPONSIBLE DIRECTORATE: Corporate Services

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 7 May 2019

ATTACHMENT/S: A detailed list of payments made under

delegated authority for the month ended 30 April 2019 can be accessed by the Commissioners via the Council Hub. Members of the public can access the list of payments

on request.

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
\boxtimes	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation Regulation 13(1) of the *Local Government (Financial*

Management) Regulations 1996

Strategic Community Plan

Integrated Planning and Reporting Framework

Reporting Framework Implications Goal 7 - An open and engaged city

Policy

Policy no and name: N/A

Comments:

Payments for the month of April 2019 included the following significant items, but exclude payroll and payroll taxation payments to the Deputy Commissioner of Taxation:

- \$711,834.69 to The Western Australian Treasury for the Perth Library and Public Plaza loan;
- \$330,000 to DESA Australia Pty Ltd for The Smart Cities CCTV precinct works;
- \$321,064.24 to The Brand Agency for creative development and strategic media planning related to marketing campaigns and event activities;
- \$275,779.53 to MMM (WA) Pty Ltd for the Claisebrook Cover (boat section) Riverwall replacement; and
- \$255,216.41 to Mindarie Regional Council for landfill tipping.

Agenda Item 13.12 Third Party Travel Contribution – Acting Coordinator Sustainability to Attend Brisbane Climate Reality Leadership Corps Training and Mentor Development Program

Recommendation:

That Council:

- 1. <u>APPROVES</u> Third Party Travel offered to the Acting Coordinator Sustainability by the Climate Reality Project to attend the Climate Reality Leadership Corps training event in Brisbane to participate in the Mentor Development Program and provide mentorship to trainees; and
- 2. <u>NOTES</u> that approval for third party travel contributions by existing or potential suppliers of goods and/or services to the City of Perth is prohibited. The determination of all other offers of third party travel contributions made to officers will be determined by the Chief Executive Officer.

FILE REFERENCE: P1032967
REPORTING UNIT: Sustainability

RESPONSIBLE DIRECTORATE: Planning and Development REPORT AUTHOR DISCLOSURE OF INTEREST: Direct Financial Interest

DATE: 9 May 2019

ATTACHMENT/S: N/A

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
X	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
П	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation 5.83 of the *Local Government Act 1995*

Integrated Planning and Strategic Community Plan

Reporting Framework

Implications

Goal 7 - An open and engaged city

Policy

Policy No and Name: 12.7 – Staff Conference Attendance and Expenses

10.1 – Code of Conduct

Details:

At its meeting held on 17 May 2016, Council resolved:

Motions of which Previous Notice has been Given

"That travel being paid for by a third party comes to council for approval."

The requirement for approval of Council for all third-party travel is proposed to be qualified to ensure approval for third party travel by existing or potential suppliers of goods and services to the City of Perth is to be prevented and that the determination of all other third party travel by Officers will be determined by the Chief Executive Officer.

As it is Councils current resolved position to require all approval to be considered by Council this approval is sought.

The contribution to travel as determined in the *Local Government Act 1995* includes airfares and accommodation incidental to a journey. It is estimated that the travel costs (return flight to Brisbane) will total approximately \$715.00.

The Acting Coordinator Sustainability has been invited by the Climate Reality Project to mentor trainees at the Climate Reality Leadership Corps training event in Brisbane, Queensland over four days in June 2019. Involvement will include participation in a one-day Mentor Development Program prior to the commencement of the three-day training event.

The event provides trainees with a strong understanding of climate science as well as the critical communications, strategy and advocacy skills necessary to mobilise communities and catalyse solutions to the impacts of climate change.

Financial Implications:

There are no financial implications to the City of Perth arising from this report.

Comments:

The Climate Reality Project is a US non-profit organisation headquartered in Washington DC. The organisation was founded by former US Vice President and 2007 Nobel Peace Prize Laureate Al Gore. Climate Reality's mission is 'to catalyse a global solution to the climate crisis by making urgent action a necessity across every level of society'.

The Acting Coordinator Sustainability has been selected to be one in three mentors that will join Mr Al Gore, Chair of the Climate Reality Project, on stage to discuss climate change communication and advocacy within the community.

The Acting Coordinator Sustainability was a participant in the training event in 2014 and as such has been invited to return as mentor to support a new cohort of trainees and will gain skills in facilitation and design thinking through the Mentor Development Program.

Participation in the Mentor Development Program is aligned with professional development of the Acting Coordinator Sustainability and is supported by the Administration.

Agenda Item 13.13

Homeless Connect Perth 2019 Event Partnership

Recommendation:

That Council:

- 1. <u>APPROVES</u> a one-year partnership with Volunteering WA Inc for the delivery of the annual Homeless Connect Perth event for 2019;
- 2. <u>APPROVES</u> a cash contribution of \$83,000 (excluding GST), to provide the Homeless Connect Perth 2019 event;
- 3. <u>APPROVES</u> the in-kind sponsorship of up to \$4,500 (excluding GST) for costs associated with the event, including; bins, event parking and road closure; and
- 4. <u>NOTES</u> that a detailed acquittal report, including supporting material, will be submitted to the City of Perth within 4 months of the Homeless Connect Perth 2019 event.

FILE REFERENCE: P1023236-5

REPORTING UNIT: Community Services

RESPONSIBLE DIRECTORATE: Community and Commercial Services

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 14 May 2019

ATTACHMENT/S: N/A

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Legislation N/A

Integrated Planning andStrategic Community PlanReporting FrameworkGoal 1 - A city for people

Implications

Policy

Policy No and Name: 18.8 – Provision of Sponsorship and Donations

Purpose and Background:

At its meeting held **29 January 2008**, as an initiative of the Council of Capital City Lord Mayors, Council supported the concept of the Homeless Connect Perth event to be implemented as part of a national program in partnership with business and the community. The successful inaugural Homeless Connect Perth event was held on 26 November 2008 at the Citiplace Community Centre.

Eleven successful Homeless Connect Perth events have since been held by the City in partnership with Volunteering WA. The event has become an annual event with the 2015 event held at Russell Square, the Hellenic Community Centre, and the RUAH Homeless Day Centre in Northbridge.

At its meeting held **11 October 2016**, Council approved a three-year partnership with Volunteering WA for the implementation partnership of the ninth, tenth and eleventh annual Homeless Connect Perth.

Volunteering WA are seeking an extension to the existing partnership agreement for a further one year to deliver the 2019 Homeless Connect Perth event, whilst working collaboratively throughout 2019 with the City of Perth, Western Australian Ending Homelessness Alliance and Shelter WA to determine a future model for Homeless Connect Perth. The homelessness services sector has recognised the need to change service delivery across all sectors to ensure improvements to accessibility of services needed most. Future developments to Homeless Connect Perth will consider alignment to the greater strategic goals of the WA Alliance to End Homelessness' 10-year Plan to End Homelessness; shifting from 'managing homelessness' to 'ending homelessness'.

Details:

The Homeless Connect Perth event is based on a one-stop-shop model of service provision to people experiencing or at risk of homelessness. It was developed in San Francisco in 2004 and is being held in cities around the world.

The aims of Homeless Connect are to:

- 1. improve access to services and support into accommodation options for people experiencing homelessness in Perth and surrounds
- 2. engage and increase the collaborative involvement of the homelessness sector; including business, the not-for-profit community, and individual volunteers that work together to create solutions to homelessness
- 3. improve the systemic barriers faced by the sector to encourage opportunities for collaboration and sharing of best practice among Perth's homeless service providers

4. direct private, corporate and foundation funds and in-kind support to augment efforts to increase housing support options and to build service capacity for people experiencing homelessness in Perth and surrounds.

Homeless Connect Perth 2019 is a free event to be held in November at Russell Square, in Northbridge. It brings together government, businesses, community groups and volunteers to provide more than 100 free essential services to people experiencing homelessness or at risk of homelessness for a day. The range of services available on the day include:

- accommodation assistance;
- support and counselling services;
- legal advice;
- employment options;
- family and youth support;
- physical and mental health support;
- personal maintenance including; haircuts, showers and personal hygiene items;
- footwear and clothing;
- identification and family connection services;
- budget/financial counselling; and
- other services.

Homeless Connect Perth 2018

At the Homeless Connect Perth 2018 event, held on Wednesday 14 November 2018, it was estimated that:

- Over 2,000 guests were provided with assistance and support on the day.
- 485 Volunteers were recruited and assisted with the delivery of Homeless Connect 2018. This
 included general and specialist volunteers working in the donations warehouse in the lead up
 to the event, assisting with the pre-event setup and post event clean-up and on the day to
 deliver the event. A total of 3,395 volunteer hours, valued at \$140,000.
- Over 90 service providers were in attendance from all levels of government and not for profit
 agencies provided over 4,500 instances of assistance and support. Examples of support
 services included podiatry (\$39,975 worth), refreshments, youth services, housing,
 hairdressing (457 haircuts), legal services, optometry (valued at \$20,000), medical assistance,
 dental treatments, birth certificates (250 issued), Centrelink assistance and Medicare
 assistance.
- More than 900 main meals were serviced for lunch in addition to over 1,000 coffees, 1,300 freshly squeezed orange juice and 1,500 breakfast rolls.
- 191 boxes of targeted donations, including sleeping bags, toiletry/hygiene packs, shoes, clothing, underwear, children's toys and household items were received from over 50 corporate and community organisations and distributed at the event.
- A total of \$465,204 in-kind support was provided by various community and not for profit organisations, government departments, corporate organisations and businesses.
- A total of \$141,920 cash contributions, including the City's \$82,497 contribution, were received.

Partnership Request

Volunteering WA are seeking an extension to the existing partnership agreement for a further 1 year to deliver the 2019 Homeless Connect Perth event in November 2019. The partnership request

includes financial assistance of \$83,000 (excl. GST) and in-kind sponsorship of up to \$5,500 (excl. GST).

The total value of event is projected to be \$600,000. Over 75% of this amount is provided as in-kind support from community and not for profit organisations, government departments, corporate organisations and businesses. The remaining 25% would be made up of donations and the City of Perth's contribution.

The City of Perth, Western Australian Ending Homelessness Alliance, and Shelter WA will work collaboratively throughout 2019 to determine a future model for Homeless Connect Perth that considers alignment to the State's Homelessness Strategic and the Alliance's 10-year Plan to End Homelessness.

Past Contributions

The City of Perth has supported the event with funding since 2008. Previous support for the event is shown in the following table.

Year	City of Perth	Other costs meet by the	Total (\$)
	implementation	City (including, waste,	
	contribution (\$)	traffic management,	
		advertising and parking) (\$)	
2008	60,000	8,594	68,594
2009	60,000	31,622	91,622
2010	65,000	5,324	70,324
2011	65,000	3,126	68,126
2012	68,500	4,621	69,621
2013	69,700	8,563*	78,263
2014	77,000**	5,748	82,748
2015	79,350***	4,500	83,750
2016	81,000	3,539	84,539
2017	\$81,567	\$3,289	\$81,567
2018	\$82,497	\$3,715	\$86,212
2019	\$83,000	<i>Up to \$4,500</i>	\$88,500
(proposed)			

^{*}A one-off repair cost of \$3,560 incurred for electrical cable spiking in Russell Square, Northbridge.

Partnership Recognition

Subject to funding, at the Homeless Connect Perth 2019 event, the City of Perth's logo will be displayed on all marketing material associated with the event as well as in an extensive social media campaign. The following acknowledgments of support will be provided:

- City of Perth logo and acknowledgement to be included on the Homeless Connect website
- outdoor banner provided by City of Perth located next to podium for the opening ceremony
- City of Perth representative is invited to give an address at the opening ceremony
- logo and acknowledgement of support in Volunteering WA's newsletter with 1000+ distribution
- logo and acknowledgement of support in Volunteering WA's Annual Report distributed to Volunteering WA members across the state, politicians and key community groups

^{**} A one-off contribution of \$5,000 for the Homeless Connect Perth Review and Feasibility Study.

^{***} Includes \$1,350 for the traffic management costs relating to the event road closure and an additional \$6,000 for warehouse costs.

extensive social media acknowledgement of support.

Financial Implications:

ACCOUNT NO: PJ 1075 70110 **BUDGET ITEM: Homeless Connect Perth BUDGETED AMOUNT:** \$87,500 AMOUNT SPENT TO DATE: \$0 PROPOSED COST: \$87,500 **BALANCE REMAINING:** \$0 ANNUAL MAINTENANCE: \$N/A **ESTIMATED WHOLE LIFE COST:** \$N/A

All figures quoted in this report are exclusive of GST.

Comments:

The Homeless Connect Perth partnership between the City of Perth and Volunteering WA has strengthened connections between Local, State and Federal Government agencies, and the corporate and community sectors that provide free services to people currently experiencing or at risk of homelessness.

Homelessness is complex issue that requires a collective community approach; where volunteers, community goodwill and corporate donations support people experiencing and at risk of homelessness.

There is a foreseeable risk that this event will not able to continue this year due to lack of funding from the City. The continued sponsorship for the Homeless Connect Perth event this year will allow the time required for the City to work with Volunteering WA, Shelter WA and the WA Alliance to End Homelessness to prepare a new proposal on how future Homeless Connect Perth events will align to the strategic direction and goals of the sector to end homelessness in WA by 2028.

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Confidential Report to the Ordinary Council Meeting

Confidential Agenda Item 13.14 Request for Surrender of Lease Agreement - Shop 5, City Station Concourse, Perth - City of Perth (Landlord) to Maple

Forest Pty Ltd (Tenant)

FILE REFERENCE: P1015419-2
REPORTING UNIT: Properties

RESPONSIBLE DIRECTORATE: Construction and Maintenance

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 10 May 2019

ATTACHMENT/S: Confidential Attachment 13.14A – Lease: City

Station Shop 5 - Maple Forest Pty Ltd

In accordance with Section 5.23 (2)(e)(ii) of the *Local Government Act 1995*, this Item is confidential and will be distributed to the Commissioners under separate cover.

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CONFIDENTIAL ATTACHMENT - 13.14A
ITEM 13.14 - REQUEST FOR SURRENDER OF LEASE
AGREEMENT – SHOP 5, CITY STATION CONCOURSE, PERTH
– CITY OF PERTH (LANDLORD) TO MAPLE FOREST PTY LTD
(TENANT)

FOR THE ORDINARY COUNCIL MEETING

28 MAY 2019

DISTRIBUTED TO COMMISSIONERS UNDER SEPARATE COVER

Agenda Risk Management Quarterly Update Item 13.15

Recommendation:

That Council:

- 1. RECEIVES the Risk Management Quarterly Update for May 2019;
- 2. <u>APPROVES</u> the implementation of the Risk Management Improvements Actions 2019 2021 (Attachment 13.15A); and
- 3. <u>APPROVES</u> the 'Adjusted Completion Dates' requested in the report.

The Committee recommendation to Council for this report was resolved by the Audit and Risk Committee at its meeting held on 20 May 2019.

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

FILE REFERENCE: P1013822-3
REPORTING UNIT: Governance

RESPONSIBLE DIRECTORATE: Corporate Services

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 30 April 2019

ATTACHMENT/S: Attachment 13.15A - Risk Management Improvement

Actions 2019 - 2021

Attachment 13.15B - High and Extreme Risks Report Attachment 13.15C - Strategic Risk Summary - May

2019

Confidential Attachment 13.15D - High and Extreme

Risks Report

Attachment 13.15E – Risk Assessment Criteria

(Confidential Attachments are distributed to

Commissioners under separate cover)

Council Role:

П	Advocacy	When the Council advocates on its own behalf or on behalf of
ш		its community to another level of government/body/agency.
	Executive	The substantial direction setting and oversight role of the
X	LXCCUTIVE	Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies

	1 agc 400
Quasi-Judicial	When the Council determines an application/matter that
Quasi suaisiai	directly affects a person's right and interests. The judicial
	character arises from the obligation to abide by the principles of
	natural justice. Examples of Quasi-Judicial authority include
	town planning applications, building licences, applications for
	other permits/licences (eg under Health Act, Dog Act or Local
	Laws) and other decisions that may be appealable to the State
	Administrative Tribunal.

For the Council/Committee to note.

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Legislation / Strategic Plan / Policy:

Local Government Act 1995 - Regulation 17 of the *Local*

Government (Audit) Regulations 1996

Integrated Planning and

Information

Reporting Framework

Implications

Strategic Community Plan

Goal 7 - An open and engaged city

Policy

Policy No and Name: 19.1 – Risk Management

Purpose and Background:

Risk Management Improvement Actions

The Governance Unit has reviewed the road map and recommendations following the risk management maturity assessment completed in late 2018.

The road map and recommendations have been incorporated into the Risk Management Improvements Actions 2019 - 2021 (Attachment 13.15A), which will be implemented over the next two years. Status updates on the actions will be included in the risk management quarterly reports, with the completion dates for the actions to be determined and included in the Corporate Recovery Implementation Plan (CRIP).

A subsequent risk management maturity assessment will be conducted in 2021 to align with the requirements of Regulation 17; Review of the appropriateness and effectiveness of the City's risk management systems and processes.

This report hereby seeks approval of the Risk Management Improvement Actions 2019 - 2021.

Details:

City of Perth Risk Profile

Figure 1 demonstrates the overall summary of the City's operational and strategic risks categorised into Low, Medium, High and Extreme risks in line with the City's Risk Assessment Criteria (Attachment 13.15E).

Attachment 13.15B and Confidential Attachment 13.15D of this report provide the details for all high and extreme risks including the status updates for their respective risk treatment action plans.

Operational and Strategic Risk Summary

As at 30 April 2019, there are 147 operational risks and 5 Strategic Risks which make up the City's Risk Profile in figures 1 and 2 below;

Figure 1: Distribution of risk ratings as at 30 April 2019

	As at 31 January 2019	As at 30 April 2019
Extreme Risks – 1 risk	1.79%	1.52 %
High Risks – 23 risks	14.29%	15 %
Medium Risks – 103 risks	69.64%	68 %
Low Risks – 25 risks	14.29%	17 %

Figure 2: Distribution of risk ratings against controls' effectiveness as at 30 April 2019

	Adequate Controls	Inadequate Controls
Extreme Risks – 1 risks	0	100%
High Risks – 23 risks	34 %	66 %
Medium Risks – 103 risks	79 %	21 %
Low Risks – 25 risks	100 %	0%

Figure 3: City of Perth Risk Profile (as at 30 April 2019)

	Insignificant	nificant Minor		Major	Catastrophic	
Almost Certain	M	1 Risk(s)	4 Risk(s)	E	E	
Likely	M	4 Risk(s)	9 Risk(s)	E	Е	
Possible	L	2 Risk(s)	54 Risk(s)	8 Risk(s)	1 Risk(s)	
Unlikely	3 Risk(s)	19 Risk(s)	24 Risk(s)	12 Risk(s)	2 Risk(s)	
Rare	L	2 Risk(s)	1 Risk(s)	6 Risk(s)	M	

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Low	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring						
Medium	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual						
Medium	monitoring						
High	Risk acceptable with effective controls, managed by senior management / executive and subject to quarterly						
High	monitoring. Quarterly reports will be provided to Council on all high risks						
	Risks only acceptable with effective controls and all treatment plans to be explored and implemented where						
Extreme	possible, managed by highest level of authority and subject to monthly continuous monitoring. Quarterly						
	reports will be provided to Council on all Extreme Risks						

Strategic Risk

The status updates on the City's strategic risks below, and associated risk treatment actions plans are provided in Attachment 13.15C.

Risk ID	Risk Name	Controls Effectiveness	Risk Rating
SR1	Strategic Vision	Inadequate	High
SR2	Financial Sustainability	Inadequate	High
SR3	Stakeholder Relationships	Inadequate	Medium
SR4	Environmental Change	Adequate	High
SR5	Business Continuity and Crisis Management	Adequate	High

The annual review of the strategic risks will be completed in July 2019 with the Executive Leadership Team, with the outcomes reported through to the Audit and Risk Committee in August 2019.

New Risk, Safety and Compliance System

The new risk, safety and compliance system (CGR) is in the last stages of configuration, with the risk and safety modules to be rolled out in July 2019. The compliance module will be rolled out in September 2019.

The system will enable automation of risk reviews, tracking of risk actions and improve risk reporting. This will enable greater accountability with the review and monitoring of the City's operational and strategic risks.

Future Risk Reports

Following meetings with the Chair of the Audit and Risk Committee, it was agreed the risk and internal audit reports will be changing from the August 2019 meeting. The changes will include the below:

- More accountability on completion of risk treatment actions;
- More concise risk updates, with a focus on risks with inadequate controls;
- Clearly defined risk response times for all risks, depending on their respective rating;
- Application of the bowtie analysis to all operational risks i.e. assignment of preventative controls against each potential risk cause, and assignment of mitigating controls against each potential risk impact;
- Assessment of the effectiveness of each risk control;
- Clear alignment of all high and extreme risks to the City's risk appetite statement; and
- Clear alignment of the strategic risks with the quadruple bottom line principles within the new Strategic Community Plan.

Business Continuity Update

The City successfully completed a test of the business continuity arrangements for business units based on Level 5 of Council House, particularly targeting resilience testing of Customer Services and Commercial Parking operations. A crisis exercise with the Crisis Management Team is scheduled for late June 2019. The City's plans and processes will continue to be updated following recommendations from the exercises.

Financial Implications:

There are no financial implications related to this report.

Comments:

Quarterly updates will be provided to both the Corporate OSH and Risk Management, and Audit and Risk Committee, on the key milestones achieved against the Risk Management Improvements Actions (RMIA) 2019 – 2021.

There will be no resource implications as part of the implementation of the RMIA, with completion dates and accountability to be determined as part of the Corporate Recovery Implementation Plan (CRIP).

RISK MANAGEMENT IMPROVEMENT ACTIONS 2019 - 2021

ELEMENT	IMPROVEMENT ACTIONS
1. Risk Governance	Review and agree the specific risk governance role of the Council, particularly in relation to the oversight of "material risks" facing the City, risks which sit outside the risk appetite of the Council, the identification of strategic/external risks and the development of risk appetite.
	Consider the reporting needs of the Council and ARC, particularly "in relation to trends in the direction of key risks and visibility over those risk with a potential Major or Catastrophic impact".
	■ Include "material" project risks as part of the risk reports.
2. Risk Management Culture	 Ensure options and decision papers across all levels of management within the City are supported by relevant risk information.
	■ Embed risk management as a standing agenda item of regular senior manager and executive meetings.
	Review the extent to which the CEO, Directors and Managers are proactive in the driving of risk assessments within each of their areas. Include risk management responsibilities in Job Descriptions and ensure an assessment of risk management performance is included as part of the performance management review.
Risk Assessment and Acceptance Criteria Tables	Review the effectiveness of the criteria and implement the recommendations to improve the clarity within the tables.
4. Risk Appetite	 Build on the high-level statements to develop a series of risk acceptance principles, tolerances and limits to further enhance the definition of the risk appetite.
	 Communicate the risk appetite to all internal and external stakeholders.
	 Implement mechanisms to ensure that risk-taking is within the defined appetite. This would include the development, aggregation and reporting of key risk indicators to provide an organisational-wide view of the risk exposure.
	 Ensure there is a mechanism in place whereby risks which sit outside the defined risk appetite are escalated to the Council for review and decision-making.
5. Risk Management Integration	 Define the mechanism by which new risks are identified and managed on an ongoing basis (e.g. any new risks since the development of strategic/operational plans).
	■ Review the processes for managing contracts, partnership, joint ventures or alliances, to ensure risk allocation carefully

	considered and clearly allocated such that all parties accept responsibilities for the allocation and have a clear understand of how the risk sharing arrangement will work.
	 Review the process by which low probability/ high consequence risks events ("black swan events") are identified and managed and implement scenario testing to ensure that the City can recover quickly from major incidents/ disruptions /outages setbacks.
6. Risk Management Hierarchy	 Complete the Strategic Risk Register, including the allocation of responsibilities and timeframes for the implementation of treatment action plans, and review on an annual basis to ensure that risks associated with the specific and agreed strategies are identified and appropriately managed.
	 Ensure that the development and review of all Business Unit risk registers are linked to the Business Unit planning process and any treatment actions with budgetary requirements are factored into the budget planning cycle.
	 A structured approach to project risk management, and the broader project governance, should be implemented in line with the approach defined in the RMF. Event Risk Management should also be integrated within the overall RMF and all project and event risk registers incorporated into a single risk information repository.
	 Consider how strategic, operational and project risk registers interface and align with each other (e.g. how the City reports on projects which may have an impact on strategic or operational activities).
7. Controls Assessment and Assurance	 Implement a mechanism to highlight those risks with a potential catastrophic impact to ensure that the appropriate level of assurance is in place (such as scenario testing and routine internal/external audits).
8. Risk Treatment	 As part of the implementation of a new Risk Management Information System, incorporate the recommendations noted in the opportunities for improvement list.
	 Include the development of risk categories or "themes" as noted in the 2016-18 road map.
9. Risk Monitoring, Reporting and Review	 Ensure that the City's incident management process (including the type of incidents/losses/near misses recorded, any investigation processes, root cause analysis etc.) links back to the risk profile to provide valuable insight into the assessment of the perceived risks.
	 Key risk indicators should be established and monitored to give early warning of control failure and emerging risk issues.
10. Capability and Support	Develop and implement a structured training program to ensure that all accountable officers have the skills to be able to identify, assess and manage the risk within their own areas of responsibility and are held to account for monitoring and reporting risk information in accordance with the RMF.

11. Continuous Improvement	The City is to satisfy itself that the internal audit plan focusses on the "material" risks of the organisation (from an inherent risk perspective), that the plan is being adhered to and that any findings from the audits are addressed in a timely manner.
	 It is recommended that the RMF is reviewed based on significant changes in the internal or external environment, at least once per year – with a formal review taking place once every 2/3 years.

RISK ID 18	RISK IDENTIFICATION DATE: September 2017			2
RISK NAME: Safety Related Incidents during delivery of Civil Co	enstruction projects		MEDIUM	T.CT
KEY SERVICE : Engineering Consultancy Services and Coordinati though to construction, inclusive of procurement, tenders and	· · · · · · · · · · · · · · · · · · ·	Overall Risk Rating	(Reviewed from High)	ğ
				i

RISK DESCRIPTION: Project execution and delivery fails to meet safety standards and expectations

RISK OWNER: Manager Construction – Construction & Maintenance Directorate

KEY RISK CONTROLS:

- Site Inspections and Contractor Inductions
- Contractor Safety Management Procedure
- Review of contractors Project Management System prior to contract award (Pre-contract reviews)
- Review of contractors Project Management Plan prior to construction commencement. Includes review of Job Safety Analysis and Safe Work Method Statements, Licences etc.
- Review of High Risk tasks appropriately and in consultation with key stakeholders (internal, external authorities etc).

Domain Risk Ratings										
Р	P F SD/SO L&R/E R&ES E									
Medium	N/a	N/a	N/a	N/a	N/a					

ADEQUATE

Controls Effectiveness

RISK REVIEWED: 30 April 2019

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 Specifications to be provided for Key Performance Indicators (KPI's) for safety inspections for Project managers 	Construction	July 2019	N/a	ON TARGET - Construction team members have been provided with lead indicator KPIs for their relevant projects. As there are 3 current projects under way these KPIs will be reported as soon as projects are completed.
Capturing of past performance of contractors via project reviews	Construction	July 2019	N/a	ON TARGET – A specific template for Contractor Performance Rating will be included in the PPMS rollout as part of the project closeout process.
 Formalisation of Project Teams and relevant structures (multi-disciplinary across the organisation) for each new project to consider safety in delivery of the project 	Construction	Completed and ongoing with PPMS	N/a	COMPLETE – This is now part of project design and delivery processes (Safety in Design Register) and will be included in the PPMS system.

		_		= ,	IL MISK MEI O		•			
RISK ID 25	RISK IDENTIFIC	ATION DATE: Se	ptember 2017							
RISK NAME: Delivery of Civil Engineering Projects								MI	MEDIUM	
KEY SERVICE : Delivery of Construction Capital Works (detailed procurement, tenders and contract management)	KEY SERVICE : Delivery of Construction Capital Works (detailed design though to construction, inclusive of				Rating				(Reviewed from High)	
RISK DESCRIPTION: Failure to deliver construction capital works projects on time, to budget to a defined scope including the adequate management of contractual risks				RISK OWNE Directorate	R : Manager C	Construction –	· Construction	& Maintenand	e	
KEY RISK CONTROLS:						Domain R	isk Ratings			
- Set up of new Project Program Management System (PPN		•		Р	F	SD/SO	L&R/E	R&ES	E	
 Engagement of the procurement representatives at tende Engagement of QS experts at tender stage with multiple re Internal handover process and documentation of projects Project Management tools, processes, templates and documentation 	eviews including knowle			N/a	Low	Medium	Medium	Low	N/a	
- Project Management tools, processes, templates and doct	amentation			Controls Effectiveness						
Responsible Endorsed Adjusted Treatment Action Business Completion Completion Unit Date Date				INADEQUATE						
				RISK REVIEWED: 30 April 2019						
						Treatme	ent Status			

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 Project Portfolio Management System (PPMS) Project – This project is to provide a system to raise the City's Project Management Capability. Improvements have now been identified as being required to: skill gaps, systems gaps and processes and procedures. 	Construction	July 2019	N/a	ON TARGET - The PPMS project is now at tender phase. The tender is expected to be awarded in March 2019, with a go live and rollout to commence in July 2019.

The overall controls are considered inadequate due to lack of measurable KPIs in place to monitor project performance, with only safety KPIs currently in place. Controls for managing budget allocation, scheduling and scope are considered adequate. KPIs are still to be introduced to define project success or failure as well as clearly defined contract risk parameters.

RISK ID 35	RISK IDENTIFICATION DATE: November 2017		
RISK NAME: Management of City Leases, Licences and Legal A			
KEY SERVICE : Estate Management – Management of leasing, Portfolio	Overall Risk Rating	HIGH	
RISK DESCRIPTION: Failure to effectively and appropriately magreements to set income budget	anage the City's leases, licences and legal	RISK OWNER: Manager Properties – Construction & Main	tenance Directorate

KEY RISK CONTROLS:

- Appointment of experienced personnel within the Unit
- Leases have been recorded in Hansen (Asset Management Database)
- Council policy Delegated authority and associated procedure.
- Internal Audit of leasing function, major financial transactions, debt management being undertaken through the Financial Management Taskforce.
- Variable Outgoings (Leasing) are being reviewed by an external auditor.

	Domain Risk Ratings											
Р	F	SD/SO	L&R/E	R&ES	E							
N/a	N/a	N/a	High	N/a	N/a							

Controls Effectiveness ADEQUATE RISK REVIEWED: 30 April 2019

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
Arrears Recovery Plan – The plan enables the City to track and recover debt from tenants.	Properties	April 2019 (Ongoing)	N/a	COMPLETED - The Arrears recovery plan continues to progress showing a stabilised trend. Current debt as follows: 30 Days \$155K 60 Days \$42K 90 Days \$0K Arrears recovery plan annual review was completed for 2019, with the next review due in April 2020.
2. Lease Register – tracks the status of the City's leases.	Properties	March 2019	N/a	COMPLETE – After the audit of the tenancy schedule was undertaken, all Lease information was captured in Hansen after being validated. This allows the City to have a single system to manage both community property and

					commercial property, minimising risk of duplication thereby future-proofing existing processes.
3.	Commercial Property Strategy – decision-making guidelines for the acquisition, retention, growth, redevelopment and disposal of property assets.	Properties	September 2019	N/a	ON TARGET – JLL has provided the outcome of the Stage 1 and Stage 2 of the Commercial Property Review. The third and final Stage will be completed in Late May.
					Further to the plan being completed, a gap analysis will be conducted, with the results of the analysis incorporated into the strategic component of the Properties Unit Business Plan.

RISK ID 60	RISK IDENTIFICATION DATE: September 2017			
RISK NAME: Management of City Assets				
KEY SERVICE : Asset Data Governance – Establishing maintenar performance and coverage)	nce schedules for assets (standards,	Overall Risk Rating HIGH		
RISK DESCRIPTION: Failure to maintain assets in a systematic r	nanner which aligns to agreed service levels	RISK OWNER: Manager Asset management – Corporate S	Services Directorate	

KEY RISK CONTROLS:

- City's Asset register is up to date
- Asset condition surveys by asset custodian
- Known risk (custodian unit managers recognise the inadequacies in managing this risk. Asset Management Unit (AMU) will be working with asset custodians to address the inadequacies)
- Asset Management Unit has investigated Hansen8 capabilities to manage this risk issue
- Current reliance on reactive maintenance

	Domain Risk Ratings												
P	F	SD/SO	L&R/E	R&ES	Е								
N/a	N/a	N/a	High	N/a	N/a								

Controls Effectiveness INADEQUATE

RISK REVIEWED: 30 April 2019

Treatment Action		Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
large assets dov components and asset managem	entisation - This involves breaking vn into their maintainable d loading them into the corporate ent system, so maintenance can be ore precise level.	Asset Management	June 2020	N/a	ON TARGET - This is progressing as below: Infrastructure assets – complete; Building assets – complete; Open air carparks – complete; CCTV – complete; Carpark equipment – In progress; IT equipment and fibre-optic – In progress; Plant & Equipment – June 2020; Artwork – investigating feasibility.
operational / m	Work orders capture all the aintenance work done on assets. sed to record time and costs for eses.	Asset Management	June 2019	N/a	ON TARGET - A pilot project for a work order management system has been rolled out to the SPM civil maintenance work crew. This pilot project included the development of a map-based work management system with remote device functionality. The trial is expected to be complete June 2019.

3. Asset Maintenance Performance Reporting – Maintenance performance reporting is commonly done to measure / analyse the progress completion of required maintenance plans throughout the year for assets, the cost tracking, the amount of reactive work, and other KPIs associated with maintenance.	Management	December 2020* *dependant on the Corporate KPI Dashboard delivery date.		ON TARGET - Corporate measures for maintenance reporting have been defined as part of a City-Wide Corporate Measures project and these have been submitted for ELT approval in April. The data will be available for the Corporate KPI Dashboard when that is available.
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RISK ID 61	RISK IDENTIFICATION DATE: September 2017							
RISK NAME: Financial Sustainability of Assets								
KEY SERVICE : Asset Management Partnership Program – Estaborganisational asset management practices	olishment of partnerships to improve	Overall Risk	Overall Risk Rating				HIGH	
RISK DESCRIPTION: Failure to accurately and sustainably plan requirements	for asset management capital works	RISK OWNER: Manager Asset Management – Corporate Se			ate Services [Directorate		
KEY RISK CONTROLS:		Domain Risk Ratings						
- Experienced team and processes in place to review the update it with new / disposed assets	corporate Asset Management system data and	Р	F	SD/SO	L&R/E	R&ES	E	

State Government assets Collaboration with internal stakeholders to tailor improvements to improve asset life-cycle data quality and strategy

Regular meetings with external stakeholders to clarify the expected timeline for the contribution of large

- Training provided to Asset Management Unit staff in stakeholder negotiation and engagement
- Asset management improvement objectives are aligned to corporate strategy objectives (Strategic Community Plan, Sustainability, Integrated Planning and Reporting Framework).

	Domain Risk Ratings							
P	F	SD/SO	L&R/E	R&ES	Е			
N/a	N/a	N/a	High	N/a	N/a			

Controls Effectiveness INADEQUATE

RISK REVIEWED: 30 April 2019

Treatment Action		Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
	 Asset Management Strategy - a high level document that communicates the vision and best practices for the management of the City's assets to ensure financial sustainability and maximum service provision to the community for the lowest cost. 	Asset Management	June 2019	N/a	ON TARGET - The Asset Management Strategy is developed and adopted annually as part of the Integrated Planning & Reporting Framework. Development is currently in progress.
	2. Asset Management Framework (AMF) – A procedural document that embeds standard asset management processes in the City to ensure consistency and repeatability so that results are relevant over a long term for analysis.	Asset Management	July 2019	N/a	ON TARGET - The asset management framework is currently being developed, and will be finalised by July 2019. The framework will be revised annually to reflect any changes in process and structure. Workshops are now currently being conducted for stakeholder consultation.

3	corvice levels inventory maintenance tactics and	Asset Management	Annually - February 2019	N/a	COMPLETE - While the improvements to the asset management plans were completed in 2017/18, the asset management plans are currently being updated City-wide for the 2019/20 budget. This asset management planning process has carried on the improvements made last financial year, embedding the new processes into the organisation.
4	New Asset Readiness — A process to be financially and operationally ready to assume ownership of an asset. This includes estimated forecast impacts to budget and workforce, as well as the setup of all operational / maintenance plans to ensure the asset is assimilated into the City's work planning.	Asset Management	December 2019	N/a	ON TARGET - This function is currently at low maturity. Discussions have commenced internally on the best way to advance this, and it has been planned that a life-cycle costing template and procedure will be developed to support business cases for new asset projects.

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RISK ID 94	RISK IDENTIFICATION DATE: February 2018						
RISK NAME: Records Management							
KEY SERVICE: Information Management - Manage	Overall Ris	k Rating				HIGH	
RISK DESCRIPTION: Failure to appropriately m City's Record Keeping Plan and relevant legisla	nanage the City's records physical and digital, in line with the ative requirements	RISK OWN	ER: Manager [Data and Infori	mation – Corp	orate Service	S
KEY RISK CONTROLS:		Domain Risk Ratings					
 Records Keeping Plan - Kept up to date and reviewed externally by State Records Dedicated Information Management Support Team and Helpdesk 		Р	F	SD/SO	L&R/E	R&ES	Е
- Information Management Training and Induction Program (Records Awareness, Focal Point and Module		N/a	N/a	N/a	High	N/a	N/a

Owner Training, Overall System Training)

Records Operations Team undertake Auditing and Compliance checks

Tools, resources and guidance available on City's intranet

Regular liaison with internal and external stakeholders

		,

INADEQUATE

Controls Effectiveness

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RISK REVIEWED: 30 April 2019

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1. Implementation of the Information Governance Framework (IGF) – the framework components include defined levels of authority, accountability, including up-to-date records-compliant processes, procedures and systems to enable the City to record and store corporate records in line with relevant legislative requirements and the City's Records Keeping Plan.	Data and Information	June 2019	N/a	ON TARGET – ELT approved the IGF Policy, Framework and Roadmap in March 2019, including the Business Case for the implementation of the IGF program. IGF implementation will commence in July 2019 and run for an anticipated 3 financial years. The program will be funded through the operational budget, commencing in the 19/20 financial year. Council deferred the approval of the Information Governance Policy, and the Framework at the April 2019 Council Meeting.

RISK ID 95	RISK IDENTIFICATION DATE: February 2018							
RISK NAME: Food Act enforcement		Overall Risk						
KEY SERVICE: Oversight of the Inspection of Food Premises Contract			Rating				HIGH	
_		RISK OWNER: Manager Health and Activity Approvals – Community & Commercial Services Directorate						
KEY RISK CONTROLS:		Domain Risk Ratings						
- Contingencies in place to support data capture processes		Р	F	SD/SO	L&R/E	R&ES	Е	
 Customer Service expectations as the tenderers represent the City Key Performance Indicators (KPIs) and reporting on performance. Contingency plans in place to employ temporary staff to perform the required inspections in case of early termination of contract. Induction and ongoing training for contractors provided by the City (including code of conduct). 		High	N/a	N/a	N/a	N/a	N/a	
		Controls Effectiveness						

madetion and ongoing training for contractors provided by	the City (melau	ing code of conc	idet).	Controls Effectiveness
				ADEQUATE
				RISK REVIEWED: 30 April 2019
	Responsible	Endorsed	Adjusted	-

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
Performance monitoring of contract.	Health and Activity Approvals	January 2021	N/a	 ON TARGET - Ongoing performance review of current contract including: Regular review of Contractor's inspection results Monthly meetings with Contractor Live tracking of completed inspections Continuous monitoring of performance against agreed KPI's.

		_	HIGH A	ND EXTREM	E RISK REPO	RT MAY 201	.9	
RISK ID 101	RISK IDENTIFICATION DATE: April 2018							
RISK NAME: Procurement			· Pating				ou	
KEY SERVICE: Acquisition of goods and services on behalf of t	ne city	Overall Risl	c Kaung				HIGH	
RISK DESCRIPTION: The City's procurement policies and proceduced (Local Government Act, Financial Regulations and Consumer Copractice.	RISK OWNER: Manager Finance – Corporate Services Directorate							
KEY RISK CONTROLS:		Domain Risk Ratings						
- Reporting and oversight (contract expenditure report, co	ntract expiry, guidance to internal auditor for	Р	F	SD/SO	L&R/E	R&ES	E	
 Procurement processes and procedures Internal and External audits on procurement processes 			N/a	N/a	High	N/a	N/a	
 Delegated Authority process (approval limits and sign off) Education and training of relevant staff on procurement process. 		Controls Effectiveness						
		INADEQUATE						
	RISK REVIEWED: 30 April 2019							

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 Adoption and implementation of the Procurement Strategy – undertake a procurement transformation process to implement a best practice model. 	FILIANCE	July 2020		ON TARGET - The city has engaged a strategic procurement project lead to undertake the procurement transformation project. The priority is to review the strategic procurement plan and prepare an implementation plan for the transformation process.

RISK ID 102	RISK IDENTIFICATION DATE: April 2018		
RISK NAME: Recruitment			
KEY SERVICE : Timely recruitment of suitably qualified and capable employees to deliver against the City's objectives		Overall Risk Rating	HIGH
RISK DESCRIPTION: Failure to attract, and select suitable candidates to enable the City to effectively deliver the corporate business plan objectives as well as meet legislative requirements RISK OWNER: Manager Human Resources - Corporate Solution of the City to effectively deliver the corporate business plan objectives as well as meet legislative requirements		rvices Directorate	

KEY RISK CONTROLS:

- Probationary period reviews
- Assessment of requirement of position prior to advertising
- Reclassification and classification process / Standardisation of position description
- Utilisation of external agencies and job boards
- Utilisation of interview panels (mostly with Human Resources attendance).

Domain Risk Ratings									
P F SD/SO L&R/E				R&ES	Е				
N/a	N/a	N/a	High	N/a	N/a				

Controls Effectiveness
INADEQUATE
RISK REVIEWED: 30 April 2019

Responsible **Endorsed** Adjusted Completion **Treatment Action** Business Completion **Treatment Status** Unit Date Date **ON TARGET** – CRIP HR action items haven been assigned to the allocated 1. Implementation of HR actions in the Corporate Recovery HR July 2020 N/a Implementation Plan (CRIP) following the HR review. timeframes. 2. HR Improvement Plan. **ON TARGET** – HR Improvement Plan has identified the below: HR N/a December 1. 11 urgent actions 2020

	2.	17 Short term actions
	3.	Medium Term Actions
		Improvement plan is under consideration by ELT. The intention will be ish these on the intranet once endorsed for visibility.

RISK ID 105	RISK IDENTIFICATION DATE: April 2018							
RISK NAME: Electrical / Lighting / Christmas - Electrical infrastr	Overall Risk Rating					HIGH		
RISK DESCRIPTION: Failure to provide an electrical infrastructur standards and compliance to ensure safety of public and netwo	RISK OWNER: Manager Street Presentation & Maintenance – Construction and Maintenance Directorate							
KEY RISK CONTROLS:		Domain Risk Ratings						
 Visual inspections (fortnightly) and condition surveys 	•	Р	F	SD/SO	L&R/E	R&ES	Е	
established September 2019 Additional requirements to be added to contract for more detailed inspection and testing requirements of assets) - Audit of current records/assets and data and update data management system (old and new) - Check the current asset conditions and assets life and re new the expired assets (including underground assets) - Initiate 5-year plan to renew and replace the critical electrical assets			N/a	N/a	High	N/a	N/a	
			Controls Effectiveness					
- Improve the design standards and specifications for electrical assets.								
		RISK REVIE	WED : 30 April	l 2019				

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 1. Asset Componentisation; Update of the Electrical Infrastructure Asset Management Plan Proactive compliance inspections and testing for new assets (including during construction) Review resourcing levels (internal and external). 	SPM	(This date may not be achieved due to the unknown underground electrical assets)	N/a	 ON TARGET - The business case to investigate feasible methodologies and obtain accurate cost estimations for the implementation of the full project to address the risk, is underway. An Electrical Project Manager has been appointed to undertake a review of the East Perth lighting infrastructure as well as assist in progressing the business case. The proposed Action Plans are summarised below: The next Electrical Asset Management Plan will include the new installations and additional maintenance programs for the City. Proactive compliance inspection and testing plan of the existing electrical equipment /materials will be carried out in accordance with the requirements of Australian Standards (e.g. testing of RCD protections, contactors, switches, etc.) from Financial Year 2019/20.

	Electrical Officers and Engineers will collaborate in the Financial Year 2019/20
	to update the Esri data management system and propose the maintenance
	and capital programs (3-5 year plans) for the City electrical assets.

	_	HIGH A	ND EXTREM	E RISK REPO	RT MAY 201	9		
RISK ID 106	RISK IDENTIFICATION DATE: February 2019							
RISK NAME: Management of new assets (projects) handed						IIICII		
KEY SERVICE: Design reviews, site monitoring and inspection assets to be transferred to the City are constructed for long ease of future operation and maintenance)	, ,			(Revie	HIGH eviewed down om Extreme)			
RISK DESCRIPTION: Failure of new assets (State Government Projects) which are handed to the city, to meet desired and required standards (quality, workmanship, ease of future operations and maintenance, suitability of public use)			_		ation & Mainte rate; Manager			
KEY RISK CONTROLS:		Domain Risk Ratings						
 Steering groups to increase communication with the State Government - Metropolitan Redevelopment Authority (MRA) Dedicated resources to address the risk Open channels of communication between City and MRA on issues (defects, vesting) 		Р	F	SD/SO	L&R/E	R&ES	E	
		High	High	N/a	Medium	N/a	N/a	
 Continuous negotiations with MRA regarding mair 								

Agreements.

Р	F	SD/SO	L&R/E	R&ES	E
High	High	N/a	Medium	N/a	N/a

Controls Effectiveness

INADEQUATE

RISK REVIEWED: 30 April 2019

	Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1.	Risk Assessment – process involves reviewing the risks with the lack of information, practical completion and estimation of the financial and operational impacts of the assets to be handed over to the City by the State Government.	SPM	Sept 2019	N/a	COMPLETE – For Elizabeth Quay. This was presented to the CEO, DCS and CMD on the 17th of December 2018. Risk reviews for other sites (such as Perth City Link, Waterbank etc) will be reviewed as and when required when handover information is available. The risk review showed that there were unacceptable risks and issues needed Executive level support to resolve.
2.	Executive Engagement – improvement of the channels of communication between the CEO of the City of Perth and the MRA.	SPM	April 2019	N/a	COMPLETE – An executive level meeting was held between the City of Perth and the MRA. The risks, potential impacts and consequences were presented by Officers of the MRA and the City to the Executive, along with suggested mitigations that were jointly workshopped by the Officers. There was unanimous agreement following this presentation that the solutions

				presented were adequate given the situation and they facilitated some operational confidence going forward. The establishment of a Place Making Levy Agreement will reduce the financial risk of ongoing maintenance of EQ.
3. Process Mapping and Reporting – formalisation of internal processes reporting protocols on the status of N	and development of	July 2019	N/a	ON TARGET – The Asset Management Framework (AMF) will be the official container for this process documentation so that the handover of high risk contributed assets are guided by a process map and checklist. The AMF is currently being drafted. Reporting protocols are being formalised through a combination of monthly updates to the relevant Directors, contentious issue monthly reports and the Audit & Risk Committee.

		_	HIGH A	AND EXTREM	E RISK REPO	RT MAY 201	.9	
RISK ID 107	RISK IDENTIFICATION DATE: February 2019							
RISK NAME: Media Relations						НІБН		
KEY SERVICE : Perform proactive and reactive media mar reputation and brand of the City of Perth	Overall Risk Rating							
RISK DESCRIPTION: Failure to effectively perform proactive and reactive media management activities which enhance and protect the reputation and brand of the City of Perth			RISK OWNER: Manager Corporate Communications – Community and Commercial Services Directorate					
KEY RISK CONTROLS:		Domain Risk Ratings						
- Specialist Media and Corporate Communication		Р	F	SD/SO	L&R/E	R&ES	E	
 Established process and procedures and internal relationships to source information, as required Constant sourcing of positive opportunities and stories Issue specific media strategies developed as required (Inquiry Panel etc) 		N/a	N/a	N/a	N/a	High	N/a	
 Pre-planned annual calendar of corporate communications activities and opportunities. 			Controls Effectiveness					

Controls Effectiveness	
ADEQUATE	
RISK REVIEWED: 30 April 2019	

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1. Inquiry Communications Plan – corporate plan to ensure provision of clear, honest and current information to the stakeholders that clarifies the City's response during the Inquiry Process This dynamic document has been and will be continually updated as we move through the Inquiry Process.	Comms	31 January 2020 *to be reviewed pending the outcome of the Inquiry	N/a	ON TARGET - The project team have met again to consider developments and actions as the Private Hearings have progressed.

RISK IDENTIFICATION DATE: April 2018								
RISK NAME: Licencing of Public Health Premises								
KEY SERVICE : Licencing (Public Health) - Provision of a licencing control program to ensure health premises comply with relevant legislation (Health Act, Food Act etc.					•	HIGH		
RISK DESCRIPTION: Failure to effectively and efficiently provide a licence control program to ensure health premises meet the requirements of the relevant legislation (Food Act, Health Act etc.)				RISK OWNER: Manager Health and Activity Approvals(HAA) – Community & Commercial Services Directorate				
	Domain Risk Ratings							
 Relevant processes and procedures (currently under review and updating) 				L&R/E	R&ES	E		
 Internal staff training, mentoring and peer reviews Industry networks and liaison with state government agencies for advice and support Development application and building permit process to include health premise assessments Data Cleanse processes currently underway. 				High	N/a	N/a		
	a licence control program to ensure health d Act, Health Act etc.) r review and updating) at agencies for advice and support	ontrol program to ensure health premises a licence control program to ensure health di Act, Health Act etc.) r review and updating) p nt agencies for advice and support Overall Risk RISK OWNE Commercia	Overall Risk Rating Overall Risk Rating RISK OWNER: Manager H d Act, Health Act etc.) P F It agencies for advice and support N/a N/a N/a	Overall Risk Rating Overall Risk Rating RISK OWNER: Manager Health and Action Commercial Services Directorate Treview and updating) Preview and updating Preview and support N/a N/a N/a	Overall Risk Rating Overall Risk Rating RISK OWNER: Manager Health and Activity Approval Commercial Services Directorate Domain Risk Ratings r review and updating) P F SD/SO L&R/E N/a N/a N/a High	Overall Risk Rating RISK OWNER: Manager Health and Activity Approvals(HAA) – Commercial Services Directorate Commercial Services Directorate Domain Risk Ratings r review and updating) P F SD/SO L&R/E R&ES N/a N/a N/a High N/a		

Controls Effectiveness						
INADEQUATE						
RISK REVIEWED: 30 April 2019						

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 Monitoring and reporting of licenced premises - Set up live monitoring and reporting in Content Manager. 	Health and Activity Approvals	June 2019	N/a	COMPLETED – Monthly reports provided to Manager HAA on Microsoft TEAMS and saved in Content Manager. Majority of information obtained from Pathway report PINF-0058.
 Research into an alternate database system to Pathway inclusive of the below initiatives. 	Health and Activity Approvals	June 2020	N/a	ON TARGET – research is ongoing with budgetary consideration and evaluations underway to ascertain the most suitable solution. As at 16 April 2019 solutions have been narrowed to Open Office Health Manager; Dynamic 365 (CRM); and Power BI.
3. Alignment of Licencing Program with changes in the legislation – (Public Health Act 2016).	Health and Activity Approvals	July 2020	N/a	ON TARGET - Work is being undertaking to develop the City's Social Strategy which will underpin the Public Health and Wellbeing Plan. The plan will aim to address the changes in the Act. The development of the Plan will commence in July 2020. Community Services commenced working group to develop the Social Strategy in April 2019.

 Business Case Development – Research all IT platforms available as an alternative data management and process system with integration to existing City systems for managing all registered health premises. 	Health and Activity Approvals	March 2019	N/a	OVERDUE – Further investigation of a hybrid model, pending successful development of appropriate field inspection applications in-house through Power BI. Decision will be made in May 2019.
5. Review of webpage.	Health and Activity Approvals	May 2019	N/a	ON TARGET – Resolve broken and missing links; missing construction and design guidelines; application forms for public buildings; lodging houses; food premises and skin penetration premises.
6. Data Cleanse.	Health and Activity Approvals	May 2019	N/a	ON TARGET – Undertake review of all ownership data to identify data anomalies.

RISK ID 109	RISK IDENTIFICATION DATE: April 2018		
RISK NAME: Corporate Governance Framework			
KEY SERVICE : Assist the City to identify, implement and monit maintain good governance	Overall Risk Rating	HIGH	
RISK DESCRIPTION: The City's Governance Framework fails to achieving and maintaining the identified tools to support the	RISK OWNER: Manager Governance – Corporate Services Directorate		

KEY RISK CONTROLS:

- The new Corporate Governance Framework
- City of Perth Code of Conduct
- Statement of Business Ethics
- Mandatory staff Induction, education and awareness on the City's code of conduct and disclosures of interest, fraud & corruption training
- Transparency & Accountability website.

Domain Risk Ratings							
Р	F	SD/SO	L&R/E	R&ES	E		
N/a	N/a	High	N/a	N/a	N/a		

Controls Effectiveness INADEQUATE

RISK REVIEWED: 30 April 2019

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	n Treatment Status	
Develop and implementation of Governance Framework.	Governance	February 2019	N/a	COMPLETED – Quarterly reporting on the status of the tool identified to support good governance, has been established.	
Develop and implementation of Compliance Policy, Framework & System.	Governance	March 2019	July 2019	OVERDUE - Work on the development of the policy and framework has been delayed due to the Governance unit's focus on assisting the Inquiry Panel process. A revised date of 30 July 2019 is requested.	
3. Develop and implementation of Fraud and Control Plan.	Governance	March 2019	July 2019	OVERDUE - Work on the development and implementation of the fraud and control plan has been delayed due the Governance Unit's focus on assisting the Inquiry Panel process. A revised date of July 2019 is requested.	

RISK ID 111	K ID 111 RISK IDENTIFICATION DATE: August 2018		
RISK NAME: Statutory Compliance Management			
KEY SERVICE : Implement and monitor compliance systems to controls	Overall Risk Rating HIGH		
RISK DESCRIPTION: Failure to effectively interpret, monitor, m requirements and obligations in line with relevant legislative r	RISK OWNER: Manager Governance – Corporate Services	Directorate	

KEY RISK CONTROLS:

- Compliance Calendar advisory processes
- Project currently underway to implement the new Risk, Safety and Compliance System (RSC) to enable proactive monitoring and reporting on the status of compliance obligations
- Documented compliance monitoring processes and procedures
- Monitoring of compliance obligations through state agencies compliance reviews (Department of Local Government, Sport and Cultural Industries, Public Sector Commission, Corruption and Crime Commission)
- Internal and External Audits
- Education and Awareness initiatives on the City's compliance obligations and processes.

Domain Risk Ratings							
P	P F SD/SO L&R/E R&ES E						
N/a	N/a	N/a	High	N/a	N/a		

Controls Effectiveness	
INADEQUATE	

RISK REVIEWED: 30 April 2019

	Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1.	Statutory Compliance Policy and Framework – the framework and policy will outline the process for identifying, recording, evaluating, prioritising, monitoring and reporting on the City's statutory compliance obligations.	Governance	May 2019	N/a	OVERDUE- Work on the development of the policy and framework has been delayed due to the Governance unit's focus on assisting the Inquiry Panel process. A revised date of 30 July 2019 is requested.
2.	Risk, Safety and Compliance System (RSC) – the system will enhance the City's ability to monitor and report on its compliance obligations.	Governance	July 2019	N/a	ON TARGET - A phased implementation approach has been agreed, with the risk and safety modules implemented in July 2019. Compliance will follow suit in September 2019. A revised date of 30 September 2019 is requested.

3. Governance Training Program (compliance management) – the program will be relaunched and education and awareness initiatives on the City's compliance obligations and process.		February 2019	N/a	COMPLETE - The program was relaunched in February 2019.
4. Review and development of compliance procedures, policies, and protocols – the review will include all statutory compliance processes and procedures and identify any gaps and improvements.	Governance	January 2019	N/a	COMPLETE - Actions addressed and reported as part of the 2018 Compliance Audit Return.

			HIGH A	AND EXTREM	E RISK REPO	RT MAY 201	9
RISK ID 112	RISK IDENTIFICATION DATE: April 2018						
RISK NAME: Event Approvals	Overall Risk	Overall Risk Rating HIGH				IIICII	
KEY SERVICE: Assessment and approval of activit	Overall Kish					піоп	
RISK DESCRIPTION: Failure to effectively process, assess and approve event applications in line with the City's policies and Legislative requirements (health & safety requirements, federal act crowed places, local laws, public building, food & noise legislation) and external stakeholders.			R: Manager F I Services Dire	Health and Act	ivity Approval	s – Communit	y &
KEY RISK CONTROLS:				Domain R	isk Ratings		
 Assessment of event compliance (insura management, noise management, parki building specs, engineering sign offs, saf 	P High	F N/a	SD/SO N/a	L&R/E N/a	R&ES N/a	E N/a	

-	External support from stakeholders (WAPOL, PTA, MRA, Mainroads, Health Department, Department
	of Water and Environmental Regulation, Department of Mines and Petroleum)

Pathway processing of applications

sheets)

- Site inspections by COP Officers and debriefs post event
- Events approval process currently under review.

Domain Risk Ratings									
Р	F	SD/SO	SD/SO L&R/E R&ES						
High	N/a	N/a	N/a	N/a	N/a				

Controls Effectiveness	
INADEQUATE	

RISK REVIEWED: 30 April 2019

Responsible Endorsed Adjusted Completion Completion **Treatment Action** Business **Treatment Status** Unit Date Date 1. Implement a City of Perth Event Policy and **ON TARGET** – The policy and guidelines were completed in November 2018, Health and N/a December Guideline. internal consultation and review has commenced. Activity 2019 Approvals The policy and guidelines will aim to provide a framework for event approvals with a level playing field for both internally-run events and external events, with more clarity provided on statutory and legal requirements. Event organisers' responsibilities will be aligned to the requirements of the Protecting Crowded Places from Terrorism Act and Guidelines, within reasonable measure. The final draft will be presented to Council for adoption in June 2019, with implementation to be completed in December 2019.

					A Strategic Events Review panel has been established to review current processes and the use of City's reserves and provide recommendations on future event landscape and development of a tailored event calendar.
2.	Review the suitability of replacing the Pathway online application process with the CRM system to increase usability and processing timeframes.	Health and Activity Approvals	March 2019	June 2019	OVERDUE - Progressing the assessment of the suitability and capability of CRM. The simple Activity Approvals Outdoor Dining application process is midway through development. A decision on the suitability of CRM for event processing is anticipated to be made prior to budget setting for the 2019/20 budget.
					If suitable, the full system build will be included in the 2019/20 budget.

RISK ID 120	RISK IDENTIFICATION DATE: October 2018		
RISK NAME: Facilities Management – PCEC Car Park			
KEY SERVICE : The management of off street car park facilities i optimal performance to support car park operations	Overall Risk Rating	HIGH	
RISK DESCRIPTION: Failure to maintain the Perth Convention a	RISK OWNER: Manager CPP - Community & Commercial	Services Directorate:	

infrastructure to achieve optimal performance of the car park operations

Manager Properties - Construction and Maintenance Directorate

KEY RISK CONTROLS:

Current specific risk mitigation controls in place whilst remedial works project is being developed are:

- Condition monitoring of the surface of the car park to identify areas of safety and operational risk.
- Temporary repair surface areas where it is considered a hazardous risk, to reduce risk of accidents
- Installation of signage, highly visible stickers or other devices to highlight areas of hazard for patrons
- Immediate coning off areas considered hazardous to stop pedestrian traffic.
- Reporting risk hazards identified in the car park.

Domain Risk Ratings							
Р	F	SD/SO	L&R/E	R&ES	E		
High	N/a	N/a	N/a	N/a	N/a		

Controls Effectiveness

INADEQUATE

RISK REVIEWED: 30 April 2019

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
PCEC Remedial Works Project - repair the subsidence issues of the PCEC car park.	CPP Properties	May 2021	N/a	ON TARGET – Consultancy and investigations were completed in June 2018. A proposal for remedial works (investment on a page) was presented to ELT in December 2018, and supported in principle.
				A Commissioner briefing on the project took place in February 2019. A review of correspondence and technical documentation is underway to formulate a procurement strategy once the budget for the works is confirmed. It is currently anticipated that the earliest start date for the construction to commence is February 2020 at this stage.

RISK DESCRIPTION: Lack of clear strategic vision and direction	STRATEGIC COMMUNITY PLAN ALIGNMEN	T: LEADERSHIP	.150	
RISK NAME: Strategic Vision	Overall Risk Rating	HIGH	VT 13	
RISK ID: SR 1	RISK IDENTIFICATION DATE: October 2018			HMEN

KEY EXISTING RISK CONTROLS:

- Integrated Planning and Reporting Framework (Strategic Community Plan, Corporate Business Plan, Business Unit Plans, Long-term Financial plan, Asset Management Plan, Workforce plan)
- IPRF Executive Performance Metrics
- Effective Internal and External Communication and Community Engagement
- Annual corporate and business planning process
- Informing strategies hierarchy (strategic and operational alignment framework)

Domain Risk Ratings						
Р	F	SD/SO	L&R/E	R&ES	E	
Medium	N/A	High	High	High	High	

Controls Effectiveness
INADEQUATE
RISK ASSESSMENT DATE: 30 April 2019

	Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1.	Further develop external communication and stakeholder framework	Project Director Corporate Recovery (PDCR)	June 2019	N/a	DELAYED – Action on hold pending budget approval.
2.	Develop an Elected Members and Staff Communication Plan	Governance	May 2018	N/a	COMPLETED.
3.	Develop and deliver a City Planning Strategy (encompassing housing needs and local planning).	City Planning	December 2019	N/a	ON TARGET - Draft provided to Commissioners and State Government for consideration.
4.	Strategic Priority setting process and associated resource realignment	PDCR	December 2019 (yearly)	N/a	ON TARGET - New Strategic Community Plan with strategic priorities identified. Commissioners feedback on strategic priorities received and communicated through the ELT.

STRATEGIC RISK SUMMARY

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	Tuge 433					
5.	Review of integrated planning and reporting framework	PDCR	March 2019	May 2019	OVERDUE - Adjusted IPRF created and incorporated into the new SCP. Holistic Framework is going to ELT in Mid-May prior to be presented to the Commissioners.	
6.	Current services review project and alignment to the Corporate Business Plan, <i>Local Government Act</i> and <i>City of Perth Act</i>	PDCR	January 2019	June 2019	OVERDUE - The City's services were reviewed and documented with service plan drafted for subsequent service reviews.	
7.	Establishment of decision making and monitoring framework for strategic planning	PDCR	July 2019	N/a	ON TARGET - Review and refinement of informing strategies hierarchy with supporting definitions currently being considered by ELT.	
8.	Establishment of Organisational Performance Monitoring.	PDCR	July 2019	N/a	ON TARGET - Quarterly reporting process established, including the measures dictionary which houses strategic and operational KPIs and associated data sources.	
					Measurement targets will be extracted out of the Strategic Community Plan, Specific Purpose Strategies and possibly the CRIP. This will be signed off by the ELT and Commissioners.	

Comment: Further actions to mature the City's strategic planning and stakeholder engagement has been identified in the Corporate Recovery Implementation Plan.

RISK ID: SR 2	RISK IDENTIFICATION DATE: October 2018		
RISK NAME: Financial Sustainability	Overall Risk Rating	HIGH	
RISK DESCRIPTION: Erosion of Councils financial sustainability	STRATEGIC COMMUNITY PLAN ALIGNMEN	T: LEADERSHIP	

KEY EXISTING RISK CONTROLS

- Capital Expenditure & Operational Expenditure Budget processes and sign off (at multiple levels, including Controllable Operational Expenditure Measures)
- Asset Management Strategy & Framework (including 'Asset Readiness Initiative', 'Partnership Programme & Improvement Plans)
- Long Term Financial Plan
- Corporate Business Plan prioritisation process
- Corporate Asset Management Plan
- Procurement Planning

Domain Risk Ratings							
Р	F	SD/SO	L&R/E	R&ES	E		
N/a	High	High	High	High	N/a		

Controls Effectiveness
INADEQUATE
RISK ASSESSMENT DATE: 30 April 2019

	Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1.	Develop and implement an enhanced 'Asset Management Strategy & Framework'	Asset Management	July 2019	N/a	ON TARGET - The asset management framework is currently being developed, and will be finalised by July 2019. The framework will be revised annually to reflect any changes in process and structure. Workshops are now currently being conducted for stakeholder consultation.
2.	Develop a Fraud control policy and plan	Governance	March 2019	July 2019	OVERDUE - Work on the development and implementation of the fraud and control plan has been delayed due the Governance Unit's focus on assisting the Inquiry panel process. A revised date of July 2019 is recommended.
3.	Develop a proposal for the creation of a new City of Perth 'Development Corporation' – cancelled / hold	Director CMD	December 2019	N/a	ON HOLD – Action on hold due to pending changes to the Local Government Act.
4.	Develop a strategic ICT approach to determine an appropriate Enterprise Resource & Planning (ERP) system	IT and Finance	June 2019	N/a	ON TARGET – IT Strategy drafted and presented to ELT in March 2019. Decision outcomes from ELT are listed below: • ELT have requested a consolidated integrated IT Strategy due to low integration, overlapping and duplication of works. The strategy will

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			Page	441	
					need to consider internet/intranet, CRM, PPMS and digital work currently being carried out.
5.	Strategic Priority setting process and associated resource realignment	PDCR	December 2019 (yearly)	N/a	ON TARGET - New Strategic Community Plan with strategic priorities identified. Commissioners feedback on strategic priorities received and communicated through the ELT.
6.	Review of integrated planning and reporting framework	PDCR	March 2019	May 2019	OVERDUE - Adjusted IPRF created and incorporated into the new SCP. Holistic Framework is going to ELT in Mid-May prior to be presented to the Commissioners.
7.	Current Services review project and alignment to the Corporate Business Plan, Local Government Act and City of Perth Act	PDCR	January 2019	June 2019	OVERDUE - The City's services were reviewed and documented with service plan drafted for subsequent service reviews.
8.	Establishment of decision making and monitoring framework for strategic planning	PDCR	July 2019	N/a	ON TARGET - Review and refinement of informing strategies hierarchy with supporting definitions currently being considered by ELT. Review and refinement of the annual corporate and business planning process developed and currently being considered by ELT
9.	Establishment of Organisational Performance Monitoring	PDCR	July 2019	N/a	ON TARGET - Quarterly reporting process established, including the measures dictionary which houses strategic and operational KPIs and associated data sources. Measurement targets will be extracted out of the Strategic Community Plan, Specific Purpose Strategies and possibly the CRIP. This will be signed off by the ELT and Commissioners.
10.	Review of strategic long term financial plan in accordance with the revised Corporate Business Plan	Finance	June 2019	October 2019	OVERDUE – The delay is due to the transition from organisation based financials to services based financials. The strategic long term financial plan will be developed based on the 2019/20 budget.
11.	Develop a 'Commercial Parking' Business Plan a) Scenario planning on decreasing parking revenue	Commercial Parking (CPP)	December 2018	June 2019	OVERDUE – The commercial review of CPP will be presented to Commissioners in May 2019. Other commercial activities will be reviewed post the approval of the commercial model for parking. The City is also exploring opportunities for a more integrated strategic finance approach.
12.	Implementation of the Data Mart Project, to be a repository for all data from all source systems b) Phase 1 – Financial data	Data and Information	a) June 2019	N/a	ON TARGET - The Finance Data Mart has been developed and the DAI team are currently working with the Directorate Accountants and the Project Director - Strategic Finance to develop a series of analytical dashboards over the Data Mart to support audit, supplier and management reporting. Current

STRATEGIC RISK SUMMARY

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	c) Phase 2 – to include other sources of information (including Hansen8 assets, Pathways - rates)		b) To be determined upon completion of phase 1.		systems integrated into the Finance Data Mart include Finance1 and HP Content Manager. Further to this, plans are in place for 2019-Q2 and Q3 to further integrate Hansen asset data, alongside the recently developed HR FTE Data Mart as a basis for more comprehensive Corporate KPI reporting.
13.	Implementation of Business Intelligence (BI) Rapid reporting tool for Finance One	Finance	June 2019	N/a	ON TARGET – BI tool has been tested and will be rolled out to key finance staff in the coming 3 months.
14.	Explore alternative revenue generation options – on hold	Finance	December 2019	N/a	ON TARGET – The commercial review of CPP will be presented to Commissioners in May 2019. Other commercial activities will be reviewed post the approval of the commercial model for parking. The City is also exploring opportunities for a more integrated strategic finance approach.
15.	Development and implementation of the City's Economic Development Strategy	Economic Development	June 2019	N/a	ON TARGET – Currently under consideration to align with the new Strategic Community Plan.
16.	Development of the Commercial Property Strategy	Properties	September 2019	N/a	ON TARGET - Properties have engaged a consultant (JLL in partnership with EY) to undertake a commercial property Review which is the basis for the gap analysis and subsequent Commercial Property Strategy. This is on track to be delivered by September 2019 however this is subject to the CEO's consideration and outcome of the City's organisational reform.

Comment: Further action to mature the City's strategic planning and stakeholder engagement has been identified in the Corporate Recovery Implementation Plan.

RISK ID: SR 3	RISK IDENTIFICATION DATE: October 2018						
RISK NAME: Stakeholder Relationships		Overall Risk Rating MEDIL					IUM
RISK DESCRIPTION: Failure to maintain working relationships		CONOMIC	NITY PLAN	ALIGNMEN	T: LEADERS	SHIP;	
KEY EXISTING RISK CONTROLS		Domain Risk Ratings					
- City Planning Strategy		Р	F	SD/SO	L&R/E	R&ES	Е
 Customer Relationship Management System (CRM) Advocacy (through WALGA) Implement the Customer Relationship Management (CRM) 	N/a	Medium	N/a	Medium	N/a	N/a	
			Controls Ef	fectiveness			
				INADE	QUATE		

	Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
1.	Develop a structural model for the effective engagement and management of community and key stakeholders	PDCR	June 2019	N/a	DELAYED – Action on hold pending budget approval.
2.	Develop a policy position for the <i>City of Perth Act</i> (in relation to interpretation and operationalising of the Act)	PDCR	June 2019	N/a	COMPLETED - Commissioner sign off obtained with internal communications underway to promote understanding of the policy position.
3.	Develop a stakeholder relationship management system, including a mobile application	PDCR and Customer Service	January 2019	N/a	ON TARGET - Mobile App has been developed and deployed, currently in use. A management system with the ability to integrate data is missing, currently cannot produce and analyse data for linkage with stakeholders etc.

Comment: The relationship between the City and the State Government has improved significantly, with a focus now on improving engagement processes and systems. Upon the satisfactory completion of the above Risk Treatment Action Plans (RTAPs), the controls effectiveness will become **ADEQUATE**. This risk will be subject to future assessments and ongoing reviews, including the risk rating.

RISK ASSESSMENT DATE: 30 April 2019

2. Develop and apply a Sustainability Framework

4. Implement the City's Urban Forest – Implementation

RISK ID: SR 4	RISK IDENTIFICATION DATE: October 2018						
RISK NAME: Environmental Change		OVERALL RISK RATING HIG				GH	
RISK DESCRIPTION: Failure to maintain the City's built and nat	cural environment in a sustainable manner	STRATEGIC COMMUNITY PLAN ALIGNMENT: NATUR ENVIRONMENT; BUILT ENVIRONMENT				I T : NATURA	L
KEY EXISTING RISK CONTROLS		Domain Risk Ratings					
- Strategic Community Plan		Р	F	SD/SO	L&R/E	R&ES	Е
- Corporate Business Plan							
- 'Smart Cities' Federal Funding Programmes	N/a	N/a	High	High	High	N/a	
- Environmental Strategy and Action Plan							
CitySwitch Green Office programWaterwise Office Program reporting							

					ADEQUATE		
					RISK ASSESSMENT DATE: 30 April 2019		
	Danie and Shile	Endoned	A disease of				
Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status			
Facilitate Scenario Planning / Horizon Planning Sessions (including Elected Members)	Office of the CEO	June 2019	N/a		- CEO has held workshops with Commissioners regarding future entifying short and medium-term priorities.		

N/a

Develop a Climate Change Risk Assessment and Adaption Planning Approach	Sustainability	June 2019	N/a	ON TARGET - The Climate Change Risk Assessment and Adaptation Plan has been finalised and a report to the City's Executive Leadership Team is currently being prepared.

June 2019

June 2022

Sustainability

Parks

Plan and Monitoring Framework 18/19 -21/22	planting events in FY18/19 using species endemic to the Swan Coastal Plain
Train and Workering Trainework 10/13 21/22	 Approx. 700 additional trees planted since the adoption of the Urban
	Forest Plan in 2016

N/a

ON TARGET - The Sustainability Unit has reviewed various sustainability frameworks and identified a preferred framework. This is intended to be formally reported to the City's Executive Leadership Team for consideration.

ON TARGET - 500 new trees planted into parkland as part of community

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		rage	11 3	
				 Approx. 180 trees identified for planting between April and October 2019. National Tree Day community planting events held every year A review of health and condition of all trees with less than five years useful life expectancy (ULE) was completed FY18/19 Treatments to increase the life expectancy of those trees are currently being implemented. Review of the City Planning Scheme Register 1 – Places of cultural heritage significance will occur in the 2019/20 financial year to ensure all significant trees are included
5. Biodiversity mapping and planning program	Parks	June 2019 (review)	N/a	ON TARGET – Biodiversity and habitat corridors mapping completed as part of 24560/18 (report). On-going biodiversity initiatives including native planting and Scheduled maintenance of gardens, parks, foreshore areas with high biodiversity traits, are on track.
6. Develop / Implement Corporate Energy Plan	Sustainability	March 2019	June 2019	OVERDUE - A final draft version of the Corporate Energy Management Plan has been received from the City's consultants. This is intended to be circulated for internal stakeholder feedback in May 2019. It is expected that the plan will be finalised in June 2019.
7. Foreshore Flood Modelling and Assessment Study	Sustainability	March 2019	June 2019	OVERDUE - The City's consultants have completed milestone 1 and are now working on milestone 2 and are developing the specific models. This project is on track for completion in June 2019.
8. Water Sensitive City Action Plan	Sustainability	August 2019	N/a	ON TARGET - The City has recently (April 2019) engaged consultants to develop this plan and internal consultation is planned for May 2019.

Comment: This risk will be subject to future assessments and ongoing reviews, including the risk rating.

	Page 446							
RISK ID: SR 5	RISK IDENTIFICATION DATE: October 2018							
RISK NAME: Business Continuity and Crisis Ma	nagement	OVERALL	OVERALL RISK RATING				HIGH	
RISK DESCRIPTION: Failure to provide busines	s continuity in the event of a major crisis/emergency	STRATEG	IC COMMI	UNITY PLAN	ALIGNMEN	I T : LEADERS	SHIP	
KEY EXISTING RISK CONTROLS				Domain R	isk Ratings			
		Р	F	SD/SO	L&R/E	R&ES	E	
 Crisis & Business Continuity Framework, City of Perth Risk Management Framewo Emergency Management Strategy and as 	rk sociated plans	High	N/a	N/a	High	N/a	N/a	
 The City's Facilities' Emergency Managen Local Emergency Management Committe Working relationships with hazard managen 	e, District Emergency Management Committee		Controls Effectiveness					
Working relationships with hazara manag		ADEQUATE						
		RISK ASS	RISK ASSESSMENT DATE: 30 April 2019					

Treatment Action	Responsible Business Unit	Endorsed Completion Date	Adjusted Completion Date	Treatment Status
 On-going testing and review of the City's response plans a) February Bi-annual Tests b) October Bi-annual Tests 	Governance	a) March 2019 b) November 2019	N/a	ON TARGET – The City successfully completed a test of the business continuity arrangements for business units based on Level 5, including Customer Services and Commercial Parking. A crisis exercise with the Crisis Management Team is scheduled for early June 2019.
On-going testing and review of the City's local Emergency Management (EM) arrangements a) September annual tests	Community Amenity and Safety	c) October 2019	N/a	ON TARGET – Review and update of EM arrangements and recovery plan is complete, pending feedback from Department of Fire and Emergency Services.

Comment: This risk will be subject to future assessments and ongoing reviews, including the risk rating.

CONFIDENTIAL ATTACHMENT 13.15D ITEM 13.15 – RISK MANAGEMENT QUARTERLY UPDATE

FOR THE ORDINARY COUNCIL MEETING

28 MAY 2019

DISTRIBUTED TO COMMISSIONERS UNDER SEPARATE COVER



Page 448 RISK ASSESSMENT CRITERIA

MEASURES OF CONSEQUENCE

RISK ASSESSMENT CRITERIA

	Measures of Consequence Service Polivery / Legal and Regulatory / Reputation and										
Rating	People	Financial	Service Delivery / Strategic Objectives			Environmental					
Insignificant 1	Incident only, no medical treatment required	<100K recurrent reduction in Council budget<\$500K one off loss (<5% overrun of project budget)	Key services disrupted for up to half a day, usual scheduled interruptions. Negligible impact on objectives	Minor breach of contractual or statutory obligations with request to comply. One off minor legal matters. Minor opportunistic incident involving a single person	Insignificant public comment or local media coverage.	Transient impact on environment, no long term effect or short term negative impact on urban design, or loss of sense of place for part of area.					
Minor 2	Minor injuries treated by first aid, routine industrial issues	\$100K-\$1M recurrent reduction in Council budget \$500K-\$2M one off loss (5-10% overrun of project budget)	Key services disrupted for a full day. Isolated customer complaints. Isolated service standard failure. Minor setbacks that are easily remedied.	Minor breach of contractual or statutory obligations with request to comply. The City sued or fined or otherwise liable for up to \$50K. Opportunistic incident involving several people.	Heighted concerns from a narrow group of residents, one off negative metro media coverage.	Short term effects on environment, no long term effect or short term negative impact on urban design, or loss of sense of place for part of area.					
Moderate 3	Serious injury requiring medical treatment, staff turnover slightly higher than 20%, one off industrial issues	\$1M-\$2.5M recurrent reduction in Council budget \$2M-10M one off loss (10-15% overrun of project budget)	Key services disrupted up to 2 days. Higher than normal level of one off customer complaints. One off service standard failure affecting multiple people. Some of the organisation's objectives cannot be met.	Breach of contractual or statutory obligations resulting in investigation, ongoing legal issues not easily addressed. The City sued or fined or otherwise liable for between \$50K and \$250K. Planned unethical action by one or more staff.	Concerns from cross section of public, ongoing negative metro media coverage.	Medium term effects on environment, long term recovery or long term negative impact on urban design, or loss of sense of place for part of area.					
Major 4	Life threatening injury or multiple serious injuries requiring hospitalisation, fatality, staff turnover well above 20%, ongoing industrial action	\$2.5M - \$10M recurrent reduction in Council budget \$10M - \$25M one off loss (15-20% overrun of project budget)	Key services disrupted for between 2 and 5 days. High level of customer complaints over sustained period. Repeated service standard failure or one that affects multiple people. Some important objectives of the organisation cannot be met.	Major breach of contractual or statutory obligations resulting in significant legal action. The city sued or fined or otherwise liable for between \$250K and \$1M. Major one off fraud or corruption by a senior person.	Significant outcry from public, significant negative state level media coverage.	Major environmental impact, long term negative impact on urban design, or loss of sense of place for the whole area.					
Catastrophic 5	Multiple Fatalities, sustained and serious industrial action, loss of multiple staff at once	>\$10M recurrent reduction in Council budget >\$25M one off loss (20-25% overrun of project budget)	Key services disrupted for over 5 days. Systemic customer complaints or serious complaints relating to more than one programmed area over a sustained period. Most of the organisation's objectives cannot be met.	Serious breach of contractual or statutory obligations resulting in significant prosecution and fines. The city sued or fined or otherwise liable for more than \$1M. Systemic fraud and corruption, major external investigation with adverse findings.	Significant and widespread public outcry, sustained negative national media coverage.	Irreversible environmental harm or permanent negative impact on urban design.					

MEASURES OF LIKELIHOOD

CODE	LIKELIHOOD	QUALITATIVE DESCRIPTOR	PROBABILITY OF OCCURRENCE
5	Almost certain	Is expected to occur in most circumstances	Greater than 95%
4	Likely	Will probably occur in most circumstances	66% to 95%
3	Possible	Might occur at some time	36% to 65%
2	Unlikely	Could occur at some time	5% to 35%
1	Rare	May occur only in exceptional circumstances	less than 5%

RISK EVALUATION MATRIX

LIKELIHOOD		CONSEQUENCE				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
5	Almost certain	Medium	Medium	High	Extreme	Extreme
4	Likely	Medium	Medium	High	Extreme	Extreme
3	Possible	Low	Medium	Medium	High	Extreme
2	Unlikely	Low	Low	Medium	Medium	High
1	Rare	Low	Low	Low	Medium	Medium



Page 449 RISK ASSESSMENT CRITERIA

MEASURE OF EXISTING CONTROLS

RATING	FORESEEABLE	DESCRIPTION
Effective	Doing more than what is reasonable under the circumstances	 Existing controls exceed current legislated, regulatory and compliance requirements, and surpass relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Subject to continuous monitoring and regular testing
Adequate	Doing what is reasonable under the circumstances	 Existing controls are in accordance with current legislated, regulatory and compliance requirements, and are aligned with relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Subject to continuous monitoring and regular testing
Inadequate	Not doing some or all things reasonable under the circumstances	 Existing controls do not provide confidence that they meet current legislated, regulatory and compliance requirements, and may not be aligned with relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Controls not operating as intended and have not been reviewed or tested

RISK ACCEPTANCE CRITERIA

RISK RANK	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 monthly 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

Agenda Item 13.16 **Risk and Audit Response Matrix**

Recommendation:

That Council <u>APPROVES</u> the Risk and Audit Response Matrix as part of Attachment 13.16A.

The Committee recommendation to Council for this report was resolved by the Audit and Risk Committee at its meeting held on 20 May 2019.

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

FILE REFERENCE: P1013822-3
REPORTING UNIT: Governance

RESPONSIBLE DIRECTORATE: Corporate Services

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 1 May 2019

ATTACHMENT/S: Attachment 13.16A - Risk and Audit Response Matrix

Council Role:

Executive	its community to another level of government/body/agency. The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
Legislative	Includes adopting local laws, town planning schemes and policies
Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Local Government Act 1995; Regulation 16 and 17(1) of the

Local Government (Audit) Regulations 1996.

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan

Goal 7 - An open and engaged city

Policy

Policy No and Name: 19.1 – Risk Management

Purpose and Background:

At the Audit and Risk Committee meeting held on 18 February 2019, concerns were raised by Committee members about the time taken by management to complete actions to address risks and audit findings.

During discussions on the abovementioned issues in March 2019, the Independent Chair of the Audit and Risk Committee proposed that the City implement a response matrix to risks and audit findings. A model matrix was provided by the Chair for the City to consider. The aim of the matrix is to assign a defined timeline for risks and audit findings to be addressed, dependant on the level of risk.

This report seeks approval of the Risk and Audit Response Matrix (Attachment 13.16A).

Details:

The Matrix (Attachment 13.16A), provides broad guidelines in relation to addressing risk and audit findings. Based on the risk rating for these findings, the Matrix provides a timeframe for management to implement a strategy and action plan to address the findings arising from the risk and audits reviews carried out.

To support the implementation of the matrix the below responsibilities have been proposed to provide clear lines of responsibility and accountability.

Audit and Risk Committee

• Provide oversight and monitoring of implementation of agreed actions for risk and audit findings as per the Audit and Risk Committee Terms of Reference.

Chief Executive Officer

 Maintain ultimate responsibility for the implementation of actions to address risks and audit findings.

Directors

• Ensure their respective business unit managers adhere to the Matrix requirements for the implementation of strategies and action plans to address risk and audit findings.

Risk Owners and Auditees

Ensure risk and audit actions are completed in accordance with the Matrix.

Risk Management and Internal Audit Teams

- Facilitate strategies and action plans for management to address findings in accordance with the broad guidelines within the Matrix;
- Escalate non-compliance with the Matrix timeframes for implementation of strategies and action plans to the Corporate OSH and Risk Management and Audit and Risk Committees;
- Provide support and advice to risk owners and responsible managers in implementing strategies and action plans to address risks and audit findings; and
- Incorporate the Matrix into the risk management framework and processes.

The below are some of the benefits this new approach will yield;

- Create more accountability in the implementation of approved actions to address risks and audit findings;
- Provide adequate visibility and assurance to Audit and Risk Committee regarding the status of recommendations and actions, with appropriate involvement by the risk and the internal audit functions;
- Enable an appropriate focus on risks and audit findings which are rated high and extreme;
- Guide risk owners and responsible managers on how to address risk based audit findings along
 with applicable timeframes to address the control weakness and bring the risks back in line
 with appetite;
- Provides a tool for monitoring progress of implementation of strategies and action plans.
- Improved oversight reporting by the risk and the internal audit functions;
- Enhance the effectiveness of the Audit and Risk, and Corporate OSH and Risk Management Committees with respect to monitoring the implementation of risk and audit actions; and
- Enable both committees to have greater confidence that recommendations proposed for closure had in fact been fully implemented.

Financial Implications:

There are no financial implications related to this report.

Comments:

Following approval, the Risk Management and Internal Audit Teams will apply the requirements of the Matrix to all risks and internal audits reported to the Committee from August 2019.

RISK AND AUDIT RESPONSE MATRIX

RISK & AUDIT RESPONSE

Risk rating	Risk response *	Audit response **
Extreme	Management MUST implement plans immediately to address the risk, with resultant actions implemented, executed and revised risk being accepted within 3 months from the point of control breakdown, risk environment changes or the risk is identified and reported.	Management MUST implement plans immediately to address the risk, with resultant actions implemented, executed and revised risk being accepted within 1 month from the point of control breakdown. Priority 1 action plan agreed with management to immediately address control weakness and implement improved control effectiveness within 1 month.
High	Management MUST implement plans within 1 month to address the risk, with resultant actions implemented, executed and revised risk being accepted within 9 months from the point of control breakdown, risk environment changes or the risk is identified and reported.	Management MUST implement plans within 1 month to address the risk, with resultant actions implemented, executed and revised risk being accepted within 3 months from the point of control breakdown Priority 2 action plan agreed with management within 1 month to address control weakness and implement improved control effectiveness within 3 months.
Medium	Management is required to DEMONSTRATE ASSURANCE that the controls in place to keep the level of risk at the medium level are functioning adequately.	Priority 3 action plan agreed with management within 1 month to address control weakness and implement improved control effectiveness within 6 months.
Low	Management is required only to DEMONSTRATE ASSURANCE that the controls in place to keep the level of risk at the low level are functioning adequately.	Priority 4 action plan agreed with management within 2 months for management to implement improved control effectiveness within 6 months to keep the level of risk at the medium/low or low level.
Exceptions	Exceptions to the risk response and acceptance can only be determined by the Audit and Risk Committee, through recommendation from the Corporate OSH and Risk Management Committee.	Exceptions to the control breakdown response protocol as well as subsequent risk acceptance above can only be determined by the Audit and Risk Committee, through recommendation from the Corporate OSH and Risk Management Committee.

^{*}Risk Response actions explain residual risk treatment actions along with applicable timeframes for resolution.

The risk response timeframes provided above have been determined with consideration of operational budget planning processes. The audit response timeframes in line with the City's risk acceptance criteria.

^{**} The Audit Response actions explain how to address a risk rated audit finding based on a control weakness that has been identified along with applicable timeframes to address the control weakness and bring the risk back into appetite.

Agenda Item 13.17 **Internal Audit 2018/19 - Tender Process Review April 2019**

Recommendation:

That Council <u>APPROVES</u> the Tender Process Review April 2019 as part of the Internal Audit Plan 2018/19 as detailed in Attachment 13.17A and Attachment 13.17B.

The Committee recommendation to Council for this report was resolved by the Audit and Risk Committee at its meeting held on 20 May 2019.

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

FILE REFERENCE: P1026043-2 REPORTING UNIT: Governance

RESPONSIBLE DIRECTORATE: Office of the Chief Executive

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 18 April 2019

ATTACHMENT/S: Attachment 13.17A - Tender Process Review Report

April 2019

Attachment 13.17B - Appendix (Detailed Tender

Process Issues and Risk Rating)

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Local Government (Audit) Regulations 1996.

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan

Goal 8 - A city that delivers for its community

Policy

Policy No and Name: 19.1 – Risk Management

Purpose and Background:

Approval of the Tender Process Review completed in accordance with the Internal Audit Plan 2018/19.

Details:

The results of this review are detailed in the abovementioned Attachment 13.17A and Attachment 13.17B.

Financial Implications:

There are no financial implications related to this report.

Comments:

Nil



Tender Process Review

April 2019

FINAL REPORT

Review Undertaken By:

Niloha Mendoza

Assistant Internal Auditor

Areas for review

Tenders approved by the Chief Executive Officer (CEO).

Period of Field Work

March/April 2019

Background Information

As required under regulation 11(1) of the Local Government (Functions and General) Regulations 1996, tenders are to be publicly invited "before a local government enters into a contract for another person to supply goods or services if the consideration under the contract is, or is expected to be, more, or worth more, than \$150 000 unless sub regulation (2) states otherwise". A Council approved Purchasing Policy 9.7 and tender procedures are in place. Tenders are currently managed by Project Officers within business units with administrative support in relation to tender/contractual matters provided by the Contracts team based in the Finance Unit.

An increase in the delegated authority limit for the CEO to accept tenders from \$500,000 to up to \$1 million (excl. GST) per annum in value was included as part of changes to existing Delegation 1.2.9 Expressions of Interest and Tenders. The changes to Delegation 1.2.9 were part of amendments to a number of delegations as per the Delegated Authority Review 2018/19 presented to Council on 26 June 2018. Council approved the amended delegations as part of this delegated authority review including those within Delegation 1.2.9.

Due to the delegated authority limit for the CEO to accept tenders being increased to up to \$1 million, the Audit and Risk Committee requested that a tender review be included within the Internal Audit Plan 2018/19. As a result, an amendment was made to this plan to accommodate this review. The amended Internal Audit Plan 2018/19 was endorsed by the Audit and Risk Committee as well as Council in August 2018.

As per the City's Tender/Contracts Register 2018/19, from the commencement of the abovementioned increase in delegated authority limit of the CEO (26 June 2018) to the end of February 2019 a total of 37 tenders valued at \$13.8 million have been accepted by the CEO.

Objective of the Review

To obtain evidence to provide assurance that tender processes are complying with relevant legislation, policy and procedures as well as best practice.

Scope of the Review

A sample of five tenders (one per Directorate) accepted by the CEO under the abovementioned delegation for the period 26 June 2018 to 25 February 2019 was selected for review of tender processes. This sample is as per the following table.

Tender Number and Name	Directorate
138-17/18 Demographic, Forecasting &	Planning and
Economic	Development
Data Products	
141-17/18 Promotion, Soundtrack &	Economic Development
Broadcast by a	and Activation
Radio Station – Australia Day Long	
Weekend	
009-18/19 Smart Cities CCTV Precinct	Corporate Services
002-18/19 Irrigation Central Control	Construction and
Management	Maintenance
System	
051-18/19 CCTV Equipment installation and	Community and
replacement	Commercial Services

Processes were reviewed for the above sampled tenders from the request for tender stage to notification to tenderers of the successful tenderer. These tender processes are listed below.

- Completion of the Request for Tender form;
- Tender Public Notice (advertisement);
- Tender Register recording;
- Conflicts of interest declarations;
- Declarations of confidentiality;
- Tender evaluation;
- Tenderer queries;
- Seeking clarification from tenderers (by the City);
- Completion and registration of tender documentation;
- Addendums issued to tenderers:
- Reporting on recommended tenderer;
- CEO tender approval under delegated authority; and
- Notification to tenderers of the successful tenderer.

Recordkeeping practices were also reviewed for the sample of tenders.

As per the Office of the Auditor General (OAG) Local Government Procurement Audit (see approach section below), this review did not include an assessment if tender decisions achieved the best value for money outcomes.

Approach to the Review

The following steps were undertaken in completing this review:

- A preliminary review of tender processes at the City was carried out. This review involved examining existing relevant legislation, policy/procedures and key controls as well as a risk assessment.
- As part of the preliminary review, the OAG Local Government Procurement Audit Report published in October 2018 was perused. Relevant "areas of focus" within the OAG report were examined as part of this Tender Process Review.

- Based on the preliminary review a template was developed for assessing tender processes.
- A sample of tenders was selected as per the scope of this review.
- Tender documentation as contained within Content Manager for the sample of tenders were examined to assess whether tender processes are complying with relevant legislation, policy and procedures as well as best practice.
- As required clarification on information contained within sampled tender files was sought from the Project Officer of the tender as well as relevant staff e.g. Contracts Administrator, Governance Coordinator, Records Team.
- Sample testing results were documented in the abovementioned template (audit working papers).
- Discussions were held with the Manager Finance, Strategic Procurement Lead and Contracts Administrator to discuss the sample testing results.
- A report (this report) was drafted summarising results of sample testing undertaken and provided to the abovementioned officers for feedback.
- The final report will be included in the agenda for the Audit and Risk Committee Meeting to be held on 20 May 2019.

Conclusion

Sample testing results identified compliance with relevant legislation, policy, procedures and best practice for certain tender processes only.

For other tender processes, sample testing results identified issues with the abovementioned compliance.

Results of sample testing are described in the following section.

Summary of sample testing results

A review of the five sampled tenders has confirmed compliance with relevant legislation, policy, procedures and best practice for the following tender processes.

- Completion of the Request for Tender form (includes relevant details of the tender such as advertising, contract value, budget information, selection criteria, evaluation panel details, approvals to proceed);
- Tender Register recording (of tender details as required by legislation);
- Tenderer queries (technical and/or contract queries from tenderers);
- Addendums issued to tenderers;
- Reporting on recommended tenderer;
- CEO tender approval within delegated authority; and
- Notification to tenderers of the successful tenderer as required by legislation.

On the other hand, the following issues with tender processes were identified for the sample of tenders.

Tender Public Notice (advertisement)

For the five sampled tenders, a copy of the tender advertisement exhibited at Council House and Library notice boards was not kept in Content Manager (recordkeeping system) to maintain evidence of compliance with relevant legislation and in accordance with sound recordkeeping practices.

Conflicts of interest declarations

Panel member disclosures of interest

Sample testing identified that a General Disclosure of Interest form is only completed if a conflict of interest exists rather than all panel members completing this form in accordance with best practice.

Tenderer disclosures of interest

In one of the sampled tenders a disclosure of interest was made within a submission from a tenderer. There was no evidence that this tenderer disclosure was dealt with. Current procedures do not provide guidance on dealing with disclosure of interests from tenderers.

Declaration of Confidentiality

Technical and Specialist Advisors to the evaluation panel were listed on the Evaluation Workbook for one of the sampled tenders. These advisors may access tender documentation/submissions as confirmed on Content Manager for the abovementioned sampled tender. However, a Declaration of Confidentiality form was not completed by these advisors in this instance.

Tender evaluation panel

In two of the sampled five tenders, changes to initial tender panel members were noted. No evidence of formal approval for these changes were sighted. In addition, a process for changes to tender evaluation panel members is not included within relevant procedures.

Seeking clarification from tenderers (by the City)

For two out of the five sampled tenders, clarification on information within a tender submission was sought from the relevant tenderer by the tender Project Officer (non-delegated authority). The seeking of clarification from tenderers is not covered within relevant procedures.

Completion and registration of tender documentation

Issues with the completion of tender documentation in line with procedures and registration of this documentation within Content Manager were noted across the five sampled tenders.

Specific details on the above issues are provided within the Appendix to this report. An inconsistency in processing/managing tenders by Project Officers and a lack of adequate tender guidelines/procedures are the main reasons for these issues. Proposed actions to deal with these issues are included within the Appendix. The Appendix also

includes a risk rating for these issues based on the City's current risk assessment criteria.

The issues within the Appendix have been discussed with and acknowledged by key Finance Unit staff i.e. Manager Finance, Strategic Procurement Lead, and Contracts Administrator.

In relation to the above highlighted issues, the following management comments have been provided by the Strategic Procurement Lead and endorsed by the Manager Finance.

Management Comments as at 24 April 2019

"A newly appointed Strategic Procurement Lead (SPL) joined the Finance team on 1 April 2019. A review of the Procurement Strategic Plan is currently underway. It is envisaged that a Procurement Transformation Program (PTP) implementation approach, together with strategic objectives and timelines will be submitted to ELT for consideration by end July 2019. A complete review of the City of Perth's tender policy, procedures and processes will be undertaken by the SPL as part of the Procurement Transformation Program.

- Actions to address the recommendations for this audit will be considered as part of the PTP implementation.
- The estimated timeframe for completion of the tender process review as part of the PTP is 30 April 2020."

Comments

During the above discussions with key Finance Unit staff it was identified that a "procurement transformation" process is underway at the City. This process is being led by the Strategic Procurement Lead who commenced employment at the City in April 2019. A key objective of this process is to improve the efficiency, effectiveness and consistency of procurement practices at the City including those relating to tendering.

As previously mentioned, tenders are being managed by Project Officers across the City with administrative support from the Contracts section (current model). According to the Strategic Procurement Lead, as part of the procurement transformation, the tendering and contract management functions are planned to be undertaken by a procurement team within the Finance Unit (proposed model).

Proposed actions to address issues within the Appendix are based on the current model for managing tenders. However, these proposed actions may change as a result of the abovementioned review of current procurement practices being undertaken as part of the "procurement transformation" process.

A timeframe of April 2020 for proposed actions to address issues has been included within the Appendix. This timeframe was determined in

discussions with the Strategic Procurement Lead as being realistic due to the significant initial work required to review and improve current procurement practices as part of the "procurement transformation" process.

The "procurement transformation" process and actions to address issues within the Appendix will be followed up by Internal Audit on a regular basis.

Acknowledgements

The cooperation and assistance received from a number of staff including the Contracts Administrator, Strategic Procurement Lead, Manager Finance, Governance Coordinator, Records Team and Project Officers for sampled tenders to enable the completion of this review is appreciated.

Sign-off	

Niloha Mendoza (Assistant Internal Auditor)

16 April 2019



TENDER PROCESS REVIEW - APRIL 2019 Appendix (Detailed tender process issues)

Tender Public Notice (advertisement)				
Issue	Implications	Proposed actions to address issues	Responsible	Timeframe
			parties	
1) For each of the five sample tenders, a copy of the newspaper advertisement was kept in the tender file on Content Manager (record keeping system). However, a copy of the tender advertisement exhibited at Council House and Library notice boards (different layout to the newspaper advertisement) was not kept in Content Manager.	 Lack of evidence of compliance with regulation 14(1) of the Local Government (Functions and General) Regulations 1996, sections 1.7 and 1.8 of the Local Government Act 1995 relating to tender public notices to be given in newspaper, Local Government offices and Library notice boards. As confirmed with the Records Team, maintaining a copy of all advertisements relating to a tender is consistent with sound record keeping practices. 	Relevant procedures (PR0286 – Procedure for Tender/Expressions of Interest Advertisement) should be updated to require the capture within Content Manager of all advertisements relating to a tender. All advertisement relating to a tender to be captured within Content Manager to evidence compliance with legislation. The Records Team can provide assistance with the capture of tender advertisements within Content Manager if required.	Strategic Procurement Lead / Contracts Administrator	30 April 2020 30 April 2020



Conflict of Interests					
Issue	Implications	Proposed actions to address issues	Responsible parties	Timeframe	
The Tender Evaluation Workbook requires employees (panel members) involved in the tender process to complete a General Disclosure of Interest Form only if a conflict of interest exists.	Providing positive assurance by requiring declarations from all panel members (including technical/specialist advisors to the evaluation panel if applicable) is a sound approach that encourages all staff to engage with the tender process and	As discussed with the Governance Coordinator, the General Disclosure of Interest Form to be amended to have provision for recording "no disclosure of interests".	Governance Coordinator	30 April 2020	
For the sample of five tenders, only one General Disclosure of Interest Form was completed by a panel member with a conflict of interest (no other panel members of the sampled tenders completed this form). Each panel member should complete and sign a Disclosure of Interest Form even if no conflict of interest exists.	consider if any real or perceived conflicts of interest exist (OAG report, Local Government Procurement Audit October 2018, page 15).	The Evaluation Workbook to be amended to require all panel members (and technical/specialist advisors to the evaluation panel if applicable) to complete a General Disclosure of Interest Form regardless of whether a conflict of interest exists or not.	Strategic Procurement Lead / Contracts Administrator	30 April 2020	



Conflict of Interests				
Issue	Implications	Proposed actions to address issues	Responsible	Timeframe
			parties	
identified one disclosure of interest made by a tenderer within their submission.	In the absence of appropriate guidance, a conflict of interest disclosed by a tenderer may not be assessed as to whether the interest may bias the outcome of the tender process.	Update the Tender Evaluation Workbook and relevant procedures to cover how a disclosure of interest within a tender submission is to be dealt with. Disclosures of interest from tenderers should be assessed by Governance as per current management of employee disclosures of interests.	Strategic Procurement Lead / Contracts Administrator / Governance Coordinator	30 April 2020



Issue	Implications	Proposed actions to address issues	Responsible parties	Timeframe
1) The Tender Evaluation Workbook outlines that each panel member is required to complete the Declaration of Confidentiality Form (as contained within the workbook). As stated in the workbook, Technical and Specialist Advisors provide advice to the evaluation panel. Technical and Specialist Advisors were used in one of the five sampled tenders. These advisors may access tender documentation/submissions as confirmed on Content Manager for the abovementioned sampled tender. However, no Declaration of Confidentiality Form was completed by these advisors.	the Evaluation Panel are not committing to maintaining confidentiality over information relating to the tender process/submissions in line with regulation 16(1) of the Local Government (Functions and General) Regulations 1996 which requires that tender submissions should remain secure and confidential. • Without a confidentiality undertaking the risk of release of	The Tender Evaluation Workbook to be amended to require Technical and Specialist Advisors to the Evaluation Panel to complete a Declaration of Confidentiality Form.	Strategic Procurement Lead / Contracts Administrator	30 April 2020



Issue	Implications	Proposed actions to address issues	Responsible parties	Timeframe
1) Tenders are to be assessed by the City as per regulation 18(4) of the Local Government (Functions and General) Regulations 1996. Tender evaluation panel members are initially authorised on the Tender/Expression of Interest Request Form by the relevant Manager and Director (as per corporate procedure PR0105 Tendering for Goods and Services). This was confirmed for the five sampled tenders. Changes to tender evaluation panel members following initial approval were noted for two out of the five sampled tenders. Investigations did not identify formal approval for these changes. In addition, a process for changes to tender evaluation panel members is currently not included within the Tender Evaluation Workbook or relevant tender procedures.	Unauthorised changes in tender panel members may result in individual(s) not having the requisite skills to properly assess tenders i.e. an understanding of the technical requirements of the goods or services being requested. This may lead to an inaccurate assessment of tender submissions.	The Evaluation Tender Workbook and relevant tender procedures to be updated to include a process for authorising the changing of tender evaluation panel members. Authority to change tender panel members to be confirmed with Governance Coordinator to ensure that regulatory requirements are being met and aligned to Delegation of Authority 1.2.9 Expressions of Interest and Tenders.	Strategic Procurement Lead / Contracts Administrator	30 April 2020



TENDER PROCESS REVIEW - APRIL 2019 Appendix (Detailed tender process issues)

ssue	Implications	Proposed actions to address issues	Responsible parties	Timeframe
Expressions of Interest and Tenders the authority to seek clarification from tenderers in relation to information contained in their tender submissions is delegated to the CEO, all Directors, Senior Contracts Officer, Procurement Specialist and Contracts Administrator. In two out of the five sampled tenders, abovementioned clarification was sought from tenderers by the tender Project Officer (non-delegated authority). It was also identified that the seeking of clarifications from tenderers by the City as per abovementioned delegation is not covered within the Tender Evaluation Workbook or tender procedures.	 in accordance with regulation 18(4a) of the Local Government (Functions and General) Regulations 1996 is not being complied with. There is an increased risk that clarification sought from a tenderer by non-delegated authorities may result in additional information received which, if accepted into the evaluation, may improve a 	Tender Evaluation Workbook and relevant tender procedures should be updated to require that the seeking of clarifications from tenderers by the City in relation to information contained in their tender submissions be undertaken by relevant authority only as per Delegated Authority 1.2.9.	Strategic Procurement Lead / Contracts Administrator	30 April 2020



TENDER PROCESS REVIEW - APRIL 2019 Appendix (Detailed tender process issues)

Issue	Implications	Proposed actions to address issues	Responsible	Timeframe
 Sample testing identified the following issues with tender documentation: 1 instance of missing individual score sheets; 2 instances of no evidence of consensus scoring; 6 instances of incomplete/unsigned/undated forms e.g. individual/consensus scoring sheets, compliance criteria sheet, evaluation matrix; 4 instances of tender documentation not registered in Content Manager e.g. Tender Evaluation Workbook, individual score sheets, Declaration of Confidentiality; 3 instances of rating scale/form used by panel members not in line with current evaluation methodology as per Tender Evaluation Workbook and PR0660 (Evaluation Panels for Assessing Tenders, Expressions of Interest and Quotations); and 1 instance of compliance criteria evaluation form used not in line with current evaluation methodology as per Tender Evaluation form used not in line with current evaluation methodology as per Tender Evaluation Workbook and PR0660. 	The entire tender process is not being adequately documented to: • demonstrate the objectivity and impartiality of the process; • substantiate the recommendations of the evaluation team; • meet the City's recordkeeping requirements; • assist in identifying any deficiencies within the process; • justify the tender process in the event of any challenge to the process; and • provide transparency that tenders are being handled and assessed in line with regulatory requirements and the City's policy/procedures.	A checklist of all relevant tender documentation to be developed and included within the Tender Evaluation Workbook for relevant Project Officer to complete for each tender.	Strategic Procurement Lead / Contracts Administrator	30 April 2020



TENDER PROCESS REVIEW - APRIL 2019 Risk rating as per current City's Risk Assessment Criteria

#	Tender Process Issue	Likelihood	LRE* Consequence	Risk Rating**
1	Tender Public Notice (advertisement)	Almost Certain	Minor	Medium
2	Conflicts of interest declarations			
	Panel member disclosures of interest	Almost Certain	Moderate	High
	Tenderer disclosures of interest	Almost Certain	Moderate	High
3	Declaration of Confidentiality	Almost Certain	Moderate	High
4	Tender evaluation panel changes	Almost Certain	Moderate	High
5	Seeking clarification from tenderers (by the City)	Likely	Moderate	High
6	Completion and registration of tender documentation	Almost Certain	Moderate	High

^{*}LRE – Legal and Regulatory / Ethical.

^{**} Risk ratings were discussed with the Risk Management Coordinator.

Agenda Item 13.18 Internal Audit 2018/19 - Purchasing Audit April 2019

Recommendation:

That Council <u>APPROVES</u> the Purchasing Audit April 2019 as part of the Internal Audit Plan 2018/19 as detailed in Attachment 13.18A.

The Committee recommendation to Council for this report was resolved by the Audit and Risk Committee at its meeting held on 20 May 2019.

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

FILE REFERENCE: P1026043-2 REPORTING UNIT: Governance

RESPONSIBLE DIRECTORATE: Office of the Chief Executive

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 23 April 2019

ATTACHMENT/S: Attachment 13.18A – Purchasing Audit Report

April 2019

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Local Government (Audit) Regulations 1996

Integrated Planning and

Reporting Framework

Implications

Strategic Community Plan

Goal 8 - A city that delivers for its community

Policy

Policy No and Name: 19.1 – Risk Management

Purpose and Background:

Approval of the Purchasing Audit completed in accordance with the Internal Audit Plan 2018/19.

Details:

The results of this review are detailed in the abovementioned Attachment 13.18A.

Financial Implications:

There are no financial implications related to this report.

Comments:

Nil



Purchasing Audit April 2019

FINAL REPORT

Review Undertaken By:

Mario Cheldi Internal Auditor

Areas for review

City of Perth purchases of goods/services for the period 18 November 2018 to 18 February 2019.

Period of Audit Field Work

March/April 2019.

Background

Purchasing has long been regarded as a high-risk area for the City and the local government sector in general.

A Purchasing Audit was put forward by the Audit and Risk Committee Chair during the seeking in April 2018 of potential audit areas for inclusion within the 2018/19 Internal Audit Plan. This audit was included in the draft 2018/19 Internal Audit Plan which was subsequently approved by the Audit and Risk Committee and Council in May 2018.

In October 2018, the Office of the Auditor General published a report (OAG report) on their audit of local government procurement. This audit was undertaken on the procurement activities of eight local governments (not the City of Perth) in metropolitan and regional Western Australia. The OAG report has provided a framework for carrying out this Purchasing Audit.

Objective

The objective of this Purchasing Audit is to obtain evidence to provide assurance that effective purchasing processes and controls are in place.

Scope

The following areas were reviewed in this Purchasing Audit. These areas are in line with the "areas of focus" of the audit of local government procurement as described within the OAG report.

- Seeking quotations
- Purchase requisitions
- Segregation of purchasing duties
- Reviewing invoices

Existing processes and controls within each of the above areas were examined.

Approach

The following steps were undertaken in completing this Purchasing Audit:

- Abovementioned OAG report was examined to consider the areas for review for this Purchasing Audit.
- An audit program was developed to test the effectiveness of processes and controls within each of the selected areas for review.
- To enable sample testing on processes and controls as appropriate, reports showing details of purchase orders and invoices on Finance 1 (financial system) for the abovementioned period of review were provided by the Financial Accountant (Finance Unit). A report showing details of invoices on Content Manager (record keeping system) for the period of review was provided by the Business Intelligence and Data Lead (Data and Information Unit).
- Sample testing on processes and controls was undertaken and results

of this sample testing documented within a spreadsheet.

- Results of this sample testing were confirmed with relevant Finance Unit staff i.e. Procurement Officer, Financial Accountant as appropriate and/or officer involved with the sampled purchase of goods/services.
- Discussions were held with the Finance Unit Business Analyst and Strategic Procurement Lead on the Procure to Pay Automation Project underway at the City.
- An interview was held with the Strategic Procurement Lead to discuss the results of audit testing and confirm proposed initiatives in the area of purchasing.
- A report (this report) was then drafted summarising the results of the audit.
- The final report will be included in the agenda for the Audit and Risk Committee Meeting to be held on 20 May 2019.

Conclusion

Sample testing has provided sufficient evidence to provide assurance that effective purchasing processes and controls are in place.

Areas reviewed

This section provides a summary of tests undertaken and results of this testing for each area reviewed.

Seeking quotations

For this area of review, sample testing was undertaken on the attainment of quotations in line with Purchasing Policy 9.7. Exemptions from obtaining quotations to be documented and justified.

The Purchasing Policy 9.7 requires quotations to be obtained in accordance with four increasing purchasing thresholds. A sample of 40 purchase orders for the period 18 November 2018 to 18 February 2019 were selected for testing. This sample comprised equal representation of purchase orders in the four purchasing thresholds as well as a wide range of goods/services purchased by various business units.

Sample testing found that quotations in line with Purchasing Policy 9.7 were obtained with the exception of two instances involving an IT purchase undertaken via a state government Common Use Agreement and a WALGA Preferred Supply Panel respectively. In each of these instances, the relevant officer was under the impression that only one quotation was required when purchasing via a Common Use Agreement/WALGA Preferred Supply Panel. These officers were reminded that three quotations are required for the amount of these IT purchases as per the current Purchasing Policy 9.7 even if sourced via a Common Use Agreement/ WALGA Preferred Supply Panel.

Exemptions from obtaining quotations within the sample of purchase orders were found to be documented and justified i.e. existing City of Perth contract, approved sole supplier arrangement.

Purchase requisitions (orders)

For this area of review, the following tests were undertaken.

- Sample test of purchase requisitions approved in accordance with financial authority limit.
- Sample test of the validity of purchase requisitions (orders) being raised after goods/services have been received.

These tests and results of testing are discussed below.

Sample test of purchase requisitions approved in accordance with financial authority limit

The Procurement Officer currently reviews each requisition for goods/services to confirm that the amount of the requisition is within the officer's authorised financial authority limit. Once satisfied that requisition is within this limit and other requirements have been met e.g. attainment of quotes as per Purchasing Policy 9.7, the Procurement Officer generates a purchase order for the requested goods/services.

A sample of 40 purchase orders recorded on the Finance 1 system for the period 18 November 2018 to 18 February 2019 were reviewed to determine whether the requisitions for these orders were approved within the authorised financial authority limit of the officers making these purchase requisitions. There is a total of eight increasing financial authority limits for approval of requisitions (and invoices). Purchase orders (requisitions) within each of these limits were included within the sample with greater representation in the higher financial authority limits. In addition, a wide range of goods/services purchased by various business units was included in the sample.

In all but one instance, purchase requisitions were found to have been approved within the officer's authorised financial authority limit. The one exception was confirmed by the Procurement Officer and attributed to an oversight on his part.

Financial authority limits are currently not activated within the Finance 1 system so as to automatically prevent an officer from approving a purchase requisition for an amount greater than their authorised limit. However, automated financial authority limits for approving purchase requisitions (and invoices) are planned as part of the Procure to Pay Automation Project currently underway in the Finance Unit (refer comments section).

Sample test of the validity of purchase orders being raised after goods/services have been received

A sample of 40 purchase orders (for the period 18 November 2018 to 18 February 2019) raised after receipt of goods/services were reviewed to determine their validity. The sample chosen comprised a wide range of goods/services purchased by various business units. This validity was discussed with the Procurement Officer as well as relevant officers involved in the purchase where applicable.

In all but two instances, the raising of purchase orders after receipt of goods/services were determined to be valid e.g. purchase orders raised after urgent repairs undertaken. The two exceptions were confirmed with the Procurement Officer and relevant officers involved in these purchases. These exceptions relate to purchase of services for Skyworks 2019. The relevant officers involved in these purchases were reminded of the requirement for purchase orders to be raised prior to receipt of goods/services wherever possible.

Segregation of duties

For this area of review, sample testing was undertaken to assess the adequacy of segregation of purchasing duties by staff. These purchasing duties comprise approval of the purchase requisition, confirmation on invoice of receipt of goods/services and approval of invoice.

A sample of 40 purchases for the period 18 November 2018 to 18 February 2019 were reviewed. Purchases within each of the eight officer financial authority limits were included within the sample with greater representation in the higher financial authority limits. In addition, a wide range of goods/services purchased by various business units was included in the sample.

This sample testing found that adequate segregation of purchasing duties had taken place. No instances were identified whereby one officer undertook all of the abovementioned purchasing duties.

All purchase requisitions and invoices are reviewed by the Procurement Officer as part of the current workflow process. During sample testing it was noted that this officer, as part of his role, is via this workflow process ensuring that officers are maintaining segregation of duties for purchases.

Currently, the abovementioned purchasing duties take place within Finance 1 (approval of purchase requisition) and Content Manager (confirmation on invoice of receipt of goods/services and approval of invoice). The Procure to Pay Automation Project currently underway in the Finance Unit will provide automation of segregation of purchasing duties within the one system (refer comments section).

Reviewing invoices

For this area of review, the following tests were undertaken.

- Sample test invoices for receipt of goods/services and approval by staff with appropriate financial authority.
- Sample test invoices to purchase orders, quotes or contracts.

Sample test invoices for receipt of goods/services and approval by staff with appropriate authority

A sample of 40 invoices for the period 18 November 2018 to 18 February 2019 were examined for evidence of receipt of goods/services and approval

by staff within their financial authority limit. Invoices within each of the eight officer financial authority limits were included within the sample with greater representation in the higher financial authority limits. In addition, a wide range of goods/services purchased by various business units was included in the sample.

Evidence of a relevant officer confirming receipt of requested goods/services was sighted on each of the sampled invoices.

In all but two instances, sampled invoices were found to have been approved within the officer's authorised financial authority limit. The two exceptions were confirmed by the Procurement Officer. Due to an oversight, these exceptions were not identified by this officer during the processing of these approved invoices for payment.

As previously mentioned above, automated financial authority limits for approving purchase requisitions and invoices are planned as part of the Procure to Pay Automation Project currently underway in the Finance Unit (refer comments section).

Sample test invoices to purchase orders, quotes or contracts.

The abovementioned sample of 40 invoices for the period 18 November 2018 to 18 February 2019 were traced to purchase orders, quotes or contracts.

In all instances within the sample, goods/services and amount on the invoice were agreed to respective purchase order, quote or contract.

Comments

<u>Procure to Pay Automation Project</u>

As previously mentioned this project is underway in the Finance Unit to address inefficiencies in the current accounts payable process whereby two different systems are involved i.e. Finance 1 and Content Manager. The project will result in the automation of the purchasing duties and approvals of requisitions/invoices (as per financial authority limit) within the one system.

A number of IT options to deliver the objectives of this project have been assessed by the Finance Unit. This assessment has resulted in the selection of an IT solution from Technology One. Technology One is the software supplier of Finance One, the City's current financial system. This solution was assessed as the best option for a number of reasons including ease of implementation (direct integration with the existing financial system), lowest cost outlay, providing the highest level of savings to the organisation and shortest payback period of all options.

The Technology One solution is planned to go live on 1 July 2019 following system implementation and configuration, testing and training. Relevant training to the organisation to be provided by the Accounts Payable team.

The Procure to Pay Automation Project represents the first phase (eProcurement) of a "procurement transformation" process underway at the City. This process is being led by the Strategic Procurement Lead who commenced employment at the City in April 2019 and involves review and improvement of current procurement practices. The City's current Purchasing Policy 9.7 will also be subjected to review. This review may result in a change to purchasing thresholds and quotation requirements within this policy.

Acknowledgements

The cooperation and assistance received from a number of staff including the Procurement Officer, Financial Accountant, Business Intelligence and Data Lead (Data and Information Unit), Finance Unit Business Analyst and Strategic Procurement Lead as well as officers involved with the sampled purchased goods/services is appreciated.

Sign off

Mario Cheldi

23 April 2019

Internal Auditor

Agenda Item 13.19 **City of Perth Internal Audit Plan 2019/20**

Recommendation:

That Council <u>APPROVES</u> the City of Perth Internal Audit Plan 2019/20 as per Attachment 13.19A.

The Committee recommendation to Council for this report was resolved by the Audit and Risk Committee at its meeting held on 20 May 2019.

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

FILE REFERENCE: P1026043-2 REPORTING UNIT: Governance

RESPONSIBLE DIRECTORATE: Office of the Chief Executive

REPORT AUTHOR DISCLOSURE OF INTEREST: Nil

DATE: 24 April 2019

ATTACHMENT/S: Attachment 13.19A – Internal Audit Plan

2019/20

Attachment 13.19B – Proposed Audit Areas

2019/20 to 2022/23

Attachment 13.19C – Previous Audits 2016/17

to 2018/19

Council Role:

	Advocacy	When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
\boxtimes	Executive	The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
	Legislative	Includes adopting local laws, town planning schemes and policies
	Quasi-Judicial	When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.
	Information	For the Council/Committee to note.

Legislation / Strategic Plan / Policy:

Local Government (Audit) Amendment Regulations 2013

Integrated Planning and Strategic Community Plan

Reporting Framework Goal 8 - A city that delivers for its community

Implications

Policy

Policy No and Name: 19.1 – Risk Management

Purpose and Background:

During March and April 2019 an Internal Audit Plan has been developed by the Internal Auditor for the 2019/20 financial year which seeks to evaluate the adequacy of internal controls in a number of risk areas.

In line with the oversight responsibilities mentioned above the 2019/20 Internal Audit Plan (refer Attachment 13.19A) is presented to the Audit and Risk Committee for its review and approval.

To gain an appreciation of future audit coverage, a list of proposed audit areas for 2019/20 to 2022/23 inclusive is provided in Attachment 13.19B.

Attachment 13.19C lists previous audits carried out from the 2016/17 to 2018/19 financial years inclusive.

Details:

Internal Audit Plan 2019/20

The Internal Audit Plan 2019/20 (Attachment 13.9A) comprises audit areas and their broad objective as well as timeframes for completion of audits. In addition, Attachment 13.19A includes a breakdown of audit activity in terms of budgeted hours.

A description of the audit areas (in the order they appear within the Internal Audit Plan 2019/20) is provided below.

2019 DRIVES24 (NSW)/VicRoads Security and Access Audits

These audits are required to certify the City's compliance with obligations under access to registered driver detail agreements in place with NSW and Victorian Government Transport Authorities. Access to details on interstate registered drivers ie. names and addresses are required by the City for the purposes of enforcing parking infringements incurred within the City's boundaries.

Following a request from the Parking Services Unit, these audits have been carried out by Internal Audit since 2015.

Fraud and Misconduct Prevention and Control Framework

This audit will seek to provide an evaluation of the framework, policy, procedure and processes that have been established in relation to fraud/misconduct prevention and control.

Fraud and misconduct is a high risk area proposed for review by the Risk Management Coordinator. This review is supported by the Audit and Risk Committee Chair.

<u>Investments</u>

The City has a significant investment portfolio with a market value of nearly \$177 million (Investment Report as at 28 February 2019 produced for the Financial Management Taskforce).

This audit will seek to evaluate whether the City has appropriate controls in place to manage its investment portfolio and providing assurance that requirements of investment policy/procedure as well as relevant legislation are being met.

Investments present a large inherent financial risk for the city. An audit on the management of investments has yet to be undertaken by Internal Audit and is therefore considered timely. This audit is also supported by the Audit and Risk Committee Chair.

Cyber Security Review

Cyber security is a topical and high-risk area identified for review by the Audit and Risk Committee Chair. The following meeting note is included in the minutes of the 5 November 2018 Audit and Risk Committee Meeting:

"The Committee requested that cyber security be embedded in the Risk Plan and considered in the audit process."

This Cyber Security Review will benchmark the City against the International Information Security Standard (ISO 27001).

Completion of this review requires specialist information technology knowledge and skills. As a result this review will be outsourced to an information technology consultancy firm. Management of this review will be undertaken by the Internal Auditor.

Validation of Critical/Major Risk Mitigation Strategies Review – Part 1

This audit area will involve determining whether critical/major risk mitigation strategies are being adequately resourced, addressing the underlying causes of the nominated risks as well as assessing the effectiveness of strategies.

Critical/major risks included as part of this review are determined in collaboration with the Risk Management Coordinator.

Completion of the Validation of Critical/Major Risk Mitigation Strategies Review is supported by two Organisational Risk Management Maturity Assessments undertaken in recent years by LGIS (Local Government Insurance Services) Risk Management and Riskwest in 2016 and 2018 respectively. Each of these assessments has recommended the implementation of assurance plans to ensure the effectiveness of risk management processes, controls and treatments.

Undertaking the Validation of Critical/Major Risk Mitigation Strategies Review meets the requirement for implementation of the abovementioned assurance plans.

Local Government Compliance Audit 2019

A Compliance Audit Return which assesses compliance with various sections of the *Local Government Act 1995* and Regulations is completed as part of the Local Government Compliance Audit. This return is required to be provided to the Department of Local Government, Sport and Cultural Industries for each calendar year.

This is a significant audit requiring sourcing of evidence of compliance for each legislative requirement on the return.

For reasons of independence and objectivity, the Local Government Compliance Audit has been carried out by Internal Audit since 2014.

Payment Vouchers Review

In accordance with the relevant corporate procedure, payment vouchers are able to be utilised for reimbursement of staff expenses, elected members' allowances and expenses, customer and rate refunds, donations and sponsorships, reimbursement of petty cash floats and loan repayments.

The abovementioned corporate procedure also includes a number of controls to govern payment voucher claims. These controls have been designed to minimise the risk of financial loss associated with payment of invalid, unsubstantiated or unauthorised claims.

This review is planned to examine whether payment vouchers are being used in accordance with the corporate procedure and controls governing payment voucher claims are operating effectively. It was included within the Internal Audit Plan 2018/19 approved by the Audit and Risk Committee and Council in May 2018 but substituted for a tender audit at the August 2018 committee meeting. This substitution was to accommodate a request by the Audit and Risk Committee to include a tender audit following the delegated authority of the Chief Executive Officer to approve tenders being increased to up to \$1 million in June 2018.

Credit Cards Review

This review will evaluate the adequacy and effectiveness of key controls relating to the management of credit cards including the following:

- Procedures governing the approval and usage of credit cards;
- Register being maintained of credit card holders;
- Process for review and verification of supporting documentation for credit card expenditure;
- Monthly reconciliation of credit card expenditure to clearing bank direct debit; and
- Monitoring and reporting credit card usage.

Inadequate controls over credit card usage increases the risk of misuse of credit cards and financial loss.

This Credit Cards Review was put forward as an audit area by the Audit and Risk Committee Chair. <u>Validation of Critical/Major Risk Mitigation Strategies Review – Part 2</u>

Refer above Validation of Critical/Major Risk Mitigation Strategies Review – Part 1 for a description of this review.

2020 DRIVES24 (NSW)/VicRoads Security and Access Audits

Refer above 2019 DRIVES24 (NSW)/VicRoads Security and Access Audits for a description of this review.

Proposed Audit Areas 2019/20 to 2022/23

A list of proposed audit areas for 2019/20 to 2022/23 inclusive is included within Attachment 13.19B.

For the 2019/20 financial year, a description of audit areas has been provided above.

Proposed audit areas for 2020/21 to 2022/23 are comprised of the following:

- Compliance Audits required to be undertaken during each financial year i.e. Local Government Compliance Audit and DRIVES24 (NSW)/VicRoads Security and Access Audits;
- Validation of Critical/Major Risk Mitigation Strategies Reviews. These reviews are to be undertaken in two parts for each of the next four financial years and will examine the progress of actions underway to address specific key risks of the City as determined by the Risk Management Team;
- Reviews required by legislation to be undertaken every three years i.e. CEO Review of Systems and Procedures, Financial Management Review. These reviews are scheduled for the 2021/22 financial year which is three years from last undertaken in 2018/19;
- Audits within the high-risk area of procurement. These audits include Tenders, Contract Management and Purchasing which are all scheduled for the 2020/21 financial year. A request for more Tender Audits has been made by the Audit and Risk Committee due to the delegated authority of the CEO to accept tenders being increased to up to \$1 million from June 2018. A Tender Audit has therefore been scheduled for 2020/21 and 2022/23 (also undertaken in 2018/19). The timing for these procurement audits has taken into account the "procurement transformation" process currently underway in the City and to continue through 2019/20;
- Areas of high/medium risk as put forward by the Risk Management Coordinator i.e. IT Business Continuity and Disaster Recovery, Recruitment, Cash Handling, Records Management, Fleet Management and Lease Management.; and
- Data analytical reviews on accounts payable and payroll transactions/records. Following the Organisational Capability and Compliance Assessment undertaken between March and May 2017, Deloitte provided the City with results of data analytical testing they carried out on accounts payable and payroll transactions/records. The results were reviewed by Internal Audit and found to be useful for identifying potential anomalies in these transactions/records which require further investigation. As a result of the Data and Information Unit now having in place data analytical software to carry out these tests, an opportunity is available to undertake these reviews.

Previous Audits 2016/17 to 2018/19

Audits undertaken from the 2016/17 to 2018/19 financial year inclusive are summarised within Attachment 13.19C.

Financial Implications

There are no financial implications related to this report.

Comments

The City of Perth Internal Audit Plan is flexible in that it may be updated during the financial year for changing audit priorities. During the 2018/19 financial year the City of Perth Internal Audit Plan was updated on request of the Audit and Risk Committee to accommodate a tender audit following the delegated authority of the Chief Executive Officer to approve tenders being increased to up to \$1 million in June 2018.



Internal Audit Plan 2019/20

Audit area (bold) and broad objective	Target for completion
2019 DRIVES24 (NSW)/VicRoads Security and Access Audits	Late July 2019
2013 Bill VESE4 (11314), Victional Security and Access Addies	Late July 2013
These audits are required to certify the City's compliance with	
obligations under access to registered driver detail agreements in place	
with NSW and Victorian Government Transport Authorities. Access to	
details on interstate registered drivers i.e. names and addresses are	
required by the City for the purposes of enforcing parking infringements incurred within the City's boundaries.	
infingements incurred within the city's boundaries.	
Fraud and Misconduct Prevention and Control Framework	Late July 2019
This audit will seek to provide an evaluation of the framework, policy,	
procedure and processes that have been established in relation to	
fraud/misconduct prevention and control.	
Scheduled Audit and Risk Committee Meeting 19 August 2019 Investments	Mid October 2019
investments	Mild October 2019
Review the process for managing the City's investments obtaining	
assurance that investment activity is meeting requirements of Policy	
9.3 Management of Investments, procedure PR0894 Investment	
Procedures as well as legislative requirements.	
Cyber Security Review	Mid October 2019
The Cyber Security Review will benchmark the City against the	
International Information Security Standard (ISO 27001).	
international information seeding standard (130 27 002).	
Scheduled Audit and Risk Committee Meeting early November 2019 (da	te not yet published)
Validation of Critical/Major Risk Mitigation Strategies Review – Part 1	Early February 2020
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).	



Internal Audit Plan 2019/20 (continued)

Audit area (bold) and broad objective	Target for completion
Local Government Compliance Audit	Early February 2020
Completion of the Compliance Audit Return for the 2018 calendar year	
to be provided to the Department of Local Government and	
Communities. Assesses compliance with various sections of the <i>Local Government Act 1995</i> and Regulations as per return template provided	
by the department.	
Scheduled Audit and Risk Committee Meeting late February 2020 (date	not yet published)
Payment Vouchers Review	Late April 2020
This review is planned to examine whether payment vouchers are being	
used in accordance with the corporate procedure and controls	
governing payment voucher claims are operating effectively.	
Credit Cards Review	Late April 2020
This review will evaluate the adequacy and effectiveness of key controls	
relating to the management of credit cards.	
Scheduled Audit and Risk Committee Meeting late May 2020 (date not y	-
Validation of Critical/Major Risk Mitigation Strategies Review – Part 2	Continue into July 2020
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).	
2020 DRIVES24 (NSW)/VicRoads Security and Access Audits	Continue into July 2020
Refer 2019 DRIVES24 (NSW)/VicRoads Security and Access Audits above for broad objective.	2020



Audit Activity Allocations

Activities	Budget Hours	% Budget Hours
Internal Audits	110013	110013
2019 DRIVES24 (NSW)/VicRoads Security and Access Audits	*169.00	5.00%
Fraud and Misconduct Prevention and Control Framework	230.00	6.81%
Investments	*260.00	7.70%
Cyber Security	**160.00	4.74%
Local Government Compliance Audit	*367.50	10.88%
Validation of Critical/Major Risk Mitigation Strategies Review – Part 1	260.00	7.70%
Payment Vouchers	*260.00	7.70%
Credit Cards	230.00	6.81%
2020 DRIVES24 (NSW)/VicRoads Security and Access Audits	*169.00	5.00%
Validation of Critical/Major Risk Mitigation Strategies Review – Part 2	260.00	7.70%
Total for Internal Audits	2,365.50	70.04%
*Includes Internal Auditor involvement eg review of working		
papers, summary of audit issues, report development, etc.		
** Internal Auditor budget hours 60.00 (management of Cyber		
Security Review); IT Consultant estimated hours 100.00		
Other Audit Activities		
Internal Audit Plan 2020/21	107.00	3.17%
Follow up of Audit Recommendations	203.00	6.01%
Administration	255.00	7.55%
Advice/Assistance	90.00	2.66%
Audit & Risk Committee Report updates following management review/queries, audit committee meeting preparation	90.00	2.66%
Audit & Risk Committee Attendance	12.00	0.36%
Training	45.00	1.33%
Contingency (eg investigations, unplanned reviews, projects,		
Audit & Risk Committee queries, etc)	100.00	2.96%
Management/Supervision	80.00	2.37%
Other – forums, workshops, networking	30.00	0.89%
Total Other Audit Activities	1,012.00	29.96%
Total	3,377.50	100.00%

Total Available Work Hours for FY 2019/2020 (Approximate)

Position	Approx. Hours
Internal Auditor	1,657.50
Assistant Internal Auditor	1,620.00
IT Consultant (Cyber Security Review)	100.00
Total Hours	3,377.50

City of **Perth**

PROPOSED AUDIT AREAS 2019/20 TO 2022/23

Audit Area	2019/20	2020/21	2021/22	2022/23
DRIVES24 (NSW) Security and Access	-1	-,	-1	-1
Audits	√	V	√	V
VicRoads Security and Access Audit	٧	٧	٧	٧
Local Government Compliance Audit	٧	٧	٧	٧
Validation of Critical/Major Risk	-,	-,	٧	٧
Mitigation Strategies Review – Part 1	٧	V		
Validation of Critical/Major Risk	-1	-,	,	-1
Mitigation Strategies Review – Part 2	√	٧	√	V
Fraud and Misconduct Prevention and	-1			
Control Framework	٧			
Investments	٧			
Cyber Security Review	٧			
Payment Vouchers Review	٧			
Credit Cards Review	٧			
Tenders		٧		٧
Contract Management		٧		
Purchasing		٧		
Accounts Payable Data Analytics Review		٧		
Information Technology (IT) Business				
Continuity and Disaster Recovery		٧		
CEO Review of Systems and Procedures			٧	
(required under legislation every 3 years,				
last undertaken 2018/19).				
Financial Management Review (required			٧	
under legislation every 3 years, last				
undertaken 2018/19).				
Recruitment			٧	
Cash Handling			٧	
Records management				٧
Payroll Data Analytics Review				٧
Fleet management				٧
Lease management				٧

City of Perth PREVIOUS AUDITS 2016/17 TO 2018/19

Audit Area	2016/17	2017/18	2018/19
DRIVES24 (NSW) Security and Access Audits	٧	٧	٧
VicRoads Security and Access Audit	٧	V	٧
Local Government Compliance Audit	٧	٧	٧
Validation of Critical/Major Risk Mitigation Strategies	V	V	V
Review	v	v	V
Human Resources Review	٧		
CEO Biennial Review of Systems and Procedures	٧		٧
Project Assurance	٧		
Contracts Administration	٧		
Parking Infringements	٧		
Accounts Payable Data Analytics Review		٧	
Tender Evaluation Review		٧	
Data Analytics Review Payroll		٧	
Contract Management Review		٧	
Compliance Audit Return Controls Review			٧
Purchasing			٧
Tenders			٧
Management of Supplier Master Files*			٧
Financial Management Review**			٧

^{*} Undertaken by the Office of the Auditor General. City of Perth one of five local governments audited.

^{**} Undertaken by Moore Stevens.