City of Perth

Ordinary Council Meeting

AGENDA **30 June 2020**



Notice is hereby given that an Ordinary Council Meeting of the City of Perth will be held via videoconference on Tuesday, 30 June 2020 at 5pm.

Mr Murray Jorgensen | Chief Executive Officer | 26 June 2020

This meeting is open to members of the public

INFORMATION FOR THE PUBLIC PARTICIPATING IN 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 Governance team via governance@cityofperth.wa.gov.au.

Question Time for the Public

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- The Presiding Person may nominate a member of staff to answer the question and may also determine that any complex question requiring research be answered in writing. No debate or discussion is allowed to take place on any question or answer.
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- If your application for a deputation is approved by the Presiding Member, the deputation will be read aloud by the Chief Executive Officer as the meeting will be held by videoconference.

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Order of Business

Item

1. **Prayer/Acknowledgement of Country**
2. **Declaration of opening**
3. **Apologies**

   Commissioner Gaye McMath
4. **Question time for the public and notification of deputations**
5. **Members on leave of absence and applications for leave of absence**
6. **Confirmation of minutes**

   Ordinary Council Meeting – 26 May 2020

   Audit and Risk Committee – 6 May 2020
7. **Announcement by the Chair Commissioner**
8. **Disclosures of members interest**

Member/Officer	Item No. and Title	Nature of Interest
Commissioner Len Kosova	Item 13.1 - Happy Heart Pty Ltd – Northbridge Precinct Improvement – Matched Funding Grant	**Nature:** Impartiality Interest – Commissioner Kosova has a past business relationship with Happy Heart Ltd Pty. **Extent:** Insignificant

9. **Questions by members of which due notice has been given**
10. **Correspondence**
11. **Petitions**
12. **Matters for which the meeting may be closed**

Attachment No.	Item No. and Title	Reason
Confidential Item 13.19 and Confidential Attachment 13.19	Confidential Item 13.19 – Memorandum of Understanding (MOU)	s5.23(2)(d)

13. **Reports**

Item No.	Item Title	Page No.
13.1	Happy Heart Pty Ltd – Northbridge Precinct Improvement – Matched Funding Grant	1
13.2	Revocation of Council Policy 14.3 De-Licencing of Underage Events	9
13.3	Revocation of Council Policy 18.3 - Concerts at the WACA Ground	12
13.4	Major Events 2020/21	16

13.5	Renewal of Lease – Shop 1, Regal Place Car Park, 81 – 95 Royal Street, East Perth	43
13.6	New Lease – Communications Tower, 'His Majesty's' Car Park, 377 Murray Street, Perth	47
13.7	Financial Activity Statement for the Period Ended 30 April 2020	51
13.8	Payments from Municipal Fund – May 2020	53
13.9	Governance Framework Policy	56
13.10	Council Policy Review	59
13.11	Annual Review of Delegations	65
13.12	Nomination of a Commissioner to the Mindarie Regional Council	92
13.13	Corporate Business Plan 2020/21 – 2023/24	95
13.14	Long Term Financial Plan 2020/21 - 2029/30	100
13.15	Public Advertising of 2020/21 Differential Rates	105
13.16	Special Budget Review Q4 2019/20	110
13.17	City of Perth Internal Audit Plan 2020/21	114
13.18	Policy – Fraud and Corruption Control	121
13.19	Confidential Item - Memorandum of Understanding (MOU)	125

Attachments

Attachment No.	Page No.
13.2A	126
13.3A	127
13.4A	131
13.4B	139
13.4C	141
13.4D	145
13.5A	153
13.5B	154
13.6A	155
13.6B	157
13.7A	158
13.9A	176
13.11A	184
13.13A	317
13.14A	377

13.14B	408
13.17A	433
13.17B	437
13.18A	438
13.19A	440

14. Motions of which previous notice has been given

15. Urgent Business

16. Closure

Item 13.1 – Happy Heart Pty Ltd – Northbridge Precinct Improvement – Matched Funding Grant

File reference	P1039221#02
Report author	Virginia Withers, Senior Sponsorship Officer
Other contributors	Nil
Reporting Service Unit and Alliance	Activation and Cultural Experience, Community Development
Report author disclosure of interest	Nil
Date of report	2 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Nil

Purpose

To provide a recommendation in relation to a grant application received by the City of Perth from Happy Heart Pty Ltd trading as The Rechabite.

Background

Applicant details

Entity name	Happy Heart Pty Ltd trading as The Rechabite
ABN	71 609 351 377
Entity type	Australian Private Company
ABN status	Active
ATO endorsed charity type	Not endorsed

Happy Heart is a company formed by Adrian Fini and Marcus Canning for the purpose of the redevelopment and launch of The Rechabite as a multi-level arts and hospitality complex. Located near the intersection of William Street and James Street, The Rechabite aspires to act as a year-round bridge between the cultural institutions of the Perth Cultural Centre and the surrounding hospitality, nightlife and entertainment precinct.

Happy Heart states that it has a core mandate to serve and positively contribute to improving the broader Northbridge neighbourhood and environment through proactively delivering precinct enhancing projects in partnership with the surrounding community and other stakeholders such as the City of Perth.

Details

Sponsorship category	Precinct Development Matched Funding Grant
Project title	Northbridge Neighbourhood Precinct Projects (Project 1 – The Northbridge Sign)
Project start date	03/06/2020
Project end date	31/08/2020
Location	William Street, Northbridge
Total project cost	$1,027,394 (full Northbridge Precinct Project including the Northbridge sign, Hook Lane and Lock Lane improvements and Northbridge projections)
Total amount requested	$35,000
Recommendation	**Approval**
Recommended amount	$35,000
Assessment score	75%

Northbridge Neighbourhood Precinct Improvements

This grant application is specifically for the Northbridge Sign, however this project sits in the context of the broader Northbridge Neighbourhood Precinct Improvements planned by Happy Heart, including:

- Hook Lane and Lock Lane redevelopment;
- Northbridge projections program; and
- the Northbridge sign across William Street.

The proposed projects focus on improving the physical aspects of the Northbridge environment in bold and impactful ways that will deliver immediate value and assist local businesses through enhancing the precinct and making it a more vibrant, attractive and enticing place, that more people want to visit and spend time in.

The projects have been conceived through a process of consultation and will be developed in partnership with Northbridge businesses, institutions, stakeholders, the City of Perth, the State Government and the broader Northbridge community.

The purpose of these projects is to focus on the physical civic environment of the area to deliver improvements and stimulate activity, visitation and economic benefits. Happy Heart plan to extend the project through further activation programs and precinct marketing activities for the benefit of the broader nightlife and cultural economies.

The total project budget ($1,027,394) refers to the overall program of precinct improvement and upgrades that are currently being planned. Happy Heart are in discussions with the other levels of government in regard to funding opportunities which will meet the requirements to demonstrate matched funding under this grant.

The Northbridge Sign

Inspired by the internationally recognised VENICE sign that spans across the Windward Avenue entry to the Venice Beach neighbourhood in California, the Northbridge Sign is planned to provide an immediate defining symbol of the precinct and its unique identity.

The proposed Northbridge sign will be constructed from individual 3D suspended letters that have custom LED lighting embedded inside each letter. This allows the distinctive silhouette of letters to transform into a light source at night that will be readable from towers on St Georges Terrace and by pedestrians entering Northbridge from Yagan Square.

Happy Heart plans for accelerated production and installation of the sign to provide a 'lights back on' moment in coming months as the COVID-19 shutdown is rolled back. The aim will be to provide a 'surprise and delight' event for the neighbourhood and promote confidence in a bright future for Northbridge and its businesses. It is envisaged that significant media coverage will be associated with this 'lights back on' ceremony and the City would be invited to take an active lead role in this.

The site has previously been used for promotional banner hire however has been closed to bookings in the 2019/20 financial year as a result of the poles being decommissioned.

Image 1 – Design Mock-up



Image 2 – Proposed Location



Previous five years of City of Perth support and acquittals

The City has not previously supported this applicant.

Sponsorship benefits

The City's support will be recognised in all associated communications, marketing and media associated with the initiative.

Assessment score card

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

Assessment Criteria	Score /5
Economic Development (10% weighting)	
Does the project have the potential to provide a measurable economic benefit to the City of Perth and support local business?	3.63
	Sub total 3.63 out of 5
Activation and Enhancement of the Precinct (30% weighting)	
Does the project have the potential to activate and enhance a specific precinct area in the City of Perth?	4.00
To what degree does the project demonstrate strong alignment with existing public realm outcomes and design and fits within and complements existing planned City of Perth designs and works?	3.63
	Sub total 7.63 out of 10
Community Benefits (20% weighting)	
To what extent does the project provide a benefit to the wider community within the precinct?	4.00
To what extent will the project assist in the development of a strong and resilient precinct area and increase participation in community life?	3.88
	Sub total 7.88 out of 10
Quality of Project (10% weighting)	
What is the quality of the proposed project?	3.38
	Sub total 3.38 out of 5
Community Support (10% weighting)	
To what extent does the proposed project demonstrate support from local traders and business, landowners and residents?	4.13
	Sub total 4.13 out of 5
Organisational Capacity and Project Feasibility (20% weighting)	
To what extent does the applicant demonstrate feasibility to carry out the project?	3.88
Does the applicant have demonstrated evidence of having previously successfully delivered or have evidence of its ability to deliver projects?	3.63
Does the project demonstrate value for money?	3.5
Does the applicant have demonstrated evidence of their capacity to deliver and maintain the proposed project?	3.13
Does the applicant provide evidence of an appropriate evaluation method to measure the outcomes of the projects and benefits to the precinct area?	3.25
	Sub total 17.39 out of 25
	TOTAL WEIGHTED ASSESSMENT SCORE 75%

Stakeholder engagement

Happy Heart have commenced a process of community engagement and have demonstrated the support of over thirty businesses and stakeholders in the immediate vicinity. Feedback from businesses reiterated the project objectives to support visitation and community spirit as the area moves out of the COVID-19 shutdown.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Place
Strategic Objective:	1.1 Safe, clean and inviting public places that are well patronised and enjoyed by all; 2.8 Individual precincts enjoying a unique sense of place, bespoke service delivery and governance arrangements; and 4.6 Precincts that utilise their unique sense of place, local pride and enthusiasm to encourage investment and economic activity.

Legal and statutory implications

Connection with mandates in the *City of Perth Act 2016*

8(1)(h) - to nurture and support the initiatives and innovations of the diverse precincts of Perth city

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Reputation and External Stakeholders	Insignificant	Rare	Low
Financial	Insignificant	Rare	Low
Service Delivery/Strategic Objectives	Insignificant	Rare	Low

Approval implications

If this grant is not approved it is likely the Northbridge Sign would not proceed.

The provision of the grant does not replace the requirements and processes for development and planning approvals. The proposed sign is within the State-listed William Street Heritage Precinct and will require appropriate planning approval through both the City of Perth and DevelopmentWA.

The applicant will also be required to:

- enter into a deed of indemnity for the project, indemnifying the City for all liability related to the proposed sign;
- have all appropriate insurances in place prior to commencement of the project, and be able to gain all development approvals, permits and licenses; and
- provide evidence of matched funding (such as signed funding agreements).

Financial implications

At its Ordinary Council Meeting on the 26 May 2020, Council approved a budget re-allocation of $500,000 from the Targeted Cost Saving Initiative for Immediate COVID-19 Recovery Actions. This grant will be funded through this budget.

The total project cost for the Northbridge Precinct Improvement program is $1.027 million, to cover the below projects:

1. Hook Lane and Lock Lane redevelopment;
2. Northbridge projections program; and
3. the Northbridge sign across William Street.

This application relates only to the third component, which has a cost of $35,000 and represents 3.4% of the total cost of the Northbridge Precinct Improvement program being undertaken by Happy Heart Pty Ltd.

Account number:	PJ 13958208000007901
Description:	Precinct Development Grants
Account type (Operating/Capital/Reserve):	Operating
Current budget:	$480,000
Amount spent to date:	$332,071
Proposed cost:	$35,000
Balance remaining:	$112,929

Policy references

18.13 – Sponsorship and Grants

The policy outlines a consistent and transparent assessment process and criteria which guides the recommendation to Council.

Comments

Eligibility Criteria

Happy Heart do not meet all of the eligibility criteria for the Precinct Development Matched Funding Program as listed in the Program Guidelines. Exceptions to Guidelines are able to be considered on a case-by-case basis.

The reasons for considering an exception in this instance are detailed below:

Eligibility Criteria	**Reason for Exception**
An organisation must be an incorporated, not-for-profit association established for the purpose of promoting the interests of a local community	Happy Heart is a Pty Ltd Company. An exception is recommended in this instance for the following reasons: *1. Community Benefit* The proposed project will be an improvement to public space, not private property. The proposed project will benefit all businesses and traders in the Northbridge area and help to create a sense of community and identity for the area. This will be particularly important following COVID-19 as Northbridge as a hospitality and entertainment precinct has been particularly affected. *2. Demonstration of Broad Community Support* Happy Heart have engaged with local businesses and demonstrated broad support of the proposed project *3. Alignment with the City's COVID-19 Rebound Strategy* Quick and effective responses to neighbourhood vibrancy.
Applicants must have submitted the application not less than four months prior to the project commencement date	The extraordinary circumstances associated with COVID-19 and the objective to accelerate capital and construction works and promote a return to business for Northbridge.

This project has been identified as a key discretionary COVID-19 immediate recovery actions for implementation before end June 2020 to 'announce' the precinct for visitors, as approved by Council at its Ordinary Council Meeting held on 26 May 2020. The opportunity to partner with Happy Heart on this project provides strong community engagement outcomes and value for money as the City will be a small investor in a larger precinct improvement project.

The proposed Northbridge sign is a simple initiative to provide an immediate impact to the William Street precinct. The sign has the potential to establish a new 'Instagram-worthy' location for visitors to take photographs and help promote the Northbridge precinct.

The proposal offers a strong branding opportunity in an area where many smaller, original, alternative or newer businesses operate alongside more established venues and which have all been hit very hard by the COVID-19 shutdown due to the area's focus as a hospitality, tourism and entertainment precinct.

This is a great example of a community and business-led initiative to benefit the broader community and businesses in the area.

Officer Recommendation

That Council APPROVES a Precinct Development Grant of $35,000 (ex GST) to Happy Heart Pty Ltd to support the production and installation of the Northbridge Sign.

Item 13.2 – Revocation of Council Policy 14.3 De-Licencing of Underage Events

File reference	P1038844
Report author	Pete Horgan, Environmental Health Officer
Other contributors	Scott Teymant, Coordinator Environmental Health
Reporting Service Unit and Alliance	Community Safety and Amenity, Community Development
Report author disclosure of interest	Nil
Date of report	4 May 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.2A – CP14.3 De-Licencing of Underage Events

Purpose

To provide Council with information to support the revocation of CP14.3 De-Licencing of Underage Events (the policy).

Background

The policy was developed in 2001 to inform the City of Perth's (City) comment on liquor licensing decisions referred to it by the Department of Local Government, Sport and Cultural Industries (Department) about juvenile events held in licensed premises.

Under Section 126B of the *Liquor Control Act 1988* (Act), the Director General of the Department may approve the provision of entertainment solely for juveniles in a licensed premise. Local governments are no longer consulted during this approval process, making the policy redundant.

Details

The objective of the policy is *"to establish guidelines for the times that are appropriate to hold juvenile events in the City".*

The policy states the City will support:

1. *the 'de-licencing' of licenced premises for juvenile functions where the event finishes by 9.30pm; and*

2. *alcohol free events that involve juveniles, where the event concludes before 9.30pm.*

For the purposes of administering Section 126B of the Act, the Department's policy 'Juveniles present on licenced premises for reasons other than work / training policy' lists 14 conditions typically applied to this type of approval.

Stakeholder engagement

No stakeholder engagement was conducted in relation to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Place
Strategic Objective:	Thriving and sustainable cultural, artistic and heritage industries, activities and events that encourage locals and visitors to come back for more

Legal and statutory implications

There are no legal or statutory implications associated with this report.

Connection with mandates in the *City of Perth Act 2016*

8(1)(e) - to promote awareness of the facilities and events provided and encourage use of them and participation

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
People	Minor	Unlikely	Low

Approval implications

If Council adopts the recommendation, the policy will be removed as a Council Policy. If Council doesn't adopt the recommendation, the policy will remain and have no impact on operations as applications for juvenile functions in licensed premises are no longer referred to the City for comment.

Financial implications

There are no financial implications related to this report.

Policy references

The Policy Framework states that any new or amended policy will undergo a minimum of 21 days community consultation via the website, social media and through identified stakeholder engagement. Consultation was not considered necessary for the revocation of this policy, due to procedural changes made by the Department meaning applications for juvenile functions in licenced premises are no longer referred to the City for comment.

Comments

The recommended deletion of the policy is part of a broader policy review which provides an opportunity to ensure all council policies are relevant, contemporary and appropriate.

Officer Recommendation
That Council REVOKE Council Policy 14.3 De-Licencing of Underage Events.

Item 13.3 – Revocation of Council Policy 18.3 - Concerts at the WACA Ground

File reference	P1038844
Report author	Pete Horgan, Environmental Health Officer
Other contributors	Scott Teymant, Coordinator Environmental Health
Reporting Service Unit and Alliance	Community Safety and Amenity, Community Development
Report author disclosure of interest	Nil
Date of report	7 May 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.3A – CP18.3 Concerts at the WACA Ground

Purpose

To provide Council with information required to support the revocation of Council policy 18.3 Concerts at the WACA Ground (the policy).

Background

The policy is intended to provide guidance for issuing approvals under Regulation 18 of the *Environmental Protection (Noise) Regulations 1997 (the Regulations).*

The policy does not provide any additional guidance to the City in managing event noise from the WACA Ground that is not already provided by the Regulations. In addition, after the adoption of the policy in (2004), the Regulations were amended in 2013 to include provisions for 'venue approvals' (regulation 19B). The 'venue approval' provisions introduced an option for venues such as the WACA Ground to make an application to hold an agreed number of 'notifiable events' within a specified period, following extensive community consultation.

Details

Council Policy

In 2004, Council adopted the policy with the objective of providing *'guidelines on the Council's requirements for the issuing of any exemption under Regulation 18 of the Environmental Protection Noise Regulations 1997 for concerts at the WACA ground*'.

The policy stipulates several prescriptive requirements which are unique to the WACA Ground, including:

- a maximum number of eight concerts per financial year – subject to an annual application;
- specific start and finish times for concerts;
- a maximum concert duration of four hours;
- minimum and maximum concert volumes; and
- a requirement that the WACA undertake and submit to the City annual community consultation surveys.

Environmental Protection (Noise) Regulations 1997

Regulation 18 of the regulations permits the City's Chief Executive Officer (CEO) to consider issuing approvals for events *"that (a) are likely to result in the emission of noise in contravention of the prescribed standard and (b) would lose its character or usefulness if it were required to comply with that standard".*

Under the Regulations, the CEO is not to approve the holding of more than two regulation 18 approved events at a venue in any period of 12 consecutive months, unless the CEO is satisfied the majority of occupiers on whom the noise emissions will impact have no objection. Completion of a comprehensive community noise survey is the commonly accepted practice recommended by the Department of Water and Environmental Regulation's (DWER) Noise Branch to inform local government CEOs about community attitudes towards the acceptability of events.

The regulations allow the City to impose conditions that:

- limit the duration of the event, or practice and rehearsal sessions, or sound system tests;
- specify starting and completion times for the event, practice and rehearsal sessions, sound or system tests;
- specify times when facilities such as stages, temporary seating and lighting towers can be erected and dismantled; and
- specify any other requirements, including maximum allowable noise levels, considered necessary to maintain the impact of noise emissions on other premises at an acceptable level.

Since the implementation of the policy the regulations have been amended to include regulation 19B. Regulation 19B provides a statutory mechanism for venues such as the WACA to obtain a '*venue approval*' which would allow them to host an agreed number of *'notifiable events'* within a specified period. Under regulation 19B, the City can impose conditions upon individual events, or upon the venue itself. In accordance with DWER's *Guide to management of noise from sporting, cultural and entertainment venues*, a regulation 19B venue approval should span no less than three years and no more than five years, and the encumbering conditions are to be informed by a prescriptive statutory community consultation process. Effectively, these regulatory amendments supersede the policy.

Stakeholder engagement

The WACA Board and Cricket Australia have been consulted and have provided their support for the revocation of the policy.

The East Perth Community Group has been consulted and support the revocation of the policy.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	People
Strategic Objective:	Thriving and sustainable cultural, artistic and heritage industries, activities and events that encourage locals and visitors to come back for more

Legal and statutory implications

There are no adverse legal or statutory implications associated with the revocation of this policy.

Retaining the policy potentially places unfair restrictions upon events held at the WACA Ground (e.g. maximum concert duration of four hours, finish times of 10.45pm). These restrictions may be considered anti-competitive.

The policy may also be considered to conflict with section 8(1)(e) of the *City of Perth Act 2016* which aims *"to promote awareness of the facilities and events provided and encourage use of them and participation".*

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
People	Minor	Unlikely	Low

Approval implications

If Council retains the policy, the WACA Ground may become uncompetative as a venue for hosting major events.

If Council revokes the policy, the City will be able to regulate events in accordance with regulation 19B and DWER's *Guide to management of noise from sporting, cultural and entertainment venues*.

Financial implications

There are no financial implications related to this report.

Policy references

The City's Policy Framework states that any new or amended policy will undergo a minimum of 21 days community consultation via the website, social media and through identified stakeholder engagement. The Administration considers that the proposed revocation of the policy requires, in accordance with the Policy Framework, public consultation to be conducted.

Comments

The recommended deletion of the policy is part of a broader policy review which provides an opportunity to ensure all council policies are relevant, contemporary and appropriate.

Officer Recommendation

That Council AGREES to INITIATE a 21-day public consultation period for the deletion of Council Policy 18.3 Concerts at the WACA Ground.

Item 13.4 – Major Events 2020/21

File reference	P1039226
Report author	Tabitha McMullan, Alliance Manager Activation and Cultural Experience
Other contributors	Erica Mueller, Events Coordinator
Reporting Service Unit and Alliance	Activation and Cultural Experience, Community Development
Report author disclosure of interest	Nil
Date of report	8 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.4A – COVID-19 Safety Guidance: Events Attachment 13.4B – City of Perth Cultural Advisory Committee recommendations Attachment 13.4C – Comments from the COVID-19 Events, Arts and Culture Advisory Committee Nominees Attachment 13.4D – Resident and Ratepayer survey results

Purpose

The purpose of this report is to consider the viability of three major events due to the impacts of COVID-19, as well as their strategic relevance to the City's economic rebound effort. Council considered the COVID-19 Economic Rebound Strategy at its Ordinary Council Meeting held on 26 May 2020 and requested additional information. In response, this report has been prepared to:

- advise Council about the risks associated with the planning and delivery of the Christmas Nativity, New Year's Eve and Skyworks events;
- make recommendations related to the cancellation, risk mitigation strategies and/or alternatives for each of these events; and
- recommend budget allocations for the 2020/21 discretionary projects to a total of $18,000,000 for the City's COVID-19 Economic Rebound Strategy.

Background

Although the WA Government began implementing a staged lifting of COVID-19 restrictions in April, as outlined in the current COVID-19 WA Roadmap, there is no timeline within the Roadmap to indicate when events and mass gatherings will again be permitted in WA. The uncertainty around the permissibility and safety of delivering events in the future poses significant challenges for event organisers, including the City, due to the length of time involved in planning major events (usually 6 to 12 months or more).

Three of the City's major events pose the most serious risks in planning and implementation due to the mass gatherings they attract, the high financial investment required, impacts on broader City service delivery, and their social significance: Christmas Nativity, New Year's Eve and Skyworks. These events also need to be considered within the economic climate caused by the impacts of COVID-19.

In working to support businesses, ratepayers and residents impacted by COVID-19, the City developed a COVID-19 Economic Rebound Strategy, which looks to effectively deploy approximately $18m of

discretionary funds identified for COVID-19 recovery in the 2020/21 financial year.

In preparing the Strategy, the City sought feedback from key stakeholders on what is required to assist with the quick rebound of Perth's economy. Approximately 250 surveys were sent to individuals representing tourism, property, arts, culture, retail, hospitality and the community seeking feedback on the value and impact of current activities and input into new projects, initiatives, and activities in setting the priorities for 2020/21. Christmas Nativity, New Year's Eve, and Skyworks were identified as low priorities through the stakeholder engagement.

At the Agenda Briefing Session held on 19 May 2020, Commissioners recognised the significance of these long-standing events and requested a further report addressing the following matters:

- The predicted impacts of COVID-19 at that time based upon advice from the WA Chief Health Officer and the State Government COVID-19 Roadmap;
- The financial risks involved in proceeding with project planning and securing contracts for goods and services if, as a result of COVID-19, the events do not proceed;
- The economic return of each event in comparison to other City delivered events;
- Alignment with State Government post COVID-19 recovery plans;
- The social benefit of each event;
- The history of each event including patronage, changes to event scope, the cost to the City and contributions from project partners / sponsors;
- The lead time required for each event to be effectively planned and delivered;
- Alternatives for the delivery of similar events of a smaller scale should the current uncertainty on the future impacts of COVID-19 reduce lead times for planning and the procurement of goods and services; and
- Community and stakeholder feedback, including WA Police.

Details

In preparing the report, a wide range of stakeholders and event partners were contacted for input, whose responses have been circulated to Commissioners under a separate cover. The full list of stakeholders contacted, with summary feedback, is included further on this report under Stakeholder Engagement.

This report has also been informed by:

- An analysis of unsolicited community sentiment from social media platforms;
- Input from other capital cities and comparative local governments also considering their major event planning in response to COVID-19;
- Survey of ratepayers and residents of the City of Perth;
- Advice from the City's Cultural Advisory Committee (Attachment 13.4C); and
- Informal comment from the members of the Events, Arts and Culture Advisory Committee (Attachment 13.4D).

The following is an analysis of the matters requested by Commissioners at the Agenda Briefing Session held on 19 May 2020. Matters common to all three events are addressed first and followed by a separate consideration of event-specific matters.

The predicted impacts of COVID-19 at event time based upon advice from the WA Chief Health Officer and the State Government COVID-19 Roadmap.

Advice from the WA Chief Health Officer states that while we are currently on a positive trajectory as a community, we still need to be constantly vigilant to avoid risk of further outbreaks. The physical distancing and increased hygiene measures will be a constant for some time to come. While it is too early to predict restrictions at the time of the events, the City is encouraged to consider flexible and adaptable solutions that can respond to the evolving situation.

The State Government COVID-19 Roadmap currently does not indicate when events and mass gatherings will again be permitted in WA. The WA Government has recently released the COVID-19 Safety Guidance: Events (Attachment 13.4A), to assist organisers in taking a risk-based, measured approach to the planning of events and implementation of prevention strategies likely to be required as restrictions are eased.

The COVID Safety Guidance: Events document anticipates that event organisers may be required to complete a COVID Safety Plan to mitigate the risks of COVID-19 in line with the best available health advice. The types of risk mitigation measures that are expected to be in such a safety plan are as follows:

- Physical distancing;
- Hygiene and sanitation regimes; and
- Training and education.

The document also states that:

"The decision to proceed with, restrict, modify, postpone, or cancel an event should be based on compliance with current COVID-19 related Directions (*Emergency Management Act 2005*), and the undertaking of a detailed risk assessment. Risk assessments should be conducted in partnership with local, state, and possibly national authorities, as well as mass gatherings experts."

While State Government health authorities are unable to provide definitive advice on the predicted impacts of COVID-19 at the time of the event, they have provided clear guidelines as to the requirement for event organisers to comply with restrictions and outlined in detail how they would likely implement risk mitigation strategies. According to the COVID-19 Safety Guidance: Events, all three events in their usual formats would be considered high risk under the public health principles related to COVID-19, which will be relevant well beyond Phase 4 of the Roadmap, as the risk of COVID-19 is likely to remain for some time.

The 9 June 2020, The Public Health Operation Centre Bulletin from the Department of Health warns that the COVID-19 fight is not over yet. The Bulletin states, "With warnings to expect a second wave of COVID-19, the potential for an overwhelming outbreak remains real." It references advice from Dr Clare Huppatz, leading WA expert in infectious diseases: "We need to be careful and cautious about what has happened in other countries in terms of having a resurgence." Without definitive advice about the likelihood of holding major events in December and January, we would need to plan and budget for maximum risk mitigation.

The financial risks involved in proceeding with the project planning and securing contracts for goods and services if, as a result of COVID-19, the events do not proceed.

The below table provides estimates of the financial risks involved in planning for the events in their usual format. The analysis is based on the following assumptions:

- costs for 2020/21 events will be increased compared to those of 2019/20 events due to additional costs related to implementing COVID Safety Plan risk mitigation measures at the events, which are calculated separately below;

- contractors will agree to contract terms dictating payment only of costs incurred up to the date of cancellation;
- contractors will be operational, available and there will be no supply-chain issues despite evidence that some event suppliers and contractors have folded due to COVID-19;
- no premium will be charged for truncated project timeframes, though last minute tenders do tend to drive up pricing for events; and
- staff costs would cease to be accrued approximately from the date of the decision to cancel or plan an alternative event.

Month of cancellation	**Financial Risk to the City (cumulative total including staff costs)**			
	Christmas Nativity	**New Year's Eve**	**Skyworks**	**Monthly Total (All events)**
End July	$0	$0	$105,000	$105,000
End August	$920	$920	$195,000	$196,840
End September	$2,760	$46,260	$315,000	$364,020
End October	$17,100	$64,360	$556,980	$638,440
End November	$41,960	$135,300	$833,960	$985,620
End December	$372,655	$576,275	$1,166,486	$2,115,416
End January			$2,822,663	$3,707,193

The below table provides a further breakdown of the Skyworks estimated costs for staff time, contractors, marketing and the fireworks contractor specifically:

Month of Cancellation	**Financial Risk Description**	**Estimated Cost**
End July	Staff time	$105,000
	July Cumulative Total	**$105,000**
End August	Staff time	$90,000
	August Cumulative Total	**$195,000**
End September	Staff time	$88,900
	Contractors	$15,000
	Marketing	$16,100
	September Cumulative Total	**$315,000**
End October	Staff time	$72,800
	Fireworks	$90,980
	Contractors	$46,000
	Marketing	$32,200
	October Cumulative Total	**$556,980**
End November	Staff time	$86,000
	Fireworks	$90,980
	Contractors	$100,000
	November Cumulative Total	**$833,960**
End December	Staff time	$48,546
	Fireworks	$90,980
	Contractors	$193,000
	December Cumulative Total	**$1,166,486**

End January	Staff time	$80,000
	Fireworks	$181,960
	Contractors	$1,119,947
	Marketing	$274,270
	January Cumulative Total	**$2,822,663**

An approximate breakdown of Skyworks contractor costs is explained in the table below, based on the 2020 event (held on a Sunday). It should be noted that the 2021 event falls on a public holiday, therefore some expenses are expected to increase:

Expenditure Description	**Estimated Expenditure**
Event infrastructure (lighting, toilets, shade, fencing etc)	$550,000
Fireworks	$455,000
Traffic Management and Hostile Vehicle Mitigation	$280,000
Entertainment (Birak Concert, Air Show & Langley Park)	$255,000
Security services	$180,000
First Aid and Lost Children services	$70,000
Waste and clean-up services	$66,000
Other expenses (signage, accessibility initiatives etc)	$80,000

In addition to financial risks associated with cancellation (sunk costs), other financial risks associated with proceeding with event planning and delivery include:

- **Funding Uncertainty**: Funding for Skyworks and New Year's Eve is not guaranteed. In 2019/20 the City received $435,000 for Skyworks and $100,000 for New Year's Eve from Lotterywest. It is important to consider that Lotterywest have replaced the program that funded both these events in the past with three programs that are aimed at assisting community in responding to COVID-19 and to COVID-19 recovery. This change, coupled with higher competition due to recent Australia Council decisions, a decreased funding pool, and changes in grant criteria all increase the risk of lost, or decreased grant revenue. Lotterywest have sent correspondence which does not provide certainty around their position on funding the two events. While the State Government has been broadly advocating for the events to continue in some form, there has been no indication that the events align well enough with State Government recovery plans for them to invest in their delivery;

- **Procurement Costs**: Planning time already lost for Skyworks is likely to result in additional costs of up to $20,000 to outsource procurement via WALGA, due to the City's internal procurement team needing to take on other commitments, particularly in relation to an escalated capital works program for 2020/21; and

- **COVID-19 Safety Measures**: Increased costs to implement COVID-19 safety measures, such as fencing to control attendee numbers; increased transport options; increased sanitary stations, toilets, food and water distribution areas; sanitation supplies; increased cleaning regimes; PPE; signage; training and education are outlined below.

Based on usual formats, the following are estimated costs to implement COVID-19 safety measures for Christmas Nativity and aspects of New Year's Eve in their usual formats (these are included in the totals above). It is important to note that measures may not to be effective in adequately mitigating health risks for New Year's Eve due to the crowd patterns and movement.

Requirement	Explanation	Christmas Nativity	New Year's Eve
Fencing	To control entry/exit and capacity	$7,000	$7,000
Ticketing and staff	Registration manages contact tracing and capacity	$3,500	$7,000
Cleaners	Frequent cleaning, particularly toilets, handles etc	$4,000	$7,000
Sanitisers/handwash	Hands-free basins and sanitiser stations	$4,000	$6,000
Signage	Advice on physical distancing, hygiene etc	$3,000	$6,000
Contingency	New measures announced or increase staff/cleaners etc	$5,000	$10,000
Staff costs to coordinate	Additional staff time required to coordinate the above requirements	$3,450	$5,175
Security	Additional security to enforce physical distancing	$2,125	$5,100
Total		**$32,075**	**$53,275**

It is not possible to implement COVID-19 safety measures based on current advice for Skyworks in its usual format, for an anticipated crowd of 250,000 people. The event spans more than 10km of foreshore, therefore fencing the event to manage numbers and to achieve contact tracing of attendees is not considered feasible.

The economic return of each event in comparison to other City delivered events.

Christmas Nativity has the lowest economic return of any event run by the City of Perth. Activities with longer duration, spread over the CBD area, tend to have higher economic returns and positive benefits for local businesses than major events staged in an outdoor venue on one or two nights of the year. Twilight Hawkers Market has the highest economic return. (This analysis does not include City-sponsored events run by third parties).

Economic impact is measured through third-party market research specialist, Culture Counts, by surveying a statistically valid sample of attendees to estimate their individual spend into the broader local economy, because of their attendance at the event, which is then extrapolated using total attendance figures to determine a total economic impact. The economic impact is on a broad range of relevant industries and is not necessarily contained to the city's bricks and mortar businesses, which are a key focus in the COVID-19 Economic Rebound Strategy. To calculate the economic impact of the event, only visitation attributed to the event is included.

Event	Duration (nights)	Total Cost (including staff)	Total Direct Impact	ROI (per $ spent)
Twilight Hawkers Market 2019/20	17	$14,000*	$6,749,982	$482.14
Christmas Lights Trail 2019	43	$1,400,000*	$6,800,000	$4.86
Skyworks 2020	1	$2,758,263	$5,294,547	$2.07
New Year's Eve 2019	1	$523,000*	$1,060,364	$2.03
Christmas Nativity 2019	2	$340,000*	$126,420	$0.37

*does not include any dedicated marketing costs – part of umbrella seasonal campaign

Source: Culture Counts

The social benefit of each event

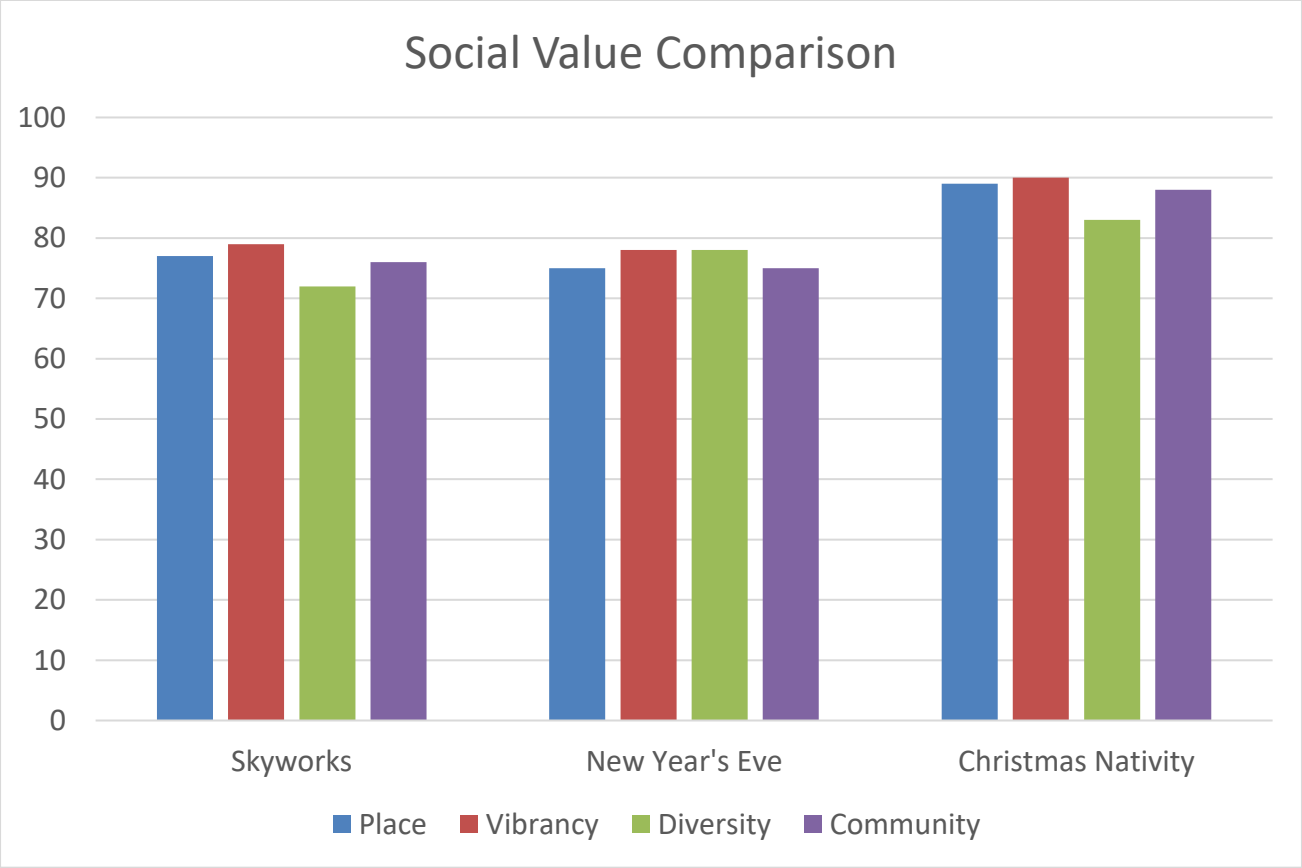
Christmas Nativity has a marginally higher social value than Skyworks and New Year's Eve, as rated by participants, albeit it has the smallest number of attendees. Overall, each of the three events have high levels of social value.

Regardless of the activity on the day, it is important to note the social value of community celebrations and Australia Day in particular. Celebrations that reflect and include all aspects of our diverse Australian culture create social cohesion, an appreciation of the diversity of our cultural expression and a deepened sense of belonging to a shared cultural heritage. Any decision made should not lessen the City's commitment under its Cultural Development Plan to deliver these outcomes through activation and events.

Social value is measured by capturing a statistically valid sample of attendees' perceptions of the event via intercept surveys. The surveys use standardised and nationally benchmarked questions to explore indicators of social value such as:

- A feeling of pride of their local area caused by the event (place);
- Enjoyment of vibrancy and activity at the event (vibrancy);
- A feeling that the event engaged with people from different backgrounds (diversity); and
- A strong sense of community at the event (community).

Below is a comparison of common indicators of social value measured across all three events.



Source: Culture Counts

Alignment with State Government Post COVID-19 recovery plans

At this stage, there is no indication of when events and mass gatherings will again be permitted in WA. In terms of planning for and investing in events, arts and cultural activities as part of COVID-19 recovery plans, the State Government has announced:

- $2.1 million three-year investment to maintain Regional Arts WA grant funding; and
- $8.5 million increase to funding for local community groups.

In its publication "Setting the Scene: Partnership planning for the COVID-19 pandemic recovery," The State Government acknowledges the significant impact that COVID-19 has had on various industries, in particular the construction, international education, tourism, culture and the arts, sport and recreation, retail, accommodation and food services and that restoring community cohesion and resilience is crucial, achieved through active engagement in arts, culture, education, sport and recreation. The State Government has established a State Recovery Advisory Group to provide high level and strategic advice on the impacts of COVID-19 and help to guide the development of the State Recovery Plan. It has also established a series of ministerial roundtable discussions, including one on the impacts, challenges, opportunities and quick wins for the culture and arts sector in COVID-19 recovery.

The Executive Director Culture and Arts at Department of Local Government, Sport and Cultural Industries, has provided the following high-level overview of the focus for the Department in responding to the phases of recovery and planning for restarting and stimulating the cultural and entertainment sectors:

- Supporting WA artistic content development and programming, predominately local content focused, recognising that travel restrictions will impact on capacity to engage interstate and international artists;
- Supporting contemporary live music and events, including consultation on how to support these sectors and advocating for consideration of the viability of events and activities. This includes building confidence in industry safe event processes such as sanitisation, crowd management, and contact tracing;
- Charting a path to reopening and activating venues, by working closely with the Perth Theatre Trust, other venues and major festivals. This takes into account venues across the State and includes not only safe operating practices, but also planning to ensure there is a pipeline of creative production ready to be staged; and
- Longer term capacity building for development and monetising of online content within the industry.

In both the "Setting the Scene" and "COVID-19 Safety Guidelines – Events" the State encourages a cautious and flexible approach to planning, ensuring that any plans put in place are able to adapt as much as possible to changing conditions and restrictions.

In summary, alignment with State Government Post COVID-19 recovery plans would broadly see the City building confidence in safe event practices in line with health advice, focusing on supporting and engaging local cultural practitioners and content, and providing as much clarity as early as possible by planning for events that are adaptable and responsive to changing conditions and restrictions.

Individual Event Analysis - Christmas Nativity

The history of each event including patronage, changes to event scope, the cost to the City and contributions from project partners / sponsors

Christmas Nativity Overview			
Established	Around 1996		
Patronage (2019/20)	10,300		
History	Christmas Nativity is a free concert that brings the traditional story of Christmas to life on stage with 100 performers, live animals and Christmas carols. This annual family event attracts 10,000 people across two evenings who bring picnic rugs and chairs to Supreme Court Gardens. Prior to 2017, Christmas Nativity was held in Forrest Place with 2,200 plastic chairs provided as seating, in addition to permanent seating and standing room. This caused a lot of congestion, which increased the risks to the safety of the crowd, prompting a venue shift.		
Changes to Scope	Minor (venue)		
Event Cost * *Excluding staff costs	**Year**	**Amount**	**Contributions**
	2019/20	$330,000	Nil in any year
	2016/17	$248,839	
	2013/14	$230,750	
	2010/11	$177,500	
	2005/06	$105,000	
	2001/02	$57,382	
Budget Notes: The event cost has almost doubled in 10 years. One of the main reasons is stricter event compliance requirements, which have significantly increased from a decade ago and include such considerations as hostile vehicle mitigation; disability, access and inclusion; sustainability and recycling; and security.			
Lead time required for effective planning and delivery.	Minimum Lead Time	Ideal Lead Time	
	Five months (from mid-July)	Six months (from mid-June)	

Alternatives for the delivery of a similar Christmas Nativity event of a smaller scale should the current uncertainty on the future impacts of COVID-19 reduce lead times for planning and the procurement of goods and services

Two alternative options for smaller scale events are:

1. Leveraging the Christmas Lights Trail; and
2. Support community groups to conduct neighbourhood nativity events

In an effort to decrease the risk associated with mass gatherings and leverage the significant investment made by the City and stakeholders into the Christmas Lights Trail, there is the opportunity to include a Nativity-scene/s in the scheduled Christmas Projections on St Georges Cathedral. This would ensure visitors can take in a traditional Christmas narrative, but in a way that encourages movement throughout the city. Many more members of the community would be able to enjoy this digital retelling of the traditional Christmas story for over 38 consecutive nights (45 nights if the alternative New Year's Eve concept is

approved) rather than 10,000 people over just two nights as is the case with the event in its usual format.

In addition to this, Council could encourage community organisations to apply for grants to deliver traditional Christmas community events, which could be integrated into the Christmas Lights Trail experience or held in residential neighbourhoods as stand-alone events.

Together these options provide good value for money, continue to celebrate the nativity, disperse visitors throughout the city, build a sense of community in neighbourhoods, and support bricks and mortar retail and hospitality businesses throughout the city centre.

Item	**Cost**	**Comments**
Nativity Projections	$0	Accommodated in the current budget for the Christmas Lights Trail
Event sponsorship	Subject to applications received, assessed and approved	Accommodated within the current Grants program
Total	**$0**	

Considerations

- Current sponsorship guidelines only allow the City to fund 30% maximum of an event budget. The community organisations would need to be able to fund the other 70%;
- The public may expect a dedicated Christmas Nativity event from the City, however, attendance and economic return are lowest for this event and therefore it poses the least risk in scaling down significantly; and
- Many local governments and community groups throughout metropolitan and regional suburbs provide traditional Christmas events, which is likely a factor in the relatively low attendance numbers for this event.

Planning time required

N/A – Business as usual

Community and stakeholder feedback on the Christmas Nativity, including from WA Police.

Stakeholders are generally supportive of an alternative solution to the Christmas Nativity, as indicated in written responses from the City's Cultural Advisory Committee (Attachment 13.4B) and nominees of the COVID-19 Events, Arts and Culture Advisory Committee (Attachment 13.4C).

Feedback from City residents and ratepayers does not provide an overwhelming majority view on whether or not the event should proceed or be replaced with an alternative; there is generally divided opinion. The results indicate that 44% of respondents believe Christmas Nativity should go ahead, while 43% do not and 13% are undecided. Additionally, 44% would support a smaller scale event going ahead instead (as opposed to 32% who would not and 25% who are unsure). A strong majority of people would only attend an event of this size on government advice. (See details in Attachment 13.4D)

WA Police have echoed the sentiment and advice provided in the COVID-19 Safety Guidance: Events stating that, "Limiting attendance to identified areas at a free large-scale event would require a significant security presence well exceeding normal practice." Their detailed response goes on to state that police resources would be severely impacted and detract from core functions if required to enforce physical distancing on a large scale. Planning a policing response for Christmas Nativity would take 8 to 10 weeks.

Individual Event Analysis – New Year's Eve

The history of each event including patronage, changes to event scope, the cost to the City and contributions from project partners / sponsors

New Year's Eve Overview			
Established	Around 1992		
Patronage (2019/20)	40,000		
History	The streets are closed each year to ensure safe New Year's Eve celebrations are facilitated in Northbridge. Entertainment from 6pm includes three stages of entertainment for all ages at the Perth Cultural Centre and Yagan Square. A discount fun fair runs all night, street activation including a curated buskers program entertains on the streets before the kid's countdown and fireworks at 9pm. The official countdown at midnight brings in the new year with fireworks launched from five locations. Before this, a family concert was held in Forrest Place on New Year's Eve since at least 1992. By 1999, there were simultaneous celebrations occurring in Northbridge and Forrest Place. Forrest Place was replaced by the Perth Town Hall from 2001 to 2006, while Northbridge celebrations continued. A constant over the history of the event has been that roads have been closed for public safety and increased amenity. Hostile Vehicle Mitigation is a new addition in recent years.		
Changes to Scope	Moderate (venue, format)		
Event Cost * *Excluding staff costs	**Year**	**Amount**	**Contributions**
	2019/20	$485,000	$115,000
	2018/19	$320,000	$50,000
	2016/17	$298,997	
	2013/14	$238,900	
	2010/11	$181,700	
	2005/06	$220,861	
	2001/02	$60,132	

Budget Notes: The event cost has increased by over 160% since 2010. One of the main reasons is stricter event compliance requirements, which have significantly increased from a decade ago and include such considerations as hostile vehicle mitigation; disability, access and inclusion; sustainability and recycling; and security. The introduction of fireworks and additional entertainment locations have also increased costs.

As described above, there is no certainty regarding the $100,000 in funding provided by Lotterywest in 2019/20. It is worth noting that Christmas Lights Trail also traditionally receives $150,000 funding from Lotterywest and it may be strategic to apply for one project and not the other.

In 2019, DevelopmentWA contributed Yagan Square venues in-kind as well as $15,000 cash to the event. They have indicated in their correspondence that they are "prepared to make a significant financial contribution" to the 2020/21 event.

Lead time required for effective planning and delivery	Minimum Lead Time	Ideal Lead Time
	Six months (from 1 July)	Nine months (from 1 April)

Alternatives for the delivery of a similar New Year's Eve event of a smaller scale should the current uncertainty on the future impacts of COVID-19 reduce lead times for planning and the procurement of goods and services

An alternative option for a smaller scale New Year's Eve event comprises the following key components, developed in consultation with the City's relevant advisory committees, DevelopmentWA and WA Museum:

1. Close off streets in Northbridge for public safety and increase activation of this key entertainment precinct. This would need to include Hostile Vehicle Mitigation measures;
2. Rooftop fireworks in seven locations at 9pm and midnight with multiple viewing areas to discourage mass gatherings in one location, with the potential to include CBD and Elizabeth Quay locations;
3. Extend the dates of the Christmas Lights Trail by one week to include New Year's Eve. Traditionally, the Christmas Lights Trail includes installations across the city for visitors to explore, including in key Northbridge areas (Yagan Square, Perth Cultural Centre and Northbridge Piazza);
4. Program street-level activation in key Northbridge locations such as roving entertainment, buskers or additional installations (e.g. giant 2021 numbers);
5. Drive visitation into bricks and mortar businesses via campaign messaging;
6. Strategic partnership with the WA Museum for early evening family activation in Perth Cultural Centre including:
    a. Museum to remain open until 9pm on 31 December 2020;
    b. Launching fireworks from the Museum rooftop (pending technical feasibility);
    c. Activating the "City Room" space (acts as an interface from the Museum to the PCC and is accessible 24/7) with activities that connect and reflect on key Museum themes;

    The Museum is supportive of exploring other opportunities to leverage the New Year's Eve event including the potential use of the "Museum in a Container". The Museum would in principle support a request for contribution to co-deliver the activation; and
7. Potential to collaborate with an amusement provider to offer a ticketed fun fair at no cost to the City (subject to COVID-19 restrictions at the time).

New Year's Eve is traditionally a night when many people come into Northbridge and surrounds to enjoy the entertainment and hospitality precincts. Streets are closed every year to ensure the safety and easy flow of pedestrians as they move from venue to venue. Unless COVID-19 restrictions revert to *Roadmap* phase one levels in January, it is quite likely that large numbers of people will come out to celebrate New Year's Eve.

The primary aim of any event or activation on New Year's Eve 2020 should therefore be to manage crowds in line with health advice and support local businesses to both cope with and capitalise upon visitation in a safe manner, providing a positive experience for patrons. The alternative option avoids traditional entertainment stages, which would only encourage congregation and mass gathering.

Item	**Cost**	**Comments**	**Potential Contribution**
Road closures	$25,000	Northbridge streets only	
Hostile Vehicle Mitigation	$40,000	Northbridge streets only	
Fireworks	$140,000	Rooftop fireworks – seven locations	Potential DevelopmentWA or corporate support if launched from EQ
Facilities and Services	$35,000	First aid, toilets, drinking water, basic security, bins	

Street level activation	$25,000	Roving, buskers, 2021 numbers etc	DevelopmentWA have previously provided $15,000 and have indicated significant support for an event in 2020
Family activation with WA Museum	$10,000	Activity TBC based on restrictions; link to museum themes of Aboriginal history.	WA Museum in principle supports a request for contribution
Christmas Lights Trail extension	$100,000	Estimated costs, including security.	
COVID-19 safety requirements.	$25,000	Approximate based on current health advice.	
Contingency (5%)	$15,000		
TOTAL	**$415,000**		

Assumptions

- That bars, clubs and restaurants will be 'back to normal' capacity (or close-to) to require the road closures and Hostile Vehicle Mitigation measures.

Considerations

- Moving the dates of the Christmas Lights Trail (but keeping the duration the same) may adversely impact pre-Christmas trade for the retail sector, so the proposal is to extend, rather than shift the dates, at an additional cost of approximately $100,000;
- The alternative proposal addresses the risk of increased anti-social behaviour due to insufficient entertainment and activation and roads remaining open to traffic. WA Police have previously advised that closing roads and providing activation are key in mitigating anti-social behaviour. WA Police may be interested in supporting the event, given enough lead time and capacity for rostering enough officers;
- Many people visit Northbridge on New Year's Eve without knowing the program, with the expectation that there will be entertainment in the city, so it will be important to manage expectations and work closely with business owners to ensure a positive experience; and
- There is significant interest from WA Museum and DevelopmentWA to partner on this event. There is a further opportunity to approach other key Northbridge stakeholders regarding partnership to amplify the event, such as other Perth Cultural Centre institutions and WA Music.

Planning time required for alternative option - minimum 3.5 months for core event planning (note that a decision to extend the trail needs to be made no later than 31 August to inform contracts, event promotion and stakeholder consultation).

Community and stakeholder feedback on New Year's Eve, including WA Police

Stakeholders are generally supportive of an alternative solution to the traditional New Year's Eve event, as indicated in written responses from the City's Cultural Advisory Committee (Attachment 13.4B) and nominees of the COVID-19 Events, Arts and Culture Advisory Committee (Attachment 13.4C). In addition to general support for the proposed options, WA Museum and DevelopmentWA have expressed their interest in partnering with the City to deliver the alternative event, providing in-principle financial and in-kind support.

Feedback from City residents and ratepayers does not provide an overwhelming majority view on whether

or not the event should proceed or be replaced with an alternative; there is generally divided opinion. The results indicate that 46% of respondents believe New Year's Eve should *not* go ahead, while 41% think it should proceed and 13% are undecided. Additionally, 39% would support a smaller scale event going ahead instead (as opposed to 36% who would not and 25% who are unsure). A strong majority of people would only attend an event of this size on government advice, with the second most common answer being that they would never feel comfortable attending an event of this size (21%). (See details in Attachment 13.4D)

As mentioned above, WA Police have echoed the sentiment and advice provided in the COVID-19 Safety Guidance: Events. Planning any event on New Year's Eve, traditionally one of the busiest nights of the year, will require close collaboration with the WA Police to ensure the event format matches the police resources available under the conditions at the time. Their detailed response states that planning a policing response for New Year's Eve would take 8 to 10 weeks.

Individual Event Analysis – Skyworks

The history of each event including patronage, changes to event scope, the cost to the City and contributions from project partners / sponsors

Skyworks Overview	
Established	1986
Patronage (2019/20)	250,000
History	Skyworks fireworks display is the keystone component of a major community event to celebrate Australia Day in Perth city. Throughout the afternoon hundreds of thousands of people arrive at Langley Park and Supreme Court Gardens, Matilda Bay foreshore, South Perth foreshore, Victoria Park, Kings Park and onto the surrounding Swan River in boats to take in the air show and a wide range of free, family-friendly entertainment, including the Birak concert, which is a celebration of Aboriginal culture through contemporary music and yarning. Event planning typically begins in March, with stakeholder meetings commencing from May involving over 70 agencies. Skyworks started in 1985 with 25,000 people attending at The Esplanade (now Elizabeth Quay) first organised by radio station 96fm and called 'Skyshow'. In 1986, the event quickly grew and attracted 100,000 people. The City of Perth took over as primary organiser of the event in 1997 and renamed the event 'Skyworks'. Attendance numbers peaked at an estimated 400,000 around 2009 before becoming steady year-on-year between 250,000 and 300,000. This was due to the introduction of many suburban Australia Day Celebrations (Armadale, Fremantle, Bassendean etc). 2020 was the 36th annual event with the only cancellation occurring in 2017 at 6pm on the day of the event as the direct result of a light plane crash in the Swan River. In 2000, the City of Perth encouraged the Coalition of Peoples, the organisers of the annual Indigenous Survival Concert (now Birak Concert), to relocate the concert from Wellington Square to the foreshore to participate in the Australia Day celebration as part of the wider Western Australian community. The "Survival Concert" had been held in Supreme Court Gardens on 26 January from 2001 to 2006. The City of Perth took over coordination from 2007 when current organisers were unable to continue.
Changes to Scope	Major (attendees, scale, cultural considerations, delivery model)

Event Cost * *Excluding staff costs	**Year**	**Amount (Shown at approximately three-year intervals to illustrate changes over time)**		
	2019/20	$2,258,263		
	2016/17	$1,749,647		
	2013/14	$1,763,247		
	2010/11	$1,568,409		
	2005/06	$963,000		
	2001/02	$681,828		
Event Contributions	**Year**	**Cash Contribution***	**Revenue****	**Total**
	2019/20	$444,000	$3,000	$447,000
	2018/19	$435,000	$3,000	$438,000
	2017/18	$435,000	$3,000	$438,000
	2016/17	$500,000	$2,000	$502,000
	2015/16	$500,000	$2,000	$502,000
	2014/15	$500,000	$6,500	$506,500
	2013/14	$560,000	$3,500	$563,500
	2012/13	$507,000	$8,243	$515,243
	2011/12	$507,000	$155,045	$662,045
	2010/11	$507,000	$170,000	$677,000
	*Contribution = grants, sponsorships, cash contributions from surrounding local governments			
	**Revenue = license fees for catering and merchandise, corporate box sales, advertising sales in liftout, activations			

Budget Notes: The event cost has more than tripled since inception. Hostile vehicle mitigation for such a large crowd is a significant factor in the increasing costs, among other stricter event compliance requirements, which include such considerations as disability, access and inclusion; sustainability and recycling; and security.

Contributions and revenue have both decreased over time, as costs continue to increase. There is currently no certainty regarding the $435,000 in funding provided by Lotterywest in 2019/20. It is worth noting that Christmas Lights Trail also traditionally receives $150,000 funding from Lotterywest and it may be strategic to apply for one project and not the other.

Lead time required for effective planning and delivery.	Minimum Lead Time	Ideal Lead Time
	7 months (from 26 June)	10 months (26 March)

Other Contributions from project partners/sponsors

In earlier years, other local government authorities such as City of South Perth and Town of Victoria Park received maintenance costs from the City for costs incurred on their land (such as clean-up and rangers). Over the years the support has grown with these councils now covering these costs and more (such as road closures) themselves. The City still funds bins, toilets and emergency services infrastructure on other authority's land.

The following is representative of contributions from project partners/sponsors in 2020:

Partner/Sponsor Name	**Contribution**	**Cash / In-kind / Partner**
Lotterywest	$435,000	Cash
City of South Perth	$9,000	Cash
Channel Nine	Commercial in confidence	In-kind
Mix94.5	Commercial in confidence	In-kind

City of South Perth	$864,000	Cost Incurred by Partner
Kings Park (Department of Biodiversity Conservation and Attractions)	$12,200	Cost Incurred by Partner
Town of Victoria Park	$8,600	Cost Incurred by Partner
Crawley/Matilda Bay (DBCA)	$3,500	Cost Incurred by Partner

Alternatives for the delivery of similar events of a smaller scale should the current uncertainty on the future impacts of COVID-19 reduce lead times for planning and the procurement of goods and services

An alternative option for a smaller scale Australia Day event comprises the following key components, developed in consultation with the City's relevant advisory committees:

1. Birak Concert at Supreme Court Gardens (celebration of Aboriginal culture through music, dance, art and food). Due to its smaller scale relative to Skyworks as a whole, this event could feasibly be restaged in a manner that complies with COVID-19 safety guidelines and risk mitigation strategies. The City is traditionally not the only investor in this event, so the financial risks are lessened by being shared;
2. A small series of small-scale family events or activations dispersed throughout the city, delivered in partnership with businesses;
3. Aussie Day themed Twilight Hawkers Market and Perth Home Grown Market;
4. Lighting of City-managed and other buildings and assets with colours of the Australian and Aboriginal flag and other appropriate lighting displays;
5. City of Perth Library programming in the week before/after (closed on public holidays);
6. Neighbourhood grants for community events (subject to application, assessment and approval process); and
7. Promotion and campaign messaging to drive visitation.

Traditionally, the Skyworks fireworks display is the biggest draw card for the Australia Day event as evidenced by crowd numbers peaking just before and dispersing out of the city very shortly after the display is complete. As described in the risk sections above, it would be unfeasible to implement any COVID-19 risk mitigation strategies that would effectively manage a crowd of 250,000 or more.

The main strategy for an alternative activation or event on Australia Day would be to disperse visitors throughout the city to experience a range of cultural and family-friendly activities that celebrate the diversity of Perth and Western Australia, through passive engagement wherever possible. This will have significant positive flow-on effects for local traders as well. The proposed alternative Australia Day Celebration program avoids the main fireworks attraction, which would only encourage congregation and mass gathering at unmanageable levels.

Budget

Item	**Cost**	**Comments**
Birak Concert	**$150,000**	Programming, production, services and infrastructure, hostile vehicle mitigation etc
Birak Concert COVID-19 safety measures (based on current health advice)	$7,000	Fencing to control entry/exit and keep event within restricted venue capacity.
	$3,000	Ticketing and staff required to control numbers and for contact tracing on the basis that it is free registration
	$3,000	Cleaners to undertake frequent cleaning,

		particularly toilets, handles etc.
	$2,500	Hand wash basins and sanitiser stations, hands-free basins at toilet blocks, sanitiser stations at entry/exit and throughout.
	$1,000	Signage to provide an education tool to advise of restrictions, key messages etc.
	$3,500	Contingency, price increases, new measures required, etc.
	$20,000	**Sub Total - COVID-19 Safety measures**
Small-scale family events	**$50,000**	Numerous across the city.
Aussie themed markets	**$0**	Accommodated within the Markets budgets.
City lighting	**$0**	BAU no additional financial implications.
Library programming	**$0**	BAU no additional financial implications.
Neighbourhood grants	**$0**	Accommodated within the current Grants program.
Marketing campaign	**$0**	Accommodated within the current Marketing budget.
Total	**$220,000**	
Budget Notes: The contracted coordinator of the Birak Concert is expected to source additional sponsorship for this event. In previous years this has been a minimum of $40,000 plus in-kind support.		

Assumptions

- The Australia Day Citizenship Ceremony will proceed as an invitation-only event;
- Fireworks can't be included over the river or crowds will be too difficult to manage; and
- Retailers will open on the public holiday to make the markets worthwhile.

Considerations

- Controversial issues that traditionally surround Skyworks such as change the date and concerns related to fireworks (including environmental concerns and sensitivities around bushfire seasons) have not been taken into account and should be considered separately to any decision related to the impacts of COVD-19.

Planning time required – minimum of five months

Community and stakeholder feedback on Skyworks, including WA Police

Stakeholders are generally supportive of an alternative solution to the traditional Skyworks event, as indicated in written responses from the City's Cultural Advisory Committee (Attachment 13.4B) and nominees of the COVID-19 Events, Arts and Culture Advisory Committee (Attachment 13.4C), except for the Australian Hotels Association, which feels strongly that the traditional Skyworks event is an important boost for hotel stays at that time of year.

Feedback from City residents and ratepayers does not provide an overwhelming majority view on whether or not the event should proceed or be replaced with an alternative; there is generally divided opinion. The results indicate that 46% of respondents believe Skyworks should *not* go ahead, while 45% think it should proceed and 9% are undecided. Additionally, only 31% would support a smaller scale event going ahead instead (as opposed to 48% who would not and 21% who are unsure). A strong majority of people would only attend an event of this size on government advice, with the second most common answer being that they would never feel comfortable attending an event of this size (26%). (See details in Attachment 13.4D).

WA Police have echoed the sentiment and advice provided in the COVID-19 Safety Guidance: Events stating

that, “Limiting attendance to identified areas at a free large-scale event would require a significant security presence well exceeding normal practice.” Their detailed response goes on to state that police resources would be severely impacted and detract from core functions if required to enforce physical distancing on a large scale. This is particularly relevant for Skyworks, which already requires the WA Police Force to dedicate considerable resources to planning the police commitment, consulting with event stakeholders and providing policing resources on the day. Planning a policing response for Skyworks would take 16 weeks.

Stakeholder engagement

The priorities that underpin the project prioritisation and budget allocation for the COVID-19 Economic Rebound Strategy were first informed by an initial consultation process whereby the City sought the feedback of its key stakeholders on what is required to assist with the rebound of Perth’s economy. Close to 250 surveys were sent out and open for feedback between 1 May 2020 and 10 May 2020. A total of 74 valid responses were returned with feedback. This gives a 30 per cent response rate, which is well within the statistical requirements for a trustworthy sample.

This initial feedback was augmented by further extensive stakeholder and community consultation to inform the recommendations in this report. Actions and outcomes can be summarised as follows:

Stakeholder	**Engagement Tactic**	**Engagement Goal and Outcome**
Residents and Ratepayers	Survey	*Consult* Refer to Attachment 13.4D
WA Chief Health Officer	Letter	*Consult* Physical distancing and increased hygiene measures will remain for some time to come. Encourages the City to consider flexible options and contingencies that are adaptable.
State Government, (DLGSC, DPC)	Phone Meeting	*Consult* Building confidence in safe event practices in line with health advice, focusing on supporting and engaging local cultural practitioners and content, and providing as much clarity as early as possible by planning for events that are adaptable and responsive to changing conditions and restrictions.
WA Police	Letter	*Consult* Event organiser is responsible for ensuring physical distancing. Police resources would be severely impacted and detract from core functions if required to enforce physical distancing on a large scale. Planning time required: Skyworks (16 weeks); New Year’s Eve and Nativity (8-10 weeks).
Media Partners (Mix 94.5, Channel 9)	Letter	*Consult* Latest date to commence planning is 31 October (Channel Nine) and 1 August (mix94.5). Supportive of the event proceeding, if aligned with health advice.
City of South Perth	Letter	*Consult* Latest date to commence planning is August. The Skyworks decision and availability of Lotterywest funding will inform the future of the Celebration Zone.
Funding Partner	Letter	*Consult*

(Lotterywest)		There are three grant programs for responding to COVID-19 and recovery available with a framework for 2020-21 being considered. Eligibility of proposed events not yet clear.
Cultural Advisory Committee	Workshop	*Collaborate* Refer to Attachment 13.4B
COVID-19 Events, Arts and Culture Advisory Committee Nominees	Workshop	*Collaborate* Refer to Attachment 13.4C
DevelopmentWA	Phone Meeting	*Collaborate* Supportive of New Year's Eve proceeding. Prepared to make a significant contribution.
WA Museum	Phone Meeting	*Collaborate* Supports the alternative proposal for New Year's Eve and in principle supportive of contribution requests.
Capital City Local Governments		*Consult* Decisions on major events to be made July/ August. Other events proposed to proceed in alternative formats.
Major Contractors (Fireworks etc)	Email	*Consult* Prepared to commence planning later in 2020, on a costs incurred to date basis.

Other Consultation Considerations:

General Perth Population	Social Media Sentiment Analysis 22 May 2020	At the time of the initial media coverage in late May related to the decision to proceed with major events or not, the community sentiment across social media regarding this issue was primarily focused on Skyworks and overwhelmingly supportive of a decision to cancel Skyworks. No further social media commentary on this issue of any significance has been made since.
	ABC Subscriber Poll	"*Should next year's Skyworks go ahead?*" 4,800 votes 70% voted 'No' 30% voted 'Yes'

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	People
Strategic Objective:	1.6 Thriving and sustainable cultural, artistic and heritage industries, activities and events that encourage locals and visitors to come back for more
Aspiration:	Prosperity
Strategic Objective:	4.8 Iconic signature events positioned strategically to create a vibrancy that

	attracts intrastate, interstate and international visitors

The COVID-19 Economic Rebound Strategy discretionary operating projects deliver across multiple areas of the City's Strategic Community Plan and will impact the delivery all six the Aspirations (People, Place, Planet, Prosperity, Performance, Partnership) in various ways.

The alternative events proposed in this report will also deliver across multiple Aspirations, though primary on People and Prosperity through engaging visitors in cultural events and activities that will have positive flow-on impacts on city vibrancy and the local economy.

Legal and statutory implications

There are no legal or statutory implications related to this report.

Connection with mandates in the *City of Perth Act 2016*

8(1)(g) - to strengthen Perth's reputation as an innovative, sustainable and vibrant city that attracts and welcomes all

Risk implications

Impact of decision	
Organisation	High
Community	High

These are the risks associated with proceeding with all three events as per usual compared to the alternative event formats proposed above.

Christmas Nativity

	Current Event Format (BAU)			**Alternative Event Format Proposed**		
Risk domain	**Consequence**	**Likelihood**	**Risk rating**	**Consequence**	**Likelihood**	**Risk rating**
People	Major	Unlikely	**Medium**	Minor	Unlikely	**Low**
Reputation and External Stakeholders	Minor	Unlikely	**Low**	Minor	Likely	**Medium**
Service Delivery/ Strategic Objectives	Moderate	Likely	**High**	Minor	Likely	**Medium**
Financial	Minor	Possible	**Medium**	Insignificant	Rare	**Low**

New Year's Eve

	Current Event Format (BAU)			Alternative Event Format Proposed		
Risk domain	**Consequence**	**Likelihood**	**Risk rating**	**Consequence**	**Likelihood**	**Risk rating**
People	Major	Possible	**High**	Major	Unlikely	**Medium**
Reputation and External Stakeholders	Moderate	Likely	**High**	Minor	Possible	**Medium**
Service Delivery/ Strategic Objectives	Minor	Likely	**Medium**	Minor	Likely	**Medium**
Financial	Minor	Possible	**Medium**	Minor	Unlikely	**Low**

Skyworks

	Current Event Format (BAU)			Alternative Event Format Proposed		
Risk domain	**Consequence**	**Likelihood**	**Risk rating**	**Consequence**	**Likelihood**	**Risk rating**
People	Catastrophic	Unlikely	**High**	Major	Rare	**Medium**
Reputation and External Stakeholders	Major	Almost certain	**Extreme**	Moderate	Almost certain	**High**
Service Delivery/ Strategic Objectives	Moderate	Almost certain	**High**	Minor	Almost certain	**Medium**
Financial	Moderate	Possible	**Medium**	Minor	Unlikely	**Low**

Risk Summary Narrative:

People: COVID-19 is estimated to have an approximate fatality rate of 1.3% in Australia and an exponential infection rate over time, unless strict control measures are followed. As a result, there is no indication of when events and mass gatherings will again be permitted in WA. Preliminary advice provided by the WA Chief Health Officer and the COVID-19 Safety Guidance: Events is outlined above and in Attachment 13.4A and Attachment 13.4B. The current recommended risk mitigation measures would be impossible or very costly to implement for these events (as outlined above). The risk to public health would be high for Skyworks and New Year's Eve and medium for Christmas Nativity, should these events go ahead in their usual formats under current circumstances.

Reputation and External Stakeholders: Past experience has shown that any proposed changes to the delivery of these three events has resulted in significant public outcry and negative state level media coverage. However, in the case of Skyworks, when the event does run as planned, there is also traditionally some level of outcry due to cultural and environmental concerns associated with the history of 26 January and large-scale fireworks during bush fire season respectively. In summary, whatever decision is made in relation to these events will likely result in some level of negative media coverage and public sentiment, particularly from residents and ratepayers, which survey results have shown to be divided on the issue of whether Skyworks should go ahead in its current form (46% against and 45% for). According to the ABC poll,

the broader public is more clearly against Skyworks proceeding (70% against 30% for).

Service Delivery/Strategic Objectives: The main impacts on service delivery are in relation to procurement, however, there are also impacts on delivery of services across activation, cultural experience, economic development, marketing communications, community amenity, health, activity approvals, safety, transport, waste, cleansing and parking management, as these services are under additional strain to meet demand imposed by responding to COVID-19 and would also be key services involved in delivering these three events (particularly Skyworks). It is likely that at least some of these services would see service disruptions or customer complaints during a compressed planning and delivery timeframe for these events.

In terms of procurement, on average a normal tender takes around nine weeks, but can take up to 17 weeks if there is significant demand. The volume of tenders required for these events (7-10) could pose a capacity issue, particularly at a time when the City is embarking on an ambitious capital works program for 2020/21. Calling so many tenders with reduced timelines means other projects may be delayed.

Strategic objectives that may be impacted include the delivery of the Neighbourhood Approach, as interdependent resources are allocated to this project and event delivery, as well as the COVID-19 Economic Rebound Strategy, which is highly dependent on discretionary operating budget.

Financial: Financial risks have been outlined above in detail; in sum the biggest financial risk is associated with cancellation (sunk costs). Another key consideration is the opportunity cost that results from investing in planning for these events; at least five FTE and hundreds of thousands of dollars within the first two months alone that could be deployed to higher priorities.

Approval implications

As outlined in the Risk Implications section, there are significant health, reputational, service delivery, strategic and financial risks associated with any decision made in relation to these three major events. Officers have considered community sentiment, extensive stakeholder feedback, professional advice, and the complex risks involved. Based on these considerations, they have recommended options that best mitigate the risks, are flexible enough to adapt to changes in the situation, balance the need to rebuild community confidence and social cohesion with the need to protect public health, and best contribute to economic rebound of the city centre.

While the broader community, residents, ratepayers and stakeholder feedback is in line with and supportive of the officer recommendations, there are some notable exceptions:

- Skyworks media partners and contractors are supportive of the event proceeding as usual, even with a shorter planning timeframe;
- The Australian Hotels Association is supportive of Skyworks proceeding as usual;
- While a marginal majority of resident and ratepayer survey respondents do not think Skyworks should go ahead, only 32% of respondents support a smaller scale event without fireworks going ahead instead, while 48% would not support the organisation of such an alternative event and 20% are undecided (see details in Attachment 13.4D); and
- A marginal majority of resident and ratepayer survey respondents think Christmas Nativity should go ahead in its current form, however, the majority would also support a smaller scale event instead.

Delaying the decision on options for these events is not advised, because although some suppliers and partners have indicated that they could begin planning later than normal due to decrease in other work because of COVID-19, there is also additional time required to plan and implement COVID-19 risk mitigation measures. As a rule, the later the planning and procurement begins, the higher the risk of errors, incidents

or problems on event day, so ideally, planning would begin as early as possible for any option. This would also provide a level of certainty for suppliers, stakeholders and the community that is sorely needed.

Financial implications

The City's long-term financial plan and Corporate Business Plan will allocate approximately $18,000,000 to the implementation of agreed activities and projects to support the community on reducing COVID-19 impacts.

The cost to deliver all projects, including Christmas Nativity, New Year's Eve and Skyworks in their usual format would be at least $21,707,193 (this figure excludes COVID-19 safety measures for Skyworks on the basis that it is not possible to implement these for an event of this nature).

As an alternative, the City could deliver a series of alternative events that would meet COVID-19 safety guidelines, as outlined in this report. The total cost of the proposed alternatives is $635,000. The administration has attempted to include this amount through redistribution of funds from 'other recovery actions' and 'Programs and initiatives for families and children' within the $18,000,000 budget, as is detailed in the recommended project budget allocation below.

Table 1: 2020/21 Discretionary Operating Projects

Prioritisation of projects as per the Stakeholder Feedback: Keep doing / Do more	**Cost allocation**	**Keep doing / Do more**	**Do Less / Don't do**
Cleaning and presentation of the city	$ 1,000,000	71	3
Support and advocacy for people experiencing or at risk of homelessness; including the co-ordination of services and support networks	$ 1,905,000	70	4
Programs and initiatives for young people and youth at risk	$ 100,000	69	7
Security, surveillance and community safety programs for the city	$ 1,200,000	68	6
Grants for small to medium businesses to help them survive and rebound after the pandemic	$ 1,040,000	67	7
Marketing campaign to support retail sector	Included in Marketing budget	65	9
Marketing campaign to support small business sector	Included in Marketing budget	65	9
Programs and initiatives for families and children	$ 980,000	64	10
Grants to support arts and cultural sector rebound and recovery	$ 1,400,000	63	11
Marketing of Perth as a visitor destination	Included in Marketing	61	13

Prioritisation of projects as per the Stakeholder Feedback: Keep doing / Do more	Cost allocation	Keep doing / Do more	Do Less / Don't do
	budget		
Marketing campaign to promote Perth as safe and open	$ 2,800,000	61	13
Grants to support third-party activation and events post COVID19	$ 1,250,000	60	14
Perth Home Grown Markets	$ 50,000	60	14
Twilight Hawkers Markets	$ 50,000	59	15
Grants for community groups and programs	$ 65,000	58	16
School holiday events	Included in Programs for Families	58	16
Marketing of Perth as a business investment destination	Included in Marketing budget	58	16
Grants to neighbourhood groups to support grass roots initiatives	$ 80,000	57	16
Capacity building initiatives for community organisations and groups	$ 100,000	57	17
Grants to support lane-way activation and upgrades and locational precinct improvements	$ 240,000	55	19
Grants for building improvement projects (e.g. Heritage Building, Adaptive Reuse, Underutilised space and Business Improvement Grants)	$ 270,000	54	20
Christmas Lights Trail/similar significant post COVID-19 activation trail	$ 1,000,000	52	22
Business development and support workshops and sessions	$ 150,000	52	22
City managed activations in key retail precincts	Included in Programs for Families	51	23
New Year's Eve	$415,000	49	25
Christmas Nativity	Included in Christmas Lights Trail	39	35
Australia Day Celebrations	$220,000	34	40

Prioritisation of projects as per the Stakeholder Feedback: Keep doing / Do more	Cost allocation	Keep doing / Do more	Do Less / Don't do
Christmas decorations, other recovery actions, East End Revitalisation etc			$ 3,685,000
Total Operating Project expenditure for 2020/2021			**$ 18,000,000**

Policy references

9.7 Purchasing Policy

There would be at least 10 tenders that would need to be completed across all three events, should they go ahead as usual, as well as a number for alternative options. In either scenario, implementation relies heavily on meeting the requirements of the Purchasing Policy.

Comments

In conclusion, based on current health advice and risk mitigation measures advised in the COVID-19 Safety Guidance: Events, the following is a high-level summary of all considerations informing the recommendation:

Note: *$ Figures have been rounded off*	**Christmas Nativity**	**New Year's Eve**	**Australia Day Skyworks**
What the event looks like in its current format			
Established	Around 1996	Around 1992	1986
Patronage (2019/2020)	10,300	40,000	250,000
Minimum lead time	5 months (mid-July)	6 months (1 July)	7 months (26 June)
Ideal lead time	6 months (mid-June)	9 months (1 April)	10 months (26 Mar)
Total cost (2019/2020)	$340 K	$523 K	$2,758 K
Total direct Economic impact (2019/2020)	$126 K	$1,060 K	$5,295 K
ROI (per $ spent) (2019/2020)	$0.37	$2.03	$2.07
Social benefit score across the 4 measurables	80-90	70-80	70-80
Resident and ratepayer support for current event	44% want to proceed 13% undecided 43% don't support	41% want to proceed 13% undecided 46% don't support	45% want to proceed 9% undecided 46% don't support
General population support for the event to proceed	N/A	N/A	ABC poll: 70% voted against going ahead
Social Media Sentiment	N/A	Social media supports cancellation/not going ahead	N/A
State Government contributions (2019/20)	$0	$115,000	$435,000
Other contributions (cash and in-kind 2019/20)	$0	$0	$897,300 plus media
Risks associated with Covid-19 and event in its current format			
Advice from WA Chief Health Officer	Encourages flexible and adaptable solutions to events		
"Covid-19 Safety Guidance" – Physical distancing	Possible, added cost	Not possible	Not possible
"Covid-19 Safety Guidance" – Hygiene and Sanitation	Possible, added cost	Not possible	Possible, high cost
"Covid-19 Safety Guidance" – Training and education	Possible	Possible	Possible
Options for crowd control and tracing	Yes	No	No

Financial Risk of Cancelling by end Oct	$17 K	$64 K	$557 K
Funding certainty	None confirmed	In Principle confirmed	None confirmed
Additional Procurement costs due to timing	Not applicable	Not applicable	$20 K
Increased costs due to COVID-19 safety measures	$32 K	$53 K	Not applicable
Possibility of implementing safety measures	Very Possible	Slightly Possible	Impossible
Police planning requirements	8-10 weeks	8-10 weeks	16 weeks
Potential impact of a 2nd Covid-19 wave on event	Significant	Significant	Significant
Overall risk rating	Medium to High	High	High to Extreme
Exploring future options for the event			
Alternative option proposed	-Leverage Christmas Lights Trail digital projections -Support community groups with events	-Close roads and activate Northbridge -Rooftop fireworks (7) -Extend Christmas Lights Trail by 1 week -Key partnerships	-Birak Concert -Family events trail -Markets -City Lighting -Neighbourhood grants
Cost of alternative option	$0	$415 K	$220 K
Planning time required	N/A - Business as usual	3.5 months	5 months
Stakeholder support for exploring an alternative	Supportive	Supportive	Supportive (not AHA)
Resident and ratepayer support for alternative	44% support 25% undecided 32% do not support	39% support 25% undecided 36% do not support	31% support 21% undecided 48% do not support
Police support for alternative	Fully in support	Fully in support	Fully in support
Overall risk rating	Low to Medium	Medium	Medium

It is therefore not feasible for New Year's Eve or Skyworks to go ahead in their current formats based on current WA Government advice. Christmas Nativity could possibly go ahead, at an increased investment for a likely smaller economic return due to the requirement to restrict the number of attendees. While the Christmas Nativity has significant social value, it is not well-placed as a strategic initiative to support the COVID-19 Economic Rebound Strategy as it traditionally has the lowest economic impact of City-delivered events throughout the year.

Investing in the planning of an event is risky at the best of times and for some event organisers, uncertainty related to COVID-19 poses an unacceptable level of risk and they have chosen to cancel or postpone 2020/21 events (eg. City to Surf and Targa West in August 2020 have been cancelled; Perth Craft Beer Festival in September is postponed; many event organisers are planning more flexible or smaller scale alternative events).

All three events can feasibly be replaced with smaller-scale or alternate offerings to reduce risk, cost and impact on other partner organisations, while still delivering on strategic objectives. The alternatives proposed in this report are flexible enough to respond to the changing situation and are predicted to have significant economic, social and cultural benefits in supporting our diverse community through COVID-19 recovery. The alternatives are particularly focused on delivering greater direct economic benefits to local businesses and supporting local event organisers and arts organisations.

The City's stakeholders understand and support taking an alternative approach to major events during 2020/21. The City's Cultural Advisory Committee and nominees of the COVID-19 Events, Arts and Culture Advisory Committee have both helped shape and strongly support the recommended alternative events. Overall, feedback from the community and stakeholders supports the recommendation to begin planning alternative options for all three events. Notable exceptions to this sentiment are outlined under the Approval Implications section.

Officer Recommendation

That Council:

1. DEFERS the Christmas Nativity, New Year's Eve and Skyworks events in their traditional format for the 2020/21 financial year due to COVID-19 health, safety and economic concerns;

2. APPROVES proceeding with COVID-19-safe modified Christmas Nativity, New Year's Eve and Australia Day events as outlined in this report, and

3. APPROVES the list of Operational Activities and Projects outlined in Table 1 for inclusion into the annual planning and budget process.

Item 13.5 – Renewal of Lease – Shop 1, Regal Place Car Park, 81 – 95 Royal Street, East Perth

File reference	P1016006-2
Report author	Paul Warren, Senior Assets and Leasing Officer
Other contributors	Kathleen O'Brien, Paralegal
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	4 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.5A – Proposed Lease Schedule Attachment 13.5B –Survey Plan – Shop 1, Regal Place Car Park

Purpose

The purpose of this report is to seek Council's approval to advertise a proposed disposal in relation to a renewal of lease for Shop 1, Regal Place Car Park, 81 – 95 Royal Street, East Perth to the current tenant Taylaan Pty Ltd.

Background

Taylaan Pty Ltd have been long term tenants and have continuously occupied the premises since 1 June 2010. The lease agreement expired on 31 May 2019 and is currently holding over on a month to month basis.

Taylaan Pty Ltd have formally requested that the City consider renewing their Retail Lease Agreement for a fixed term of five years together with a further term of five years.

Details

Following a market rental valuation of the subject premises and a period of negotiations with the proponent, the administration and the tenant have negotiated the details of the proposed disposal to a point where the commercial terms of the proposed disposal are ready to be advertised for public comment. A market valuation dated 8 July 2019 was undertaken on similar uses and determined that the current market rent for the subject premises is $30,975 per annum ($340 per square metre per annum).

The tenant has considered their financial position and advised they are prepared to remain in the premises and accept a new lease using the City's standard Retail Lease Agreement with the rent at a market rate of $30,975.00 per annum ($340.00 per square metre per annum) together with a six (6) month net rent free period.

The estimated variable outgoings agreed at $855.00 per annum ($9.39 per square metre per annum).

This offer is considered to provide a reasonable return to the City given the potential of an extended vacancy period should a suitable replacement tenant not be found immediately and is considered a favourable

commercial outcome in the current challenging Perth retail leasing market.

Rent reviews will include annual consumer price index (CPI) adjustments and a market rent review on exercising the further term.

A copy of the details of the proposed disposal is attached to this report as Attachment 13.5A along with a copy of the Survey Plan for the subject premises as Attachment 13.5B.

Stakeholder engagement

If the recommendation is supported, public consultation in regard to this proposed disposal will occur.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	Commercial operations that are transparent, profitable and compete fairly and lawfully with private enterprise.

The City of Perth Commercial Property Portfolio aims to deliver revenue diversification from traditional rates income and car parking revenue in order to make the City more sustainable and reduce dependency on these sources of income. More broadly the City of Perth property portfolio is maintained to ensure the availability of assets for future strategic and generational needs.

Legal and statutory implications

Local Government Act 1995 (s3.58(3))

A local government can dispose of property other than by auction or tender if, before agreeing to dispose of the property —

(a) it gives local public notice of the proposed disposition —

(i) describing the property concerned; and

(ii) giving details of the proposed disposition; and

(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;

and

(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

Additionally, section 3.58(4) of the Act requires the local public notice to include certain details including the market value of the disposition as ascertained by a valuation carried out not more than six months before the proposed disposition or one declared to be current by a resolution of the local government. This declaration must be based on a valuation carried out more than six months before the proposed disposition

that the local government believes to be a true indication of the value at the time of the proposed disposition.

The Administration acknowledges that for the purposes of section 3.58(4), the valuation expired on 8 January 2020. Given the current market conditions, the Administration feels that the valuation carried out in July 2019 remains appropriate and relevant.

Commercial Tenancy (Retail Shops) Agreement Act 1985

Subject to the disposal process in section 3.58 of the *Local Government Act 1995*, should the disposal be entered into, the lease must be prepared in accordance with the *Commercial Tenancy (Retail Shops) Agreement Act 1985*. This legislation regulates commercial tenancy agreements relating to certain shops, to prohibit unconscionable conduct, or misleading or deceptive conduct, by landlords or tenants in relation to such agreements.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

This lease renewal, in compliance with all relevant legislation, ensures the provision for the good government of persons in the City of Perth.

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Financial	Insignificant	Unlikely	Low

The financial implications to this report are low given the specific rental income compared to the total overall property portfolio. It is, however, important to consider the tenancy renewal as the current market conditions remain difficult with high vacancy rates.

Approval implications

Approval to commence advertising, via local public notice, is required prior to any disposal being entered into. All negotiations to this point have been made subject to Council approval and all relevant statutory approvals. Tenants are made aware that all City of Perth operational approvals for matters such as planning and health are undertaken independently of any commercial arrangement contained in a lease. No support for any other required approvals is inferred.

Financial implications

The current rental for the subject property is $40,975 per annum. This was obviously negotiated in a more competitive commercial environment. As the proposed lease will commence next financial year, this item will have no impact on the 2019/20 budget.

The draft 2020/21 budget has forecast $30,975 in income associated with the subject property. The draft budget has been prepared to reflect the current market valuation.

Inclusive of the proposed rent-free period of six months, the actual income associated with this proposal will be $15,488 in 2020/21. Should this proposal go ahead, the budget will be amended at the first budget review to reflect the reduction in revenue.

The rent-free period only applies to the first six months of the proposed lease. From 2021/22 the market rent plus any adjustments e.g. CPI will apply.

Policy references

There are no policy references associated with this report.

Comments

Proceeding to advertising is supported as the proposal is considered a good commercial outcome for the City of Perth in a challenging retail environment and will continue to support the vibrancy and amenity of the area surrounding the Regal Place complex.

Officer Recommendation

That Council:

1. RESOLVES that the market valuation dated 8 July 2019 with regard to Shop 1, Regal Place Car Park, 81-95 Royal Street, East Perth is a true indication of the market value of the subject property; and

2. APPROVES the advertising via local public notice of the proposed disposition between the City of Perth and Taylaan Pty Ltd over Shop 1, Regal Place Car Park, 81-95 Royal Street, East Perth and the proposed details as outlined in Attachment 13.5A.

Item 13.6 – New Lease – Communications Tower, 'His Majesty's' Car Park, 377 Murray Street, Perth

File reference	P1016006-2
Report author	Paul Warren, Senior Assets and Leasing Officer
Other contributors	Nil
Reporting Service Unit and Alliance	Governance, Corporate Services Alliance
Report author disclosure of interest	Nil
Date of report	5 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.6A – Heads of Agreement - 377 Murray Street, Perth (Vodafone) Attachment 13.6B – Survey Plan - 377 Murray Street, Perth (Vodafone)

Purpose

The purpose of this report is to seek Council approval to advertise a proposed disposal in relation to a new lease for the land area the site of the Communication Tower facility located within His Majesty's Car Park, being Part Lot 16 on Diagram 26899 at 377 Murray Street and 844 Hay Street, Perth to the current tenant Vodafone Network Pty Ltd.

Background

Vodafone Network Pty Ltd are the current lessee and have continuously occupied the subject premises since 1 April 2006. The previous lease agreement expired on 31 March 2016 and is currently holding over on a month to month basis.

Vodafone Network Pty Ltd formally requested that the City consider a new lease for the subject site. The tenant is seeking an initial term of five years with a further term of five years.

Details

Following a market rental valuation of the subject premises and a period of discussion with the proponent, the Administration is in a position whereby the proposal can be considered by Council and advertised in accordance with the requirements of the *Local Government Act 1995*.The market valuation dated 24 December 2019 was undertaken on comparable market rental evidence and determined the current market rent for the subject premises at approximately $23,850 per annum.

In an effort to retain this valued tenant, and detailed in the attached Heads of Agreement, the tenant has advised they will accept commercial terms with a rental amount of $22,500 per annum.

Under the proposal, rent reviews will include annual CPI adjustments and a market rent review on exercising the further term.

A copy of the details of the proposed disposal is attached to this report as Attachment 13.6A.

Stakeholder engagement

If the recommendation is supported, public consultation in regard to this proposed disposal will occur.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.3 Commercial operations that are transparent, profitable and compete fairly and lawfully with private enterprise

The City of Perth Commercial Property Portfolio aims to deliver revenue diversification from traditional rates income and car parking revenue in order to make the City more sustainable and reduce dependency on these sources of income. More broadly, the City's property portfolio is maintained to ensure the availability of assets for future strategic and generational needs.

Legal and statutory implications

Local Government Act 1995 (s3.58)

A local government can dispose of property other than by auction or tender if, before agreeing to dispose of the property —

(a) it gives local public notice of the proposed disposition —

(i) describing the property concerned; and

(ii) giving details of the proposed disposition; and

(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;

and

(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

Additionally, section 3.58(4) of the *Local Government Act 1995* requires the local public notice to include certain details including the market value of the disposition as ascertained by a valuation carried out not more than six months before the proposed disposition or as declared by a resolution of the local government. This declaration must be based on a valuation carried out more than six months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.

The Administration acknowledges that for the purposes of section 3.58(4), the valuation expired on 24 June 2020. Given the current market conditions, the Administration feels that the valuation carried out in December 2019 remains appropriate and relevant.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

This lease renewal is largely an operational matter and therefore compliance with all relevant legislation ensures the provision for the good government of persons in the City of Perth.

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	Consequence	Likelihood	Risk rating
Financial	Insignificant	Unlikely	Low

The overall financial implications of this agreement are considered low given the rental income compared to the total property portfolio.

Approval implications

Should Council approve the advertising process, the disposal will be advertised for a period of two weeks. At the conclusion of the advertising period, the local government is required to consider any submissions made prior to formally disposing of the asset.

Should no adverse submissions be made, the administration is recommending that the Chief Executive Officer be delegated authority to finalise the disposal process and execute the lease documentation.

All negotiations to this point have been made subject to Council approval and all relevant statutory processes. Tenants are made aware that all City of Perth operational approvals such as planning and health are undertaken independently of any commercial arrangement and will not infer any support to such approval processes.

Financial implications

As the proposed lease will commence next financial year, this item will have no impact on the 2019/20 budget.

The proposed transaction will result in rental income to the City of Perth of $22,500 per annum, a nominal decrease over the current rental income rate of $24,280 per annum.

All figures quoted in this report are exclusive of GST.

Policy references

There are no policy implications associated with this report.

Comments

Whilst the overall income value of this lease agreement is low relative to the total property portfolio, proceeding to advertising is supported as the proposal is considered a good commercial outcome for the City of Perth in a challenging commercial environment.

Officer Recommendation

That Council:

1. RESOLVES that the market valuation dated 24 December 2019 pertaining to the land component for the Communications Tower, His Majesty's Car Park, Part Lot 16 on Diagram 26899, 377 Murray Street, Perth is a true indication of the market value of the subject property; and

2. APPROVES the advertising via local public notice of the proposed disposition between the City of Perth and Vodafone Network Pty Ltd over Communications Tower, His Majesty's Car Park, Part Lot 16 on Diagram 26899, 377 Murray Street, Perth and the proposed details as detailed in Attachment 13.6A.

Item 13.7 – Financial Activity Statement for the Period Ended 30 April 2020

File reference	P1014149-25
Report author	Neil Jackson, Acting Senior Management Accountant
Other contributors	Reshma Jahmeerbacus, Acting Manager Finance
Reporting Service Unit and Alliance	Finance, Corporate Services
Report author disclosure of interest	Nil
Date of report	29 May 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.7A – Financial Statements and Financial Activity Statement for the Period Ended 30 April 2020

Purpose

For Council to receive the Financial Activity Statement for the period ended 30 April 2020.

Background

The Financial Activity Statement is submitted to Council as per the requirement of Section 6.4(1) and (2) of the *Local Government Act 1995 Regulation 34(1) of the Local Government (Financial Management) Regulations*

Details

The Financial Activity Statement commentary compares the actual results for the 10 months to 30 April 2020 with the budget approved by Council on 23 July 2019 and subsequent amendments on 24 September 2019, 3 October 2019, 26 November 2019 and 31 March 2020.

Stakeholder engagement

There is no stakeholder engagement related to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.5 A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

Legal and statutory implications

Section 6.4(1) and (2) of the *Local Government Act 1995 Regulation 34(1) of the Local Government (Financial Management) Regulations.*

Connection with mandates in the *City of Perth Act 2016*

8(1)(d) - to continuously improve the services and facilities provided to the community, visitors and tourists

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	Consequence	Likelihood	Risk rating
Financial	Minor	Unlikely	Low

Approval implications

There are no approval implications to this report.

Financial implications

There are no financial implications related to this report.

Policy references

There are no policy references related to this report.

Comments

Nil

Officer Recommendation

That Council RECEIVES the Financial Statements and the Financial Activity Statement for the period ended 30 April 2020 as detailed in Attachment 13.7A.

Item 13.8 – Payments from Municipal Fund – May 2020

File reference	P1036562-9
Report author	Reshma Jahmeerbacus, Acting Manager Finance
Other contributors	Sarah Gosling, Senior Financial Accountant
Reporting service unit and alliance	Finance, Corporate Services
Report author disclosure of interest	Nil
Date of report	11 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	A detailed list of payments made under delegated authority for the month ended 31 May 2020 can be accessed by the Commissioners via the Council Hub. Members of the public can access the list of payments on request.

Purpose

In accordance with *Regulation 13(1) of the Local Government (Financial Management) Regulations 1996,* the list of payments made under delegated authority for the month ended 31 May 2020 to be received and recorded in the Minutes of the Council.

Background

A monthly report that summarises the payments for the Municipal Account for the month of May 2020 as required by Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*.

Details

Payments for the month of May 2020 included the following significant items, but exclude payroll and payroll taxation payments to the Deputy Commissioner of Taxation:

- $881,185.17 to Densford Civil Pty Ltd (supplier 09508) for payment of the) for claim number 3 of the Wellington Square Enhancement Project;

- $525,835.20 to Department of Local Government, Sport (supplier 08066) for the following -
  - $341,697.40 – State Library car park revenue 2019/19
  - $184,137.80 – Perth Cultural Centre car park revenue 2019/19;

- $354,641.61 to Sundry Creditors EFT (Supplier 99991) for the refund of parking permits, venue hire and infringement notices refund due to Covid-19, also includes work bonds and City employee reimbursements of Healthy Lifestyle and Footcare Management eg:
  - $137,654.00 – Prosegur Australia Pty Ltd – Refund excess money deposited by Prosegur during their system outage due to cyber hacking;
  - $84,957.29 – Probuild Constructions – refund work bond 374-376 Murray St Perth – DEMO-2017/470
  - $34,816.15 – Knight Frank Australia -refund Rates Kings Perth Hotel 517-533 Hay St Perth;

- $32,548.82 – Georgiou Group – refund work bond –Woodside 240 St Georges Tce Perth - BPC-2018/511;
- $29,209.75 – Lease Equity Pty Ltd Trust Account – refund work bond 65 Murray St Perth;

Stakeholder engagement

There is no stakeholder engagement related to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.5 A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

Legal and statutory implications

Regulation 13 (1) of the *Local Government (Financial Management) Regulations 1996*

Connection with mandates in the *City of Perth Act 2016*

8(1)(d) - to continuously improve the services and facilities provided to the community, visitors and tourists

Risk implications

There are no risk implications related to this report.

Approval implications

There are no approval implications related to this report.

Financial implications

There are no financial implications related to this report.

Policy references

There are no policy implications related to this report.

Officer Recommendation

That in accordance with *Regulation 13(1) of the Local Government (Financial Management) Regulations 1996*, the list of payments made under delegated authority for the month ended 31 May 2020 be RECEIVED and recorded in Ordinary Council Meeting minutes, the summary of which is as follows:

FUND	PAID
Municipal fund	$11,839,927.10
Trust fund	$0.00
TOTAL	$11,839,927.10

Item 13.9 – Governance Framework Policy

File reference	P1028787-5
Report author	Andrew Corke, Governance Coordinator
Other contributors	Bill Parker, General Manager Corporate Services
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	2 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.9A – Draft Governance Framework Policy

Purpose

The purpose of this report is for Council to consider adoption of the Draft Governance Framework Policy (policy).

Background

At its Ordinary Council Meeting held on 28 April 2020, Council resolved to receive the policy and agreed to initiate a 21-day public consultation period. The public consultation period has now concluded.

Details

As outlined in the report to Council for the Ordinary Council Meeting of 28 April 2020, the policy seeks to provide a transparent, participatory and statutorily compliant meeting framework in which:

- Elected Members are engaged in the development of strategy and policy from initiation to adoption;
- Elected Members are provided with accurate relevant and timely information by the Chief Executive Officer (CEO) to inform quality decision-making; and
- Community members can participate in the decision-making process and have access to information used to inform Council decisions.

The draft policy covers seven key areas including Ordinary Council meetings, Special Council meetings, Agenda Briefings, Engagement Sessions, declaring interests, officer recommendations and Council motions, and representation on boards, panels and committees. It is envisaged that once adopted and applied, the final policy will:

- Ensure better engagement between staff and elected members;
- Prescribe the type, frequency and timing of forums that must occur outside of the formal decision-making process;
- Inform decision making and guide proper and efficient process;
- Ensure ethical and professional behaviour;
- Consolidate existing systems and processes that are located disparately; and

- Prescribe the approach for revised officer and alternate Councillor motions ensuring a uniform staff response.

Stakeholder engagement

The public consultation period commenced on 4 May 2020 and closed on 25 May 2020 via the City of Perth's Engage Perth website. No public comments were received.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	Decision-making that is ethical, informed and inclusive.

The policy provides the City with a governance framework – ensuring that strategic objective 5.6 is achieved.

Legal and statutory implications

Section 2.7 of the *Local Government Act 1995* provides that it is the role of Council to determine the local government's policies.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Legal and Regulatory/Ethical	Insignificant	Unlikely	Low

There are minimal risk implications associated with this report.

Approval implications

Adoption of the policy will result in the City of Perth adhering to a transparent, participatory and statutorily compliant meeting framework.

Financial implications

There are no financial implications associated with this report.

Policy references

At its Ordinary Council Meeting held on 28 April 2020, Council adopted a Policy Framework. The objective of the Policy Framework is to ensure that elected members are effectively engaged with all aspects of policy development and review and appropriate levels of transparency and engagement with the community is undertaken. This policy has been developed in accordance with the Policy Framework.

Comments

The policy provides the City with a governance framework.

It is recommended that Council adopts the policy following the conclusion of the public consultation period.

Officer Recommendation
That Council ADOPTS the Governance Framework Policy as detailed in Attachment 13.9A.

Item 13.10 – Council Policy Review

File reference	P1005611-3
Report author	Andrew Corke, Governance Coordinator
Other contributors	Bill Parker, General Manager Corporate Services
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	4 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Nil

Purpose

The Administration has undertaken a review of all Council policies and has recommended that each policy is either:

a) Retained as a Council policy; or
b) Deleted.

The purpose of this report is for Council to consider these recommendations.

Background

On 28 April 2020, Council adopted a Policy Framework. The Policy Framework ensures that elected members are effectively engaged with all aspects of policy development and review and appropriate levels of transparency and engagement with the community are undertaken.

The Policy Framework makes a clear delineation between council and executive policy. The Policy Framework defines a council policy as a policy adopted by Council to provide the Chief Executive Officer with direction in respect to a particular matter requiring action. A Council policy guides the City's actions and decision making.

There are two types of Council policy, they are as follows:

a) General Council Policy: A policy adopted by Council that is not statutory or legislative in nature. This includes Council 'directives' on general matters not specifically originating from a legislative head of power; and
b) Legislative Policy: A policy that is either required by law or created to supplement the City's Local Planning Scheme or a City Local Law.

The Policy Framework defines an executive policy as a policy that governs the day-to-day operations of the City and does not require Council approval.

Following the adoption of the Policy Framework at the Ordinary Council Meeting on 28 April 2020, the Administration has commenced a review of Council Policies. The first step of the review is the assessment

of all council policies to determine whether they should be retained or deleted. This action has also been identified in the City's Corporate Recovery Implementation Plan (CRIP).

Details

The Administration has undertaken a review of all council policies (save for De-licensing and Under Age Events and Concerts at the WACA Ground policies which have been reviewed in separate reports) and recommended that they are either:

a) Retained as a Council policy; or
b) Deleted.

The following tables outlines these recommendations.

Table 1 - Recommendation - Retain as a Council policy
1.2 Community Consultation
1.3 Community Participation
1.5 Public Art
1.6 Commemorative Works
1.7 Naming of Reserves and Buildings
1.8 Provision of Plaques at Official Openings
1.9 Media Policy - Media Statements, Press Releases and Social Media
1.10 Freeman of the City
1.11 Freedom of Entry
1.12 Keys to the City
1.13 Honorary Citizenship
3.1 Coat of Arms (Council Crest) and City of Perth title - Use Of
3.5 Sending Delegations to External Bodies
6.2 Building Sites Adjacent to Forrest Place, Hay Street and Murray Street Malls
6.3 State Register of Heritage Places
6.5 Hay Street Colonnading
6.12 Safer Design
6.17 Affordable Housing
6.20 Comment on Recommendations on Development Proposals Referred to the City by Statutory Authorities
7.1 Electricity Supply – Undergrounding of Supply Cables
8.0 Environment Policy
8.1 Circuses and the Use of Performing Animals
8.5 Towards an Energy Resilient City
9.1 Budget Policies
9.2 Heritage Rate Concession
9.3 Management of Investments
9.5 Sponsorship of City of Perth Activities
9.6 Budget Variations
9.7 Purchasing
9.8 Contract Variations - Authority to incur a liability
9.10 Management of Leases
9.12 Asset Management Policy
9.13 Not Rateable Properties (Rate Exemptions) and Partial Rate Exemptions
10.1 Code of Conduct

Table 1 - Recommendation - Retain as a Council policy
10.3 Elected Members - Interstate and Overseas Travel and Expenses
10.4 Elected Members – Administrative Support
10.5 Council Member Allowance and Meeting Attendance Fees
10.6 Elected Members - Reimbursement of Expenses
10.8 Office Accommodation – Elected Members
10.9 City of Perth Common Seal and Document Signing Authority
10.15 Caretaker Policy - City of Perth Election
10.16 Legal Representation for Members and Employees
11.2 Council of Capital City Lord Mayors - Attendance
11.3 Sister City Relationships
11.4 World Energy Cities Partnership - Attendance at Meetings
12.1 Council Vehicles – Lord Mayor and Employees
12.4 Payments under Section 5.50 of the *Local Government Act 1995*
12.5 Recognition of Employees – Service Presentations
Appointment of Acting Chief Executive Officer
Outdoor Dining
14.4 Extended Trading Permits
14.10 Issue of Certificates and Permits under the *Liquor Control Act 1988*
14.11 Approval of Events on Roads
14.14 Mobile Food Trading Policy
15.2 Protection and Enhancement of Open Space
18.1 Arts and Culture
18.2 Cultural Collections
18.9 Street Entertainment (Busking) Policy
18.13 Sponsorship and Grants
18.14 Donations
19.1 Risk Management
Public Lighting
22.6 Resident On-Street Parking Policy
22.9 On Street Parking
Community Waste Services
Strategy Development Policy
Policy Framework
14.13 Management of Private Use of Boat pens in Claisebrook Cove

Table 2 - Recommendation - Delete council policy	
Policy	**Reason for Deletion**
1.1 Accessible Public Information	Obsolete – Policy contents covered by legislation and Disability Access and Inclusion Plan.
2.3 Graffiti Treatment	Operational - Provides details on operational requirements for graffiti treatment.
3.2 Frequency and Recording of Council and Committee Minutes	Duplicate - Frequency of meetings is already outlined in Governance Framework (which is being presented to Council this month). A requirement to make an audio recording of Council and Committee meetings may be added to the Governance Framework.
3.4 Recording Votes at Meetings of the Council and its Committees	Obsolete – Policy not required, covered by the *Local Government Act 1995* and its subsidiary legislation.
3.7 Enterprise Performance Policy	Obsolete – Policy out of date.

Table 2 - Recommendation - Delete council policy	
Policy	**Reason for Deletion**
5.1 Service Complaint Policy	Operational - Provides details on operational requirements for handling service complaints.
6.13 Sight Line Truncations - ROW/Roads Intersection	Operational – Provides details on sight line truncation requirements where a right-of-way intersects with a dedicated road street alignment. Policy last updated in 1998.
6.14 Sight Line Truncations - Vehicle Crossovers	Operational – Provides details on sight line truncation requirements for vehicle crossovers. Policy last updated in 1998.
9.11 Fixed Assets Financial Policy	Operational – Policy provides for the accounting treatment of non-physical assets.
9.14 Disposal of Property	Operational – Policy outlines the protocols for the disposal of assets, including roles and responsibilities of staff.
9.15 Contributed Asset Policy	Operational - Policy provides guidance on the definition, recognition, disclosure and responsibility for the consideration of contributed assets and liabilities to be transferred to the City.
Annual Schedule of Council and Committee Meetings	Obsolete – Relevant content now contained in Governance Framework policy (which is being presented to Council this month).
10.2 Delegates on Boards, Authorities and Committees	Obsolete – Policy not required as content covered in *Local Government Act 1995* and Governance Framework policy (which is being presented to Council this month).
10.7 Lord Mayoral Invitations to Functions	Obsolete - Policy not required, gives no direction on City actions and decision making.
10.12 Provision of Hospitality	Obsolete - This policy encompasses the use of the City's dining room and availability of meeting catering. This policy is no longer required.
12.7 Staff Conference Attendance and Expenses	Operational – Relates to travel by City staff.
13.2 Website Content	Operational – Provides details on the content required to be made available on the City's website.
14.12 Digital Rights Management Policy for 3D Models and Development Applications	Operational – Details the conditions that apply for use of the 3D digital model of City.
15.1 Erection of Signs - Service Clubs	Obsolete – Policy no longer required.
18.5 Hire of City Banner and Flag Sites	Operational – Policy provides detail on the hire of city banner and flag sites including information on applications/bookings and fees and charges.
18.11 Use of Feature Lighting - Council House and Trafalgar Bridge	Operational – Policy contains detail including rules regarding applications/bookings.
18.12 Use of Council House Foyer for Events and Displays	Operational –Provides detail including conditions to be applied to permits to use Council House foyer. Some elements may be incorporated into a broader Events policy.
20.1 Bud Lights in Street Trees	Operational – Outlines procedures and conditions to apply when processing requests to install bud lighting in street trees.

Table 2 - Recommendation - Delete council policy	
Policy	**Reason for Deletion**
20.3 Footpaths - Upgrading Of	Operational – Details the type of footpath to be used in construction.
20.9 Recognising the Amenity Value of the City's Trees	Operational – Contains a formula for the amenity value of trees in parks and streets.
20.10 Vehicle Crossovers - Specification	Operational – Details specifications for the construction of vehicle crossovers in road reserves.
20.12 Co-location of Poles within the Road Reserve	Operational – Requirement to consider co-location of street poles at application or design stage.
20.13 Road Safety Audits	Operational – Contains road safety auditing principles and practices to be applied in the planning and development of infrastructure in the City.
21.1 Stormwater Drainage Connections	Operational – Outlines arrangements to be made for disposal of stormwater on all properties.
22.2 Directional Signs within Road Reserves	Operational – Details conditions to be applied regarding the installation of directional signage.
22.3 Traffic Management within the Road Reserve	Operational – Process to ensure appropriate standards for works or events within the city on roads to minimise disruption and inconvenience.

Stakeholder engagement

No stakeholder consultation was undertaken in relation to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.6 Decision making that is ethical, informed and inclusive.

It is recognised that all Council policies must accord with the City's Strategic Community Plan (SCP). Any recommended amendments to policies will adhere to the strategies outlined in the SCP.

Legal and statutory implications

Section 2.7 of the *Local Government Act 1995* provides that it is the role of council to determine the local government's policies.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	Consequence	Likelihood	Risk rating
Legal and Regulatory/Ethical	Insignificant	Unlikely	Low
Reputation and External Stakeholders	Insignificant	Possible	Low

There are minimal risk implications associated with this report.

Approval implications

If Council passes a resolution accepting the recommendation contained in this report, the Administration will immediately initiate a 21-day public consultation period through the City's Engage Perth website.

Financial implications

There are no financial implications associated with this report.

Policy references

All of the Council Policies referred to in this report are available on the City website.

Comments

The Council policy review provides an opportunity to refresh the City's Council policies ensuring that they are relevant, contemporary and appropriate.

Officer Recommendation

That Council agrees to INITIATE a 21-day public consultation period for the deletion of Council policies outlined in Table 2.

Item 13.11 – Annual Review of Delegations

File reference	P1023849
Report author	Kathleen O'Brien, Paralegal
Other contributors	Nil
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	28 May 2020
Nature of Council's role	Executive
Voting requirement	Absolute Majority
Attachment/s	Attachment 13.11A – Delegated Authority Register 2020/21

Purpose

To present the annual review of Council's delegations of authority to the Committees and the Chief Executive Officer (CEO).

Background

The *Local Government Act 1995* (Act) provides that Council may delegate its powers or duties within the Act and subsidiary legislation to a Committee of Council or the Chief Executive Officer (CEO). The Act requires that these delegations are to be reviewed at least once every financial year. Various other pieces of legislation also provide a power of delegation.

The Governance Unit has undertaken a review of the City's existing delegations in consultation with all services units. The review has considered proposals for amendments, the appropriateness of current delegations and proposals for new delegations. The amended delegations presented for Councils' consideration are intended to achieve:

- Operational requirements and efficiencies;
- Appropriate controls in line with the risks and sensitivities of the decisions;
- Additional clarity; and
- Compliance with statutory decision-making requirements.

The outcome of this review is presented for Council to fulfil its obligation to review delegations to the Chief Executive Officer (CEO) and Committee at least once per financial year. As regular review of delegations is supported for good governance, delegations relating to legislation that does not prescribe an annual review are also included.

Details

The proposals for new and amended delegations are within the proposed Delegated Authority Register 2020/21 (Attachment 13.11A) with deletions shown by a ~~strikethrough~~ and new text show with yellow highlight. In line with the separation of responsibilities between Council and the CEO only the delegations from Council are presented for consideration and not any sub delegations.

This review has considered the template delegated authority register produced by WALGA, WALGA's Delegations Guide, and the Department of Local Government, Sport, and Cultural Industries' Local Government Operational Guidelines Number 17 – Delegations (Department Guidelines).

Amended and New Delegations

Delegation	Reason
Local Government Act 1995	
1.2.1 - Appoint Authorised Persons	**Amended Delegation** **Function:** 1. Authority ~~of~~ to appoint persons or classes of persons as authorised persons for the purpose of fulfilling prescribed functions within the *Local Government Act 1995* and its subsidiary legislation, including regulations, the *Local Government (Miscellaneous Provisions) Act 1960* and local laws made under the *Local Government Act 1995*. [s.3.24 and s.9.10]. 2. Authority to appoint authorised persons for the purposes of section 9.16 of the *Local Government Act 1995*, as a precondition for appointment as authorised officers in accordance with Regulation 70(2) of the *Building Regulations 2012* and section 6(b) of the *Criminal Procedure Act 2004*. 3. Authority to appoint authorised persons for the purposes of the *Graffiti Vandalism Act 2016*, which prescribes Part 9 of the *Local Government Act 1995* as the enabling power [s.15 of the *Graffiti Vandalism Act 2016*]. **Council Conditions on this delegation:** ~~Nil.~~ A register of Authorised Persons is to be maintained as a Local Government Record. **Explanation:** The additional functions have been adopted from the WALGA delegations template. This provides clarity on the full purposes that a person can be authorised for under the *Local Government Act 1995*. Maintaining a register of authorisations is recommended by WALGA and the City has one for this purpose.
1.2.2 - Powers of Entry	**Amended Delegation** **Function:** Authority to: 1. enter on to land to perform any function of the local government under the Act other than entry under a local law. [~~refers~~ s.3.28] 2. give a notice of entry. [s.3.32] 3. seek and execute an entry under warrant. [s.3.33]

	4. execute entry in an emergency, using such force as is reasonable. [s.3.34] 5. give notice and effect entry by opening a fence. [s.3.36] **Council Conditions on this delegation:** ~~Nil~~ Delegated authority of section 3.34(1) and (3) may only be used, where there is an emergency under section 3.34(2) **Explanation:** Amendments to this delegation are to highlight the requirements of section 3.28 to avoid incorrect application of this delegation.
1.2.3 - Disposal of Confiscated or Uncollected Goods	**Amended Delegation** **Function:** Authority to: 1. Refuse to allow goods impounded under s.3.39 or 3.40A to be collected until the costs of removing, impounding and keeping them have been paid to the local government [s.3.46]. 2. Sell or otherwise dispose of confiscated or uncollected goods or vehicles that have been ordered to be confiscated under s. 3.43 and determine the method of disposal, in accordance with Section 3.58 of the Local Government Act 1995 [s.3.47]. 3. recover expenses incurred for removing and impounding and in disposing of confiscated or uncollected goods [s.3.48]. **Council Conditions on this delegation:** ~~Nil~~ Disposal of confiscated or uncollected goods, including abandoned vehicles, with a market value less than $20,000 may, in accordance with regulation 30 of the *Local Government (Functions and General) Regulations 1996*, be disposed of by any means considered to provide best value, provided the process is transparent and accountable. **Explanation:** Most disposals under this delegation are less than the threshold applicable to s. 3.58 of the *Local Government Act 1995* so a condition dealing with these disposals appears useful. Determining the method of disposal is listed in this delegation for clarity.
1.2.4 - Disposal of Sick or Injured Animals	**Amended Delegation** **Function:** Authority to: 1. determine when an impounded animal is ill or injured, that treating it is not practicable, and to humanely destroy the animal and dispose of the carcass [s.3.47A(1)]. ~~1. destroy and dispose of an animal that is determined to be too sick or injured to treat [s.3.47A(1)].~~

	2. Recover expenses incurred for removing, impounding, and disposing of confiscated or uncollected goods [3.48]. **Explanation:** The reworded function, taken from WALGA's template, better details the functions to be undertaken.
1.2.7 - Expressions of interest and tenders	**Amended Delegation** **Express powers or duty delegated:** *Local Government Act 1995:* • Section 3.57 Tenders for providing goods or services • ~~Section 3.47 Confiscated or uncollected goods, disposal of~~ *Local Government (Functions and General) Regulations 1996:* • Regulation 11 When tenders have to be publicly invited • Regulation 13 Requirements when local government invites tenders though not required to do so • Regulation 14(2a) and (5) Publicly inviting tenders, requirements for • Regulation 18~~(2), (4), (4a), (5), (6) and (7)~~ Rejecting and accepting tenders • Regulation 20 Variation of requirements before entry into contract • Regulation 21 Limiting who can tender, procedure for • Regulation 21A Varying a contract for the supply of goods or services • Regulation 23 Rejecting and accepting expressions of interest to be acceptable tenderer **Function:** Authority to determine: 1. to call tenders ~~in accordance with the City's Purchasing Policy and the expense is included in the adopted Annual Budget.~~ [F&G Reg 11 (1)]. 2. a tender exemption ~~in accordance with the City's Purchasing Policy and the expense is included in the adopted Annual Budget.~~ [F&G Reg 11 (2)]. ~~3. to call tenders for the disposal of impounded goods in accordance with section 3.58 [s.3.47].~~ 3. to invite tenders though not required to do so [F&G Reg 13]. 4. in writing, before tenders are called, the criteria, for deciding which tender/s should be accepted [F&G Reg 14(2a)]. 5. to vary tender information after public notice of invitation to tender and before the close of ~~tenders~~ submissions, taking reasonable steps to ensure each person who has sought copies of the ~~tender~~ information is provided with notice of the variation [F&G Reg 14(5)]. 6. seek clarification from tenderers in relation to information contained in their ~~tender~~ submission [F&G Reg 18(4a)]. 7. to accept or reject tenders [F&G Reg 18(1), (2) and (4)].

8. to decline any tender [F&G Reg 18(5)].
9. that a variation proposed is minor in context of the total goods and services sought through the invitation, and to make minor variations before entering into a contract~~, in accordance with the City's Purchasing Policy and Contract Variations – Authority Policy to incur a liability~~ [F&G Reg 20].
10. vary a contract that has been entered into with a successful tenderer, provided the variation/s do not ~~materially~~ change the scope of the original contract [F&G Reg 21a].
11. exercise ~~an~~ a renewal or extension option ~~that was included in the original tender specification and contract~~ in accordance with Reg 11(2)(j) [F&G Reg 21a].
12. ~~to accept another tender~~ where within 6 months, of the day on which the tender was accepted, ~~of either accepting~~ of either accepting a tender a contract has not been entered into or the successful tenderer agrees to terminate the contract, to accept from the other tenders the tender which it thinks would be most advantageous to the local government to accept [F&G Reg 18(6) and (7)].
13. when to seek Expressions of Interest and to invite Expressions of Interest to supply goods or services [F&G Reg 21]
14. consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [F&G Reg 23].
15. the information that is to be disclosed to those interested in submitting a tender [F&G Reg 14(4)(a)].
16. to choose the next most advantageous tender to accept, if:
    a. the chosen tenderer is unable or unwilling to form a contract; or
    b. a minor variation cannot be agreed with the successful tenderer, so that the tenderer ceases to be the chosen tenderer [F&G r.20(2)]

Council Conditions on this delegation:

Tenders may only be ~~called~~ accepted or rejected where there is an adopted budget for the proposed good or services.~~, the with exception being in the period immediately prior to the adoption of a new Annual Budget where the:~~

- ~~Current supply contract expiry is imminent or work must commence within three months of the proposed adoption date of the new Annual Budget;~~
- ~~Value of the proposed tender has been included in the draft Annual Budget proposed for adoption; and~~

Where there is no annual adopted budget a tender may only be called where it ~~specification~~ includes a provision that the tender will only be

	awarded subject to the budget adoption by Council. ~~Tender specification includes a provision that the tender will only be awarded subject to the budget adoption by Council.~~ In accordance with s.5.43, tenders may only be accepted ~~and a panel of pre-qualified suppliers established,~~ where the total consideration under the proposed resulting contract is $1,000,000 (excl. GST) per annum or less and the expense is included in the Annual Budget. Tender exempt procurement may be accepted where the total consideration under the proposed resulting contract is $1,000,000 (excl. GST) per annum or less and the expense is included in the Annual Budget. All decisions must be made in accordance with the City's Purchasing Policy, Contract Variations – Authority Policy and any other relevant policy. In this delegation, tender exempt procurement refers to exemptions for matters that are above the tender threshold in F&G Reg 11(1). For matters below that threshold, authorisation is not via this delegation but instead via financial authority limits and the City's policies and procedures ~~**Guidance Note:** Any tender exempt procurement must be in accordance with Council Policy 9.7 Purchasing and Procedure and PR0957 Authorisation of Purchase Orders and Invoices.~~ **Explanation:** Point 3 of the function has been removed as tenders for disposals are not called under this section of the Act and another delegation exists for this purpose. References to the annual budget and policies from individual functions have been deleted because they apply to many functions of this delegation and are dealt with under the conditions. Changes to points 11 and 12 are to better align the function's description with the text of legislation. Point 16 is added to improve operational efficiency. Changes to the conditions are to: • remove references to prequalified suppliers (as a new delegation has been created); • provide guidance on tender exempt procurement processes; and • clarify requirements for tender processes when the annual budget has not yet been approved.
1.2.8 - Disposing of property	**Amended Delegation** **Function:** 1. Authority to determine the method of disposal and dispose of

property to:

a) the highest bidder at public auction [s.3.58(2)(a)]; or
b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender [s.3.58(2)(b)]

2. Authority to dispose of property by direct negotiation only in accordance with section 3.58(3) of the Act.

Council Conditions on this delegation:

1. This delegation may only be used where the disposal complies with the requirements of:
   a) Section 3.58 of the *Local Government Act 1995*; and
   b) Regulation 30 of the *Local Government (Functions and General) Regulations 1996*.
2. Authority for the Disposal of land and / or building assets is limited to matters specified in the Annual Budget or Corporate Business Plan and in any other case, requires a specific resolution of Council.
3. The Chief Executive Officer is limited to determining disposals of property (written down assets) for any single project, or where not part of a project a single event, to an aggregated maximum value of $1,500,000.
4. The Chief Executive Officer is limited to determining disposals of property (~~freehold~~ land asset), by lease to an aggregated maximum value of $50,000 per leased area per annum subject to no more than a variation of ~~valuation of~~ 10% to the market ~~rates~~ valuation. ~~In addition, the Chief Executive Officer may also assign leases and enter into an option to extend if this option was provided for in the original terms of a lease approved by Council and does not vary any material terms.~~
5. The Chief Executive Officer is limited to determining disposal of art to the value of $500.
6. The Chief Executive Officer may not dispose of land by sale or absolute transfer.
7. Authority to determine the method of disposal:
   a. Where a public auction is determined as the method of disposal:
      i. a reserve price has been set through independent valuation;
      ii. where the reserve price is not achieved at auction negotiation may be undertaken to achieve the sale of the property at up to a 10% variation on the set reserve price.
   b. Where a public tender is determined as the method of disposal and the tender does not achieve a reasonable price for the disposal of the property, then the CEO is to determine if better value could be achieved through another disposal method and if so, must determine not to accept any tender and use an alternative disposal method.
   c. Where a direct negotiation is determined [s.3.58(3)] as the

	method of disposal, authority to: i. negotiate the ~~sale~~ disposal of the property up to a 10% variance on the valuation; and ii. consider any public submissions received and determine if to proceed with the disposal, ensuring that the reasons for such a determination are recorded. 8. Where the material market value of the property is determined as being less than $20,000 (Reg 30(3) excluded disposal) may be undertaken: i. without reference to Council resolution; and ii. in any case be undertaken to ensure that best value return is achieved for the City however, where the property is determined as having a Nil material market value, then the disposal must ensure the City achieves an environmentally responsible disposal. **Explanation:** The addition of "per leased area" to point 4 of the conditions is to clarify that the value amount is not a total threshold for all uses of the delegation within a year. The removal of the word "freehold" is to allow for properties that are managed by the City via other means such as management orders to be clearly included within the authority. The other changes are for clarity. The removal of the condition advising the CEO may extend or assign leases is because where this is contained within the original lease this is not considered a new disposal, but instead purely administering the current lease on its terms. Specifying there is authority to determine the method of disposal in the function is suggested for clarity. In point 7, sale is changed to disposal as not all disposals are sales.
1.2.10 - Payments from Municipal or Trust Fund	**Amended Delegation** **Council conditions on this delegation:** ~~Approval of civic functions in accordance with Policy 10.12 is limited to up to $5,000 per function, subject to sufficient appropriate budget.~~ Nil **Explanation:** This requirement, which is also detailed in the referenced policy, is a decision to approve incurring a specific liability - not a decision to make a payment. It is removed from the delegation as it is irrelevant to the function, but the requirement remains as detailed in the policy.
1.2.12 - Defer, Grant Concessions, Waive or Write Off Debts	**Amended Delegation** **Council Conditions on this delegation:** Prior to writing off a debt, ~~All~~ all necessary measures have been taken to recover the debt~~.~~ and the ~~The~~ debt remained unpaid for a period of 90 days after its due date for payment.

	Explanation: To clarify the condition relates to writing off debts rather than waiving fees.
1.2.17 - Actions Against Land Where Rates or Service Charges Unpaid	**Amended Delegation** **Function:** 1. to take possession of land and hold the land as against a person having an estate or interest in the land where any rates or service charges in respect of the rateable land have been unpaid for at least three years [s.6.64(1)], ~~except where s. 6.68(3A) applies~~ including: i. lease the land, or ii. sell the land, or where land is offered for sale and a contract of sale has not been entered into after 12 months: I. cause the land to be transferred to the Crown [s.6.71 and s.6.74]; or II. cause the land to be transferred to the City [s.6.71]; and iii. determine such matters that Schedule 6.2 and 6.3 require to be determined for the lease or sale of land, including the date of the auction, desirable means of advertisement, and the reserve price [Sch 6.2 and 6.3]. 2. lodge (and withdraw) a caveat to preclude dealings in respect of land where payment of rates or service charges imposed on that land is in arrears [s.6.64(3)]. 3. agree terms and conditions with a person having estate or interest in land and to accept payment of outstanding rates, service charges and costs within 7 days of and prior to the proposed sale [s.6.69(2)]. **Express power or duty delegated:** • Section 6.64(1) and (3) Actions to be taken • Section 6.69(2) Right to pay rates, service charges and costs, and stay proceedings • Section 6.71 Power to transfer land to Crown or local government • Section 6.74 Power to have land revested in Crown if rates in arrears 3 years • Schedule 6.2 Provisions relating to lease of land where rates or service charges unpaid • Schedule 6.3 Provisions relating to sale or transfer of land where rates or service charges unpaid **Council conditions on this delegation:** ~~Nil.~~ In accordance with s.6.68(3A), this delegation cannot be used where a decision relates to exercising a power of sale without having, within the previous 3-years attempted to recover the outstanding rates / changes through a court under s.6.56, as s.6.68(3A) requires that the

	reasons why court action has not been pursued must be recorded in Council Minutes. **Explanation:** The WALGA template provides details of the powers that are granted under s. 6.64 and this is proposed for inclusion for clarity on the powers that are being delegated. Schedule 6.2 and 6.3 require decision making by the local government on matters such as the reserve price, desirable means of advertising and the auction date and while it is implied these powers are included it is recommended to detail this for clarity. The conditions are recommended by WALGA for clarity.
1.2.24 - ~~Sole Supplier of~~ Unique Goods and Services	**Amended Delegation** **Council conditions on this delegation:** The Chief Executive Officer being satisfied that: a. adequate market research has been undertaken to verify that no alternative supplier of the goods or services is available; and b. sufficient investigation into the use of potential substitute goods or services has been undertaken. This delegation only applies to matters above the tender threshold in *Local Government (Functions and General) Regulations* 1996 Reg 11(1). For matters below that threshold, authorisation is not via this delegation but instead it is via the City's policies, procedures and financial authority limits. **Explanation:** This addition is primarily a guidance note to clarify what the function relates to.
NEW 1.2.32 - Recovery of Rates or Service Charges	**Proposed Delegation** **Function:** 1. Authority to recover rates or service charges, as well as costs of proceedings for the recovery, in a court of competent jurisdiction [s.6.56(1)]. **Explanation:** A comparison with the WALGA template noted that this power had not been delegated, but a policy does exist to provide guidance to the organisation on the process for overdue rates management. Delegation will support operational processes.
NEW 1.2.33 - Panels of Pre-Qualified Suppliers for Goods and Services	**Proposed Delegation** **Function:** Authority to: 1. determine that there is a continuing need for the goods or

	services proposed to be provided by a panel of pre-qualified suppliers [F&G r.24AC(1)(b)]. 2. before inviting submissions, determine in writing the criteria for deciding which applications should be accepted [F&G r.24AD(3)]. 3. vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to ensure each person who has enquired or submitted an application is provided notice of the variation [F&G r.24AD(6)]. 4. reject an application without considering its merits, where it was submitted at a place and within the time specified, but fails to comply with any other requirement specified in the invitation [F&G r.24AH(2)]. 5. assess applications, by written evaluation of the extent to which the submission satisfies the criteria for deciding which applicants to accept, and decide which applications to accept as most advantageous [F&G r.24AH(3)]. 6. request clarification of information provided in a submission by an applicant [F&G r.24AH(4)]. 7. decline to accept any application [F&G r.24AH(5). 8. enter into contract, or contracts, for the supply of goods or services with a pre-qualified supplier, as part of a panel of pre-qualified suppliers for those particular goods or services [F&G r.24AJ(1)]. **Explanation:** The City's purchasing policy provides for the establishment of panel's of pre-qualified suppliers. These Panels must be called under this regulation rather than the standard tender regulation so a delegation is required.
NEW 1.2.34 - Rate Record Amendment	**Proposed Delegation** **Function:** Authority to determine any requirement to amend the rate record for the 5-years preceding the current financial year [s.6.39(2)(b)]. **Council Conditions on this Delegation:** Delegates must comply with the requirements of s.6.40 of the Act. **Explanation:** To improve operational efficiency.
Bush Fires Act 1954	
The *Bush Fires Act 1954* contains three powers of delegation for a local government. Section 48 allows a local government to delegate any of its powers to its Chief Executive Officer which cannot be further delegated. Section 17(10) allows a local government to delegate its functions under section 17(7) only to both its Mayor and President and it's Chief Bush Fire Control Officer, to act jointly. Section 59(3) allows a local government to delegate only the power to consider allegations of offences and then institute or carry on proceedings to either a bushfire control officer or another officer.	

The current delegations have included delegations beyond this. Delegations to persons not authorised by these sections are proposed to be revoked.	
2.1.2 - Prohibited Burning Times - Vary	**Amended Delegation** **Express power to delegate:** *Bush Fires Act 1954:* • s.48 Delegation by local government; and • s. 17(10) **Express power or duty delegated** • ~~s.13(4) Duties and powers of bush fire liaison officers~~ • 17(7) Prohibited burning times may be declared by Minister *Bush Fire Regulations 1954* • Reg. 15. Permit to burn (Act s. 18), form of and applying for after refusal etc. • Reg. 38C. Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times • Reg. 39B. Crop dusters etc., use of in restricted or prohibited burning times **Delegate** Chief Executive Officer or Chief Bush Fire Control Officer jointly with the Lord Mayor ~~Deputy Chief Bush Fire Control Officer~~ **Explanation:** The incorrect "express power or duty had been listed", this has been corrected**.** Both relevant powers of delegation are listed. Delegates have been amended to only those permitted by the *Bush Fires Act 1954.* In the compliance links, reference to the procedural requirements for this delegation has been added.
2.1.3 - Prohibited Burning Times – Control Activities; 2.14 - Restricted Burning Times – Vary and Control Activities, 2.1.5 - Control of Operations Likely to Create Bush Fire Danger; 2.1.7 - Firebreaks, 2.1.9 - Control and Extinguishment of Bush Fires; 2.1.11 - Recovery of Expenses Incurred through Contraventions of this Act	**Amended Delegation** **Delegate** Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~ **Explanation:** Delegates have been amended to only those permitted by the *Bush Fires Act 1954.*
2.1.6 - Burning Garden Refuse / Open Air Fires	**Amended Delegation** **Delegate** Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~

	~~Bush Fire Control Officer~~ **Explanation:** Delegates have been amended to only those permitted by the *Bush Fires Act 1954.*
2.1.12 - Prosecution of Offences	**Amended Delegation** **Express power to delegate:** *Bush Fires Act 1954:* • s.48 Delegation by local government; and • s. 59(3) Prosecution of offences **Explanation:** To record the power of delegation which permits officers other than the Chief Executive Officer to be granted delegated authority for these decisions.
Food Act 2008	
2.2.1 - Prohibition Orders; 2.2.3 - Registration of Food Businesses; 2.2.4 - Appoint Authorised Officers; 2.2.5 - Prosecutions and Debt Recovery	**Amended Delegation:** **Delegates** Addition of: General Manager Community Development Alliance Manager Community Safety and Amenity Principal Environmental Health Removal of: Coordinator Environmental Health **Explanation:** Council has not reviewed this delegation since the creation of these roles. The addition of these delegates to each of these delegations is recommended.
Building Act 2011	
2.3.1 - Grant a building permit	**Amended Delegation:** **Express power or duty delegated:** *Building Act 2011*: • s18 Further Information • s20 Grant of building permit • s22 Further grounds for not granting an application • s27(1) and (3) Impose Conditions on Permit *Building Regulations 2012:* • Regulation 23 Application to extend time during which permit has effect (s.32) • Regulation 24 Extension of time during which permit has effect (s.32(3)) • Regulation 26 Approval of new responsible person (s.35(c))

- ~~Regulation 55 (Smoke Alarms) Terms used~~
- ~~Regulation 61 Local Government approval of battery powered smoke alarms~~

Delegate:
Chief Executive Officer
Alliance Manager Development Approvals
Principal Building Surveyor
Senior Building Surveyor

Function:
Authority to:

1. require an applicant to provide any documentation or information required to determine a building permit application [s18(1)].
2. grant or refuse to grant a building permit [s20(1) & (2) and s22].
3. impose, vary or revoke conditions on a building permit [s27(1) and(3)].
4. determine an application to extend time during which a building permit has effect [regulation 23].
    i. Subject to being satisfied that work for which the building permit was granted has not been completed OR the extension is necessary to allow rectification of defects of works for which the permit was granted [regulation 24(1)]
    ii. Authority to impose any condition on the building permit extension that could have been imposed under s.27 [regulation 24(2)].
5. approve, or refuse to approve, an application for a new responsible person for a building permit [regulation 26].
6. ~~determine approved alternative building solution to meet performance requirement in the Building Code relating to fire detection and early warning [Reg.55].~~
7. ~~determine approval / refusal of battery powered smoke alarm and determine application form [Reg.61].~~
8. ~~determine approved alternative building solution to meet performance requirement in the Building Code relating to pool barrier requirements [Reg.51].~~

Explanation:
The CEO has been added as a delegate to enable the CEO to determine and amend sub delegates. This process is more efficient and is in line with the CEO's role of management of staff. It is proposed that other delegates for all *Building Act 2011* delegation should be removed once the CEO has considered all delegations from the CEO, but not until that point to avoid gaps in authority in a key function.

Decisions under regulations 51, 55 and 61 have been moved into a separate delegation as the functions are considered distinct.

	A reference to the *Heritage of Western Australia Act 1990* was replaced with the Heritage *Act 2018* in the compliance links.
2.3.2 - Grant of a Demolition Permit	**Amended Delegation:** **Delegate:** Chief Executive Officer Alliance Manager Development Approvals Principal Building Surveyor Senior Building Surveyor **Explanation:** To enable the CEO to determine sub-delegations to staff and correct position titles. A reference to the *Heritage of Western Australia Act 1990* was replaced with the *Heritage Act 2018* in the compliance links.
2.3.3 - Grant Occupancy Permit or Building Approval Certificate	**Amended Delegation:** **Delegate:** Chief Executive Officer Alliance Manager Development Approvals Principal Building Surveyor Senior Building Surveyor **Explanation:** To enable the CEO to determine sub-delegations to staff and correct position titles.
2.3.4 - Designate Authorised Persons	**Amended Delegation:** **Delegate:** Chief Executive Officer ~~Director Planning and Development~~ **Explanation:** The position title removed no longer exists. The CEO may determine any appropriate sub-delegates.
2.3.5 - Building Orders	**Amended Delegation:** **Delegate:** Chief Executive Officer ~~Director Planning and Development~~ Alliance Manager Development Approvals Principal Building Surveyor Senior Development Compliance Officer **Function:** Authority to: 1. make Building Orders [s.110] in relation~~s~~ to: a. Building work, b. Demolition Work,

	c. An existing building or incidental structure. 2. give notice of a proposed building order and consider submissions received in response and determine actions [s.111(1)(c)] 3. revoke a Building Order [s.117]. 4. if there is non-compliance with a building order, cause an authorised person to: a. Take any action specified in the order; or b. Commence or complete any work specified in the order; or c. If any specified action was required by the order to cease, to take such steps as are reasonable to cause the action to cease [s.118(2)]. 5. take court action to recover as a debt, reasonable costs and expenses incurred in doing anything in regard to non-compliance with a building order [s.118(3)]. 6. initiate a prosecution pursuant to section 133(1) for non-compliance with a Building Order made pursuant to section 110 of the *Building Act 2011*. **Explanation:** To enable the CEO to determine sub-delegations to staff and correct position titles. Minor spelling and formatting errors were corrected in the function.
2.3.6 - Inspection and Copies of Building Records	**Amended Delegation:** **Delegate:** Chief Executive Officer Alliance Manager Development Approvals Team Leader Applications Principal Building Surveyor **Function:** Authority to determine an application from an interested person to inspect and copy a building record [s.131(2)]. **Explanation:** The addition of the CEO is to enable the CEO to determine sub-delegations to staff and correct position titles. A grammatical error was corrected in the function.
NEW – 2.3.8 - Private Pool Barrier – Alternative and Performance Solutions	**Proposed Delegation:** **Function:** 1. Authority to approve requirements alternative to a fence, wall, gate or other component included in the barrier, if satisfied that the alternative requirements will restrict access by young children as effectively as if there were compliance with AS 1926.1 [r.51(2)] 2. Authority to approve a door for the purposes of compliance with

	AS 1926.1, where a fence or barrier would cause significant structural or other problem which is beyond the control of the owner / occupier or the pool is totally enclosed by a building or a fence or barrier between the building and pool would create a significant access problem for a person with a disability [r.51(3)] 3. Authority to approve a performance solution to a Building Code pool barrier requirement if satisfied that the performance solution complies with the relevant performance requirement [r.51(5)]. **Explanation:** Regulation 51 of the *Building Regulations 2012* was previously delegated and had been incorporated into the grant a building permit delegation. It is separated as it is considered a distinct function, with changes in wording to align the delegation with the WALGA template.
NEW – 2.3.9 - Smoke Alarms – Alternative Solutions	**Proposed Delegation:** **Function:** 1. Authority to approve alternative building solutions which meet the performance requirement of the Building Code relating to fire detection and early warning [r.55]. 2. Authority to approve or refuse to approve a battery powered smoke alarm and to determine the form of an application for such approval [r.61]. **Explanation:** Regulation 55 and 61 of the *Building Regulations 2012* was previously delegated and had been incorporated into the grant a building permit delegation. It is separated as it is considered a distinct function, with changes in wording to align the delegation with the WALGA template
NEW – 2.3.10 - Referrals and Issuing Certificates	**Proposed Delegation:** **Function:** Authority to issue a certificate for Design Compliance, Construction Compliance or Building Compliance whether or not the land subject of the application is located in the City of Perth's District [s.145A(2)]. **Explanation:** This would enable the City to carry out certification services outside of its boundaries.
Planning and Development Act 2005	
2.4.1 - Illegal Development	**Amended Delegation:** **Express power to sub-delegate:** ~~Nil.~~ *Local Government Act 1995* Section 5.44 CEO may delegate some powers and duties to other employees **Explanation:** There is an express power to sub-delegate

City Planning Scheme No. 2	
2.5.1 - City Planning Scheme No.2 – Planning Approval	**Amended Delegation:** **Delegate:** Chief Executive Officer ~~Director Planning and Development~~ ~~Manager Development Approvals~~ **Conditions** References to the *Heritage of Western Australia Act 1990* are replaced with references to the *Heritage Act 2018*. **Explanation:** The relevant clauses of the *Planning and Development (Local Planning Schemes) Regulations 2015* - Schedule 2 Deemed Provisions for Local Planning Schemes – including clauses 81 to 84 do not provide an ability for a local government to delegate directly to staff. The CEO may sub-delegate. Changes to the conditions reflect the commencement of the *Heritage Act 2018* in July 2019.
City Planning Scheme No.2 / City of Subiaco Town Planning Scheme No.4	
2.5.1 A) - City of Subiaco Town Planning Scheme No.4. Planning Approval	**Amended Delegation:** **Title:** 2.5.1 ~~City Planning Scheme No.2 – Planning Approval~~ A) City of Subiaco Town Planning Scheme No.4. Planning Approval **Conditions** References to the *Heritage of Western Australia Act 1990* are replaced with references to the *Heritage Act 2018*. **Explanation:** Changes to the conditions reflect the commencement of the *Heritage Act 2018* in July 2019. Title change as the City of Subiaco Town Planning Scheme No.4 is its own document.
Cat Act 2011	
2.6.3 - Approval to Breed Cats	**Amended Delegation:** **Function:** Authority to: 1. Grant or refuse to grant an approval for the person to breed cats [s37(1)(a) and 37(2)]. 2. Renew or refuse to renew an approval for the person to breed cats [s37(1)(b)] and 37(2)].

	3. Require an applicant to provide any document or information required to determine the application [s37(3)]. 4. Refuse to consider an application, where the applicant has not complied with a request for information [s37(4)]. 5. Cancel an approval to breed cats [s38]. 6. Give an approved breeder a new certificate or tag, if satisfied that the original has been stolen, lost, damaged or destroyed [s39(2)]. **Explanation:** Decisions under section 37(1) require determinations of whether any of the factors listed in section 37(2) apply so both subsections should be referenced.
2.6.5 - Waive or Discount Registration Fees	**Amended Delegation:** **Express power or duty delegated:** *Cat Regulations ~~2011~~ 2012* • ~~Schedule 1 – clause 1: Fees payable~~ • Schedule 3 – cl. 1(4)]: Fees payable **Explanation:** To correct the references to legislation
Dog Act 1976	
2.7.1 - Dog Act – Registrations	**Amended Delegation:** **Function:** Authority to: 1. Direct a registration officer to refuse to effect or renew a registration of a dog or cancel an existing registration [s.16]. 2. Determine that a dog cannot be registered where no application has been made [s.17A]. 3. Determine, for the purposes of assessing whether a dog can be registered or remain registered, that a dog is not, or will not be, appropriately confined [s.16, s.17A]. 4. Determine, for the purposes of assessing whether a dog can be registered or remain registered, that a dog is destructive, unduly mischievous, or to be suffering from an infectious or contagious disease [s.16, 17A]. 5. Apply to a Justice of the Peace for an order to seize a dog where, following a decision to refuse or cancel a registration and the applicant / owner has not applied to the State Administrative Tribunal for the decision to be reviewed. [s.17(4)] and Authority, following seizure, to determine to cause the dog to be detained or destroyed or otherwise disposed of as though it had be found in contravention of section 31, 32 or 33A and had not been claimed

	[s.17(6)] **Explanation:** To improve operational efficiency.
NEW – 2.7.4 - Dog Act – Recovery of Moneys Due Under this Act	**Proposed Delegation:** **Function:** Authority to recover moneys, in a court of competent jurisdiction, due in relation to a dog for which the owner is liable [s.29(5)]. **Explanation:** To improve operational efficiency.
NEW – 2.7.5 - Dog Act – Dangerous Dog Declared or Seized – Deal with Objections and Determine when to Revoke	**Proposed Delegation:** **Function:** 1. Authority to consider and determine to either dismiss or uphold an objection to the declaration of a dangerous dog [s.33F(6)]. 2. Authority to consider and determine to either dismiss or uphold an objection to seizure of a dangerous dog [s.33G(4)]. 3. Authority to revoke a declaration of a dangerous dog or revoke notice proposing to cause a dog to be destroyed, only where satisfied that the dog can be kept without likelihood of any contravention of this Act [s.33H(1)] i. Authority to, before dealing with an application to revoke a declaration or notice, require the owner of the dog to attend with the dog a course in behaviour and training or otherwise demonstrate a change in the behaviour of the dog [s.33H(2)]. **Explanation:** To improve operational efficiency.
NEW – 2.7.6 - Dog Act – Deal with Objection to Notice to Revoke Dangerous Dog Declaration or Destruction Notice	**Proposed Delegation:** **Function:** Authority to consider and determine to either dismiss or uphold an objection to a decision to revoke [s.33H(5)]: a) a notice declaring a dog to be dangerous; or b) a notice proposing to cause a dog to be destroyed. **Explanation:** To improve operational efficiency.
NEW – 2.7.7 - Dog Act – Determine Recoverable Expenses for Dangerous Dog Declaration	**Proposed Delegation:** **Function:** Authority to determine the reasonable charge to be paid by an owner at the time of payment of the registration fee under s.15, up to the

	maximum amount prescribed, having regard to expenses incurred by the Local Government in making inquiries, investigations and inspections concerning the behaviour of a dog declared to be dangerous [s.33M(1)(a)]. **Explanation:** To improve operational efficiency.
Public Health Act 2016	
The *Public Health Act 2016* is still in the process of implementation. Council may delegate its functions to the CEO or a designated officer who is required to be suitably qualified for this position. There is no power of sub delegation.	
NEW 2.8.2 - Enforcement Agency Reports to the Chief Health Officer	**Proposed Delegation:** **Function:** 1. Authority to prepare and provide to the Chief Health Officer, the Local Government's report on the performance of its functions under this Act and the performance of functions by persons employed or engaged by the City [s.22(1)] 2. Authority to prepare and provide to the Chief Health Officer, a report detailing any proceedings for an offence under this Act [s.22(2)]. **Explanation:** To improve operational efficiency.
NEW 2.8.3 - Determine Compensation for Seized Items	**Proposed Delegation:** **Function:** Authority, in response to an application for compensation, to determine compensation that is just and reasonable in relation to any item seized under Part 16 if there has been no contravention of the Act and the item cannot be returned or has in consequence of the seizure depreciated in value [s.264] **Explanation:** To improve operational efficiency.
NEW 2.8.4 - Commence Proceedings	**Proposed Delegation:** **Function:** Authority to commence proceedings for an offence under the *Public Health Act 2016* [s.280] **Explanation:** To improve operational efficiency.
Graffiti Vandalism Act 2016	
The City does not currently have any delegations under the *Graffiti Vandalism Act 2016*. The City has reviewed the *Graffiti Vandalism Act 2016* and the delegations in the WALGA template and believes each of the following is an appropriate delegation for administrative efficiency. Each of the delegations follows	

the WALGA template.	
NEW 2.10.1 - Give Notice Requiring obliteration of Graffiti	**Proposed delegation:** **Function:** 1. Authority to give written notice to a person who is an owner or occupier of property on which graffiti is applied, requiring the person to ensure that the graffiti is obliterated in an acceptable manner, within the time set out in the notice [s.18(2)]. 2. Authority, where a person fails to comply with a notice, to do anything considered necessary to obliterate the graffiti in an acceptable manner [s.19(3)] and to take action to recover costs incurred as a debt due from the person who failed to comply with the notice [s.19(4)]. **Explanation:** To improve operational efficiency.
NEW 2.10.2 - Notices – Deal with Objections and Give Effect to Notices	**Proposed delegation:** **Function:** 1. Authority to deal with an objection to a notice [s.22(3)]. 2. Authority, where an objection has been lodged, to: i. determine and take action to give effect to the notice, where it is determined that there are urgent reasons or an endangerment to public safety or likely damage to property or serious nuisance, if action is not taken [s.24(1)(b)] and ii. to give notice to the affected person, before taking the necessary actions [s.24(3)]. **Explanation:** To improve operational efficiency.
NEW 2.10.3 - Obliterate Graffiti on Private Property	**Proposed delegation:** **Function:** 1. Authority to determine to obliterate graffiti applied without consent of the owner or occupier, even though the land on which it is done is not local government property and the local government does not have consent [s.25(1)]. **Council Conditions on Delegation** 1. Subject to exercising Powers of Entry. **Explanation:** To improve operational efficiency.

NEW 2.10.4 - Powers of Entry	**Proposed delegation:** **Function:** 1. Authority to give notice of an intended entry to the owner or occupier of land, premises or thing, specifying the purpose for which entry is required [s.28]. 2. Authority to obtain a warrant to enable entry onto any land, premises or thing for the purposes of this Act [s.29]. **Explanation:** To improve operational efficiency.

Revoke

Delegation	Reason
Local Government Act 1995	
1.2.11 C - Determine Application for Payment of Legal Representation Costs	The description of the delegation does not relate to the power being delegated. Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996* relates to restrictions on making payments from municipal fund. It does not relate to the decision to make a purchase, including of legal expenses, or the review of an application for the City to cover legal representation costs. There is not a specific power to determine an application for payment of legal representation costs. As a delegation is the handing down of an explicit power given under a written law as is explained in both WALGA's Delegation Guide and the Department Guidelines, this means that a delegation cannot be created for this purpose. In these instances, both WALGA and the Department's Guidelines propose that a policy which provides the criteria for the decision can provide the authority for administration to act. This has already occurred and there is a policy, Council Policy 10.16 – Legal Representation for Members and Employees, which provides the necessary authority.
Bush Fires Act 1954	
2.1.10 - Apply for a Declaration as an Approved Area	This delegation is unnecessary for the City as to seek an area be declared as an approved area the City must first establish a bush fire brigade via a local law.
2.1.13 - Withdrawal of Infringement Notices	The power of withdrawing an infringement is not one granted to the local government so it cannot delegate this power. Instead, section 59A(5) of the *Bush Fires Act 1954 r*equires the decision to be made by a prescribed officer (which under the *Bush Fires (Infringements) Regulations 1978* is the Chief Executive Officer, Mayor or President of the local government).
City Planning Scheme No. 2	
2.5.2 - Appoint Authorised Officers	This delegation to the CEO is of a power that the CEO already has under cl. 79 of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes.
City of Subiaco Town Planning Scheme No.4.	

2.5.2 A - Appoint Authorised Officers	This delegation recognises that the power to appoint authorised officers is a power that cl. 79 of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes assigns to the CEO. However, as it has been previously adopted by Council it should be revoked for clarity.
Cat Act 2011	
2.6.7 - Infringement Notices – Extensions and Withdrawals	This delegation recognises that the power to withdraw or extend the time for payment of an infringement is a power Section 64 and 65 of the *Cat Act 2011* assigns to the CEO. However, as it has been previously adopted by Council it should be revoked for clarity. The CEO can determine delegations for this matter.

Both the Artwork Acquisitions delegation (1.2.11A) and the Determine Grants, Sponsorship and Donation Allocations delegation (1.2.11B) appear affected by the same error as the Determine Application for Payment of Legal Representation Costs in claiming to delegate powers beyond what regulation 12(1)(a) of *the Local Government (Financial Management) Regulations 1996* actually provides for. While there are detailed policies on these matters (being Council Policy 9.7 – Purchasing and Council Policy 18.2 – Cultural Collections in relation to Delegation 1.2.11A and Council Policy 18.13 Sponsorship and Grants, and Council Policy 18.14 Donations in relation to Delegation 1.2.11B) they do not currently incorporate the decision-making powers and conditions as detailed within the delegations. It is proposed that these delegations be revoked, but only once the authorities and conditions have been appropriately incorporated into the relevant policies. The amendments to the policies will require review in accordance with the Policy Framework Policy.

Land Administration Act 1996

In its Ordinary Council Meeting held **26 May 2020**, Council requested that the Administration prepare a report to delegate matters relating to the cancellation of a reserve and dedication of land as road reserve to the Chief Executive Officer.

The decision to request that the Minister dedicate land as a road reserve under section 56 of the *Land Administration Act 1996* cannot be delegated. The *Land Administration Act 1996* does not contain a power of delegation for local governments. Both the WALGA Guide and the Department Guidelines advise that a delegation of power requires an expressly written power of delegation that applies to the relevant legislation due to section 59 of the *Interpretation Act 1984*. The *Land Administration Act 1996* does not contain a power of delegation.

Additionally, the legislation itself indicates that a council resolution is required for the decision. Section 56(2) of the *Land Administration Act 1956* as well regulation 8 of the *Land Administration Regulations 1998* which provides procedural requirements for those decisions require details of the resolution to be provided to the Minister. The WALGA guidance on such matters is that matters that refer to resolution are unable to be delegated as the legislation is implying that the decision is to be made by Council resolution.

Stakeholder engagement

There is no stakeholder engagement related to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.6 Decision-making that is ethical, informed and inclusive.

Delegations with appropriate conditions support responsive decision making.

Legal and statutory implications

Sections 5.16, 7.1B, and 5.42 of the Act provides that a Council may delegate its powers and duties under the Act and its subsidiary legislation to a Committee, Audit Committee or to the CEO. Sections 5.17, 5.43 and 7.1B of the Act, regulation 18G of the *Local Government (Administration) Regulations 1996* and regulation 6 of the *Local Government (Financial Management) Regulations 1996* limit this power of delegation.

Sections 5.18 and 5.46 of the Act require that each delegation be recorded in a register and be reviewed at least once every financial year. Sections 47(2) of the *Cat Act 2011* and s.10AB of the *Dog Act 1976* require the same for delegations under that the respective legislation.

Powers of delegation from Council are also supported in:

- Section 127 of the *Building Act 2011* (subject to limits in section 127);
- Section 48 of the *Bush Fires Act 1954* (subject to limits in section 18(1));
- Section 44 of the *Cat Act 2011*;
- Section 10AA of the *Dog Act 1976*;
- Section 118 of the *Food Act 2008* (subject to limits in s. 118);
- Section 16 of the *Graffiti Vandalism Act 2016*;
- Section 21 of the *Public Health Act 2016*; and
- Schedule 2 clause 82(1) of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Section 59 of the *Interpretation Act 1984* provides requirements which apply to all delegations. For a delegation to be valid, there must be an express power to delegate in the legislation being delegated. The delegation must be of an express power or duty written in the legislation. All delegations must be in writing.

Decisions in relation to delegations under the Act, *Cat Act 2011*, *Dog Act 1976,* and *Graffiti Vandalism Act 2016* are by absolute majority.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to support the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Medium
Community	Low

Risk domain	Consequence	Likelihood	Risk rating
Legal and Regulatory/Ethical	Moderate	Possible	Medium

Council is required to review its delegations by 30 June 2020 to comply with section 5.18 and 5.46 of the Act.

The delegations must be carefully considered to ensure they are up to date with relevant legislation, appropriate and have conditions that mitigate risk. Ongoing review and consideration of guidance from WALGA and the Department of Local Government, Sport and Cultural Industries will support this.

Approval implications

If Council does not adopt the delegated authority review it will not meet the statutory requirement to review delegations at least once per financial year. Council may amend or revoke delegations.

Financial implications

There are no financial implications associated with this report.

Policy references

There are no direct policy implications associated with this report. However, where a policy is effected by a delegation the delegation refernces the policy in either it's conditions or as a compliance link.

Comments

Following Council's statutory review and adoption of the 2020/21 Delegated Authority Register, Governance will finalise the review of the CEO sub-delegations.

Officer Recommendation

That Council:

1. ENDORSES the annual statutory review of the Delegated Authority Register as detailed in this report, in accordance with s.5.18 and 5.46 of the *Local Government Act 1995*, s.47(2) of the *Cat Act 2011* and s.10AB of the *Dog Act 1976*.

2. REVOKES the following listed delegations as detailed in Attachment 13.11A, under the *Local Government Act 1995*, *Cat Act 2011, Bush Fires Act 1954,* and the *Planning and Development (Local Planning Schemes) Regulations 2015* (*City Planning Scheme No. 2,* and *City of Subiaco Town Planning Scheme No. 4)*:
   2.1 1.2.11C Determine Application for Payment of Legal Representation Costs;

2.2 2.1.10 Apply for Declaration as an Approved Area;
2.3 2.1.13 Withdrawal of Infringement Notices;
2.4 2.5.2 Appoint Authorised Officers;
2.5 2.5.2A Appoint Authorised Officers - City of Subiaco Town Planning Scheme No.4

3. APPROVES the delegations, inclusive of amendments and new delegations as detailed in Attachment 13.11A - Delegation Register, in accordance with s.5.17 and 5.42 of the *Local Government Act 1995*, s.44 of the *Cat Act 2011*, s.10AA of the *Dog Act 1976,* s.16 of the *Graffiti Vandalism Act 2016,* s.127 of the *Building Act 2011*, s.48 of the *Bush Fires Act 1954*, s.118 of the *Food Act 2008,* s.21 of the *Public Health Act 2016,* cl. 81 of the *Planning and Development (Local Planning Schemes) Regulations 2015,* and reg. 15D(7) of the *Health (Asbestos) Regulations 1992*.

Item 13.12 – Nomination of a Commissioner to the Mindarie Regional Council

File reference	P1030366
Report author	Siobhan Rippington, Governance Coordinator
Other contributors	Nil
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	26 May 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Nil

Purpose

The purpose of this report is for Council to nominate a Commissioner to represent the City of Perth on the Mindarie Regional Council (MRC).

Background

At its meeting held on 27 August 2019, Council nominated Commissioner Kosova as the City's representative to the MRC. The MRC constitution was made under the *Local Government Act 1960*, under which all regional councillor appointments expire on 30 June each year. *The Local Government Act 1960* does not allow for the appointment of an ongoing deputy member.

Details

The MRC was formed in 1981 and formally constituted in 1987. The purpose of the MRC is to provide effective and cost-efficient waste disposal consistent with safeguarding all environmental elements for the benefit of the constituent local governments and their residents. The constituent local governments are the Cities of Joondalup, Wanneroo, Perth, Stirling and Vincent and the Towns of Victoria Park and Cambridge.

The MRC meets bi-monthly, on a Thursday at 6.30pm, with the venue rotated between the member Local Governments. MRC members receive $10,300 per annum, and an allowance of $1,000 per annum.

Stakeholder engagement

No stakeholder engagement was undertaken in relation to this report.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.6 Decision making that is ethical, informed and inclusive.

Legal and statutory implications

Section 708 of the *Local Government Act 1960*
Schedule 9.3. Clause 10 of the *Local Government Act 1995*

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Legal and Regulatory/Ethical	Minor	Rare	Low

Approval implications

If Council does not nominate a Commissioner to the MRC the City will not have a representative on the MRC.

Financial implications

There are no financial implications related to this report.

Policy references

There are no policy references in relation to this report.

Comments

To ensure the City is appropriately represented on the MRC, it is recommended that Council nominate a Commissioner to the MRC. Following the City of Perth election on 17 October 2020, a Special Council Meeting will be held in which Council will nominate newly elected Elected Members to relevant regional councils, committee and boards. Therefore, the officer recommendation is for Council to nominate a Commissioner for a period expiring when the election is held.

Officer Recommendation

That Council NOMINATE Commissioner _____ as the City of Perth's representative to the Mindarie Regional Council from 1 July 2020 until the City of Perth 2020 election.

Item 13.13 – Corporate Business Plan 2020/21 – 2023/24

File reference	P1036767#01
Report author	Sarah Best, Integrated Strategic Planning Analyst
Other contributors	Karin Strachan, Director Corporate Recovery Chris Noble, Corporate Strategy and Risk Advisor
Reporting Service Unit and Alliance	Strategy and Risk, Chief Executive Officer
Report author disclosure of interest	Nil
Date of report	29 May 2020
Nature of Council's role	Legislative
Voting requirement	Absolute Majority
Attachment/s	Attachment 13.13A – Corporate Business Plan 2020/21 – 2023/24

Purpose

The purpose of this report is to seek Council endorsement of the City's Corporate Business Plan 2020/21 – 2023/24, developed to guide the organisation in the delivery of the Strategic Community Plan's aspirations and objectives.

Background

The City of Perth's Strategic Community Plan 2019-2029 was endorsed by Council at its Ordinary Council Meeting on 26 November 2019 and articulated the City's aspirations, objectives and priorities. To operationalise the Strategic Community Plan, the organisation commenced, in November 2019, the process for developing the organisations Corporate Business and Service Unit Plan's, with supporting financial impacts.

From November 2019 to May 2020, the City worked toward integrating its planning and budgeting processes to ensure the City had a suite of integrated and future focussed plans to clarify operational effort and cost to deliver quality outcomes to the community. This integrated approach underpins the City's Corporate Business Plan, which provides clarity on activities that the City will focus on, within its human and financial resource limitations. The City of Perth Corporate Business Plan 2020/21-2023/24 is now provided to Council for formal consideration.

Details

The Corporate Business Plan translates the Councils strategic direction into the functions, activities and operations of the City, within resource limitations. The services, projects and activities indicated within the Corporate Business Plan have been guided through prioritisation and engagement processes with Commissioners and key stakeholders. It aligns the City's activities with the Strategic Community Plan Aspirations:

- **People**
  A safe, activated and welcoming City that celebrates its diversity and sense of community, providing a unique educational, cultural, sporting and lifestyle offering.

- **Place**
  A well planned and functional built form environment, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system.

- **Planet**
  A City that respects, protects and fosters its natural environment, embraces the principles of sustainability, and acknowledges the impacts of our changing climate.

- **Prosperity**
  A City with a diverse and resilient economy capitalising upon its unique competitive advantages and creative reputation, attracting sustainable investment in education tourism, entertainment, commerce, technology and trade.

- **Performance**
  A City led by a Council and supported by an administration that is committed to sound strategy and governance, excellence in customer service and effective and sincere engagement with all stakeholders.

- **Partnership**
  A City that has earned the respect and support of the local industry through strong partnerships with State bodies, industry and community groups, and other key stakeholders.

The City's Corporate Business Plan has been developed during the COVID-19 pandemic and its unprecedented impacts to the community. The proposed Corporate Business Plan, as attached, takes into consideration the impact of COVID-19 on the City services and facilities during this time and the ongoing effort to recover from such an event. It has a direct link and operationalises the COVID-19 Economic Rebound Strategy.

Regulatory Compliance

The Corporate Business Plan is a regulatory requirement in accordance with the *Local Government Act 1995* and the Department of Local Government and Communities Integrated Planning and Reporting Advisory Standard. The Corporate Business Plan must:

(i) Be for a minimum of four years;
(ii) Identify and prioritise the principal strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan;
(iii) State the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost;
(iv) Reference resourcing considerations such as asset management plans, finances and workforce plans; and
(v) Be adopted by Council by absolute majority.

Regulations also require that the Corporate Business Plan to be reviewed annually, as it is the main 'driver' for the Annual Budget.

Stakeholder engagement

As per the COVID-19 Economic Rebound Strategy, the City sought the feedback from key stakeholders with close to 250 surveys distributed to individuals representing tourism, hotels, property, arts, culture, retail, hospitality and the community. The survey was open for feedback between 1 May 2020 and 10 May 2020. A total of 74 valid responses were returned with feedback.

As a result, a list of items was identified in the COVID-19 Strategy for immediate and long term action to assist the recovery and revitalisation of the City. The information collected from this survey has contributed to the formation of the Corporate Business Plan.

Internal Consultation:

The following officers have provided input or commentary that has also informed and shaped the Corporate Business Plan:

- Executive Leadership Team;
- Project Director Corporate Recovery;
- Project Director Strategic Finance;
- All Alliance Managers;
- Project Accountants;
- Corporate Strategy and Risk Advisor; and
- Integrated Strategic Planning Analyst.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	An integrated strategic framework with clear line of sight between community vision and operational outcome

Legal and statutory implications

Local Government Act 1995, section 5.56
Local Government (Administration) Regulations 1996; Regulation 19DA

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Medium
Community	Medium

The following Risk Domains are impacted by the endorsement of this report.

Risk domain	Consequence	Likelihood	Risk rating
Service Delivery/Strategic Objectives	Major	Unlikely	Medium
Financial	Major	Unlikely	Medium
Legal and Regulatory/Ethical	Moderate	Rare	Low
Reputation and External Stakeholders	Moderate	Rare	Low

Approval implications

This report requires an absolute majority vote of Council in accordance with *the Local Government Act 1995* and Regulations, to endorse the Corporate Business Plan. The implications of not accepting the administrations recommendation to the Council would be non-compliance, further modifications to annual and long term financial plan's, as well as the inability to effectively deliver on strategic objectives.

Financial implications

All financial implications within the Corporate Business Plan are addressed in the Long Term Financial Plan, as well as the annual budget.

Policy references

There are no policy references related to this report.

Comments

It is recommended that Council endorse the City's Corporate Business Plan as detailed in Attachment 13.13A, to provide ongoing direction to the City's decision-making processes, services, projects and financial commitments.

Following adoption of the Corporate Business Plan, it will be promoted and shared with the community. Strategies and projects indicated within the Corporate Business Plan will continue to be implemented to achieve the Strategic Community Plan's identified Aspirations, with regular progress being monitored and reported to Council.

Officer Recommendation

That Council ADOPTS the City's Corporate Business Plan 2020/21 – 2023/24, as detailed in Attachment 13.13A.

Item 13.14 – Long Term Financial Plan 2020/21 - 2029/30

File reference	P1018430-4
Report author	Michael Kent, Project Director Strategic Finance
Other contributors	Bill Parker, General Manager Corporate Services
Reporting Service Unit and Alliance	Strategic Finance, Corporate Services
Report author disclosure of interest	Nil
Date of report	13 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.14A - Long Term Financial Plan 2020/21 - 2029/30 Attachment 13.14B - Long Term Financial Plan 2020/21 - 2029/30 – Financial Schedules

Purpose

The purpose of this report is to seek Council endorsement of the City's Long Term Financial Plan 2020/21 - 2029/30. The plan was developed to ensure alignment between the City's strategic intent (as expressed through the Strategic Community Plan) and our organisational financial capacity.

Background

The ten year long term financial plan is a high-level strategic document informing the City's integrated planning framework. It assists in aligning our community aspirations, strategic intent and organisational capacity. It guides our approach to delivering infrastructure and services to the community in a responsible and affordable way.

The long term financial plan supports this objective by projecting our financial position over a ten year time horizon using a series of realistic, conservative financial assumptions. This financial modelling provides the City with reliable, robust information to assess our capacity to maintain overall financial sustainability into the long term and, most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

The plan demonstrates Council's commitment to managing its operations in a responsible and sustainable manner.

The City of Perth Long Term Financial Plan 2020/21 - 2029/30 is now presented to Council for formal consideration.

Details

The Long Term Financial Plan 2020/21 - 2029/30 presents a $2.60 Billion financial blueprint for the City for the 2020/21 to 2029/30 period.

With its focus on making the City more financially sustainable into the future, this plan drives structural reform of the City's finances. Previously burgeoning operating expenses have been constrained and brought back to sustainable levels, expenditure focus has shifted from discretionary projects back to core service and there is increased commitment to appropriate asset renewal and new or upgraded community infrastructure as part of the City's stewardship responsibilities.

Reduction of staff numbers by around 100 FTE and re-balancing the allocation of staff against prioritised services has resulted in a $100M saving over ten years. With an agile, service based resource allocation model, the City believes that it can deliver quality, targeted services that offer a value for money proposition to our ratepayers whilst ensuring that our capital city is efficiently run and that service levels are responsive to our community's needs.

Re-prioritising some discretionary operating project expenditure and redirecting those funds to areas where they can provide greater value has allowed an additional $100M investment in asset renewal and community infrastructure creation.

The long term financial plan expenditure profile over the ten year period in broad terms is:

Expenditure Type	**Amount $**
Core Service Delivery	1,581M
Discretionary Operating Projects	141M
Asset Renewal and Community Infrastructure	630M
Financing Activities and Closing Balance (Surplus)	251M
Total Allocation	**2,602M**

This plan is developed at a time when our state is emerging from COVID-19 and the anticipated financial impacts of that event have been responsibly modelled into the plan - especially in the first two years. To support the post COVID-19 economic rebound, an allocation of $18.0M has been made for 2020/21 and other funding may be provisioned in future years if appropriate.

The COVID-19 pandemic has also adversely impacted the City's revenue streams. Forfeited revenues from parking operations and the provision of financial relief for property rentals, refunded event fees from cancelled events, waiving of certain fees and charges, 2020/21 rates freeze, zero percent increase to fees and charges and significant reduction in investment revenues have created a challenging short term financial environment and this is reflected in the early years of the proposed funding model.

The long term financial plan presents a balanced funding model incorporating a responsible mix of funding sources over the ten year period as indicated below:

Funding Source	**Amount $**
Rates	1,243M
Parking Operations	652M
Fees and Charges	211M
Other Revenues and Grant Funds	180M

Financing Activities - Cash Reserves and Borrowings	316M
Total Funding	**2,602M**

The funding model acknowledges that other opportunities may arise through extra-ordinary grants from other levels of government or non-government sources or from asset rationalisations. These have not been incorporated into the model due to their uncertainty, but the financial model can readily be adapted to respond to such opportunities should they arise.

The long term financial plan also references our financial ratios against industry benchmarks across each of the plan's ten years to identify periods of financial challenge. Whilst a specific indicator may not be met in a given year, the long term financial plan presents a responsible and realistic plan to ensure that trends and average ratios across the life of the plan meet or exceed preferred industry benchmarks.

The Long Term Financial Plan (as presented) represents what is considered to be the optimal model to deliver a responsible and sustainable financial blueprint for the City for the next ten years. The modelling parameters used are considered to realistically reflect current and anticipated economic conditions and the funding mix is considered to be the most appropriate with respect to community funding capacity, external funding opportunities and responsible use of cash reserves and borrowings. Reliance on rates as a funding source is modelled to remain as close as possible to an annual increment of no more than CPI plus 0.5% - excluding growth from interim property growth.

The long term financial plan is to be reviewed annually by the administration to check alignment with actual performance and to identify any changed or emerging circumstances including strategic or community priorities. It will also be reviewed and updated in accordance with statutory obligations and community feedback on a regular basis to move it towards an industry best practice standard.

The financial schedules detailing the plan are presented in Attachment 13.14B.

Stakeholder engagement

Preparation of the Long Term Financial Plan is informed by the outputs of various community consultation exercises including, but not limited to, the Community Strategic Plan, Corporate Business Plan and Economic Rebound Strategy. It also incorporates inputs from the Workforce Plan, Asset Management Plans and other internally focussed strategies and plans.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 - 2029:

Aspiration:	Performance
Strategic Objective:	A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

Legal and statutory implications

Regulation 19DA(3)(c) of the *Local Government (Administration) Regulations 1996* requires a long term financial plan to integrate with the corporate business plan.

Indirectly, Regulation 50 of the *Local Government (Financial Management) Regulations 1996* requires local governments to produce seven key financial ratios. These ratios are to be included in the annual financial report.

Without a long term financial plan, a local government is unable to calculate the asset renewal funding ratio. This ratio requires the net present value of planned capital renewals over ten years. This is calculated directly from the long term financial plan.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Medium
Community	Medium

The following Risk Domains are impacted by the endorsement of this report.

Risk domain	Consequence	Likelihood	Risk rating
Financial	Major	Unlikely	Medium
Legal and Regulatory/Ethical	Moderate	Rare	Low
Reputation and External Stakeholders	Moderate	Rare	Low

Approval implications

Should Council endorse the long term financial plan, the plan will be embedded into the City's operations and updated regularly to reflect changing conditions and emerging trends. It is envisaged that the long term will be presented to Council annually with the Corporate Business Plan.

Should Council decide to not endorse the plan, the City would revert back to an annual planning cycle driven by the statutory budget process.

Financial implications

The long term financial plan incorporates all of the financial implications of the initiatives contained in the Corporate Business Plan. The Long Term Financial Plan 2020/21 - 2029/30 exerts a persuasive influence on the budget.

The 2020/21 Annual Budget is aligned with the financial projections of this long term financial plan and reflects all significant funding and expenditure assumptions.

Policy references

There are no policy references related to this report.

Comments

It is recommended that Council endorse the Long Term Financial Plan 2020/21 - 2029/30 as contained in Attachment 13.14A and Attachment 13.14B, because it presents a responsible and sustainable blueprint for the financial future of our City.

Officer Recommendation
That Council ADOPT the City's Long Term Financial Plan 2020/21 - 2029/30, as detailed in Attachment 13.14A and Attachment 13.14B.

Item 13.15 – Public Advertising of 2020/21 Differential Rates

File reference	P1037120
Report author	Bill Parker, General Manager Corporate Services
Other contributors	Michael Kent, Project Director Strategic Finance Amanda Bentley, Senior Rates Officer
Reporting Service Unit and Alliance	Corporate Services
Report author disclosure of interest	Nil
Date of report	16 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.15A – Draft Rate Setting Statement Attachment 13.15B – Objects of, and reasons for each Differential Rate

Purpose

The purpose of this report is for Council to approve the advertising of proposed differential rates for the 2020/21 financial year in accordance with section 6.36 of the *Local Government Act 1995*.

Background

In March 2020, Council endorsed a $6.45M COVID-19 Fiscal Stimulus Package that applied to the 2019/20 financial year. Council also agreed to consider a further round of stimulus measures applicable to the 2020/21 financial year during the forthcoming budget process. This included a 0% rate yield increase.

Under section 6.32 of the *Local Government Act 1995*, in order to make up a budget deficiency, a local government is to impose a general rate on rateable land within its district. The rate may be imposed either:

(i) uniformly; or
(ii) differentially;

The City of Perth has traditionally applied rates differentially, having a number of discrete rating categories according to property types eg. commercial, retail etc. Before imposing any differential general rates or a minimum payment applying to a differential rate category, a local government is to give local public notice of its intention to do so.

Details

The 2020/21 budget process is the City's first budget process that will be delivered under the new Integrated Planning and Reporting Framework. The City has invested significant resources over the past 12 months developing a new Strategic Community Plan, Corporate Business Plan and a range of supporting documents including a Long Term Financial Plan, Asset Management Plan and Workforce Plan.

One of the key outputs of a fully integrated strategic planning framework is the budget. Under a fully integrated system, the budget transforms from an annual process of drudgery that occurs in isolation and without strategic foresight, to an efficient and strategically aligned process that essentially 'falls out' of the Corporate Business Plan and Long Term Financial Plan.

In preparing for the 2020/21 financial year, the City has invested significant effort updating the entire Integrated Planning and Reporting Framework to reflect the impacts of COVID-19. This includes:

1. A forecast reduction in revenue (parking, investments and infringements); and
2. An increase in expenditure associated with an appropriate fiscal stimulus response

The draft budget has also been prepared on the premise of a 0% rate yield increase. This means that the total amount of rates collected in 2020/21 will be the same amount that the City collected in 2019/20.

Taking the impacts of COVID-19, the City's long term financial position and a 0% rate yield increase into consideration, the Rate Setting Statement (Attachment 13.15A) prepared as part of the budget process has identified a required total rate yield (including interims) of $98,649,326.

Given that new valuations will be applied in 2020/21 as part of a triennial process to redistribute the rating effort, the City of Perth has prepared a series of rate models with an aim to place the highest proportion of ratepayers in the least disadvantaged position.

This item recommends that Council endorse the proposed differential rates for the purposes of public advertising.

Stakeholder engagement

It is a statutory requirement for the City of Perth to give local public notice of its intention to impose any differential general rate or a minimum payment applying to a differential rate category.

The local public notice is required to contain certain information and invite submissions to be made by an elector or a ratepayer in respect of the proposed rate or minimum payment and any related matters within 21 days.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability

Setting differential rates that generate the required rates yield to support the 2020/21 budget is critical as the budget forms the foundation (base year) for the City's 2020/21 - 2029/30 Long Term Financial Plan.

That Long Term Financial Plan plays a critical role in aligning the City's aspirations with its organisational capacity. Any shortfall against the base year rates funding requirement will have a compounding effect across the ten years covered by the plan, and therefore, on the organisation's capacity to deliver on the community's strategic aspirations.

Legal and statutory implications

Section 6.36 of the *Local Government Act 1995* applies to this item. This section requires a local government to give local public notice of its intention to impose any differential general rates or a minimum payment applying to a differential rate category.

The City is required to consider any submissions received before imposing the proposed rate or minimum payment with or without modification.

Under section 6.36 (3A), a local government is also required to prepare a document describing the objects of, and reasons for, each proposed rate and minimum payment and to publish the document on the local government's official website. The statement of objects has been appended to this report (Attachment 13.15B).

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Medium
Community	High

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Financial	Moderate	Possible	Medium
Reputation and External Stakeholders	Moderate	Possible	Medium

Approval implications

Should Council agree with the officer recommendation, the differential rates will be advertised, with the City inviting submissions for a period of 21 days.

The City is required to consider any submissions received before imposing the proposed rate or minimum payment with or without modification.

Financial implications

The Rate Setting Statement for 2020/21 suggests that $98,649,326 (including interim rates) will be required to be raised from rates.

The indicative rates yields (excluding interim rates) for each property category is shown in the table below but may have some very minor refinements in budgeted rate revenue as the final few values are still being

received from Landgate.

Rate Category	No of Properties	Gross Rental Values (GRV)	Rate in $	Budgeted Rate Revenue $
Differential General Rate				
Commercial	674	105,642,124	0.064785316	6,844,058
Hotel	752	103,388,426	0.064121400	6,629,411
Retail	511	131,901,437	0.064792549	8,546,230
Office	2,173	975,346,578	0.054500000	53,156,388
Residential	14,592	308,164,215	0.064500000	19,876,592
Vacant	73	23,653,900	0.073996132	1,750,297
Sub Total	**18,775**	**1,648,096,680**	-	**96,802,976**
Minimum Rate			**$ Minimum**	
Commercial	39	207,656	800	31,200
Hotel	616	4,853,724	750	462,000
Retail	19	156,909	750	14,250
Office	217	2,485,015	800	173,600
Residential	1,123	11,132,396	750	842,250
Vacant	4	3,185	800	3,200
Sub Total	**2,018**	**18,838,885**	-	**1,526,500**
Total Rates	**20,793**	**1,666,935,565**		**98,329,476**

Policy references

There are no policy references related to this report.

Comments

The draft budget has been prepared on the premise of a 0% rate yield increase. This means that the total amount of rates collected in 2020/21 will be approximately the same amount that the City collected in 2019/20.

It is important to note that a 0% rate yield increase does not necessarily mean that each rate payer will receive the same rates bill as the previous year. This will be particularly relevant in 2020/21 as the City of Perth will apply new Gross Rental Values as part of a triennial process to redistribute the rating effort.

Officer Recommendation

That Council:

1. APPROVES the advertising of the differential rates based on the predominant purpose for which the land is held and the related minimum rates as follows:
   1.1 Commercial - 6.4785316 cents in the dollar;
   1.2 Hotel - 6.4121400 cents in the dollar;
   1.3 Retail - 6.4792550 cents in the dollar;
   1.4 Office - 5.4500000 cents in the dollar;
   1.5 Residential - 6.4500000 cents in the dollar;
   1.6 Vacant Land - 7.3996132 cents in the dollar;
   1.7 Minimum rates - $750 for Hotel, Retail and Residential property category;
   1.8 Minimum rates - $800 for Commercial, Office and Vacant Land property categories; and

2. ENDORSE the objects of, and reasons for each differential rate and minimum as detailed in Attachment 13.15B.

Item 13.16 – Special Budget Review Q4 2019/20

File reference	P1037120
Report author	Michael Kent, Project Director Strategic Finance
Other contributors	Neil Jackson, Acting Senior Management Accountant
Reporting Service Unit and Alliance	Strategic Finance, Corporate Services
Report author disclosure of interest	Nil
Date of report	15 June 2020
Nature of Council's role	Executive
Voting requirement	Absolute Majority
Attachment/s	Nil

Purpose

The purpose of this report is to present for Council consideration a range of proposed budget amendments largely reflecting the realised (actual) financial impacts of COVID-19 but also quantifying the estimated financial impacts of the free parking trials. The amendments also respond to a WA Local Government Grants Commission request to ensure that the prepayment of 2020/21 general grants is adjusted in the 2019/20 budget.

Background

There are three major aspects to this report. The first relates to the Targeted Cost Savings Initiative approved by Council on 26 November 2019 which delivered operational savings to be redirected to several new initiatives including the one-hour and three-hour free parking trials, homelessness response, Christmas and New Year Activation campaign and COVID-19 immediate response. The balance of the savings was available to be used for other new Council initiatives if, and when, prioritised.

The second aspect relates to the City's response to COVID-19. In March 2020, Council implemented a range of initiatives (fiscal stimulus package) to complement the measures introduced by the Federal and State Governments. The aim of the initiatives was to provide some form of relief across the community from the impacts of COVID-19. The City also took the opportunity at that time to model the anticipated financial impacts on revenue streams including parking, community facility fees and property rentals under several different impact scenarios.

The realised impacts of the previously forecast costs and fiscal stimulus package endorsed by Council have now been analysed in detail and are outlined in the Financial Implications table in this report. Whilst the realised impacts are not as severe as the high impact scenario modelled, they are at a mid-point between the medium and high impact scenario.

In addition, on 27 May 2020, Council received notification from the Department for Local Government, Sport and Cultural Industries (on behalf of WA Local Government Grants Commission) of an advanced payment of the 2020/21 financial year Financial Assistance Grants.

Receipt of the grant requires a budget adjustment to be made in 2019/20 and a corresponding reduction in the budget amount for 2020/21 financial year.

It is appropriate to consider these budget adjustments to the 2019/20 budget (as adopted and amended by

resolutions of Council to date) to reflect the financial impact of the above items in our financial records.

Details

When attempting to project the anticipated financial impacts of COVID-19 on the City's operations, the City identified the following likely impacts:

- Impact on parking revenues;
- Loss or waiving of certain fees and charges;
- Loss of revenue and refund of event fees for cancelled events;
- Rental support for City owned buildings;
- Impact on investment revenues; and
- Increased cost for cleaning regimes in the public realm.

For the period between March and 30 June, the City estimated a potential COVID-19 high financial impact of $17.4M. The realised (actual) financial impact has been $16.2M and it is considered that this amount should be reflected in an amendment to the 2019/20 budget.

As part of its reform of the City's finances, a targeted cost saving initiative was undertaken in October 2019 and savings from that initiative were used to fund the major Christmas / New Year activation as well as funding for homelessness and other priority initiatives. A significant portion of those savings ($3M) was also put aside to support the forfeited revenue from the free parking trials in selected precincts. This saving can now be offset against the actual downturn in parking revenue.

The decision by the WA Local Government Grants Commission to prepay a portion of the 2020/21 general grant funding requires a further $526,915 positive adjustment to the 2019/20 budget.

The net impact of these adjustments will be a downwards adjustment to the budget closing position of $12,689,367. Importantly, this adjustment has already been factored into the calculation of the opening position for the 2020/21 budget.

Stakeholder engagement

Given the nature of the subject of this agenda item, the report is more of a procedural nature than to reflect engagement with stakeholders on this issue.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

Legal and statutory implications

Regulation 33A of the *Local Government (Financial Management) Regulations 1996* requires a local government to carry out a review of its Annual Budget between December and March each year. Although the City undertook this statutory budget review and adopted the amendments in March, it is considered appropriate to do this further review to acknowledge these extra-ordinary financial impacts.

This report seeks Council approval to amend the 2019/20 budget as noted in the financial implications section of this report.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Low
Community	Low

Risk domain	Consequence	Likelihood	Risk rating
Financial	Minor	Almost certain	Low

This report is responding to past events and is essentially procedural in nature. The risk event has passed and the consequences are now known with certainty and have been managed effectively.

This is essentially a statutory reporting requirement.

Approval implications

Failure to adopt these budget amendments could result in a representation of the City's financial performance for 2019/20 that fails to acknowledge the significant adverse financial impact of COVID-19. Making this amendment better reflects the conditions in which the City operated.

Financial implications

The financial implications associated with this report are detailed in the table below:

Detail	19/20 Budget	Amendment	Revised 19/20 Budget	Budget Impact
COVID-19 Impacts				
Parking Fees	73,565,819	(13,822,976)	59,742,843	Negative
Fines Revenue	9,057,395	(368,003)	8,689,392	Negative
Fees - Childcare	1,514,931	(214,050)	1,300,881	Negative
Fees - Rest Centre	60,000	(16,673)	43,327	Negative
Fees - Podiatry	67,339	(13,410)	53,929	Negative

Fees - Library	24,000	(5,970)	18,030	Negative
Event Cancellation Fees	-	(188,500)	-	Negative
Property Rental Income	4,375,084	(597,962)	3,777,122	Negative
Investment Earnings	4,416,405	(988,739)	3,427,666	Negative
		(16,216,282)		
Grant Revenue Prepayment				
Untied Grants	527,948	526,915	1,054,863	Positive
		526,915		
Targeted Cost Savings				
Free Parking Trial Offset	-	3,000,000	-	Positive
		3,000,000		
Total Budget Impact		**(12,689,367)**		**Negative**

Policy references

There are no policy references relevant to this report.

Comments

Nil

Officer Recommendation

That Council APPROVES the special review of the 2019/20 Budget resulting in a negative adjustment of $12,689,367 to the 2019/20 Budget Closing Position as detailed in this report.

Item 13.17 – City of Perth Internal Audit Plan 2020/21

File reference	P1026043-2
Report author	Mario Cheldi, Internal Auditor
Other contributors	Niloha Mendoza, Assistant Internal Auditor
Reporting Service Unit and Alliance	Internal Audit, Chief Executive Officer
Report author disclosure of interest	Nil
Date of report	15 April 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.17A – Internal Audit Plan 2020/21 Attachment 13.17B – Internal Audit Plan - Activity Table

Purpose

To seek Council's approval of the City of Perth Internal Audit Plan 2020/21 as per Attachment 13.17A.

Background

During March and April 2020 an Internal Audit Plan has been developed by the Internal Auditor for the 2020/21 financial year.

The City of Perth Internal Audit Plan 2020/21 Attachment 13.17A is presented to the Audit and Risk Committee for its review and approval in line with oversight responsibilities as described within the Committee's Terms of Reference.

Details

Internal Audit Plan 2020/21

The Internal Audit Plan 2020/21 Attachment 13.17A comprises statutory/compliance audits as well as risk based audits.

Audit areas and their broad objective as well as timeframes for completion of audits is provided within this plan. In addition, the plan includes a breakdown of audit activity in terms of budgeted hours.

A description of the audit areas (in the order that they appear within the Internal Audit Plan 2020/21) is provided below.

With the exception of the statutory/compliance audits ie. DRIVES24 (NSW)/VicRoads Security and Access Audits; Local Government Compliance Audit; CEO Review of Systems and Procedures; and Financial Management Review, the audits described below for the Internal Audit Plan 2020/21 as well as proposed audit areas for the 2021/22 and 2022/23 financial years have been selected based on a risk based approach identifying the key risks for each audit. Given the pending restructure of the City's Risk Management Framework, Internal Audit will consider the identified controls within these risks and other controls in relation to the target area.

2020 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 i.e. 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.

Cyber Security Review

Cyber security is the practice of protecting systems, networks and programs from digital attacks. These attacks are usually aimed at accessing, changing or destroying sensitive information; extorting money from individuals; or interrupting normal business processes. Effective cyber security reduces the risk of attacks and protects organisations and individuals from the unauthorised exploitation of systems, networks and technologies. The risks from lapses in this security can be significant including from a financial loss and reputational damage perspective.

Research carried out in developing this Internal Audit Plan 2020/21 has provided confirmation that cyber security continues to be a relevant and high risk area for organisations in 2020 as well as a highlighted focus for the internal audit function.

Following a request from the Audit and Risk Committee, a Cyber Security Review was undertaken in October 2019 as part of the Internal Audit Plan 2019/20. This review identified that the Information Communication and Technology (ICT) Unit has been proactive in engaging a number of information technology security consultant firms to assess its information security (includes cyber security). It was also confirmed that this Unit is in the process of addressing the recommendations to improve this security as made by these firms.

The Audit and Risk Committee, at the meeting held on 19 February 2020, requested a progress report be presented on the implementation of the abovementioned recommendations to improve information security.

This Cyber Security Review will examine and provide a report on the status of implementation of the recommendations from the information security assessments carried out as well as the adequacy of internal measures being undertaken by the ICT Unit to control cyber security threats.

Tenders

Tenders has been assessed by the Internal Audit and Risk Management Teams as a high risk area for the City. Potential risks of inadequate tendering processes include the City not achieving value for money in purchasing, non-compliance with relevant legislation and policy/procedures, duplication (tendering of same goods or services by different Units), and negative effects on service delivery.

At the Audit and Risk Committee meeting held on 19 June 2018, the Committee requested that additional audits on tenders be undertaken. This request was in response to a planned increase in the delegated authority of the Chief Executive Officer to approve tenders to a value of up to $1 million (previously $500,000). This increase in delegated authority was approved at the Ordinary Council meeting held on 26 June 2018. Inclusion of a tender audit within the Internal Audit Plan 2020/21 is in line with the abovementioned request of the Committee.

The Tenders Audit as included within the Internal Audit Plan 2020/21 will assess whether the tender evaluation and approval process is resulting in the acceptance of valid tenders. A Procurement Transformation Program is currently being implemented within the City. This review will provide assurance on the effectiveness of tender evaluation and approval processes in place as a result of implementation of the abovementioned program.

A Tenders Audit was scheduled to be undertaken during the 2020/21 financial year as per the three year projection of audits shown within the Internal Audit Plan 2019/20.

Information Technology (IT) Disaster Recovery

IT disaster recovery is the process for recovering systems following a major disruption. Research carried out in developing this Internal Audit Plan 2020/21 has confirmed that IT disaster recovery continues to be considered a high risk area for organisations and a highlighted focus for the internal audit function.

In the absence of effective disaster recovery capability the risks include the following:

- extended disruption or inability to deliver services that depend on systems;
- inability to recover systems and restore lost data;
- subsequent financial loss; and
- reputational damage, including loss of community confidence in the effective delivery of services.

A review of the City's IT Disaster Recovery plans and processes was scheduled to be undertaken during the 2020/21 financial year as per the three year projection of audits shown within the Internal Audit Plan 2019/20. This review has previously not been undertaken by Internal Audit and therefore is considered timely.

An assessment of the adequacy of the City's plans and processes for the effective recovery of its critical ICT systems and data in the event of a disruption is planned for this review.

Support for this review was obtained from the External Member of the Audit and Risk Committee.

Local Government Compliance Audit 2020

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.

Project Management

Project management continues to be recognised as a high risk area for the City as confirmed via feedback from the Risk Management Team. There are many types of risk in project management, however, the most common project risks are as follows:

- **Cost risk**, typically escalation of project costs due to poor cost estimating accuracy and scope creep;

- **Schedule risk**, the risk that activities will take longer than expected. Being behind schedule typically increases costs and also delays the receipt of project benefits; and
- **Performance risk**, the risk that the project will fail to produce results consistent with project specifications.

In response to the recognised high risk area of project management, during 2019 a team was created to work on facilitating an improvement in the project management maturity of the organisation. This team have been instrumental in establishing a project management system and processes within the City. A review of project management in 2020/21 is considered to be timely and is supported by the External Member of the Audit and Risk Committee.

This review will assess whether sound project management processes and controls are in place and being applied for the management of a sample of major projects.

Contract Management

Contract management is in the same category as tenders as a high risk area assessed by the Internal Audit and Risk Management Teams. Potential risks of inadequate contract management practices include contract cost blow-outs not being adequately controlled, contractor obligations under the contract not being met and contractor performance issues not being resolved resulting in delays or non completion of deliverables under the contract.

This review will examine how effectively the City is managing its contracts after contracts have been awarded. A Procurement Transformation Program is currently being implemented within the City. Assurance is to be obtained on the effectiveness of contract management processes in place as a result of implementation of the abovementioned program.

A review of contract management was scheduled to be undertaken during the 2020/21 financial year as per the three year projection of audits shown within the Internal Audit Plan 2019/20.

Data Analytics Review – Accounts Payable

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 using their own data analytics software. The results were reviewed by Internal Audit (as part of the Internal Audit Plan 2017/18) and found to be useful for identifying potential anomalies in these transactions/records which require further investigation.

As a result of the ICT Unit now having in place data analytical software (Microsoft Power BI), an opportunity is available to once again undertake the abovementioned reviews.

Research carried out in developing this Internal Audit Plan 2020/21 has confirmed that data analytical reviews can provide value to organisations and that such reviews should be an area of focus for the internal audit function.

It was identified during the Fraud and Corruption Controls Review July 2019 (carried out by Internal Audit) that the Australian Standard, AS8001-2008 Fraud and Corruption, recommends that data mining (the use of software to identify suspect transactions for investigation into potential fraudulent or corrupt conduct) should be part of an organisation's fraud detection system. Fraud presents a risk to the organisation not only in terms of financial loss but reputational damage as well.

A Data Analytics Review – Accounts Payable was scheduled to be undertaken during the 2020/21 financial year as per the three year projection of audits shown within the Internal Audit Plan 2019/20.
The objective of this review is to obtain evidence to provide assurance that accounts payable transactions are able to be adequately accounted for and valid vendors are recorded on the Finance 1 system.

2021 DRIVES24 (NSW)/VicRoads Security and Access Audits

Refer above 2020 DRIVES24 (NSW)/VicRoads Security and Access Audits for a description of this review.

Internal Audit Activity Table

An Internal Audit Activity Table is provided within Attachment 13.17B showing internal audits undertaken in the 2017/18, 2018/19 and 2019/20 financial years as well as the proposed audits for the 2020/21, 2021/22 and 2022/23 financial years.
For the 2020/21 financial year, a description of audit areas has been provided in the above section.

Proposed audit areas for the 2021/22 and 2022/23 financial years are summarised below.

Statutory/Compliance Audits

- DRIVES24 (NSW)/VicRoads Security and Access Audits; and Local Government Compliance Audit required to be undertaken during each financial year. A description of these audits is provided in the above section.
- Reviews required by legislation to be undertaken every three financial years i.e CEO Review of Systems and Procedures (Regulation 17 of the *Local Government (Audit) Regulations 1996*); and Financial Management Review (Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*). The CEO Review of Systems and Procedures and Financial Management Review is next scheduled to be undertaken in the 2021/22 financial year and 2022/23 financial year respectively.

Risk Based Audits

- Data Analytics Reviews – Accounts Payable and Payroll. A description of the Data Analytics Review for Accounts Payable is provided within the above section discussing proposed audits for the Internal Audit Plan 2020/21. Payroll is another major expense area for the City suited to the carrying out of a data analytical review. The objective of the Data Analytics Review for Payroll is to obtain evidence to provide assurance that payroll transactions and records identified from the data analytical testing are valid and able to be adequately accounted for. It was advised by the External Member of the Audit and Risk Committee as well as confirmed via research that data analytical reviews are more effective when they are repeatable. As a result, both the Data Analytics Review for Accounts Payable and Payroll have been scheduled for the 2021/22 and 2022/23 financial years.

- Tenders. Tenders is described as a high risk area for the City in the above section on proposed audits for the Internal Audit Plan 2020/21. As a result of the CEO delegation to approve tenders being increased in June 2018 to a value of up to $1million, the Audit and Risk Committee has requested that more audits on tenders be undertaken. This audit has therefore been included to be undertaken in both the 2021/22 and 2022/23 financial years.

- Contract Management. Contract Management is described as a high risk area in the above section on proposed audits for the Internal Audit Plan 2020/21. An audit on Contract Management has also been scheduled for the 2022/23 financial year in order to provide assurance on the effectiveness of the City's practices in this high risk area.

- Risk Management. As mentioned on page 2 of this report the City's Risk Management Framework is being restructured. As a result of this restructure, an audit on Risk Management has been proposed by the External Member of the Audit and Risk Committee. The External Member has suggested that this audit take place in the 2021/22 financial year to allow sufficient time for a new framework to be embedded within the organisation. This audit will review and assess the City's new Risk Management Framework, including the identification, assessment, management and reporting of risks.

- Asset Management. Asset Management is considered a current high risk area for the City as determined via feedback from the Risk Management Team. A review of asset management is supported by the External Member of the Audit and Risk Committee. The risks from poor asset management include increased maintenance costs, decreased level of service to the community, increase in safety issues and public liability claims. Although a high risk area the City is making good progress with treatment actions to address a number of risks associated with asset management as demonstrated in the latest Risk Management Quarterly Update Report (November 2019). A review of the adequacy of relevant processes including asset data collection and recording, asset planning and maintenance as well as reporting on asset management is to be undertaken. This audit is scheduled for the 2022/23 financial year.

Stakeholder engagement

The following stakeholders were engaged in relation to this report:

- Corporate Strategy and Risk Advisor;
- Chief Executive Officer;
- External Member of the Audit and Risk Committee;
- Strategic Procurement Lead;
- Alliance Manager Information and Communications Technology (ICT) Services;
- Coordinator ICT (Analytics and Insights);
- Coordinator ICT (Technology Infrastructure);
- Coordinator ICT (Business Systems); and
- Supervisor, Legal Compliance and Infringement Services.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	5.5 A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

Legal and statutory implications

Under Regulation 17 of the *Local Government (Audit) Regulations 1996* the CEO is to review certain systems and procedures including risk management, internal controls and legislative compliance.

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	High
Community	Low

The audits within the Internal Audit Plan 2020/21 Attachment 13.17A as well as proposed audits for the 2021/22 and 2022/23 financial years Attachment 13.17B have been selected based on a risk based approach with a focus on considered high risk areas of the City.

Approval implications

If Council does not adopt the recommendation of this report there will be no formal acceptance of the Internal Audit Plan 2020/21.

Financial implications

There are no financial implications related to this report.

Policy references

19.1 – Risk Management

Comments

It should be noted that the City of Perth Internal Audit Plan is flexible in that it may be updated during the financial year to cater for new risks or changing audit priorities.

The outcomes of the City of Perth Panel Inquiry may also emerge as a determinant of audit areas within Internal Audit Plans.

Cooperation and assistance received a number of staff in the development of the Internal Audit Plan is appreciated.

This item was considered at the Audit and Risk Committee at its meeting held on 6 May 2020.

Officer and Audit and Risk Committee Recommendation

That Council APPROVES the City of Perth Internal Audit Plan 2020/21 as per Attachment 13.17A.

Item 13.18 – Policy – Fraud and Corruption Control

File reference	P1005611-3
Report author	Gary Clark, Acting Alliance Manager Governance
Other contributors	Nil
Reporting Service Unit and Alliance	Governance, Corporate Services
Report author disclosure of interest	Nil
Date of report	6 April 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Attachment 13.18A – Draft Council Policy – Fraud and Corruption Control

Purpose

The purpose of this report is to consider the adoption of a Fraud and Corruption Control Policy.

Background

Acts of Fraud and Corruption can damage the City's capacity to serve the community through loss of financial capacity, loss of assets, loss of community trust and reputational damage.

The City's Internal Auditor completed a Fraud and Corruption Controls Review, in accordance with the Internal Audit Plan 2019/20, in July 2019. The review was adopted at the Audit and Risk Committee meeting held on 19 November 2019, and the Ordinary Council meeting held on 26 November 2019.

The City has a range of control measures in place to reduce the risk of fraud and corruption however the Fraud and Corruption Controls Review found that the "City is not adhering to best practice guidance, Australian Standard AS 8001-2008 Fraud and Corruption Control, which recommends a fraud and corruption control plan as an organisation's first step to control its fraud and corruption exposure." The review recommended that "A fraud and corruption control plan to be developed and implemented within the organisation."

Details

A review of other local government policies, plans and frameworks revealed a diverse approach to fraud and corruption control. The adoption of a Council Policy and the implementation of a Fraud and Corruption Control Plan by the Chief Executive Officer (CEO) appears to be the approach that best reflects the strategic role of Council and the implementation role of the CEO.

The Australian Standard for Fraud and Corruption Control (AS8001:2008), advises an approach of Planning and Resourcing, Prevention, Detection and Response as a framework for minimising instances of fraud and corruption.

The Commonwealth Attorney-General's Department website describes good governance, engaged leadership and ethical culture as fundamentals for sound fraud control. Its systematic approach to fraud control contains the following elements in an ongoing cycle:

- Fundamentals for sound fraud control (Governance, Leadership and Culture);
- Risk management and planning;
- Prevention;
- Detection;
- Response; and
- Recording and reporting.

The draft Council Policy – Fraud and Corruption Control Attachment 13.18A has been developed to articulate the requirements for good governance, engaged leadership and ethical culture.

Through the Policy, the Fraud and Corruption Control Plan will describe:

- the Council's commitment to "no tolerance" for acts of fraud and corruption;
- the City's approach to building resilience to, and control of, fraud and corruption;
- the embedding of a strong and proactive fraud and corruption control culture within the City;
- the roles and responsibilities for building resilience to and the control of fraud and corruption;
- strategies implemented within the City to prevent, detect and respond to fraud and corruption; and
- protocols for the reporting of suspected fraud or corruption within and against the City including systematic analysis of behaviours and conduct to be mindful of and address.

The Fraud and Corruption Control Plan will be based on the following best practice resources:

- the Australian Standard for Fraud and Corruption Control (AS8001:2008);
- the Commonwealth Fraud Control Framework 2017;
- the State Office of the Auditor General's report on Fraud Prevention in Local Government 2019.
- the Western Australian Corruption and Crime Commission – Guidelines for Notification of Serious Misconduct;
- the Western Australian Public Sector Commission's guidance on reporting Minor Misconduct; and
- the Western Australian Public Sector Commission's guidance on promoting integrity in public authorities.

The Fraud and Corruption Control Plan strategies will be integrated with the City's Risk Management Framework to provide assurance that risks are identified and managed through compliance with control measures and internal audit. The implementation of the strategies will be accountable to Council through results reported to the Audit and Risk Committee.

The Risk Management Framework will detail:

- the fraud risks (internal and external) associated with the City's functions;
- the controls in place to minimise the opportunity for fraud, corruption and corruption; and
- their implementation details.

Stakeholder engagement

City of Perth staff including Governance, Internal Audit, Risk Management and Strategic Finance were consulted during the preparation of this report and the draft Council Policy.

Strategic alignment

Strategic Community Plan

This item addresses the community's vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Strategic Community Plan 2019 – 2029:

Aspiration:	Performance
Strategic Objective:	There is no specific strategic objective relating to fraud and corruption control however good governance and risk management are essential determinants of organisational performance.

Legal and statutory implications

Public Interest Disclosure Act 2003
Corruption, Crime and Misconduct Act 2003
Local Government (Rules of Conduct) Regulations 2007

Connection with mandates in the *City of Perth Act 2016*

8(1)(a) - to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors

Risk implications

Impact of decision	
Organisation	Medium
Community	Medium

Risk domain	**Consequence**	**Likelihood**	**Risk rating**
Legal and Regulatory/Ethical	Major	Possible	Medium
Reputation and External Stakeholders	Major	Possible	Medium
Financial	Moderate	Unlikely	Low

The decision to approve the Council Policy - Fraud and Corruption Control has a high impact for the organisation. Failure to obtain this approval result may place the organisation at risk in this area. In addition, existing risk ratings for the above-mentioned risk domains may be adversely affected.

Approval implications

If the recommendation to adopt the Council Policy - Fraud and Corruption Control is not adopted, Council may need to consider alternative options for controlling fraud and corruption.

Financial implications

There are no financial implications to this report. The resource requirements for implementation of the Fraud and Corruption Control Plan will be identified during the development of the plan. It is expected that

current staff will have the capacity to implement the plan.

Policy references

CP19.1 Risk Management
CP10.1 Code of Conduct

Comments

The draft Council Policy Attachment 13.18A recognises the leadership role of Elected Members and the role of the CEO in implementing the policy through a Fraud and Corruption Control Plan. Elected Members will support a culture of ethical behaviour through compliance with the Code of Conduct. The Council will provide oversight of implementation and performance through the Audit and Risk Committee.

The first draft of the Fraud and Corruption Control Plan is nearing completion. It will be submitted to Executive Leadership Team for review on Wednesday 6 May 2020.

The adoption of a Council Policy and the implementation of a Fraud and Corruption Control Plan will provide assurance that the City's approach to managing fraud and corruption risks is comprehensive, ongoing and effective.

This item was considered at the Audit and Risk Committee at its meeting held on 6 May 2020.

Officer and Audit and Risk Committee Recommendation

That Council:

1. RECEIVES the draft Council Policy – Fraud and Corruption Control as detailed in Attachment 13.18A; and

2. AGREES to INITIATE a 21 day public consultation on the draft Council Policy – Fraud and Corruption Control.

Confidential Item 13.19 - Memorandum of Understanding (MOU)

File reference	P1030804-2
Report author	Jayson Miragliotta, General Manager Planning and Economic Development
Other contributors	Chris Watts, Alliance Manager Transport and Design Bill Parker, General Manager Corporate Services
Reporting Service Unit and Alliance	Transport and Design, Planning and Economic Development
Report author disclosure of interest	Nil
Date of report	13 June 2020
Nature of Council's role	Executive
Voting requirement	Simple Majority
Attachment/s	Confidential Attachment 13.19A - MOU Agreement and Project Schedule *Confidential attachments are distributed to Commissioners under separate cover*

In accordance with Section 5.23(2)(d) of the *Local Government Act 1995,* this item is confidential and will be distributed to Commissioners under separate cover.

City of Perth

Council Policy Manual

CP14.3 DE-LICENSING AND UNDER AGE EVENTS

POLICY OBJECTIVE

To establish guidelines for the times that are appropriate to hold juvenile events in the City.

POLICY STATEMENT

1. The de-licensing of liquor licensed premises in the City for juvenile functions will be supported where the events conclude by 9.30pm.

2. The use of premises in the City that require approval under the provisions of the Health Act for alcohol free events that involve juveniles, will be supported where the events conclude by 9.30pm.

Document Control Box							
Document Responsibilities:							
Custodian:		**Custodian Unit:**	Health & Activity Approvals				
Decision Maker:							
Compliance Requirements:							
Legislation:							
Industry:							
Organisational:							
Document Management:							
Risk Rating:		**Review Frequency:**		**Next Due:**		**TRIM Ref:**	**P1009054 and P1009409**
Version #	**Decision Reference:**	**Synopsis:**					
1.	OCM 25/09/01	Previously Policy No. SU63					
2.	OCM 08/07/03 (514/03)						
3.	OCM 31/01/12 (19/12)						

City of Perth

Council Policy Manual

CP18.3 Concerts at The Waca Ground

POLICY OBJECTIVE

To provide guidelines on the Council's requirements for the issuing of any exemption under Regulation 18 of the Environmental Protection (Noise) Regulations 1997 for concerts at the WACA ground.

POLICY STATEMENT

Number and Frequency Of Events

1. A maximum of eight concerts should be held at the WACA ground in any one financial year. The WACA should apply to the Council to renew the approval on an annual basis.

2. Wherever possible, there should be a gap of at least two weeks between concerts by different artists at the WACA.

3. The WACA should liaise with Gloucester Park to ensure there is no conflict between any proposed concert and any activities at Gloucester Park.

4. Each concert will be treated as one event for the purposes of an application for a noise exemption, even if performed by the same artists on consecutive dates. Application fees will apply for each event.

5. Event dates may be a day/night combination or day only or night only.

6. All concert events should finish by no later than 10.45pm, with the exception of Friday and Saturday being no later than 11.00pm.

7. All events should not exceed four hours in duration.

Community Consultation Program

City of Perth

Council Policy Manual

CP18.3 Concerts at the WACA Ground

8. The WACA should undertake and submit for the Council's consideration an annual community consultation survey prior to June each year to enable the Council to consider whether it will renew the approval for noise exemptions for events at the WACA for the following year.

9. For each event a flyer is to be distributed to residents within the 65dB(A) contour level as identified in the noise management report for the concert. This will provide direct advice to the most affected residents in noise sensitive premises.

10. Local paper notification is to be used to notify the 'least affected' residents in noise sensitive premises.

11. The information provided in the flyers and advertisements is to be approved by the City of Perth prior to distribution and is to include notification of concert and sound check times and notification of the establishment of the complaint phone service and its number.

12. The flyers are to be distributed by at least 5.00pm on a day, that is seven days prior to the closest concert day.

13. The distributions or notifications may also include other information to cover East Perth Redevelopment Authority (EPRA) requirements, to prevent any duplication of resources in this area.

Noise Exemption Requirements

14. Each event will require a separate application to the Council for an exemption under the provisions of the Environmental Protection (Noise) Regulations 1997.

15. Each event should have a limit of between 102dB(A) and 105dB(A) at the sound desk unless otherwise specified in the planning approval granted by the East Perth Redevelopment Authority. The sound level should be agreed with the City of Perth and EPRA for each event, taking into account the type of concert conducted.

16. For each event, the WACA or the promoter should provide details of the:-

City of Perth

Council Policy Manual

CP18.3 Concerts at the WACA Ground

16.1 recommended sound levels at specified locations as supplied by an acoustic consultant,

16.2 details of the proposed sound monitoring to be undertaken for each event;

16.3 specific dates of each event when dates are finalised,

16.4 times of event, gates opening and total performance times,

16.5 specified times of sound checks,

16.6 stage layout and relevant noise contour maps, and

16.7 any other relevant information required by the City.

17. Approval for each noise exemption will be subject to:-

17.1 a notice, detailing the times of the concerts, practice sessions and sound checks being distributed to all residents and businesses in the manner specified in Clause 9 of this Policy;

17.2 a complaint service, for persons wishing to register complaints concerning noise emissions from the concerts, and being answered at all times by an operator, being established and advised to all residents and businesses within the specified area;

17.3 the complaint service being operational throughout the concerts, practice sessions and sound checks;

17.4 payment of a fee to the City to cover the cost of sound level monitoring of the concerts under Budget Item “Preventive Services – Registration/Licensing & Control”.

18. Details of any proposed traffic management measures required for each event should be submitted for consideration prior to each event at the WACA.

City of Perth

Council Policy Manual

CP18.3 Concerts at the WACA Ground

19. The CEO may issue the Regulation 18 exemption notice for any event at the WACA that complies with the requirements of this Policy and the Environmental Protection Act and Regulations.

Document Control Box							
Document Responsibilities:							
Custodian:		**Custodian Unit:**	Environment and Public Health				
Decision Maker:							
Compliance Requirements:							
Legislation:							
Industry:							
Organisational:							
Document Management:							
Risk Rating:		**Review Frequency**:		**Next Due:**		**TRIM Ref:**	**P1019191**
Version #	**Decision Reference:**	**Synopsis:**					
1.	OCM 05/10/04 (703/04)	Previous Policy No. SU69					
2.		.					
3.							

Government of Western Australia
Department of Health

COVID-19 safety guidance: events

Introduction

The WA Government has implemented a staged lifting of COVID-19 restrictions.

According to the current COVID-19 WA Roadmap, there is no timeline to indicate when events and mass gatherings will be permitted in WA, or the type and scale of events that will be permitted.

Decisions related to events commencing will hinge on the position of the Federal and State Government, National Cabinet and the Australian Health Protection Principal Committee (AHPPC), and the evolving risk of COVID-19 in WA.

Despite this uncertainty, it is understood that many event organisers are planning rescheduled and new events, due to the timeframes involved in the planning process.

The following advice is intended to assist organisers in taking a risk-based, measured approach to the planning of events and implementation of prevention strategies likely to be required as restrictions are eased.

Please note, it is anticipated that formal COVID Safety Guidelines related to events and mass gatherings will be provided by the WA Government in due course. It will be important for event organisers to refer to this resource when it becomes available on the WA Government website (www.wa.gov.au) to ensure they meet all mandatory requirements.

COVID safety plan

It is anticipated that a COVID Safety Plan may need to be developed for each event, to mitigate the risks of COVID-19 in line with the best available health advice. This information will be provided by the WA Government. Event organisers can refer to the current resource available for guidance on the WA Government website (www.wa.gov.au) to ensure they meet all requirements. COVID Safety Plans should be developed in partnership with all stakeholders involved with the event.

About COVID-19

COVID-19 is spread from person-to-person through close contact and droplets including:

- direct contact with infected people
- contact with droplets from an infected person's cough or sneeze
- touching contaminated objects or surfaces (like doorknobs or tables), and then touching your mouth or face.

It is important to put in place prevention strategies that will minimise this risk. The most effective measures are physical distancing, good hygiene practices, additional sanitisation regimes and keeping away from others if unwell.

1. Physical distancing

Evidence demonstrates that mass gatherings facilitate the spread of infectious diseases. Physical distancing is one of the most effective methods of reducing the spread of viruses. The more space between patrons, the harder it is for the virus to spread.

If a person at an event is found to be positive for COVID-19, the risk of transmission to the rest of the patrons, staff and volunteers is minimised if people have been practising physical distancing.

Good practice physical distancing principles are to:

- maintain 1.5 metre separation between people who are not from the same household; and
- maintain a minimum of 2 square metres (2 sqm) per person.

Managing physical distancing between patrons

To promote physical distancing between patrons at events, organisers may wish to consider the following:

- reduce the number of patrons
- ensure a minimum of 2 sqm per person is available at the venue
- leave spaces between same household groups or individuals in seated areas and amusement rides
- adequately space queues by clearly indicating 1.5m distances
- increase frequency of public transport or chartered vehicles related to the event, to prevent unnecessary crowds/queues
- stagger the arrival and departure of patrons
- divert departures through a separate, dedicated exit
- minimise congregations at sanitary stations, toilets, food and water distribution areas by increasing availability.

Managing physical distancing between event staff

It will also be important to manage physical distancing between staff, through the following:

- review shift arrangements to reduce interaction between staff
- stagger breaks to ensure physical distancing occurs during break times
- maintain physical distancing in break room facilities by adequately spacing chairs etc
- remind volunteers and staff not to attend if they are unwell or have been in contact with a positive COVID-19 patient
- register all volunteers and staff to assist with contact tracing, should an affected person be later found to have attended the event
- staff should consider getting the annual flu shot.

When staff and volunteers are not working, such as meal breaks, toilet breaks, arrival at work and leaving work are often when interaction could lead to increased risk of transmission. Staff and volunteers should be vigilant about maintaining physical distancing during work-related transition periods or activities as well as outside of work, including when socialising with each other.

2. Hygiene and sanitation regimes

Entrance to the event

The following hygiene and sanitation measures can be put in place at event entrances:

- Provide alcohol-based sanitiser and request all patrons, staff and volunteers apply it on entry.
- Place appropriate signage at all entrance points to remind attendees of physical distancing and hygiene requirements.
- Ensure one-way traffic flows, with dedicated entrances and exits, to minimise congestion.

Increased cleaning and sanitation regime

Presence of the virus in the environment can be a source of infection. This risk can be reduced through the following measures:

- Increase the frequency of cleaning in all areas.
- Establish a thorough and regular cleaning regime of common contact surfaces, 'high touch' items and shared amenities, such as handles, taps, break rooms, EFTPOS keypads, counter tops and toilets.
- Keep a cleaning log to ensure the cleaning regime is strictly adhered to.
- Provide adequate hand washing/sanitiser stations, and encourage all patrons, staff and volunteers to use the facilities regularly.
- Provide hands-free basins, with liquid soap and paper towels, in toilet facilities.
- Promote cashless payments where possible.

If you think a surface may be contaminated, clean it with a common household disinfectant to kill the virus. Cleaning products should be chosen that are approved for the surface to be cleaned. In general, combined detergent/disinfectant solutions or wipes are acceptable for hard surfaces. Some products such as bleach can damage fabrics, stainless steel and other surfaces. It will be important to continue to comply with any requirements regarding use of chemicals, including the use of Material Safety Data Sheets (MSDS) for chemicals utilised.

For most general cleaning tasks, a neutral detergent with pH between 6 and 8 should be used. The use of combined detergent / disinfectant wipes is acceptable, or solutions can be prepared fresh each day. If using a bleach solution look for products which give you a 1000ppm (0.1%) bleach solution either neat or when diluted with water. Always follow the manufacturer instructions if any detergent or disinfectant products require mixing with water or dissolving prior to use. Remember to never mix different cleaning products as in some instances toxic gases can be generated. Refer to the Environmental cleaning in the workplace factsheet for further advice.

3. Training and education

It is anticipated that COVID Safety Guidelines for events and mass gatherings will be provided by the WA Government in due course. This is likely to provide further information on required training for event organisers, staff and volunteers.

The Federal Department of Health provides a free 30-minute online infection control training module which covers the fundamentals of infection prevention and control for COVID-19.

It may also be helpful to display health promotion material (e.g. posters) at the event to remind patrons, staff and volunteers of the need to practice physical distancing, good hand hygiene and respiratory etiquette.

Event planning considerations

Event approval by local government

All events may continue to be assessed by the relevant local government authority in accordance with the requirements of the *Health (Public Buildings) Regulations 1992,* however event organisers must understand that approval by local government does not guarantee that the event will proceed.

Local governments can process event applications, granting conditional approval in anticipation of the relevant restrictions being lifted by the time the event is due to take place.

Example condition:

The EVENT NAME to be held at LOCATION on the DATE(S) is approved subject to conditions (to be specified by local government).

Please note, whilst a conditional approval has been granted, this approval is also subject to the relevant State Emergency Management COVID-19 Directions applicable at the time of the Event, which may restrict the type, scale or conditions under which the Event can proceed. It is the responsibility of the event organiser to ensure they are aware of any relevant changes.

Approvals will be granted on the basis that the level of COVID-19 activity in the community, and relevant restrictions in place at the time of the event, support the event proceeding without compromising public health. Event organisers must ensure that the event complies with the current Directions released by WA Government.

Should COVID-19 activity increase in the community, relevant Directions may change, potentially requiring the cancellation/postponement of events at very short notice. It will be the event organiser's responsibility to ensure they are aware of any relevant changes, discuss the implications of cancellation of an event due to COVID-19 with their insurer, and address all actions relating to cancellation/delay in their Risk and Emergency Management Plans.

Compliance with COVID-19 Directions

Authorised officers (the WA Police), under the *Emergency Management Act 2005,* have the power to close an event that they consider to be in breach of the current Directions or that puts the community at risk.

Local government environmental health officers are not authorised under the *Emergency Management Act 2005*, and therefore will not play a role in enforcing adherence to the Directions. They remain responsible for enforcing the *Health (Miscellaneous Provisions) Act 1911* and public building legislation.

Risk assessment

The term 'event' covers a broad array of activities. Events are indoor or outdoor assembly spaces in which a number of people gather for social, theatrical, political, religious or civil purposes, for a defined period of time.

The decision to proceed with, restrict, modify, postpone, or cancel an event should be based on compliance with current COVID-19 related Directions (*Emergency Management Act 2005),* and the undertaking of a detailed risk assessment. Risk assessments should be conducted in partnership with local, state, and possibly national authorities, as well as mass gatherings experts.

The risk assessment process should also include consulting the WA Health daily update as well as the World Health Organization (WHO) updated technical guidance regarding COVID-19, ensuring that there is an up-to-date evaluation of the local situation in line with state-led advice. As this is an evolving situation, this advice may change over time.

In addition to the normal risk assessment conducted as part of an events approval process, the following public health principles related to COVID-19 will also need to be considered. It should be noted that the principles and considerations summarised in the table below will be relevant well beyond Phase 4 of the WA Roadmap, as the risk of COVID-19 is likely to remain for some time.

Consideration	Explanation
Status of COVID-19 activity in WA	• An increase in COVID-19 activity may result in events being cancelled or postponed.
Current Directions at the time of event	• Events must adhere to State department advice and legal Directions current at time of event.
Prevailing position of Federal /State Govt, AHPPC, National Cabinet	• Position will dictate the timeline, type and nature of events permitted in WA.
Anticipated crowd size	• Larger crowd sizes may increase the size of a potential outbreak, should a person at the event test positive for COVID-19. • Larger crowd sizes have implications for risk mitigation strategies. • Crowd sizes must not exceed patron limit specified in the Directions that are in place at the time of the event.
Nature and duration of contact between patrons	• The longer individuals are in contact, and the closer the contact is, the greater the risk of transmission of COVID-19.
Ability to maintain physical distancing between patrons	• Physical distancing reduces the risk of transmission of COVID-19.
Event venue	• Outdoor venues are lower risk for transmission of COVID-19 than indoor venues, provided physical distancing is practised.
Ability to trace patrons	• Registered events will ensure individuals can be contacted if a person attending the event tests positive for COVID-19.
Alcohol / Drugs	• Access to alcohol and/or drugs may result in difficulties managing physical distancing and other risk mitigation strategies.
Health and age of patrons	• Patrons who are older and those with co-morbidities are at greater risk of more serious illness with COVID-19.

It is logical that low risk events will be able to proceed before complex, high-risk events are permitted to. To accurately make this assessment, it will be important to consider the above public health considerations relevant to individual applications. Basing approval solely on the 'type' of event being proposed may result in low-risk events being cancelled and high-risk events being approved. The following examples demonstrate varying degrees of risk among the same 'type' of events:

- a concert is often regarded as high-risk, but intimate, well managed, outdoor concerts are likely to present a low risk.
- a non-contact sporting event without spectators has a lower risk than a high-profile event with contact and spectators.

The following risk assessment of a number of different types of events is provided as a guide only. It will be up to each local government to consider individual applications in their approval process.

Risk level	Risk factors	Examples
Low risk	• <200 participants • Minimal contact between participants • Registration process likely • Outdoors • No alcohol or drug use • No sharing of equipment	• Mountain bike racing • Triathlons • Swimming or sailing events • Trail running • Outdoor movie screening
Medium risk	• 200 – 1,000 participants • Some close contact between participants • Minimal alcohol or drug use likely • Minimal shared equipment	• Farmer's markets • Obstacle courses • Fun runs • Exhibitions
High risk	• 1000+ participants • Close contact between participants likely • Registration process unlikely • Alcohol or drug use likely • Shared equipment common	• Large concerts/music festivals • Spectator sporting events • Agricultural fairs • Circuses • Food and wine festivals

Stakeholder engagement

Event organisers must continue to establish direct links, and communicate regularly, with local and state public health authorities, including the local provider of first aid for the event and the local government environmental health officer (EHO) within the relevant jurisdiction. It will also be important to integrate any event planning, with state emergency and response plans, and determine triggers that will indicate the need to reconsider or revise the plans. It may also be useful to establish command and control arrangements, to facilitate rapid communication of information, as well as efficient situation analyses and decision-making during the event.

Access to local or tertiary health services and PPE, if appropriate, may still be impacted by an increase in demand related to COVID-19, particularly if resources have not yet been replenished. First aid staff availability may be limited, as individuals often also work in healthcare facilities.

Registering events

As restrictions are eased, previously cancelled events will look to be rescheduled, whilst new events will be organised. The Department of Health recommends registering all events through the WA Health website, to ensure local emergency and health resources are made of aware of events that may impact on their resources. Alternatively, event details can be emailed to:

- Public.Events@health.wa.gov.au

All events will be added to the 'events calendar', which is distributed monthly. If you would like to receive the monthly calendar, please also email the above address.

Increasing community confidence

Appropriate risk communication is an integral role in the planning and running successful events. It will also be important in restoring community confidence in event participation as restrictions are eased. Consideration should be given to the following:

- Develop a good relationship with the media to assist communication efforts related to:
  - local risk assessment.
  - actions being undertaken to limit risk and maintain patron safety during event.
- Establish a single point of communication. Public confidence will increase if messaging remains consistent and reassuring.
- Encourage staff and attendees to download the COVIDSafe app for contact tracing.
- Increase public health messaging before and during events, provide reminders to:
  - stay home if unwell or have recently been in contact with a positive COVID-19 patient
  - practice hand hygiene, physical distancing and respiratory etiquette
  - leave/seek assistance if symptoms develop while at an event.

Managing unwell patrons/staff at events

All efforts must be made to remind patrons, staff and volunteers not to attend if they feel unwell. However, it will be important to establish a protocol for identifying and managing unwell patrons that present during an event. This must be communicated clearly to all staff and volunteers prior to the event.

In developing a protocol, consider the following:

- Any staff or volunteer identifying an unwell patron should report the incident to their team leader, who will escalate as appropriate.
- Adequately train all relevant first aid staff in how to safely attend to a symptomatic patient.
- Establish an area to isolate/assess unwell patrons/staff.
- Provide symptomatic patrons/staff with a mask to help contain respiratory droplets generated from coughing and sneezing.
- Ensure all staff attending symptomatic patients wear gloves and a mask, and dispose of them immediately/appropriately after contact, followed immediately by hand hygiene.
- Equip all first aid posts/isolation areas with hand washing facilities and hand sanitisers.
- Establish a plan to remove potentially symptomatic patrons from the event as soon as possible, in a safe and appropriate manner.

Post event

Event organisers must hold a debriefing session with all stakeholders, including health authorities, to evaluate the implemented strategies. As always, it will be important for the review process to identify lessons that can be learnt and improvements that can be made, to help future event organisers.

If public health authorities suspect that transmission of COVID-19 has occurred, it will be important for organisers and participants to support the response of authorities. Organisers must liaise with public health authorities and facilitate the sharing of any relevant information, including details related to any symptomatic participants.

Looking forward

It is acknowledged that some of these measures will be costly to event organisers in the short term. Over time, however, the industry will transition to the return of regular mainstream services and activities. This should gradually result in the revitalisation of the industry and ongoing community

development. Organisers should consider that community confidence in participating in crowded places may remain low for some time and that this confidence will take time to build back up.

For more information

For more information about organising an event, contact the relevant local government Environmental Health Service where the event is to be located.

- Refer to the online local government directory for contact details.

For events organised in Kings Park, Rottnest Island, or locations not within a local government district, contact the Environmental Health Directorate on:

- Email: Public.Events@health.wa.gov.au
- Phone: (08) 9222 2000

Last updated: 25 May 2020

This document can be made available in alternative formats on request for a person with disability.

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5 June 2020

Murray Jorgensen, CEO
City of Perth
GPO BOX C120
PERTH WA 6839

Dear Murray,

Major Events 2020/21 Advice

This correspondence confirms that the Cultural Advisory Committee was consulted on Wednesday 3 June regarding the major events; Christmas Nativity, New Year's Eve and Skyworks 2020/21. The Committee acknowledges that the City is considering the delivery of these events in the current COVID-19 environment alongside the proposed approach to economic rebound as outlined in its *COVID-19 Economic Rebound Strategy*.

The Committee advises taking alternative approaches to the three major events, following deliberation of the Council Report at the Ordinary Council Meeting of 30 June. Special consideration was given to matters in light of ongoing physical distancing measures and economic impacts, and Committee feedback is provided as follows:

- In general there is an opportunity to decentralise events to encourage people to navigate and connect with the city, provide foot traffic to local businesses and engage a greater diversity of professionals to stimulate creative production.
- The unfortunate circumstances provide an opportunity to try something new and open up a conversation to evolve and change future events, and the changes should not be seen as cancellations or that the events won't return in the future.
- For Australia Day, the Birak Concert budget needs to be increased from the previous years allocated budget to further develop the event and attract broader engagement, however, Birak should be considered as only one part of a variety of activities on Australia Day that celebrate the diversity of Australian culture.
- There is an opportunity to decentralise activities on Australia Day specifically through a series or trail of smaller events or performances to highlight multi-culturalism. These could be dispersed across the city to support the businesses, the arts sector and to celebrate cultural diversity.
- City lighting on Australia Day should include both Australia Flag/colours and Aboriginal Flag/colours to ensure the significance of this day for all diverse citizens is recognised.

We acknowledge that these events are a significant part of Perth's social fabric. It is important that they respond to the current COVID-19 situation and also reflect the rich cultural heritage of our city and state. We look forward to seeing these events evolve the events the future.

Yours sincerely

Barbara Bynder and Peter Ciemitis
Co-chairs
Cultural Advisory Committee

City of Perth

Major Events 2020/21 Report Attachment: COVID Events, Arts & Culture Workshop Minutes Extract

COVID Events, Arts & Culture Advisory Workshop Minutes

Date: **8 June 2020**

Time: **1.00pm**

Venue: **Via Zoom**

Attendees:

Tabitha	McMullin	CoP
Anne	Banks McAllister	CoP
Erica	Mueller	CoP
Louise	Vescovo	CoP
Shelagh	Magadza	Chamber of Arts & Culture
Nathan	Bennett	Perth Festival
Sharon	Burgess	Artrage/Fringeworld
Johnny	Doan	Northbridge Common
Kylie	Taylor	Activate Perth
Sandy	Anghie	Historic Heart of Perth
Kym	Francesconi	Tourism WA
Hugh	Singe	Event Industry Association
Peter	Ciemitis	Cultural Advisory Committee Member
Gemma	Weston	Visual Arts, Perth Festival

Apologies:

Dan	High	CoP
Marion	Fulker	Committee for Perth
Julian	Donaldson	Cultural Advisory Committee Member

Tabitha McMullan conducted the Acknowledgement of Country.

1. **Introduction, Update & progress of Committee**

Anne Banks McAllister gave an overall view of how the Committee would be convened and the Governance surrounding the Events, Arts & Culture Advisory Committee. **ABM** informed the Advisory Committee that they would be receiving a letter together with the Terms of Reference within the next few days. The Committee is expected to be in place until July 2021.

ABM explained how the City has repositioned itself and how it proposed to go forward with assisting the City to rebound from COVID 19. Internally at the City there have been some major savings including a reduction in staff by 100.

2. **Major Events 2020/2021 (Nativity, New Year's Eve & Skyworks)**

Tabitha McMullan asked for a round table discussion regarding the proposal put forward regarding Major Events 2020/21. Following on from ABM's comments TM informed the Committee that the Budget relating to Events etc had been reduced from $25m to $18m. Commissioners have determined that $18m will be used in the Rebound of the City.

Comments from participants

Bradley Woods

- High level of activity and interest surrounding Skyworks from the Hotel and Hospitality industry.
- Hotels are usually booked to capacity during Skyworks.
- F & B outlets very busy.

Kylie Taylor

- Thought that the plan was fine, concerned that Skyworks does not involve the City Centre and that not all retailers benefited from the Event.

Kym Francesconi

- Tourism WA to observe only but agreed with Bradley Woods that accommodation was a priority.

Sandy Anghie

- Need to drive activation of bricks and mortar as much as possible into the City.
- Whilst acknowledging Bradley's comments that Skyworks was great for Hotels and F&B, the current Covid-19 situation meant Skyworks may not be safe for the community - we don't know what the situation will be in January.
- Have something different for one year might be a solution. The community should understand in current circumstances.

Hugh Singe

- General view was that any Event has a positive and has economic impact.
- Very supportive of any Event which was a draw card for people to spend in the area.
- Not too concerned about where the $$ were spent if it brings people into the City.

Johnny Doan

- Supportive of all previous suggestions that re-livens the City.
- Conscious of how much support had been shown to “Change the Date” movement.
- Believes that the movement will grow in coming months.
- Good opportunity for a conversation regarding the Birak Concert.

Shelagh Magadza

- Believes Skyworks could be deferred for 1 year.
- Smaller events to restore confidence and show that events can be well managed.
- Believes that the plan is good for social outcomes (Birak/trial of family events)
- No opinion on Nativity.

Sharon Burgess

- Supports the alternative Events
- Agrees with the rest of Committee regarding healthy spending around bricks and mortar businesses.
- Would like the Christmas Light Trail to be extended to NYE

Nathan Bennett

- Very supportive of making a change, for more effective and less controversial Events with less environmental impacts.
- Ideal opportunity to make a change which is more effective for the whole City.

Gemma Weston

- Previously discussed at the Cultural Advisory Committee.
- Great opportunity to try something new.
- Invest in First Nations Events.

Peter Ciemitis

- Tensions surrounding Australia Day will increase and considers that it would be appropriate at how we celebrate Australia Day.
- Comfortable with all the alternative proposals.
- If possible, move the Skyworks to NYE if enough lead time
- Australia Day to have a more Aboriginal focus from a cultural perspective.
- Nativity has a spiritual connectivity to Christmas

Ten out of eleven Committee Members voted in favour of supporting the proposed alternative Events as presented. Bradley Woods was supportive of Skyworks continuing in its usual format this year.

Extract Ends.

City Events Survey

Tuesday, June 09, 2020

SurveyMonkey

617

Total Responses

Date Created: Friday, May 29, 2020

Complete Responses: 617

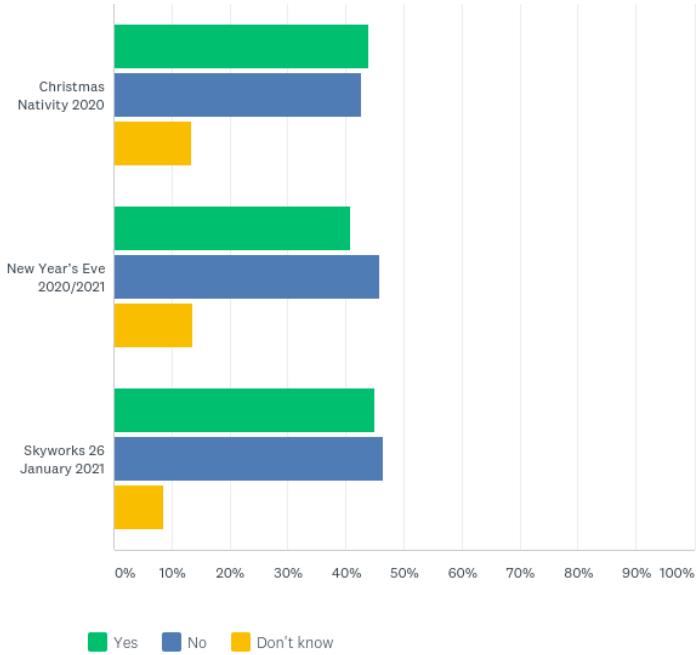
Q1: When would you feel comfortable attending one of the following?

Answered: 614 Skipped: 3

	1 - 3 MONTHS–	3 - 6 MONTHS–	6 MONTHS–	NEXT YEAR–	ONLY ON GOVERNMENT ADVICE–	NEVER–	TOTAL–
–Event with 1,000 people	23.22% 140	12.44% 75	7.79% 47	12.60% 76	37.48% 226	6.47% 39	603
–Event with 5,000 people	14.67% 88	14.50% 87	7.50% 45	14.17% 85	37.83% 227	11.33% 68	600
–Event with 10,000 people	12.46% 75	9.47% 57	8.14% 49	13.29% 80	41.53% 250	15.12% 91	602
–Event with 25,000 people	10.82% 65	8.49% 51	7.15% 43	12.48% 75	43.26% 260	17.80% 107	601
–Event with 50,000 people	10.28% 62	7.13% 43	7.30% 44	11.61% 70	42.95% 259	20.73% 125	603
–Event with more than 100,000	10.03% 61	6.41% 39	5.76% 35	11.35% 69	40.30% 245	26.15% 159	608

Q2: Should the following large-scale events go ahead?

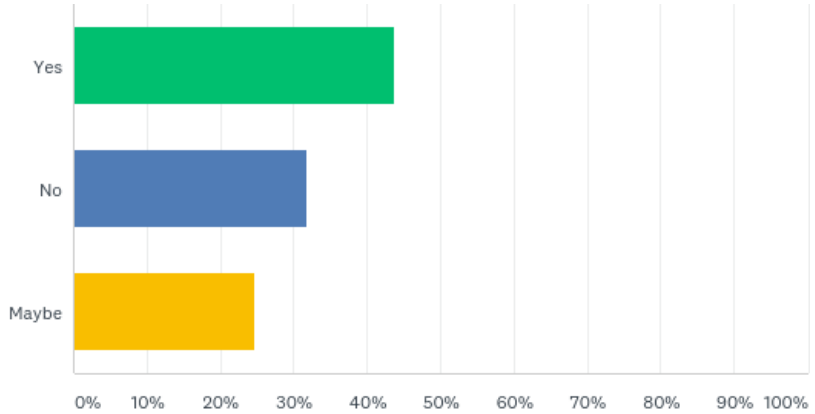
Answered: 617 Skipped: 0



	YES–	NO–	DON'T KNOW–	TOTAL–
–Christmas Nativity 2020	43.90% 270	42.76% 263	13.33% 82	615
–New Year's Eve 2020/2021	40.72% 250	45.77% 281	13.52% 83	614
–Skyworks 26 January 2021	44.88% 276	46.50% 286	8.62% 53	615

Q3: If Christmas Nativity was cancelled in 2020, would you support a smaller scale event?

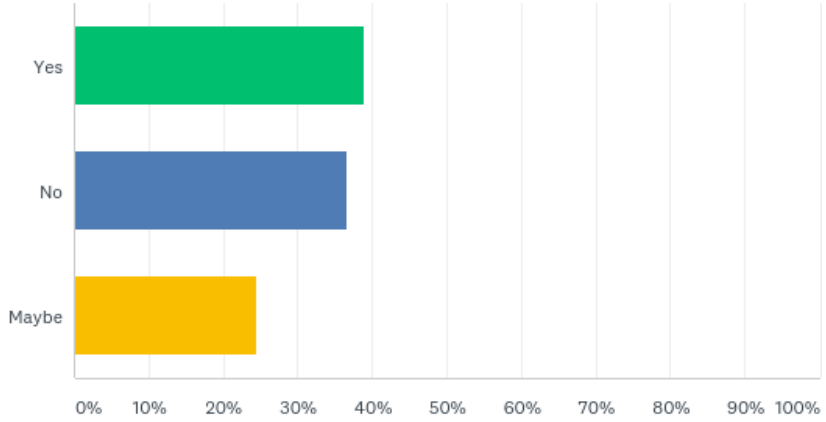
Answered: 614 Skipped: 3



Yes	43.65% 268
No	31.76% 195
Maybe	24.59% 151
TOTAL	614

Q4: If New Year's Eve was cancelled in 2020/2021, would you support a smaller scale event/s?

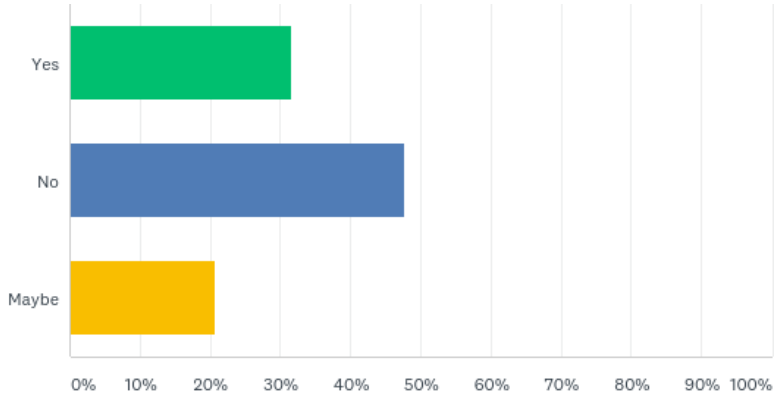
Answered: 616 Skipped: 1



Yes	38.96% 240
No	36.53% 225
Maybe	24.51% 151
TOTAL	616

Q5: If Skyworks was cancelled in 2021, would you support the organisation of a smaller scale event/s without fireworks?

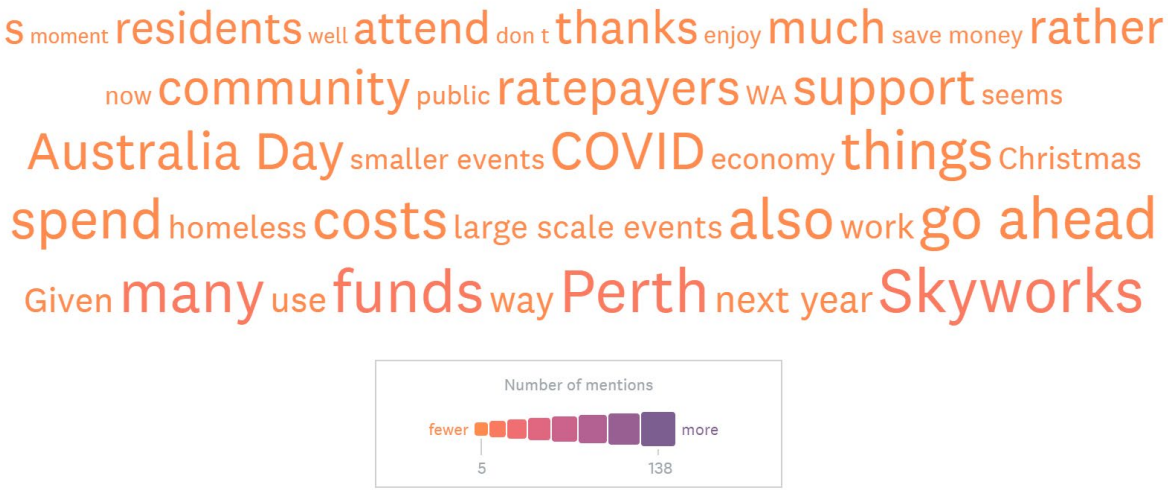
Answered: 614 Skipped: 3



Yes	31.60% 194
No	47.72% 293
Maybe	20.68% 127
TOTAL	614

Is there any other feedback in relation to major events that you would like to provide?

Answered: 341 Skipped: 276



SCHEDULE

Landlord:	City of Perth 27 St Georges Terrace PERTH WA 6000
Tenant:	Taylaan Pty Ltd C/- Artistic Visions Shop 1/81 Royal Street **EAST PERTH WA 6004**
Premises - Land:	Lot 221 on Diagram 91287 being the whole of the land in Certificate of Title Volume 2086 Folio 297
Leased Premises:	Shop 1, Regal Place Car Park comprising of 91.10sqm, as delineated on the attached Brook and Marsh Survey Plan dated 20 February 2018.
Initial Term:	Five (5) years.
Lease Commencement Date:	TBA
Lease Expiry Date:	TBA
Further Term/s:	One (1) further term of Five (5) years from the completion of the Lease Term.
Net Rent:	$340.00 psmpa ($30,975.00 per annum)
Rent Free Period:	A Net Rent Free Period is to apply for a period of six (6) months from Lease Commencement Date.
Rent Review	Annual to CPI (Perth) with a Market Review every five (5) years including options.
Permitted Use:	Hairdressing and Beauty Salon.
Variable Outgoings:	Currently estimated at $9.39 psmpa $855.43 per annum.
Prescribed Rate:	A 10% per annum penalty interest rate will apply for any monies owing by the Tenant.
Bank Guarantee:	Equivalent to two (2) months gross rent (including GST) as security for the performance of its obligations. The Bank Guarantee shall be provided on or before the Lease Commencement Date or execution of the Lease document whichever is the earlier. This sum shall only be reviewed as at the commencement of the Option.

BROOK MARSH PTY. LTD.
LICENSED SURVEYORS

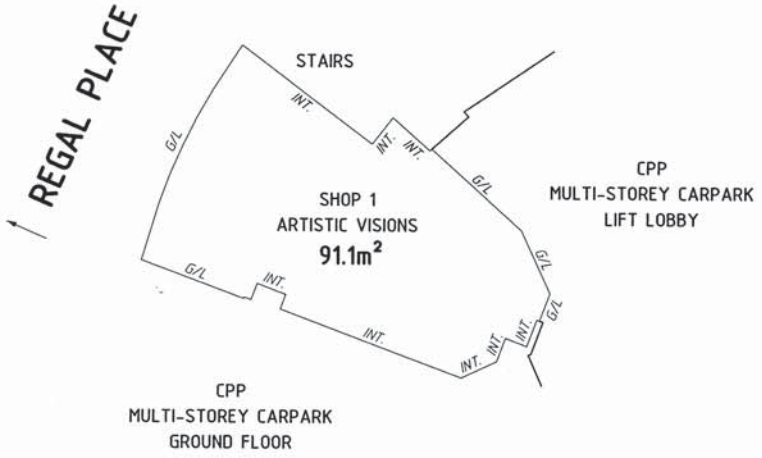
ACN 105 338 501
ABN 70 105 338 501

Bill France (Director)
L.S., B.App.Sc.Surv.

LETTABLE AREA SURVEY
REGAL PLACE CARPARK
81-95 REGAL PLACE EAST PERTH

GROSS LETTABLE AREA RETAIL
SECTION 1 OF THE P.C.A. 1997

DATE: 20th FEBRUARY 2018
SCALE: 1:250
BM: 18027



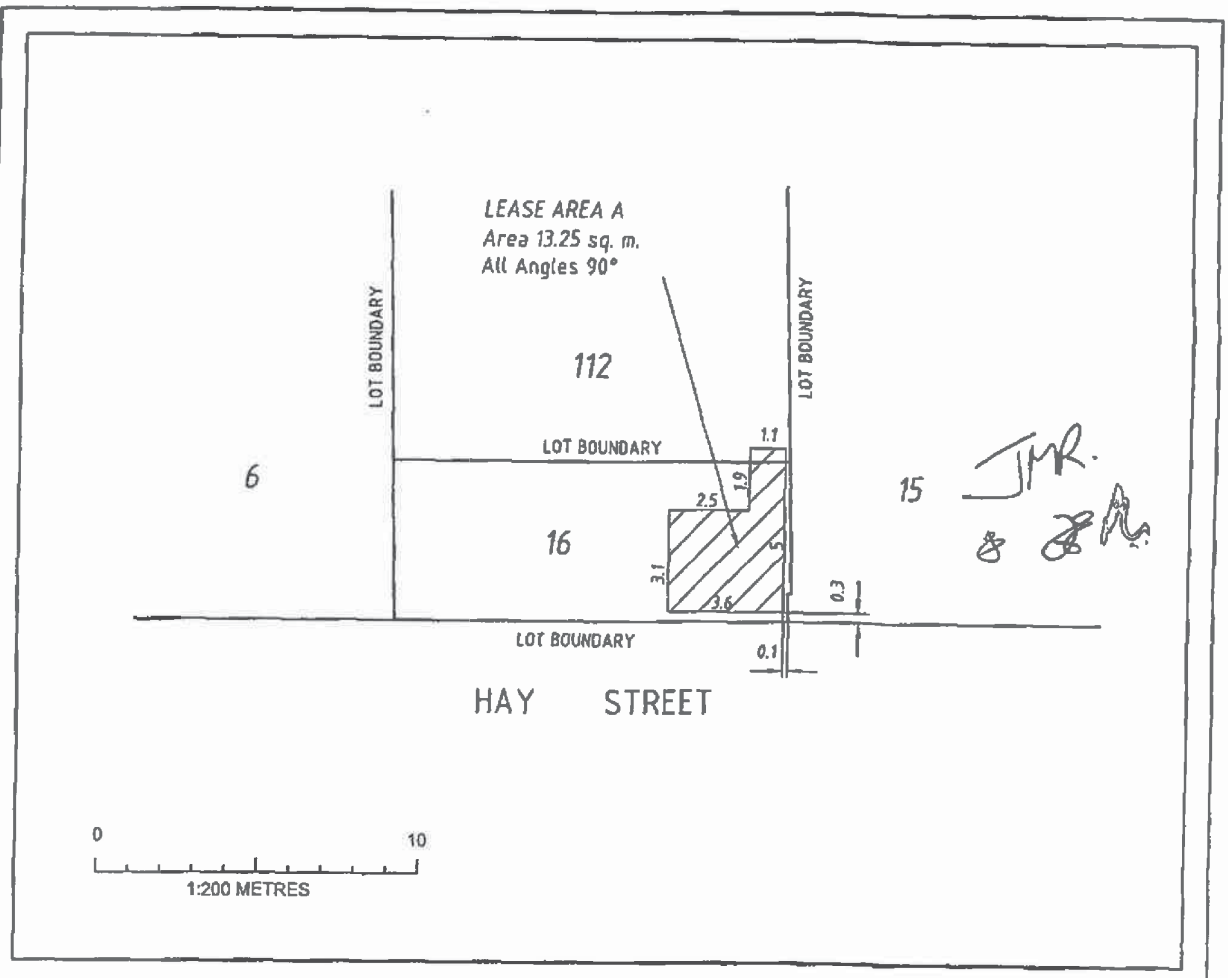
NOTES:
INT - INTERNAL FACE OF WALL
EXT - EXTERNAL FACE OF WALL
C/L - CENTRE OF WALL
G/L - GLASS

NEW LEASE AGREEMENT
TELECOMMUNICATIONS BASE STATION
377 MURRAY STREET/ 844 HAY STREET, "HIS MAJESTY'S" CARPARK, PERTH
CITY OF PERTH (LESSOR) TO VODAFONE NETWORK PTY LTD (LESSEE)

Heads of Agreement

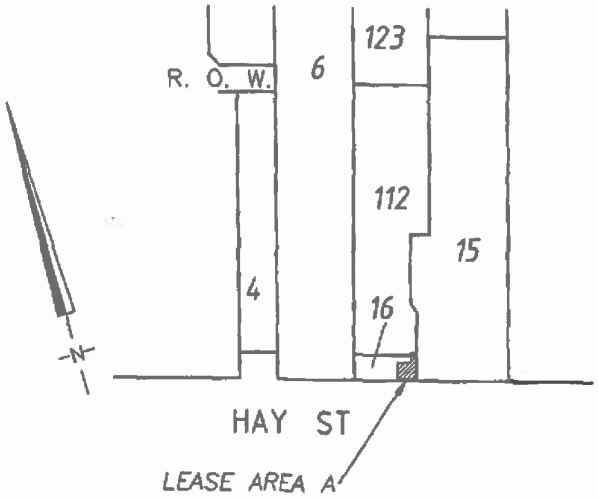
Lessor	City of Perth 27 St Georges Terrace **PERTH WA 6000** ABN 83 780 118 628
Lessee	Vodafone Network Pty Ltd "The Ark", Level 7 40 Mount Street **NORTH SYDNEY NSW 2060**
Premises	377 Murray Street/ 844 Hay Street, Perth
Permitted Use	Telecommunications base station
Lease Commencement Date	TBA Current Agreement holding over
Lease Term	Five (5) years (Per Existing Agreement)
Option	One (1) Term of Five (5) years (Per Existing Agreement)
Option Exercise Provisions	Break Dates to continue to apply per existing agreement
Rent	$22,500.00 per annum plus GST
Leased Area	13.25 sqm per Spectrum Survey & Mapping Drawing Number 206069L Per Existing Agreement and being - The whole of the land comprised in: Certificate of Title Volume 2160 Folio 909 and Certificate of Title Volume 1257 Folio 384
Rates and Taxes	N/A (Gross Lease)
Electricity	Separately metered
Rent Reviews	CPI (Perth – All Groups) annually unless Market Review applies Market – Five Yearly upon anniversary

Insurance **Indemnity**	Global Policy (Per Existing Agreement) Public Liability not less than $20,000,000 Lessor to provide full indemnity
Special Conditions	**1. The Lessee acknowledges that the general provisions of the previous lease agreement (commencing 1 April 2006) will continue to apply under the new lease agreement.** **2. The Lessee acknowledges that all commercial terms offered in this Heads of Agreement are subject to formal Council Approval.**
Legal Costs	The Vodafone standard lease agreement will apply prepared by the Lessee's solicitor's and provided to the Lessor for review. Each party to bear their own legal costs in that regard.



NOTES:

1. LEASE AREA A ENCOMPASSES THE VODAFONE EQUIPMENT SHELTER AND EXTENDS BETWEEN RL 27.00 (AHD) AND 30.5 (AHD).



SCALE 1: 1250

SURVEY AND CONNECTION TO LOT BOUNDARIES CARRIED OUT IN ACCORDANCE WITH THE LICENSED SURVEYORS (GUIDANCE OF SURVEYORS) REGULATIONS 1961

No	Amendment	Date
1	LEASE AREA 3	19.4.2006
1	LEASE AREA A (ONLY)	10.5.2006

SCALE	AS SHOWN (A4P)
DATUM	AHD
JOB NO	206069_MobLease
DRAWN	MS
DATE	19.4.2006
APPROVED	
LICENSED SURVEYOR	

LEASE PLAN

BTS SITE 88218C
844-848 HAY STREET
PERTH WA 6000
LOT 16 ON D 26899 C/T VOL 1257 FOL 384
LOT 112 ON DP 32647 C/T VOL 2150 FOL 909

SPECTRUM SURVEY & MAPPING
5 CRESSALL ROAD
BALCATTA 6021
PH 08 9240 4444 FAX 08 9240 6666
email: ssm@ssm.net.au

DRAWING NO 206069L
ISSUE NO 02

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FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO 30 APRIL 2020

REPORT OF VARIANCES TO BUDGET

This report compares the actual performance for the ten months to 30 April 2020 to the 2019/20 Budget adopted by Council on 23 July 2019, and subsequent Council approved amendments.

Operating Revenue

- Parking revenue for the year to date was $54.0 million, which was $7.5 million under the budget, mostly due to the Covid-19 situation. The variance relates to Open Air car parks ($1,368,000), Kerbside parking ($2,160,000) and Undercover car parks ($3,880,000).

- Fines and costs were $7.5 million, being $88,000 below budget for the year to date, mostly due to the Covid-19 situation.

- Rubbish collection revenue was $9.8 million for the year to date which was under budget by 2.7% or $269,000.

- Investment Income and Interest was under the budget for the year to date due mainly to reserves interest underperforming as a result of the impact of historical ASX performance arising from the Covid-19 situation.

- Recurrent grants were $1.5 million being $169,000 above budget due mainly to the timing of contributions including Skyworks.

- Other income was $85,000 over budget due mainly to higher Building licence fees $182,000, Planning and Development fees $84,000, the timing of the Emergency Services Levy administration fee $99,000, offset by other licence fees and income being underbudget ($280,000).

Operating Expenditure

- Employee costs for the year to date were $65.1 million, a variance of $2.7million lower than the budget for the year to date as a result of vacant positions, underspending on casual staff and training and seminars.

- Materials and Contracts were $5.5 million under the budget as a result of underspend in Properties maintenance ($596,000), Infrastructure and IT maintenance ($922,000) along with variances in contractors, consultants and other professional fees for a number of projects ($3.5 million).

- Depreciation and Amortisation was over the budget by 5% or $1.5 million.

FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO 30 APRIL 2020

REPORT OF VARIANCES TO BUDGET

- Other expenditure was $437,000 over the budget for the year to date due to timing differences in donations and sponsorship payments ($1,311,000), an underspending on conferences and travel ($148,000), offset by an increase in non-capitalised work-in-progress $2.1million and contributions $45,000.

Investing Activities

- Capital expenditure was $10 million under budget for the year to date as detailed below. Some of the variance relate to the timing of contracts issued.

Capital expenditure Variance for the period to April 2020				
Details	**Budget 2019/20**	**Year to Date**		
		Actual	**Budget**	**Variance**
Wellington Square Enhancement	5,916,345	1,588,225	4,132,039	(2,543,814)
East End Revitalisation	4,222,550	491,866	615,524	(123,658)
Pedestrian Walkways	4,000,000	4,067,691	4,000,000	67,691
Perth Convention & Exhibition Centre - Subsidence Rectification	1,129	44,161	1,129	43,033
CONCERT HALL - Structural Remediation Works	2,421,585	314,054	273,646	40,408
Fleet and Plant Replacement - Community Amenities - Sanitation	1,588,099	471,534	888,099	(416,565)
Lighting - Council House Upgrades	999,033	890,133	999,033	(108,900)
Financial Systems Project	1,450,000	1,408,343	1,450,000	(41,657)
Bollard Replacement in Hay & Murray St Malls	1,438,311	305,506	201,659	103,846
Lighting - Christmas Decorations	2,051,047	91,711	240,000	(148,289)
Digital Workplace Enhancements	318,086	240,144	278,089	(37,945)
Reconfiguration - Forrest Place loading dock	774,654	80,654	80,654	-
Projects with no spending YTD	1,802,394	-	-	-
All other projects	22,841,287	9,900,833	16,758,849	(6,858,016)
TOTAL	**49,824,520**	**19,894,855**	**29,918,722**	**(10,023,867)**

FINANCIAL ACTIVITY STATEMENT FOR THE TEN MONTHS TO 30 APRIL 2020

REPORT OF VARIANCES TO BUDGET

Financing Activities

- Transfers to Reserves were under budget by $2.0 million due mainly to lower interest income on Reserve funds.

- Transfers from Reserves were under budget by $4.2 million due to timing variances of projects funded from Reserve funds

Amounts sourced from Rates

- Rates revenue raised was $1.8 million or 1.9% over budget due to higher interim rates revenue collected.

CITY OF PERTH

FINANCIAL ACTIVITY STATEMENT for the period ended 30 April 2020

Proceeds from Operating Activities	Revised Budget 2019/20 $	Actual YTD 30-Apr-20 $	Revised Budget YTD 30-Apr-20 $	Variance YTD 30-Apr-20 $
Operating Revenue				
Parking Fees	73,565,819	53,951,263	61,425,941	(7,474,679)
Fines and Costs	9,057,395	7,491,371	7,579,839	(88,468)
Investment Income and Interest	5,012,305	2,570,608	4,215,793	(1,645,185)
Community Service Fees	1,666,270	1,214,745	1,388,558	(173,813)
Rubbish Collection	10,099,700	9,772,845	10,041,367	(268,521)
Rentals and Hire Charges	5,206,739	3,655,104	4,341,034	(685,930)
Recurrent Grants	1,536,703	1,467,900	1,298,764	169,135
Contributions, Donations and Reimbursements	1,162,567	1,072,731	1,011,973	60,758
Other Income	4,361,329	3,842,652	3,757,476	85,175
Distribution from TPRC	350,000	0	182,778	(182,778)
	112,018,827	**85,039,219**	**95,243,523**	**(10,204,304)**
Less: Operating Expenditure				
Employee Costs	81,686,162	65,105,121	67,843,640	2,738,519
Materials and Contracts	59,227,259	38,397,791	43,935,235	5,537,444
Utilities	3,244,992	2,550,276	2,705,725	155,448
Insurance Expenditure	1,010,519	947,380	843,823	(103,557)
Depreciation and Amortisation	35,541,567	31,088,774	29,617,971	(1,470,803)
Interest Expenses	573,408	507,377	498,552	(8,825)
Loss on Disposal of Assets	1,769,729	1,218,270	1,474,774	256,504
Expense Provisions	655,791	699,461	546,493	(152,969)
Other Expenditure	25,609,078	21,702,971	21,266,040	(436,931)
	209,318,505	**162,217,422**	**168,732,252**	**6,514,830**
Add back Depreciation	(35,541,567)	(31,088,774)	(29,617,971)	1,470,803
Less: Movement in Liabilities associated with Restricted Cash	5,808,466			
(Loss) / Profit on Disposals	(1,769,729)	(1,218,270)	(1,474,774)	(256,504)
	177,815,676	**129,910,378**	**137,639,507**	**7,729,129**
Net Surplus/(Deficit) from Operations	**(65,796,849)**	**(44,871,159)**	**(42,395,984)**	**(2,475,175)**
Investing Activities				
Capital Grants	1,950,148	1,070,488	1,430,868	(360,380)
Capital Expenditure	(49,824,520)	(19,894,855)	(29,918,722)	10,023,867
Proceeds from Disposal of Assets/Investments	1,325,391	1,189,483	1,107,519	81,965
Sub-total Investing Activities	**(46,548,981)**	**(17,634,884)**	**(27,380,335)**	**9,745,452**
Financing Activities				
Repayment of Borrowings	(6,904,163)	(6,126,134)	(6,126,134)	0
Transfers to Reserves	(53,502,823)	(20,242,440)	(22,280,000)	2,037,560
Transfer from Reserves	47,525,949	25,691,314	29,843,164	(4,151,850)
Sub-total Financing Activities	**(12,881,037)**	**(677,260)**	**1,437,030**	**(2,114,290)**
Add: Opening Funds	34,052,456	48,133,328	48,133,328	0
Net Surplus/(Deficit) before Rates	**(91,174,410)**	**(15,049,975)**	**(20,205,961)**	**5,155,986**
Amount Sourced from Rates	96,419,628	98,288,871	96,465,303	1,823,567
Closing Funds	**5,245,218**	**83,238,896**	**76,259,342**	**6,979,554**

CITY OF PERTH

CURRENT POSITION AS AT THE END OF THE PERIOD 30 April 20

Description	Revised Budget 2019/20	Actual YTD 30-Apr-20	Revised Budget YTD 30-Apr-20	Variance YTD 30-Apr-20
Current Assets	**$**	**$**	**$**	**$**
Cash and Cash Equivalents	6,964,785	25,578,584	26,197,788	(619,204)
Deposits and Prepayments	4,787,964	4,787,519	10,787,964	(6,000,445)
Money Market Investments - Municipal Funds	5,498,142	54,272,583	56,948,142	(2,675,559)
Money Market Investments - Restricted Funds	111,016,948	95,997,322	85,616,948	10,380,374
Trade and Other Receivables	13,551,253	11,620,811	17,325,316	(5,704,505)
Inventories	920,355	810,118	920,355	(110,237)
Total Current Assets	**142,739,447**	**193,066,937**	**197,796,513**	**(4,729,576)**
Current Liabilities				
Trade and Other Payables	18,532,986	18,216,641	28,875,928	(10,659,287)
Employee Entitlements	3,448,217	12,223,087	10,448,217	1,774,870
Provisions	7,944,295	(96,000)	44,295	(140,295)
Borrowings	8,778,971	4,747,347	5,778,971	(1,031,624)
Total Current Liabilities	**38,704,469**	**35,091,075**	**45,147,411**	**(10,056,336)**
Working Capital Position Brought Forward	**104,034,978**	**157,975,862**	**152,649,102**	**5,326,760**
Deduct Restricted Cash Holdings	(111,016,948)	(95,997,322)	(85,616,948)	(10,380,374)
Add Current Liabilities not expected to clear	3,448,217	16,513,009	3,448,217	13,064,792
Add Current Borrowings	8,778,971	4,747,347	5,778,971	(1,031,624)
Current Funds Position Brought Forward	**5,245,218**	**83,238,896**	**76,259,342**	**6,979,554**

Net Cash on Hand	$	$	$	$
Cash On Hand	6,964,785	25,578,584	26,197,788	(619,204)
Money Market Investments	116,515,090	150,269,905	142,565,090	7,704,815
Funds on Hand	**123,479,875**	**175,848,489**	**168,762,878**	**7,085,611**
Analysis of Funds on Hand				
Reserves	111,016,948	95,997,322	85,616,948	10,380,374
Provisions	11,392,512	12,127,087	10,492,512	1,634,575
General Funds	1,070,415	67,724,080	72,653,418	(4,929,338)
Funds on Hand	**123,479,875**	**175,848,489**	**168,762,878**	**7,085,611**

EXPLANATORY NOTES – FINANCIAL ACTIVITY STATEMENT

BACKGROUND

- Regulation 34 of the Local Government (Financial Management) Regulations 1996 was amended effective from 1 July 2005.
- The amendment prescribes a monthly Financial Activity Statement (FAS) reporting the sources and application of funds, as set out in the Rate Setting Statement which is included in the Annual Budget.

PURPOSE

- The FAS reports the actual financial performance of the City in relation to its adopted budget, which has been structured on financial viability and sustainability principles.
- The FAS is intended to act as a guide to Council of the impact of financial activities and the reasons for major variances to the annual budget estimates.

PRESENTATION

- Regulation 34 prescribes the minimum detail to be included in the FAS. These are listed below.
  - Annual Budget estimates, and approved revisions to these, are to be included for comparison purposes.
  - Actual amounts of income and expenditure to the end of the month of the FAS.
  - Material variances between the comparable amounts and commentary on reasons for these.
  - The net current assets at the end of the month to which the FAS relates.
- An explanation of the composition of the net current assets at the end of the month to which the FAS relates; less committed and restricted assets.
- Councils are given the option of adopting a format which is considered most appropriate to their needs. These options are listed below.
  - According to nature and type classification,
  - by program, or
  - by business unit.
- It is recommended that while the information presented by cost objects (programs and activities) or by cost centres (business units) are useful for expense allocation and cost centre accountability purposes, they are less informative and difficult to comprehend in matters of disclosure and less effective in cost management and control.
- The FAS has therefore been presented in the format using nature and type classification as the most meaningful disclosure to the Council and public.

FORMAT

- The FAS is formatted to align with the Rate Setting Statement.
- The first part deals with operating income and expenditure, excluding rate revenue.
- The next classification is the amount spent on capital expenditure and debt repayments.
- The classification ‘Financing Activities’ provides a statement of sources of funds other than from operating or rates revenue, which are usually associated with capital expenditure.
- Attached to the FAS is a statement of ‘Net Current Assets’ for the budget and actual expenditure to the end of the month to which the FAS relates.
- Opening and closing funds represent the balance of ‘Net Current Assets’, not including any funds which are committed or restricted.
- “Committed assets” means revenue unspent but set aside under the annual budget for a specific purpose.
- “Restricted assets” means those assets the uses of which are restricted, wholly or partially, by regulations or other externally imposed requirements”, e.g. reserves set aside for specific purposes.
- To avoid duplication in calculating ‘Closing Funds on hand’, certain balances, such as provisions and borrowings, are also deducted.
- The total Closing Funds on hand are to be taken into account when calculating the amount to be raised by rates each year.
- The classification “Net Cash on Hand” represents the balances of funds held in cash or invested and the analysis into those funds reserved, carried forward or remaining unspent at the end of the month to which the FAS relates.

CITY of PERTH

CITY OF PERTH

Financial Report

For the 10 months ending 30 April 2020

CITY OF PERTH
MUNICIPAL
Statement of Comprehensive Income for the 10 months ended 30 April 2020
(By Program)

	Note	*Budget 2019/2020	** Revised Budget YTD	Actual YTD 30/04/2020	YTD Variance	
OPERATING REVENUE		**$**	**$**	**$**	**$**	**%**
General Purpose Funding Rates		97,492,728	97,460,035	99,494,627	2,034,592	2.1%
General Purpose Funding Other		4,994,353	4,118,739	2,255,370	(1,863,369)	-45.2%
Law, Order, Public Safety		85,674	65,504	50,247	(15,257)	-23.3%
Health		981,000	897,106	809,018	(88,088)	-9.8%
Education and Welfare		1,951,603	1,626,336	1,592,157	(34,179)	-2.1%
Housing		885,259	737,716	875,523	137,807	18.7%
Community Amenities		13,033,342	12,359,541	11,341,342	(1,018,199)	-8.2%
Recreation and Culture		1,767,438	2,139,125	2,224,717	85,592	4.0%
Transport		84,507,422	70,869,663	62,889,051	(7,980,612)	-11.3%
Economic Services		1,116,620	936,261	1,219,797	283,536	30.3%
Other Property and Services		529,083	316,023	576,243	260,220	82.3%
Total Operating Income		207,344,522	191,526,049	183,328,092	(8,197,957)	-4.3%
OPERATING EXPENDITURE						
Governance		(7,851,722)	(5,809,018)	(6,384,000)	574,982	-9.9%
General Purpose Funding		(1,669,591)	(1,395,544)	(1,374,537)	(21,007)	1.5%
Law, Order, Public Safety		(6,635,762)	(5,448,231)	(5,768,877)	320,646	-5.9%
Health		(2,467,498)	(2,039,732)	(1,604,658)	(435,074)	21.3%
Education and Welfare		(4,580,602)	(3,816,507)	(3,433,266)	(383,241)	10.0%
Housing		(668,931)	(557,442)	(498,153)	(59,289)	10.6%
Community Amenities		(28,410,176)	(23,499,916)	(20,991,327)	(2,508,589)	10.7%
Recreation and Culture		(37,803,006)	(31,124,368)	(29,916,678)	(1,207,690)	3.9%
Transport		(81,477,431)	(67,092,016)	(65,130,351)	(1,961,665)	2.9%
Economic Services		(18,993,788)	(16,869,524)	(15,844,173)	(1,025,351)	6.1%
Other Property and Services		(12,929,208)	(9,605,180)	(10,053,131)	447,951	-4.7%
Total Operating Expenditure		(203,487,715)	(167,257,478)	(160,999,151)	(6,258,327)	3.7%
NET FROM OPERATIONS		3,856,807	24,268,571	22,328,941	(1,939,630)	-8.0%
GRANTS/CONTRIBUTIONS						
For the Development of Assets						
- General Purpose Funding		103,000	103,000	110,141	7,141	6.9%
- Recreation and Culture		-	584,362	491,096	-	0.0%
- Transport		1,088,862	743,506	469,251	(274,255)	-36.9%
Total Grants/Contributions		1,191,862	1,430,868	1,070,488	(360,380)	-25.2%
DISPOSAL/WRITE OFF OF ASSETS						
Gain/(Loss) on Disposal of Assets	**2**	(1,769,729)	(1,474,774)	(1,218,270)	256,504	-17.4%
Change in net assets resulting from operations						
before significant items		3,278,940	24,224,665	22,181,159	(2,043,507)	-8.4%
SIGNIFICANT ITEMS						
Distribution from TPRC		350,000	182,778	-	(182,778)	-100.0%
Initial Recognition of Assets		-	-	56,396	56,396	0.0%
Contributed Assets Public City Link		-	-	1,041,430	1,041,430	0.0%
Change in net assets resulting from operations						
after significant items		3,628,940	24,407,443	23,278,985	(1,128,459)	-4.6%

* 2019/2020 Budget adopted by Council on 23 July 2019
** Revised by Council on 3 October 2019

CITY OF PERTH
MUNICIPAL
Statement of Comprehensive Income for the 10 months ended 30 April 2020
(By Nature or Type)

	Note	*Budget 2019/2020	Revised Budget YTD	Actual YTD 30/04/2020	YTD Variance	
OPERATING REVENUE		**$**	**$**	**$**	**$**	**%**
Rates		96,419,628	96,465,303	98,288,871	1,823,568	1.9%
Grants and Contributions for Non Capital Purposes		2,289,998	2,310,737	2,540,631	229,894	9.9%
Fees and Charges		102,166,481	87,301,640	78,813,675	(8,487,965)	-9.7%
Interest and Investment Income		5,012,305	4,215,793	2,570,608	(1,645,185)	-39.0%
Other Revenue		1,456,110	1,232,576	1,114,307	(118,269)	-9.6%
Total Revenue from Operating Activities		207,344,522	191,526,049	183,328,092	(8,197,957)	-4.3%
OPERATING EXPENDITURE						
Employee Costs		(83,404,020)	(67,843,640)	(65,105,121)	(2,738,519)	4.0%
Materials and Contracts		(53,499,590)	(43,935,235)	(38,397,791)	(5,537,444)	12.6%
Utilities		(3,244,992)	(2,705,725)	(2,550,276)	(155,449)	5.7%
Depreciation and Amortisation		(35,541,567)	(29,617,971)	(31,088,774)	1,470,803	-5.0%
Interest		(573,408)	(498,552)	(507,377)	8,825	-1.8%
Insurance		(1,040,519)	(843,823)	(947,380)	103,557	-12.3%
Expenses Provision		(655,791)	(546,493)	(699,461)	152,969	-28.0%
Other Expenses from Ordinary Activities		(25,527,828)	(21,266,040)	(21,702,971)	436,931	-2.1%
Total Expenses from Ordinary Activities		(203,487,715)	(167,257,478)	(160,999,151)	(6,258,327)	3.7%
Change in Net Assets from Ordinary Activities before Capital Amounts		3,856,807	24,268,571	22,328,941	(1,939,630)	-8.0%
GRANTS/CONTRIBUTIONS						
Grants and Contributions- Capital		1,191,862	1,430,868	1,070,488	(360,380)	-25.2%
NET OPERATING SURPLUS		5,048,669	25,699,439	23,399,429	(2,300,010)	-8.9%
DISPOSAL/WRITE OFF OF ASSETS	**2**	(1,769,729)	(1,474,774)	(1,218,270)	256,504	-17.4%
SIGNIFICANT ITEMS						
Distribution from TPRC		350,000	182,778	-	(182,778)	-100.0%
Initial Recognition of Assets		-	-	56,396	56,396	0.0%
Contributed Assets Public City Link		-	-	1,041,430	1,041,430	0.0%
Change in net assets resulting from operations after capital amounts and significant items		3,628,940	24,407,443	23,278,985	(1,128,459)	-4.6%

* 2019/2020 Budget adopted by Council on 23 July 2019

** Revised by Council on 3 October 2019

CITY OF PERTH
MUNICIPAL

Statement of Financial Position as at 30 April 2020

	Note	30/04/2020	30/06/2019
CURRENT ASSETS		$	$
Cash and Cash Equivalents	**11**	25,578,584	46,473,723
Deposits/Prepayments	**4**	4,787,519	1,384,093
Other financial assets at amortised cost	**3, 11**	150,269,905	108,181,271
Trade and Other Receivables	**5**	8,094,393	8,316,600
Rates Receivable	**1**	3,526,418	914,187
Inventories		810,118	829,609
TOTAL CURRENT ASSETS		193,066,937	166,099,483
NON CURRENT ASSETS			
Other financial assets at amortised cost	**3**	2,404,478	2,448,395
Financial assets at fair value through profit and loss	**3**	175,171	175,171
Trade and Other Receivables	**5**	42,789	59,293
Investments accounted for using the equity method	**3**	10,302,474	9,900,521
Property, Plant and Equipment	**8**	717,717,739	722,111,405
Infrastructure	**8**	368,131,470	371,427,927
Capital Work in Progress	**8**	39,843,272	46,773,693
TOTAL NON CURRENT ASSETS		1,138,617,393	1,152,896,405
TOTAL ASSETS		1,331,684,330	1,318,995,888
CURRENT LIABILITIES			
Trade and Other Payables	**6**	18,216,641	23,876,135
Employee Benefits	**7**	12,223,087	10,921,042
Provisions	**7**	(96,000)	10,960
Loan Liability	**9**	4,747,347	6,904,163
TOTAL CURRENT LIABILITIES		35,091,075	41,712,300
NON CURRENT LIABILITIES			
Employee Benefits	**7**	1,719,113	1,719,113
Loan Liability	**9**	4,809,653	8,778,971
TOTAL NON CURRENT LIABILITIES		6,528,766	10,498,084
TOTAL LIABILITIES		41,619,841	52,210,384
NET ASSETS		$1,290,064,489	$1,266,785,504
EQUITY			
Accumulated Surplus		721,252,983	692,525,125
Asset Revaluation Reserve	**10**	470,409,705	469,921,563
Reserves	**10**	98,401,801	104,338,816
TOTAL EQUITY		$1,290,064,489	$1,266,785,504

CITY OF PERTH
MUNICIPAL

Statement of Changes in Equity for the 10 months ended 30 April 2020

	Accumulated Surplus	Asset Revaluation Reserve	Reserves Cash/investment Backed	Total Equity
	$	**$**	**$**	**$**
Balance at 1 July 2018	681,287,295	477,204,390	100,418,439	1,258,910,124
Net result	7,875,380	-	-	7,875,380
Asset Revaluation Reserve Transfers	7,282,827	(7,282,827)	-	-
Reserve Transfers	(3,920,377)		3,920,377	-
Balance at 30 June 2019	$692,525,125	$469,921,563	$104,338,816	$1,266,785,504
	$	**$**	**$**	**$**
Balance at 1 July 2019	692,525,125	469,921,563	104,338,816	1,266,785,504
Net result	23,278,985	-	-	23,278,984
Asset Revaluation Reserve Transfers	(488,142)	488,142	-	-
Reserve Transfers	5,937,016	-	(5,937,016)	-
Balance at the end of the reporting period	**$721,252,983**	**$470,409,705**	**$98,401,800**	**$1,290,064,488**

CITY OF PERTH
MUNICIPAL
Statement of Cash Flows for the 10 months ended 30 April 2020

	Note	*Budget 2019/2020	YTD Actual 30/04/2020	YTD Variation	
Cash Flows from Operating Activities		**$**	**$**	**$**	**%**
Receipts					
Rates		96,419,628	98,584,319	2,164,691	2.2%
Fees and Charges		102,166,481	78,469,165	(23,697,316)	-23.2%
Interest		5,012,305	2,646,136	(2,366,169)	-47.2%
Other		1,806,110	2,064,079	257,969	14.3%
		205,404,524	181,763,699	(23,640,825)	-11.5%
Payments					
Employee Costs		(83,404,020)	(65,768,637)	17,635,383	21.1%
Materials and Contracts		(53,499,590)	(45,556,810)	7,942,780	14.8%
Interest		(573,408)	(611,087)	(37,679)	-6.6%
Other		(30,469,130)	(28,933,945)	1,535,185	5.0%
		(167,946,148)	(140,870,479)	27,075,669	16.1%
Net Cash Flows from Operating Activities	**12**	37,458,376	40,893,220	3,434,844	-9.2%
Cash Flows from Investing Activities					
Proceeds from Disposal of Assets		1,325,391	1,189,483	(135,908)	-10.3%
Proceeds from Disposal of Investments		-	213,046,058	213,046,058	0.0%
Purchase Land and Buildings		(16,522,757)	(21,169)	16,501,588	-99.9%
Purchase Infrastructure Assets		(22,281,475)	(785,733)	21,495,742	-96.5%
Purchase Plant and Mobile Equipment		(16,885,165)	(743,561)	16,141,604	95.6%
Purchase Office Furniture and Equipment		(1,128,128)	(420,095)	708,033	-62.8%
Work in Progress		-	(15,095,828)	(15,095,828)	0.0%
Purchase of Investments		-	(255,492,727)	(255,492,727)	0.0%
Net Cash Flows from Investing Activities		(55,492,134)	(58,323,572)	(2,831,438)	5.1%
Cash Flows from Financing Activities					
Repayment of Borrowings		(6,904,163)	(6,126,134)	778,029	11.3%
		(6,904,163)	(6,126,134)	778,029	11.3%
Cash Flows from Government and Other Parties					
Receipts from Appropriations/Grants					
Recurrent		2,289,998	1,590,859	(699,139)	-30.5%
Capital		1,191,862	1,070,488	(121,374)	-10.2%
		3,481,860	2,661,347	(820,513)	-23.6%
Net Increase (Decrease) in Cash Held		(21,456,061)	(20,895,139)	560,922	-2.6%
Cash at 1 July 2019		149,719,007	46,473,723	(103,245,284)	-69.0%
Cash at 30 April 2020	**11**	128,262,946	25,578,584	(102,684,362)	-80.1%

* 2019/2020 Budget adopted by Council on 23 July 2019

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

1 Rates Receivable

	Actual YTD 30/04/2020	2018/19 30/06/2019
	$	$
Outstanding Amount at 30 June 2019	914,187	721,402
Rates Levied for the Year	97,936,955	92,244,168
Late Payment Penalties	230,386	211,402
Ex Gratia Rates	7,648	7,436
Rates Administration Fee	408,997	377,828
Rates Instalment Interest	393,137	355,339
Back Rates	344,269	264,262
Bins Levy	230,137	80,236
Emergency Services Levy	559,162	178,540
	101,024,878	94,440,613
Amount Received during the Period	97,498,460	93,526,426
Outstanding Amount at 30 April 2020	**$3,526,418**	**$914,187**

2 Gain/(Loss) on Disposal/Write off of Assets

	Annual Budget	Actual YTD 30/04/2020
Land and Buildings	$	$
Proceeds on Disposal	-	-
Less: Carrying amount of assets sold/written off	101,811	13,810
(Loss) on Disposal/Write Off	(101,811)	(13,810)
Infrastructure		
Proceeds on Disposal	-	-
Less: Carrying amount of assets written off	1,677,221	1,175,643
(Loss) on Write Off	(1,677,221)	(1,175,643)
Plant and Mobile Equipment		
Proceeds on Disposal	1,318,951	1,189,483
Less: Carrying amount of assets sold/written off	1,259,082	1,216,659
Loss on Disposal /Write Off	59,869	(27,176)
Furniture and Equipment		
Proceeds on Disposal	6,440	-
Less: Carrying amount of assets sold /written off	57,006	1,641
(Loss) on Disposal/Write Off	(50,566)	(1,641)
Gain/(Loss) on Disposal/Write off of Assets	**(1,769,729)**	**(1,218,270)**

3 Other Financial Assets

Current	30/04/2020	30/06/2019
Short Term Cash Investments *	$	$
Bank/Term Deposits	145,150,000	102,250,000
Managed Funds	5,119,905	5,931,271
Total Current Investments	**$150,269,905**	**$108,181,271**

* Short Term Cash Investments as stated in Note 11.

Non Current	30/04/2020	30/06/2019
Other financial assets at amortised cost	$	$
Mortgage Backed Securities (MBS)	2,404,478	2,448,395
	2,404,478	**2,448,395**
Equity in Local Government House	175,171	175,171
Equity in Mindarie Regional Council	6,091,422	6,091,422
Equity in Tamala Park Regional Council	4,211,052	3,809,099
	10,302,474	**9,900,521**

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

4 Deposits/Prepayments

	30/04/2020	30/06/2019
	$	$
Prepaid Insurance	469,141	-
Prepaid Parking Bay Licence Fees	3,109,358	4,551
Other	1,209,020	1,379,542
	$4,787,519	**$1,384,093**

5 Trade And Other Receivables

	30/04/2020	30/06/2019
Current	$	$
Accrued Interest and Investment Income	793,304	868,832
Accrued Income	1,044,275	892,905
Modified Penalties/Fines and Costs	8,085,750	8,084,413
Debtors - General		
Australian Taxation Office - GST Refundable	435,524	642,097
Other Debtors	2,528,551	2,280,076
	12,887,404	12,768,323
Less: Provision for Doubtful Debts	(4,793,011)	(4,451,723)
	$8,094,393	**$8,316,600**
Non Current		
Pensioners' Rates Deferred	42,789	59,293
	$42,789	**$59,293**

6 Trade And Other Payables

	30/04/2020	30/06/2019
Current	$	$
Trade Creditors	1,967,114	13,305,765
Emergency Services Levy	2,950,639	209,366
Interest Payable on Loans	49,001	152,711
Accrued Expenses - Operating	3,457,375	3,336,122
Accrued Expenses - Capital	741,956	30,185
Advances Received for Recoverable Works	27,382	11,780
Income Received / Raised in Advance	3,879,924	1,950,846
Other Creditors	5,143,250	4,879,360
	$18,216,641	**$23,876,135**

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

7 Employee Benefits

	30/04/2020	30/06/2019
Current	**$**	**$**
Leave Entitlements		
Annual Leave	5,671,385	4,904,535
Self Funded Leave	293,839	262,088
Motor Vehicle Settlements	-	-
Long Service Leave	6,150,132	5,639,741
Recognition of Employees- Presentations	107,731	114,678
	$12,223,087	**$10,921,042**
Non Current		
Annual Leave	419,791	419,791
Long Service Leave	1,299,322	1,299,322
	$1,719,113	**$1,719,113**

Provisions

	30/04/2020	30/06/2019
	$	**$**
Current		
Workers Compensation	(96,000)	10,960
	(96,000)	**$10,960**

8 Property, Plant and Equipment and Work in Progress

	30/04/2020	30/06/2019
	$	**$**
Land - fair value	417,713,132	417,713,132
Less: Accumulated Depreciation	(9,440,573)	(8,887,867)
	408,272,559	408,825,265
Buildings - at fair value	478,137,975	473,009,318
Less: Accumulated Depreciation	(213,390,022)	(203,951,818)
	264,747,953	269,057,500
Leasehold Improvements - at fair value	850,501	669,758
Less: Accumulated Depreciation	(190,910)	(120,707)
	659,591	549,051
Infrastructure Assets - at cost/fair value	618,037,518	608,764,500
Less: Accumulated Depreciation	(249,906,048)	(237,336,572)
	368,131,470	371,427,928
Plant and Mobile Equipment - at cost/fair value	39,989,372	41,847,769
Less: Accumulated Depreciation	(28,543,455)	(28,543,030)
	11,445,917	13,304,739
Office Furniture and Equipment - at cost/fair value	51,704,945	46,921,367
Less: Accumulated Depreciation	(19,113,226)	(16,546,518)
	32,591,719	30,374,849
Property, Plant and Equipment	1,085,849,209	1,093,539,332
Work in Progress - at cost	39,843,272	46,773,693
	39,843,272	46,773,693
Total Property, Plant and Equipment and Work in Progress	**$1,125,692,481**	**$1,140,313,025**

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

8 Property, Plant and Equipment and Work in Progress - Movement at Cost

	Balance 30/06/2019	Acquisitions Actual YTD 30/04/2020	Transfers Actual YTD 30/04/2020	Discovered/Initial Recoginition of Asset Actual YTD 30/04/2020	Disposals/ Write off/ Actual YTD 30/04/2020	Reclassification Actual YTD 30/04/2020	Balance 30/04/2020
	$	$	$	$	$		$
Land	417,713,132	-	-	-	-	-	417,713,132
Buildings	473,009,318	21,169	5,300,351	-	(79,971)	(112,892)	478,137,975
Leasehold Improvements	669,758	-	67,851	-	-	112,892	850,501
Infrastructure Assets	608,764,500	785,733	10,793,897	1,124,822	(3,431,434)	-	618,037,518
Plant and Mobile Equipment	41,847,769	743,561	1,354,012	-	(3,955,970)	-	39,989,372
Office Furniture and Equipment	46,921,367	420,095	5,221,909	-	(858,426)	-	51,704,945
Work in Progress	46,773,693	17,924,289	(24,854,710)	-	-	-	39,843,272
	$1,635,699,537	**$19,894,847**	**(2,116,690)**	**1,124,822**	**(8,325,801)**	**-**	**$1,646,276,715**

9 Loan Liability

	30/04/2020	30/06/2019
Current	$	$
Loans - Western Australian Treasury Corporation	**4,747,347**	**6,904,163**
Non Current		
Loans - Western Australian Treasury Corporation	**4,809,653**	**8,778,971**

10 Reserve Funds

	Purpose of Reserve Fund	Balance 30/06/2019	Transfer from Accumulated Surplus	Transfer to Accumulated Surplus	Transfer Between Reserves 30/04/2020	Balance 30/04/2020
		$	$	$	$	$
	Refuse Disposal and Treatment	3,814,076	31,103	(43,495)	-	3,801,684
	Concert Hall - Refurbishment and Maint.	6,694,102	54,547	(26,209)	-	6,722,440
	Asset Enhancement	32,496,838	273,047	(4,021,542)	137,353	28,885,696
	Street Furniture Replacement	136,725	628	-	(137,353)	-
	Parking Levy	21,972,143	35,283	(17,653,798)	-	4,353,628
	Art Acquisition	419,074	3,442	(74,799)	-	347,717
	Heritage Incentive	697,406	5,699	-	-	703,105
	Parking Facilities Development	23,318,097	207,955	(324,123)	5,201,618	28,403,547
	Employee Entitlements	1,989,973	16,223	-	-	2,006,196
	David Jones Bridge	392,103	3,197	-	-	395,300
	Bonus Plot Ratio	675,473	5,507	-	-	680,980
	PCEC Fixed Plant Replacement	5,177,940	23,678	-	(5,201,618)	-
	Enterprise and Initative	6,003,159	1,483,129	(1,286,268)	-	6,200,020
	Public Art	551,708	4,499	-	-	556,207
	Technology Upgrade	-	4,013,268	(1,408,343)	-	2,604,925
	Major Infrastructure	-	2,982,541			2,982,541
	Provisional Capital	-	4,938,819	(186,178)		4,752,641
	Organisational Reform	-	5,005,174	-	-	5,005,174
		104,338,817	19,087,739	(25,024,755)	-	98,401,801
*	Asset Revaluation	469,921,563	1,154,701	(666,559)	-	470,409,705
		$574,260,380	**$20,242,440**	**(25,691,314)**	**-**	**$568,811,506**

* The Asset Revaluation Reserve is a non cash backed reserve and cannot be used ,except for adjustments to fixed assets on their revaluation, disposal or write off

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

11 Cash Reconciliation

	30/04/2020	30/06/2019
	$	$
Cash and Cash Equivalents	25,578,584	46,473,723
Short Term Cash Investments	150,269,905	108,181,271
	$175,848,489	**$154,654,994**

12 Reconciliation of Net Cash Provided By Operating Activities to Operating Surplus

	30/04/2020	30/06/2019
	$	$
Change in Net Assets Resulting from Operations	22,181,159	6,660,984
Adjustment for items not involving the movement of Funds:		
Depreciation	31,088,774	35,181,475
Doubtful Debts	341,288	468,272
(Gain)/Loss on Disposal/Write off/Contribution of Assets	1,218,270	7,169,271
	54,829,491	49,480,002
Revenues Provided By :		
Government Grants	(2,661,347)	(4,106,572)
	(2,661,347)	(4,106,572)
Change in Operating Assets and Liabilities		
Add Back		
Decrease in Inventories	19,491	242,833
Decrease in Deposits and Prepayments	-	353,082
Decrease in Accrued Interest and Dividend Income	75,528	223,370
Decrease in Deferred Debtors	16,504	3,356
Decrease in Accrued Income	-	874,858
Increase in Income Received /Raised in Advance	1,944,679	782,173
Increase in Accrued Expenses	121,251	864,644
Increase in Provisions	1,195,085	52,587
Increase in Trade and Other Payables	-	1,475,588
Deduct		
Decrease in Trade and Other Payables	(8,404,438)	-
Decrease in Accrued Interest Payable	(103,710)	(79,156)
Decrease in Accrued Expenses	-	-
Increase in Trade and Other Receivables	(2,655,470)	(71,693)
Increase in Prepayments	(3,403,426)	-
Increase in Accrued Income	(151,370)	-
	(11,345,876)	4,721,642
Net Cash Provided by Operating Activities	**$40,822,269**	**$50,095,072**

MUNICIPAL

Notes to the Balance Sheet for the 10 months ended 30 April 2020

13 Ratios

	30/04/2020	30/06/2019
1 Current Ratio		
Current Assets minus Restricted Assets		
Current Liabilities minus Liabilities	2.77	1.54
associated with Restricted Assets		
2 Debt Ratio		
Total Liabilities		
Total Assets	3.13%	3.96%
3 Debt Service Ratio		
Debt Service Cost		
Available Operating Revenue	8.11%	5.06%
4 Rate Coverage Ratio		
Net Rate Revenue		
Operating Revenue	54.27%	45.30%
5 Outstanding Rates Ratio		
Rates Outstanding		
Rates Collectable	3.49%	0.97%
6 Untied Cash to Unpaid Creditors Ratio		
Untied Cash		
Unpaid Trade Creditors	40.59	3.73
7 Gross Debt to Revenue Ratio		
Gross Debt		
Total Revenue	5.21%	7.59%
8 Gross Debt to Economically Realisable Assets Ratio		
Gross Debt		
Economically Realisable Assets	0.99%	1.65%

Restricted Assets includes reserve funds and tied contributions not utilised at 30.04.2020

City of Perth

Council Policy Manual

Governance Framework

Council Policy Objective

To provide a transparent, participatory and statutorily compliant meeting framework in which:

- Elected Members are engaged in the development of strategy and policy from initiation to adoption.
- Elected Members are provided with accurate relevant and timely information by the CEO to inform quality decision-making.
- Community members can participate in the decision-making process and have access to information used to inform Council decisions.

Council Policy Scope

This policy applies to Elected Members, the Administration and community members participating in and informing the Council decision-making process.

Council Policy Statement

1. Ordinary Council Meetings

Ordinary Council Meetings shall be conducted in the Council Chamber on the final Tuesday of each month commencing at 5pm, except December, when the meeting will be conducted on the third Tuesday of that month.

Agendas shall be made available no later than 2pm on the Friday immediately preceding the meeting.

1.1. Information Bulletin

An Information Bulletin is to be included in each Ordinary Council Meeting agenda. Elected Members shall acknowledge receipt and the contents of the Information Bulletin by way of motion at the Ordinary Council Meeting.

The Information Bulletin is to be divided into Alliance based sections and contain:

a) Payments from the municipal, trust and reserve funds;
b) Progress against key strategic performance indicators;
c) Progress on the implementation of the Strategic Community Plan;
d) Progress against all operating projects identified in Service Plans;
e) Progress with the delivery of major capital projects;
f) Statistical details on topical operational activities including but not limited to Human Resource Management, Development Approvals, Licence Approvals, Major Events and Sponsorship, Ranger Services, CCTV, Library Services, Asset Management, Waste Management, Parking Business Unit, Media Liaison;
g) Details of all decisions made under delegated authority; and

h) Other matters considered to be of interest to either elected or community members as identified by the CEO, Lord Mayor or by resolution of Council.

2. Special Council Meetings

Special Council Meetings shall be conducted in the Council Chamber.

Agendas for Special Council Meetings shall be made available as soon as practicable after the CEO has convened the meeting.

3. Agenda Briefings

Agenda Briefings shall be conducted in the Council Chamber on the Tuesday immediately preceding each Ordinary Council Meeting commencing at 5pm.

The purpose of the Agenda Briefing is for Elected Members to ask questions and seek information in respect to items that are to be considered at the forthcoming Ordinary Council Meeting.

Agenda Briefings shall be chaired by the Lord Mayor, in the absence of the Lord Mayor the Deputy Lord Mayor, and otherwise by resolution of those Elected Members present.

No debate shall be allowed, nor decisions made at Agenda Briefings.

Agenda Briefings shall be open to the public except for confidential items.

Agendas shall be made available no later than close of business on the Thursday immediately preceding each Agenda Briefing.

Members of the public may make presentations or ask questions on items contained within the agenda.

The agenda shall comprise of all officers' reports and recommendations that will be given consideration at the Ordinary Council Meeting scheduled for the Tuesday immediately after the Agenda Briefing.

Any items for consideration at the Ordinary Council Meeting that have not been listed on the agenda for the Agenda Briefing must be treated as urgent business as provided for in section 4.14 of the Standing Orders Local Law.

A general record is to be kept of the Agenda Briefing noting attendance, requests for further information and interests disclosed.

4. Engagement Sessions

Engagement Sessions shall be conducted in the Committee Room One on the first and second Tuesdays of each month commencing at 5pm and finishing no later than 7pm. The sessions provide an environment where Elected Members and the Administration can meet to review and measure

the performance of policy and strategy matters, and to discuss and consider complex, important and topical issues.

Engagement Sessions are closed to the public.

Engagement Sessions shall be chaired by the Lord Mayor, in the absence of the Lord Mayor the Deputy Lord Mayor, and otherwise by resolution of those Elected Members present.

Debating, collective decision making or revelation of one's intention to vote at a future Council meeting is not permitted. Expressing an opinion on matters under discussion is appropriate and welcome.

A general record is kept of the sessions by the CEO noting attendance, requests for further information and interests declared.

The two principal modes of communication at Engagement Sessions shall be information exchange and facilitated discussion.

4.1 Information Exchange

Staff, subject matter experts and relevant stakeholders will inform Elected Members on complex, important and topical issues both strategic and operational.

a) Staff must ensure that Elected Members are provided sufficient time in which to ask questions, seek clarification and provide feedback on the subject matter; and

b) All items must be supported by briefing papers providing enough detail to orientate and prepare Elected Members on the subject matter so as to stimulate discussion and information exchange.

4.2 Facilitated Discussion

A forum in which Elected Members can be actively involved and engaged in the development, review and performance measurement of the City's policy and strategy framework on an ongoing basis.

a) All discussions are to be professionally facilitated by either an appropriately qualified staff member or subject matter expert;
b) Feedback from the discussion must be recorded and utilised by staff to inform and guide the preparation of draft strategy and policy documents that will form the basis of future Council decision making and community engagement processes; and
c) All discussions must be informed by a comprehensive discussion paper containing sufficient information and background material to enable an elected member to actively and effectively participate in discussion and the facilitated distillation of key themes.

4.3 Agenda setting for Engagement Sessions

The agenda will be set by the CEO but guided by the following:

a) Information Exchange: Complex matters which are considered by the CEO, to be topical, important and deserving of more scrutiny by, and communication with Elected Members. Other matters of a similar nature supported for inclusion on the agenda by at least three Elected Members;
b) Facilitated Discussions: Matters relating to the development, review and performance measurement of strategies contained within or generated by the City's Integrated Strategic Planning Framework. Matters relating to the development and review of Council Policies as provided for in the Council Policy Framework; and
c) The Engagement Session Agenda containing Briefing Papers and Discussion Papers must be made available to Elected Members on or before the close of business on the Thursday immediately preceding the Engagement Session.

4.4 Matters that cannot be discussed at Engagement Sessions

Because Engagement Sessions are not open to the public, the following items must not be included on the agenda or discussed at an Engagement Session:

a) Applications for development approvals;
b) Recommendations in relation to applications for subdivision approval;
c) Initiation of a town planning scheme amendment or rezoning or consideration of a structure plan; and
d) Applications for any licence, permit, approval or other authorisation under law.

5. Declaring Interests at Agenda Briefings and Engagement Sessions

Elected Members having a direct or indirect financial interest or proximity interest in a matter listed for discussion should declare that interest and leave the room for the duration of discussion on that matter.

Elected Members having an impartiality interest in a matter listed for discussion should declare that interest however there is no requirement to leave the room.

6. Dealing with Officer Recommendations and Council Motions

6.1 Revised Officer Recommendations

Additional information may emerge, or circumstances may change with regards to items contained within the Ordinary Council Meeting Agenda. In such circumstances, an officer may put forward a revised officer recommendation. The CEO is to ensure that the revised recommendation is supported by the new information or circumstances that necessitated the change. This would include any material impacts that the revised recommendation might have upon the implications contained within the original officer's report. The CEO must make the revised recommendation and supporting information available as soon as possible.

6.2 Elected Member Alternate Motions

Alternate motions materially change the intent of the officer's recommendation. Whilst alternate motions are appropriate and welcome, it is important to ensure that the CEO is able to advise all Elected Members of the implications of the new proposal so that informed consideration of the options available can be made prior to the decision being taken.

Alternate motions must be submitted by Elected Members in writing to the CEO and received on or before 10am on the Monday morning of the day before the Ordinary Council Meeting.

The CEO is to ensure that the alternate motion along with an officer's response to the motion is made available as soon as possible. The officer's response is to advise of any material changes that the alternate motion might have upon the implications contained within the original officer's report. The response may also contain an officer's recommendation in support, opposition or otherwise of the alternate recommendation.

7. Council Representation on Boards, Panels and Committees

7.1 Representation on the Boards of Incorporated Associations

The fiduciary "duty of loyalty" obligations of the director or board member of an incorporated association mandate complete loyalty to that body's aims, objectives and interests. Therefore, all decisions that are made should not be influenced by any personal or third-party interests.

The practice of incorporated associations, particularly those with ongoing financial relationships with the City, inviting Elected Members to sit on their boards as "representatives" of the City can create significant conflict of interest situations. Indeed, the City's Standing Orders Local Law provides that *"when speaking or voting of any item of business at an external body, a member appointed to that body is to have regard to the decisions, policies and practices of the City".*

Therefore, in the interests of proper corporate governance, and to avoid conflict of interest situations wherever possible, the City will neither nominate nor support the appointment of Elected Members to the boards of incorporated associations.

Incorporated associations are encouraged to invite both staff and Elected Members as they see fit, to attend meetings as observers and discuss and engage with their board members and executive on City related issues.

Elected members who sit on the boards of incorporated associations in a personal capacity should ensure that interests are declared, and appropriate actions taken at both board and Council meetings should a matter concerning both bodies be under consideration.

7.2 Representation on Statutory Boards and Panels

The City is represented on a range of statutory boards and panels enabled and authorised by relevant State Government legislation. These appointments are typically authorised at ministerial level which sometimes can see the timing of final approval being out of alignment with the Local Government election timetable. Where possible all nominations to statutory committees should be

dealt with at the Special Council Meeting convened for the purpose of election to committees conducted as soon as is practicable after each local government election. Nominations outside of the election cycle should be dealt with by way of report to Council.

When speaking or voting of any item of business at an external body, a member appointed to that body is to have regard to the decisions, policies and practices of the City

Statutory Boards and Panels

Name	Role/Objective	Number of Elected Members
Central Perth Land Redevelopment Committee	To enable Local Government to be involved in the development and delivery of DevelopmentWA urban renewal projects.	One member
Perth Theatre Trust Board of Trustees	To maximise the effectiveness of performing arts resources to enhance cultural life in Western Australia.	Three members
Central Perth Planning Committee	To oversee and provide direction for planning in the Perth central area.	One member
Library Board of Western Australia	To oversee the management of the State Library of Western Australia.	One member
Perth Local Development Assessment Panel	To determine mandatory planning applications with a value over $20 million and applicants who have opted-in for assessment by the LDAP.	Two members Two deputy members
City of Perth Committee	Facilitation of collaboration between the State Government and the City of Perth.	Two members (Lord Mayor and Deputy Lord Mayor)

7.3 Representation on Council Committees, Regional Local Governments and External Committees

Nomination of Elected Members to Council Committees, Regional Local Governments and External Committees shall take place at a Special Meeting of Council convened for the purpose of electing members to these groups as soon as is practicable after each local government election.

Name	Role/Objective	Number of Elected Members
Audit and Risk Committee	To oversee the risk management, internal control, legislative compliance and	Three members One deputy

	external audit processes of the City, including receipt of the auditors statements and management reports.	
Chief Executive Officer Performance Review Committee	To undertake an annual review of the performance of the Chief Executive Officer as required by Section 5.38 of the Local Government Act 1995 and establish annual performance objectives for the Chief Executive Officer	Nine (all Elected Members)
Mindarie Regional Council	To provide effective and cost-efficient waste disposal consistent with safeguarding all environmental elements for the benefit of the constituent local governments and their residents, which form the regional district.	One member One deputy
Tamala Park Regional Council	To establish an urban development of 170 hectares of land immediately south of Neerabup Road, Tamala Park.	One member One deputy
Committee for Economic Development of Australia (CEDA)	To identify policy issues that matter for Australia's future and pursue solutions that deliver better economic and social outcomes for the greater good.	One member
Council of Capital City Lord Mayors (CCCLM)	To provide national leadership for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government.	One member (Lord Mayor)
Metropolitan Regional Road Group	To provide input on Local Government road funding priorities to the State Road Funds to Local Government Advisory Committee, and to monitor the implementation of the Local Government Program in their own Regions.	One member

WA Local Government Association – Central Metropolitan Zone	To participate in political advocacy and for services to meet the needs of WALGA members' needs.	Two members One deputy
Lord Mayor Distress Relief Fund	An official fundraising body for disasters occurring within WA. It is a separate entity, governed by a Board and Chaired by the Lord Mayor.	One member (Lord Mayor)
City of Perth Local Emergency Management Committee	To advise and assist in the development of emergency management arrangements are established for the district	One member One deputy

Related documents

- Policy Framework Policy
- Strategy Development Policy

Document Control Box							
Document Responsibilities:							
Custodian:	Governance			**Custodian Unit:**	Governance		
Decision Maker:	Council						
Compliance Requirements:							
Legislation:							
Industry:							
Organisational:							
Document Management:							
Risk Rating:		**Review Frequency**:		**Next Due:**		**TRIM Ref:**	
Version #	**Decision Reference:**		**Synopsis:**				
1.							

City of Perth

Delegated Authority Register 2020/21

Table of Contents

1. Statutory Delegations – Local Government Act 1995 8

1.1. Delegations to Committees of Council 8

1.1.1 Audit and Risk Committee 8

1.2. Delegations to the CEO 9

1.2.1 Appoint Authorised Persons 9

1.2.2 Powers of Entry 11

1.2.3 Disposal of Confiscated or Uncollected Goods 12

1.2.4 Disposal of Sick or Injured Animals 14

1.2.5 Close Thoroughfares to Vehicles 15

1.2.6 Reserves under control of local government 17

1.2.7 Expressions of Interest and Tenders 18

1.2.8 Disposing of property 22

1.2.9 Electors' General Meeting 24

1.2.10 Payments from Municipal or Trust Fund 25

1.2.11 A) Artwork Acquisitions 26

1.2.11 B) Determine Grants, Sponsorship and Donation Allocations 27

REVOKE 1.2.11 C) Determine Application for Payment of Legal Representation Costs 29

1.2.12 Defer, Grant Concessions, Waive or Write Off Debts 30

1.2.13 Power to Invest and Manage Investments 31

1.2.14 Agreement as to Payment of Rates and Service Charges 32

1.2.15 Determine the Date that Rates or Service Charges are Due or Payable 33

1.2.16 Recovery of rates debts – require lessee to pay rent 34

1.2.17 Actions Against Land Where Rates or Service Charges Unpaid 35

1.2.18 Objection and Review – Objection to Rate Record 37

1.2.19 General Review of Imposition of Rate or Service Charge 38

1.2.20 Dangerous Excavations in or Near Public Thoroughfares 39

1.2.21 Crossing from Public Thoroughfare to Private Land or Private Thoroughfare 40

1.2.22 Requirement to Construct or Repair Crossings 41

1.2.23 Private Works on, over or under Public Places 42

1.2.24 ~~Sole Supplier of~~ Unique Goods and Services 44

1.2.25 Rate Exemptions 46

1.2.26 Heritage Rate Concessions 47

1.2.27 Disposal - Shop 9, City Station Concourse, 378-420 Wellington Street, Perth 48

City of Perth

Delegated Authority Register 2020/21

1.2.28 Disposal - 25 (Lot 306) Riverside Drive, Point Fraser, East Perth 49
1.2.29 Property Dealings - 25 (Lot 306) Riverside Drive, Point Fraser, East Perth 50
1.2.30 Disposal of Shop 3, Pier Street Carpark, 88-96 Murray Street, Perth 51
1.2.31 Obstruction of Footpaths and Thoroughfares 52
NEW 1.2.32 Recovery of Rates or Service Charges 53
NEW 1.2.33 Panels of Pre-Qualified Suppliers for Goods and Services 54
NEW 1.2.34 Rate Record Amendment 56

2. Statutory Delegations – Other Legislation 57

2.1 Bush Fires Act 1954 57
2.1.1 Make Request to FES Commissioner – Control of Fire 57
2.1.2 Prohibited Burning Times - Vary 58
2.1.3 Prohibited Burning Times – Control Activities 59
2.1.4 Restricted Burning Times – Vary and Control Activities 61
2.1.5 Control of Operations Likely to Create Bush Fire Danger 63
2.1.6 Burning Garden Refuse / Open Air Fires 65
2.1.7 Firebreaks 67
2.1.8 Appoint Bush Fire Control Officer/s and Fire Weather Officer 68
2.1.9 Control and Extinguishment of Bush Fires 69
REVOKE 2.1.10 Apply for Declaration as an Approved Area 70
2.1.11 Recovery of Expenses Incurred through Contraventions of this Act 71
2.1.12 Prosecution of Offences 72
REVOKE 2.1.13 Withdrawal of Infringement Notices 73

2.2 Food Act 2008 74
2.2.1 Prohibition Orders 74
2.2.2. Determine Compensation 76
2.2.3 Registration of Food Businesses 78
2.2.4 Appoint Authorised Officers 80
2.2.5 Prosecutions and Debt Recovery 82

2.3. Building Act 2011 83
2.3.1 Grant a building permit 83
2.3.2 Grant of Demolition Permit 86
2.3.3 Grant Occupancy Permit or Building Approval Certificate 88
2.3.4 Designate Authorised Persons 90
2.3.5 Building Orders 91
2.3.6 Inspection and Copies of Building Records 93

City of Perth

Delegated Authority Register 2020/21

2.3.7 Approved and Authorised Officers 94
NEW - 2.3.8 Private Pool Barrier – Alternative and Performance Solutions 95
NEW - 2.3.9 Smoke Alarms – Alternative Solutions 96
NEW - 2.3.10 Referrals and Issuing Certificates 97

2.4 Planning and Development Act 2005 98

2.4.1 Illegal Development 98

2.5 City Planning Scheme 100

2.5.1 City Planning Scheme No.2 – Planning Approval 100
2.5.1 ~~City Planning Scheme No.2 – Planning Approval~~ A) City of Subiaco Town Planning Scheme No.4. Planning Approval 103
REVOKE 2.5.2 City Planning Scheme No.2 – Appoint Authorised Officers 105
REVOKE 2.5.2 City Planning Scheme No.2 – Appoint Authorised Officers 106
A) City of Subiaco Town Planning Scheme No.4. – Appoint Authorised Officers 106

2.6 Cat Act 2011 107

2.6.1 Cat Registrations 107
2.6.2 Cat Control Notices 109
2.6.3 Approval to Breed Cats 110
2.6.4 Appoint Authorised Persons 112
2.6.5 Waive or Discount Registration Fees 113
2.6.6 Applications to keep additional cats 114
REVOKE 2.6.7 Infringement Notices – Extensions and Withdrawals 115

2.7 Dog Act 1976 116

2.7.1 Dog Act – Registrations 116
2.7.2 Dog Act – Waive Registration Fees 118
2.7.3 Dog Act – Appoint Authorised Officers 119
NEW 2.7.4 Dog Act – Recovery of Moneys Due Under this Act 120
NEW 2.7.5 Dog Act – Dangerous Dog Declared or Seized – Deal with Objections and Determine when to Revoke 121
NEW 2.7.6 Dog Act – Deal with Objection to Notice to Revoke Dangerous Dog Declaration or Destruction Notice 122
NEW 2.7.7 Dog Act – Determine Recoverable Expenses for Dangerous Dog Declaration 123

2.8 Public Health Act 2016 124

2.8.1 Appoint Authorised Officers 124
NEW 2.8.2 Enforcement Agency Reports to the Chief Health Officer 126
NEW 2.8.3 Determine Compensation for Seized Items 127

City of Perth

Delegated Authority Register 2020/21

NEW 2.8.4 Commence Proceedings 128

2.9 Health (Miscellaneous Provisions) Act 1911 129

2.9.1 Appoint Authorised and Approved Persons – Health (Asbestos) Regulations 1992 129

2.10 NEW Graffiti Vandalism Act 2016 130

NEW 2.10.1 Give Notice Requiring Obliteration of Graffiti 130

NEW 2.10.2 Notices – Deal with Objections and Give Effect to Notices 131

NEW 2.10.3 Obliterate Graffiti on Private Property 132

NEW 2.10.4 Powers of Entry 133

City of Perth

Delegated Authority Register 2020/21

Introduction

The purpose of delegated authority is to improve operational efficiency by reducing the time taken to make decisions, within the constraints of the relevant legislation, and to ensure decisions are made lawfully by the delegate.

The Delegated Authority Register details where the power to delegate is derived from, including the relevant legislation and Council policies. The Register is reviewed at least once every financial year, in accordance with the *Local Government Act 1995* (Act).

Legislation

The Act allows for a local government to delegate to the Chief Executive Officer (CEO) the exercise of any of its powers or the discharge any of its duties under the Act, except those listed in section 5.43 of the Act. All delegations made by Council must be by absolute majority decision as per section 5.42 of the Act.

Associated Legislation

Legislation other than the Act and its regulations where delegations or authorisations can occur are:

- *Bush Fires Act 1954*
- *Food Act 2008*
- *Building Act 2011*
- *Planning and Development 2005*
- *Cat Act 2011*
- *Dog Act 1976*
- *Public Health Act 2016*
- *Health (Miscellaneous Provisions) Act 1911*

Note, this is not an exhaustive list.

Matters which cannot be delegated

The following are decisions that cannot be delegated by Council to the CEO:

- any power or duty that requires a decision of an absolute majority or a 75% majority of the local government;
- accepting a tender which exceeds an amount determined by the local government;
- appointing an auditor;
- acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government;
- any of the local government's powers under section 5.98, 5.98A, 5.99, 5.99A or 5.100 of the Act;
- borrowing money on behalf of the local government;
- hearing or determining an objection of a kind referred to in section 9.5 of the Act;

- the power under section 9.49A(4) to authorise a person to sign documents on behalf of the local government;
- any power or duty that requires the approval of the Minister or the Governor; and
- such other powers or duties as may be prescribed by the Act.

In addition, the following regulations prescribe powers and duties which cannot be delegated to the CEO:

- Regulation 18G of the *Local Government (Administration) Regulations 1996* prohibits the delegation to the CEO of the powers and duties under:

  (a) Section 7.12(a), 7.12A(3)(a) and 7.12A(4) of the Act (relating to meetings with auditors); and

  (b) Regulations 18C and 18D (relating to the selection and appointment of CEO's reviews of their performance).

- Regulation 6 of the *Local Government (Financial Management) Regulations 1996* prohibits the delegation of the duty to conduct an internal audit to an employee (including the CEO) who has been delegated the duty of maintaining the local government's day to day accounts or financial management operations.

Delegation by the Chief Executive Officer to an Employee

Section 5.44(1) of the Act allows for the CEO to delegate any of the powers to another employee other than the power of delegation. This must be done in writing in accordance with section 5.44 of the Act. The Act also allows the CEO to place conditions on any delegation.

A register of delegations relevant to the CEO and other employees is kept and reviewed at least once per financial year.

If a person is exercising a power or duty that they have been delegated, the Act requires that records be kept whenever the delegated authority is exercised.

The record is to contain the following information:

- How the person exercised the power or discharged the duty;
- When the person exercised the power of discharged the duty; and
- The persons or classes or person, other than Council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge the duty under Regulation 19 of the *Local Government (Administration) Regulations 1996*.

Business units responsible for a work process are to ensure that data is captured and records managed in accordance with all legislation.

A person to whom delegated authority is delegated under the Act is a 'designated employee' under section 5.74(1) of the Act and is required to complete a primary and annual return. Designated employees must refer to relevant legislation prior to making any decisions under delegated authority.

City of Perth

Delegated Authority Register 2020/21

Acting Through Another Person

The Act does not specifically define the meaning of the term 'acting through', however, section 5.45(2) states:

'*Nothing in this division is to be read as preventing –*

(a) a local government from performing any of its functions by acting through a person other than the CEO; or

(b) a CEO from performing any of his or her functions by acting through another person.'

The 'Department of Local Government and Communities Guideline No. 17 – Delegations' establishes the principal issue in determining whether a statutory function or duty is suitable for 'acting through' is that, where a statute provides no discretion in carrying out a function or duty, then the function or duty may be undertaken through the acting through concept.

Where a statue allows for discretion on the part of the decision maker, then the function must be:

- delegated;
- where applicable a person authorised; or
- a policy implemented that provides sufficient control

for another person to have that authority and fulfil the function or duty.

Where considered appropriate and effective in operation, discretionary matters will be determined by Council through policy. The policy decision may then be implemented by officers through the 'acting through' concept. In these instances, there is no need for a delegated authority as it is the responsibility of the CEO to implement the City's policies.

Council Appointed Authorised Persons and Officers

Under certain legislation, Council is not able to delegate the responsibility for appointing authorised persons to the CEO. In these instances, appointment of authorised persons must be approved by Council.

City of Perth

Delegated Authority Register 2020/21

1. Statutory Delegations – Local Government Act 1995

1.1. Delegations to Committees of Council

1.1.1 Audit and Risk Committee	
Delegator: Power/Duty assigned in legislation to:	The Local government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.16 Delegation of some powers and duties to certain committees • Section 5.17 Limits on delegation of powers and duties to certain committees • Section 7.1B Delegation of some powers and duties to audit committees
Express power or duty delegated:	*Local Government Act 1995*: • Section 7.12A(2) Duties of local government with respect to audits
Delegate:	Audit and Risk Committee
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	The authority to meet with the City's Auditor at least once every year [s.7.12A(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation is prohibited by section 7.1B.
Compliance links:	Department of Local Government Guideline No.9 Audit in Local Government Audit and Risk Committee Terms of Reference

Version Control

Version	Decision Reference	Date Delegated
1	232/10	11/05/2010
1	Annual Review	294/12 26/06/12
1	Annual Review	25/06/13 319/13
1	Annual Review	24/06/14 270/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2. Delegations to the CEO

1.2.1 Appoint Authorised Persons	
Delegator: Power/Duty assigned in legislation to:	The Local government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.24 Authorising persons under this subdivision (Part 3, Division 3, Subdivision 2 – Certain provisions about land) • Section 9.10 Appointment of authorised persons
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority ~~of~~ to appoint persons or classes of persons as authorised persons for the purpose of fulfilling prescribed functions within the *Local Government Act 1995* and its subsidiary legislation, including regulations, the *Local Government (Miscellaneous Provisions) Act 1960* and local laws made under the *Local Government Act 1995*. [s.3.24 and s.9.10]. 2. Authority to appoint authorised persons for the purposes of section 9.16 of the *Local Government Act 1995*, as a precondition for appointment as authorised officers in accordance with Regulation 70(2) of the *Building Regulations 2012* and section 6(b) of the *Criminal Procedure Act 2004*. 3. Authority to appoint authorised persons for the purposes of the *Graffiti Vandalism Act 2016*, which prescribes Part 9 of the *Local Government Act 1995* as the enabling power [s.15 of the *Graffiti Vandalism Act 2016*].
Council conditions on this delegation:	~~Nil.~~ A register of Authorised Persons is to be maintained as a Local Government Record.
Express power to sub-delegate:	*Local Government Act 1995*: • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995* *Local Government (Functions and General) Regulations 1996*: • Regulation 32A Excluded authorisations (Act s.9.2) City of Perth Local Laws

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/10
1	Annual Review	294/12 26/06/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17

City of Perth

Delegated Authority Register 2020/21

3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	CEO amendment	21/09/17 CEO Trim 237249/17
5	CEO Sub-delegation amended	09/04/18 CM 90076/18
5	Annual Review	28/06/18 OCM CM 162912/18
5	ELG	18/07/2018 CM 180831/18
5	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.2 Powers of Entry	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 3.28 When this subdivision applies • Section 3.32 Notice of entry • Section 3.33 Entry under Warrant • Section 3.34 Entry in an emergency • Section 3.36 Opening fences
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. enter on to land to perform any function of the local government under the Act other than entry under a local law. [~~refers~~ s.3.28] 2. give a notice of entry. [s.3.32] 3. seek and execute an entry under warrant. [s.3.33] 4. execute entry in an emergency, using such force as is reasonable. [s.3.34] 5. give notice and effect entry by opening a fence. [s.3.36]
Council conditions on this delegation:	~~Nil~~ Delegated authority of section 3.34(1) and (3) may only be used, where there is an emergency under section 3.34(2)
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995* • Part 3, Division 3, Subdivision 3.

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amend	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review/Amend	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
5	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.3 Disposal of Confiscated or Uncollected Goods	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.46 Goods may be withheld until costs paid • Section 3.47 Confiscated or uncollected goods, disposal of • Section 3.48 Impounding expenses, recovery of
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Refuse to allow goods impounded under s.3.39 or 3.40A to be collected until the costs of removing, impounding and keeping them have been paid to the local government [s.3.46]. 2. Sell or otherwise dispose of confiscated or uncollected goods or vehicles that have been ordered to be confiscated under s. 3.43, and determine the method of disposal in accordance with section 3.58 of the *Local Government Act 1995* [s.3.47, s. 3.58]. 3. recover expenses incurred for removing and impounding and in disposing of confiscated or uncollected goods [s.3.48].
Council conditions on this delegation:	~~Nil~~ Disposal of confiscated or uncollected goods, including abandoned vehicles, with a market value less than $20,000 may, in accordance with regulation 30 of the *Local Government (Functions and General) Regulations 1996*, be disposed of by any means considered to provide best value, provided the process is transparent and accountable.
Express power to sub-delegate:	*Local Government Act 1995*: • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995*: • Part 3, Division 3, Subdivision 3 • Section 3.58 Disposing of Property

Version Control		
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15

City of Perth

Delegated Authority Register 2020/21

2	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review/Amend	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.4 Disposal of Sick or Injured Animals	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.47A(1) Sick or injured animals, disposal of • Section 3.48 Impounding expenses, recovery of
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. determine when an impounded animal is ill or injured, that treating it is not practicable, and to humanely destroy the animal and dispose of the carcass [s.3.47A(1)]. ~~1. destroy and dispose of an animal that is determined to be too sick or injured to treat [s.3.47A(1)].~~ 2. Recover expenses incurred for removing, impounding, and disposing of confiscated or uncollected goods [3.48].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Local Government Act 1995*: Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995*: Part 3, Division 3, Subdivision 3

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review/Amended	16/08/17 CEO Trim 204825/17
4	CEO Sub-Delegation Amendment	09/04/18 CEO CM 90076/18
4	Annual Review	28/06/18 OCM CM 162912/18
5	ELG	18/07/2018 CM 180831/18
6	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.5 Close Thoroughfares to Vehicles	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 3.50 Closing certain thoroughfares to vehicles • Section 3.50A Partial closure of thoroughfare for repairs or maintenance • Section 3.51 Affected owners to be notified of certain proposals
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Close a thoroughfare (wholly or partially) to vehicles or particular classes of vehicles [s.3.50(1), (1a) and (2)]. 2. Give public notice, and provide to the Commissioner of Main Roads and consider submissions relevant to road closures for proposed closures of thoroughfares for a period exceeding 4- weeks [s.3.50(4)]. 3. Revoke an order to close a thoroughfare [s.3.50(6)]. 4. Partially and temporarily close a thoroughfare without public notice for repairs or maintenance, where is it unlikely to have a significant adverse effect on users of the thoroughfare [s.3.50A]. 5. Before doing anything to which section 3.51 applies, take action to notify affected owners and give public notice that allows reasonable time for submissions made before determining to fix or alter the level or alignment of a thoroughfare or draining water from a thoroughfare to private [s.3.51].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 3, Division 3, Subdivision 5

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13

City of Perth

Delegated Authority Register 2020/21

2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review/Amended	16/08/17 CEO Trim 204825/17
5	CEO Sub-Delegation Amended	09/04/18 CEO CM 90076/18
5	Annual Review	28/06/18 OCM CM 162912/18
6	ELG	18/07/2018 CM 180831/18
7	Annual Review	25/06//19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.6 Reserves under control of local government	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 3.54 Reserves under control of a local government
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to do anything for the purpose of controlling and managing land that is vested in or under management of the City [s.3.54(1)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995* • Section 3.53 Control of certain unvested facilities

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review/Amended	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.7 Expressions of Interest and Tenders	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 3.57 Tenders for providing goods or services ~~• Section 3.47 Confiscated or uncollected goods, disposal of~~ *Local Government (Functions and General) Regulations 1996:* • Regulation 11 When tenders have to be publicly invited • Regulation 13 Requirements when local government invites tenders though not required to do so • Regulation 14(2a) and (5) Publicly inviting tenders, requirements for • Regulation 18~~(2), (4), (4a), (5), (6) and (7)~~ Rejecting and accepting tenders • Regulation 20 Variation of requirements before entry into contract • Regulation 21 Limiting who can tender, procedure for • Regulation 21A Varying a contract for the supply of goods or services • Regulation 23 Rejecting and accepting expressions of interest to be acceptable tenderer
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine: 1. to call tenders ~~in accordance with the City's Purchasing Policy and the expense is included in the adopted Annual Budget.~~ [F&G Reg 11 (1)]. 2. a tender exemption ~~in accordance with the City's Purchasing Policy and the expense is included in the adopted Annual Budget.~~ [F&G Reg 11 (2)]. ~~3. to call tenders for the disposal of impounded goods in accordance with section 3.58 [s.3.47].~~ 3. to invite tenders though not required to do so [F&G Reg 13]. 4. in writing, before tenders are called, the criteria, for deciding which tender/s should be accepted [F&G Reg 14(2a)]. 5. to vary tender information after public notice of invitation to tender and before the close of ~~tenders~~ submissions, taking reasonable steps to ensure each person who has sought copies of the ~~tender~~ information is provided with notice of the variation [F&G Reg 14(5)]. 6. seek clarification from tenderers in relation to information contained in their ~~tender~~ submission [F&G Reg 18(4a)].

City of Perth

Delegated Authority Register 2020/21

	7. to accept or reject tenders [F&G Reg 18(1), (2) and (4)]. 8. to decline any tender [F&G Reg 18(5)]. 9. that a variation proposed is minor in context of the total goods and services sought through the invitation, and to make minor variations before entering into a contract~~, in accordance with the City's Purchasing Policy and Contract Variations – Authority Policy to incur a liability~~ [F&G Reg 20]. 10. vary a contract that has been entered into with a successful tenderer, provided the variation/s do not ~~materially~~ change the scope of the original contract [F&G Reg 21a]. 11. exercise ~~an~~ a renewal or extension option ~~that was included in the original tender specification and contract~~ in accordance with Reg 11(2)(j) [F&G Reg 21a]. 12. ~~to accept another tender~~ where within 6 months, of the day on which the tender was accepted, ~~of either accepting~~ of either accepting a tender a contract has not been entered into or the successful tenderer agrees to terminate the contract, to accept from the other tenders the tender which it thinks would be most advantageous to the local government to accept [F&G Reg 18(6) and (7)]. 13. when to seek Expressions of Interest and to invite Expressions of Interest to supply goods or services [F&G Reg 21] 14. consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [F&G Reg 23]. 15. the information that is to be disclosed to those interested in submitting a tender [F&G Reg 14(4)(a)]. 16. to choose the next most advantageous tender to accept, if: a. the chosen tenderer is unable or unwilling to form a contract; or b. a minor variation cannot be agreed with the successful tenderer, so that the tenderer ceases to be the chosen tenderer [F&G r.20(2)]
Council conditions on this delegation:	Tenders may only be ~~called~~ accepted or rejected where there is an adopted budget for the proposed good or service.~~, the with exception being in the period immediately prior to the adoption of a new Annual Budget where the:~~ • ~~Current supply contract expiry is imminent or work must commence within three months of the proposed adoption date of the new Annual Budget;~~ • ~~Value of the proposed tender has been included in the draft Annual Budget proposed for adoption; and~~ Where there is no annual adopted budget a tender may only be called where it ~~specification~~ includes a provision that the tender will only be awarded subject to the

City of Perth

Delegated Authority Register 2020/21

	budget adoption by Council. ~~Tender specification includes a provision that the tender will only be awarded subject to the budget adoption by Council.~~ In accordance with s.5.43, tenders may only be accepted ~~and a panel of pre-qualified suppliers established,~~ where the total consideration under the proposed resulting contract is $1,000,000 (excl. GST) per annum or less and the expense is included in the Annual Budget. Tender exempt procurement may be accepted where the total consideration under the proposed resulting contract is $1,000,000 (excl. GST) per annum or less and the expense is included in the Annual Budget. All decisions must be made in accordance with the City's Purchasing Policy, Contract Variations – Authority Policy and any other relevant policy. In this delegation, tender exempt procurement refers to exemptions for matters that are above the tender threshold in F&G Reg 11(1). For matters below that threshold, authorisation is not via this delegation but instead via financial authority limits and the City's policies and procedures ~~**Guidance Note:** Any tender exempt procurement must be in accordance with Council Policy 9.7 Purchasing and Procedure and PR0957 Authorisation of Purchase Orders and Invoices.~~
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Part 4, Division 2 *Local Government (Functions and General) Regulations 1996:* • Regulation 31 Anti-avoidance provision for Act s. 3.58 Council Policy 9.7 - Purchasing Council Policy 9.8 - Contract Variations – Authority to Incur a Liability

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Amended	04/06/12 282/13
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14
3	Annual Review / Amended	CEO Trim 234521/14
4	Annual Review	09/06/15 OCM Trim 99056/15
4	Amend / Review	CEO Trim 114331/15
5	Annual Review / Amended	28/06/16 OCM Trim 109222/16
6	Annual Review / Amended	01/08/17 OCM Trim 196152/17
7	CEO Annual Review/Amend	16/08/17 CEO Trim 204825/17
8	CEO Amend / Review	12/12/17 CEO CM 350759/17
9	Annual Review	28/06/18 OCM CM 162912/18
10	ELG	18/07/2018 CM 180831/18

City of Perth

Delegated Authority Register 2020/21

11	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.8 Disposing of property	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 3.58(2) and (3) Disposing of property
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to determine the method of disposal and dispose of property to: a) the highest bidder at public auction [s.3.58(2)(a)]; or b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender [s.3.58(2)(b)] 2. Authority to dispose of property by direct negotiation only in accordance with section 3.58(3) of the Act.
Council conditions on this delegation:	1. This delegation may only be used where the disposal complies with the requirements of: a) Section 3.58 of the *Local Government Act 1995*; and b) Regulation 30 of the *Local Government (Functions and General) Regulations 1996*. 2. Authority for the Disposal of land and / or building assets is limited to matters specified in the Annual Budget or Corporate Business Plan and in any other case, requires a specific resolution of Council. 3. The Chief Executive Officer is limited to determining disposals of property (written down assets) for any single project, or where not part of a project a single event, to an aggregated maximum value of $1,500,000. 4. The Chief Executive Officer is limited to determining disposals of property (~~freehold~~ land asset), by lease to an aggregated maximum value of $50, per leased area per annum subject to no more than a variation of ~~valuation of~~ 10% to the market ~~rates~~ valuation. ~~In addition, the Chief Executive Officer may also assign leases and enter into an option to extend if this option was provided for in the original terms of a lease approved by Council and does not vary any material terms.~~ 5. The Chief Executive Officer is limited to determining disposal of art to the value of $500. 6. The Chief Executive Officer may not dispose of land by sale or absolute transfer. 7. Authority to determine the method of disposal:

City of Perth

Delegated Authority Register 2020/21

	a. Where a public auction is determined as the method of disposal: i. a reserve price has been set through independent valuation; ii. where the reserve price is not achieved at auction negotiation may be undertaken to achieve the sale of the property at up to a 10% variation on the set reserve price. b. Where a public tender is determined as the method of disposal and the tender does not achieve a reasonable price for the disposal of the property, then the CEO is to determine if better value could be achieved through another disposal method and if so, must determine not to accept any tender and use an alternative disposal method. c. Where a direct negotiation is determined [s.3.58(3)] as the method of disposal, authority to: i. negotiate the ~~sale~~ disposal of the property up to a 10% variance on the valuation; and ii. consider any public submissions received and determine if to proceed with the disposal, ensuring that the reasons for such a determination are recorded. 8. Where the material market value of the property is determined as being less than $20,000 (Reg 30(3) excluded disposal) may be undertaken: i. without reference to Council resolution; and ii. in any case be undertaken to ensure that best value return is achieved for the City however, where the property is determined as having a Nil material market value, then the disposal must ensure the City achieves an environmentally responsible disposal.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Regulation 30 Dispositions of property excluded from Act s.3.58

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
3	Annual Review / Amended	24/06/14 270/14 CEO Trim 234521/14
4	Annual Review	09/06/15 OCM Trim 99056/15
4	Amend / Review	CEO Trim 114331/15
4	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review/Amend	16/08/17 CEO Trim 204825/17
5	CEO Sub-delegation amendment	09/04/18 CM 90076/18
6	Annual Review	28/06/18 OCM CM 162912/18
7	ELG	18/07/2018 CM 180831/18
8	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.9 Electors' General Meeting	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 5.27(2) Electors' general meetings
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine the day, date and time of the annual Electors' General Meeting [s.5.75(2)].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 5, Division 2, Subdivision 4 – Electors' meetings

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.10 Payments from Municipal or Trust Fund	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Financial Management) Regulations 1996:* • Regulations 12(1)(a) Payments from municipal fund or trust fund, restrictions on making
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to make payments from the municipal or trust fund [FM Reg 12(1)(a)].
Council conditions on this delegation:	~~Approval of civic functions in accordance with Policy 10.12 is limited to up to $5,000 per function, subject to sufficient appropriate budget.~~ Nil
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Financial Management) Regulations 1996:* • Regulations 5 CEO's duties as to financial management • Regulations 11 Payments, procedures for making etc. Policy 10.12 – Provision of Hospitality

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	TRIM 123459/12	04/10/12
3	TRIM 137658/12	05/11/12
4	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
4	Annual Review	24/06/14 270/14
5	Annual Review / Amended	CEO Trim 234521/14
6	Annual Review	09/06/15 OCM Trim 99056/15
6	Amend / Review	CEO Trim 114331/15
6	Annual Review	01/08/17 OCM Trim 196152/17
6	CEO Annual Review	16/08/17 CEO Trim 204825/17
7	Annual Review	28/06/18 OCM CM 162912/18
8	ELG	18/07/2018 CM 180831/18
8	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.11 Artwork Acquisitions A) Purchase Artworks	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Financial Management) Regulations 1996:* • Regulation 12(1)(a) Payments from municipal fund or trust fund, restrictions on making
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine and purchase works of art for the City's collections [FM Reg 12(1)(a)].
Council conditions on this delegation:	Purchase works of art up to the value of $30,000 must be in accordance with Council Policy 18.2 Cultural Collections and within the Annual Budget allocations. Decisions to purchase works of art must evidence consideration of the recommendations of the City's Manager Arts, Culture and Heritage and / or Coordinator Cultural Collections as appropriate.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Financial Management) Regulations 1996:* • Regulation 5 CEO's duties as to financial management • Regulation 11 Payments, procedures for making etc.

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
3	Annual Review / Amended	CEO Trim 111873/16
4	Annual Review / Amended	01/08/17 OCM Trim 196152/17
5	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
6	Annual Review	28/06/18 OCM CM 162912/18
7	ELG	18/07/2018 CM 180831/18
7	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.11 Determine Grants, Sponsorship and Donation Allocations B) Determine Allocation	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Financial Management) Regulations 1996:* • Regulation 12(1)(a) Payments from municipal fund or trust fund, restrictions on
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine allocation [FM Reg 12(1)(a)] of the City's: 1. Grants up to the value of $15,000, in accordance with Council Policy 18.13 Sponsorship and Grants; 2. Sponsorships up to a value of $5,000, in accordance with Council Policy 18.13 Sponsorship and Grants; 3. Donation up to a value of $1,000, in accordance with Council Policy 18.4 Donations.
Council conditions on this delegation:	Decisions must be in accordance with the requirements of relevant Council Policies and be within Annual Budget allocations. Records evidencing assessment against criteria must be retained. Authority to determine allocation of grants up to the value of $15,000 is a temporary increase to assist the facilitation of the COVID-19 Quick Response Community Grants program and expires on 30 June 2020. On 1 July 2020 the allocation will revert to $5,000.
Express power to sub-delegate:	*Local Government Act 1995:* Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Financial Management) Regulations 1996:* • Regulation 5 CEO's duties as to financial management • Regulation 11 Payments, procedures for making etc. Council Policy 18.13 - Sponsorship and Grants Council Policy 18.14 - Donations

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review / Amended	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
4	Annual Review / Amended	CEO Trim 111873/16
5	Amended	CEO Trim 126067/16
6	Amended	13/12/16 OCM SCH 39 TRIM 230806/16
7	Annual Review / Amended	01/08/17 OCM Trim 196152/17
8	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17

City of Perth

Delegated Authority Register 2020/21

9	Annual Review	28/06/18 OCM CM 162912/18
10	ELG	18/07/2018 CM 180831/18
10	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE ~~1.2.11 Determine Application for Payment of Legal Representation Costs~~ ~~C) Authority to Determine~~	
~~**Delegator:**~~ ~~Power/Duty assigned in legislation to:~~	~~The Local Government~~
~~**Express power to delegate:**~~ ~~Power that enables a delegation to be made.~~	~~*Local Government Act 1995:*~~ ~~• Section 5.42 Delegation of some powers or duties to the CEO~~ ~~• Section 5.43 Limitations on delegations to the CEO~~
~~**Express power or duty delegated:**~~	~~*Local Government (Financial Management) Regulations 1996:*~~ ~~• Regulation 12(1)(a) Payments from municipal fund, restrictions on making~~
~~**Delegate:**~~	~~Chief Executive Officer~~
~~**Function:**~~ ~~This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.~~	~~Authority to determine an application for payment of legal representation costs [FM Reg 12(1)(a)]~~
~~**Council conditions on this delegation:**~~	~~The determination of the application must only occur:~~ ~~a) In circumstances where a delay until the next Council Meeting would be detrimental to the rights of the applicant;~~ ~~b) In accordance with Council Policy 10.16 - Legal Representation for Members and Employees; and~~ ~~c) For an amount not exceeding $5,000.~~ ~~The determination must be reported to Council at the next Ordinary Council Meeting.~~
~~**Express power to sub-delegate:**~~	~~*Local Government Act 1995:*~~ ~~• Section 5.44 CEO may delegate some powers and duties to other employees~~
~~**Compliance links:**~~	~~*Local Government (Financial Management) Regulations 1996:*~~ ~~• Regulation 5 – CEO's duties as to financial management~~ ~~• Regulation 11 – Payments, procedures for making etc.~~

~~**Version Control**~~

~~**Version**~~	~~**Decision Reference**~~	~~**Date Delegated**~~
~~1~~	~~New Delegation~~	~~13/12/16 OCM SCH 52 TRIM 230806/16~~
~~1~~	~~Annual Review~~	~~01/08/17 OCM Trim 196152/17~~
~~2~~	~~CEO Annual Review / Amended~~	~~16/08/17 CEO Trim 204825/17~~
~~2~~	~~Annual Review~~	~~28/06/18 OCM CM 162912/18~~
~~2~~	~~ELG~~	~~18/07/2018 CM 180831/18~~
~~3~~	~~Annual Review~~	~~25/06/19 CM 168773/19~~

City of Perth

Delegated Authority Register 2020/21

1.2.12 Defer, Grant Concessions, Waive or Write Off Debts	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.12 Power to defer, grant discounts, waive or write off debts
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Waive or grant a concession in relation to any amount of money which is owed to the City. 2. Write off any amount of money which is owed to the City. *Note: Section 6.12(2) of the Local Government Act 1995 does not allow money owed to the City in respect of rates and services charges to be waived or for a concession in relation to such money to be granted.*
Council conditions on this delegation:	Prior to writing off a debt, all necessary measures have been taken to recover the debt and the debt remained unpaid for a period of 90 days after its due date for payment.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Section 6.12 Power to defer, grant discounts, waive or write off debts

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	CEO sub-delegation Amended	04/12/12 152809/12
3	Amended	282/13 – 04/06/13
3	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
3	Annual Review	24/06/14 270/14
4	Annual Review / Amended	CEO Trim 234521/14
5	CEO sub-delegation Amended	ELG 30/06/2014 234542/14
6	Annual Review	09/06/15 OCM Trim 99056/15
6	Amend / Review	CEO Trim 114331/15
7	Annual Review / Amended	CEO Trim 111873/16
7	Annual Review	01/08/17 OCM Trim 196152/17
8	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
9	CEO Sub-delegation Amended	09/04/18 CM 90076/18
9	Annual Review	28/06/18 OCM CM 162912/18
10	ELG	18/07/2018 CM 180831/18
11	Administrative Amendment - Change of Position Title	29/08/2018 CM 226051/18
12	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.13 Power to Invest and Manage Investments	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.14(1) Power to invest *Local Government (Financial Management) Regulations 1996:* • Regulation 19 Investments, control procedures for
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. The authority to invest money held in the municipal or trust fund that is not, for the time being, required for any other purpose [s.6.14(1)]. a. Including, where, as result of amendment to legislation or the ability arises to invest to the advantage of the City contrary to the provisions of Council Policy 9.3 Management of Investments. b. The authority to establish and document internal control procedures to be followed by employees to ensure control over investments, enabling the identification of the nature and location of all investments and the transactions related to each investment [FM Reg. 19].
Council conditions on this delegation:	Investments must be in accordance with Council Policy 9.3 Management of Investments. Procedures must be documented and reviewed to the Chief Executive's satisfaction within each two-year period.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Trustees Act 1962:* • Part III Investments

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14
3	Annual Review / Amended	CEO Trim 234521/14
4	Annual Review	09/06/15 OCM Trim 99056/15
4	Amend / Review	CEO Trim 114331/15
4	Annual Review	01/08/17 OCM Trim 196152/17
5	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
6	CEO Amend	13/09/17 CEO Trim 231179/17
6	Annual Review	28/06/18 OCM CM 162912/18
6	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.14 Agreement as to Payment of Rates and Service Charges	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.49 Agreement as to payment of rates and service charges
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to make an agreement with a person for the payment of rates or service charges [s.6.49].
Council conditions on this delegation:	Agreements must be in accordance with the requirements of Council Policy 9.9 Overdue Rates.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges Council Policy 9.9 Overdue Rates

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
2	Annual Review	26/06/12 294/12
3	CEO	27/03/13 35892/13
4	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
5	Annual Review	24/06/14 270/14 CEO Trim 234521/14
6	Annual Review	09/06/15 OCM Trim 99056/15
7	Amend / Review	CEO Trim 114331/15
7	Annual Review	01/08/17 OCM Trim 196152/17
8	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
9	CEO Review Amend	13/09/17 CEO Trim 231179/17
9	Annual Review	28/06/18 OCM CM 162912/18
10	ELG	18/07/2018 CM 180831/18
10	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.15 Determine the Date that Rates or Service Charges are Due or Payable	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 6.50(1) Rates or service charges due and payable
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine the date on which rates or service charges become due and payable [s.6.50(1)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.16 Recovery of rates debts – require lessee to pay rent	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.60(2) Local government may require lessee to pay rent • Section 6.60(4) Local government may recover the amount of the rate or service charge as a debt if rent not paid
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to 1. give notice to a lessee of land in respect of which there is an unpaid rate or service charge requiring the lessee to pay its rent to the local government [s.6.60(2)]. 2. recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with the notice [s.6.60(4)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges

Version Control		
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
4	CEO Review Amend	13/09/17 CEO Trim 231179/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.17 Actions Against Land Where Rates or Service Charges Unpaid	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.64(1) and (3) Actions to be taken • Section 6.69(2) Right to pay rates, service charges and costs, and stay proceedings • Section 6.71 Power to transfer land to Crown or local government • Section 6.74 Power to have land revested in Crown if rates in arrears 3 years
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. to take possession of land and hold the land as against a person having an estate or interest in the land where any rates or service charges in respect of the rateable land have been unpaid for at least three years [s.6.64(1)], ~~except where s. 6.68(3A) applies~~ including: i. lease the land, or ii. sell the land, or where land is offered for sale and a contract of sale has not been entered into after 12 months: I. cause the land to be transferred to the Crown [s.6.71 and s.6.74]; or II. cause the land to be transferred to the City [s.6.71]; and iii. determine such matters that Schedule 6.2 and 6.3 require to be determined for the lease or sale of land, including the date of the auction, desirable means of advertisement, and the reserve price [Sch 6.2 and 6.3]. 2. lodge (and withdraw) a caveat to preclude dealings in respect of land where payment of rates or service charges imposed on that land is in arrears [s.6.64(3)]. 3. agree terms and conditions with a person having estate or interest in land and to accept payment of outstanding rates, service charges and costs within 7 days of and prior to the proposed sale [s.6.69(2)].
Council conditions on this delegation:	In accordance with s.6.68(3A), this delegation cannot be used where a decision relates to exercising a power of sale without having, within the previous 3-years

City of Perth

Delegated Authority Register 2020/21

	attempted to recover the outstanding rates / changes through a court under s.6.56, as s.6.68(3A) requires that the reasons why court action has not been pursued must be recorded in Council Minutes.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges; • Part 6, Division 6, Sub-division Subdivision 6 and Schedules 6.2 and 6.3 prescribe procedures relevant to exercise of authority under this delegation. *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges, • Regulations 72 – 78 prescribe forms and procedures relevant to exercise of authority under this delegation Council Policy 9.9 Overdue Rates and any financial hardship policy of Council

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.18 Objection and Review – Objection to Rate Record	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.76(4) and (5) Grounds of objection
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. extend the time for a person to make an objection to a rate record [s.6.76(4)]. 2. consider an objection to a rate record and either allow it or disallow it wholly or in part [s.6.76(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.19 General Review of Imposition of Rate or Service Charge	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.82(1) General review of imposition of rate or service charge
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to refer to the State Administrative Tribunal a question of general interest as to whether a rate or service charge was imposed in accordance with the Act [s.6.82(1)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Part 6, Division 6, Sub-division 4 Payment of rates and service charges *Local Government (Financial Management) Regulations 1996:* • Part 5 Rates and Service Charges

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
2	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.20 Dangerous Excavations in or Near Public Thoroughfares	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 11 (1), (4), (6) and (7) Dangerous excavation in or near public thoroughfare – Sch.9.1 cl.6
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. fill in or fence an excavation, or request the owner or occupier to fill in or fence an excavation, on land that adjoins a thoroughfare if it is considered to be dangerous [ULP Reg 11(1)]. 2. Grant permission, and impose conditions as thought fit, to make or make and leave an excavation of specified dimensions and in a specified way in a specified part of a public thoroughfare or on a specified part of land adjoining a public thoroughfare [ULP Reg 11(4), (6), (7) and (8)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Section 3.37 Contraventions that can lead to impounding *Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 11 Dangerous excavation in or near public thoroughfare – Sch.9.1 cl.

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.21 Crossing from Public Thoroughfare to Private Land or Private Thoroughfare	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 12(1) Crossing from public thoroughfare to private land or private
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to approve the construction of a crossing giving access from a thoroughfare to private land or a private thoroughfare serving the land [ULP Reg 12(1)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 14(2) Role of Commissioner of Main Roads in some cases – Sch. 9.1 Cl. 7(2)

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.22 Requirement to Construct or Repair Crossings	
Delegator: Power/Duty assigned in legislation to:	The Local Government.
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 13(1) and (2) Requirement to construct or repair crossing – Sch. 9.1
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to issue a notice requiring an owner or occupier to construct, repair a crossing from a public thoroughfare to private land or a private thoroughfare serving that land [ULP Reg 13(1)].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	Nil

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Amend / Review	CEO Trim 114331/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.23 Private Works on, over or under Public Places	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Uniform Local Provisions) Regulations 1996:* • Regulation 17 (3) and (5) Private works on, over, or under public places – Sch.
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. grant permission to construct anything on, over, or under a public thoroughfare or other public place that is local government property, subject to any conditions. 2. grant permission and impose conditions, to construct a specified thing on, over, or under a specified public thoroughfare or public place that is local government property [ULP Reg 17(3) and (5)].
Council conditions on this delegation:	Approval is to be granted subject to a bond for work being performed and the payment of costs for trench resurfacing as required. Owners and occupiers of adjoining properties are to be advised of the works. In the case of major infrastructure works, where there may be objections for owners or occupiers of adjoining properties, the matter is to be referred to Council for determination. This Delegation applies to, but is not limited to, the following: • ground anchors; • verandas and awnings; • pilings; and • signs.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Uniform Local Provisions) Regulations 1996:* Regulation 17 Private works on, over, or under public places Sch. 9.1 cl. 8

Version Control

Version	Decision Reference	Date Delegated
1	88/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review / Amended	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15

City of Perth

Delegated Authority Register 2020/21

3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
5	ELG	18/07/2018 CM 180831/18
5	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.24 ~~Sole Supplier of~~ Unique Goods and Services	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Functions and General) Regulations 1996:* • Regulation 11(2)(f) When tenders have to be publicly invited
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine that, because of the unique nature of the goods or services required or for any other reason, it is unlikely that there is more than one potential supplier [F&G Reg 11(2)(f)].
Council conditions on this delegation:	The Chief Executive Officer being satisfied that: a. adequate market research has been undertaken to verify that no alternative supplier of the goods or services is available; and b. sufficient investigation into the use of potential substitute goods or services has been undertaken. This delegation only applies to matters above the tender threshold in *Local Government (Functions and General) Regulations* 1996 Reg 11(1). For matters below that threshold, authorisation is not via this delegation but instead it is via the City's policies, procedures and financial authority limits.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government Act 1995:* • Section 3.57 Tenders for providing goods or services *Local Government (Functions and General) Regulations 1996:* • Part 4, Division 2 Tenders for providing goods or services (s.3.57) Council Policy 9.7 - Purchasing

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18

City of Perth

Delegated Authority Register 2020/21

5	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.25 Rate Exemptions	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.26 – Rateable land
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine applications for rate exemptions that accord with the *Local Government Act 1995* and Council Policy 9.13 – Not Rateable Properties (Rate Exemptions) and Partial Exemptions.
Council conditions on this delegation:	The exempt properties are to reviewed on a triennial or in some case an annual basis for continued eligibility.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	Council Policy 9.13 – Not Rateable Properties (Rate Exemptions) and Partial Rate Exemptions

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 18/02/14
2	CEO Sub-Delegation	TRIM 80283/14
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.26 Heritage Rate Concessions	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995:* • Section 6.47 - Concessions
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine applications for Heritage Rate Concessions only that accord with the *Local Government Act 1995* and Council Policy CP 9.2 – Heritage Rate Concessions (LGA s.6.47).
Council conditions on this delegation:	For clarity: 1. The Delegation is limited to only determining Heritage Rate Concessions. A Waiver of Rates must be determined by Council. 2. Where an application has merit and does not accord with Council Policy CP 9.2 – Heritage Rate Concession, the application must be referred to Council for decision.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	Council Policy 9.2 – Heritage Rate Concessions

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 09/06/2015
2	CEO Sub-Delegation	TRIM 96414/15
2	Annual Review	09/06/15 OCM Trim 99056/15
3	Amend / Review	CEO Trim 114331/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

1.2.27 Disposal - Shop 9, City Station Concourse, 378-420 Wellington Street, Perth	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.58 (3) Disposing of property
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	In respect of Shop 9, City Station Concourse, 378-420 Wellington Street, Perth, authority to enter into any new lease with the current tenant.
Council conditions on this delegation:	In the event an objecting submission is received this delegation does not apply and the proposal is presented to Council for consideration.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Regulation 30 – Dispositions of property excluded from Act s.3.58

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	OCM 25/05/20 Item 13.11

City of Perth

Delegated Authority Register 2020/21

1.2.28 Disposal - 25 (Lot 306) Riverside Drive, Point Fraser, East Perth	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.58 (3) Disposing of property
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	In respect of 25 (Lot 306) Riverside Drive, Point Fraser, East Perth and those parts of 171 (Lot 301) and 21 (Lots 303, Lot 305 and 307) Riverside Drive, Point Fraser, East Perth on which the 'on the point' building encroaches, authority to enter into a new sublease and any variation or extensions with the current tenant.
Council conditions on this delegation:	In the event an objecting submission is received this delegation does not apply and the proposal is presented to Council for consideration.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Regulation 30 – Dispositions of property excluded from Act s.3.58

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 25/02/20 Item 13.12

City of Perth

Delegated Authority Register 2020/21

1.2.29 Property Dealings - 25 (Lot 306) Riverside Drive, Point Fraser, East Perth	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 2.5(3), 3.1(1) and 3.18(1) to the extent set out in the function below.
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	In respect of 25 (Lot 306) Riverside Drive, Point Fraser, East Perth and those parts of 171 (Lot 301) and 21 (Lots 303, Lot 305 and 307) Riverside Drive, Point Fraser, East Perth on which the 'on the point' building encroaches, authority to surrender the head lease and enter, inclusive of determining commercial terms, into a new head lease with the State of Western Australia and any variation or extensions.
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	Nil

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 25/02/20 Item 13.12

City of Perth

Delegated Authority Register 2020/21

1.2.30 Disposal of Shop 3, Pier Street Carpark, 88-96 Murray Street, Perth	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • Section 3.58 (3) Disposing of property
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	In respect of Shop 3, Pier Street Carpark, 88-96 Murray Street, Perth, authority to enter into any new lease with the current tenant.
Council conditions on this delegation:	In the event an objecting submission is received this delegation does not apply and the proposal is presented to Council for consideration.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Regulation 30 – Dispositions of property excluded from Act s.3.58

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 25/02/20 Item 13.13

City of Perth

Delegated Authority Register 2020/21

1.2.31 Obstruction of Footpaths and Thoroughfares	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	Local Government Act 1995: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • r.6 Obstruction of public thoroughfare by things placed and left - Sch. 9.1 cl.
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to provide permission including imposing appropriate conditions or to refuse to provide permission, for a person to place on a specified part of a public thoroughfare one or more specified things that may obstruct the public thoroughfare. [ULP r.6(2) and (4)]. 2. Authority to renew permission to obstruct a thoroughfare and to vary any condition imposed on the permission effective at the time written notice is given to the person to whom permission is granted [ULP r.6(6)].
Council conditions on this delegation:	a. Actions under this Delegation must comply with procedural requirements detailed in the *Local Government (Uniform Local Provisions) Regulations 1996*. b. Permission may only be granted where, the proponent has: i. Where appropriate, obtained written permission from each owner of adjoining or adjacent property which may be impacted by the proposed obstruction. ii. Where appropriate, provided a bond, sufficient to the value of works that may be required if the proponent does not satisfactorily make good public assets damaged by the obstruction at the completion of works. iii. Provided evidence of sufficient Public Liability Insurance. iv. Where appropriate, provided pedestrian and traffic management plans which are sufficient for the protection of public safety and amenity.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Uniform Local Provisions) Regulation 1996*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	OCM 25/02/20 Item 13.15

City of Perth

Delegated Authority Register 2020/21

NEW 1.2.32 Recovery of Rates or Service Charges	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • s.6.56 Rates or service charges recoverable in court
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to recover rates or service charges, as well as costs of proceedings for the recovery, in a court of competent jurisdiction [s.6.56(1)].
Council conditions on this delegation:	Delegate comply with any financial hardship policy or overdue rates policy of Council.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 1.2.33 Panels of Pre-Qualified Suppliers for Goods and Services	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government (Functions and General) Regulation 1996:* • Regulation 24AB Local government may establish panels of pre-qualified suppliers • Regulation 24AC(1)(b) Requirements before establishing panels of pre-qualified suppliers • Regulation 24AD(3) & (6) Requirements when inviting persons to apply to join panel of pre-qualified suppliers • Regulation 24AH(2), (3), (4) and (5) Rejecting and accepting applications to join panel of pre-qualified suppliers
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. determine that there is a continuing need for the goods or services proposed to be provided by a panel of pre-qualified suppliers [F&G r.24AC(1)(b)]. 2. before inviting submissions, determine in writing the criteria for deciding which applications should be accepted [F&G r.24AD(3)]. 3. vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to ensure each person who has enquired or submitted an application is provided notice of the variation [F&G r.24AD(6)]. 4. reject an application without considering its merits, where it was submitted at a place and within the time specified, but fails to comply with any other requirement specified in the invitation [F&G r.24AH(2)]. 5. assess applications, by written evaluation of the extent to which the submission satisfies the criteria for deciding which applicants to accept, and decide which applications to accept as most advantageous [F&G r.24AH(3)]. 6. request clarification of information provided in a submission by an applicant [F&G r.24AH(4)]. 7. decline to accept any application [F&G r.24AH(5). 8. enter into contract, or contracts, for the supply of goods or services with a pre-qualified supplier, as part of a panel of pre-qualified suppliers for those particular goods or services [F&G r.24AJ(1)].

City of Perth

Delegated Authority Register 2020/21

Council conditions on this delegation:	In accordance with s.5.43, panels of pre-qualified suppliers may only be established, where the total consideration under the resulting contract is $1,000,000 (excl. GST) per annum or less and the expense is included in the adopted Annual Budget.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	*Local Government (Functions and General) Regulations 1996:* • Part 4, Division 2 *Local Government (Functions and General) Regulations 1996:* • Regulation 31 Anti-avoidance provision for Act s. 3.58 Council Policy 9.7 - Purchasing Council Policy 9.8 - Contract Variations – Authority to Incur a Liability

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 1.2.34 Rate Record Amendment	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995*: • Section 5.42 Delegation of some powers or duties to the CEO • Section 5.43 Limitations on delegations to the CEO
Express power or duty delegated:	*Local Government Act 1995*: • s. 6.39(2)(b) Rate record
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine any requirement to amend the rate record for the 5-years preceding the current financial year [s.6.39(2)(b)].
Council conditions on this delegation:	Delegates must comply with the requirements of s.6.40 of the *Local Government Act 1995*.
Express power to sub-delegate:	*Local Government Act 1995:* • Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

2. Statutory Delegations – Other Legislation

2.1 Bush Fires Act 1954

2.1.1 Make Request to FES Commissioner – Control of Fire	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government.
Express power or duty delegated:	*Bush Fires Act 1954:* • s.13(4) Duties and powers of bush fire liaison officers
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to request on behalf of the City that the FES Commissioner authorise the Bush Fire Liaison Officer or another person to take control of fire operations [s.13(4)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.2 Prohibited Burning Times - Vary	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government; and • s. 17(10)
Express power or duty delegated:	*Bush Fires Act 1954:* • ~~s.13(4) Duties and powers of bush fire liaison officers~~ • 17(7) Prohibited burning times may be declared by Minister *Bush Fire Regulations 1954* • Reg. 15. Permit to burn (Act s. 18), form of and applying for after refusal etc. • Reg. 38C. Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times • Reg. 39B. Crop dusters etc., use of in restricted or prohibited burning times
Delegate:	Chief Executive Officer or Chief Bush Fire Control Officer jointly with the Lord Mayor ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority, where seasonal conditions warrant it, to determine a variation of the prohibited burning times, after consultation with an authorised CALM Act officer [s.17(7)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* s.17(7B) and 17(8) *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.3 Prohibited Burning Times – Control Activities	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.17(7) Prohibited burning times may be declared by Minister • s.27(2) and (3) Prohibition on use of tractors or engines except under certain conditions • s.28(4) and (5) Occupier of land to extinguish bush fire occurring on own land *Bush Fire Regulations 1954:* • r.15 Permit to burn (Act s.18), form of and apply for after refusal etc. • r.38C Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times • r.39B Crop dusters etc., use of in restricted or prohibited burning times
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to determine permits to burn during prohibited burning times that have previously been refused by a Bush Fire Control Officer [r.15]. 2. Authority to declare that the use of any harvesting machinery on any land under crop during the whole or any part of any Sunday or public holiday in the whole or a specified part of the District during Restricted Burning Times is prohibited, unless written consent of a Bush Fire Control Officer is obtained [r.38C]. 3. Authority to determine, during a Prohibited Burning Time, if a firebreak around a landing ground for an aeroplane has been satisfactorily prepared [r.39B(2)]. 4. Authority to issue directions, during a Prohibited Burning Time, to a Bush Fire Control Officer, regarding matters necessary for the prevention of fire on land used as a landing ground for an aeroplane [r.39B(3)]. 5. Authority to prohibit the use of tractors, engines or self-propelled harvester, during a Prohibited Burning Times, and to give permission for use of same during the Restricted Burning Time subject to compliance with requirements specified in a notice [s.27(2) and (3)]. 6. Authority to recover the cost of measures taken by the City or Bush Fire Control Officer, to extinguish a fire burning during Prohibited Burning Times, where the occupier of the land has failed to comply with requirements under s.28(1) to

City of Perth

Delegated Authority Register 2020/21

	take all possible measures to extinguish a fire the land they occupy [s.28(4)], including authority to recover expenses in any court of competent jurisdiction [s.28(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.4 Restricted Burning Times – Vary and Control Activities	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.18(5), (11) Restricted burning times may be declared by FES Commissioner • s.22(6) and (7) Burning on exempt land and land adjoining exempt land • s.27(2) and (3) Prohibition on use of tractors or engines except under certain conditions • s.28(4) and (5) Occupier of land to extinguish bush fire occurring on own land *Bush Fire Regulations 1954:* • r.15 Permit to burn (Act s.18), form of and apply for after refusal etc. • r.15C Local Government may prohibit burning on certain days • r.38C Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times • r.39B Crop dusters etc., use of in restricted or prohibited burning times
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority, where seasonal conditions warrant it and after consultation with an authorised CALM Act officer, to determine to vary the restricted burning times in respect of that year [s.18(5)]. a. Authority to determine to prohibit burning on Sundays or specified days that are public holidays in the District [r.15C]. 2. Authority, where a permitted burn fire escapes or is out of control in the opinion of the Bush Fire Control Officer or an officer of the Bush Fire Brigade, to determine to recoup bush fire brigade expenses arising from preventing extension of or extinguishing an out of control permitted burn [s.18(11)]. 3. Authority to determine permits to burn during restricted times that have previously been refused by a Bush Fire Control Officer [r.15]. 4. Authority to arrange with the occupier of exempt land, the occupier of land adjoining it and the Bush Fire Brigade to cooperate in burning fire-breaks and require the occupier of adjoining land to provide by the date of the burning, ploughed or cleared fire-breaks parallel to the common boundary [s.22(6) and (7)].

City of Perth

Delegated Authority Register 2020/21

	5. Authority to declare that the use of any harvesting machinery on any land under crop during the whole or any part of any Sunday or public holiday in the whole or a specified part of the District during Restricted Burning Times is prohibited, unless written consent of a Bush Fire Control Officer is obtained [r.38C]. 6. Authority to determine, during a Restricted Burning Time, if a firebreak around a landing ground for an aeroplane has been satisfactorily prepared [r.39B]. 7. Authority to issue directions, during a Restricted Burning Time, to a Bush Fire Control Officer, regarding matters necessary for the prevention of fire on land used as a landing ground for an aeroplane [r.39B(3)]. 8. Authority to prohibit the use of tractors, engines or self-propelled harvester, during a Restricted Burning Times, and to give permission for use of same during the Restricted Burning Time subject to compliance with requirements specified in a notice [s.27(2) and (3)]. 9. Authority to recover the cost of measures taken by the City or Bush Fire Control Officer, to extinguish a fire burning during Restricted Burning Times, where the occupier of the land has failed to comply with requirements under s.28(1) to take all possible measures to extinguish a fire the land they occupy [s.28(4)], including authority to recover expenses in any court of competent jurisdiction [s.28(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.5 Control of Operations Likely to Create Bush Fire Danger	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.27D Requirements for carriage and deposit of incendiary material *Bush Fires Regulations 1954:* • r.39C Welding and cutting apparatus, use of in open air • r.39CA Bee smoker devices, use of in restricted or prohibited burning times etc. • r.39D Explosives, use of • r.39E Fireworks, use of
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. give directions to a Bush Fire Control Officer regarding matters necessary for the prevention of fire arising from: a. a person operating a bee smoker device during a prescribed period [r.39CA(5)]. b. a person operating welding apparatus, a power operated abrasive cutting disc [r.39C(3)]. c. a person using explosives [r.39D(2)]. d. a person using fireworks [r.39E(3) 2. determine directions or requirements for the carriage and deposit of incendiary materials (hot or burning ash, cinders, hot furnace refuse, or any combustible matter that is burning) [s.27D]. Note: this authority is also prescribed to a Bush Fire Control Officer, a Bush Fire Liaison Officer or an authorised CALM Act officer.
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

City of Perth

Delegated Authority Register 2020/21

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.6 Burning Garden Refuse / Open Air Fires	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.24F Burning garden refuse during limited burning times • s.24G Minister or local government may further restrict burning of garden refuse • s.25 No fire to be lit in open air unless certain precautions taken • s.25A Power of Minister to exempt from provisions of section 25 *Bush Fires Regulations 1954:* • r.27(3) Permit, issue of
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~ ~~Bush Fire Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to give written permission, during prohibited times and restricted times, for an incinerator located within 2m of a building or fence, only where satisfied it is not likely to create a fire hazard [s.24F(2)(b)(ii) and (4)]. 2. Authority to prohibit or impose restrictions on the burning of garden refuse that is otherwise permitted under s.24F [s.24G(2)]. a. Authority to issue directions to an authorised officer as to the manner in which or the conditions under which permits to burn plants or plant refuse shall be issued in the District [r.27(3) and r.33(5)]. b. Authority to prohibit (object to) the issuing of a permit for the burning of a proclaimed plan growing upon any land within the District [r.34]. 3. Authority to provide written approval, during prohibited times and restricted times, for fires to be lit for the purposes of: a. camping or cooking [s.25(1)(a)]. b. conversion of bus into charcoal or for the production of lime, in consultation with an authorised CALM Act officer [s.25(1)(b)]. 4. Authority to prohibit the lighting of fires in the open are for the purposes of camping or cooking for such period during the prohibited burning times as specified in a note published in the Gazette and newspaper circulating in the District and authority to vary such notice [s.25(1a) and (1b)].

City of Perth

Delegated Authority Register 2020/21

	5. Authority to serve written notice on a person to whom an exemption has been given under s.25 for lighting a fire in open air, prohibiting that person from lighting a fire and to determine conditions on the notice [s.25A(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.7 Firebreaks	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.33 Local government may require occupier of land to plough or clear fire-breaks
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to give written notice to an owner or occupier of land or all owners or occupiers of land within the District, requiring, to the satisfaction of the City: a. clearing of firebreaks as determined necessary and specified in the notice; and b. act in respect to anything which is on the land and is or is likely to be conducive to the outbreak of a bush fire or the spread or extension of a bush fire; and c. as a separate or coordinated action with any other person carry out similar actions [s.33(1)]. 2. Authority to direct a Bush Fire Control Officer or any other employee to enter onto the land of an owner or occupier to carry out the requisitions of the notice which have not been complied with [s.33(4)]. a. Authority to recover any costs and expenses incurred in doing the acts, matters or things required to carry out the requisitions of the notice [s.33(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.8 Appoint Bush Fire Control Officer/s and Fire Weather Officer	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.38 Local Government may appoint bush fire control officer
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. appoint persons to be Bush Fire Control Officers for the purposes of the Bush Fires Act 1954; and a. Of those Officers, appoint 2 as the Chief Bush Fire Control Officer and Deputy Chief Bush Fire Control Officer; and b. Determine the respective seniority of the other Bush Fire Officers so appointed [s.38(1)]. 2. issue directions to a Bush Fire Control Officer to burn on or at the margins of a road reserve under the care, control and management of the City [s.38(5A)] 3. appoint a Fire Weather Officer, selected from senior Bush Fire Control Officers previously appointed and where more than one Fire Weather Officer is appointed, define a part of the District in which each Fire Weather Officer shall have exclusive right to exercise the powers of s.38(17). [s.38(8) and (9)]. 4. appoint deputy Fire Weather Officer/s as considered necessary and where two or more deputies are appointed, determine seniority [s.38(10)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.9 Control and Extinguishment of Bush Fires	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.46 Bush fire control officer or forest officer may postpone lighting fire
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to prohibit or postpose the lighting of a fire, despite a permit having been issued, where in the opinion of the Delegate the lighting of a fire would be or become a source of danger by escaping from the land on which it is proposed to be lit [s.46(1A)]. a. Where it is proposed that the fire will be lit on land within 3kms of the boundary of forest land, and an authorised CALM Act office is not available or has not exercised the power to prohibit or proposed a fire considered to become a source of danger, then the Delegate may make the decision [s.46(1B)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE ~~2.1.10 Apply for Declaration as an Approved Area~~	
~~Delegator:~~ ~~Power/Duty assigned in legislation to:~~	~~The Local Government~~
~~Express power to delegate:~~ ~~Power that enables a delegation to be made.~~	~~*Bush Fires Act 1954:*~~ ~~• s.48 Delegation by local government~~
~~Express power or duty delegated:~~	~~*Bush Fires Act 1954:*~~ ~~• s.52(1) Approved area may be declared~~
~~Delegate:~~	~~Chief Executive Officer~~ ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
~~Function:~~ ~~This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.~~	~~Authority to apply to the Minister to have the local government district, or part of the district, declared as an approved area. [s.50(1)]~~ ~~(Note - The declaration of a district, or part thereof, as an approved area, results in a reduction in insurance premium of crops within that area s.53.)~~
~~Council conditions on this delegation:~~	~~Nil.~~
~~Express power to sub-delegate:~~	~~Nil. Sub-delegation prohibited by s.48(3).~~
~~Compliance links:~~	~~*Bush Fires Act 1954*~~ ~~*Bush Fires Regulations 1954*~~ ~~*Bush Fires (Infringement) Regulations 1978*~~

~~Version Control~~		
~~Version~~	**~~Decision Reference~~**	**~~Date Delegated~~**
~~1~~	~~Annual Review~~	~~25/06/19 CM 168773/19~~

City of Perth

Delegated Authority Register 2020/21

2.1.11 Recovery of Expenses Incurred through Contraventions of this Act	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government
Express power or duty delegated:	*Bush Fires Act 1954:* • s.58 General penalty and recovery of expenses incurred
Delegate:	Chief Executive Officer ~~Chief Bush Fire Control Officer~~ ~~Deputy Chief Bush Fire Control Officer~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to recover expenses incurred as a result of an offence against the Bush Fires Act, being expenses incurred through the fulfilment of a duty or doing anything for which the Act empowered or required the City or those on behalf of the City to do [s.58].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.1.12 Prosecution of Offences	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government; and • s. 59(3) Prosecution of offences
Express power or duty delegated:	*Bush Fires Act 1954:* • s.59 Prosecution of offences • s.59A(2) Alternative procedure – infringement notices
Delegate:	Chief Executive Officer Chief Bush Fire Control Officer Deputy Chief Bush Fire Control Officer Bush Fire Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. institute and carry on proceedings against a person for an offence alleged to be committed against this Act [s.59]. 2. serve an infringement notice for an offence against this Act [s.59A(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE 2.1.13 Withdrawal of Infringement Notices	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Bush Fires Act 1954:* • s.48 Delegation by local government.
Express power or duty delegated:	*Bush Fires Act 1954:* • s.59A(5) Alternative procedure – infringement notices
Delegate:	Chief Executive Officer Chief Bush Fire Control Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to withdraw an infringement notice for an offence against this Act [s.59A(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. Sub-delegation prohibited by s.48(3).
Compliance links:	*Bush Fires Act 1954* *Bush Fires Regulations 1954* *Bush Fires (Infringement) Regulations 1978*

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.2 Food Act 2008

2.2.1 Prohibition Orders	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Food Act 2008*: • Section 118(2)(b) Local government (enforcement agency) may delegate a function conferred on it • Section 118(3) Delegation subject to conditions [s119] and guidelines adopted [s120] • Section 118(4) Sub-delegation only permissible if expressly provided in regulations
Express power or duty delegated:	*Food Act 2008:* • Section 65(1) Prohibition Order • Section 66 Certificate of Clearance • Section 67(4) Certificate of Clearance Refusal Requirement
Delegate/s:	Chief Executive Officer General Manager Community Development Alliance Manager Community Safety and Amenity Manager Health and Activity Approvals ~~Coordinator Environmental Health~~ Principal Environmental Health
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine to: 1. Serve a Prohibition Order on the proprietor of a food business in accordance with s65 of the *Food Act 2008* [s65]. 2. Give a Certificate of Clearance, where inspection demonstrates compliance with a Prohibition Order and any Improvement Notices [s66]. 3. Give written notice to proprietor of a food business on whom a Prohibition Order has been served of the decision not to give a certificate of clearance after an inspection [s67(4)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. The *Food Regulations 2009* do not provide for sub-delegation.
Compliance links:	*Food Act 2008* *Food Regulations 2009* Department of Health: *Food Act 2008* Regulatory Guideline No. 1: Introduction of Regulatory Food Safety Auditing in WA Department of Health: Food Unit Fact Sheet 8: Guide to Regulatory Guideline No.1

City of Perth

Delegated Authority Register 2020/21

	Department of Health: WA Priority Classification System Department of Health: *Food Act 2008* Verification of Food Safety Program Guideline

Version Control

Version	Decision Reference	Date Delegated
1	354/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.2.2. Determine Compensation	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Food Act 2008:* • Section 118(2)(b) Local government (enforcement agency) may delegate a function conferred on it • Section 118(3) Delegation subject to conditions [s119] and guidelines adopted [s120] • Section 118(4) Sub-delegation only permissible if expressly provided in regulations
Express power to delegate:	*Food Act 2008:* Section 56(2) compensation to be paid in certain circumstances Section 70 (2) and (3) Compensation
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. determine applications for compensation in relation to any item seized, if no contravention has been committed and the item cannot be returned [56(2)]. 2. determine to refuse or pay on an application for compensation from a person on whom a prohibition notice has been served, who has suffered loss as a result of the making of the order; and considers that there were insufficient grounds for making the order [s.70(2) and (3)].
Council conditions on this delegation:	The level of compensation to be paid in respect of any single claim is not to exceed $5,000.
Express power to sub-delegate:	Nil. The *Food Regulations 2009* do not provide for sub-delegation.
Compliance links:	*Food Act 2008* *Food Regulations 2009* Department of Health: *Food Act 2008* Regulatory Guideline No. 1: Introduction of Regulatory Food Safety Auditing in WA Department of Health: Food Unit Fact Sheet 8: Guide to Regulatory Guideline No.1 Department of Health: WA Priority Classification System Department of Health: *Food Act 2008* Verification of Food Safety Program Guideline

Version Control

Version	Decision Reference	Date Delegated
1	354/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17

City of Perth

Delegated Authority Register 2020/21

3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.2.3 Registration of Food Businesses	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Food Act 2008:* • Section 118(2)(b) Local government (enforcement agency) may delegate a function conferred on it • Section 118(3) Delegation subject to conditions [s119] and guidelines adopted [s120] • Section 118(4) Sub-delegation only permissible if expressly provided in regulations
Express power or duty delegated:	*Food Act 2008:* • Section 110(1) and (5) Registration of food business • Section 112 Variation of conditions or cancellation of registration of food businesses
Delegate/s:	Chief Executive Officer General Manager Community Development Alliance Manager Community Safety and Amenity Manager Health and Activity Approvals ~~Coordinator Environmental Health~~ Principal Environmental Health Environmental Health Officer Senior Environmental Health Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. consider applications and determine registration of a food business and grant the application with or without conditions or refuse the registration [s.110(1) and (5)]. 2. vary the conditions or cancel the registration of a food business [s.112].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	Nil. The *Food Regulations 2009* do not provide for sub-delegation.
Compliance links:	*Food Act 2008* *Food Regulations 2009* Department of Health: *Food Act 2008* Regulatory Guideline No. 1: Introduction of Regulatory Food Safety Auditing in WA Department of Health: Food Unit Fact Sheet 8: Guide to Regulatory Guideline No.1 Department of Health: WA Priority Classification System Department of Health: *Food Act 2008* Verification of Food Safety Program Guideline
Version Control	

City of Perth

Delegated Authority Register 2020/21

Version	Decision Reference	Date Delegated
1	354/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.2.4 Appoint Authorised Officers	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Food Act 2008:* • Section 118(2)(b) Local government (enforcement agency) may delegate a function conferred on it • Section 118(3) Delegation subject to conditions [s119] and guidelines adopted [s120] • Section 118(4) Sub-delegation only permissible if expressly provided in regulations
Express power or duty delegated:	*Food Act 2008:* • Section 122(1) Appointment of authorised officers • Section 126(6), (7) and (13) Infringement Notices
Delegate/s:	Chief Executive Officer General Manager Community Development Alliance Manager Community Safety and Amenity Manager Health and Activity Approvals ~~Coordinator Environmental Health~~ Principal Environmental Health
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Appoint a person to be an authorised officer for the purposes of the *Food Act 2008* [s.122(1)]. 2. Appoint a person to be a designated officer for the purposes of the Food Act 2008 [s126(13)]. 3. Appoint an authorised officer to be a designated officer (who is prohibited by s126(13) from also being a designated officer for the purpose of issuing infringements), for the purpose of extending the time for payment modified penalties [s.126(6)] and determining withdrawal on an infringement notice [s126(7)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. The *Food Regulations 2009* do not provide for sub-delegation.
Compliance links:	*Food Act 2008* • Section 122(3) required the Enforcement Agency to maintain a list of authorised officers appointed by the agency. • Section 123(1) requires the Enforcement Agency to provide each authorised officer with a certificate of authority as an authorised officer.

City of Perth

Delegated Authority Register 2020/21

	Food Regulations 2009 Department of Health: Guideline on the Appointment of Authorised Officers as Meat Inspectors Department of Health: Guideline on the Appointment of Authorised Officers Department of Health: Guideline on the Appointment of Authorised Officers – Designated Officers only (section 126) Department of Health: Guideline on the Appointment of Authorised Officers – Appointment of persons to assist with the discharge of duties of an authorised officer.

Version Control

Version	Decision Reference	Date Delegated
1	354/10	16/02/2010
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.2.5 Prosecutions and Debt Recovery	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Food Act 2008:* • Section 118(2)(b) Local government (enforcement agency) may delegate a function conferred on it • Section 118(3) Delegation subject to conditions [s119] and guidelines adopted [s120] • Section 118(4) Sub-delegation only permissible if expressly provided in regulations
Express power of duty delegated:	*Food Act 2008:* • Section 54 Cost of destruction or disposal of forfeited item • Section 125 Institution of proceedings
Delegate/s:	Chief Executive Officer General Manager Community Development Alliance Manager Community Safety and Amenity Manager Health and Activity Approvals ~~Coordinator Environmental Health~~ Principal Environmental Health Environmental Health Officer Senior Environmental Health Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Recover costs incurred in connection with the lawful destruction or disposal of an item (seized) including any storage costs [s54(1)] and the costs of any subsequent proceedings in a court competent jurisdiction [s54(3)]. 2. Institute proceedings for an offence under the *Food Act 2008* [s.125].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil. The *Food Regulations 2009* do not provide for sub-delegation.
Compliance links:	*Food Act 2008* *Food Regulations 2009* Food Regulation: Department of Health Compliance and Enforcement Policy

Version Control		
1	New Delegation	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3. Building Act 2011

2.3.1 Grant a building permit	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011*: • s18 Further Information • s20 Grant of building permit • s22 Further grounds for not granting an application • s27(1) and (3) Impose Conditions on Permit *Building Regulations 2012:* • Regulation 23 Application to extend time during which permit has effect (s.32) • Regulation 24 Extension of time during which permit has effect (s.32(3)) • Regulation 26 Approval of new responsible person (s.35(c)) • Regulation 55 (Smoke Alarms) Terms used • Regulation 61 Local Government approval of battery powered smoke alarms
Delegate:	Chief Executive Officer Alliance Manager Development Approvals Principal Building Surveyor Senior Building Surveyor
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. require an applicant to provide any documentation or information required to determine a building permit application [s18(1)]. 2. grant or refuse to grant a building permit [s20(1) & (2) and s22]. 3. impose, vary or revoke conditions on a building permit [s27(1) and(3)]. 4. determine an application to extend time during which a building permit has effect [regulation 23]. i. Subject to being satisfied that work for which the building permit was granted has not been completed OR the extension is necessary to allow rectification of defects of works for which the permit was granted [regulation 24(1)]

City of Perth

Delegated Authority Register 2020/21

	ii. Authority to impose any condition on the building permit extension that could have been imposed under s.27 [regulation 24(2)]. 5. approve, or refuse to approve, an application for a new responsible person for a building permit [regulation 26]. ~~6. determine approved alternative building solution to meet performance requirement in the Building Code relating to fire detection and early warning [Reg.55].~~ ~~7. determine approval / refusal of battery powered smoke alarm and determine application form [Reg.61].~~ ~~8. determine approved alternative building solution to meet performance requirement in the Building Code relating to pool barrier requirements [Reg.51].~~
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011:* • Section 22 Further Grounds for Not Granting an Application • Section 23 Time for deciding application for building or demolition permit • Section 119 Building and demolition permits *Building Services (Registration Act) 2011:* • Section 7 *Home Building Contracts Act 1999* • Part 3A, Division 2 *Building Services (Complaint Resolution and Administration) Act 2001* • Part 7, Division 2 *Building and Construction Industry Training Levy Act 1990* ~~*Heritage of Western Australia Act 1990*~~ *Heritage Act 2018*

Version Control

Version	Decision Reference	Date Delegated
1	719/11	06/12/2012
1	Annual Review	294/12 26/06/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review / Amended	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18

City of Perth

Delegated Authority Register 2020/21

5	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.2 Grant of Demolition Permit	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3))
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2001:* • Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011*: • s.18 Further Information • s.21 Grant of demolition permit • s.22 Further grounds for not granting an application • s.27(1) and (3) Impose Conditions on Permit Building Regulations 2012 • r.23 Application to extend time during which permit has effect (s.32) • r.24 Extension of time during which permit has effect (s.32(3)) • r.26 Approval of new responsible person (s.35(c))
Delegate:	Chief Executive Officer Alliance Manager Development Approvals Principal Building Surveyor Senior Building Surveyor
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. require an applicant to provide any documentation or information required to determine a demolition permit application [s.18(1)]. 2. grant or refuse to grant a demolition permit on the basis that all s.21(1) requirements have been satisfied s.21 and s.22]. 3. impose, vary or revoke conditions on a demolition permit [s.27(1) and (3)]. 4. determine an application to extend time during which a demolition permit has effect [r.23]. i. Subject to being satisfied that work for which the demolition permit was granted has not been completed OR the extension is necessary to allow rectification of defects of works for which the permit was granted [r.24(1)] ii. Authority to impose any condition on the demolition permit extension that could have been imposed under s.27 [r.24(2)]. 5. approve, or refuse to approve, an application for a new responsible person for a demolition permit [r.26].
Council conditions on this delegation:	Nil

City of Perth

Delegated Authority Register 2020/21

Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011:* • Section 22 Further Grounds for Not Granting an Application • Section 23 Time for deciding application for building or demolition permit • Section 119 Building and demolition permits – applications for review by SAT *Building Services (Complaint Resolution and Administration) Act 2011* • Part 7, Division 2 *Building and Construction Industry Training Levy Act 1990* ~~*Heritage of Western Australia Act 1990*~~ *Heritage Act 2018*

Version Control		
1	719/11	06/12/2012
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.3 Grant Occupancy Permit or Building Approval Certificate	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government) in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011:* • Section 55 Further Information • Section 58 Grant of Occupancy Permit, Building Approval Certificate • Section 62(1) and (3) Conditions Imposed by Permit Authority • Section 65(4) Extension of Period of Duration Building Regulations 2012 • r.40 Extension of period of duration of time limited occupancy permit or building approval certificate (s.65)
Delegate:	Chief Executive Officer Alliance Manager Development Approvals Principal Building Surveyor Senior Building Surveyor
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. require an applicant to provide any document or information required in order to determine an application [s.55]. 2. grant, refuse to grant, or to modify an occupancy permit or building approval certificate [s.58]. 3. impose, add, vary or revoke conditions on an occupancy permit or building approval certificate [s.62(1) and (3)]. 4. extend the period in which an occupancy permit or modification, or building approval certificate has effect [s.65(4) and reg 40].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Building Act 2011:* • Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Services (Registration Act) 2011* – Section 11 *Building Services (Complaint Resolution and Administration) Act 2011* • Part 7, Division 2 *Building and Construction Industry Training Levy Act 1990*

City of Perth

Delegated Authority Register 2020/21

Version Control		
1	719/11	06/12/2012
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18
3	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.4 Designate Authorised Persons	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011:* • Section 96(3) Authorised Persons • Section 99(3) Limitations on powers of authorise person
Delegate:	Chief Executive Officer ~~Director Planning and Development~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority: 1. to designate an employee as an authorised person [s.96(3)]. 2. to revoke or vary a condition of designation as an authorised person or give written notice to an authorised person limiting powers that may be exercised by that person [s.99(3)].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
1	719/11	06/12/2012
1	Annual Review	294/12 26/06/12
1	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
2	Annual Review	09/06/15 OCM Trim 99056/15
2	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.5 Building Orders	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government)
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2001:* • Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011:* • Section 110(1) A Permit Authority (Local Government) may make a Building Order • Section 111(1) Notice of proposed building order other than building order (emergency) • Section 117(1) and (2) A Permit Authority (Local Government) may revoke a Building Order or notify that it remains in effect • Section 118(2) and (3) Permit authority may give effect to building order if non-compliance • Section 133(1) A Permit Authority (Local Government) may commence a prosecution for an offence against this Act
Delegate:	Chief Executive Officer ~~Director Planning and Development~~ Alliance Manager Development Approvals Principal Building Surveyor Senior Development Compliance Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. make Building Orders [s.110] in relation~~s~~ to: a. Building work, b. Demolition Work, c. An existing building or incidental structure. 2. give notice of a proposed building order and consider submissions received in response and determine actions [s.111(1)(c)] 3. revoke a Building Order [s.117]. 4. if there is non-compliance with a building order, cause an authorised person to: a. Take any action specified in the order; or b. Commence or complete any work specified in the order; or c. If any specified action was required by the order to cease, to take such steps as are reasonable to cause the action to cease [s.118(2)].

City of Perth

Delegated Authority Register 2020/21

	5. take court action to recover as a debt, reasonable costs and expenses incurred in doing anything in regard to non-compliance with a building order [s.118(3)]. 6. initiate a prosecution pursuant to section 133(1) for non-compliance with a Building Order made pursuant to section 110 of the *Building Act 2011*.
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Building Act 2011:* • Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011:* • Section 111 Notice of proposed building order other than building order (emergency) • Section 112 Content of building order • Section 113 Limitation on effect of building order • Section 114 Service of building order Part 9 Review

Version Control

Version	Decision Reference	Date Delegated
1	719/11	06/12/2012
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review / Amended	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
4	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.6 Inspection and Copies of Building Records	
Delegator: Power/Duty assigned in legislation to:	Permit Authority (Local Government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Act 2011:* • Section 131(2) Inspection, Copies of Building Records
Delegate/s:	Chief Executive Officer Alliance Manager Development Approvals Applications Team Leader Principal Building Surveyor
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine an application from an interested person to inspect and copy a building record [s.131(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Building Act 2011:* • Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
1	719/11	06/12/2012
1	Annual Review	26/06/12 294/12
2	Annual Review / Amended	25/06/13 319/13 CEO Trim 77838/13
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15
3	Annual Review	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.3.7 Approved and Authorised Officers	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127 Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Regulations 2012:* • Regulation 70(1) Approved officers and authorised officers • Regulation 70(2) Approved officers and authorised officers
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. appoint a specified employee to be an approved officer for the purposes of the Criminal Procedure *Act 2004* section 6(a) [r. 70(1)]. ***Guidance Note:*** Specified employee means a local government employee who has delegated authority to perform a function under section 9.19 or 9.20 of the *Local Government Act 1995* (please refer to relevant delegation). 2. appoint an *authorised officer* for the purposes of the *Criminal Procedure Act 2004* section 6(b) [r. 70(2)].
Council conditions on this delegation:	A person may only be appointed to be an *authorised officer* if that person is also appointed under the *Local Government Act 1995* section 9.10(1) for the purpose of performing functions under section 9.16 of that Act. A certificate of authority must be issued to all *authorised officers*.
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

NEW - 2.3.8 Private Pool Barrier – Alternative and Performance Solutions	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127(1)&(3) Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Regulations 2012:* • Regulation 51 Approvals by permit authority
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to approve requirements alternative to a fence, wall, gate or other component included in the barrier, if satisfied that the alternative requirements will restrict access by young children as effectively as if there were compliance with AS 1926.1 [r.51(2)] 2. Authority to approve a door for the purposes of compliance with AS 1926.1, where a fence or barrier would cause significant structural or other problem which is beyond the control of the owner / occupier or the pool is totally enclosed by a building or a fence or barrier between the building and pool would create a significant access problem for a person with a disability [r.51(3)] 3. Authority to approve a performance solution to a Building Code pool barrier requirement if satisfied that the performance solution complies with the relevant performance requirement [r.51(5)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
0	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW - 2.3.9 Smoke Alarms – Alternative Solutions	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127(1)&(3) Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Regulations 2012:* • Regulation 55 Terms Used (alternative building solution approval) • Regulation 61 Local Government approval of battery powered smoke alarms
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to approve alternative building solutions which meet the performance requirement of the Building Code relating to fire detection and early warning [r.55]. 2. Authority to approve or refuse to approve a battery powered smoke alarm and to determine the form of an application for such approval [r.61].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
0	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW - 2.3.10 Referrals and Issuing Certificates	
Delegator: Power/Duty assigned in legislation to:	Permit authority (local government in accordance with s.6(3)).
Express power to delegate: Power that enables a delegation to be made.	*Building Act 2011:* • Section 127(1)&(3) Delegation: special permit authorities and local governments
Express power or duty delegated:	*Building Regulations 2011* • Section 145A Local Government functions
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegated must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to issue a certificate for Design Compliance, Construction Compliance or Building Compliance whether or not the land subject of the application is located in the City of Perth's District [s.145A(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Building Act 2011:* Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
Compliance links:	*Building Act 2011*

Version Control

Version	Decision Reference	Date Delegated
0	New Delegation	

City of Perth

Delegated Authority Register 2020/21

2.4 Planning and Development Act 2005

2.4.1 Illegal Development	
Delegator: Power/Duty assigned in legislation to:	The Local Government.
Express power to delegate: Power that enables a delegation to be made.	*Local Government Act 1995:* • Section 5.42 Delegation of some powers and duties to CEO
Express power or duty delegated:	Planning and Development Act 2005: • Section 214(2), (3) and (5)
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Give a written direction to the owner or any other person undertaking an unauthorised development to stop, and not recommence, the development or that part of the development that is undertaken in contravention of the planning scheme, interim development order or planning control area requirements; 2. Give a written direction to the owner or any other person who undertook an unauthorised development: (a) to remove, pull down, take up, or alter the development; and (b) to restore the land as nearly as practicable to its condition immediately before the development started, to the satisfaction of the responsible authority. 3. Give a written direction to the person whose duty it is to execute work to execute that work where it appears that delay in the execution of the work to be executed under a planning scheme or interim development order would prejudice the effective operation of the planning scheme or interim development order.
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	~~Nil.~~ *Local Government Act 1995*: Section 5.44 CEO may delegate some powers and duties to other employees
Compliance links:	Part 13 of the *Planning and Development Act 2005*

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	527/12 30/10/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
1	Annual Review	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
1	Annual Review	28/06/18 OCM CM 162912/18

City of Perth

Delegated Authority Register 2020/21

1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.5 City Planning Scheme

2.5.1 City Planning Scheme No.2 – Planning Approval	
Delegator: Power/Duty assigned in legislation to:	The Local Government.
Express power to delegate: Power that enables a delegation to be made.	The relevant clauses of the *Planning and Development (Local Planning Schemes) Regulations 2015* - Schedule 2 Deemed Provisions for Local Planning Schemes – including clauses 81 to 84.
Express power or duty delegated:	City Planning Scheme No.2 • CPS2 clauses 32,33,34,36 and 37; and • Clauses 64 1 (f) and 64 (1A & 1B) of the supplemental Provisions to the Deemed Provisions The relevant clauses of the P*lanning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning schemes including clauses 64, 67, 68, 72 and 77.
Delegate/s:	Chief Executive Officer ~~Director Planning and Development~~ ~~Manager Development Approvals~~
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to determine development applications for the commencement or continuation of any development or use of any land or building and apply discretion where provided. 2. Authority to require or waive the requirement for an applicant to advertise a proposal. 3. Authority to determine the advertising content of a proposed sign at: a. 267 (Lot 10) St Georges Terrace, Perth (OCM 01/04/14). b. 81 (Lot 81) St Georges Terrace, Perth (OCM 01/04/14). 3. Determine, in accordance with clause 77 of the Deemed Provisions, whether to approve, refuse, or approve with conditions an application by an owner to: a. to amend an approval so as to extend the period within which any development approved must be substantially commenced; b. to amend or delete any condition to which an approval is subject; c. to amend an aspect of the development approved which, if amended, would not substantially change the development approved; or to cancel an approval.
Council conditions on this delegation:	In relation to Delegated Authority 1 above: 1. The delegation of power may not be exercised where: a. the application is a non-complying application for the purposes of clause 36 of the Scheme and clause 64 of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes, where the non-compliance is considered major or involves a request for bonus plot ratio other that in accordance with clause 28(6) of the Scheme; or

City of Perth

Delegated Authority Register 2020/21

	b. the application is for development that may have a detrimental impact on a place that is: i. entered on the Heritage List or is located within a Heritage Area prepared in accordance with clauses 8 and 9 of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes; or ii. entered in the Register of Heritage Places under the ~~*Heritage of Western Australia Act 1990*~~ *Heritage Act 2018*, or is the subject of ~~an~~ a relevant order under ~~Part 6 of the *Heritage of Western Australia Act 1990*~~ the *Heritage Act 2018*; 2. Where an objection(s) to an application has been received from a landowner/ occupier as a result of public consultation, approval or conditional approval shall only be issued where, in the opinion of the Delegated Officer, the issue(s) raised in the submission(s): a. can be resolved through the placement of reasonable conditions on the approval; or b. does not relate to valid planning and development considerations associated with the proposal; Authority may not be exercised where any elected member has requested that the application be referred to the Council for determination. Details of approvals issued under delegated authority are to be made available to elected members on a weekly basis.
Express power to sub-delegate:	The relevant clauses of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes – including clause 83
Compliance links:	*City Planning Scheme No. 2* and subordinate Schemes: • TPS 11 City of Perth Town Planning Scheme No.11 (Wesley Trust) • TPS 13 City of Perth Town Planning Scheme No.13 (SGIO) • TPS 14 City of Perth Town Planning Scheme No.14 (Withernsea) • TPS 16 City of Perth Town Planning Scheme No.16 (AMP) • TPS 21 City of Perth Town Planning Scheme No.21 (FAI Site) • TPS 23 City of Perth Town Planning Scheme No.23 (Paragon) • TPS 24 City of Perth Town Planning Scheme No.24 (131-137 Adelaide Terrace) • LPS 26 City of Perth Local Planning Scheme No.26 (East Perth Redevelopment Area) *Planning and Development Act 2005 Planning and Development Regulations 2009* *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes

Version Control

Version	Decision Reference	Date Delegated
1		88/10 – 16/02/2010
1	Annual Review	26/06/12 294/12
1	Annual Review	25/06/13 319/13 CEO Trim 77838/13
2	New DA.4(a)= sign content	01/04/14
2	Annual Review	24/06/14 270/14 CEO Trim 234521/14
3	Annual Review	09/06/15 OCM Trim 99056/15

City of Perth

Delegated Authority Register 2020/21

4	New legislation – The Planning and Development (Local Planning Schemes) Regulations 2015 – Schedule 2 Deemed Provisions for Local Planning Schemes	24/11/15 OCM 509/15
5	Annual Review / Amended	01/08/17 OCM Trim 196152/17
5	CEO Annual Review	16/08/17 CEO Trim 204825/17
6	Annual Review	28/06/18 OCM CM 162912/18
6	ELG	18/07/2018 CM 180831/18
6	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.5.1 ~~City Planning Scheme No.2 – Planning Approval~~ A) City of Subiaco Town Planning Scheme No.4. Planning Approval	
Delegator: Power/Duty assigned in legislation to:	The Local Government.
Express power to delegate: Power that enables a delegation to be made.	Clause 80 of 'Town Planning Scheme No.4' The relevant clauses of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes – including clauses 81 to 84.
Express power or duty delegated:	The relevant clauses of 'Town Planning Scheme No.4' including but not limited to Part 4: Development Approval. The relevant sections/clauses of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes, including but not limited to Part 7: Requirement for Development Approval, Part 8: Applications for Development Approval, and Part 9: Procedure for dealing with applications for Development Approval.
Delegate/s:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine an application for planning approval for the commencement or continuation of any development or use of any land or building.
Council conditions on this delegation:	The delegation of power does not apply in the following circumstances: a. applications for unauthorised development (retrospective applications), where an officers recommendation is to undertake prosecution proceedings in relation to a matter connected with the unauthorised development for which approval has been sought. b. the application is for planning approval where the development may have a detrimental impact on a place that is: i. entered in the Register of Heritage Places under the ~~*Heritage of Western Australia Act 1990*~~ *Heritage Act 2018*, or ii. the subject of ~~an~~ a relevant order under the ~~*Heritage of Western Australia Act 1990*~~, Part 6 *Heritage Act 2018*, or iii. subject to a declaration under clause 55 of the Scheme that it is significant and worthy of preservation, or included on a Heritage List prepared in accordance of clause 8 of *The Planning and Development (Local Planning schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes; or iv. located within an Heritage Area designated under clause 59 of the Scheme or clause 9 of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning

City of Perth

Delegated Authority Register 2020/21

	Schemes; or the subject of a heritage agreement entered into under clause 56 of the Scheme or Clause 10 of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes. c. where 5 or more objections are received on valid planning grounds. d. delegation may not be exercised where any elected member has requested that the application be referred to the Council for determination. details of approval issued under delegated authority are to be made available to elected members on a weekly basis.
Express power to sub-delegate:	Clause 83 of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes.
Compliance links:	City of Subiaco – 'Town Planning Scheme No.4'; *Planning and Development Act 2005;* *Planning and Development Regulations 2009;* *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes; and *Local Government (Constitution) Regulations 1998*

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	28/06/16 OCM Trim 109222/16 and CEO Trim 111873/16
1	Annual Review	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
1	Annual Review	28/06/18 OCM CM 162912/18
1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE 2.5.2 City Planning Scheme No.2 – Appoint Authorised Officers	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	The relevant clauses of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes including clauses 81 to 84.
Express power or duty delegated:	City Planning Scheme No.2 • Clause 42 Entry and Inspection Powers The relevant clauses of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes including clause 79.
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to appoint Authorised Officers for the purposes of entering any building or land to determine whether the provisions of this Scheme have been or are being observed in accordance with relevant clauses of the P*lanning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions – including clause 79.
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	The relevant clauses of the *Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes including clause 83.
Compliance links:	*The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	09/06/2015 OCM 99056/15
2	New legislation – The Planning and Development (Local Planning Schemes) Regulations 2015 – Schedule 2 Deemed Provisions for Local Planning Schemes	24/11/15 OCM 509/15
3	Annual Review / Amended	01/08/17 OCM Trim 196152/17
3	CEO Annual Review	16/08/17 CEO Trim 204825/17
4	CEO Amendment	21/09/17 CEO Trim 237249/17
4	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE ~~2.5.2 City Planning Scheme No.2 – Appoint Authorised Officers~~ ~~A) City of Subiaco Town Planning Scheme No.4. – Appoint Authorised Officers~~	
~~Delegator:~~ ~~Power/Duty assigned in legislation to:~~	~~Chief Executive Officer~~
~~Express power to delegate:~~ ~~Power that enables a delegation to be made.~~	~~Clause 80 of 'Town Planning Scheme No.4'~~ ~~The relevant clauses of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes – including clauses 81 to 84.~~
~~Express power or duty delegated:~~	~~Clause 79 of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes.~~
~~Delegate:~~	~~Nil.~~
~~Function:~~ ~~This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.~~	~~Authority to appoint Authorised Officers for the purposes of entering any building or land to determine whether the provisions of this Scheme have been or are being observed.~~
~~Council conditions on this delegation:~~	~~Nil.~~
~~Express power to sub-delegate:~~	~~Clause 83 of *The Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 Deemed Provisions for Local Planning Schemes.~~

~~Version Control~~

~~Version~~	**~~Decision Reference~~**	**~~Date Delegated~~**
~~1~~	~~New Delegation~~	~~28/06/16 OCM Trim 109222/16~~
~~1~~	~~Annual Review~~	~~01/08/17 OCM Trim 196152/17~~
~~1~~	~~CEO Annual Review~~	~~16/08/17 CEO Trim 204825/17~~
~~2~~	~~CEO Amendment~~	~~21/09/17 CEO Trim 237249/17~~
~~2~~	~~Annual Review~~	~~28/06/18 OCM CM 162912/18~~
~~2~~	~~ELG~~	~~18/07/2018 CM 180831/18~~
~~2~~	~~Annual Review~~	~~25/06/19 CM 168773/19~~

City of Perth

Delegated Authority Register 2020/21

2.6 Cat Act 2011

2.6.1 Cat Registrations	
Delegator: Power/Duty assigned in legislation to:	The Local government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat Act 2011* • Section 9 Registration • Section 10 Cancellation of registration • Section 11 Registration numbers, certificates and tags
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Grant or refuse to grant the registration of the cat [s.9(1)(a)]. 2. Renew or refuse to renew the registration of the cat [s9(1)(b)]. 3. Require an applicant to provide any additional document or information required to determine the application [s9(5)]. 4. Refuse to consider an application, where the applicant has not complied with a request for information [s9(6)]. 5. Cancel the registration of a cat [s10]. 6. to give the cat owner a new registration certificate or tag, if satisfied that the original has been stolen, lost, damaged or destroyed [s11(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	*Cat Act 2011* Part 2 Division 1 – Registration and tagging

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	28/06/16 OCM Trim 109222/16
1	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
3	CEO Sub-delegation amended	09/04/18 CM 90076/18
3	Annual Review	28/06/18 OCM CM 162912/18
3	ELG	18/07/2018 CM 180831/18

City of Perth

Delegated Authority Register 2020/21

4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.6.2 Cat Control Notices	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat Act 2011* • Section 26 Cat control notice may be given to cat owner
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to give a cat control notice to a person who is the owner of a cat ordinarily kept within the City's district [s. 26].
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	*Cat Regulations 2012* regulation 20 Cat Control Notice [s.23(3)]

Version Control

Version	Decision Reference	Date Delegated
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.6.3 Approval to Breed Cats	
Delegator: Power/Duty assigned in legislation to:	The Local government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat Act 2011* • Section 37 Approval to breed cats • Section 38 Cancellation of approval to breed cats • Section 39 Certificate to be given to approved cat breeder
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Grant or refuse to grant an approval for the person to breed cats [s37(1)(a) and 37(2)]. 2. Renew or refuse to renew an approval for the person to breed cats [s37(1)(b)] and 37(2)]. 3. Require an applicant to provide any document or information required to determine the application [s37(3)]. 4. Refuse to consider an application, where the applicant has not complied with a request for information [s37(4)]. 5. Cancel an approval to breed cats [s38]. 6. Give an approved breeder a new certificate or tag, if satisfied that the original has been stolen, lost, damaged or destroyed [s39(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	*Cat Act 2011* • Part 3 Division 4 – Breeding of cats *Cat Regulations 2012*: • r.21 Application for approval to breed cats (s.36(2)) • r.22 Other circumstances leading to refusal of approval to breed cats (s.37(2)(f))

City of Perth

Delegated Authority Register 2020/21

	• r.23 Person who not be refused approval to breed cats (s.37(5)) • r.24 Duration of approval to breed cats (s.37(6)) • r.25 Certificate given to approved cat breeder (s.39(1))

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 10/12/13 CEO Trim 154059/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
1	Annual Review	01/08/17 OCM Trim 196152/17
2	CEO Annual Review / Amended	16/08/17 CEO Trim 204825/17
3	CEO Sub-delegation amended	09/04/18 CM 90076/18
3	Annual Review	28/06/18 OCM CM 162912/18
4	ELG	18/07/2018 CM 180831/18
4	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.6.4 Appoint Authorised Persons	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat Act 2011* • Section 48 Authorised Persons
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Appoint Persons or classes of persons to be authorised for the purposes of performing particular functions under this Act [s.48(1)]. 2. Determine conditions on any authorisation [s.48(3)]. 3. Cancel or vary an authorisation [s.48(4)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	*Cat Act 2011* • Part 4 Division 3

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	OCM 10/12/13 CEO Trim 154059/13
1	Annual Review	24/06/14 270/14 CEO Trim 234521/14
1	Annual Review	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
2	CEO Amendment	21/09/17 CEO Trim 237249/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
2	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.6.5 Waive or Discount Registration Fees	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat Regulations ~~2011~~ 2012* • ~~Schedule 1 – clause 1: Fees payable~~ • Schedule 3 – cl. 1(4)]: Fees payable
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to waive or discount prescribed fees in relation to registration of cats [Schedule 3 – cl. 1(4)]
Council conditions on this delegation:	Nil
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	*Cat Act 2011* *Cat Regulations 2012*

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
1	Annual Review	28/06/18 OCM CM 162912/18
1	ELG	18/07/18 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.6.6 Applications to keep additional cats	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Cat Act 2011* • Section 44 Delegation by local government
Express power or duty delegated:	*Cat (Uniform Local Provisions) Regulations 2013*: • Regulation 8 Application to keep additional number of cats • Regulation 9 Grant approval to keep additional number of cats
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. require any document or additional information required to determine an application [r.8(3)] 2. refuse to consider an application if the applicant does not comply with a requirement to provide any document or information required to determine an application [r.8(4)]. 3. grant or refuse approval for additional number of cats specified in an application to be kept at the prescribed premises and to determine any condition reasonably necessary to ensure premises are suitable for the additional number of cats [r.9].
Council conditions on this delegation:	Notices of decisions must include advice as to review rights in accordance with regulation 11 of the *Cat (Uniform Local Provisions) Regulations 2013*.
Express power to sub-delegate:	*Cat Act 2011* • Section 45 Delegation by CEO of local government
Compliance links:	

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

REVOKE ~~2.6.7 Infringement Notices – Extensions and Withdrawals~~	
~~Delegator:~~ ~~Power/Duty assigned in legislation to:~~	~~Chief Executive Officer~~
~~Express power to delegate:~~ ~~Power that enables a delegation to be made.~~	~~*Cat Act 2011*~~ ~~• Section 45 Delegation by CEO of local government~~
~~Express power or duty delegated:~~	~~*Cat Act 2011*~~ ~~• Section 64 Extension of time~~ ~~• Section 65 Withdrawal of notice~~
~~Delegate:~~	~~General Manager Community Development~~ ~~Manager Community Amenity and Safety~~
~~Function:~~ ~~This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.~~	~~Authority to:~~ ~~1. Extend the period of 28 days within which the modified penalty may be paid and to the extension may be allowed whether or not the period of 28 days has elapsed [s64].~~ ~~2. Within one year of the infringement notice being given and whether or not the modified penalty has been paid, to withdraw an infringement notice [s.65].~~
~~Council conditions on this delegation:~~	~~Nil~~
~~Express power to sub-delegate:~~	~~Nil~~
~~Compliance links:~~	~~*Cat Regulations 2012:*~~ ~~• r.28 Withdrawal of infringement notice (s.65(1))~~

~~Version Control~~		
~~Version~~	**~~Decision Reference~~**	**~~Date Delegated~~**
~~1~~	~~Annual Review~~	~~25/06/19 CM 168773/19~~

City of Perth

Delegated Authority Register 2020/21

2.7 Dog Act 1976

2.7.1 Dog Act – Registrations	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 16 Registration procedure • Section 17A If no application for registration made
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Direct a registration officer to refuse to effect or renew a registration of a dog or cancel an existing registration [s.16]. 2. Determine that a dog cannot be registered where no application has been made [s.17A]. 3. Determine, for the purposes of assessing whether a dog can be registered or remain registered, that a dog is not, or will not be, appropriately confined [s.16, s.17A]. 4. Determine, for the purposes of assessing whether a dog can be registered or remain registered, that a dog is destructive, unduly mischievous, or to be suffering from an infectious or contagious disease [s.16, 17A]. 5. Apply to a Justice of the Peace for an order to seize a dog where, following a decision to refuse or cancel a registration and the applicant / owner has not applied to the State Administrative Tribunal for the decision to be reviewed. [s.17(4)] and Authority, following seizure, to determine to cause the dog to be detained or destroyed or otherwise disposed of as though it had be found in contravention of section 31, 32 or 33A and had not been claimed [s.17(6)]
Council conditions on this delegation:	The Chief Executive Officer may delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	*Dog Act 1976* • Section 17 Notices of refusal to register inform the owner of the right under section 17(1) to apply to the State Administrative Tribunal for a review of the

City of Perth

Delegated Authority Register 2020/21

	decision.

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
1	Annual Review	28/06/18 OCM CM 162912/18
1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.7.2 Dog Act – Waive Registration Fees	
Delegator: Power/Duty assigned in legislation to:	The Local Government.
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	To discount or waive a registration fee for any individual dog or any class of dogs within its district excluding a dangerous dog [s.15(4A), s.15(4B)].
Council conditions on this delegation:	The Chief Executive Officer may delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	*Dog Act 1976* *Dog Local Law 2011 (CONSOLIDATED – Dog Amendment Local Law 2013)*

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	01/08/17 OCM Trim 196152/17
1	CEO Annual Review	16/08/17 CEO Trim 204825/17
1	Annual Review	28/06/18 OCM CM 162912/18
1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.7.3 Dog Act – Appoint Authorised Officers	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 29(1) Power to seize dogs • Section 11 Staff and services
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Appoint a person to be an authorised officer for the purposes of the *Dog Act 1976* [s.29(1), s.11]. 2. Appoint a person to be a registration officer for the purposes of the Dog Act 1976 [s.29(1), s.11(3)].
Council conditions on this delegation:	The Chief Executive Officer may delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	*Dog Act 1976* • Section 11(3) a person appointed as an authorised officer under this delegation must be provided with a certificate of authorisation and must furnish it when requested in the process of exercising any authority under the Act. *Dog Regulations 2013* • Section 35(6) a person authorised to issue an infringement cannot withdraw an infringement • Schedule 1, Form 1 The certificate of authorisation must be in the prescribed form (subject to section 31 of the Public Health Act 2016)

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	28/06/18 OCM CM 162912/18
1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

NEW 2.7.4 Dog Act – Recovery of Moneys Due Under this Act	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 29(5) Power to seize dogs
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to recover moneys, in a court of competent jurisdiction, due in relation to a dog for which the owner is liable [s.29(5)].
Council conditions on this delegation:	The Chief Executive Officer may sub-delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	Includes recovery of expenses relevant to: s.30A(3) Operator of dog management facility may have dog microchipped at owner's expense s.33M Local government expenses to be recoverable. s.47 Veterinary service expenses recoverable from local government r.31 Local government expenses as to dangerous dogs (declared)

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.7.5 Dog Act – Dangerous Dog Declared or Seized – Deal with Objections and Determine when to Revoke	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 33F(6) Owners to be notified of making of declaration • Section 33G(4) Seizure and destruction • Section 33H(1), (2) and (5) Local government may revoke declaration or proposal to destroy
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to consider and determine to either dismiss or uphold an objection to the declaration of a dangerous dog [s.33F(6)]. 2. Authority to consider and determine to either dismiss or uphold an objection to seizure of a dangerous dog [s.33G(4)]. 3. Authority to revoke a declaration of a dangerous dog or revoke notice proposing to cause a dog to be destroyed, only where satisfied that the dog can be kept without likelihood of any contravention of this Act [s.33H(1)] i. Authority to, before dealing with an application to revoke a declaration or notice, require the owner of the dog to attend with the dog a course in behaviour and training or otherwise demonstrate a change in the behaviour of the dog [s.33H(2)].
Council conditions on this delegation:	The Chief Executive Officer may sub-delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.7.6 Dog Act – Deal with Objection to Notice to Revoke Dangerous Dog Declaration or Destruction Notice	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 33H (5) Local government may revoke declaration or proposal to destroy
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to consider and determine to either dismiss or uphold an objection to a decision to revoke [s.33H(5)]: a) a notice declaring a dog to be dangerous; or b) a notice proposing to cause a dog to be destroyed.
Council conditions on this delegation:	The Chief Executive Officer may sub-delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.7.7 Dog Act – Determine Recoverable Expenses for Dangerous Dog Declaration	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Dog Act 1976* • Section 10AA Delegation of local government powers and duties
Express power or duty delegated:	*Dog Act 1976* • Section 33M(1)(a) Local Government expenses to be recoverable
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to determine the reasonable charge to be paid by an owner at the time of payment of the registration fee under s.15, up to the maximum amount prescribed, having regard to expenses incurred by the Local Government in making inquiries, investigations and inspections concerning the behaviour of a dog declared to be dangerous [s.33M(1)(a)].
Council conditions on this delegation:	The Chief Executive Officer may sub-delegate the above powers.
Express power to sub-delegate:	*Dog Act 1976* • Section 10AA(3) The delegation may expressly authorise the delegate to further delegate the power or duty.
Compliance links:	Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal Regulation 31 of the *Dog Regulations 2013* prescribes the maximum amount.

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

2.8 Public Health Act 2016

2.8.1 Appoint Authorised Officers	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Public Health Act 2016* • Section 21 Enforcement agency may delegate
Express power or duty delegated:	*Public Health Act 2016* • Section 24 Designation of authorised officers • Section 17 Appointment of environmental health officers
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to: 1. Appoint a qualified person to be an environmental health officer [s.17]. 2. Designate environmental health officers (either as a person or as a class of persons) to be authorised officers for the purposes of the *Public Health Act 2016* or another specified Act or for the purposes of the specified provisions of this Act or another specified Act [s.24] 3. Designate a qualified person (either as a person or as a class of persons) who is not an environmental health officer to be an authorised officer for the purposes of the Public Health Act 2016 or another specified Act or for the purposes of the specified provisions of this Act or another specified Act [s.24]
Council conditions on this delegation:	The appointer of authorised officers who are not environmental health officers must be satisfied they are suitably qualified for the powers and duties they are authorised for and have regard to any guidelines issues by the Department under s.29(1). A person cannot be appointed as an Environmental Health Officer unless they meet the qualifications determined and published by the Department under s.18.
Express power to sub-delegate:	Nil.
Compliance links:	*Public Health Act 2016:* • Section 30 Certificates of authority • Section 18 Chief Health Officer to approve qualifications and experience required by environmental health officers • Section 25 Certain authorised officers required to have qualifications and experience • Section 29 Chief Health Officer may issue guidelines about qualifications and experience of authorised officers • Section 27 Lists of authorised officers to be maintained
Version Control	

City of Perth

Delegated Authority Register 2020/21

Version	Decision Reference	Date Delegated
1	New Delegation	11/04/17 OCM Trim 77934/17
2	Annual Review	28/06/18 OCM CM 162912/18
2	ELG	18/07/2018 CM 180831/18
2	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

NEW 2.8.2 Enforcement Agency Reports to the Chief Health Officer	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Public Health Act 2016* • Section 21 Enforcement agency may delegate
Express power or duty delegated:	*Public Health Act 2016* • s.22 Reports by and about enforcement agencies
Delegate:	Principal Environmental Health
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to prepare and provide to the Chief Health Officer, the Local Government's report on the performance of its functions under this Act and the performance of functions by persons employed or engaged by the City [s.22(1)] 2. Authority to prepare and provide to the Chief Health Officer, a report detailing any proceedings for an offence under this Act [s.22(2)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil.
Compliance links:	*Public Health Act 2016:* • Section 20

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.8.3 Determine Compensation for Seized Items	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Public Health Act 2016* • Section 21 Enforcement agency may delegate
Express power or duty delegated:	*Public Health Act 2016* • s.264 Compensation
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority, in response to an application for compensation, to determine compensation that is just and reasonable in relation to any item seized under Part 16 if there has been no contravention of the Act and the item cannot be returned or has in consequence of the seizure depreciated in value [s.264].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil.
Compliance links:	*Public Health Act 2016:* • s.20 Conditions on performance of functions by enforcement agencies. Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.8.4 Commence Proceedings	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Public Health Act 2016* • Section 21 Enforcement agency may delegate
Express power or duty delegated:	*Public Health Act 2016* • s.280 Commencing Proceedings
Delegate:	Principal Environmental Health
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	Authority to commence proceedings for an offence under the Public Health Act 2016 [s.280]
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	Nil.
Compliance links:	*Public Health Act 2016:* • Section 20

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

2.9 Health (Miscellaneous Provisions) Act 1911

2.9.1 Appoint Authorised and Approved Persons – Health (Asbestos) Regulations 1992	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Health (Asbestos) Regulations 1992* • Regulation 15D(7) Infringement Notices A local government may delegate a power or duty conferred or imposed on it by this regulation to the chief executive officer of the local government.
Express power or duty delegated:	*Health (Asbestos) Regulations 1992* Regulation 15D(5) Infringement Notices
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	The authority to appoint in writing, persons or classes of persons to be authorised officers or approved officers for the purposes of the *Criminal Procedure Act 2004* Part 2.
Council conditions on this delegation:	An officer authorised to issue an infringement ('authorised officer') may not be appointed to withdraw an infringement ('approved officer').
Express power to sub-delegate:	Nil.
Compliance links:	*Health (Asbestos) Regulations 1992* Authorised officers must be issued with card or certificate that advised they are authorised to issue infringements for officers specified under Schedule 1 of these Regulations. *Criminal Procedure Act 2004* Part 2

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	28/06/18 OCM CM 162912/18
1	ELG	18/07/2018 CM 180831/18
1	Annual Review	25/06/19 CM 168773/19

City of Perth

Delegated Authority Register 2020/21

2.10 NEW *Graffiti Vandalism Act 2016*

NEW 2.10.1 Give Notice Requiring Obliteration of Graffiti	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Graffiti Vandalism Act 2016:* • s. 16 Delegation by local government
Express power or duty delegated:	*Graffiti Vandalism Act 2016:* s.18(2) Notice requiring removal of graffiti s.19(3) & (4) Additional powers when notice is given
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to give written notice to a person who is an owner or occupier of property on which graffiti is applied, requiring the person to ensure that the graffiti is obliterated in an acceptable manner, within the time set out in the notice [s.18(2)]. 2. Authority, where a person fails to comply with a notice, to do anything considered necessary to obliterate the graffiti in an acceptable manner [s.19(3)] and to take action to recover costs incurred as a debt due from the person who failed to comply with the notice [s.19(4)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Graffiti Vandalism Act 2016:* s.17 Delegation by CEO of local government
Compliance links:	*Graffiti Vandalism Act 2016* – Part 3 – Local Government powers Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.10.2 Notices – Deal with Objections and Give Effect to Notices	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Graffiti Vandalism Act 2016:* • s. 16 Delegation by local government
Express power or duty delegated:	*Graffiti Vandalism Act 2016:* s.22(3) Objection may be lodged s.24(1)(b) & (3) Suspension of effect of notice
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to deal with an objection to a notice [s.22(3)]. 2. Authority, where an objection has been lodged, to: i. determine and take action to give effect to the notice, where it is determined that there are urgent reasons or an endangerment to public safety or likely damage to property or serious nuisance, if action is not taken [s.24(1)(b)] and ii. to give notice to the affected person, before taking the necessary actions [s.24(3)].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Graffiti Vandalism Act 2016:* s.17 Delegation by CEO of local government
Compliance links:	*Graffiti Vandalism Act 2016* – Part 3 – Local Government powers Note – Decisions under this delegation may be referred for review by the State Administrative Tribunal

Version Control

Version	Decision Reference	Date Delegated
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.10.3 Obliterate Graffiti on Private Property	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Graffiti Vandalism Act 2016:* • s. 16 Delegation by local government
Express power or duty delegated:	*Graffiti Vandalism Act 2016:* s.25(1) Local government graffiti powers on land not local government property
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to determine to obliterate graffiti applied without consent of the owner or occupier, even though the land on which it is done is not local government property and the local government does not have consent [s.25(1)].
Council conditions on this delegation:	Subject to exercising Powers of Entry.
Express power to sub-delegate:	*Graffiti Vandalism Act 2016:* s.17 Delegation by CEO of local government
Compliance links:	*Graffiti Vandalism Act 2016* – Part 3 – Local Government powers

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	

City of Perth

Delegated Authority Register 2020/21

NEW 2.10.4 Powers of Entry	
Delegator: Power/Duty assigned in legislation to:	The Local Government
Express power to delegate: Power that enables a delegation to be made.	*Graffiti Vandalism Act 2016:* • s. 16 Delegation by local government
Express power or duty delegated:	*Graffiti Vandalism Act 2016:* s.28 Notice of entry s.29 Entry under warrant
Delegate:	Chief Executive Officer
Function: This is a precis only. Delegates must act with full understanding of the legislation and conditions relevant to this delegation.	1. Authority to give notice of an intended entry to the owner or occupier of land, premises or thing, specifying the purpose for which entry is required [s.28]. 2. Authority to obtain a warrant to enable entry onto any land, premises or thing for the purposes of this Act [s.29].
Council conditions on this delegation:	Nil.
Express power to sub-delegate:	*Graffiti Vandalism Act 2016:* s.17 Delegation by CEO of local government
Compliance links:	*Graffiti Vandalism Act 2016* – Part 3 – Local Government powers

Version Control		
Version	**Decision Reference**	**Date Delegated**
1	New Delegation	



City of Perth

Four-year Corporate Business Plan

2020/21 – 2023/24



Contents

1. Executive Summary / Introduction 5

2. The City's Integrated Strategic Planning and Reporting Framework 6
- 2.1. The City of Perth Vision 8
- 2.2. The City of Perth Strategic Community Plan 8
- 2.3. Issue or Area Specific Informing Strategies and Plans 9
- 2.4. The Purpose of a Corporate Business Plan (CBP) 11

3. Our Community and Our Environment 12

4. Key Matters for Ongoing Consideration 14
- 4.1. COVID-19 14
- 4.2. Local Government Inquiry 16
- 4.3. Corporate Recovery Program 16
- 4.4. Council Elections 18

5. Strategic Alignment 19

6. Measurement of Success 28

7. Risk Management 29
- 7.1. Risk Management in the context of the City's ISPRF 29
- 7.2. Risk Profile 30

8. Organisational Context 31
- 8.1. Our Structure and Services 31
- 8.2. Workforce Profile 32
- 8.3. Summary of FTE's by Alliance for the 2020/2021 Financial Year 33
- 8.4. Workforce Demographics 33

9. Key Financial Elements 34
- 9.1. Financial Summary 34
- 9.2. Cash Reserves and Loans 35
- 9.3. Capital Projects (Major Infrastructure and Asset renewal) 36
- 9.4. Service Delivery - Service Unit Plans 37

10. Appendix - Overview of each Service Unit Plan 41



1. Executive Summary / Introduction

The purpose of the City of Perth Corporate Business Plan (CBP) is to ensure sustainability for the financial future and strategic positioning of the City by setting the priorities for the next four years. The CBP is guided by the six Aspirations that have been set out in the City's Strategic Community Plan (2019-2029) and the priorities that have been identified in the three year Corporate Recovery Implementation Plan (CRIP). The CBP also considers the current and potential future impact and risk of COVID-19.

The Integrated Strategic Planning and Reporting Framework (ISPRF) provides the City of Perth with an integrated approach to planning, and ensures community priorities and aspirations are translated into operational objectives. The ISPRF is a mechanism for implementing these objectives and for tracking the City's performance with the delivery of these objectives to ensure the best outcomes for the community.

The Corporate Business Plan (CBP) is specifically driven by the strategic objectives and actions identified in the Informing Strategies that have been developed *(or are currently still being developed)* to achieve the City's Strategic Community Plan Aspirations. These Informing Strategies in turn inform the:

- Service Unit Plans (and corresponding Workforce Plan);
- Asset Management Plan; and
- Community Infrastructure Plan.

The culmination of the above three strategic pieces of work over the next four years is summarised below to illustrate the City's allocation of financial resources according to these plans.

Table 1: Expense allocations across the elements of the Integrated Strategic Planning and Reporting Framework for the next four years.

	Cost			
	20/21	21/22	22/23	23/24
Operating Revenue (Includes rates, parking revenue, fees and charges, interest & other revenues)				
REVENUE TOTAL	**179,755,392**	**194,512,641**	**208,291,743**	**217,552,662**
Service Unit Plans (and corresponding Workforce Plan)				
Employee Costs	(74,826,932)	(77,728,641)	(79,477,535)	(82,046,363)
Core Service Delivery	(102,451,654)	(102,093,293)	(103,805,621)	(105,707,154)
Operating Projects	(3,407,750)	(2,475,598)	(2,676,421)	(11,909,950)
COVID-19 Economic Rebound Strategy	(18,000,000)	(9,000,000)	(9,000,000)	-
Local Government Inquiry	-	(3,700,000)	-	-
Adjustment to Service Levels	-	-	(1,500,000)	(2,000,000)
Asset Management Plan				
Capital Renewal Projects	(17,473,551)	(25,500,000)	(25,500,000)	(26,000,000)
Community Infrastructure Plan				
Minor Capital Projects	(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)
Major Capital Projects	(32,397,800)	(27,200,000)	(32,000,000)	(29,500,000)
EXPENDITURE TOTAL	**(259,078,487)**	**(254,997,532)**	**(258,959,577)**	**(264,163,466)**



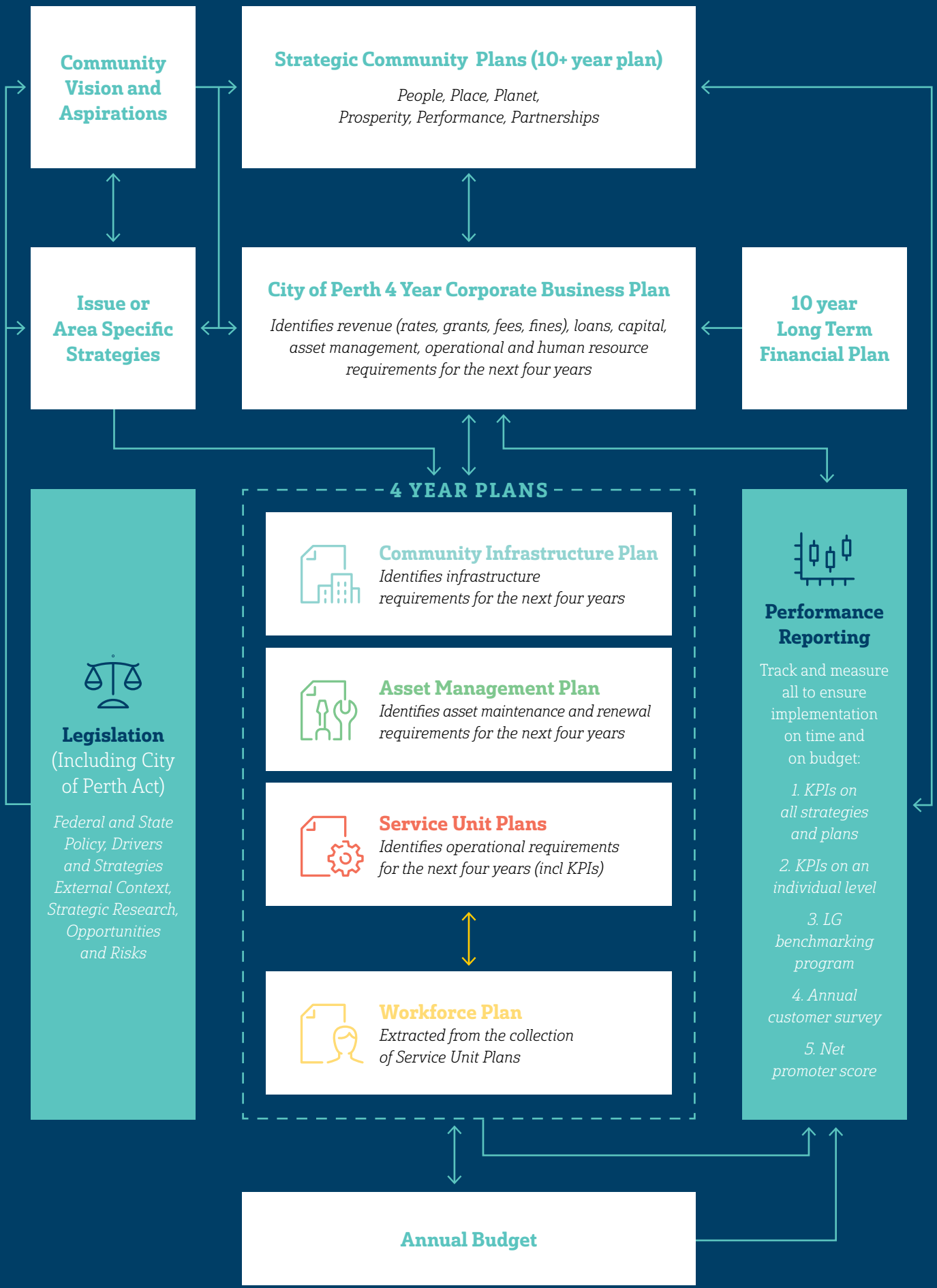
2. The City's Integrated Strategic Planning and Reporting Framework

The Integrated Strategic Planning and Reporting Framework (ISPRF) provides the City of Perth an integrated approach to strategic planning and ensures community priorities and aspirations are translated into operational objectives. The ISPRF is a mechanism for tracking the City's performance and delivery of these objectives to ensure the best outcomes for the community.

The Aspirations that have been captured in the Strategic Community Plan provide the strategic direction that is required for the organisation to deliver on community and stakeholder expectations.

These Aspirations are actioned through the development and implementation of a series of informing strategies. The implementation actions contained in these strategies are detailed and costed for in either the Community Infrastructure Plan *(for Capital projects),* the Asset Management Plan *(for Asset Renewal projects)* or the Service Unit Plans *(for Operating costs – includes Employee costs, Core Service delivery costs and operating project costs).* The culmination of these three plans is what makes up the Corporate Business Plan.

Figure 1: City of Perth Integrated Strategic Planning and Reporting Framework



2.1. THE CITY OF PERTH VISION

At the City of Perth, we are proud to use the community's Aspirations as the guiding principle for the delivery of our services. By developing a clear and strong connection to the community's needs, we can focus on creating meaningful differences in our neighbourhoods and for Perth as one of the most liveable cities in the world.

2.2. THE CITY OF PERTH STRATEGIC COMMUNITY PLAN

The Strategic Community Plan (SCP) was developed in 2019 from information provided by our community and other stakeholders, and supported by Commissioner inputs. The SCP clearly articulates our Aspirations across the focus areas People, Place, Planet, Prosperity, Performance and Partnership.

Figure 2: City of Perth Strategic Community Plan

Courage • Commitment • Teamwork • Respect
City of Perth
ONE CITY

Strategic Community Plan 2019 - 2029

VISION: VIBRANT, CONNECTED, PROGRESSIVE



1 People

A safe, activated and welcoming city that celebrates its diversity and sense of community, providing unique educational, cultural, sporting and lifestyle offerings.



2 Place

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



3 Planet

A city that respects, protects and fosters its natural environment, embraces the principles of sustainability and acknowledges the impacts of our changing climate.



4 Prosperity

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



5 Performance

A city led by a Council and supported by an administration that is committed to sound strategy and governance, excellence in customer service and effective and sincere engagement with all stakeholders.



6 Partnership

A city that has earned the respect and support of the local industry through strong partnerships with state bodies, industry and community groups and other key stakeholders.



2.3. ISSUE OR AREA SPECIFIC INFORMING STRATEGIES AND PLANS

The City's key informing plans and strategies show how we are equipped to deliver on the commitments made in this Corporate Business Plan. The legislative plans that inform and resource the Corporate Business Plan include the:

- **Community Infrastructure Plan** identifies the infrastructure requirements and implementation actions to be delivered over four years through capital projects.
- **Asset Management Plan** identifies asset maintenance and renewal requirements and provides guidance on service provision and whole of life cycle asset management to support the City's financial sustainability and key service levels.
- **Service Unit Plans** identify and integrate the operational effort and cost to deliver services, projects and activities to our community, providing the City with overall operating cost projections for the next four years.
- **Long Term Financial Plan** is a 10-year rolling plan to assist the City to set priorities in accordance with its financial resources and to guide the approach to delivering infrastructure and services to the community in an affordable and financially sustainable way.
- **Workforce Plan** identifies the workforce requirements and strategies for current and future operations, ensuring the needs and limitations to support the delivery of the Corporate Business Plan.
- **Annual Budget** is based on the projected costing of year one of the Corporate Business Plan, with opportunity to review during the mid-year budget review process.
- **Corporate Recovery Implementation Plan (CRIP)** is a three-year plan leading the City towards significant organisational recovery and provides direction with regards to operational projects and initiatives.

The following **Issue or Area Specific Informing Strategies** are designed to respond to areas of opportunity or risk and are aligned to the City's Strategic Community Plan:

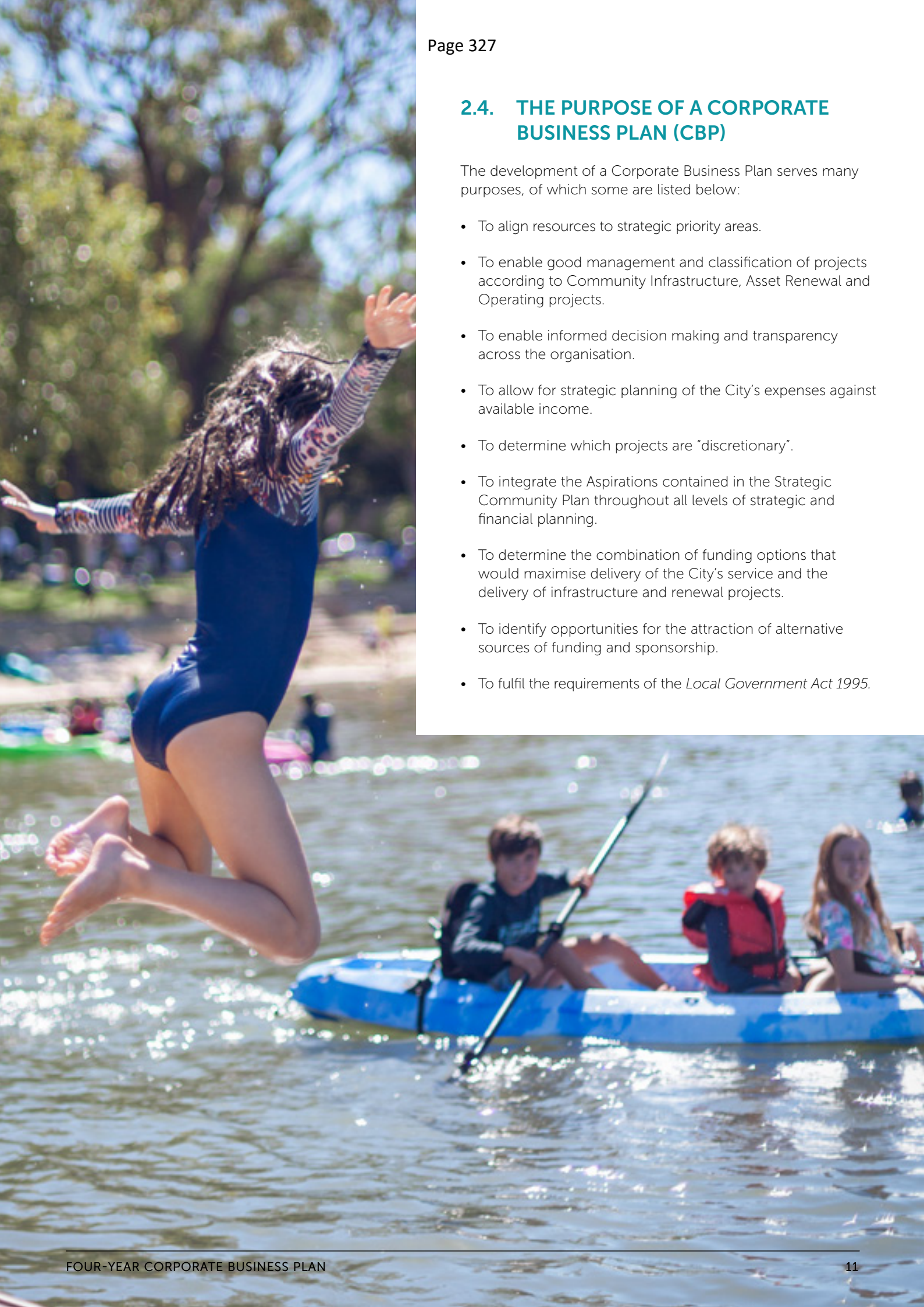
Table 2: Issue or Area Specific Informing Strategies identified and developed / under development to respond to areas of opportunity or risk.

Issue or Area Specific Informing Strategies	
Integrated Transport Strategy	Articulates the City's long-term aspirations for transport, and provides high level direction on priority and hierarchy of transport modes in different areas of the city, connecting city neighbourhoods together, and reducing congestion. The Strategy will help guide how we work with other agencies and build on the Strategic Community Plan taking the vision and guiding principles and applying them to how we manage and plan for the city's transport systems.
Parking Strategy	Guides the City's approach to providing safe and accessible parking amenities that meet the needs of the community, responds to changes in economic conditions, aligns to state government transport planning and is commercially sustainable for the City of Perth.
Homelessness Strategy	Based on the Department of Communities 10-Year Homelessness Strategy and informed by the City of Perth's Community Needs Study and Interim Homelessness Plan. The Strategy will outline the City's position and commitment to responding to homelessness, emphasising it is a priority. It will also outline the actions needed to maintain the balance of support and commitment that it takes to create an environment where every person feels safe and well in the City of Perth.
SafeCity Strategy	Targets community safety and crime prevention. It aims to address the key focus areas for the community's actual and perceived safety and outlines the collaboration with WA Police, Department of Fire and Emergency Services and other agencies, to ensure a safe and secure City around the clock.
City Planning Strategy	Guides the growth and development of Perth city. It lays the foundation for the effective planning, management and delivery of development, infrastructure, facilities, places and spaces. Implementing actions of the Strategy will help the City of Perth lead growth, become resilient in economic cycles and capitalise on shifting climatic conditions, and demographic and global megatrends.
Events and Activation Strategy	Provides a four-year framework to maximise the desirability of Perth as an events location, develop Perth's brand and profile internationally, and create year-round vibrancy. The Strategy will provide strategic direction for events owned, facilitated and sponsored by the City, better facilitate the scheduling of major / signature events that align with City objectives and increase outside exposure to Perth.
Marketing Communications Strategy	Provides high level direction on the balance of marketing and communications between the City of Perth activities and community or business focus, the city's target market, branding and role and the approach and utilisation of platforms to market and communicate. The Marketing and Communications Strategy will be aligned with the City of Perth Strategic Community Plan to deliver the best outcomes for Perth and its community, customers, businesses, visitors and various other stakeholders.
COVID-19 Economic Rebound Strategy	To support Perth's community and businesses over the next three years, with a strong return to economic performance. Through the implementation of this Strategy alongside the community, the City of Perth will aim to make it easier to do business in Perth, cut red tape and improve community outcomes.
Property Rationalisation and Investment Strategy	Drives decision making by giving high level direction on the city's property portfolio and its balance of return both in community and commercial areas of focus. Also incorporates future property decommissioning or acquisition focus.
Tourist Destination Strategy	Sets tourism priorities for the City and provides a gap analysis and recommendations for the City on further tourism opportunities, roles, responsibilities and/or approaches. The Tourism Destination Strategy will complement the existing strategies of Tourism Australia and Tourism Western Australia, have reference to the City's guiding strategic documents and will inform the City's Long Term Financial Plan. A strong tourism industry provides for greater diversification of the economy, contributing to greater economic stability and sustainability.

2.4. THE PURPOSE OF A CORPORATE BUSINESS PLAN (CBP)

The development of a Corporate Business Plan serves many purposes, of which some are listed below:

- To align resources to strategic priority areas.
- To enable good management and classification of projects according to Community Infrastructure, Asset Renewal and Operating projects.
- To enable informed decision making and transparency across the organisation.
- To allow for strategic planning of the City's expenses against available income.
- To determine which projects are "discretionary".
- To integrate the Aspirations contained in the Strategic Community Plan throughout all levels of strategic and financial planning.
- To determine the combination of funding options that would maximise delivery of the City's service and the delivery of infrastructure and renewal projects.
- To identify opportunities for the attraction of alternative sources of funding and sponsorship.
- To fulfil the requirements of the *Local Government Act 1995*.



3. Our Community and Our Environment

To adequately plan, the City must understand its current state and anticipated population growth. This Corporate Business Plan takes into consideration population growth, economic fluctuations and environmental trends, as well as social and community needs, now and into the future.

Economic

Total office floorspace
1,935,300m²

Gross regional product
$45.5 billion

Economic output
$83.1 billion

Daily workforce population
149,474



Top industry sectors by economic output

33% Mining

13.6% Finance Insurance

10.9% Professional Scientific Technical



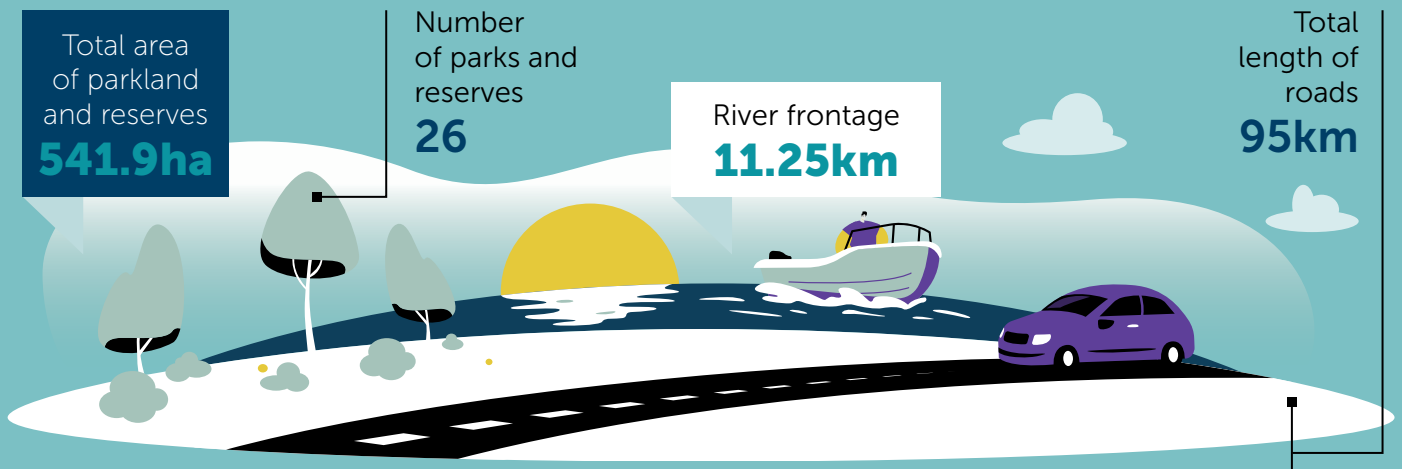
Environmental

Total area of parkland and reserves
541.9ha

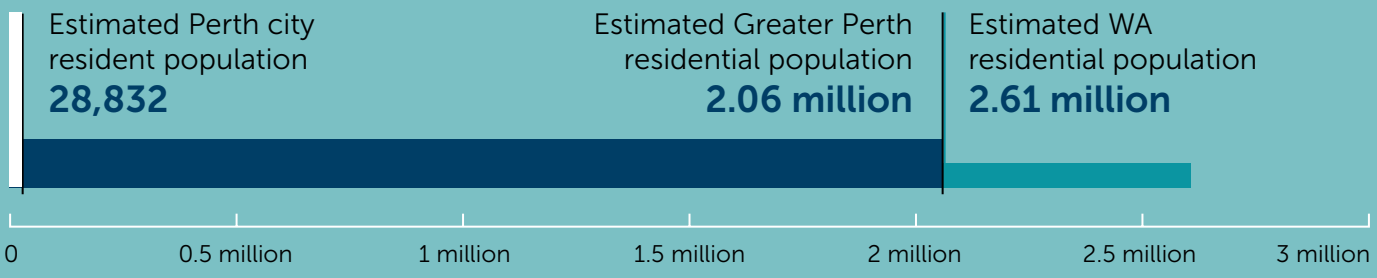
Number of parks and reserves
26

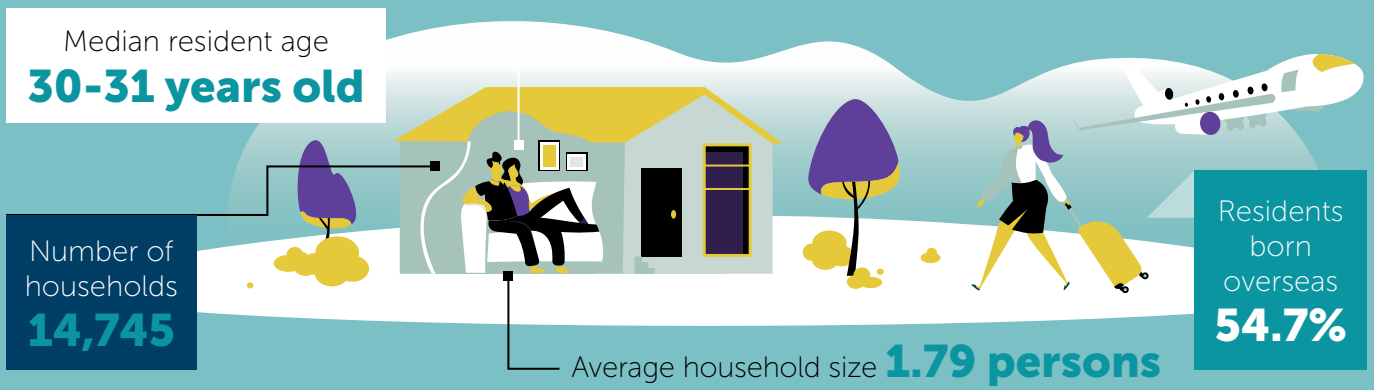
River frontage
11.25km

Total length of roads
95km

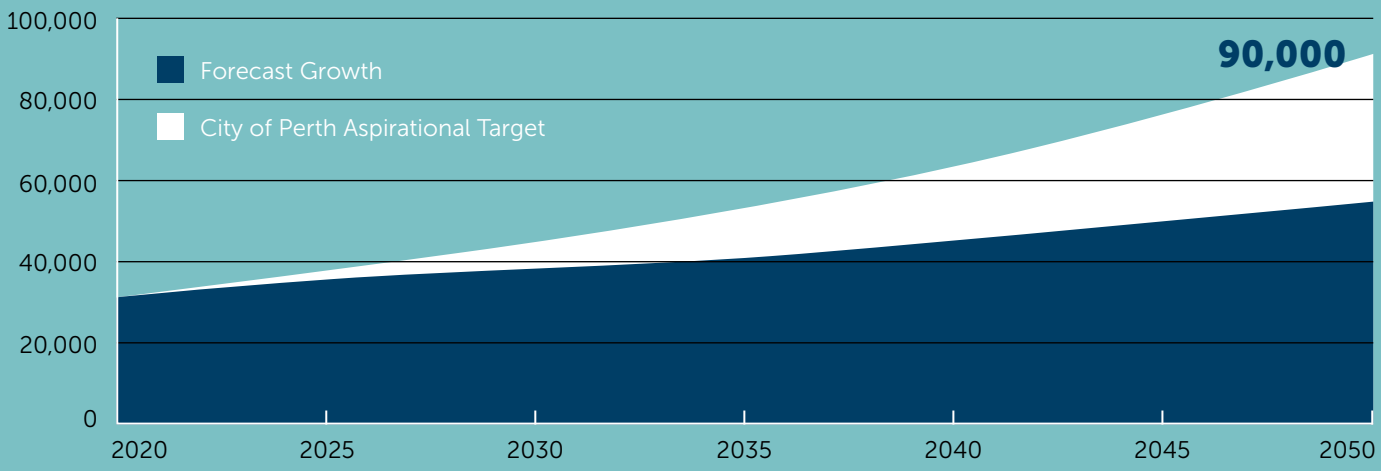


Residential





Residential Growth



At this growth rate, by 2035 Perth city's density will be on par with the City of Melbourne of today, and by 2050, the City of Sydney.

4. Key Matters for Ongoing Considerations

4.1. COVID-19

Like many other local governments, the City is responding to the significant financial and economic impacts arising from COVID-19. The City's COVID-19 Economic Rebound Strategy has been developed with the purpose to support the community and businesses over the next three years with the return to sustainable economic performance that is even better than before COVID-19. A rebound of our community and our economy will be achieved through programs that embrace the community's health and wellbeing, financial support and sponsorships, activation and events, business support and investment attraction initiatives[1]. Ongoing communication and marketing would also be required to spread the word that Perth is 'open for business'. Key to ongoing success is the City's partnerships with its Federal, State and Local Government counterparts.

The Rebound Strategy consists of three phases:

i) **Return and Recover:** Help get Perth back up and running. Ease the community, businesses and City staff into the new 'normal' way of life; whereby people enjoy this great capital city safely. This involves enhancing cleaning practices, making it easy to do business, helping people feel safe, addressing homelessness and rough sleeping, supporting, marketing and promoting industry sectors and business success stories and returning vibrancy to the city.

ii) **Re-invent and Revive:** Innovate alongside our community and stakeholders to revive Perth as a destination of choice to visit, live, work, invest or study in. Then maximise this collaboration through continued engagement with stakeholders so City services, activities and events meet mutual expectations. An amount of $18 million has been considered for the 2020/2021 financial year with the purpose of allocating these funds to discretionary projects that would re-invent and revive Perth. Tables 3, 4 and 5 below provide further detail on the funding and discretionary projects for the Re-invent and Revive phase.

iii) **Recalibrate and Repeat:** Seek continued improvement by asking for, listening to and acting on stakeholder feedback. Keep delivering services that are valued by our community and respond to changing needs of our stakeholders by recalibrating activities that no longer meet these needs.

Table 3: Funds earmarked for the following three years to re-invent and revive Perth.

Allocations for COVID-19 Related Discretionary Projects	2020/2021	2021/2022	2022/2023	Total (3 years)
	$ 18 million	$ 9 million	$ 9 million	$ 36 million

A range of programs, projects, events and activities were identified though stakeholder engagement, and the $18 million for the 2020/2021 financial year allocated across these areas as shown in Table 4.

[1] United Nations General Assembly. 2016. Report of the Open-Ended Intergovernmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction. Seventy-First Session, Item 19(c). A/71/644

Table 4: Programs, projects, events and activities identified through stakeholder engagement for the 2020/2021.

Prioritisation of projects as per the stakeholder feedback	Cost allocation
Cleaning and presentation of the city	$1,000,000
Support and advocacy for people experiencing or at risk of homelessness; including the co-ordination of services and support networks	$1,905,000
Programs and initiatives for young people and youth at risk	$100,000
Security, surveillance and community safety programs for the city	$1,200,000
Grants for small to medium businesses to help them survive and rebound after the pandemic	$1,040,000
Marketing campaign to support retail sector	Incl. in Marketing budget
Marketing campaign to support small business sector	Incl. in Marketing budget
Programs and initiatives for families and children	$980,000
Grants to support arts and cultural sector rebound and recovery	$1,400,000
Marketing of Perth as a visitor destination	Incl. in Marketing budget
Marketing campaign to promote Perth as safe and open	$2,800,000
Grants to support third-party activation and events post COVID-19	$1,250,000
Perth Home Grown Markets	$50,000
Twilight Hawkers Markets	$50,000
Grants for community groups and programs	$65,000
School holiday events	Incl. in Programs for Families
Marketing of Perth as a business investment destination	Incl. in Marketing budget
Grants to neighbourhood groups to support grass roots initiatives	$80,000
Capacity building initiatives for community organisations and groups	$100,000
Grants to support lane-way activation and upgrades and locational precinct improvements	$240,000
Grants for building improvement projects (e.g. Heritage Building, Adaptive Reuse, Underutilised space and Business Improvement Grants)	$270,000
Christmas Lights Trail/similar significant post COVID-19 activation trail	$1,000,000
Business development and support workshops and sessions	$150,000
City managed activations in key retail precincts	Incl. in Programs for Families
Christmas decorations, other recovery actions, East End Revitalisation etc	$3,685,000
Australia Day Celebrations	$220,000
Christmas Nativity	Incl. in Christmas Lights Trail
New Years' Eve	$415,000
Total Operating Project Expenditure for 2020/2021	**$18,000,000**

As part of the Re-invent and Revive phase, a number of shovel-ready projects have also been identified which are current as at May 2020 however subject to change, these projects will be prioritised and implemented as funding becomes available.

Table 5: Shovel ready projects that have been submitted for Federal funding through the CCCLM collaborative application

Project name/description	Total Project Cost	Potential construction start date	Potential construction end date
City of Perth SafeCity Project (lighting and CCTV upgrade)	$ 23 million	June	Late 2021
East End Revitalisation	$ 11.5 million	May	1st Quarter 2021
Road Network, Footpath and Stormwater Drainage Capital Renewal Program 2020/2021 *(18 road segments, 64 footpath segments, 6 drainage pipe segments and 2800 gully pit lid replacements)*	$ 24.5 million	July	Mid 2021
Hill/Hay Street Two Way Project	$ 10.5 million	Sept/ Oct	Late 2021
Roe Street Enhancement	$ 17 million	September	Late 2021
Perth Convention Centre Renewal	$ 25 million	August	Late 2022
Riverside Drive Realignment	$ 4 million	September	Late 2021
City of Perth SafeCity Project (Bollard Protection)	$ 0.5 million	July	Mid 2021

4.2. LOCAL GOVERNMENT INQUIRY

On 2 March 2018, The City of Perth Council was suspended by the Minister of Local Government due to dysfunction. On 24 April 2018, The Inquiry into the City of Perth was announced by the Minister under section 8.16 of the *Local Government Act 1995.* The Minister then appointed three Commissioners as the Council pending the outcomes of the Inquiry. The time for the Inquiry to provide its final report to the Minister was extended as a result of disruptions and delays caused by the COVID-19 Pandemic. The Inquiry will now provide the report to the Minister on or before 30 June 2020 and these findings will then be presented to the City of Perth. It is possible that some of the findings from this report will have an impact on the City's current strategic and operational priorities.

4.3. CORPORATE RECOVERY PROGRAM

The City's Corporate Recovery Implementation Plan (CRIP) is a three-year plan that is leading the City towards significant organisational recovery. Many external and internal reviews, assessments, collaborative projects and individual contributions have been undertaken to provide the guidance for what we need to do to rebuild our organisation's ability to deliver outstanding service to our wider community and to create a great place to work.

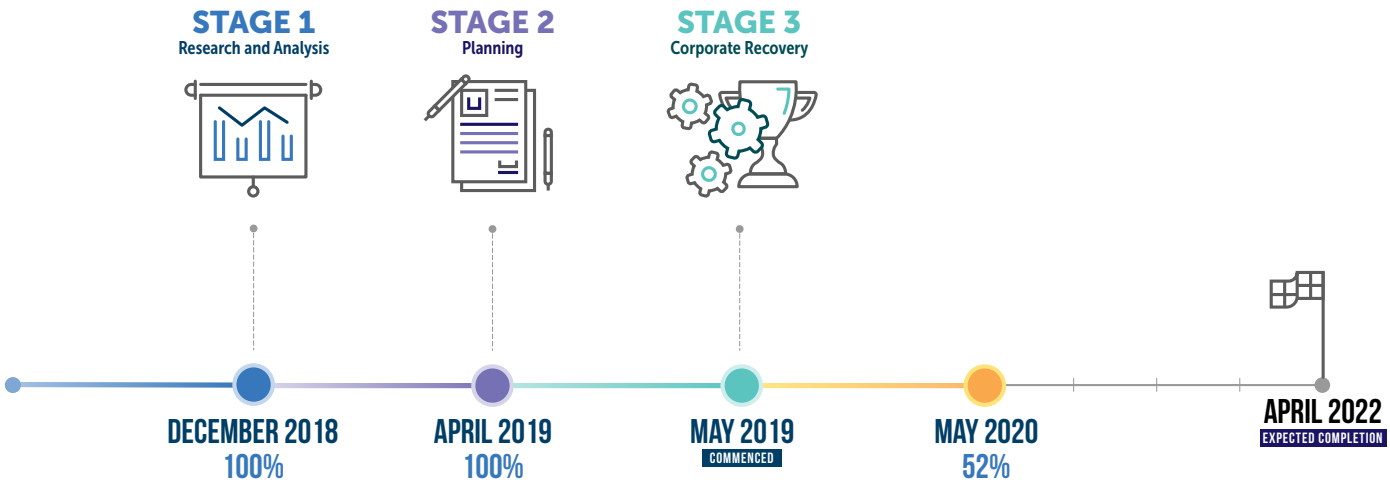
The CRIP provides the City direction with regards to operational projects and initiatives required to enhance an organisation that is customer centric in its decision-making, strategic in its thinking and agile in its response.

Table 6: The seven key areas where the Corporate Recovery Implementation Plan is expected to produce operational outcomes.

Recovery Area	Expected Outcomes
1. Leadership	A high performing Executive and the creation of a collaborative environment supported by effective business management. • Executive coaching to establish exemplar leadership behaviour and aligned team direction. • Culture change into a 'One City' approach with strong community focus and a sense of ownership with all. • An Alliance structure that enables optimal provision of services to the community. • Breakdown of silos between teams and Alliances. • A good governance approach that drives appropriate Council and organisational behaviours. • Governance, HR and Procurement practices and procedures that reduce organisational risk and establishes the City as a leading example in each of these fields
2. Integrated Strategic Planning	Integrated strategic planning all the way from the Strategic Community Plan to the Corporate Business Plan, implemented through connected and informed Service Unit Plans and budgets. • A shared sense of direction from the community as reflected in the Strategic Community Plan. • Clear visibility on how all strategies and plans integrate to deliver measurable strategic outcomes on key priorities. • An integrated financial system to enable costed delivery of strategies and plans.
3. Customers and Stakeholders	A customer focus that optimises the method of delivery and the impact of the service provided. • Community and Stakeholder engagement and management that delivers the best outcomes for the community, stakeholders and the greater metropolitan region. • Integrated marketing communications that inspires action for the betterment of Perth. • Solutions that enable end-to-end customer service, and that make it easy to live, work, visit and do business in the city.
4. Information and Knowledge Management	Effective management of information, supported by a comprehensive Information Communications Technology (ICT) strategy and integrated financial systems. Visibly manage relevant information and data, supported by a comprehensive ICT strategy and integrated systems. • Project, Risk and Knowledge Management approaches that ensure sharing of information across the organisation to reduce duplication and ensure the best strategic and operational outcomes for the community and Perth city. • Corporate measurement and feedback mechanisms that measure progress and enable informed decision making.
5. People Management	Planning and allowing for a workforce that is supported and empowered to deliver the best outcomes for the community and customers. • Honest and open communication to establish strong relationships through mutual trust and respect. • A variety of mechanisms for the development of staff skills and competencies. • Provision of a safe workplace that supports enhances the wellbeing of all staff members.
6. Process Management, Improvement and Innovation	Improvement and innovation as a way of doing business, supported by systems and processes to enable this. • Addressing the gap between stakeholder requirements and internal resource and process capabilities. • Business process management approaches to reduce duplication and achieve efficiencies. • End-to-end process implementation to optimise the value as perceived by the customer. • Target identification and implementation of improvements on an ongoing basis
7. Results and Sustainable Performance	Planned and integrated measurement of performance • Identification and implementation of actions to improve areas of poor or misaligned performance. • Regular internal and external communication of the outcomes achieved. • Ensure that improvements made are sustainable in the long term and effectively measured



Figure 3: Timeline for the delivery of the Corporate Recovery Implementation Plan (CRIP)



4.4. COUNCIL ELECTIONS

The democratic election of a new Council will proceed in October 2020. The cost of this process has been planned for through the Service Unit Plans. It is possible that once elected, Council could potentially determine priorities that have not been identified in this document.

5. Strategic Alignment

The Strategic Community Plan outlines six Aspirations, within which 44 strategic objectives were identified. The following tables highlight the core services, operational and capital projects (only identified for projects over $100,000) and their relationship with these six Aspirations. Each project has been assigned a lead Alliance, with contributions from other organisational Service Units crucial to their success. Each project has also been indicated with a funding source and relevant timeline of delivery. See the Appendix for lists of these Major Infrastructure, Asset Renewal and Operating projects that are represented by the below. A detailed list of Capital, Operating and COVID-19 related projects can be found in Section 9 of this document.

FUNDING SOURCE LEGEND

C = Capital Funding Source **O** = Operating Funding Source **E** = Contributor/External Funding Source

PEOPLE	
Aspiration	*A safe, activated and welcoming city that celebrates its diversity and sense of community, providing unique educational, cultural, sporting and lifestyle offerings.*
Objectives	1.1 Safe, clean and inviting public places that are well patronised and enjoyed by all. 1.2 Timely and contemporary community infrastructure and services. 1.3 Accessible and relevant community support services and playing a leading role with homelessness. 1.4 An inclusive approach that embraces youth, seniors, people with a disability, and people from all walks of life. 1.5 Infrastructure, activities and programs that stimulate and entertain youth to reduce antisocial behaviour. 1.6 Thriving and sustainable cultural, artistic and heritage industries, activities and events that encourage locals and visitors to come back for more. 1.7 Ongoing acknowledgement, recognition and continuing engagement with the traditional owners of city lands, the Whadjuk Nyoongar people. 1.8 A community that is healthy in its lifestyle and wellbeing, and generous towards helping others.

PEOPLE								
No.	Operational Initiative	Lead Alliance	Expected work undertaken				Funding	
			20/21	21/22	22/23	23/24	Cost Yr 1	Source
CBP1.1	Cleaning & Presentation of the City	Infrastructure & Operations Alliance	✔	✔	✔		$1,000,000	O
CBP1.2	Support & Advocacy for People Experiencing or at Risk of Homelessness	Community Development Alliance	✔	✔	✔		$1,905,000	O
CBP1.3	Programs & Initiatives for Young People & Youth at Risk	Community Development Alliance	✔	✔	✔		$100,000	O
CBP1.4	Security, Surveillance & Community Safety Programs for the City	Community Development Alliance	✔	✔	✔		$1,200,000	O
CBP1.5	Programs & Initiatives for Families and Children	Community Development Alliance	✔	✔	✔		$980,000	O
CBP1.6	Capacity Building Initiatives for Community Organisations & Groups	Community Development Alliance	✔	✔	✔		$100,000	O
CBP1.7	Grants to Support Lane-way Activation & Upgrades & Locational Precinct Improvements	Community Development Alliance	✔	✔	✔		$240,000	O
CBP1.8	Christmas Lights Trail/similar significant post COVID-19 Activation Trail	Community Development Alliance	✔	✔	✔		$1,000,000	O
CBP1.9	Christmas Decorations, other recovery actions	Infrastructure & Operations Alliance	✔	✔	✔		$3,685,000	O
CBP1.10	Australia Day Celebrations	Community Development Alliance	✔	✔	✔		$220,000	O
CBP1.11	New Years' Eve	Community Development Alliance	✔	✔	✔		$415,000	O
CBP1.12	Bus Shelter Program	Infrastructure and Operations	✔				$289,000	C

PLACE	
Aspiration	*A well-planned and functional built form environment, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system.*
Objectives	2.1 A city that is seen by all as a great place to be. 2.2 A growing residential population that enjoys a wide range of density and affordable lifestyle housing options. 2.3 Sustainable and responsible accelerated population growth to 90,000 people by 2050 to achieve busy streets, a safer place, more investment, business and economic growth. 2.4 A connected and accessible city with well utilised and sustainable non-car transport options. 2.5 A parking service model that meets community needs from a best value for money perspective, and allows for additional community benefits. 2.6 Stimulating, functional and attractive design outcomes across all developments. 2.7 Safe and enjoyable experiences in the public realm enabled by smart technologies, innovative design and quality infrastructure. 2.8 Individual precincts enjoying a unique sense of place, bespoke service delivery and governance arrangements. 2.9 Land use, transport and infrastructure planning that encourages and facilitates a wide range of public and private sector investment and development

PLACE								
No.	**Operational Initiative**	**Lead Alliance**	**Expected work undertaken**				**Funding**	
			20/21	**21/22**	**22/23**	**23/24**	**Cost Yr 1**	**Source**
CBP2.1	Clearing Infrastructure (Footpath & Kerb) Maintenance Backlog	Infrastructure & Operations	✔				$475,000	O
CBP2.2	Preventative Maintenance Lift & Relays	Infrastructure & Operations	✔	✔	✔	✔	$170,000	O
CBP2.3	City Planning Scheme No. 3 & City Planning Strategy	Planning & Economic Development	✔	✔	✔		$297,000	O
CBP2.4	QEII Specialised Activity Centre Structure Plan	Planning & Economic Development	✔				$100,000	O
CBP2.5	William Street Redefinition	Planning & Economic Development	✔				$250,000	O
CBP2.6	Riverfront Masterplan	Planning & Economic Development	✔	✔			$100,000	O
CBP2.7	Citiplace Redevelopment & Proactive Planning Initiatives	Planning & Economic Development	✔				$150,000	O
CBP2.8	Adelaide Terrace Lighting Upgrade	Infrastructure & Operations	✔				$808,000	C

PLACE								
No.	Operational Initiative	Lead Alliance	Expected work undertaken				Funding	
			20/21	21/22	22/23	23/24	Cost Yr 1	Source
CBP2.9	Building Security & Surveillance Upgrades 20 21	Infrastructure & Operations	✔	✔			$403,000	C
CBP2.10	City Funded Road Renewals 20 21	Infrastructure & Operations	✔				$419,286	C
CBP2.11	Concert Hall Property Rectifications 20 21 & Concert Hall Structural Remediation Works	Infrastructure & Operations	✔	✔			$1,860,000	C
CBP2.12	Council House including Ground Floor Review, Depot Works & Lower Ground Car Park Concrete Repairs	Infrastructure & Operations	✔				$2,437,000	C
CBP2.13	East Perth Foreshore PSP & Lighting Upgrade Works	Infrastructure & Operations	✔				$1,300,000	C
CBP2.14	Electrical Network Risk Mitigation 20 21	Infrastructure & Operations	✔				$250,000	C
CBP2.15	Emergency Building Works & Lighting Replacement 20 21	Infrastructure & Operations	✔				$465,000	C
CBP2.16	External Rectification Works & Town Hall Upgrades	Infrastructure & Operations	✔				$682,000	C
CBP2.17	Fixtures & Fittings Renewals & Upgrades 20 21	Infrastructure & Operations	✔				$155,000	C
CBP2.18	Floor Covering Replacement 20 21	Infrastructure & Operations	✔				$320,000	C
CBP2.19	Landscaping & Hostile Vehicle Incursion Prevention	Infrastructure & Operations	✔	✔			$488,800	C
CBP2.20	Metro Regional Road Group Funded Road Resurfacing 20 21	Infrastructure & Operations	✔				$1,362,000	C
CBP2.21	Mount Street East Concept	Infrastructure & Operations	✔				$120,000	C
CBP2.22	Path / Kerb Upgrades & Renewals 20 21	Infrastructure & Operations	✔				$777,000	C
CBP2.23	Pedestrian Crossings Improvement 20 21	Infrastructure & Operations	✔				$200,000	C
CBP2.24	Roads to Recovery Program 20 21	Infrastructure & Operations					$455,000	C
CBP2.25	Roof Access Upgrades 20 21	Infrastructure & Operations	✔				$184,000	C
CBP2.26	Stirling St Property Rectifications	Infrastructure & Operations	✔				$850,000	C
CBP2.27	Stormwater Drainage Upgrades & Renewals 2020 to 21	Infrastructure & Operations	✔				$1,243,765	C

PLACE								
No.	Operational Initiative	Lead Alliance	Expected work undertaken				Funding	
			20/21	21/22	22/23	23/24	Cost Yr 1	Source
CBP2.28	Street Lighting LED Upgrades & Renewals 20 21	Infrastructure & Operations	✔				$1,081,000	C
CBP2.29	Surveillance Replacement 20 21	Infrastructure & Operations	✔				$500,000	C
CBP2.30	Tram Shelter & Waterproofing Rectification Works 20 21	Infrastructure & Operations	✔				$250,000	C
CBP2.31	Two-way Program Hay Street Bennett St to Victoria Ave, Hay & Murray West End	Infrastructure & Operations	✔	✔			$365,000	C
CBP2.32	Depot Waste Transfer Station	Infrastructure & Operations	✔				$754,000	C
CBP2.33	East End Revitalisation	Infrastructure & Operations	✔	✔			$9,058,800	C
CBP2.34	John Oldham Bridge Replacement	Infrastructure & Operations	✔				$300,000	C
CBP2.35	Minor Urban Interventions	Infrastructure & Operations	✔				$150,000	C
CBP2.36	PCEC Carpark Subsidence Renewal	Infrastructure & Operations	✔	✔			$600,000	C
CBP2.37	Provision of Public Toilets Various Locations & Public Toilet Utility Bins	Infrastructure & Operations	✔				$575,000	C
CBP2.38	Roe Street Upgrade Fitzgerald to Beaufort St	Infrastructure & Operations	✔	✔			$11,537,000	C
CBP2.39	Wellington Square Enhancements	Infrastructure & Operations	✔	✔	✔		$10,027,000	C
CBP2.40	Winthrop Avenue & Thomas Street Shared Path	Infrastructure & Operations	✔				$1,118,000	C
CBP2.41	CCTV Camera Renewals & Network New Camera Expansion 2021	Community Development	✔				$499,000	C
CBP2.42	Camera Replacements Renewals in Carparks	Community Development	✔				$368,000	C

PLANET	
Aspiration	*A city that respects, protects and fosters its natural environment, embraces the principles of sustainability and acknowledges the impacts of our changing climate.*
Objectives	3.1 Increased green spaces and tree canopy throughout the city. 3.2 A per capita reduction in the consumption of energy and water and the generation of waste both within the corporation and throughout all city precincts. 3.3 Widespread acceptance and utilisation of the principles of environmentally sustainable design. 3.4 Awareness, acknowledgement and effective response to the impacts of climate change and sea level rise on infrastructure in both the public and private realm. 3.5 Improve biodiversity resilience across the city.

PLANET								
No.	**Operational Initiative**	**Lead Alliance**	**Expected work undertaken**				**Funding**	
			20/21	**21/22**	**22/23**	**23/24**	**Cost Yr 1**	**Source**
CBP3.1	Urban Forest Plan Implementation	Infrastructure & Operations	✔	✔	✔	✔	$380,000	O & C
CBP3.2	Residential Verge Collection	Infrastructure & Operations	✔	✔	✔	✔	$100,000	O
CBP3.3	Irrigation Renewal Program	Infrastructure & Operations	✔				$637,000	C
CBP3.4	Litter Bin Replacements 2020 to 21	Infrastructure & Operations	✔				$270,000	C
CBP3.5	Smart Cities Carbon Neutral Council Pier Street Solar	Infrastructure & Operations	✔				$224,000	C

PROSPERITY	
Aspiration	*A city with a diverse and resilient economy capitalising upon its unique competitive advantages and creative reputation, attracting sustainable investment in education, tourism, entertainment, commerce, technology and trade.*
Objectives	4.1 A sustained increase in leisure and business tourism visitation. 4.2 A major university campus with connected residential developments located in the CBD. 4.3 Strategic brand positioning for Perth as a city that is internationally recognisable, unique and inviting. 4.4 Attract and support new and existing business to create a CBD retail experience that is superior to suburban competition. 4.5 A "can do" reputation that delivers investment and assists small businesses and development generally, through a willingness to assist and encourage. 4.6 Precincts that utilise their unique sense of place, local pride and enthusiasm to encourage investment and economic activity. 4.7 Strategic investment and development driven by key opportunities such as direct international flights, student education, higher education and technology research and development. 4.8 Iconic signature events positioned strategically to create a vibrancy that attracts intrastate, interstate and international visitors

PROSPERITY								
No.	**Operational Initiative**	**Lead Alliance**	**Expected work undertaken**				**Funding**	
			20/21	**21/22**	**22/23**	**23/24**	**Cost Yr 1**	**Source**
CBP4.1	Retail Core Redevelopment	Planning & Economic Development	✔	✔			$100,000	O
CBP4.2	WACA Redevelopment	Planning & Economic Development	✔	✔			$244,000	O
CBP4.3	Grants for Small to Medium Businesses – COVID-19 Rebound	Planning & Economic Development	✔	✔	✔		$1,040,000	O
CBP4.4	Grants to support Arts & Cultural Sector – COVID-19 Rebound	Community Development Alliance	✔	✔	✔		$1,400,000	O
CBP4.5	Marketing Campaign to Promote Perth as Safe & Open	CEO Alliance	✔	✔	✔		$2,800,000	O
CBP4.6	Grants to Support Third-party Activation & Events	Community Development Alliance	✔	✔	✔		$1,250,000	O
CBP4.7	Grants for Building Improvement Projects	Planning & Economic Development	✔	✔	✔		$270,000	O
CBP4.8	Business Development & Support Workshops & Sessions	Planning & Economic Development	✔	✔	✔		$150,000	O
CBP4.9	Retail Core Refresh	Infrastructure & Operations	✔				$730,000	C

PERFORMANCE	
Aspiration	*A city led by a Council and supported by an administration that is committed to sound strategy and governance, excellence in customer service and effective and sincere engagement with all stakeholders.*
Objectives	5.1 An integrated strategic framework with clear line of sight between community vision and operational outcome. 5.2 Contemporary community engagement systems that are inclusive, accessible and harness the capabilities of digital technologies. 5.3 Commercial operations that are transparent, profitable and compete fairly and lawfully with private enterprise. 5.4 Human resources, both elected and employed, that is committed to professional development and improvement within a safe, happy and productive workplace. 5.5 A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability. 5.6 Decision-making that is ethical, informed and inclusive. 5.7 Asset management, community services and major projects all guided by strategies that are inclusive, transparent, contemporary and intrinsically linked to the community's strategic vision. 5.8 Service levels that exceed customer expectations.

PERFORMANCE								
No.	**Operational Initiative**	**Lead Alliance**	**Expected work undertaken**				**Funding**	
			20/21	**21/22**	**22/23**	**23/24**	**Cost Yr 1**	**Source**
CBP5.1	2020 Council Elections & Lord Mayor Election	Corporate Services	✔		✔		$100,000	O
CBP5.2	Condition Assessments - Infrastructure	Infrastructure and Operations	✔			✔	$165,000	O
CBP5.3	20 21 Capital Work Plant Replacement Program	Infrastructure and Operations	✔				$1,466,000	C
CBP5.4	20 to 21 Capital Work Fleet Replacement Program	Infrastructure and Operations	✔				$1,328,500	C
CBP5.5	Core Systems Consolidation Release 2	Corporate Services	✔	✔			$1,425,000	C
CBP5.6	ICT Desktop & Network Asset Renewal	Corporate Services	✔	✔			$234,000	C
CBP5.7	Website Phase Three	CEO Alliance	✔				$355,000	C
CBP5.8	CA Service Desk Replacement	Corporate Services	✔				$143,000	C
CBP5.9	IT Equipment Renewal Supporting CCTV Infrastructure 20 to 21	Corporate Services	✔				$111,000	C

PARTNERSHIP	
Aspiration	*A City that has earned the respect and support of the local industry through strong partnerships with state bodies, industry and community groups and other key stakeholders.*
Objectives	6.1 Strategic planning objectives and operational activities of the City that fulfil the objects of the City of Perth Act. 6.2 Genuine collaboration between the City and State on major projects that add considerable value to the city's economic, social and environmental fabric. 6.3 The City of Perth Committee embraced as an effective and collaborative forum for the exploration of ideas and opportunities and the integration of planning processes and major project facilitation between the City and the State. 6.4 The City of Perth seen as an active contributor to the national agenda for capital cities by its participation in the Council of Capital City Lord Mayor's Forum. 6.5 Meaningful and sincere engagement with associations and organisations that represent various interest groups, to facilitate and promote a shared vision for Perth as a city. 6.6 Collaboration, support and communication with neighbouring local governments, peak industry associations and community groups to optimise outcomes for wider Perth areas served by all of these stakeholders.

PARTNERSHIP									
No.	**Operational Initiative**	**Lead Alliance**	**Expected work undertaken**				**Funding**	
			20/21	**21/22**	**22/23**	**23/24**	**Cost Yr 1**	**Source**
CBP6.1	International Engagement & Inner City Council Collaboration	Planning & Economic Development & CEO Alliance	✔	✔	✔	✔	$130,000	O



6. Measurement of Success

Key Performance Indicators have been developed that align with the City's priorities. These are tracked and reported on a quarterly basis. Key areas of performance within each Alliance include:

- Corporate Recovery Implementation Plan (CRIP) Actions.
- Development and implementation of identified Issue or Area Specific Informing Strategies strategies.
- Delivery of projects on time, on budget and within scope.

The City's performance is furthermore tracked through ongoing internal and external *(community, businesses, visitors and other stakeholders)* feedback.

The Corporate Business Plan is reviewed annually, as part of the corporate planning process, and includes the development of the City's Service Unit Plans and Annual Budget. This process ensures that the City of Perth continues to work toward delivering initiatives and actions that are aligned with achieving the Aspirations and Objectives identified in the Strategic Community Plan.

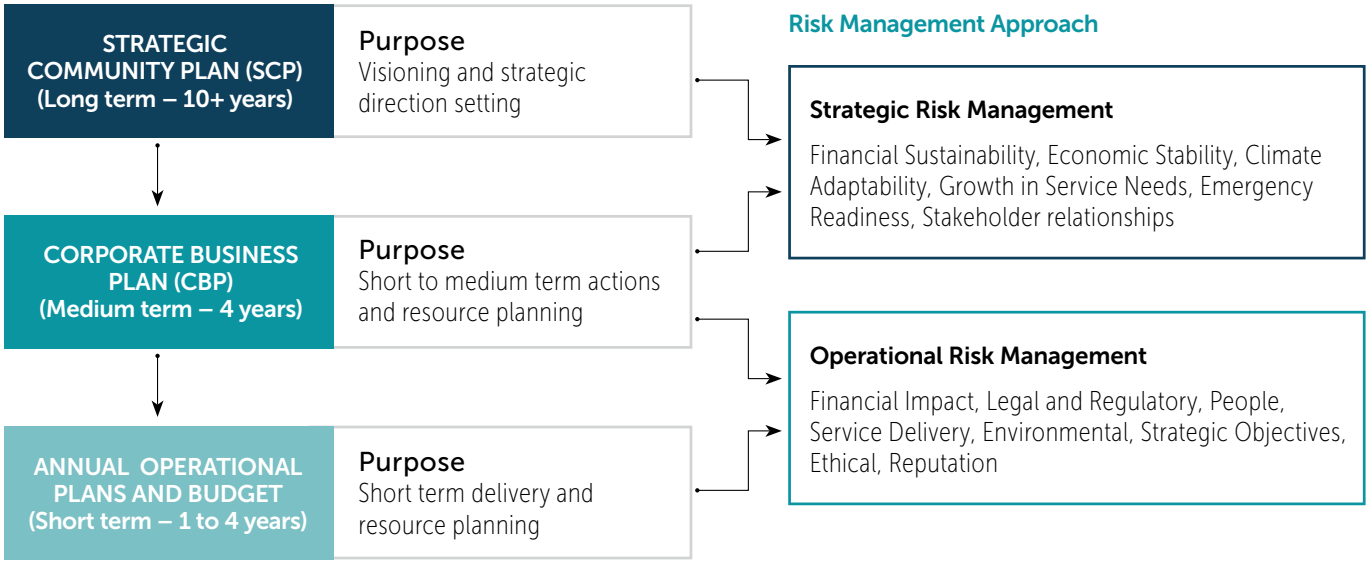
7. Risk Management

7.1. RISK MANAGEMENT IN THE CONTEXT OF THE CITY'S ISPRF

Risk management is an integral part of business planning and an essential element of sound corporate governance. Ultimately, effective risk management will help to ensure the City minimises the impact of the risks it faces, thereby improving the City's ability to deliver on its Strategic Community Plan and improve outcomes for residents, visitors and businesses.

The diagram below indicates the alignment between the City's risk management approach, which is based off the AS/NZS ISO 31000:2018 risk management principles and guidelines, and the Integrated Strategic Planning and Reporting Framework. This approach provides opportunities to undertake analysis of potential and emerging risks that may impact on the delivery of the Strategic Community Plan, Corporate Business Plan or operational plans, whilst implementing a continuous review of this risk information to help inform the City's decision-making process at operational and strategic levels.

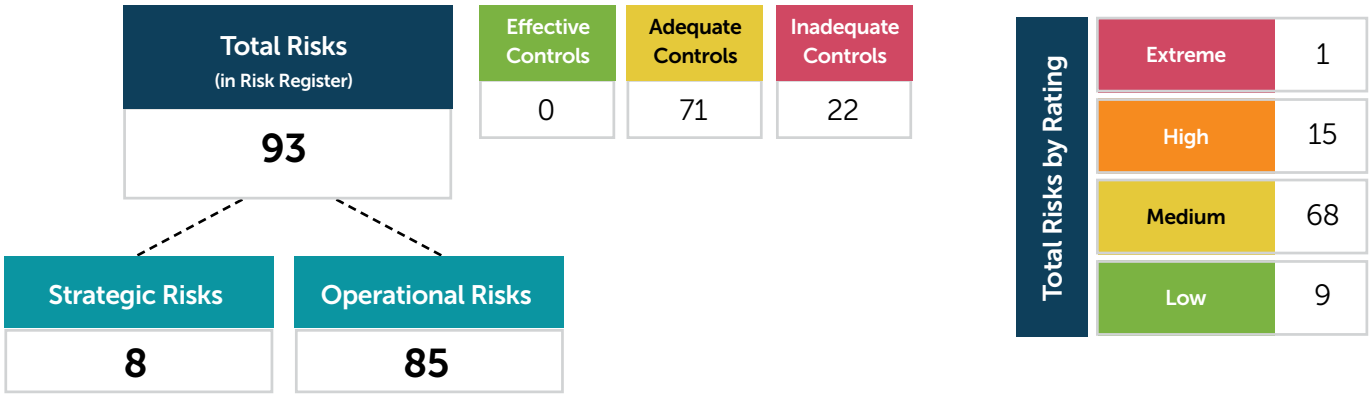
Figure 4: Alignment between the City's risk management approach the Integrated Strategic Planning and Reporting Framework





7.2. RISK PROFILE

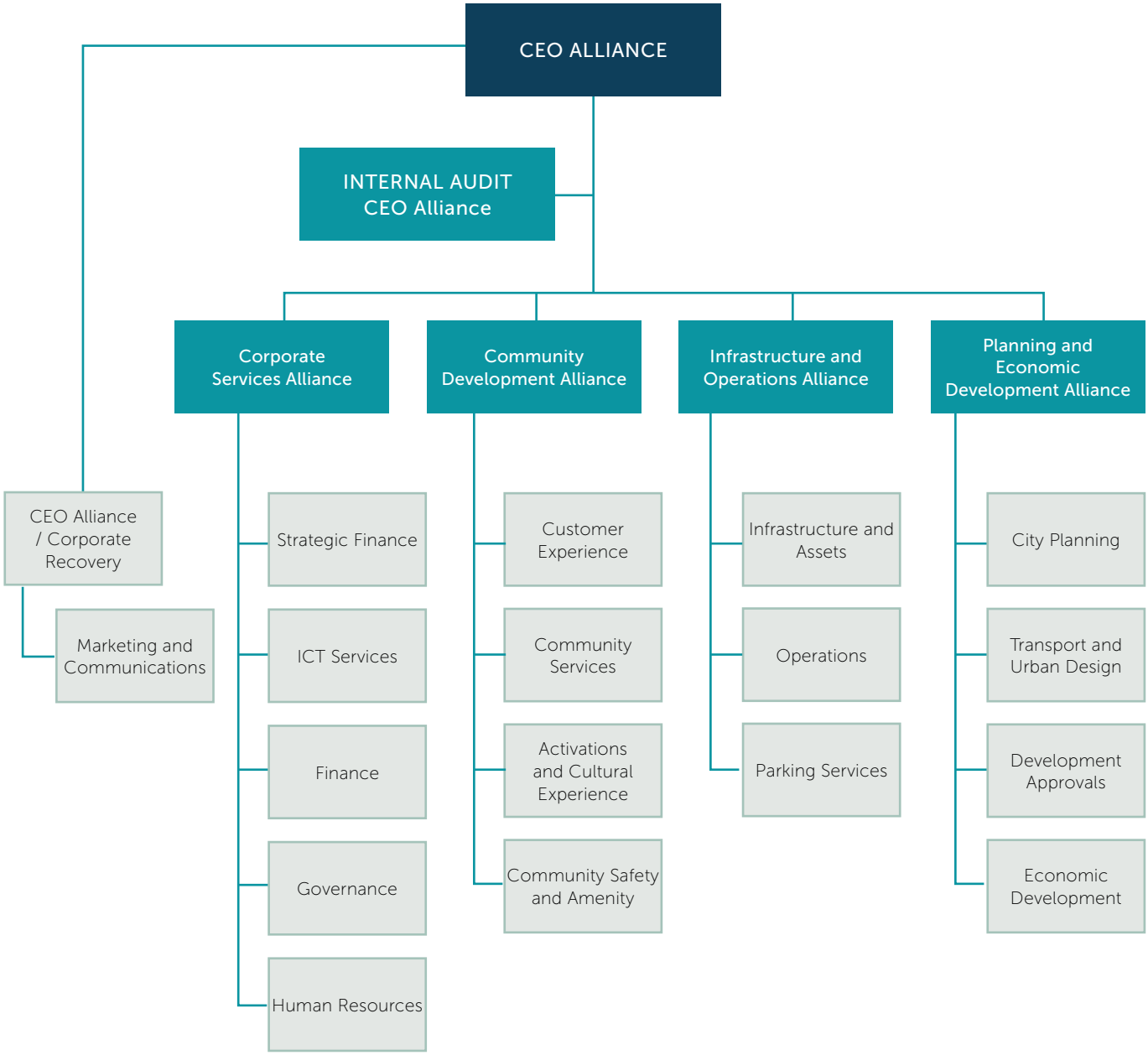
As at June 2020, The City had 93 risks within its risk profile, made up of eight strategic and 85 operational risks registered. The strategic risks are owned and reported on by the Executive Leadership Team, with the operational risks owned, treated and reported by Alliance Managers. The summary of the City's Risk Profile shown below.



8. Organisational Context

8.1. OUR STRUCTURE AND SERVICES

The City of Perth provides the community with many services, directly and indirectly. The organisational structure has been designed to be in line with its delivery of services to maximise the quality and delivery of these outcomes for the community.



8.2. WORKFORCE PROFILE

During the 2019/2020 Financial year, the City prioritised the reduction of its FTE to achieve significant cost savings. This was done through natural attrition and by not filling vacancies. Furthermore, contracts that expired during the year were not renewed.

The City does not intend to increase its overall approved budgeted FTE above its current value of 702.6 over the next two years. It is anticipated, that service delivery will be scrutinised across all Alliances during the 2020/2021 Financial year, with some re-allocation of FTE's as required by organisational strategic priorities.

Figure 5: Approved Budgeted FTE reductions achieved over the past 12 months

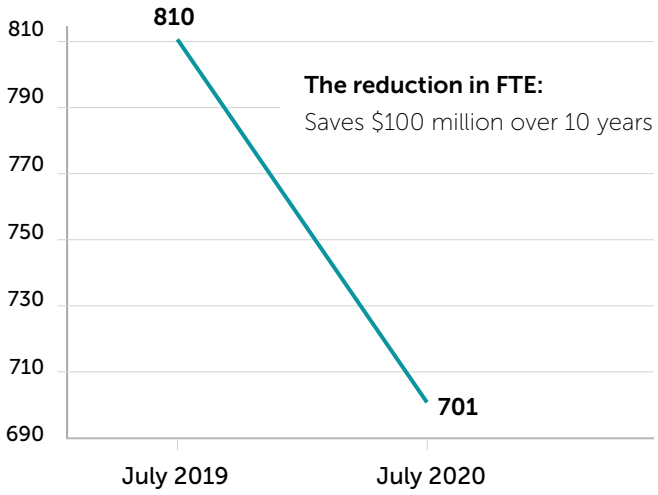


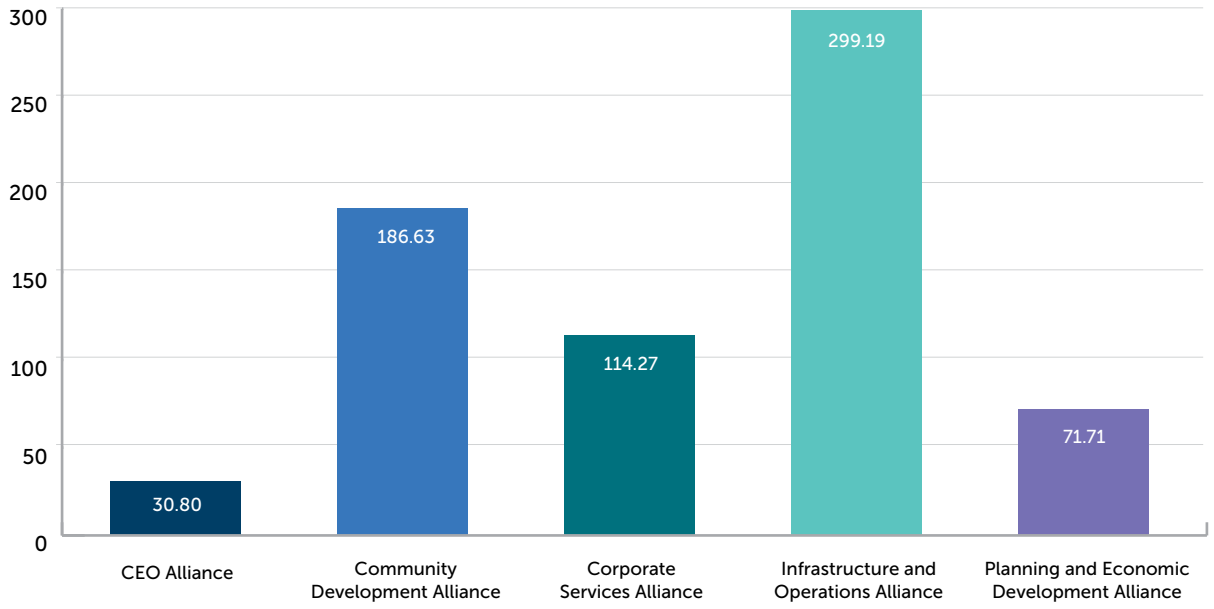
Table 7: FTE projections and associated cost over the next four years

2020/2021 FTE No.	2021/2022 FTE No.	2022/2023 FTE No.	2023/2024 FTE No.
702.60	700	700	705
2020/2021 FTE Cost	**2021/2022 FTE Cost**	**2022/2023 FTE Cost**	**2023/2024 FTE Cost**
(74,826,808)	(77,728,641)	(79,477,535)	(82,046,363)

8.3. SUMMARY OF FTE'S BY ALLIANCE FOR THE 2020/2021 FINANCIAL YEAR

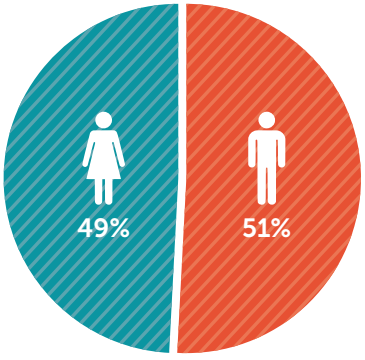
The Alliance with the highest FTE representation is the Infrastructure and Operations Alliance. This Alliance is heavily involved with service delivery ranging from Waste Removal, Parks and Road maintenance and project delivery, and requires large numbers of hands-on delivery teams.

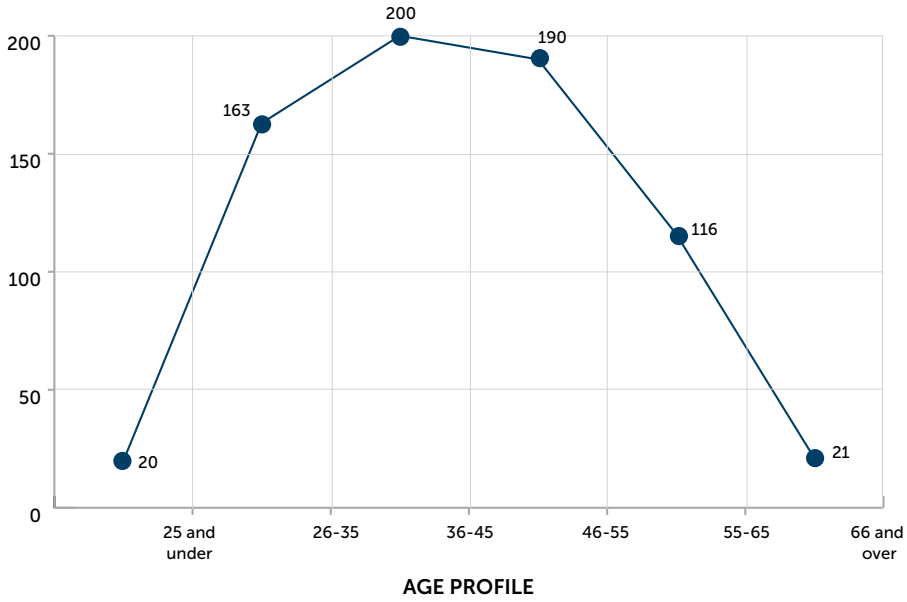
Figure 6: FTE's by Alliance for the 2020/2021 Financial Year



8.4. WORKFORCE DEMOGRAPHICS

The City's gender profile seems fairly balanced, and so does its age profile in a general sense. There could be an opportunity to increase the workforce numbers in the category "under 25" since these are the young people that need to be trained up as future leaders through skills development and succession planning.





9. Key Financial Elements

Below is a summary of the key financial elements across the four years covered by this Corporate Business Plan. This information is in alignment with the projections of the Long Term Financial Plan.

9.1. FINANCIAL SUMMARY

The following financial statement is a high level summarised statement that aggregates the estimates of both operating and non-operating revenues and expenditures over the next four years. It provides a single consolidated view of all of the key aspects incorporated in the 10-year Long Term Financial Plan.

	2020/2021	2021/2022	2022/2023	2023/2024
Operating Revenue				
Rates	98,649,326	102,154,134	107,271,858	116,109,618
Parking Revenue	50,686,017	59,556,070	67,000,579	67,000,579
Fees & Charges - Waste	10,113,081	10,290,060	10,470,136	10,679,539
Fees & Charges - Other	9,178,643	9,339,269	9,502,706	9,692,761
Operating Grant / Contributions - Services	1,300,246	1,316,499	1,332,955	1,349,617
Operating Grant / Contributions - Projects	24,750	500,000	500,000	500,000
Interest Revenue	3,627,895	3,129,443	2,935,965	2,827,036
Fines & Associated Costs	5,096,000	7,580,300	8,622,591	8,730,374
Other Revenues	638,880	646,866	654,952	663,139
Profit on Disposal of Assets	440,554	-	-	-
Sub Total - Operating Revenue	**179,755,392**	**194,512,641**	**208,291,743**	**217,552,662**
Operating Expenditure Category				
Employee Costs - Services	(72,582,124)	(75,396,782)	(77,093,209)	(79,584,972)
Employee Costs - Projects (Est)	(2,244,808)	(2,331,859)	(2,384,326)	(2,461,391)
Material & Contracts - Services	(37,562,136)	(38,219,473)	(38,888,314)	(39,666,080)
Material & Contracts - Projects (Includes COVID-19 Projects)	(21,407,750)	(11,475,598)	(11,676,421)	(11,909,950)
Utilities - Power & Water	(3,632,338)	(3,695,904)	(3,779,062)	(3,873,538)
Insurances	(1,073,587)	(1,092,375)	(1,116,953)	(1,144,877)
Interest Expense	(484,900)	(536,225)	(546,829)	(638,646)
Other Expenses	(3,306,648)	(4,356,509)	(4,432,748)	(4,521,403)
Non Cash - Depreciation	(36,189,735)	(36,775,504)	(37,624,412)	(38,445,307)
Non Cash - Loss on Disposal	(2,785,007)	0	0	0
Parking Levy	(17,417,303)	(17,417,303)	(17,417,303)	(17,417,303)
Local Govt Inquiry	0	(3,700,000)	0	0
Adjustment to Service Levels	0	0	(1,500,000)	(2,000,000)
Sub Total - Operating Expenditure	**(198,686,335)**	**(194,997,532)**	**(196,459,577)**	**(201,663,466)**
Add back Non Cash Items	**38,534,188**	**36,775,504**	**37,624,412**	**38,445,307**
Total Cash Operating Expendture	**(160,152,147)**	**(158,222,028)**	**(158,835,165)**	**(163,218,160)**
Capital Expenditure				
Asset Renewal - Infrastructure	(8,953,051)	(13,000,000)	(13,000,000)	(13,500,000)
Asset Renewal - Non Infrastructure	(8,520,500)	(12,500,000)	(12,500,000)	(12,500,000)
Major New / Upgrade Capital Projects	(32,397,800)	(27,200,000)	(32,000,000)	(29,500,000)
Discretionary Capital Expenditure	(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)
Total Capital Expenditure	**(60,392,151)**	**(60,000,000)**	**(62,500,000)**	**(62,500,000)**
Total Capital Grants & Contributions				
Grants for Acquisition of Assets	5,438,360	3,000,000	3,125,000	3,125,000
Sub Total - Capital Grants & Contributions	**5,438,360**	**3,000,000**	**3,125,000**	**3,125,000**
Net Funding Requirement	**(35,350,547)**	**(20,709,387)**	**(9,918,422)**	**(5,040,498)**
Net Reserve Transfers	**21,950,319**	**21,932,035**	**9,360,336**	**6,006,845**
Net Borrowing Activities	**14,871,254**	**(5,662,755)**	**7,004,163**	**(2,780,688)**



9.2. CASH RESERVES AND LOANS

The 2020/21 - 2029/30 Long Term Financial Plan makes extensive, but responsible, use of previously accumulated cash reserves. The City currently has 18 Cash Reserves classified as:

- Asset Acquisition & Renewal Reserves
- Strategic Reserves
- Parking Related Reserves
- Waste Management Reserves
- Other Purpose Reserves

The Long Term Financial Plan includes $45M worth of loan borrowings over the life of the 10 Year Long Term Financial Plan. These borrowings are heavily 'front end loaded' with $30M of these borrowings in the first three years of the plan as the City responds to and rebounds from the financial impacts of the COVID-19 pandemic.

9.3. CAPITAL PROJECTS (MAJOR INFRASTRUCTURE AND ASSET RENEWAL)

The following Capital projects have been identified for the next four year period.

	2020/2021	2021/2022	2022/2023	2023/2024
Asset Renewal - Infrastructure				
Civil Structure (Bridge, O/Underpass)	(300,000)	(550,750)	(168,000)	(168,000)
Drainage	(1,243,765)	(1,476,313)	(1,210,000)	(1,260,000)
Foreshore & River Assets	0	(65,000)	(934,375)	(2,293,044)
Lighting & Electrical	(2,454,000)	(3,303,050)	(2,618,300)	(1,962,500)
Other Infrastructure (incl street furniture)	(1,180,000)	(300,000)	(300,000)	(300,000)
Park Furniture	(35,000)	(50,000)	(50,000)	(50,000)
Parks & Landscape	(727,000)	(1,648,811)	(554,320)	(252,888)
Path & Kerb	(777,000)	(2,641,315)	(2,316,324)	(2,343,240)
Roads	(2,236,286)	(2,241,042)	(2,174,678)	(2,399,915)
Unallocated	0	(723,719)	(2,674,003)	(2,470,413)
Asset Renewals - Infrastructure	**(8,953,051)**	**(13,000,000)**	**(13,000,000)**	**(13,500,000)**
Asset Renewal - Non Infrastructure				
Buildings	(4,088,000)	(1,502,689)	(1,593,608)	(1,481,104)
Plant & Equipment	(1,127,000)	(1,214,000)	(1,085,500)	(1,989,000)
Technology	(511,000)	(3,504,000)	(580,000)	(2,060,000)
Vehicles	(2,794,500)	(1,676,000)	(537,000)	(1,237,000)
Unallocated	0	(4,603,311)	(8,703,892)	(5,732,896)
Asset Renewals - Non Infrastructure	**(8,520,500)**	**(12,500,000)**	**(12,500,000)**	**(12,500,000)**
Total Asset Renewal	**(17,473,551)**	**(25,500,000)**	**(25,500,000)**	**(26,000,000)**
Major Discretionary Capital Projects				
Wellington Square	(10,027,000)			
Citistation Concourse		(8,000,000)	(12,000,000)	
Recreation Facility - WACA			(10,000,000)	(15,000,000)
Roe St	(11,537,000)	(5,700,000)		
Hay & Murray St - Two Way	(350,000)	(7,000,000)	(7,000,000)	(11,000,000)
East End Revitalisation	(8,997,800)			
Thomas St Road Widening				(500,000)
Lighting Upgrade Program		(3,000,000)	(3,000,000)	(3,000,000)
Finance Transformation Plan	(1,425,000)	(1,500,000)		
Council House Refurbishment		(2,000,000)		
Major Capital Projects	**(32,336,800)**	**(27,200,000)**	**(32,000,000)**	**(29,500,000)**
Minor Discretionary Capital Projects Unallocated	**(10,520,800)**	**(7,300,000)**	**(5,000,000)**	**(7,000,000)**
Total Capital Program Allocation	**(60,331,151)**	**(60,000,000)**	**(62,500,000)**	**(62,500,000)**



9.4. SERVICE DELIVERY - SERVICE UNIT PLANS

FINANCIAL AND FTE SUMMARY 2020/21

HUMAN RESOURCES			
Total FTE Count	702.60	Total Employee Costs 2020/21	*$74,826,932
FINANCIAL SNAPSHOT (OPERATING)			
Total Service Costs (Includes Employee Costs)			$177,278,586
Total Major Non-Discretionary Operating Project Costs (Over $100K)			$1,671,750
Total Minor Non-Discretionary Operating Project Costs (Under $100K)			$1,736,000
COVID-19 Rebound Fund			$18,000,000
Total Operating Cost			**$198,686,336**
Total Chargeable Service Income			**$185,193,752**

**Minus the capitalised employee costs*

SERVICE UNIT PLANS – SUMMARY

This first iteration of the development of a set of Service Unit Plans has provided a baseline from which future informed planning and decision making can be done. During the development of the 2021/2022 Service Unit Plan (which commences on 1 August 2020), the key focus will be on determining service levels for each Service Unit Plan.

The City's FTE resources will then be prioritised in line with service level requirements and key priority focus areas. Below is a summary of the Service Unit Plan FTE allocations and costs for the 2020/2021 Financial year.

Service Unit Title	FTE		Operating Budget	
	No.	Employee Cost	Operating Project Cost	Core Service Cost (incl Employee & Project costs)
CEO Alliance Corporate Recovery	14.52	$2,361,996	$43,000	$2,801,861
Marketing and Communications	16.28	$2,006,022	$55,000	$2,571,687
Corporate Services Alliance	4.31	$873,280	$-	$1,349,032
Human Resources	17.00	$2,524,359	$-	$2,728,870
ICT	37.20	$5,311,665	$53,227	$11,982,629
Strategic Finance	6.70	$1,049,357	$18,000,000	$1,049,357
Finance	30.00	$3,154,358	$-	$3,531,315
Governance	19.06	$2,125,927	$100,000	$15,386,109
Community Development Alliance	3.00	$603,002	$-	$701,185
Customer Experience	17.60	$1,500,384	$-	$1,789,796
Community Services	81.78	$6,977,753	$69,400	$9,419,177
Activation and Cultural Experience	19.60	$2,511,169	$130,000	$3,258,322
Community Safety and Amenity	64.65	$7,027,162	$20,000	$8,814,594
Infrastructure and Operations Alliance	5.00	$779,273	$-	$940,738
Infrastructure and Assets	68.80	$7,362,506	$880,000	$36,327,480
Operations	126.19	$12,288,142	$405,973	$28,166,172
Parking Services	99.20	$8,691,754	$20,000	$37,428,140
Planning and Economic Development Alliance	4.11	$696,313	$544,000	$792,429
City Planning	15.40	$2,170,636	$557,000	$2,212,856
Transport and Urban Design	20.00	$2,449,277	$400,000	$2,772,698
Development Approvals	18.80	$2,368,784	$15,150	$2,462,335
Economic Development	13.40	$1,728,099	$115,000	$2,085,537
Organisation Total	**702.60**	***$74,826,932**	**$21,407,750**	****$102,451,654**

**Minus the capitalised employee costs*
***Minus the employee and profit on disposal assets costs*

NON-DISCRETIONARY / PRE-APPROVED OPERATING PROJECTS 2020/21

Project Title	Total Cost
Condition Assessment and Reporting - Infrastructure	$165,000
International Relations	$75,000
Rubbish Collection (Verge Residential)	$100,000
City Planning Scheme No. 3	$252,000
William Street Redefinition	$250,000
Riverfront Masterplan	$100,000
Urban Forest Plan Operational actions	$180,000
Preventative Maintenance Lift and Relay	$170,000
QE2 and UWA Structure Plan	$100,000
2020 Council Elections and Lord Mayor Election	$100,000
On Street Signage	$20,000
Clearing Maintenance Backlog	$475,000
City Switch	$75,000
Varnishing and Painting	$70,000
InnerCity Councils	$55,000
Collections Storage Project	$50,000
City Planning Strategy	$45,000
Place Analytics	$40,000
Tuesday Morning Show	$37,900
Bicycle Planning Services	$5,000
Community Events	$9,300
CPS2 Development Works Exemption Planning Policy	$5,000
Local Heritage Survey	$80,000
Natural Area Management	$59,000
Road Network Design and Review	$40,000
Better Bin Program	$37,673
Access and Inclusion Program	$31,500
Community Infrastructure Plan	$30,000
Claisebrook Neighbourhood Place Plan	$20,000
Waste Management Strategy and Plan	$20,000
Cladding audit of class 5- 8 buildings	$15,150
Co-ordination of City Infrastructure Works (External Providers)	$5,000
CPS 2 Amendment No. 41 - Northbridge Special Entert Precinct	$5,000
CPS2 City Design Policy incl Environmentally Sustain Design	$5,000
CPS 2 Amendment 42 (Colin & Hay, West Perth)	$5,000
CPS 2 Amendment 43 (Thomas & Wellington, West Perth)	$5,000
CPS 2 Amendment 44 (Lord and Newcastle, Northbridge)	$5,000
Noise Attenuation Planning Policy	$5,000
Citiplace Redevelopment	$50,000
City Centre Vision Plan	$50,000
WACA Redevelopment	$244,000
Retail Core Redevelopment	$100,000
Proactive Planning Initiatives	$100,000
Community Perception Survey	$15,000
Review of Strategic Community Plan	$28,000
Public Health & Well Being Plan	$20,000
PCI Compliance	$53,227
COVID-19 Strategy	$18,000,000
Total Non-discretionary / pre-approved Operating Projects 2020/21	**$21,407,750**

COVID-19 REBOUND - OPERATING PROJECTS 2020/21

Programs, projects, events and activities as identified through stakeholder engagement, and indicated with proposed allocation as part of the $18 million allocation.

Prioritisation of projects as per the Stakeholder Feedback: Keep doing / Do more	Cost allocation
Cleaning and presentation of the city	$1,000,000
Support and advocacy for people experiencing or at risk of homelessness; including the co-ordination of services and support networks	$1,905,000
Programs and initiatives for young people and youth at risk	$100,000
Security, surveillance and community safety programs for the city	$1,200,000
Grants for small to medium businesses to help them survive and rebound after the pandemic	$1,040,000
Marketing campaign to support retail sector	Incl. in Marketing budget
Marketing campaign to support small business sector	Incl. in Marketing budget
Programs and initiatives for families and children	$980,000
Grants to support arts and cultural sector rebound and recovery	$1,400,000
Marketing of Perth as a visitor destination	Incl. in Marketing budget
Marketing campaign to promote Perth as safe and open	$2,800,000
Grants to support third-party activation and events post COVID-19	$1,250,000
Perth Home Grown Markets	$50,000
Twilight Hawkers Markets	$50,000
Grants for community groups and programs	$65,000
School holiday events	Incl. in Programs for Families
Marketing of Perth as a business investment destination	Incl. in Marketing budget
Grants to neighbourhood groups to support grass roots initiatives	$80,000
Capacity building initiatives for community organisations and groups	$100,000
Grants to support lane-way activation and upgrades and locational precinct improvements	$240,000
Grants for building improvement projects (e.g. Heritage Building, Adaptive Reuse, Underutilised space and Business Improvement Grants)	$270,000
Christmas Lights Trail/similar significant post COVID-19 activation trail	$1,000,000
Business development and support workshops and sessions	$150,000
City managed activations in key retail precincts	Incl. in Programs for Families
Christmas decorations, other recovery actions, East End Revitalisation etc	$3,685,000
Australia Day Celebrations	$220,000
Christmas Nativity	Incl. in Christmas Lights Trail
New years' Eve	$415,000
Total Operating Project expenditure for 2020/2021	**$18,000,000**

10. Appendix - Overview of each Service Unit Plan

CEO ALLIANCE – CORPORATE RECOVERY

The CEO Alliance provides an internal / external leadership, strategic and advocacy focus. Led by the Chief Executive Officer & Project Director Corporate Recovery, the Alliance includes these Service Teams:

Service Team	Sub-Services	Strategic Alignment
Internal Audit	• Internal Audit	Performance
Advocacy and Stakeholder Management	• Advocacy and Inter Government Relations • Stakeholder Management	Partnership
Strategy and Risk	• Integrated Strategic Planning • Corporate Recovery • Integrated Corporate Performance • Risk Management • Business Continuity	Performance
Project Management Office	• Project Management Office	Performance
Business Process and Change Management	• Organisational Capability • Organisational Systems Improvement	Performance

Key Focus Areas	
Establishing a fully integrated strategic planning approach at the City	Clear integration from the Strategic Community Plan (SCP) to the Business Plan, Service Unit Plans, Asset Management Plan, and Capital projects list with full incorporation of Key Performance Indicators for all Alliance and Service Units. Ongoing Risk identification and management, Project management and Performance measurement approaches.
Development and Implementation of a Best Practice Approach to Risk Management and Project Management	Risk Management established at the City in an integrated manner with a common understanding amongst all level 5 and above staff about the principles and process of risk management, and that the identification or risk is an ongoing process and should not be done ad-hoc. Development and Implementation of an integrated and well understood approach to project management.
Delivery on the Corporate Recovery Implementation Plan (CRIP)	Implementation of CRIP to achieve significant recovery and improvement across all areas of the City

Operating Projects	
Full review of the City's Strategic Community Plan	$28,000
Community Perception Survey	$15,000

MARKETING AND COMMUNICATIONS

The Marketing and Communications Unit promotes and enhances the social, economic, cultural, environmental and civic role that the City of Perth plays as the capital of Western Australia. This includes representing the broader Perth area and the State of Western Australia on both a national and international level.

Service Team	Sub-Services	Strategic Alignment
Marketing	Marketing	Prosperity
Media and Communications	Media and Communications	Prosperity
Creative Services	Creative Services	Prosperity
Digital Channels	Digital Channels	Prosperity
Key Focus Areas		
Brand Development	Development of a unified destination brand for Perth, implementation in market, deliver an always on campaign and unified approach with stakeholders. Refresh City of Perth brand to catalyse improved culture through new vision and brand positioning.	
COVID-19 Recovery and Rebound	Active communications and marketing to assist our communities and businesses to return to a position that is more sustainable than what they even had before COVID-19.	
Digital Channels	Development of websites and integration into backend systems, clear separation of destination and council channels and transition to personalisation of content to drive improved customer experience.	
Communications	Change the style, tone and nature of all communications to stakeholders and the media. Editorialise and publish own content to take control of the narrative.	
Operating Projects		
Inner City Council Collaboration		$55,000
Marketing Campaign to Support Retail Sector		Incl. in Marketing budget
Marketing Campaign to support Small Business Sector		Incl. in Marketing budget
Marketing of Perth as a Visitor Destination		Incl. in Marketing budget
Marketing Campaign to Promote Perth as Safe and Open		$2,800,000
Marketing of Perth as a Business Investment Destination		Incl. in Marketing budget

CORPORATE SERVICES ALLIANCE

The Corporate Services Alliance is focused on providing excellent customer service and support to its internal customers. This Alliance includes the following Service Units:

Service Team	Strategic Alignment
Human Resources	Performance
Information, Communication & Technology (ICT)	Performance
Strategic Finance	Performance
Finance	Performance
Governance	Performance

Key Focus Areas	
Improved culture within Alliance	Improvement in Overall Performance, Workplace, Commitment and Net Promoter Scores
System consolidation	Implementation of a fully integrated corporate software system
Process improvement	Focus on all processes to ensure they are required, compliant and efficient
Innovation	The way the Corporate Services Alliance does business is recognised industry wide
Financial sustainability	Significant shift from annual transactions to 15-year time horizon

Operating Projects
N/A

HUMAN RESOURCES

The Human Resource Unit provides workforce planning to ensure effective service based allocation of human resources to deliver against the City's Strategic Community Plan. This Unit enables the effective management of the Employee Lifecycle being: Recruitment and Selection, On boarding, Performance Shaping, Learning and Organisational Development, Remuneration, Benefits and Conditions Employee Relations, OHS and Departures.

Service Team	Sub-Services	Strategic Alignment
Strategic Human Resource Management	Strategic Human Resource Management	Performance
Recruitment	Recruitment	Performance
Employee Relations	Employee Relations	Performance
Occupational Safety and Health	Occupational Safety and Health	Performance
Key Focus Areas		
Workforce Planning	Workforce strategy informed by a comparative analysis of the current workforce competencies (supply) and identification of the workforce needed to meet the City's strategic direction (demand). Any resulting strategy will address all discrepancies between the supply and demand with appropriate mechanisms for evaluation. Realignment of recruitment and selection processes to complement WFP, including ATSI employment initiatives and retention strategies.	
OSH Accreditation	Attainment of Worksafe accreditation and continuation of embedding systems for verification of competency for High Risk work.	
HRP Phase 2	Fully automated processes for managing employees through the life-cycle through TechOne modules.	
Operating Projects		
N/A		

INFORMATION COMMUNICATION AND TECHNOLOGY

ICT provides information, communication and technological solutions to internal and external customers utilising City of Perth services. This Unit ensures the delivery of the technology systems that enable and support our organisation in delivering excellent customer focused service.

Service Team	Sub-Services	Strategic Alignment
ICT Governance / Architecture	ICT Governance / Architecture	Performance
Technology Infrastructure	Technology Infrastructure	Performance
Technology Service and Support	Technology Service and Support	Performance
Business Systems	Business Systems	Performance
Key Focus Areas		
Systems Consolidation	Optimise costs through simplified processes and systems interoperability.	
ICT Security	Ensure security of the organisation's data and systems.	
Service Management	Provide ICT services in-line with the organisational expectations and needs.	
Operating Projects		
PCI DSS Compliance		$53,227

FINANCE

The Finance Unit provides financial leadership through sustainable forward planning and clearly articulated, visible financial processes that enable and support City service units to deliver value for money services to our community. This Unit proactively monitors, reports on and responds to financial variances to ensure that the City is financially accountable to its community whilst meeting all statutory financial obligations.

Service Team	Sub-Services	Strategic Alignment
Finance	Financial Accounting	Performance
	Management Accounting	Performance
	Rates Services	Performance
	Payroll Services	Performance
	Procurement & Contract Management	Performance
Key Focus Areas		
Accounts Receivable	Clean up of Debtors in Pathways	
Business Improvement	System configuration issues and potential to automate	
Centralised Procurement	Standardising Procurement policies and processes	
Operating Projects		
N/A		

STRATEGIC FINANCE

The Strategic Finance Unit provides strategic and tactical financial modelling and advisory services to ensure the City's long term financial sustainability by matching organisational capacity with strategic intent. The Unit develops robust financial models to support and inform strategic business decisions and is responsible for the delivery of the City's Financial Systems and Process Transformation Project (FSPTP).

Service Team	Sub-Services	Strategic Alignment
Strategic Finance	Strategic Finance	Performance
Key Focus Areas		
FSPTP - Foundation Stage	Support and champion the rollout of the foundation stage of the new Ci Anywhere environment and chart of accounts	
FSPTP - Consolidation Stage	Commence the transition of all modules from the Pathways system and determine the Asset system strategy / migration	
FSPTP - Enhancement Stage	Transition the Rating & Property database to Ci Anywhere and decommission Pathways	
Operating Projects		
N/A		

GOVERNANCE

The Governance Unit establishes the framework of decision making, providing systems and processes that assist the organisation in enhancing its statutory compliance and organisational approach through effective processes and controls. The Unit coordinates the records and information management, council support and civic services of the City and ensures the strategic management of the City's commercial property portfolio.

Service Team	Sub-Services	Strategic Alignment
Governance	• Governance & Council Support • Policy Development • Legal Services • Civic & hospitality services • Citizenship • Internal Printing	Performance
Property Management	Commercial Property Management	Performance
Information Records Management	Information Records Management	Performance

Key Focus Areas	
Accountability & Governance	Incorporating actions required from amendments to the Local Government Act 1995, Local Government Election 2020, implementing business improvements arising from findings/recommendations in the report from the Inquiry into the City of Perth and continued implementation of the Corporate Recovery Implementation Plan.
Commercial Property	Full Commercial Property Software Program installed and in operation by March 2020. To consolidate our $647M Portfolio; consolidation/resolutions with Governance with regards to compliance/Confidentiality; and lock down on all Private and confidential documentation control via our records department and IT departments.
Information and Records Management	Digital Workplace/ Information Governance Framework (DWP/ IGF) Modern Recordkeeping Implementation. Information Governance Framework: recordkeeping advice and expertise on consolidated system integration; reviewing and publishing of processes; development of Vital Records and Disaster Recovery Plan.

Operating Projects	
2020 Council Elections and Lord Mayor Election	$100,000

COMMUNITY DEVELOPMENT ALLIANCE

The Community Development Alliance has an external focus on delivering outstanding community and customer service. It reflects a fully integrated approach to building a sense of community. This Alliance includes the following Service Units:

Service Team	Strategic Alignment
Customer Experience	Performance
Community Services	People
Activations and Cultural Experiences	People
Community Safety and Amenity	People

Key Focus Areas	
Homelessness	Implementation of Homelessness Strategy
Community Safety and Security with a focus on Anti-Social Behaviour	Implementation of the Safe City Strategy
Place-based Approach and Neighbourhood Engagement	Co-Implementation of the Neighbourhoods Approach with the General Manager Planning & Economic Development Alliance
Events and Activation	Implementation of the Events & Activation Strategy and Implementation of Improvements to the Events approvals process.
Community Services and Facilities	Development of a Policy and Plan for the Provision of Community Services and Facilities.

Operating Projects
N/A

CUSTOMER EXPERIENCE

The Customer Experience Unit provide an enhanced omnichannel customer service to facilitate highly effective relationships with the City's customers and stakeholders. The Unit provides support and advice to ensure a consistent and high standard of customer service and stakeholder engagement across the organisation. The Unit also monitors customer satisfaction and responds proactively to identified trends

Service Team	Sub-Services	Strategic Alignment
Customer Relationship Management	Customer Relationship Management	Performance
Community & Stakeholder Engagement	Community & Stakeholder Engagement	Partnership

Key Focus Areas	
Data accuracy and integrity	Single source of truth for all data related to transactional and engagement activities
After hours and flexible working arrangements	Developing our after hours program to incorporate other LGAs to provide a consistent approach to customer experience for councils
Stakeholder Engagement approach	Development of consistent approaches to community consultation and engagement across the organisation

Operating Projects
N/A

COMMUNITY SERVICES

The Community Services Unit leads and facilitates strategic community partnerships, and empowers and builds capacity within community to develop solutions that respond to local needs, aimed at improving social resilience. This Unit provides community service programs that encourage social and community wellbeing and resources to address information and learning needs of the community in an inclusive environment.

Service Team	Sub-Services	Strategic Alignment
Community Capacity Building	• Community Planning • Access & Inclusion • Aboriginal Engagement and Reconciliation	People
Community Support Services	• Community Facilities • Children Services • Seniors Services • Visitor Services • Community Support • Volunteer Service • Homelessness Response • LMDRF Coordination	People
Library and Life-long learning	• Life-Long Learning & Development	People

Key Focus Areas	
Homelessness	Delivery of actions outlined within the homelessness strategy 2020
Community Capacity Building	Clear strategy for various cohorts focusing on priorities identified within the study due June 2020; linking to the strategic community plan aspiration 1 - for people and associated objectives
Community Support Services Review	Services aligned to Strategic Community Plan and based on identified need. Strategy development; partnerships identified; recommendations for ongoing delivery of support services.

Operating Projects	
Access and Inclusion Program	$31,500
Tuesday Morning Show	$37,900
Support and Advocacy for People Experiencing or at Risk of Homelessness	$1,905,000
Programs and Initiatives for Young People and Youth at Risk	$100,000
Programs and Initiatives for Families and Children	$980,000
Capacity Building Initiatives for Community Organisations and Groups	$100,000

ACTIVATIONS AND CULTURAL EXPERIENCE

The Activation and Cultural Experience Unit celebrates and enhances Perth's unique cultural heritage and identity through experiences, activations and events. Cultural development activities build Perth's unique value proposition, which pays dividends in visitation, tourism, economic diversification and returns, creating a thriving and sustainable city that is a great place to be.

Service Team	Sub-Services	Strategic Alignment
Culture, Heritage and Arts Management	• Cultural Development • Cultural Collections Management • Cultural Heritage Management • Heritage Policy	People
Activations and Events	• Place Activation • Events Management	People
Sponsorships, Grants and Donations	• Sponsorships, Grants & Donations	People

Key Focus Areas	
Strategy Development and Delivery	Events & Activation Strategy Finalised and year one implemented; Cultural Development Plan year two implemented; Heritage Program year one implemented; key contribution to finalisation and implementation of several issue specific strategies, including Events & Activation Strategy; Marketing & Communications Strategy; Tourism Strategy; and Neighbourhood Place Planning & Engagement Framework.
Economic Sustainability	Increased in incoming funding/partnership to support City initiatives; sector development to support economic sustainability of our funded organisations and the entertainment and cultural sectors more broadly.
Promotion and Collaboration	Improved internal and external stakeholder engagement and relationships; increased mutual understanding of ACE and stakeholder/partner objectives and value proposition.

Operating Projects	
Local Heritage Survey	$80,000
Cultural Collections Storage Project	$50,000
Grants to Support Arts and Cultural Sector Rebound and Recovery	$1,400,000
Grants to Support Third-Party Activation and Events post COVID-19	$1,250,000
Perth Home Grown Markets	$50,000
Twilight Hawkers Markets	$50,000
Grants for Community Groups and Programs	$65,000
School Holiday Events	Incl. in Programs for Families
Grants to Neighbourhood Groups to Support Grass Roots Initiatives	$80,000
Christmas Lights Trail/similar significant post COVID-19 Activation Trail	$1,000,000
City managed Activations in Key Retail Precincts	Incl. in Programs for Families
Australia Day Celebrations	$220,000
Christmas Nativity	Incl. in Christmas Lights Trail
New Years' Eve	$415,000

COMMUNITY SAFETY AND AMENITY

The Community, Safety and Amenity Unit provide services that assist in making the City a safe and healthy place and support the community's enjoyment of public spaces and City owned buildings. Provides proactive safety and crime preventions, compliance regimes of activities within the public realm and deliver initiatives to manage environmental health standards.

Service Team	Sub-Services	Strategic Alignment
Community Safety	• Ranger Services • Surveillance Services • Community Safety • Emergency Management	People
Activity Approvals	• Event Approvals • Activity Approvals Compliance	People
Public Health	• Health Approvals • Publish Health Monitoring & Compliance	People

Key Focus Areas	
Improve internal and external facing systems	To improve customer experience and reduce administrative burdens/complications (including website)
Review and improve process and procedures	To improve customer service, increase efficiencies, accountability, performance and operations.
Place based action plans	To improve effectiveness of intervention - to understand, determine approach, measure and monitor actions and evaluate outcomes/performance. - Ultimatley improve service outcomes on the ground and mitigate public concern

Operating Projects	
Public Health and Wellbeing Plan	$20,000
Security, Surveillance and Community Safety Programs for the City	$1,200,000

INFRASTRUCTURE AND OPERATIONS ALLIANCE

The Infrastructure & Operations Alliance designs, constructs, manages and maintains infrastructure, buildings, fleet assets and parks in the City to the highest standards in order to provide amenity to all levels of the community. The Alliance delivers contemporary residential and commercial waste management services in the City. It also has responsibility for the City's parking services. This Alliance includes the following Service Units:

Service Team	Strategic Alignment
Infrastructure and Assets	Performance
Operations	Performance
Parking Services	Performance

Key Focus Areas	
Finalising Restructure	Embed Operations and Infrastructure & Assets org charts Filling roles with effective personnel to release Alliance Managers to manage
Culture Change	Manager and senior team mentoring Seize opportunities to lead discussions and actions to drive change Manage HR issues effectively as they arise
Procurement and Budget Planning	Consolidated budgets agreed with Finance for efficient project planning and delivery
Governance and Support Functions	Utilise Finance Officers as Project Controls to assist project managers
Service Delivery Method	Cost benefit analysis of internal and external options and optimise delivery

Operating Projects
N/A

INFRASTRUCTURE AND ASSETS

The Infrastructure and Assets Unit manages the end to end processes of creation, design and execution of major projects through professional project management approaches to deliver major City capital projects that meet specified success criteria. This Unit proactively manages all City assets and ensures that all infrastructure, facilities and other public realm assets are maintained to a safe and fit for purpose standard that provides community value and the desired amenity.

Service Team	Sub-Services	Strategic Alignment
Asset Management	• Strategic Asset Management • Asset Performance Management	Performance
Asset Maintenance	• Infrastructure Maintenance • Facilities Maintenance • Electrical Maintenance • Public Furniture Maintenance	Performance
Project Delivery	• Project Delivery	Performance
Engineering and Design	• Infrastructure Design • Building Design	Performance

Key Focus Areas	
Project Delivery Upskilling	• Increasing accountability for project delivery • Consistent frameworks for project management, project governance and reporting using PPS. Increase efficiency in procurement strategies and bundling of contracts • Increasing delivery rate of projects
Asset Planning	• Directly linking asset planning outcomes to project selection • Collecting information through introducing a fixed asset inspection regime • Whole-of-life cycle analysis and costing
Maintenance Planning	• Preventative Maintenance Plans established in systems according to service levels • Auto triggering and generation of work orders • Backlog management
Detailed Design	• Establish clear deliverables and process for handover of concept designs • Improve communication with Units that generate ideas and concepts for projects
Workplace culture	• Increase autonomy and proactiveness in work culture • Improve customer service

Operating Projects	
Condition Assessment and Reporting - Infrastructure	$165,000
Preventative Maintenance Lift and Relay	$170,000
Clearing Maintenance Backlog	$475,000
Varnishing and Painting	$70,000
Christmas decorations, other recovery actions, East End Revitalisation etc	$3,685,000

OPERATIONS

The Operations Unit plays a vital role in the presentation of our city and it's neighbourhoods ensuring safe, clean and inviting public places. This Unit maintains the green spaces and tree canopy throughout the city, promoting biodiversity and sustainability, and takes actions to increase the resilience of the City's environment and community. This Unit manages the collection of all residential waste in accordance with statutory obligations and ensure positive outcomes environmentally, economically and socially for the City.

Service Team	Sub-Services	Strategic Alignment
Fleet and Depot Services	• Fleet Acquisition & Management • Depot Workshop Operations • Mechanical Services • Graffiti Management	Performance
Waste Management	• Waste Business Development • Waste Collection • Street Cleaning	Place
Parks and Environment	• Parks Planning • Parks & Reserves Maintenance	Planet

Key Focus Areas	
Implementation of the Container Deposit Scheme (CDS)	Implementation of the CDS will result in a reduction of waste to landfill (increased diversion to recycling) and income to the community including assisting social enterprise groups.
New Waste Transfer Station	Efficiencies from the new transfer station will allow resources for implementation of FO/GO (food organics/gardening organics) and the 3 bin system.
Delivery of the Main Drain Monitoring Program	12 months of water quality, volume and seasonality data for the 2 stormwater main drains which dissect the City of Perth LGA.

Operating Projects	
Rubbish Collection (Verge Residential)	$100,000
Urban Forest Plan Operational actions	$180,000
Community Events	$9,300
Natural Area Management	$59,000
Better Bin Program	$37,673
Waste Management Strategy and Plan	$20,000
Cleaning and presentation of the city	$1,000,000

PARKING SERVICES

The Parking Services Unit manages the operation of both on street and off-street parking facilities across the City - responsibly balancing commercial imperatives with Council's desired neighbourhood precinct outcomes. The Unit also implements the City of Perth Parking Local Law 2017 and performs related compliance activities.

Service Team	Sub-Services	Strategic Alignment
Parking	• Parking Business Development • Commercial Accounting • Off Street Parking • On Street Parking • Parking Compliance • Parking Technical Support	Performance

Key Focus Areas	
Major Trading Undertaking Compliance	Have a Council Approved business plan that will provide direction to the Parking unit.
Sustainable business model	Develop and implement Parking programs that support the Community and the City's long-term sustainable parking needs.
Improve Parking Reputation	Develop and implement education and instruction programs both in hard copy and digital that support the community to better understand how to read signs, park and utilise all the City's parking assets.

Operating Projects	
On Street Signage	$20,000

PLANNING AND ECONOMIC DEVELOPMENT ALLIANCE

The Planning & Economic Development Alliance provides a future planning and growth focus driving research and creating the vision and plans for a liveable, prosperous and sustainable City. This Alliance includes the following Service Units:

Service Team	Strategic Alignment
City Planning	Place
Transport and Urban Design	Place
Development Approvals	Place
Economic Development	Prosperity

Key Focus Areas	
City Centre Vision Plan	Prepare an aspirational vision plan for the Perth City Centre in partnership with State and DPLH to stimulate future Government and Private Sector Investment
Retail Core Revitalisation	Prepare agreed priority project designs to unlock development potential, stimulate investment opportunities and improve the function and offerings within the designated retail core areas
City Deal Projects	To integrated and value add to the designated City Deal development projects to facilitate broader multiplier benefits for the community
Citiplace Redevelopment	To facilitate the redevelopment of the Citiplace site as an iconic transportation/ designation hub linking the retail core to the cultural centre
Proactive Planning Initiatives	Identify and conceptualise various planning initiatives designed to stimulate new development, redevelopment and capitalisation of assets within the City within both over private and public landholdings

Operating Projects	
Citiplace Redevelopment	$50,000
City Central Vision Plan	$50,000
WACA Redevelopment Project	$244,000
Retail Core Redevelopment Projects	$100,000
Proactive Planning Initiatives	$100,000

CITY PLANNING

The City Planning Unit delivers holistic strategies, plans and the statutory planning framework for the planning and design of the city, its neighbourhoods and precincts to increase the liveability of the city and provide sustainable outcomes. The Unit delivers urban research to inform strategy and policy. The unit facilitates engagement with Federal and State Governments and stakeholders on planning of the city.

Service Team		Strategic Alignment
City Planning	• Urban Strategy & Policy • Planning Schemes & Planning Policy • Neighbourhood Planning and Renewal • Heritage Planning • City Research	Place

Key Focus Areas	
Finalisation of City Planning Strategy	Agreed strategic direction of the development of the city and the priorities for the City to focus
Preparation of new City Planning Scheme	A contemporary, easier to use planning scheme and policies to help stakeholders in doing business with the city
Preparation of first Neighbourhood Precinct Plans	A mutual vision between the community and the city on the direction of their neighbourhood and the actions that will be done to improve them

Operating Projects	
City Planning Scheme No. 3	$252,000
QE2 and UWA Structure Plan	$100,000
City Switch	$75,000
City Planning Strategy	$45,000
CPS2 Development Works Exemption Planning Policy	$5,000
Community Infrastructure Plan $30,000	$30,000
Claisebrook Neighbourhood Place Plan	$20,000
CPS 2 Amendment No. 41 - Northbridge Special Entert Precinct	$5,000
CPS2 City Design Policy incl Environmentally Sustain Design	$5,000
CPS 2 Amendment 42 (Colin & Hay, West Perth)	$5,000
CPS 2 Amendment 43 (Thomas & Wellington, West Perth)	$5,000
CPS 2 Amendment 44 (Lord and Newcastle, Northbridge)	$5,000
Noise Attenuation Planning Policy	$5,000

TRANSPORT AND URBAN DESIGN

The Transport and Urban Design Unit provides holistic, integrated concept plans for the public realm to guide improvements to City streets, places and spaces. This Unit designs the City's transport infrastructure to facilitate an integrated network that optimises transport movements and delivers function, safety and access across the network.

Service Team		Strategic Alignment
Transport and Urban Design	• Public Realm Concept Planning • Transport Planning • Traffic Management Approvals	Place

Key Focus Areas	
William Street Redefinition	Masterplan for William Street accepted by Council
Riverfront Masterplan	Progress Riverfront Masterplan to have initial reviews by Council
Hay and Murray Street Two-Way Project (West End)	Prepare Concept Plan for both Murray and Hay Street to Council Review

Operating Projects	
Riverfront Masterplan	$100,000
William Street Redefinition	$250,000
Cycle Network Plan	$5,000
Co-ordination of City Infrastructure Works (external provider)	$5,000
Road Network Design and Review	$40,000

DEVELOPMENT APPROVALS

The Development Approvals Unit provides customer focused advice and services relating to the statutory city planning and permit authority functions of the local government, including assessment of development applications and the control of the construction, occupation and demolition of buildings through the issue of permits. The Unit also provides building certification services and technical approvals to facilitate private development and undertake investigations and resolution of planning and building compliance matters.

Service Team		Strategic Alignment
Development Approvals	• Development Assessment • Development Compliance • Building Approvals • Building Compliance	Place

Key Focus Areas	
Provide efficient and effective processing of planning and building applications, including identifying opportunities and implementing legislative and policy reforms that will cut costs and/or time for doing business with the City.	Improve customer satisfaction and encourage investment and business recovery and growth in the city.
Investigate, inspect and resolve development compliance matters, with particular attention to high risk buildings and older building stock in the city.	Maintain building safety and amenity in the city and assisting in improving perceptions about the city's livability and security.
Implement timely enforcement procedures and requirements in relation to rectification works arising from the State-wide Cladding Audit.	Limit the City's exposure to risk and to ensure the safety of building occupants.

Operating Projects	
Cladding audit of class 5- 8 buildings (retail, commercial and office buildings)	$15,150

ECONOMIC DEVELOPMENT

The Economic Development Unit deliver initiatives and projects that will help to grow the local City of Perth economy, develop key sectors, support local business and industry and generate employment outcomes. This Unit promotes the unique proposition of the city locally, nationally and internationally to attract investment and partners with key stakeholders to undertake initiatives that provide business attraction, retention and economic development opportunities in different neighborhoods.

Service Team		Strategic Alignment
Economic Development	• Sector Development • Investment & Attraction • Economic Modelling & Analysis • Business Support • International Engagement	Prosperity

Key Focus Areas	
Sector Development	At least two universities to announce plans to continue to develop a CBD presence within the next 9 months, development medical opportunities / infrastructure to bring employment to East End, Response to COVID-19, expanded start up and co-working space, nurturing of ecosystem support expansion of energy and resources workforce and office space occupation in the CBD, leverage off technology / innovation in this sector.
Retail engagement / Business Development.	Substantial contribution to CBD revitalisation, strong relationship building and complaint management generating visible outcomes for CBD revitalisation. Ongoing engagement with the retail sector / key property stakeholders to undertake revitalisation of the retail core and support for Northbridge post C-19. Precinct group focussed on the malls and visible investment / improvements in Malls and Northbridge.
CBD Business and Neighbourhood Resurgence	Uplift in CBD investment, vibrancy, residential density, amenity and development. Uplift in Neighbourhood and precinct group relationships and main street vibrancy, improvement in occupation of underutilised spaces (particularly malls), improved stakeholder relationships, reduction in vacancy rates and promotion of investment opportunities. Positive action required on residential to meet density targets.

Operating Projects	
International Engagement	$75,000
Place Analytics	$40,000
Grants for Small to Medium Businesses	$1,040,000
Grants to Support Lane-way Activation and Upgrades and Locational Precinct Improvements	$240,000
Grants for Building Improvement Projects (e.g.Heritage Building, Adaptive Reuse, Underutilised Space and Business Improvement Grants)	$270,000
Business Development and Support Workshops and Sessions	$150,000



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City of Perth

Long Term Financial Plan

2020/21 - 2029/30



SUSTAINABLY PLANNING FOR OUR CAPITAL CITY'S FINANCIAL FUTURE

City of Perth Long Term Financial Plan 2020/21 -2029/30

Contents

Executive Summary 3
1.0 Introduction 5
1.1 Integrated Planning & Reporting Framework 5
1.2 Purpose of the Long Term Financial Plan (LTFP) 6
2.0 City of Perth Context 6
2.1 Our Community 6
2.2 Our Locality 8
3.0 Strategic Context 8
3.1 Strategic Community Plan 8
3.2 Strategic Aspirations 8
3.3 Vision 10
3.4 Our Services 10
4.0 Service Based Resource Allocation Approach 11
4.1 Challenging the Paradigm 11
5.0 Long Term Financial Plan Modelling 11
5.1 Context for the Long Term Financial Plan 11
5.2 Assumptions & Modelling Parameters 12
5.2.1 Qualifications & Limitations 12
5.2.2 Extraordinary Factors Impacting the Long Term Financial Plan 13
5.4 Long Term Financial Plan 14
5.4.1 LTFP Financial Schedules 14
5.4.2 LTFP Supporting Schedules 15
5.4.3 Key Financial Indicators 15
5.4.4 Loan Borrowings 16
5.4.5 Reserve Funds 17
6.0 LTFP Analysis & Commentary 17
6.1 Overall Commentary 17
6.2 Commentary on Reserve Funds 19
6.3 Commentary on Loan Borrowings 21
6.4 Commentary on the Financial Statements 22
6.5 Commentary on Key Financial Indicators 24
6.6 Exclusions 26
7.0 Risk Analysis 26

8.0 Scenario Modelling 29
8.1 Preferred Scenario 29
8.2 Other Scenarios Modelled 29
9.0 Future Directions 30
9.1 Continuous Improvement 30

Document Control Record

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Date:	31 May 2020	**Date:**	03 June 2020

Revision Status

Revision No	Description of Revision	Date	Approved
1	1st Draft - for ELT Review	03 June 2020	Michael Kent
2	2nd Draft - for Council Review	23 June 2020	Michael Kent

City of Perth Long Term Financial Plan 2020/21 -2029/30

Executive Summary

The 10 Year Long Term Financial Plan is a high-level strategic document that assists in aligning our community aspirations, strategic intent and organisational capacity. It guides our approach to delivering infrastructure and services to the community in a responsible and affordable way. The plan demonstrates the City's commitment to managing its operations in a responsible and sustainable manner.

This plan presents a $2.60 Billion financial blueprint for the City for the 2020/21 to 2029/30 period.

With its focus on making the City more financially sustainable into the future, this plan drives structural reform of the City's finances. Previously burgeoning operating expenses have been constrained and brought back to sustainable levels, expenditure focus has shifted from discretionary projects back to core service and there is increased commitment to appropriate asset renewal and new or upgraded community infrastructure as part of the City's stewardship responsibilities.

Reduction of staff numbers by around 100 FTE and re-balancing the allocation of staff against prioritised services has resulted in a **$100M** saving over ten years. With an agile, service based resource allocation model, the City believes that it can deliver quality, targeted services that offer a value for money proposition to our ratepayers whilst ensuring that our capital city is efficiently run and that service levels are responsive to our community's needs. The proportion of rates that is expended on staff costs under this plan is now back within industry benchmark parameters for the first time in many years.

Re-prioritising some discretionary operating project expenditure and redirecting those funds to areas where they can provide greater value has allowed an additional **$100M** investment in asset renewal and community infrastructure creation.

The Long Term Financial Plan expenditure profile over the ten year period in broad terms is:

Expenditure Type	Amount $
Core Service Delivery	1,581M
Discretionary Operating Projects	141M
Asset Renewal & Community Infrastructure	630M
Financing Activities & Closing Balance (Surplus)	251M
Total Allocation	**2,602M**

This plan is developed in a time when our state is emerging from Covid 19 and the anticipated financial impacts of that event have been responsibly modelled into the plan - especially in the first two years. To support the post Covid 19 economic rebound, an allocation of $18.0M has been made for 2020/21 and other funding may be provisioned in future years if appropriate.

The Covid 19 pandemic has also adversely impacted the City's revenue streams. Forfeited revenues from parking operations and the provision of financial relief for property rentals, refunded event fees from cancelled events, waiving of certain fees and charges, 2020/21 rates freeze, zero percent increase to fees and charges and significant reduction in investment revenues have created a challenging short term financial environment and this is reflected in the early years of the proposed funding model.

City of Perth Long Term Financial Plan 2020/21 -2029/30

The Long Term Financial Plan presents a balanced funding model incorporating a responsible mix of funding sources over the ten year period as indicated below:

Funding Source	Amount $
Rates	1,243M
Parking Operations	652M
Fees & Charges	211M
Other Revenues & Grant Funds	180M
Financing Activities - Cash Reserves & Borrowings	316M
Total Funding	**2,602M**

The funding model acknowledges that other opportunities may arise through extra-ordinary grants from other levels of government or non-government sources or from asset rationalisations. These have not been incorporated into the model due to their uncertainty, but the financial model can readily be adapted to respond to such opportunities should they arise.

The Long Term Plan also references our financial ratios against industry benchmarks across each of the plan's ten years to identify periods of financial challenge. Whilst a specific indicator may not be met in a given year, the Long Term Financial Plan presents a responsible and realistic plan to ensure that trends and average ratios across the life of the plan meet or exceed preferred industry benchmarks.

Long Term Financial Plan alignment to City of Perth Corporate Values

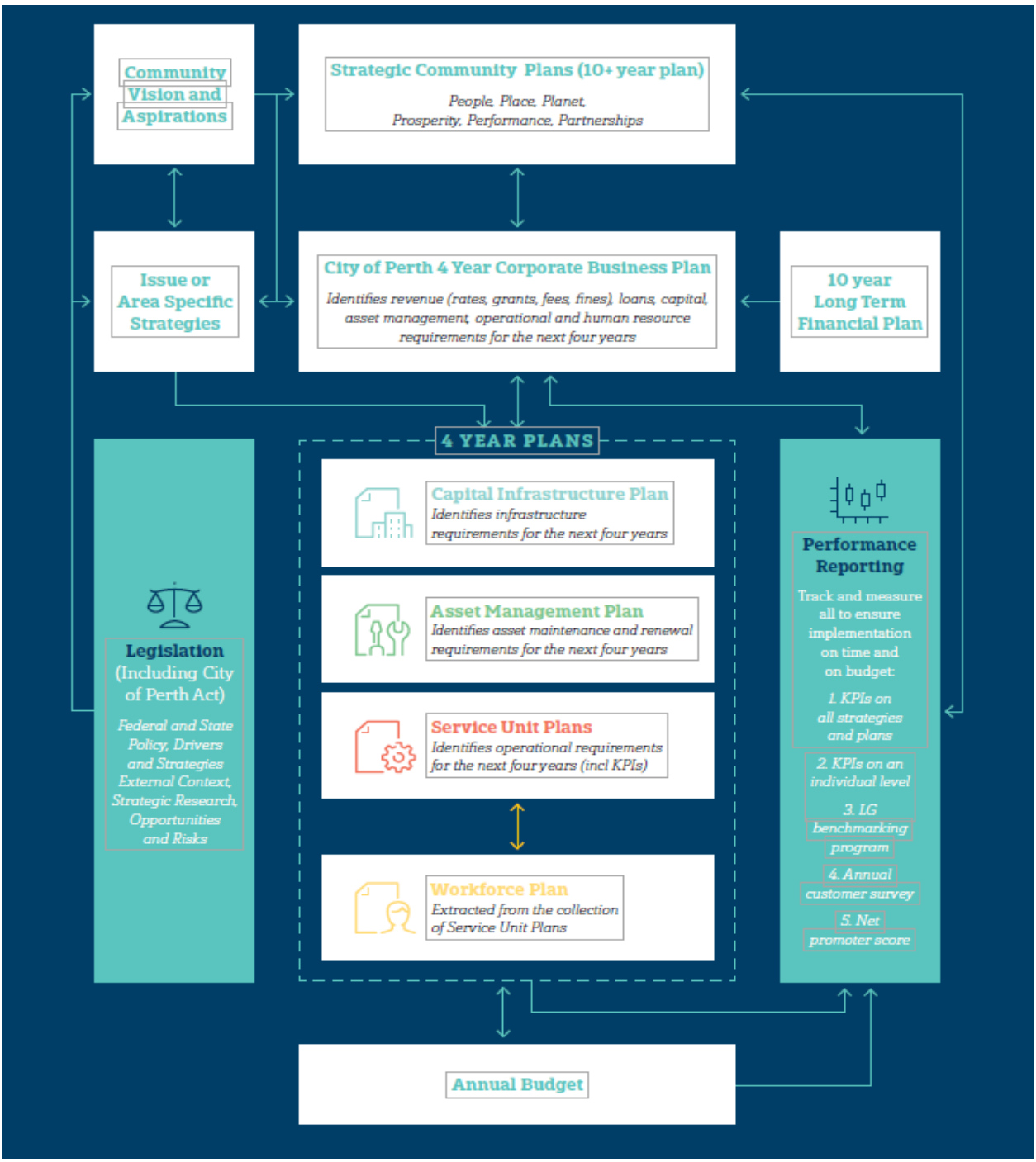
	**Commitment** - Deliver a responsible, sustainable financial model to deliver on our commitments to our community.		**Teamwork -** Work with our external facing service units to secure the financial resources to enable them to deliver service excellence to our stakeholders.
	**Courage** - Lead the move to a contemporary service based resource allocation model that maximises value for money outputs.		**Respect** - Be a forward thinking, trusted financial advisor and business partner that anticipates and proactively supports our customers' business and financial needs.

1.0 Introduction

1.1 Integrated Planning & Reporting Framework

The City of Perth uses the Integrated Planning Model to provide a clear structure that guides a coordinated and collaborative process to develop our strategic direction and subsequent organisational activities.

Figure 1 - City of Perth Integrated Planning & Reporting Framework



1.2 Purpose of the Long Term Financial Plan (LTFP)

The 10 Year Long Term Financial Plan is a high-level strategic document that assists in aligning our community aspirations, strategic intent and organisational capacity. It guides our approach to delivering infrastructure and services to the community in a financially sustainable and affordable way. The plan demonstrates the City's commitment to managing its operations in a responsible and sustainable manner, avoiding dramatic fluctuations in rates whilst building a legacy of quality community infrastructure and social capital for our community.

The 10 Year Long Term Financial Plan supports this objective by projecting our financial position over a 10 year time horizon using a series of realistic, conservative financial assumptions. This financial modelling provides the City with reliable, robust information to assess our capacity to maintain overall financial sustainability into the long term and, most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

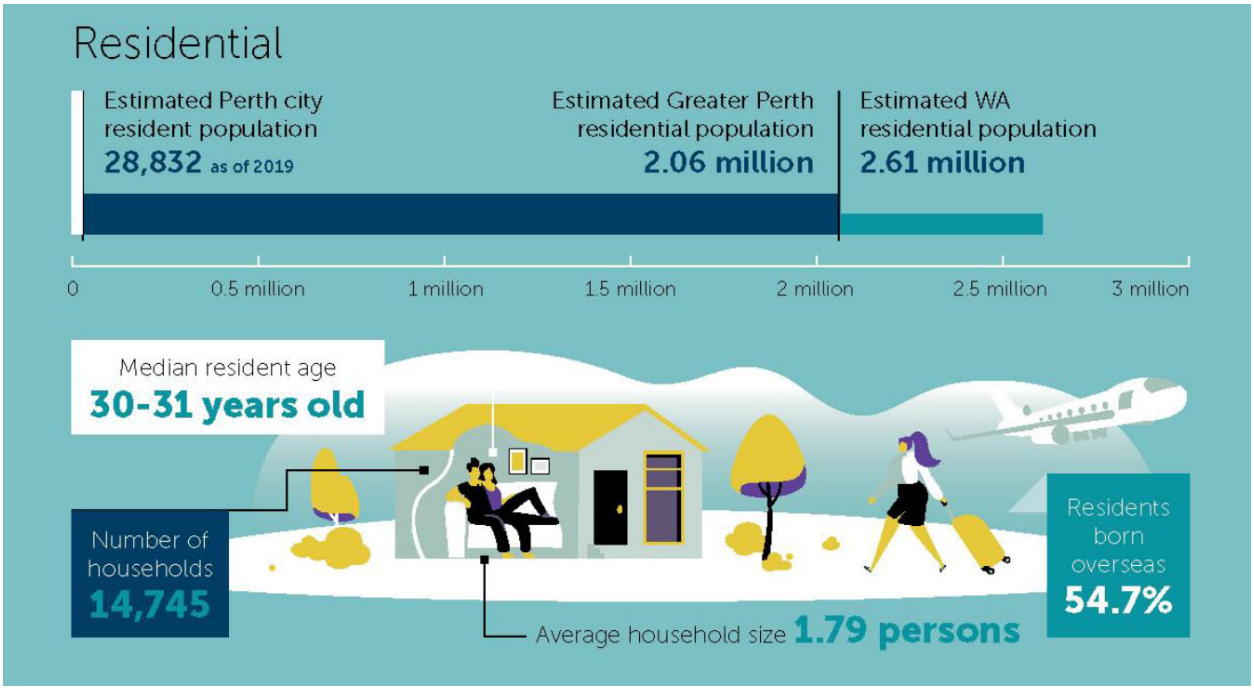
The 10 Year Long Term Financial Plan is underpinned by the following principles:

- Financial sustainability
- Prudence
- Financial accountability
- Responsible stewardship
- Alignment with strategic aspirations

2.0 City of Perth Context

2.1 Our Community

Figure 2 - Snapshot of the City's Residential Profile



To adequately plan, the City must understand its current state and anticipated future population growth, economic fluctuations, environmental trends and social and community needs in the future.

The Long Term Financial Plan has been developed in consideration of the City's anticipated population growth profile as shown in the info graphic below. Given the period covered by the Long Term Financial Plan, it can be seen the more significant impact of residential growth will occur in the later few years of this plan. This will impact on servicing costs, infrastructure needs and revenue from rates although the most significant impacts are expected to occur after the period covered by the plan.

Figure 3 - Anticipated Residential Growth

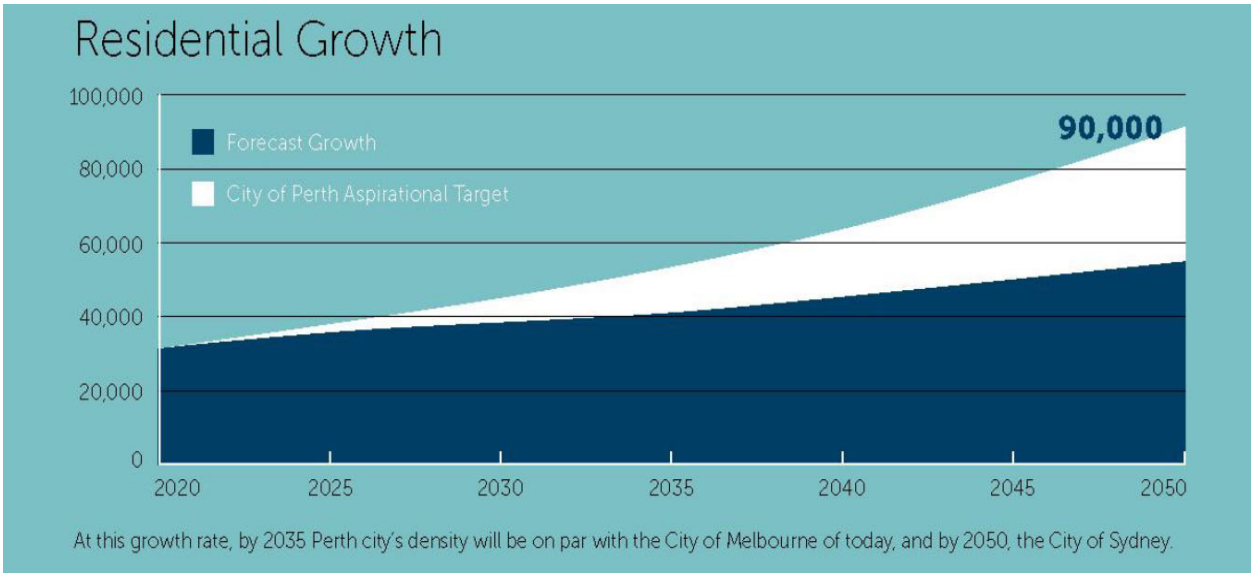
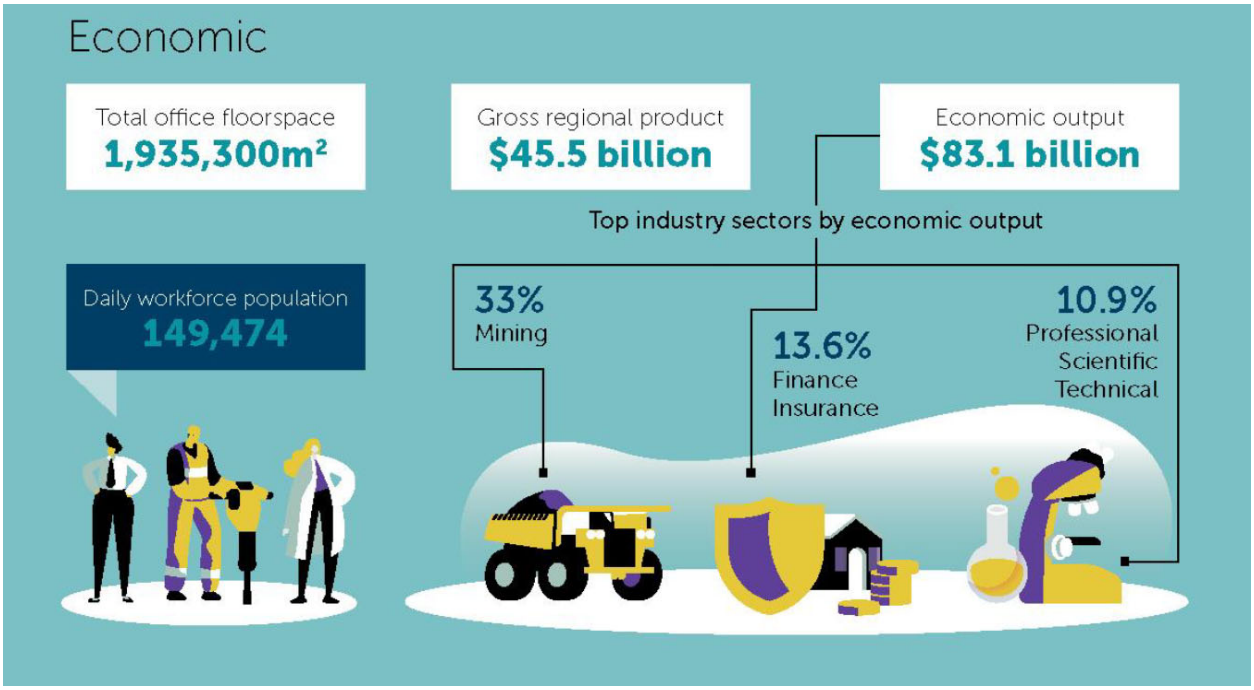
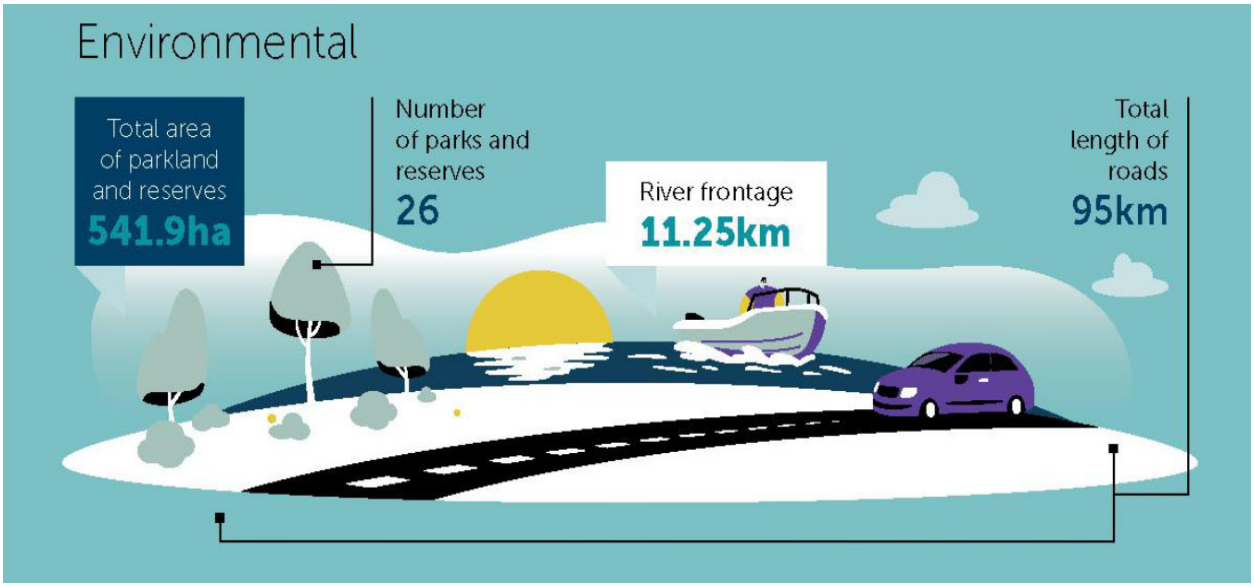


Figure 4 - Snapshot of the City's Economic Profile



2.2 Our Locality

Figure 4 - Snapshot of our Local Environment



3.0 Strategic Context

3.1 Strategic Community Plan

The principal guiding document for the City is the Strategic Community Plan. The plan is developed through research and an understanding of the external environment and the constraints faced by the City of Perth. It sets a vision for the city and articulates the aspirational outcomes, objectives and measures for the City of Perth to work towards over the next ten years.

The Corporate Business Plan sets out the City's services, projects and activities over four years. Critical supporting plans such as the City's Long Term Financial Plan and its Workforce and Asset Management Plans ensure that aspirations can be matched with organisational capacity. The Corporate Business Plan also guides, and is guided by, the development of issue specific strategies, which then inform Service Plans and the City of Perth's Annual Budget.

3.2 Strategic Aspirations

Perth is a young and constantly evolving city in comparison to other capital cities throughout the world. The feedback received from the community indicated that it wants to be a part of a city that is a great place for people to live, work, visit, study and invest. The community wants the city to be perceived 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 a sense of distinctiveness that people can confidently promote.

Our City - Vibrant, connected, progressive.

Figure 5 - Our Aspirations



3.3 Vision

Vibrant, connected, progressive. This is the community's aspiration for Perth. At the City of Perth, we are proud to use the community's aspirations as the guiding principle for the delivery of our services. By developing a clear and strong connection to the community's needs, we can focus on creating meaningful differences in our neighbourhoods and for Perth as one of the most liveable cities in the world.

3.4 Our Services

The City provides an extensive range of external facing services to our community including:

- Strategic leadership
- Advocacy on behalf of our community
- Strategy development
- Economic development
- Community capacity building
- Community support services
- Cultural development
- Cultural and heritage collections management
- Events and activation
- Library services
- Customer service
- Community safety
- Public health
- City planning
- Development approvals
- Transport and urban design
- Infrastructure asset strategy and design
- Infrastructure maintenance
- Project delivery
- Parks maintenance
- Waste and cleaning
- Parking management

These services are supported and empowered by internal facing services including:

- Marketing and communications
- Financial management
- ICT services
- Human resource management
- Governance
- Information and records management
- Property management services

In developing the 10 Year Long Term Financial Plan, the City has carefully considered the resource and funding requirements necessary to deliver ongoing services and programs, statutory and governance activities, asset network renewal expenditures and opportunities for major discretionary capital expenditure initiatives.

Over the life of the plan, the range and scope of our services may be re-evaluated, or service levels re-assessed in the light of changing circumstances to ensure that there is alignment between community expectations, financial and organisational capacity and agreed service levels.

In regularly reviewing the plan, where such changes occur and the impact is significant, the financial modelling will be adjusted to reflect these changes. This iterative approach is an essential aspect of the Integrated Planning and Reporting Framework and reflects responsible business practice.

4.0 Service Based Resource Allocation Approach

4.1 Challenging the Paradigm

The City has moved from a traditional local government resourcing model to a service based resource allocation model designed to emphasise agile and flexible assignment of employee, financial and equipment resources around services rather than organisational structure. Services prioritised through community feedback and agreed community outcomes and service levels will determine the allocation of resources each year rather than a traditional incremental increase to the existing service unit budgets. The new approach clearly identifies and separates core service delivery activities from discretionary operating projects to ensure that the community enjoys value for money outcomes and the City is accountable for delivery of agreed service levels and measurable outcomes.

The Long Term Financial Plan plays a critical role in ensuring that the City has appropriate allocations of financial resources and that they can be deployed with agility to support the identified priorities as they evolve over time.

It is acknowledged that such a shift in financial management approach is a journey and that fully embedding this practice into our operations will take time, but we firmly believe that we can exercise more effective stewardship of the city's financial resources through such an approach.

5.0 Long Term Financial Plan Modelling

5.1 Context for the Long Term Financial Plan

The Long Term Financial Plan is a significant informing document for the City's integrated planning framework as it provides information regarding the resourcing requirements and financial capacity of our local government to achieve its stated objectives and priorities.

The 10 Year Long Term Financial Plan supports this objective by projecting our financial position over a 10 year time horizon using a series of realistic, conservative financial assumptions. This financial modelling provides the City with reliable, robust information to assess our capacity to maintain overall financial sustainability into the long term and, most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

The City's Long Term Financial Plan is consistent with all the requirements of the Department of Local Government's guidelines on the development of long term financial management plans.

5.2 Assumptions & Modelling Parameters

As with any financial model having a future focus over a ten year time horizon, it is very important to understand and fully appreciate qualifications and / or limitations that may relate to the outputs of the model.

These are enunciated below for the purpose of providing clarity around the Long Term Financial Plan Model outputs and to ensure shared understanding of what the inclusion of a notional funding allocation in the plan actually means. The plan is expected to exert persuasive influence on the City's Annual Budget each year - but it is recognised that the plan is a dynamic and evolving document that responds to changing strategic priorities, service level expectations and economic conditions.

5.2.1 Qualifications & Limitations

The 10 Year Long Term Financial Plan is a high-level strategic document that is used to assist in planning for the future and aligning our community aspirations, strategic intent and organisational capacity.

It is necessarily based on a number of financial assumptions relating to the quantum of and anticipated movements in both revenues and expenditures, the anticipated timeframes for cash flows into and out of the organisation and expectations of the continuation of (at least), existing funding initiatives by both commonwealth and state governments.

Included in the financial assumptions are anticipated movements in both the consumer price index, wages growth and interest rates as they relate to both investment returns and borrowing costs across the ten year horizon of the plan. Unanticipated changes in any of these parameters - or indeed in government policy directions are likely to have an impact on the financial modelling.

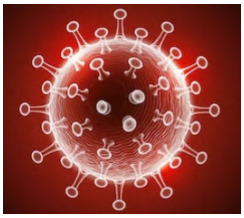
Indicative funding or cost estimates included in this plan may relate to broad proposals that:

- Have been approved by Council and are in progress
- Have been considered by Council but have yet to be given final approval to proceed
- Have only been considered by Council at a strategic or conceptual level
- Have only been considered by City Administration officers
- Are operational in nature and based on the continued delivery of existing services
- Are operational in nature and relate to the maintenance of City assets in accordance with management plans and maintenance plans.

Adoption of the 10 Year Long Term Financial Plan by Council does not constitute an irrevocable commitment to any particular project or service referenced in the plan, nor to its timing. Similarly, it does not preclude the possible subsequent inclusion of further service or capital initiatives in future years if the financial modelling and strategic direction of Council indicate that it aligns with that strategic direction and could be supported without adversely impacting on the City's financial sustainability.

Any assumptions in relation to either the financial modelling parameters, projects or service proposals may subsequently be shown to be less than fully accurate in respect to likely funding requirement, timing, or financial estimates - or they may not eventuate at all. However, the Long Term Financial Plan is prepared on a basis of the best available information and knowledge to hand.

5.2.2 Extraordinary Factors Impacting the Long Term Financial Plan



Covid 19 Impacts
The 2020/21 - 2029/30 Long Term Financial Plan has been formulated within a Covid 19 environment. It is acknowledged that there are significant financial and economic impacts arising from Covid 19 on the City across (potentially) the first three years of the plan. These are articulated below.

Potential financial impacts on the City of the Post Covid 19 environment have been modelled under three different impact scenarios and the most likely one selected. Covid 19 financial impacts will continue to be monitored and the City's response amended as appropriate.

These financial impacts fall into three categories:

Lost Revenues
The Long Term Financial Plan has been developed on the premise that revenues from the City's parking business will be significantly adversely affected in the 2020/21 year and may progressively recover to a slightly less that pre Covid 19 level over the 2021/22 year and into 2022/23. This revenue modelling has been informed by careful analysis of the business during the affected period to date.

Rebound Expenditure to help Re-establish the Capital City's Economy
The City recognises its responsibility to our business and retail community to make significant investment in activating, promoting and marketing Perth as a destination of choice for tourism, retail, cultural experience, food and beverage and entertainment experiences post Covid 19.

The Long Term Financial Plan has been developed in recognition of the that responsibility to both directly invest and to facilitate a favourable economic and planning climate that encourages other sectors to invest in rebuilding our capital city. A Covid 19 Rebound Strategy developed by City leadership will guide the deployment of the funds allocated to this critical initiative.

Windfall Government Funding Opportunities
Although not directly factored into the Long Term Financial Plan at this time, City leadership recognises the high likelihood of major funding injections from the Commonwealth government into infrastructure and construction projects that will create jobs and stimulate the economy. The City has shovel-ready identified projects ready to take advantage of such funding opportunities and the Long Term Financial Plan has been designed to be readily adapted to incorporate such opportunities.



Local Government Inquiry
Funds have been prudently accumulated in a Reserve Fund in the event that the City is required to contribute to the cost of the Local Government Inquiry into the City of Perth called in 2018. The 2020/21 - 2029/30 Long Term Financial Plan has been formulated with provision for the drawdown of those funds and payment of the contribution.

5.4 Long Term Financial Plan

The narrative and analysis provided in Sections 5 & 6 of this document are intended to facilitate a shared understanding of the financial schedules underpinning the 2019/20 - 2029/30 Long Term Financial Plan.

5.4.1 LTFP Financial Schedules

The published version of the 10 Year Long Term Financial Plan is presented as five summarised Financial Statements. These are:

- Long Term Financial Plan Summary Statement (FS1)
- Income Statement (FS2)
- Cash Flow Statement (FS3)
- Rate Setting Statement (FS4)
- Statement of Financial Position (FS5)
- Statement of Changes in Equity (FS6)

An explanation of the purpose of each of these statements is provided below. Each statement provided in the plan is accompanied by a table explaining each major line item on the statements.

FS1 - 10 Year Financial Summary Statement

This financial statement is a high level summarised statement that aggregates the estimates of both operating and non-operating revenues and expenditures as well as incorporating loan proceeds, transfers to or from cash-backed reserves, repayments of loan principal, capital expenditure items and movements in accrual funding that are expected to occur over the 10 year period covered by the plan. It provides a single consolidated view of all of the aspects of the Long Term Financial Plan.

FS2 - Income Statement

This financial statement includes estimates of all revenues and expenditures that are included in the operating (normal day to day) activities of the City. This also includes non-cash items such as depreciation and interest payments on loans. It excludes repayments of loan principal, proceeds from loan borrowings and capital expenditure items - those are all reflected in the aggregated Financial Summary FS1. It also allows for estimated (book entry) movements in the value of the City's non-current assets. Information from the Income Statement is used to calculate the Operating Surplus Ratio which is one of the statutory measures of financial sustainability.

FS3 - Cash Flow Statement

This financial statement demonstrates the projected impact on the overall cash position of the City of the planned financial transactions. It is derived from the Operating Position which is then adjusted for the impact of the non-cash transactions and non-operating items.

FS4 - Rate Setting Statement

This is another statutory financial statement. It includes estimates of all operating and non-operating revenues and expenditures as well as repayments of loan principal, proceeds from loan borrowings, capital expenditure items and transfers to or from cash backed reserves. It does, however, exclude all non-cash items. The purpose of the statement is to demonstrate the calculation of the amount of Rates revenue expected to be raised to fund the Budget each year.

FS5 - Statement of Financial Position

This financial statement demonstrates the impact of the proposals in the Long Term Financial Plan on the assets and liabilities of the City and therefore, shows any improvement or decline in the City's financial position.

FS6 - Statement of Changes in Equity

This financial statement demonstrates the cumulative impact on the City's Net Equity from the proposals in the Long Term Financial Plan. It also contains a reconciliation back to the Opening Position - which is a critical component in the development of the Rate Setting Statement.

The primary Financial Schedules are supplemented by a series of Supporting Schedules (SS1 to SS6) which provide further details of the 10 Year Long Term Financial Plan.

5.4.2 LTFP Supporting Schedules

There are numerous supporting schedules which provide financial inputs for the Long Term Financial Plan model. A number of these schedules contributing to this plan are simply supporting worksheets that are intended for internal use and are not published in this document.

Supporting Schedules (SS1 to SS6) are included in this document and provide details of major financial parameters and assumptions that have been used to produce the 10 Year Long Term Financial Plan:

- Key Performance Indicators Calculations (SS1)
- Funding Assumptions - Reserves (SS2)
- Funding Assumptions - Loans (SS3)
- Capital Expenditure & Capital Revenues (SS4)
- Modelling Parameters (SS5)
- Explanatory Notes for Financial Statements (SS6)

The remaining worksheets hold the calculations used to derive the model and as such are not published.

5.4.3 Key Financial Indicators

Projected Key Financial Indicators required by the Department of Local Government Advisory Standard have been calculated from the data in the Long Term Financial Plan Financial Statements. An additional Indicator for Annual Rates % Increase has been included although not required by the Advisory Standard.

The Key Financial Indicators calculated are:

- Operating Surplus Ratio
- Own Source Revenue Ratio
- Debt Service Ratio
- Gross Debt to Operating Revenue Ratio
- Current Ratio
- Asset Consumption Ratio
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio

Explanations and commentary on the Key Financial Indicators are provided at Section 6.3 of this plan. The calculations of the Key Indicators are provided in SS1. That schedule also indicates the source of the calculations by providing the line reference to the Financial Statements. Each indicator is compared to a local government industry benchmark to help inform future financial decisions.

There is no one indicator, or single financial year, that can be used to judge the financial sustainability of the City. Spikes in indicators can occur for a number of reasons. However, indicative financial ratio calculations can help Councils identify potential future financial challenges.

In the Key Performance Indicator Schedule (SS1):

	Indicates that the projected indicator exceeds the target.
	Indicates that the projected indicator is an intermediate achievement but is still under the target.
	Indicates that the projected indicator does not meet the target.

5.4.4 Loan Borrowings

The use of borrowings to support the funding of long life capital projects where appropriate is an important part of a balanced local government funding package. Introducing borrowings into the funding mix helps to smooth the spikes in rating from year to year - addressing the challenge of inter-generational equity. This means that those who will benefit from the use of the newly created asset in future years help to pay for the asset through paying rates to service the loan repayments each year.

With local governments able to borrow at fixed interest rates and interest rates at historic lows, the opportunity to embrace borrowings as part of the funding package cannot be overlooked in formulating the Long Term Financial Plan. In doing so, it is important to ensure that the City's Debt Service Ratios remain within acceptable benchmarks (as this will be assessed before WA Treasury Corporation accepts our loan applications).

It is also important that the City ensures that its planned financial model meets its own debt covenants such as ensuring that its Gross Debt to Operating Revenue sits below the threshold of 40% across all ten years covered by the plan.

New borrowings have been included in the City's 2020/21 - 2029/30 Long Term Financial Plan to support the overall funding package with the City's current loan profile showing that all existing borrowings will be cleared by July 2022.

The Long Term Financial Plan includes $45M worth of loan borrowings over the life of the 10 Year Long Term Financial Plan. These borrowings are heavily 'front end loaded' with $30M of these borrowings in the first three years of the plan as the City responds to and rebounds from the financial impacts of the Covid 19 pandemic.

Analysis of the City's borrowings profile and commentary on financial ratios relating to the use of debt is provided at Section 6.3 of this document.

5.4.5 Reserve Funds

Cash backed Reserve Funds are also a vital part of the Long Term Financial Plan funding package. Funds accumulated in cash backed reserves can be used to smooth fluctuations in rates needing to be raised during years when larger capital programs are being delivered.

The City currently has 18 Cash Reserves classified as:

- Asset Acquisition & Renewal Reserves
- Strategic Reserves
- Parking Related Reserves
- Waste Management Reserves
- Other Purpose Reserves

The 2020/21 - 2029/30 Long Term Financial Plan makes extensive, but responsible, use of previously accumulated cash reserves. Analysis and commentary on the use of Cash Reserves is provided at Section 6.2 of this document.

6.0 LTFP Analysis & Commentary

6.1 Overall Commentary

The Long Term Financial Plan represents a financial commitment of around 2.6 billion dollars over the next 10 years. These funds are applied to towards delivering a program of relevant services to our community whilst maintaining and renewing our infrastructure and creating new community facilities that leave a legacy for our community.

The Long Term Financial Plan has been presented using a balanced budget philosophy. That is, whatever is proposed to be expended is fully funded by the funding options included in the plan. The financial modelling in the earlier years of the plan is necessarily more certain than the later years - but adequate flexibility has been allowed in the later years of the plan to cope with new or emerging project opportunities.

In addition to continuing to deliver the comprehensive range of customer focused services and maintaining and renewing our community infrastructure, the City is embarking on an ambitious program to create and enhance major community infrastructure and new community facilities. These transactions have been modelled into the 10 Year Long Term Financial Plan to ensure that the new community facilities can be funded in a sustainable manner without unreasonable impost on ratepayers.

The Long Term Financial Plan presents the optimum financial model to meet the City's financial needs over the next ten years in a way that respects and works towards achieving the Key Financial Indicators that have been set as benchmarks for local government to aspire to. Where an indicator may not be attained in a given year, the plan presents a responsible strategy to move the City towards the preferred industry benchmark.

The Long Term Financial Plan is, therefore, a financial blueprint for the City's future.

Chart 1 - 10 Year Funding Mix by Source

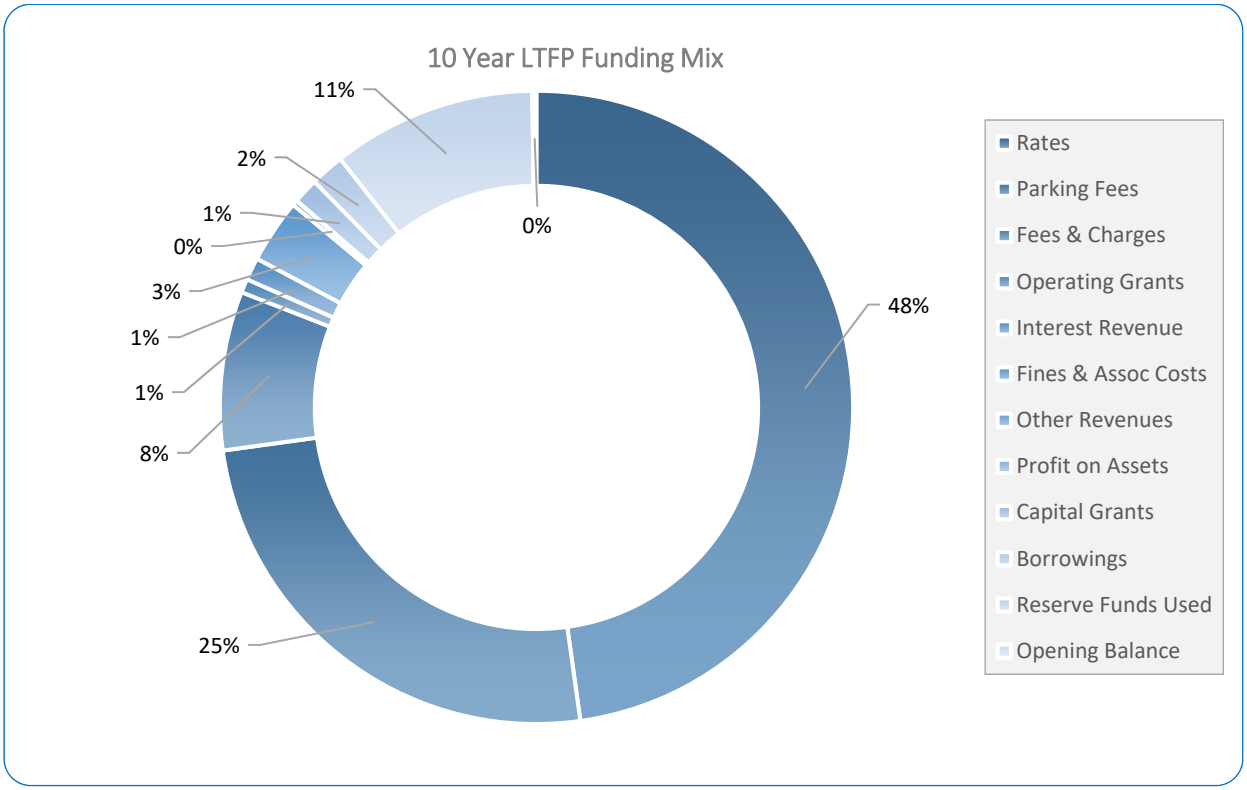


Chart 1 (above) indicates the respective contributions of the various different funding sources to the total funding mix over the ten year period covered by the plan. The major elements of the funding model are Rates (48%), Fees & Charges (8%), Parking Revenues (25%), Reserves (11%), Fines (3%), Borrowings (2%), Grants (2%), and Other Revenues (1%).

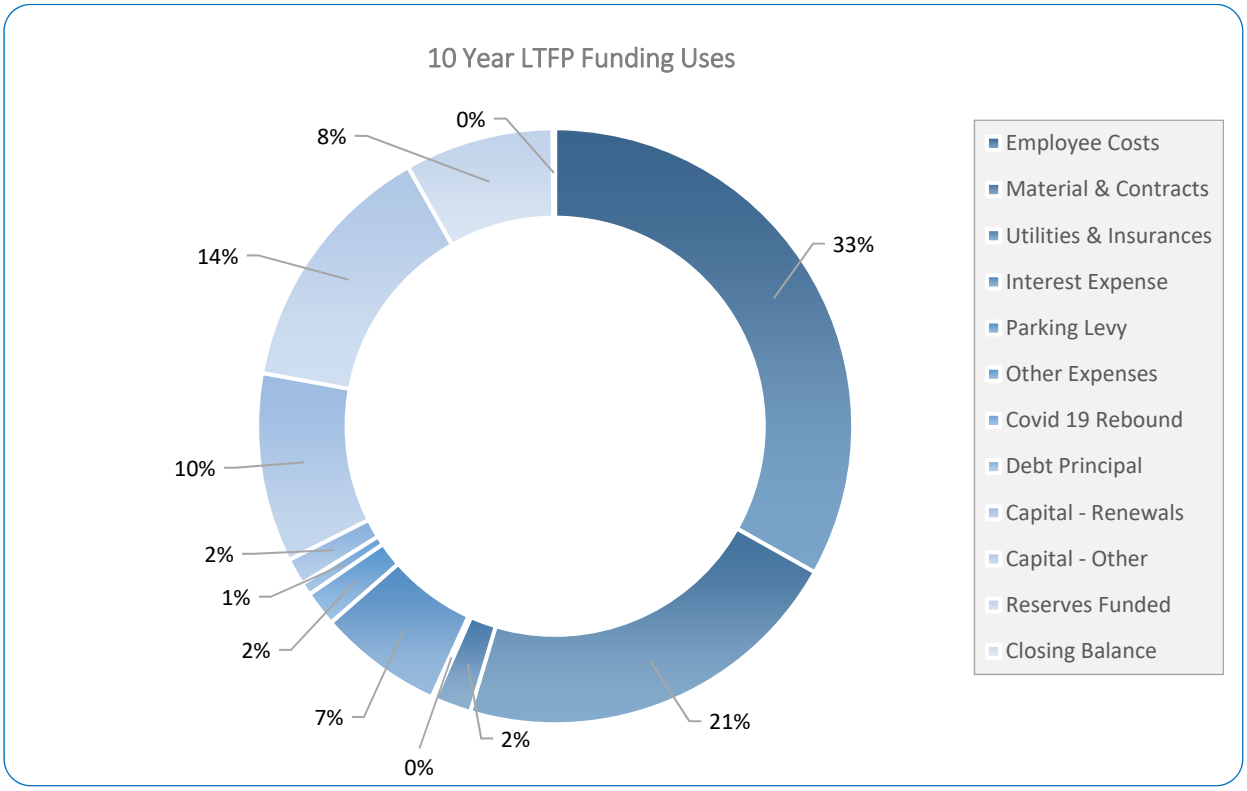
Over the life of the plan, funds will be applied towards meeting the costs of operational service delivery (premised on the agreed range and scope of services and agreed service levels) as well as expenditure on infrastructure renewals, new community asset creation and debt servicing.

The uses of those funds are shown below in Graph 2 titled 10 Year Fund Use by Type.

The proposed expenditure program reflects approximately 65% of funds being applied to operational expenditure, 8% on infrastructure maintenance and renewals and 16% for new asset creation. A further 1% is used for debt servicing. Some 8% of available funds are used for creation of Reserve Funds and the remaining 2% is the Closing Balance.

Fund uses described in Chart 2 (below) as Reserves Created reflect the transfer of funds to cash backed reserves, largely relating to provision of funds for Covid 19 Rebound and funding for the Parking Bay Levy payable each year, in advance, to the state government.

Chart 2 - 10 Year Funding Use by Type



Non-cash operating expenditure items such as depreciation have been excluded from the graph above and book gains such as revaluation increases relating to infrastructure assets, land and buildings are also not included in the LTFP model.

Over the life of the plan, the City aims to draw down approximately $68M (net) of Cash Backed Reserves and Borrowings of $45.0M in total to supplement the City's other funding sources. The projected Opening Balance each year of the plan averages around $5.6M whilst the Closing Balance represents, on average, around 2.5% of Operating Revenues.

The 10 Year Long Term Financial Plan model reflects a responsible, balanced, and sustainable financial strategy for the City. The plan will of course be subject to ongoing monitoring, review and updating in future years.

6.2 Commentary on Reserve Funds

Reserve funds are strategic in nature and, informed by future cash requirements identified in the Long Term Financial Plan, are generally accumulated to provide funding for identified future major community infrastructure projects. Discretionary reserves may also be funded from municipal funds to provide for future replacements of items including plant and equipment, technology, or reticulation systems.

Over the life of the plan the City will draw down a net $68M of Cash Backed Reserves. The composition and balances of the City's Reserve Funds is shown in Charts 3 & 4 below.

Chart 3 - Projected Reserve Fund Balances

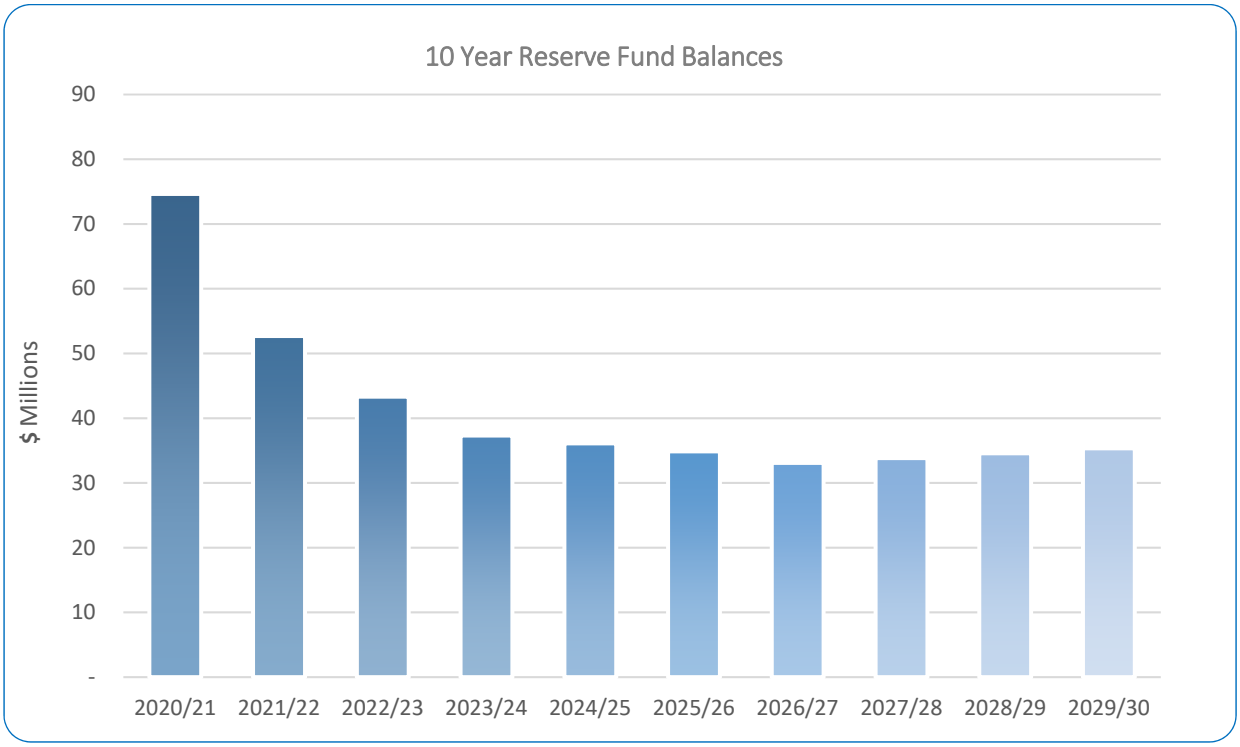
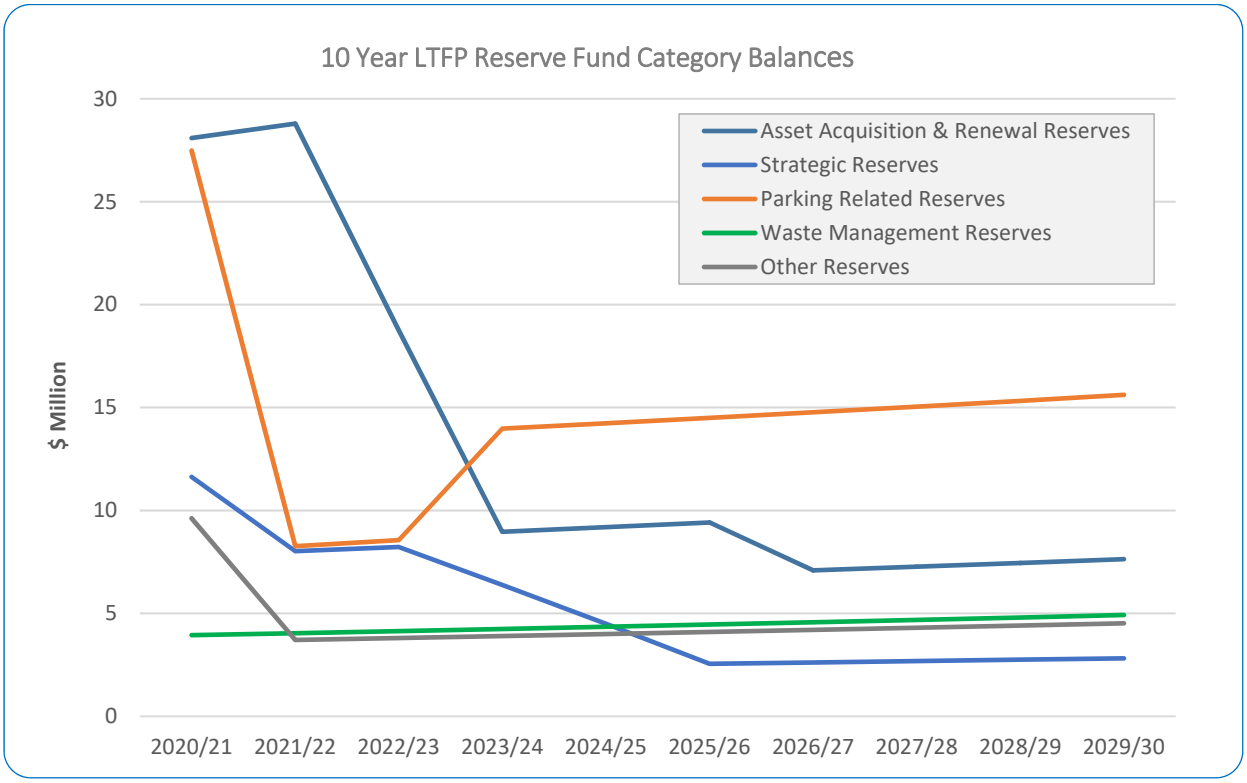


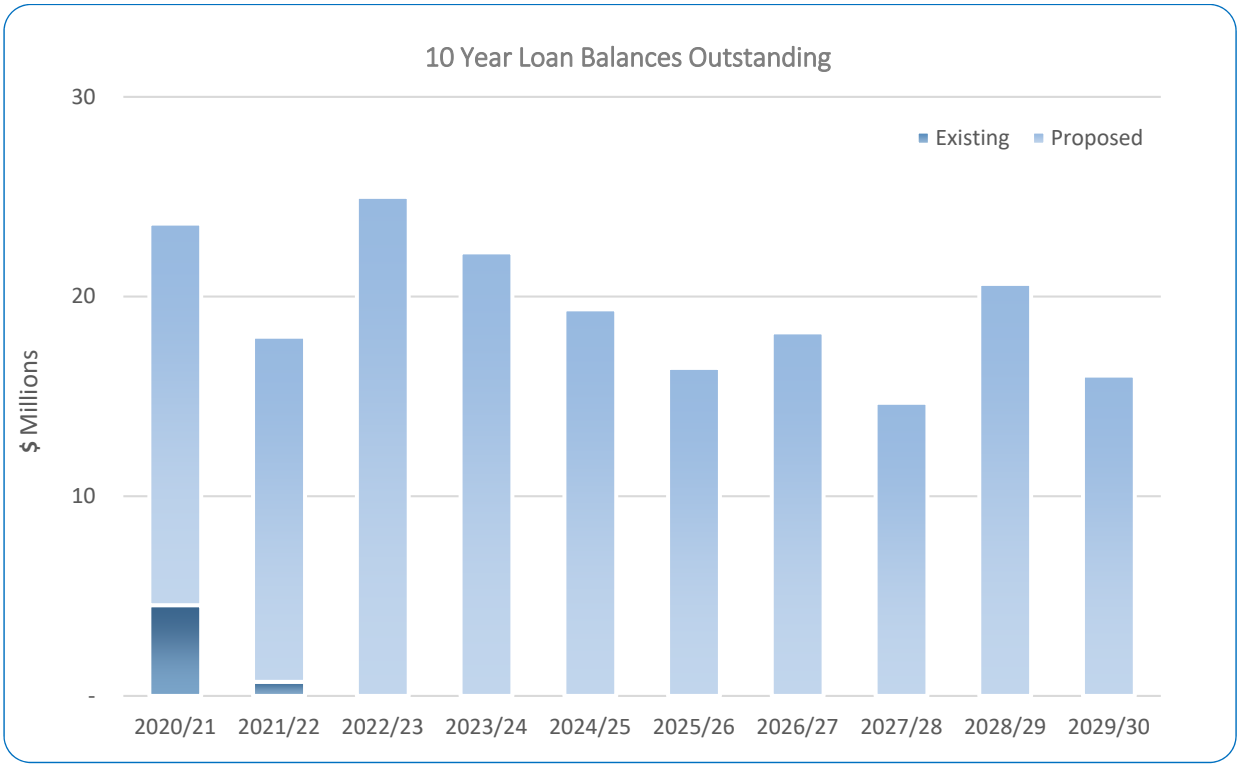
Chart 4 - Projected Reserve Fund Categories 10 Year Average



6.3 Commentary on Loan Borrowings

The Long Term Financial Plan uses a responsible funding mix to support investment in asset renewals and new community infrastructure. Proposed borrowings of $45M over the life of the plan are detailed in Schedule SS3 - Borrowings. The new borrowings are largely at the front end of the plan when the City will be charged with responsibility for driving the city's economic rebound in a post Covid 19 environment.

Chart 5 - 10 Year Projected Loan Balances Outstanding



Debt Service Ratio

This indicator shows how much of the City's annual surplus (before interest and depreciation) is being applied to service debt obligations. It demonstrates that the City has sufficient operating surplus to service repayments of principal and interest on borrowings. The industry benchmark for the Debt Service Ratio is 5.0 times coverage

Table 1 - Projected Debt Service Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🔴	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢
2.38	5.09	12.57	14.45	15.55	16.05	14.87	14.52	12.33	11.03

The ten year average for the Debt Service Ratio is 11.88 which comfortably exceeds the industry benchmark of 5.0 times. The City meets the basic standard of more than 2.0 times coverage in the first year and the advanced standard of 5 times in the remaining nine years.

Gross Debt to Operating Revenue Ratio

This indicator shows the relationship between outstanding debt and the annual operating revenue (less operating and capital grants). The preferred benchmark for the Gross Debt to Operating Revenue Ratio is less than 20%.

Table 2 - Projected Gross Debt to Operating Revenue Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
●	●	●	●	●	●	●	●	●	●
13.8%	9.6%	12.4%	10.5%	8.9%	7.3%	7.9%	6.2%	8.5%	6.5%

The ten year average for the this is 9.1% which is comfortably within the upper bound of 20% The City meets the standard of less than 20% in all ten years covered by the plan.

6.4 Commentary on the Financial Statements

The financial statements contained within the Long Term Financial Plan 2020/21- 2029/30 present a responsible and sustainable financial blueprint for the City's future. These statements indicate a steady improvement in the City's financial position over the life of the plan with the annual net funding requirement before Reserves & Borrowings reaching an almost neutral position by year ten of the plan. This shows a positively correlated relationship between revenues and expenses and a well-balanced mix of funding options. The plan also demonstrates consistent progression towards equaling or bettering industry benchmarks for all of the key financial indicators.

The overall Long Term Financial Plan Summary (FS1) reflects a single integrated view of the Long Term Financial Plan. It shows the City moving from a challenging Covid 19 impacted operating position in 2019/20 and 2020/21 to a sound and sustainable operating result across the ten year period out to 2029/30. The Closing Position remains within preferred benchmarks of approximately 1% to 3% of Operating Revenue over all ten years of the plan and averages a very sound $5.51M or 2.5% over the life of the plan.

The Operating Surplus Ratio is positive for all but the first and second year - but this is entirely attributable to the City's investment in Covid 19 rebound and meeting the cost of the City of Perth Inquiry. Without these two extra-ordinary expenditures, the operating surplus would have been positive and within the industry benchmark range. This demonstrates the very successful efforts of City leadership's efforts over the second half of 2018/19 and throughout 2019/20 year in particular, to reign in operating expenditures and bring them back with financially sustainable parameters.

The Long Term Financial Plan is relatively robust in the first half of the plan - but is necessarily less rigid in the later years, so additional funding allocations have been provided to allow for new or emerging projects that arise during the later years of the plan. These future opportunity funding allocations are included in the Long Term Financial Plan Summary.

As a consequence of this responsible financial modelling approach, the Long Term Financial Plan sees the City move to a sustainable financial position over the 10 year life of the plan without unreasonable impost on the City's ratepayers.

The Income Statement (FS2) focuses on revenues and operating expenses only and reflects in the early years a modest negative operating result as a consequence of the Covid 19 rebound expenditures - but this is offset by responsibly planned use of cash reserves and borrowings. All items shown on the Income Statement reflect growth in line with agreed financial indexing parameters (refer Supporting Schedule SS5) with the exception of grants for the acquisition of assets which are modelled on realistic expectations for external contributions towards specifically identified major capital initiatives. Results reflected on this financial statement are considered to be realistically modelled and are sustainable into the future.

The Cash Flow Statement (FS3) indicates sound cash flows from operating activities over the life of the plan, notwithstanding anticipated Covid 19 impacts in the early years. Projected cash generated from operations each year provides the cash flows that support the financing and investing activities in all years in conjunction with the contribution from previously accumulated cash reserves.

Over the life of the plan, net municipal cash held decreases by only around $2.5M - with an average balance of around $26.6M, although around 45% of this relates to restricted cash that is backing statutory employee entitlements. Reserve Fund cash reduces by around $68M (almost 70%) unless the City takes the opportunity to rationalise some of its land holdings, in which case the funds liberated would be quarantined back in Reserves until re-deployed to support major infrastructure expenditure.

The Rate Setting Statement (FS4) demonstrates the calculation of the amount required to be raised from rates each year (after considering the contribution from all other funding sources excluding rates) - and confirms that the proposed rates increases are both appropriate and sustainable over the life of the plan.

The Long Term Financial Plan endeavours to keep rate increases excluding interim rates from growth and GRV revaluations to within a self-imposed parameter of no more than CPI plus 0.5% per year. The rate setting model used in this preparing the financial plan represents an average annual rate increase of 2.27% excluding interims and rates growth. This is the level required to ensure that the balance between the City's operational expenditures and its operational revenue generating capacity is maintained at a sustainable level - as reflected in the Operating Surplus Ratio. For seven of the ten years covered by the plan, this is achieved and one other is very close to the target, Two of the ten years are outside the target range, but it is considered that the slightly out of range increases reflect a business reality in those years.

The Statement of Financial Position demonstrates the cumulative impact of the financial modelling in this plan on the City's assets and liabilities. The Long Term Financial Plan shows a generally positive trend in the Net Asset Position each year off the plan. The Current Ratio calculated from the Balance Sheet exceeds, or is extremely close to, the preferred industry benchmarks in all years covered by the plan. The City acknowledges that it would be preferable to have a greater buffer between the industry benchmark and its calculated ratio, but its ratios arguably reflect a tightly controlled and responsible financial model that tries to mitigate the financial imposts on the City of Perth community.

The Opening Position shown on the Long Term Financial Plan Summary is reconciled to the Net Asset Position calculated in accordance with Department of Local Government guidelines using data from the Balance Sheet.

This reconciliation is shown on the Statement of Changes in Equity. As noted above, the Closing Position remains within preferred benchmarks of approximately 1% to 3% of Operating Revenue over all ten years of the plan and averages a very sound $5.5M or 2.5% over the life of the plan. It is $3.6M (1.43%) at 30 June 2030.

6.5 Commentary on Key Financial Indicators

There are a number of statutory financial indicators that a local government must calculate and disclose in both their financial planning and financial reporting documents. The calculation of each indicator - and the specific inclusions in both the denominator and numerator used in the calculation are strictly prescribed in the Local Government Financial Management Regulations (LGFMR). This ensures that financial indicators published by different local governments are comparable.

However, it must be appreciated that there is no single indicator that demonstrates a local government's financial sustainability, nor does it necessarily mean that it is fatal if the City falls short of the benchmark for a specific indicator in a given year. The circumstances leading to the calculation of an indicator value must be understood to ensure that it is interpreted in context.

The calculation of each of the key financial indicators and detail of the industry benchmarks is provided in Supporting Schedule SS1. Overall, the City's key financial indicators infer a Financial Health Indicator (FHI) score of 85 versus the industry sound financial management benchmark of greater than 70.

Operating Surplus Ratio

This indicator is used as a measure of capacity to meet operational expenses from revenues and the extent to which surpluses are generated to fund capital projects. The preferred ratio for this indicator is a positive value in the range between 0% and 15%. Any ratio over 5% meets or exceeds the industry benchmark.

Table 3 - Projected Operating Surplus Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🔴	🔴	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢
(10.2%)	(1.2%)	5.0%	6.7%	7.8%	8.0%	7.6%	8.3%	7.2%	6.9%

The ten year average for the Operating Surplus Ratio is 4.6% which is close to the preferred industry benchmark of 5.0%. During the first two years, the City falls well short of the standard of 5.0% - but this is entirely due to its heavy investment in activation and economic activities that support the Covid 19 Rebound Strategy that is specifically targeted at revitalising our CBD. In the post Covid 19 era, the City's Operating Surplus Ratio sits comfortably in a financially responsible range.

Own Source Revenue Ratio

This ratio is used to indicate how much of the City's operating expenditure is covered by revenues directly generated by the City. That is, how financially autonomous is the City without reliance on external funding sources? Revenue used in this calculation does not include external funding such a grants and subsidies.

Table 4 - Projected Own Source Revenue Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🟡	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢
90.0%	96.3%	102.6%	104.5%	105.8%	106.1%	105.7%	106.5%	105.3%	105.1%

The ten year average for the Own Source Revenue Ratio is 102.8% which is comfortably in excess of the preferred industry benchmark of 90.0%.

Current Ratio

This indicator is a broadly used ratio in both the public and private sectors to focus on the liquidity (available working capital) of a business at a given point in time. This ratio indicates capacity to meet short term (current) financial obligations as calculated at a given point in time (generally at year end).

The preferred ratio for this indicator is a number greater than 1.00 to 1. This ratio is sometimes disclosed as a percentage value where the preferred value is greater than 100%.

Table 5 - Projected Current Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🟢	🟡	🟢	🟢	🟢	🟢	🟢	🟡	🟢	🟢
1.04	0.99	1.18	1.13	1.04	1.00	1.07	0.98	1.11	1.00

Projections for the Current Ratio range from a low of 0.98 in 2027/28 to a high of 1.18 in year 2022/23. Over the life of the plan, the average value is 1.05. The ratio exceeds the benchmark in eight of the ten years and is only marginally below in the other two. The ratio is balanced over the life of the plan to avoid excessive accumulation of cash whilst ensuring adequate ongoing investment in community infrastructure and services.

Asset Consumption Ratio

This ratio measures the condition of a local government's physical assets, by comparing their age with their replacement cost. The ratio highlights the aged condition of a local government's stock of physical assets. The benchmark standard for this ratio is between 50% and 75%.

Table 6 - Projected Asset Consumption Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢
74.4%	74.9%	75.4%	75.9%	76.4%	76.8%	77.2%	77.6%	78.0%	78.4%

The indicated ratios in the plan suggest that the City's physical depreciable assets are being maintained to a level that is consistent with industry benchmarks. The proportions of upgrade versus renewal expenditures on major capital initiatives can cause some inconsistency in individual years - but the average of 76.5% across the ten years is a healthy indicator.

Asset Sustainability Ratio

This ratio indicates the extent to which the City's assets are being replaced as they reach the end of their economic life. The industry benchmark standard for this ratio is between 90% and 110%. This is an area for further focus as the City is generally close to; but does not exceed the industry standard.

Table 7 - Projected Asset Sustainability Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
🔴	🟢	🔴	🟡	🟡	🟢	🟡	🟢	🟢	🟡
79.5%	93.6%	83.0%	86.9%	87.6%	89.8%	86.1%	93.7%	91.9%	89.6%

Projected ratios for the Asset Sustainability Ratio range between 79.5% and 93.7% over the life of the plan. The basic industry standard for this indicator is a value of 90% and the ratio should not exceed 110% as a value greater than that upper limit suggests that assets may be being replaced too early.

Asset Renewal Funding Ratio
This ratio indicates the capacity of a local government to fund asset renewals as required to continue to deliver the existing service levels.

Table 7 - Projected Asset Renewal Funding Ratio

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
●	●	●	●	●	●	●	●	●	●
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Projected ratios for the Asset Renewal Funding Ratio range show as 100% as the Asset Management Plan projections are setting the funding level for this plan. The basic standard for this indicator is a value of between 75% and 95%. The advanced standard for this indicator is a value of between 95% and 105%.

Based on this standard, the City is meeting the standard benchmark in all of the ten years covered by this Long Term Financial Plan if it fully delivers on the intent of this financial model.

6.6 Exclusions

The Long Term Financial Plan is built from known or anticipated financial and resourcing requirements informed by the Strategic Community Plan, Workforce Plan, Asset Management Plans and other informing strategies and financial models. As such, the plan represents realistic modelling of the likely funding opportunities and anticipated financial commitments.

However, the plan excludes possible extra-ordinary funding opportunities such as additional financial stimulus funding from the Commonwealth government via Infrastructure Australia or Council of Capital City Lord Mayors (CCCLM) or the proceeds of any future property transactions should the City take opportunities to rationalise its property portfolio. As the realisation of such opportunities cannot be pre-emptively assumed or modelled with confidence, they have not been included in the plan. In the event that such an opportunity does arise in future, the Long Term Financial Plan model can easily incorporate such inputs and re-model the outcomes accordingly.

7.0 Risk Analysis

Financial sustainability was recognised as a key strategic risk for the City of Perth in 2018/19. A major transformation initiative is currently underway to reposition our capital city's finances for a sustainable future. Ensuring the City's long term financial sustainability is the primary objective of this Long Term Financial Plan. To support the attainment of that objective, a risk analysis was undertaken as part of the financial modelling to develop this Long Term Financial Plan.

Risks that may impact on a successful outcome have been classified into themes and are detailed below.

Risk Category: LTFP Model Fundamentals	**Effectiveness** ●
Risk Description: 1. Model assumptions and indexation factors may not be accurate. 2. Population growth and Rates growth projections may not be realised.	**Risk Rating:** 1. Low 2. Medium
Risk Mitigation Treatment: 1. Modelling parameters are guided by principles of prudence and conservatism and informed by known or reasonably expected index changes, Reserve Bank, WA Treasury Corporation, state government and industry indicators. They represent the best available information at the time of modelling. The plan is subject to ongoing review and modification to respond to changing economic conditions. 2. Population growth is aligned to projections supporting the Strategic Community Plan and rates growth is based on conservatively deflated rates returns from major commercial, residential buildings known to be the subject of active or proposed development applications or future development opportunity. Whilst certainty is greater in the first half of the ten year plan time horizon, the model is sufficiently fluid as to be able to be updated and remodelled as is appropriate.	
Risk Category: Funding Uncertainty & Cash Flow Management	**Effectiveness** ●
Risk Description: 3. Capital grant targets may not be achieved. 4. Parking revenue targets may not be fully realised. 5. Investment rates or borrowing rates may change. 6. Cash inflows may be slower than historical patterns in early years - Post Covid 19.	**Risk Rating:** 3. Low 4. High 5. Low 6. Medium
Risk Mitigation Treatment: 3. The capital grant targets are conservatively modelled and with a good strategy, a Community Infrastructure Plan (CIP), 'shovel ready projects' and good relationships with government and other funding partners, the City should be able to secure more than current targets. In the event that an external funding target was not met, the delivery program would be adjusted accordingly. All major CIP projects over a nominated threshold value, will (in future) have an individual funding plan. 4. Proactive and agile management of parking business assets and parking operations should ensure that the business meets profitability expectations whilst balancing community and business imperatives. Post-Covid 19 recovery was conservatively modelled and will be closely monitored. 5. Investment rates are already at historical lows so there is little potential downside to investment returns. With borrowing rates also at historical lows, and the City able to undertake fixed rate borrowings through WA Treasury, use of debt at this time is safe and entirely appropriate. 6. A detailed cash flow risk analysis reveals that the nature of local govt rates (secured against the property), property rental income, and most other revenues payable at time of transaction means that the revenue streams are essentially not at risk - but the timing of the cash inflows may be deferred. The LTFP contains a comprehensive ten year Cash Flow Model that indicates that, with regular monitoring and proactive management, deferred cashflow impacts are manageable.	

Risk Category: Changing Community Priorities or Government Direction	**Effectiveness** ●
Risk Description: 7. Council strategic direction changes. 8. Community priorities shift. 9. State Government policy direction changes	**Risk Rating:** 7. Medium 8. Medium 9. Medium
Risk Mitigation Treatment: 7. The Long Term Financial Plan is a dynamic document and can be periodically reviewed and modified to respond to changing Council strategic priorities. 8. The Long Term Financial Plan recognises the likelihood of shifts in community priorities over the lifetime of the model. It is designed to be sufficiently fluid as to be able to be updated and remodelled as is appropriate when new or changed community priorities emerge. 9. It is also acknowledged that local government is subject to the impacts of state government policy changes and, hence, the financial model is created with an expectation of the need to review and adapt to respond to such policy changes.	
Risk Category: Organisational Capacity	**Effectiveness** ●
Risk Description: 10. Inability to successfully deliver the proposed capital program. 11. Inability to deliver the proposed breadth of services to the community	**Risk Rating:** 10. Medium 11. Low
Risk Mitigation Treatment: 10. The longer planning horizon of the Long Term Financial Plan provides greater certainty to proactively develop concepts & designs, consult the community and undertake other critical precursor activities and procurement activities, thereby maximising the project delivery and construction window. It also offers the opportunity for the City to be more scalable in responding to its programs by changing the balance between in-house and external delivery approaches. 11. Through the financial parameters of the Long Term Financial Plan persuasively influencing Service Plans and Workforce Plans, the City can adapt to changing service expectations by adjusting the scope and service levels of its service offerings. The Long Term Financial Plan can itself also adapt to changes coming via the Community Service Plan through regular review and updating as appropriate. This will provide timely visibility of potential future financial challenges.	

Overall, it is the capacity of the Long Term Financial Model to be reviewed and adapted to respond to changing community expectations, policy or community priorities that gives it value as an integrated planning tool. As a bespoke creation tailored to the City of Perth's requirements, it provides an effective mechanism to respond to the potential risk issues acknowledged above.

8.0 Scenario Modelling

The development of this Long Term Financial Plan was an iterative process. Having established key variables, parameters and assumptions that have remained relatively constant across the various models; discretionary funding elements such as Reserve funds and borrowings have then been differentially modelled to create the optimum financial model. Proposed discretionary expenditures such as non-asset renewal capital projects or discretionary operating projects have been included within the specific years where there is capacity to accommodate them in a financially sustainable way. Where this has not been possible, the program is scaled up or down in different iterations of the model accordingly - and then certain projects were rescheduled for a different year.

In developing this financial model, the City has remained cognisant of how its proposed financial model impacts on the local government statutory key financial indicators. By calculating draft financial ratios for each of these indicators across the ten years of the plan, we then proactively identified and responded to years where the proposed financial model indicated an adverse trend or specific financial challenge.

Brief comment on the modelling scenarios is provided below.

8.1 Preferred Scenario

The Long Term Financial Plan as presented represents what is considered to be the optimal model to deliver a responsible and sustainable financial blueprint for the City for the next 10 years. The modelling parameters used are considered to realistically reflect current and anticipated economic conditions and the funding mix is considered to be the most appropriate with respect to community funding capacity, external funding opportunities and responsible use of cash reserves and borrowings. Reliance on rates as a funding source is modelled to remain as close as possible to an annual increment of no more than CPI plus 0.5% - excluding growth from interim property growth.

8.2 Other Scenarios Modelled

In developing the preferred scenario, several alternative scenarios were modelled, particularly in relation to the financial impacts of Covid 19 on parking revenues and cash flows, as well as the trajectory of recovery of parking revenues post Covid 19. Modelling undertaken included a low, medium, high and extreme scenario - which presented quite different results for the first three years of the plan in particular. Following modelling workshops with commissioners, a single agreed scenario model was identified and taken forward.

Using that model as a foundation, sensitivity analysis was undertaken to identify the impact of lesser revenue assumptions. This analysis resulted in an identified need to either significantly reduce capital expenditures and / or asset renewal expenditures to produce a balanced budget model - or alternatively to consider reducing core service levels . Without making such adjustments, the cumulative impact on the closing position (surplus) was a significant deficit over the ten years period covered by the plan. Informed by the alternative model scenarios that showed results that were not fully aligned with City leadership's desired outcomes, the focus then moved to the best potential outcome that would meet the City's strategic objectives in a sustainable way.

Accordingly, this Long Term Financial Plan is promoted as the preferred model.

9.0 Future Directions

The development of this Long Term Financial Plan represents an important step in the City's financial transformation project and will play an essential role in re-positioning our capital city's finances for a sustainable future. It will be subject to continual refinement and will be regularly updated to reflect changing economic conditions and community priorities.

9.1 Continuous Improvement

The Long Term Financial Plan is subject to a continuous improvement approach. That is, feedback regarding the challenges and successes in accessing supporting information, compiling the model, reviewing the options and preparing the final Long Term Financial Plan will help to refine the process and allow the City to deliver greater sophistication in its plans in future.

In the first few years of effectively implementing the Integrated Planning and Reporting Framework, certain information gaps were identified (particularly in relation to some asset classes and the determination of renewal versus new and upgrade expenditure). Addressing this issue in the current plan necessitated the use of some estimates to complete the datasets and calculations required to create a responsible, complete and sustainable long term financial model. The City's intention is to further refine the plans and models by reviewing datasets for each asset class and subjecting them to a more rigorous analysis of data and assumptions in future years before completing and integrating the resulting plans.

Similarly, more detailed understanding of our core service delivery and the relationship between resourcing levels, service levels and service scope resulting from each iteration of the service plans will enable us to re-balance the resource requirement versus community outcome equation, thereby ensuring that the community enjoys maximum value for money from our service delivery efforts.

The Long Term Financial Plan is to be reviewed annually by the administration to check alignment with actual performance and to identify any changed or emerging circumstances including strategic or community priorities. It will also be reviewed and updated in accordance with statutory obligations and community feedback on a regular basis to move it towards an industry best practice standard.

The financial schedules detailing the plan are presented in the attached document - City of Perth Long Term Financial Plan 2020/21 - 2029/30.

I commend the 2020/21 - 2029/30 Long Term Financial Plan to you.

Michael J Kent

Chief Financial Officer

City of **Perth**

Long Term Financial Plan

2020/21 - 2029/30

Financial Schedules



SUSTAINABLY PLANNING FOR OUR CAPITAL CITY'S FINANCIAL FUTURE

LTFP 2021 - 2030 Model

Ref	Detail	Tab Name	Description of Worksheet Content	Status
Financial Statements:				
FS1	Long Term Financial Plan Summary	Summary	Comprehensive single all-inclusive view of the Long Term Financial Plan by Year	
FS2	Income Statement	Inc S.Ment	Statutory format schedule showing the Long Term Financial Plan Income Statement over 10 Years	
FS3	Cashflow Statement	Cashflow	Statement showing how the Proposals in the Long Term Financial Plan impact City Cash Flows over 10 Years	
FS4	Rate Setting Statement	Rate Setting	Statement showing the Required Rates for each year to support the proposals contained in the LTFP	
FS5	Balance Sheet	Bal Sheet	Projections of how the City's Balance Sheet would look in each of the next 10 years based upon the LTFP Proposals	
FS6	Statement of Change in Equity	Equity	Statement of the changes year by year in Cash Reserves, Non Cash Reserves and Operating Profits	
Supporting Schedules:				
SS1	Financial Ratios	SS1	Schedule of Projected Statutory Financial Ratios over 10 Years	
SS2	Reserve Funds Schedule - Summary	SS2	Schedule of Projected Cash Backed Reserve Balances over 10 Years	
SS3	Schedule of Borrowings - Summary	SS3	Schedule of Projected City Loan Borrowing Balances over 10 Years	
SS4	Capital Works Schedule - Summary	SS4	Summary Schedule of the Asset Renewal, Major Projects & Discretionary Projects Allocations over 10 Years	
SS5	Modelling Parameters	SS5	Description of the Primary Financial Parameters used to develop the Long Term Financial Plan	
SS6	Supporting Notes	SS6	Glossary explaining Key Financial Classifications and the source of data used to compile the related values.	
Worksheets: (Not Published)				
WS1	Operating Revenues & Expenses - Detail	Operating Items	Supporting calculations to derive the Operating Revenues and Expenditures for each year of the LTFP	
WS2	Reserves Schedule - Detail	Reserves	Detailed calculations of the transfers to / from and interest allocations for each Cash Backed Reserve.	
WS3	Loan Schedule - Detail	Loans	Detailed calculations of the payments of Loan Principal & Interest applicable to all proposed City Loans over 10 Years	
WS4	Capital Works Schedule & Capital Grants- Detail	Capex	Detailed listing of Capital Projects for Year 1 of the LTFP	
WS5	Financial Ratio Calculations	Fin Ratio	Supporting calculations for all Financial Ratios shown on Schedule SS1.	
WS6	Balance Sheet Worksheet Calculations	Bal Sheet WS	Calculations of Balance Sheet Movements & Cash Flow Movements across 10 Years.	
Model Parameters (Not Published)				
MP1	Base Year Inputs	Base Yr	Base year inputs from which all future years values are derived.	
MP2	Modelling Parameters	Parameters	Detailed financial parameters which are used to index / deflate and vary calculated values across the 10 Years.	
MP3	Operating Item Calculations	Op Calcs	Supplementary calculations for selected Opertaing Items with multiple variables impacting values.	
MP4	Interim Rates Calculations	Rates	Used to project future Rates growth from growth and infill in future years of the plan.	
MP5	Services List	Services	A listing of the City's Service Units	
Linked Schedules (Not Published)				
LS 1	Loan Schedule - Loan 168	Loan 168	Loan Schedule showing Repayments of Principal & Interest per quarter over the life of the Loan.	
LS 2	Loan Schedule - Loan 169	Loan 169	Loan Schedule showing Repayments of Principal & Interest per quarter over the life of the Loan.	
LS 3	Loan Schedule - Loan 170	Loan 170	Loan Schedule showing Repayments of Principal & Interest per quarter over the life of the Loan.	
LS 4	Loan Schedule - Loan 171	Loan 171	Loan Schedule showing Repayments of Principal & Interest per quarter over the life of the Loan.	

Strategic Financial Projections - Financial Summary for Scenario 1

Financial Statement FS1

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Operating Revenues Category												
Rates	N01	98,649,326	102,154,134	107,271,858	116,109,618	122,670,586	128,262,099	134,305,617	140,499,021	144,362,744	149,054,533	1,243,339,536
Parking Revenues	N02	50,686,017	59,556,070	67,000,579	67,000,579	67,670,585	67,670,585	67,670,585	67,670,585	68,347,290	68,347,290	651,620,163
Fees & Charges - Waste	N02	10,113,081	10,290,060	10,470,136	10,679,539	10,893,129	11,110,992	11,360,989	11,616,612	11,877,985	12,145,240	110,557,764
Fees & Charges - Other	N02	9,178,643	9,339,269	9,502,706	9,692,761	9,886,616	10,084,348	10,311,246	10,543,249	10,780,472	11,023,033	100,342,343
Operating Grant / Contributions - Services	N03	1,300,246	1,316,499	1,332,955	1,349,617	1,366,487	1,386,985	1,407,790	1,428,906	1,450,340	1,472,095	13,811,921
Operating Grant / Contributions - Projects	N03	24,750	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,524,750
Interest Revenue	N04	3,627,895	3,129,443	2,935,965	2,827,036	2,835,843	2,844,677	2,843,262	2,904,151	2,966,398	3,030,035	29,944,705
Fines & Associated Costs	N05	5,096,000	7,580,300	8,622,591	8,730,374	8,839,503	8,972,096	9,106,677	9,243,277	9,381,927	9,522,656	85,095,401
Other Revenues	N06	638,880	646,866	654,952	663,139	671,428	681,499	691,722	702,098	712,629	723,319	6,786,531
Profit on Disposal of Assets	N07	440,554	-	-	-	-	-	-	-	-	-	440,554
Sub Total - Operating Revenue		**179,755,392**	**194,512,641**	**208,291,743**	**217,552,662**	**225,334,177**	**231,513,280**	**238,197,887**	**245,107,899**	**250,379,786**	**255,818,200**	**2,246,463,667**
Operating Expenditure Category												
Employee Costs - Services	N08	(72,582,124)	(75,396,782)	(77,093,209)	(79,584,972)	(82,153,139)	(84,799,975)	(87,131,974)	(89,528,103)	(92,633,414)	(95,841,811)	(836,745,502)
Employee Costs - Projects (Est)	N08	(2,244,808)	(2,331,859)	(2,384,326)	(2,461,391)	(2,540,819)	(2,622,680)	(2,694,803)	(2,768,910)	(2,864,951)	(2,964,180)	(25,878,727)
Material & Contracts - Services	N09	(37,562,136)	(38,219,473)	(38,888,314)	(39,666,080)	(40,459,402)	(41,268,590)	(42,197,133)	(43,146,569)	(44,117,367)	(45,110,007)	(410,635,072)
Material & Contracts - Projects	N09	(3,407,750)	(11,475,598)	(11,676,421)	(11,909,950)	(12,148,149)	(12,391,111)	(12,638,934)	(12,891,712)	(13,149,547)	(13,412,538)	(115,101,709)
Utilities - Power & Water	N10	(3,632,338)	(3,695,904)	(3,779,062)	(3,873,538)	(3,970,377)	(4,069,636)	(4,181,551)	(4,296,544)	(4,414,699)	(4,536,103)	(40,449,752)
Insurances	N11	(1,073,587)	(1,092,375)	(1,116,953)	(1,144,877)	(1,173,499)	(1,202,836)	(1,235,914)	(1,269,902)	(1,304,824)	(1,340,707)	(11,955,475)
Interest Expense	N12	(484,900)	(536,225)	(546,829)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(5,356,830)
Other Expenses	N13	(3,306,648)	(4,356,509)	(4,432,748)	(4,521,403)	(4,611,831)	(4,704,067)	(4,809,909)	(4,918,132)	(5,028,790)	(5,141,937)	(45,831,973)
Non Cash - Depreciation	N14	(36,189,735)	(36,775,504)	(37,624,412)	(38,445,307)	(39,239,112)	(40,006,721)	(40,798,499)	(41,597,149)	(42,369,443)	(43,116,251)	(396,162,132)
Non Cash - Loss on Disposal		(2,785,007)	0	0	0	0	0	0	0	0	0	(2,785,007)
Parking Levy	N15	(17,417,303)	(17,417,303)	(17,417,303)	(17,417,303)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(175,218,068)
Covid 19 Rebound Strategy Expenses	N23	(18,000,000)	0	0	0	0	0	0	0	0	0	(18,000,000)
Local Govt Inquiry	N24	0	(3,700,000)	0	0	0	0	0	0	0	0	(3,700,000)
Adjustment to Service Levels		0	0	(1,500,000)	(2,000,000)	(2,000,000)	(2,500,000)	(5,000,000)	(5,000,000)	(7,000,000)	(7,000,000)	(32,000,000)
Sub Total - Operating Expenditure		**(198,686,335)**	**(194,997,532)**	**(196,459,577)**	**(201,663,466)**	**(206,453,585)**	**(211,648,039)**	**(218,769,214)**	**(223,483,612)**	**(231,017,266)**	**(236,641,619)**	**(2,119,820,246)**
Add back Non Cash Items	N19	**38,534,188**	**36,775,504**	**37,624,412**	**38,445,307**	**39,239,112**	**40,006,721**	**40,798,499**	**41,597,149**	**42,369,443**	**43,116,251**	**398,506,585**
Total Cash Operating Expenditure		**(160,152,147)**	**(158,222,028)**	**(158,835,165)**	**(163,218,160)**	**(167,214,473)**	**(171,641,318)**	**(177,970,715)**	**(181,886,463)**	**(188,647,823)**	**(193,525,368)**	**(1,721,313,661)**
Capital Expenditure												
Asset Renewal - Infrastructure	SS4	(8,953,051)	(13,000,000)	(13,000,000)	(13,500,000)	(13,500,000)	(13,500,000)	(14,000,000)	(14,500,000)	(14,500,000)	(14,250,000)	(132,703,051)
Asset Renewal - Non Infrastructure	SS4	(8,520,500)	(12,500,000)	(12,500,000)	(12,500,000)	(13,500,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(134,520,500)
Major New / Upgrade Capital Projects	SS4	(32,397,800)	(27,200,000)	(32,000,000)	(29,500,000)	(26,000,000)	(27,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(286,097,800)
Discretionary Capital Expenditure	SS4	(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)	(9,500,000)	(7,000,000)	(7,000,000)	(7,500,000)	(7,500,000)	(7,750,000)	(76,070,800)
Total Capital Expenditure		**(60,392,151)**	**(60,000,000)**	**(62,500,000)**	**(62,500,000)**	**(62,500,000)**	**(62,500,000)**	**(64,000,000)**	**(65,000,000)**	**(65,000,000)**	**(65,000,000)**	**(629,392,151)**
Total Capital Grants & Contributions												
Grants for Acquisition of Assets	SS4	5,438,360	3,000,000	3,125,000	3,125,000	3,125,000	3,125,000	3,200,000	3,250,000	3,250,000	3,250,000	33,888,360
Non Operating Contributions	SS4	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Capital Grants & Contributions		**5,438,360**	**3,000,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,200,000**	**3,250,000**	**3,250,000**	**3,250,000**	**33,888,360**
Net Funding Requirement (Before Reserves & Borrowings)		**(35,350,547)**	**(20,709,387)**	**(9,918,422)**	**(5,040,498)**	**(1,255,296)**	**496,962**	**(572,827)**	**1,471,435**	**(18,037)**	**542,833**	**(70,353,785)**

Strategic Financial Projections - Financial Summary for Scenario 1

Financial Statement FS1

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Adjust for Financing Transactions												
Movement in Cash Backed Reserves												
Transfers from Reserves	SS2	71,642,500	25,217,303	27,917,303	29,417,303	24,591,476	19,591,476	20,091,476	17,591,476	17,591,476	17,591,476	271,243,265
Transfers to Reserves	SS3 *	(49,692,181)	(3,285,268)	(18,556,967)	(23,410,458)	(23,380,933)	(18,350,669)	(18,307,149)	(18,325,041)	(18,343,380)	(18,362,178)	(210,014,225)
Net Reserve Transfers		**21,950,319**	**21,932,035**	**9,360,336**	**6,006,845**	**1,210,543**	**1,240,807**	**1,784,327**	**(733,565)**	**(751,904)**	**(770,702)**	**61,229,040**
Borrowing Activities												
Repayment of Borrowings	SS3	(5,128,746)	(5,662,755)	(2,995,837)	(2,780,688)	(2,853,552)	(2,928,387)	(3,221,037)	(3,525,666)	(4,046,528)	(4,591,179)	(37,734,376)
New Loan Funding	SS3	20,000,000	0	10,000,000	0	0	0	5,000,000	0	10,000,000	0	45,000,000
Net Borrowing Activities		**14,871,254**	**(5,662,755)**	**7,004,163**	**(2,780,688)**	**(2,853,552)**	**(2,928,387)**	**1,778,963**	**(3,525,666)**	**5,953,472**	**(4,591,179)**	**7,265,624**
Opening Balance		**5,510,318**	**6,981,344**	**2,541,236**	**8,987,313**	**7,172,972**	**4,274,667**	**3,084,048**	**6,074,510**	**3,286,715**	**8,470,246**	**5,510,318**
Projected Closing Balance	N21	**6,981,344**	**2,541,236**	**8,987,313**	**7,172,972**	**4,274,667**	**3,084,048**	**6,074,510**	**3,286,715**	**8,470,246**	**3,651,198**	**3,651,198**
Statistical Information												
Projected Reserves Balance - Exc Covid 19		**74,628,011**	**52,695,976**	**43,335,640**	**37,328,795**	**36,118,252**	**34,877,445**	**33,093,119**	**33,826,684**	**34,578,588**	**35,349,290**	**35,349,290**
Covid 19 Stimulus Reserve Balance	*	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Projected Loan Borrowing Balance		**(23,650,226)**	**(17,987,471)**	**(24,991,633)**	**(22,210,945)**	**(19,357,394)**	**(16,429,006)**	**(18,207,969)**	**(14,682,303)**	**(20,635,775)**	**(16,044,597)**	**(16,044,597)**
Reserves less Loans Outstanding		**50,977,785**	**34,708,505**	**18,344,007**	**15,117,850**	**16,760,859**	**18,448,439**	**14,885,150**	**19,144,381**	**13,942,812**	**19,304,693**	**19,304,693**
Closing Balance as % of Operating Revenue		**3.88%**	**1.31%**	**4.31%**	**3.30%**	**1.90%**	**1.33%**	**2.55%**	**1.34%**	**3.38%**	**1.43%**	**2.47%**

Strategic Financial Projections - Income Statement

Financial Statement FS2

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Operating Revenues Category												
Rates	N01	98,649,326	102,154,134	107,271,858	116,109,618	122,670,586	128,262,099	134,305,617	140,499,021	144,362,744	149,054,533	1,243,339,536
Parking Revenues	N02	50,686,017	59,556,070	67,000,579	67,000,579	67,670,585	67,670,585	67,670,585	67,670,585	68,347,290	68,347,290	651,620,163
Fees & Charges - Waste	N02	10,113,081	10,290,060	10,470,136	10,679,539	10,893,129	11,110,992	11,360,989	11,616,612	11,877,985	12,145,240	110,557,764
Fees & Charges - Other	N02	9,178,643	9,339,269	9,502,706	9,692,761	9,886,616	10,084,348	10,311,246	10,543,249	10,780,472	11,023,033	100,342,343
Operating Grant / Contributions - Services	N03	1,300,246	1,316,499	1,332,955	1,349,617	1,366,487	1,386,985	1,407,790	1,428,906	1,450,340	1,472,095	13,811,921
Operating Grant / Contributions - Projects	N03	24,750	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,524,750
Interest Revenue	N04	3,627,895	3,129,443	2,935,965	2,827,036	2,835,843	2,844,677	2,843,262	2,904,151	2,966,398	3,030,035	29,944,705
Fines & Associated Costs	N05	5,096,000	7,580,300	8,622,591	8,730,374	8,839,503	8,972,096	9,106,677	9,243,277	9,381,927	9,522,656	85,095,401
Other Revenues	N06	638,880	646,866	654,952	663,139	671,428	681,499	691,722	702,098	712,629	723,319	6,786,531
Profit on Disposal of Assets	N07	440,554	-	-	-	-	-	-	-	-	-	440,554
Sub Total - Operating Revenue		**179,755,392**	**194,512,641**	**208,291,743**	**217,552,662**	**225,334,177**	**231,513,280**	**238,197,887**	**245,107,899**	**250,379,786**	**255,818,200**	**2,246,463,667**
Operating Expenditure Category												
Employee Costs - Services	N08	(72,582,124)	(75,396,782)	(77,093,209)	(79,584,972)	(82,153,139)	(84,799,975)	(87,131,974)	(89,528,103)	(92,633,414)	(95,841,811)	(836,745,502)
Employee Costs - Projects	N08	(2,244,808)	(2,331,859)	(2,384,326)	(2,461,391)	(2,540,819)	(2,622,680)	(2,694,803)	(2,768,910)	(2,864,951)	(2,964,180)	(25,878,727)
Employee Costs - New		0	0	0	0	0	0	0	0	0	0	0
Material & Contracts - Services	N09	(37,562,136)	(38,219,473)	(38,888,314)	(39,666,080)	(40,459,402)	(41,268,590)	(42,197,133)	(43,146,569)	(44,117,367)	(45,110,007)	(410,635,072)
Material & Contracts - Projects	N09	(3,407,750)	(11,475,598)	(11,676,421)	(11,909,950)	(12,148,149)	(12,391,111)	(12,638,934)	(12,891,712)	(13,149,547)	(13,412,538)	(115,101,709)
Utilities - Power & Water	N10	(3,632,338)	(3,695,904)	(3,779,062)	(3,873,538)	(3,970,377)	(4,069,636)	(4,181,551)	(4,296,544)	(4,414,699)	(4,536,103)	(40,449,752)
Insurances	N11	(1,073,587)	(1,092,375)	(1,116,953)	(1,144,877)	(1,173,499)	(1,202,836)	(1,235,914)	(1,269,902)	(1,304,824)	(1,340,707)	(11,955,475)
Interest Expense	N12	(484,900)	(536,225)	(546,829)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(5,356,830)
Other Expenses	N13	(3,306,648)	(4,356,509)	(4,432,748)	(4,521,403)	(4,611,831)	(4,704,067)	(4,809,909)	(4,918,132)	(5,028,790)	(5,141,937)	(45,831,973)
Non Cash - Depreciation	N14	(36,189,735)	(36,775,504)	(37,624,412)	(38,445,307)	(39,239,112)	(40,006,721)	(40,798,499)	(41,597,149)	(42,369,443)	(43,116,251)	(396,162,132)
Non Cash - Loss on Disposal		(2,785,007)	0	0	0	0	0	0	0	0	0	(2,785,007)
Parking Levy	N15	(17,417,303)	(17,417,303)	(17,417,303)	(17,417,303)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(175,218,068)
Covid 19 Rebound Strategy Expenses	N23	(18,000,000)	0	0	0	0	0	0	0	0	0	(18,000,000)
Local Govt Inquiry	N24	0	(3,700,000)	0	0	0	0	0	0	0	0	(3,700,000)
Adjustment to Service Levels		0	0	(1,500,000)	(2,000,000)	(2,000,000)	(2,500,000)	(5,000,000)	(5,000,000)	(7,000,000)	(7,000,000)	(32,000,000)
Sub Total - Operating Expenditure		**(198,686,335)**	**(194,997,532)**	**(196,459,577)**	**(201,663,466)**	**(206,453,585)**	**(211,648,039)**	**(218,769,214)**	**(223,483,612)**	**(231,017,266)**	**(236,641,619)**	**(2,119,820,246)**
Net Operating Result		**(18,930,944)**	**(484,891)**	**11,832,165**	**15,889,196**	**18,880,592**	**19,865,241**	**19,428,674**	**21,624,287**	**19,362,520**	**19,176,582**	**126,643,421**
Non Operating Items												
Grants for Acquisition of Assets	SS4	5,438,360	3,000,000	3,125,000	3,125,000	3,125,000	3,125,000	3,200,000	3,250,000	3,250,000	3,250,000	33,888,360
Capital Contributions	SS4	0	0	0	0	0	0	0	0	0	0	0
Sub Total		**5,438,360**	**3,000,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,200,000**	**3,250,000**	**3,250,000**	**3,250,000**	**33,888,360**
Net Result		**(13,492,584)**	**2,515,109**	**14,957,165**	**19,014,196**	**22,005,592**	**22,990,241**	**22,628,674**	**24,874,287**	**22,612,520**	**22,426,582**	**160,531,781**

Strategic Financial Projections - Cash Flow Statement

Financial Statement FS3

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Cash Inflows from Operating Activities												
Rates	N01	98,149,326	102,429,134	107,121,858	116,309,618	122,720,586	128,087,099	134,430,617	140,574,021	144,387,744	149,129,533	1,243,339,536
Parking Revenues	N02	50,686,017	59,556,070	67,000,579	67,000,579	67,670,585	67,670,585	67,670,585	67,670,585	68,347,290	68,347,290	651,620,163
Fees & Charges	N02	18,891,724	19,829,329	20,022,842	20,447,299	20,754,745	21,245,340	21,707,235	22,139,861	22,693,457	23,168,273	210,900,107
Operating Grant / Contributions	N02	1,274,996	1,916,499	1,757,955	1,874,617	1,866,487	1,936,985	1,882,790	2,028,906	1,950,340	1,847,095	18,336,671
Interest Revenue	N03	3,877,895	2,919,443	2,985,965	2,852,036	2,780,843	2,814,677	2,818,262	2,904,151	3,001,398	2,990,035	29,944,705
Fines & Associated Costs	N03	4,896,000	7,680,300	8,572,591	8,780,374	8,789,503	8,997,096	9,181,677	9,243,277	9,426,927	9,527,656	85,095,401
Other Revenues	N04	588,880	621,866	679,952	638,139	691,428	661,499	726,722	722,098	687,629	768,319	6,786,531
Sub Total		**178,364,838**	**194,952,641**	**208,141,743**	**217,902,662**	**225,274,177**	**231,413,280**	**238,417,887**	**245,282,899**	**250,494,786**	**255,778,200**	**2,246,023,113**
Cash Outflows from Operating Activities												
Employee Costs	N08	(75,376,932)	(77,328,641)	(79,677,535)	(81,646,363)	(84,543,958)	(87,697,654)	(89,801,777)	(92,397,014)	(95,523,365)	(98,630,990)	(862,624,229)
Material & Contracts	N09	(40,319,886)	(50,120,072)	(50,364,735)	(51,751,030)	(52,657,551)	(53,434,702)	(54,951,067)	(56,093,281)	(57,381,913)	(58,662,545)	(525,736,781)
Utilities - Power & Water	N10	(3,817,338)	(3,670,904)	(3,884,062)	(3,808,538)	(3,915,377)	(4,119,636)	(4,106,551)	(4,236,544)	(4,379,699)	(4,511,103)	(40,449,752)
Insurances	N11	(1,073,587)	(1,092,375)	(1,116,953)	(1,144,877)	(1,173,499)	(1,202,836)	(1,235,914)	(1,269,902)	(1,304,824)	(1,340,707)	(11,955,475)
Interest Expense	N12	(484,900)	(536,225)	(546,829)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(5,356,830)
Other Expenses	N13	(3,331,648)	(4,331,509)	(4,457,748)	(4,486,403)	(4,621,831)	(4,729,067)	(4,819,909)	(4,883,132)	(5,008,790)	(5,161,937)	(45,831,973)
Parking Levy	N15	(17,417,303)	(17,417,303)	(17,417,303)	(17,417,303)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(175,218,068)
Covid 19 Rebound Strategy Expenses	N23	(18,000,000)	0	0	0	0	0	0	0	0	0	(18,000,000)
LG Inquiry	N24	0	(3,700,000)	0	0	0	0	0	0	0	0	(3,700,000)
Adjustment to Service Levels		0	0	(1,500,000)	(2,000,000)	(2,000,000)	(2,500,000)	(5,000,000)	(5,000,000)	(7,000,000)	(7,000,000)	(32,000,000)
Sub Total		**(159,821,593)**	**(158,197,028)**	**(158,965,165)**	**(162,893,160)**	**(167,069,473)**	**(171,766,318)**	**(177,995,715)**	**(181,946,463)**	**(188,732,823)**	**(193,485,368)**	**(1,720,873,107)**
Net Cash Provided by Operating Activities		**18,543,244**	**36,755,613**	**49,176,578**	**55,009,502**	**58,204,704**	**59,646,962**	**60,422,173**	**63,336,435**	**61,761,963**	**62,292,833**	**525,150,006**
Cash Flows from Investing Activities												
Grants for Acquisition of Assets	SS4	5,438,360	3,000,000	3,125,000	3,125,000	3,125,000	3,125,000	3,200,000	3,250,000	3,250,000	3,250,000	33,888,360
Non Operating Contributions	SS4	0	-	-	-	-	-	-	-	-	-	0
Asset Renewal - Infrastructure	SS4	(8,953,051)	(13,000,000)	(13,000,000)	(13,500,000)	(13,500,000)	(13,500,000)	(14,000,000)	(14,500,000)	(14,500,000)	(14,250,000)	(132,703,051)
Asset Renewal - Non Infrastructure	SS4	(8,520,500)	(12,500,000)	(12,500,000)	(12,500,000)	(13,500,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(134,520,500)
Major New / Upgrade Capital Projects	SS4	(32,397,800)	(27,200,000)	(32,000,000)	(29,500,000)	(26,000,000)	(27,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(286,097,800)
Discretionary Capital Expenditure	SS4	(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)	(9,500,000)	(7,000,000)	(7,000,000)	(7,500,000)	(7,500,000)	(7,750,000)	(76,070,800)
Proceeds on Disposal of Assets	SS4	0										
Net Cash from Investing Activities		**(54,953,791)**	**(57,000,000)**	**(59,375,000)**	**(59,375,000)**	**(59,375,000)**	**(59,375,000)**	**(60,800,000)**	**(61,750,000)**	**(61,750,000)**	**(61,750,000)**	**(595,503,791)**
Cash Flows from Financing Activities												
Transfers from Reserves	SS2	71,642,500	25,217,303	27,917,303	29,417,303	24,591,476	19,591,476	20,091,476	17,591,476	17,591,476	17,591,476	271,243,265
Transfers to Reserves	SS2	(49,692,181)	(3,285,268)	(18,556,967)	(23,410,458)	(23,380,933)	(18,350,669)	(18,307,149)	(18,325,041)	(18,343,380)	(18,362,178)	(210,014,225)
Repayment of Borrowings	SS3	(5,128,746)	(5,662,755)	(2,995,837)	(2,780,688)	(2,853,552)	(2,928,387)	(3,221,037)	(3,525,666)	(4,046,528)	(4,591,179)	(37,734,376)
Proceeds of New Loans	SS3	20,000,000	0	10,000,000	0	0	0	5,000,000	0	10,000,000	0	45,000,000
Net Cash from Financing Activities		**36,821,572**	**16,269,280**	**16,364,499**	**3,226,157**	**(1,643,009)**	**(1,687,581)**	**3,563,289**	**(4,259,231)**	**5,201,568**	**(5,361,881)**	**68,494,665**
Net Increase (Decrease) in Cash Held	N20	**411,026**	**(3,975,107)**	**6,166,076**	**(1,139,341)**	**(2,813,305)**	**(1,415,619)**	**3,185,462**	**(2,672,795)**	**5,213,531**	**(4,819,048)**	**(1,859,120)**
Cash at Beginning of the Year	FS5	**26,991,279**	**27,402,305**	**23,427,197**	**29,593,274**	**28,453,933**	**25,640,628**	**24,225,009**	**27,410,471**	**24,737,676**	**29,951,207**	**26,991,279**
Cash at End of the Year	FS5	**27,402,305**	**23,427,197**	**29,593,274**	**28,453,933**	**25,640,628**	**24,225,009**	**27,410,471**	**24,737,676**	**29,951,207**	**25,132,159**	**25,132,159**

(Excludes Restricted Cash)

Strategic Financial Projections - Rate Setting Statement

Financial Statement FS4

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Operating Revenues - Excluding Rates												
Parking Revenues	N02	50,686,017	59,556,070	67,000,579	67,000,579	67,670,585	67,670,585	67,670,585	67,670,585	68,347,290	68,347,290	651,620,163
Fees & Charges	N02	19,291,724	19,629,329	19,972,842	20,372,299	20,779,745	21,195,340	21,672,235	22,159,861	22,658,457	23,168,273	210,900,107
Operating Grant / Contributions	N03	1,324,996	1,816,499	1,832,955	1,849,617	1,866,487	1,886,985	1,907,790	1,928,906	1,950,340	1,972,095	18,336,671
Interest Revenue	N04	3,627,895	3,129,443	2,935,965	2,827,036	2,835,843	2,844,677	2,843,262	2,904,151	2,966,398	3,030,035	29,944,705
Fines & Associated Costs	N05	5,096,000	7,580,300	8,622,591	8,730,374	8,839,503	8,972,096	9,106,677	9,243,277	9,381,927	9,522,656	85,095,401
Other Revenues	N06	638,880	646,866	654,952	663,139	671,428	681,499	691,722	702,098	712,629	723,319	6,786,531
Profit on Disposal of Assets	N07	440,554	-	-	-	-	-	-	-	-	-	440,554
Sub Total - Revenue Excluding Rates		**81,106,066**	**92,358,507**	**101,019,884**	**101,443,044**	**102,663,591**	**103,251,182**	**103,892,271**	**104,608,878**	**106,017,042**	**106,763,667**	**1,003,124,132**
Operating Expenditure Category												
Employee Costs	N08	(74,826,932)	(77,728,641)	(79,477,535)	(82,046,363)	(84,693,958)	(87,422,654)	(89,826,777)	(92,297,014)	(95,498,365)	(98,805,990)	(862,624,229)
Material & Contracts	N09	(40,969,886)	(49,695,072)	(50,564,735)	(51,576,030)	(52,607,551)	(53,659,702)	(54,836,067)	(56,038,281)	(57,266,913)	(58,522,545)	(525,736,781)
Utilities - Power & Water	N10	(3,632,338)	(3,695,904)	(3,779,062)	(3,873,538)	(3,970,377)	(4,069,636)	(4,181,551)	(4,296,544)	(4,414,699)	(4,536,103)	(40,449,752)
Insurances	N11	(1,073,587)	(1,092,375)	(1,116,953)	(1,144,877)	(1,173,499)	(1,202,836)	(1,235,914)	(1,269,902)	(1,304,824)	(1,340,707)	(11,955,475)
Interest Expense	N12	(484,900)	(536,225)	(546,829)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(5,356,830)
Other Expenses	N13	(3,306,648)	(4,356,509)	(4,432,748)	(4,521,403)	(4,611,831)	(4,704,067)	(4,809,909)	(4,918,132)	(5,028,790)	(5,141,937)	(45,831,973)
Non Cash - Depreciation & Loss on Sale	N14	(38,974,742)	(36,775,504)	(37,624,412)	(38,445,307)	(39,239,112)	(40,006,721)	(40,798,499)	(41,597,149)	(42,369,443)	(43,116,251)	(398,947,139)
Parking Levy	N15	(17,417,303)	(17,417,303)	(17,417,303)	(17,417,303)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(175,218,068)
Covid 19 Rebound Strategy Expenses	N23	(18,000,000)	0	0	0	0	0	0	0	0	0	(18,000,000)
LG Inquiry	N24	0	(3,700,000)	0	0	0	0	0	0	0	0	(3,700,000)
Adjustment to Service Levels		0	0	(1,500,000)	(2,000,000)	(2,000,000)	(2,500,000)	(5,000,000)	(5,000,000)	(7,000,000)	(7,000,000)	(32,000,000)
Sub Total - Operating Expenditure		**(198,686,335)**	**(194,997,532)**	**(196,459,577)**	**(201,663,466)**	**(206,453,585)**	**(211,648,039)**	**(218,769,214)**	**(223,483,612)**	**(231,017,266)**	**(236,641,619)**	**(2,119,820,246)**
Non Cash Items												
Depreciation on Assets	N19	36,189,735	36,775,504	37,624,412	38,445,307	39,239,112	40,006,721	40,798,499	41,597,149	42,369,443	43,116,251	396,162,132
(Profit) / Loss on Disposal of Assets		2,344,453	0	0	0	0	0	0	0	0	0	2,344,453
Sub Total - Non Cash Items added back		**38,534,188**	**36,775,504**	**37,624,412**	**38,445,307**	**39,239,112**	**40,006,721**	**40,798,499**	**41,597,149**	**42,369,443**	**43,116,251**	**398,506,585**
Non Operating Items												
Asset Renewal - Infrastructure	SS4	(8,953,051)	(13,000,000)	(13,000,000)	(13,500,000)	(13,500,000)	(13,500,000)	(14,000,000)	(14,500,000)	(14,500,000)	(14,250,000)	(132,703,051)
Asset Renewal - Non Infrastructure	SS4	(8,520,500)	(12,500,000)	(12,500,000)	(12,500,000)	(13,500,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(134,520,500)
Major New / Upgrade Capital Projects	SS4	(32,397,800)	(27,200,000)	(32,000,000)	(29,500,000)	(26,000,000)	(27,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(28,000,000)	(286,097,800)
Discretionary Capital Expenditure	SS4	(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)	(9,500,000)	(7,000,000)	(7,000,000)	(7,500,000)	(7,500,000)	(7,750,000)	(76,070,800)
Grants for Acquisition of Assets	SS4	5,438,360	3,000,000	3,125,000	3,125,000	3,125,000	3,125,000	3,200,000	3,250,000	3,250,000	3,250,000	33,888,360
Non Operating Contributions	SS4	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	SS2	71,642,500	25,217,303	27,917,303	29,417,303	24,591,476	19,591,476	20,091,476	17,591,476	17,591,476	17,591,476	271,243,265
Transfers to Reserves	SS2	(49,692,181)	(3,285,268)	(18,556,967)	(23,410,458)	(23,380,933)	(18,350,669)	(18,307,149)	(18,325,041)	(18,343,380)	(18,362,178)	(210,014,225)
Repayment of Borrowings	SS3	(5,128,746)	(5,662,755)	(2,995,837)	(2,780,688)	(2,853,552)	(2,928,387)	(3,221,037)	(3,525,666)	(4,046,528)	(4,591,179)	(37,734,376)
Proceeds of New Loans	SS3	20,000,000	0	10,000,000	0	0	0	5,000,000	0	10,000,000	0	45,000,000
Sub Total Non Operating Items		**(18,132,219)**	**(40,730,720)**	**(43,010,501)**	**(56,148,843)**	**(61,018,009)**	**(61,062,581)**	**(57,236,711)**	**(66,009,231)**	**(56,548,432)**	**(67,111,881)**	**(527,009,126)**
Opening Balance	N21	**5,510,318**	**6,981,344**	**2,541,236**	**8,987,313**	**7,172,972**	**4,274,667**	**3,084,048**	**6,074,510**	**3,286,715**	**8,470,246**	**5,510,318**
Projected Closing Balance	FS6	**(6,981,344)**	**(2,541,236)**	**(8,987,313)**	**(7,172,972)**	**(4,274,667)**	**(3,084,048)**	**(6,074,510)**	**(3,286,715)**	**(8,470,246)**	**(3,651,198)**	**(3,651,198)**
Amount Required to be Raised from Rates	N22	**98,649,326**	**102,154,134**	**107,271,858**	**116,109,618**	**122,670,586**	**128,262,099**	**134,305,617**	**140,499,021**	**144,362,744**	**149,054,533**	**1,243,339,536**

Strategic Financial Projections - Balance Sheet

Financial Statement FS5

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Closing Balance
Current Assets												
Cash & Investments - Unrestricted	FS3	27,402,305	23,427,197	29,593,274	28,453,933	25,640,628	24,225,009	27,410,471	24,737,676	29,951,207	25,132,159	25,132,159
Investments - Restricted	SS2	74,628,011	52,695,976	43,335,640	37,328,795	36,118,252	34,877,445	33,093,119	33,826,684	34,578,588	35,349,290	35,349,290
Receivables - Rates	WS5	1,570,948	1,295,948	1,445,948	1,245,948	1,195,948	1,370,948	1,245,948	1,170,948	1,145,948	1,070,948	1,070,948
Receivables - Other	WS5	7,463,781	7,348,781	7,273,781	7,098,781	7,208,781	7,183,781	7,063,781	6,988,781	6,898,781	6,963,781	6,963,781
Other Financial Assets		-	-	-	-	-	-	-	-	-	-	-
Inventories	WS5	932,864	907,864	857,864	907,864	882,864	857,864	872,864	852,864	842,864	832,864	832,864
Inventories - Land Held for Resale		-	-	-	-	-	-	-	-	-	-	-
Deposits & Prepayments	WS5	1,502,447	1,477,447	1,502,447	1,467,447	1,477,447	1,502,447	1,512,447	1,477,447	1,457,447	1,477,447	1,477,447
Sub Total - Current Assets		**113,500,356**	**87,153,213**	**84,008,953**	**76,502,768**	**72,523,920**	**70,017,495**	**71,198,630**	**69,054,400**	**74,874,835**	**70,826,489**	**70,826,489**
Non Current Assets												
Trade & Other Receivables	WS5	42,789	42,789	42,789	42,789	42,789	42,789	42,789	42,789	42,789	42,789	42,789
Financial Assets	WS5	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649	2,579,649
Investments	WS5	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707	10,224,707
Property, Plant & Equipment	WS5	719,243,019	721,199,104	718,908,663	718,186,432	720,546,659	721,503,124	722,043,114	722,663,014	722,876,687	722,947,539	722,947,539
Infrastructure	WS5	391,915,908	413,184,319	440,350,347	465,127,272	486,027,933	507,564,747	530,226,259	553,009,210	575,426,094	597,238,991	597,238,991
Work in Progress		41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934	41,407,934
Sub Total - Non Current Assets		**1,165,414,006**	**1,188,638,502**	**1,213,514,090**	**1,237,568,783**	**1,260,829,671**	**1,283,322,951**	**1,306,524,452**	**1,329,927,303**	**1,352,557,860**	**1,374,441,609**	**1,374,441,609**
Total Assets		**1,278,914,362**	**1,275,791,715**	**1,297,523,043**	**1,314,071,551**	**1,333,353,591**	**1,353,340,445**	**1,377,723,081**	**1,398,981,702**	**1,427,432,695**	**1,445,268,098**	**1,445,268,098**
Current Liabilities												
Trade & Other Payables	WS5	19,744,316	19,319,316	19,364,316	19,304,316	19,284,316	19,434,316	19,409,316	19,394,316	19,304,316	19,179,316	19,179,316
Accrued Expenses	WS5	1,974,745	2,174,745	2,274,745	2,524,745	2,574,745	2,499,745	2,374,745	2,424,745	2,549,745	2,624,745	2,624,745
Loan Borrowings	SS3	5,662,755	2,995,837	2,780,688	2,853,552	2,928,387	3,221,037	3,525,666	4,046,528	4,591,179	3,595,756	3,595,756
Income in Advance	WS5	99,814	149,814	74,814	49,814	49,814	99,814	74,814	99,814	99,814	49,814	49,814
Provisions		-	-	-	-	-	-	-	-	-	-	-
Employee Entitlements	WS5	10,072,126	10,272,126	9,972,126	10,122,126	10,222,126	10,022,126	10,172,126	10,022,126	9,872,126	9,972,126	9,972,126
Sub Total - Current Liabilities		**37,553,756**	**34,911,838**	**34,466,689**	**34,854,553**	**35,059,388**	**35,277,038**	**35,556,667**	**35,987,529**	**36,417,180**	**35,421,757**	**35,421,757**
Non Current Liabilities												
Employee Benefits	WS5	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113	1,419,113
Loan Borrowings	SS3	17,987,470	14,991,633	22,210,945	19,357,393	16,429,006	13,207,968	14,682,302	10,635,775	16,044,596	12,448,839	12,448,839
Sub Total - Non Current Liabilities		**19,406,583**	**16,410,746**	**23,630,058**	**20,776,506**	**17,848,119**	**14,627,081**	**16,101,415**	**12,054,888**	**17,463,709**	**13,867,952**	**13,867,952**
Total Liabilities		**56,960,339.20**	**51,322,583.94**	**58,096,746.58**	**55,631,058.68**	**52,907,506.93**	**49,904,119.55**	**51,658,082.15**	**48,042,416.42**	**53,880,888.90**	**49,289,709.98**	**49,289,710**
Net Assets		**1,221,954,023**	**1,224,469,131**	**1,239,426,297**	**1,258,440,492**	**1,280,446,084**	**1,303,436,326**	**1,326,064,999**	**1,350,939,286**	**1,373,551,806**	**1,395,978,388**	**1,395,978,388**
Equity												
Retained Surplus	FS6	677,404,448	701,851,592	726,169,094	751,190,134	774,406,269	798,637,317	823,050,317	847,191,039	869,051,655	890,707,535	890,707,535
Cash Backed Reserves	FS6	74,628,011	52,695,976	43,335,640	37,328,795	36,118,252	34,877,445	33,093,119	33,826,684	34,578,588	35,349,290	35,349,290
Asset Revaluation Reserves	FS6	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563
Total Equity		**1,221,954,023**	**1,224,469,131**	**1,239,426,296**	**1,258,440,492**	**1,280,446,084**	**1,303,436,325**	**1,326,064,999**	**1,350,939,286**	**1,373,551,806**	**1,395,978,387**	**1,395,978,387**

Strategic Financial Projections - Statement of Changes in Equity

Financial Statement FS6

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Closing Balance
Equity												
Retained Surplus												
Balance as at 1 July		668,946,713	677,404,448	701,851,592	726,169,094	751,190,134	774,406,269	798,637,317	823,050,317	847,191,039	869,051,655	869,051,655
Correction to Prior Year Opening Balance		0	0	0	0	0	0	0	0	0	0	0
Net Transfers (To) / From Reserves	SS2	21,950,319	21,932,035	9,360,336	6,006,845	1,210,543	1,240,807	1,784,327	(733,565)	(751,904)	(770,702)	(770,702)
Net Operating Result	FS2	(13,492,584)	2,515,109	14,957,165	19,014,196	22,005,592	22,990,241	22,628,674	24,874,287	22,612,520	22,426,582	22,426,582
Balance at 30 June		**677,404,448**	**701,851,592**	**726,169,094**	**751,190,134**	**774,406,269**	**798,637,317**	**823,050,317**	**847,191,039**	**869,051,655**	**890,707,535**	**890,707,535**
Cash Backed Reserves												
Balance as at 1 July		96,578,330	74,628,011	52,695,976	43,335,640	37,328,795	36,118,252	34,877,445	33,093,119	33,826,684	34,578,588	34,578,588
Net Transfers (To) / From Retained Surplus	SS2	(21,950,319)	(21,932,035)	(9,360,336)	(6,006,845)	(1,210,543)	(1,240,807)	(1,784,327)	733,565	751,904	770,702	770,702
Balance at 30 June		**74,628,011**	**52,695,976**	**43,335,640**	**37,328,795**	**36,118,252**	**34,877,445**	**33,093,119**	**33,826,684**	**34,578,588**	**35,349,290**	**35,349,290**
Asset Revaluation Reserves												
Balance as at 1 July		469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563	469,921,563
Total Other Comprehensive Income	FS2	0	0	0	0	0	0	0	0	0	0	0
Movement on Disposal of Revalued Asset		0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June		**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**	**469,921,563**
Total Equity		**1,221,954,023**	**1,224,469,131**	**1,239,426,296**	**1,258,440,492**	**1,280,446,084**	**1,303,436,325**	**1,326,064,999**	**1,350,939,286**	**1,373,551,806**	**1,395,978,387**	**1,395,978,387**
Calculation of Net Closing Position												
Net Current Assets	FS5	75,946,600	52,241,375	49,542,265	41,648,215	37,464,531	34,740,456	35,641,963	33,066,871	38,457,655	35,404,731	35,404,731
Add back:												
Current Loan Repayments	SS3	5,662,755	2,995,837	2,780,688	2,853,552	2,928,387	3,221,037	3,525,666	4,046,528	4,591,179	3,595,756	3,595,756
Less Restricted Assets												
Restricted Assets	SS2	(74,628,011)	(52,695,976)	(43,335,640)	(37,328,795)	(36,118,252)	(34,877,445)	(33,093,119)	(33,826,684)	(34,578,588)	(35,349,290)	(35,349,290)
Adjusted Closing Position		**6,981,344**	**2,541,236**	**8,987,313**	**7,172,972**	**4,274,667**	**3,084,048**	**6,074,510**	**3,286,715**	**8,470,246**	**3,651,198**	**3,651,198**
(Opening Position for next year)												

Strategic Financial Projections - Financial Ratios

Supporting Schedule SS1

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Average
Sustainability Ratios												
Operating Surplus Ratio												
Benchmark standard is between 0 and 5%	FS2	(10.2%)	(1.2%)	5.0%	6.7%	7.8%	8.0%	7.6%	8.3%	7.2%	6.9%	4.6%
Ratio Calculations												
(Operating Revenue - Grants for Assets)		178,430,396	192,696,142	206,458,787	215,703,045	223,467,689	229,626,296	236,290,098	243,178,992	248,429,446	253,846,105	222,812,700
(Operating Expense)		195,901,328	194,997,532	196,459,577	201,663,466	206,453,585	211,648,039	218,769,214	223,483,612	231,017,266	236,641,619	211,703,524
(Operating Revenue - Capital & Op Grants)		171,667,040	187,879,643	201,500,832	210,728,427	218,476,202	224,614,311	231,182,308	238,000,086	243,229,106	248,624,010	217,590,197
Own Source Revenue Ratio												
Benchmark standard is 90% or more		90.0%	96.3%	102.6%	104.5%	105.8%	106.1%	105.7%	106.5%	105.3%	105.1%	102.8%
Ratio Calculations												
Own Source Revenue		171,667,040	187,879,643	201,500,832	210,728,427	218,476,202	224,614,311	231,182,308	238,000,086	243,229,106	248,624,010	217,590,197
Adjusted Operating Expense		198,686,335	194,997,532	196,459,577	201,663,466	206,453,585	211,648,039	218,769,214	223,483,612	231,017,266	236,641,619	211,982,025
Debt Service Ratio												
Benchmark standard is more than 5.0 times	FS2	2.38	5.09	12.57	14.45	15.55	16.05	14.87	14.52	12.33	11.03	11.88
Ratio Calculations												
(Operating Revenue - Grants for Assets)		172,992,036	189,696,142	203,333,787	212,578,045	220,342,689	226,501,296	233,090,098	239,928,992	245,179,446	250,596,105	219,423,864
Net Operating Expense (exc Depreciation)		159,711,593	158,222,028	158,835,165	163,218,160	167,214,473	171,641,318	177,970,715	181,886,463	188,647,823	193,525,368	172,087,311
Op Surplus before Net Interest & Depreciation		13,280,442	31,474,114	44,498,622	49,359,885	53,128,216	54,859,977	55,119,383	58,042,529	56,531,623	57,070,738	47,336,553
Loan Principal & Interest Expense		5,613,647	6,198,981	3,542,666	3,419,334	3,419,334	3,419,334	3,710,057	4,000,780	4,589,284	5,177,788	4,309,121
Gross Debt to Operating Revenue Ratio												
Benchmark standard is less than 20%	FS1	13.8%	9.6%	12.4%	10.5%	8.9%	7.3%	7.9%	6.2%	8.5%	6.5%	9.1%
Ratio Calculations												
Gross Debt - Excluding Self Supporting Loans		23,650,226	17,987,471	24,991,633	22,210,945	19,357,394	16,429,006	18,207,969	14,682,303	20,635,775	16,044,597	19,419,732
Available Operating Revenue		171,226,486	187,879,643	201,500,832	210,728,427	218,476,202	224,614,311	231,182,308	238,000,086	243,229,106	248,624,010	217,546,141
Rates Increase Ratio	FS2											
City target is less than CPI plus 0.5% per annum		0.24%	1.93%	1.90%	2.54%	2.13%	2.39%	3.10%	2.63%	2.68%	3.15%	2.27%
Ratio Calculations												
Target Ratio		1.75%	2.25%	2.25%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.48%
Actual Rates Yield Increase - Exc Interims		0.24%	1.93%	1.90%	2.54%	2.13%	2.39%	3.10%	2.63%	2.68%	3.15%	2.27%
Current Ratio												
Benchmark standard is more than 1.0	FS5	1.04	0.99	1.18	1.12	1.04	1.00	1.07	0.98	1.11	1.00	1.05
Ratio Calculations												
Current Assets adjusted for Restricted Assets		38,872,345	34,457,237	40,673,314	39,173,973	36,405,668	35,140,049	38,105,511	35,227,716	40,296,247	35,477,199	37,382,926
Current Liabilities adjusted for Restricted Items		37,553,756	34,911,838	34,466,689	34,854,553	35,059,388	35,277,038	35,556,667	35,987,529	36,417,180	35,421,757	35,550,640

Strategic Financial Projections - Financial Ratios

Supporting Schedule SS1

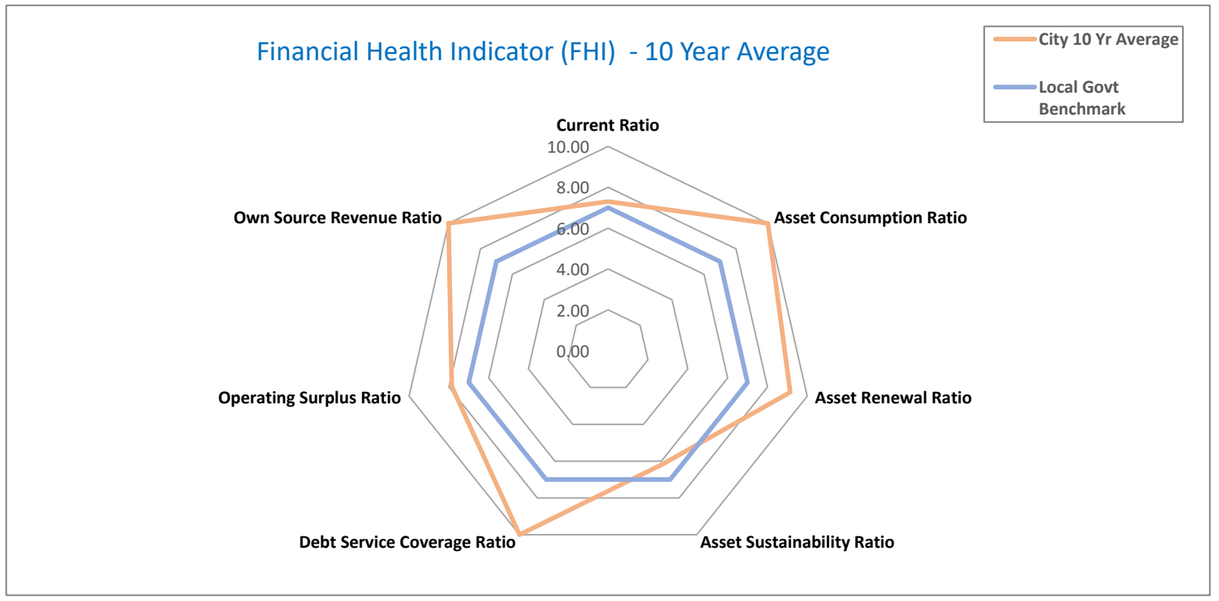
Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Average
Asset Consumption Ratio	FS5											
Benchmark standard is between 50% and 75%		74.4%	74.9%	75.4%	75.9%	76.4%	76.8%	77.2%	77.6%	78.0%	78.4%	76.5%
Ratio Calculations												
Depreciated Replace Value of Deprec Assets		796,158,927	819,383,423	844,259,011	868,313,704	891,574,592	914,067,872	937,269,373	960,672,224	983,302,781	1,005,186,530	902,018,844
Current Replace Cost of Depreciable Assets		1,070,194,728	1,093,727,338	1,119,049,452	1,143,535,935	1,167,214,365	1,190,111,407	1,213,729,383	1,237,552,324	1,260,589,108	1,282,865,678	1,177,856,972
Asset Sustainability Ratio	FS5											
Benchmark standard is between 90% and 110%		79.5%	93.6%	83.0%	86.9%	87.6%	89.8%	86.1%	93.7%	91.9%	89.6%	88.2%
Ratio Calculations												
Capital Renewal & Replace - Existing Assets		26,239,151	32,580,000	29,500,000	31,600,000	32,575,000	34,075,000	33,325,000	36,950,000	36,950,000	36,700,000	33,049,415
Depreciation - Existing Assets		33,000,000	34,795,504	35,561,912	36,382,807	37,176,612	37,944,221	38,686,499	39,452,149	40,224,443	40,971,251	37,419,540
Asset Renewal Funding Ratio												
Benchmark standard is between 75% and 90%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Ratio Calculations												
NPV of Planned Capital Renewals		25,724,864	31,315,896	27,797,850	29,192,080	29,503,178	30,258,600	29,012,745	31,536,825	30,919,760	30,105,010	29,536,681
NPV of Required Capital Renewals		25,724,864	31,315,896	27,797,850	29,192,080	29,503,178	30,258,600	29,012,745	31,536,825	30,919,760	30,105,010	29,536,681

Ratio Names	Raw Ratios - 10 Yr Average
Current Ratio	1.05
Asset Consumption Ratio	0.77
Asset Renewal Ratio	1.00
Asset Sustainability Ratio	0.88
Debt Service Coverage Ratio	11.88
Operating Surplus Ratio	0.05
Own Source Revenue Ratio	1.03

Ratio Names	Standardised Scores (0 - 10)
Current Ratio	7.30
Asset Consumption Ratio	10.00
Asset Renewal Ratio	9.14
Asset Sustainability Ratio	6.16
Debt Service Coverage Ratio	10.00
Operating Surplus Ratio	7.86
Own Source Revenue Ratio	10.00

Calculated Financial Health Indicator (FHI) **85.00**

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



Strategic Financial Projections - Reserve Funds

Supporting Schedule SS2

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Asset Acquisition & Renewal												
Asset Enhancement Reserve												
Opening Balance		22,901,890	20,860,933	21,382,456	11,154,517	1,183,380	1,212,965	1,243,289	1,274,371	1,306,230	1,338,886	**22,901,890**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		459,043	521,523	272,061	28,863	29,585	30,324	31,082	31,859	32,656	33,472	**1,470,468**
Transfers from Reserve		(2,500,000)	0	(10,500,000)	(10,000,000)	0	0	0	0	0	0	**(23,000,000)**
Closing Balance	FS1	20,860,933	21,382,456	11,154,517	1,183,380	1,212,965	1,243,289	1,274,371	1,306,230	1,338,886	1,372,358	**1,372,358**
Major Infrastructure Projects Reserve												
Opening Balance		5,999,109	1,021,589	1,047,129	1,073,307	1,100,140	1,127,643	1,155,834	1,184,730	1,214,348	1,244,707	**5,999,109**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		22,480	25,540	26,178	26,833	27,503	28,191	28,896	29,618	30,359	31,118	**276,716**
Transfers from Reserve		(5,000,000)	0	0	0	0	0	0	0	0	0	**(5,000,000)**
Closing Balance	FS1	1,021,589	1,047,129	1,073,307	1,100,140	1,127,643	1,155,834	1,184,730	1,214,348	1,244,707	1,275,825	**1,275,825**
Provisional Capital Program Reserve												
Opening Balance		4,534,786	2,369,425	2,428,661	2,489,377	2,551,611	2,615,402	2,680,787	185,307	189,939	194,688	**4,534,786**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		52,139	59,236	60,717	62,234	63,790	65,385	4,520	4,633	4,748	4,867	**382,269**
Transfers from Reserve		(2,217,500)	0	0	0	0	0	(2,500,000)	0	0	0	**(4,717,500)**
Closing Balance	FS1	2,369,425	2,428,661	2,489,377	2,551,611	2,615,402	2,680,787	185,307	189,939	194,688	199,555	**199,555**
Council House Refurbishment Reserve												
Opening Balance		1,500,000	0	0	0	0	0	0	0	0	0	**1,500,000**
Transfers to Reserve		0	2,000,000	0	0	0	0	0	0	0	0	**2,000,000**
Interest Revenue		0	0	0	0	0	0	0	0	0	0	**0**
Transfers from Reserve		(1,500,000)	(2,000,000)	0	0	0	0	0	0	0	0	**(3,500,000)**
Closing Balance	FS1	0	0	0	0	0	0	0	0	0	0	**0**
Concert Hall Reserve												
Opening Balance		6,832,371	2,896,099	2,968,502	3,042,714	3,118,782	3,196,752	3,276,671	3,358,587	3,442,552	3,528,616	**6,832,371**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		63,728	72,402	74,213	76,068	77,970	79,919	81,917	83,965	86,064	88,215	**784,460**
Transfers from Reserve		(4,000,000)	0	0	0	0	0	0	0	0	0	**(4,000,000)**
Closing Balance	FS1	2,896,099	2,968,502	3,042,714	3,118,782	3,196,752	3,276,671	3,358,587	3,442,552	3,528,616	3,616,831	**3,616,831**
David Jones Bridge Reserve												
Opening Balance		397,496	406,440	416,601	427,016	437,691	448,633	459,849	471,345	483,129	495,207	**397,496**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		8,944	10,161	10,415	10,675	10,942	11,216	11,496	11,784	12,078	12,380	**110,091**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	406,440	416,601	427,016	437,691	448,633	459,849	471,345	483,129	495,207	507,587	**507,587**

Strategic Financial Projections - Reserve Funds

Supporting Schedule SS2

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Art Acquisition Reserve												
Opening Balance		426,550	436,147	447,051	458,227	469,683	481,425	493,461	505,797	518,442	531,403	**426,550**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		9,597	10,904	11,176	11,456	11,742	12,036	12,337	12,645	12,961	13,285	**118,138**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	436,147	447,051	458,227	469,683	481,425	493,461	505,797	518,442	531,403	544,688	**544,688**
Public Art Reserve												
Opening Balance		494,296	96,418	98,828	101,299	103,831	106,427	109,088	111,815	114,610	117,476	**494,296**
Transfers to Reserve		50,000	0	0	0	0	0	0	0	0	0	**50,000**
Interest Revenue		2,122	2,410	2,471	2,532	2,596	2,661	2,727	2,795	2,865	2,937	**26,116**
Transfers from Reserve		(450,000)	0	0	0	0	0	0	0	0	0	**(450,000)**
Closing Balance	FS1	96,418	98,828	101,299	103,831	106,427	109,088	111,815	114,610	117,476	120,412	**120,412**
Strategic Reserves												
Enterprise & Innovation Reserve												
Opening Balance		6,085,729	6,222,658	6,378,224	6,537,680	4,651,122	2,717,400	735,335	753,718	772,561	791,875	**6,085,729**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		136,929	155,566	159,456	113,442	66,278	17,935	18,383	18,843	19,314	19,797	**725,943**
Transfers from Reserve		0	0	0	(2,000,000)	(2,000,000)	(2,000,000)	0	0	0	0	**(6,000,000)**
Closing Balance	FS1	6,222,658	6,378,224	6,537,680	4,651,122	2,717,400	735,335	753,718	772,561	791,875	811,672	**811,672**
Organisational Reform Reserve												
Opening Balance		5,032,977	4,430,469	646,231	662,386	678,946	695,920	713,318	731,151	749,429	768,165	**5,032,977**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		97,492	15,762	16,156	16,560	16,974	17,398	17,833	18,279	18,736	19,204	**254,392**
Transfers from Reserve		(700,000)	(3,800,000)	0	0	0	0	0	0	0	0	**(4,500,000)**
Closing Balance	FS1	4,430,469	646,231	662,386	678,946	695,920	713,318	731,151	749,429	768,165	787,369	**787,369**
Technology Upgrade Reserve												
Opening Balance		2,231,626	978,150	1,002,604	1,027,669	1,053,361	1,079,695	1,106,687	1,134,354	1,162,713	1,191,781	**2,231,626**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		21,524	24,454	25,065	25,692	26,334	26,992	27,667	28,359	29,068	29,795	**264,949**
Transfers from Reserve		(1,275,000)	0	0	0	0	0	0	0	0	0	**(1,275,000)**
Closing Balance	FS1	978,150	1,002,604	1,027,669	1,053,361	1,079,695	1,106,687	1,134,354	1,162,713	1,191,781	1,221,575	**1,221,575**
Parking Related Reserves												
Parking Levy Reserve												
Opening Balance		4,377,812	18,791,313	1,408,360	1,528,333	6,776,306	11,976,951	12,182,612	12,393,414	12,609,487	12,830,961	**4,377,812**
Transfers to Reserve		30,000,000	0	17,500,000	22,500,000	22,500,000	17,500,000	17,500,000	17,500,000	17,500,000	17,500,000	**180,000,000**
Interest Revenue		413,501	34,350	37,276	165,276	292,121	297,137	302,278	307,548	312,950	318,487	**2,480,925**
Transfers from Reserve		(16,000,000)	(17,417,303)	(17,417,303)	(17,417,303)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	(17,591,476)	**(173,800,765)**
Closing Balance	FS1	18,791,313	1,408,360	1,528,333	6,776,306	11,976,951	12,182,612	12,393,414	12,609,487	12,830,961	13,057,972	**13,057,972**

Strategic Financial Projections - Reserve Funds

Supporting Schedule SS2

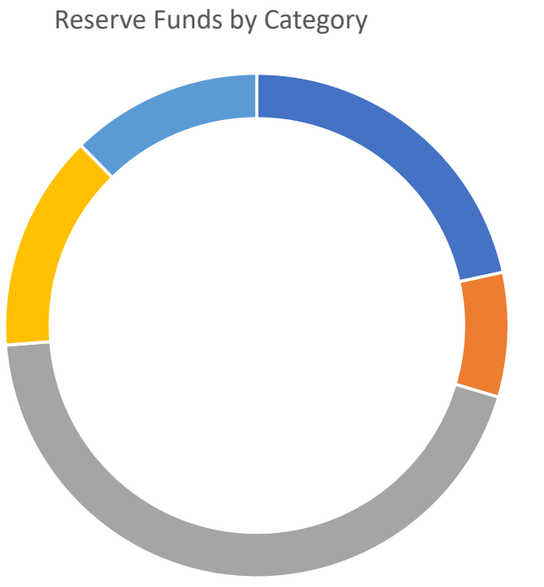
Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Parking Facilities Reserve												
Opening Balance		28,499,221	8,690,453	6,857,715	7,029,158	7,204,887	2,260,009	2,316,509	2,374,422	2,433,782	2,494,627	**28,499,221**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		191,232	167,261	171,443	175,729	55,122	56,500	57,913	59,361	60,845	62,366	**1,057,772**
Transfers from Reserve		(20,000,000)	(2,000,000)	0	0	(5,000,000)	0	0	0	0	0	**(27,000,000)**
Closing Balance	FS1	8,690,453	6,857,715	7,029,158	7,204,887	2,260,009	2,316,509	2,374,422	2,433,782	2,494,627	2,556,993	**2,556,993**
Waste Management Reserves												
Refuse Disposal & Treatment Reserve												
Opening Balance		3,855,354	3,942,099	4,040,652	4,141,668	4,245,210	4,351,340	4,460,124	4,571,627	4,685,917	4,803,065	**3,855,354**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		86,745	98,552	101,016	103,542	106,130	108,784	111,503	114,291	117,148	120,077	**1,067,788**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	3,942,099	4,040,652	4,141,668	4,245,210	4,351,340	4,460,124	4,571,627	4,685,917	4,803,065	4,923,142	**4,923,142**
Other Special Purpose Reserves												
Heritage Incentive Reserve												
Opening Balance		707,010	722,918	740,991	759,515	778,503	797,966	817,915	838,363	859,322	880,805	**707,010**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		15,908	18,073	18,525	18,988	19,463	19,949	20,448	20,959	21,483	22,020	**195,815**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	722,918	740,991	759,515	778,503	797,966	817,915	838,363	859,322	880,805	902,825	**902,825**
Bonus Plot Ratio Reserve												
Opening Balance		684,763	700,170	717,674	735,616	754,007	772,857	792,178	811,983	832,282	853,089	**684,763**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		15,407	17,504	17,942	18,390	18,850	19,321	19,804	20,300	20,807	21,327	**189,654**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	700,170	717,674	735,616	754,007	772,857	792,178	811,983	832,282	853,089	874,417	**874,417**
Employee Entitlements Reserve												
Opening Balance		2,017,340	2,062,730	2,114,298	2,167,156	2,221,335	2,276,868	2,333,790	2,392,135	2,451,938	2,513,236	**2,017,340**
Transfers to Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Interest Revenue		45,390	51,568	52,857	54,179	55,533	56,922	58,345	59,803	61,298	62,831	**558,727**
Transfers from Reserve		0	0	0	0	0	0	0	0	0	0	**0**
Closing Balance	FS1	2,062,730	2,114,298	2,167,156	2,221,335	2,276,868	2,333,790	2,392,135	2,451,938	2,513,236	2,576,067	**2,576,067**
Covid 19 Rebound Reserve												
Opening Balance		0	0	0	0	0	0	0	0	0	0	**0**
Transfers to Reserve		18,000,000	0	0	0	0	0	0	0	0	0	**18,000,000**
Interest Revenue		0	0	0	0	0	0	0	0	0	0	**0**
Transfers from Reserve		(18,000,000)	0	0	0	0	0	0	0	0	0	**(18,000,000)**
Closing Balance	FS1	0	0	0	0	0	0	0	0	0	0	**0**

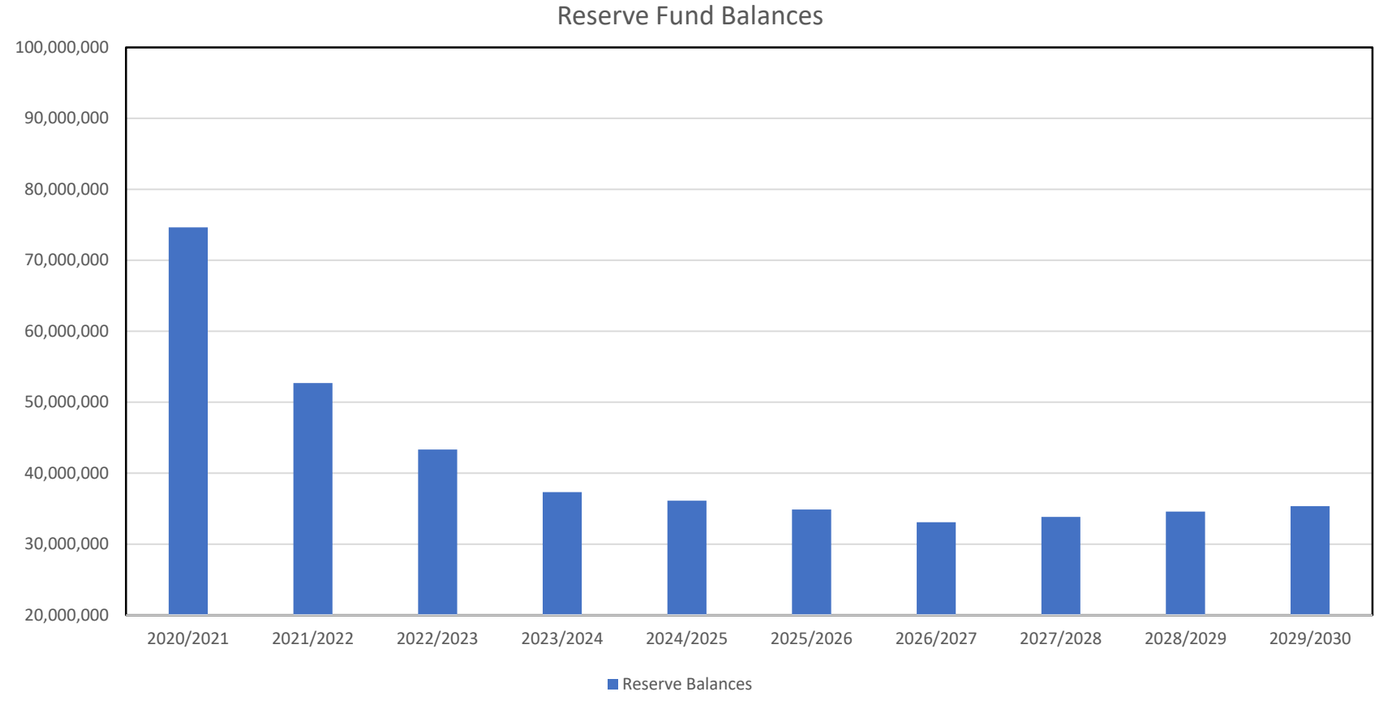
Strategic Financial Projections - Reserve Funds

Supporting Schedule SS2

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Summary by Reserve Type												
Asset Acquisition & Renewal Reserves		28,087,050	28,789,227	18,746,457	8,965,119	9,189,247	9,418,978	7,091,952	7,269,251	7,450,982	7,637,257	**7,637,257**
Strategic Reserves		11,631,277	8,027,059	8,227,735	6,383,429	4,493,014	2,555,340	2,619,223	2,684,704	2,751,822	2,820,617	**2,820,617**
Parking Related Reserves		27,481,766	8,266,075	8,557,491	13,981,193	14,236,960	14,499,121	14,767,836	15,043,269	15,325,588	15,614,964	**15,614,964**
Waste Management Reserves		3,942,099	4,040,652	4,141,668	4,245,210	4,351,340	4,460,124	4,571,627	4,685,917	4,803,065	4,923,142	**4,923,142**
Other Reserves		3,485,818	3,572,963	3,662,288	3,753,845	3,847,691	3,943,883	4,042,480	4,143,542	4,247,131	4,353,309	**4,353,309**
Closing Balance	FS1	**74,628,011**	**52,695,976**	**43,335,640**	**37,328,795**	**36,118,252**	**34,877,445**	**33,093,119**	**33,826,684**	**34,578,588**	**35,349,290**	**35,349,290**
Summary of Reserve Movements												
Opening Balance		96,578,330	74,628,011	52,695,976	43,335,640	37,328,795	36,118,252	34,877,445	33,093,119	33,826,684	34,578,588	**96,578,330**
Transfers to Reserve		48,050,000	2,000,000	17,500,000	22,500,000	22,500,000	17,500,000	17,500,000	17,500,000	17,500,000	17,500,000	**200,050,000**
Interest Revenue		1,642,181	1,285,268	1,056,967	910,458	880,933	850,669	807,149	825,041	843,380	862,178	**9,964,225**
Transfers from Reserve		(71,642,500)	(25,217,303)	(27,917,303)	(29,417,303)	(24,591,476)	(19,591,476)	(20,091,476)	(17,591,476)	(17,591,476)	(17,591,476)	**(271,243,265)**
Closing Balance	FS1	**74,628,011**	**52,695,976**	**43,335,640**	**37,328,795**	**36,118,252**	**34,877,445**	**33,093,119**	**33,826,684**	**34,578,588**	**35,349,290**	**35,349,290**

Reserve Funds 2020/21 - 2029/30





Strategic Financial Projections - Borrowings

Supporting Schedule SS3

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
City Loan Borrowings												
Loan 164 - Elder St Car Park												
Loan Amount:												
Matures: 30 Jul 2020												
Interest Rate: 6.26%												
Opening Balance		532,861	0	0	0	0	0	0	0	0	0	**532,861**
Principal Repayment		(532,861)	0	0	0	0	0	0	0	0	0	**(532,861)**
Interest Expense		(8,339)	0	0	0	0	0	0	0	0	0	**(8,339)**
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	**0**
Outstanding Principal Balance	FS1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Loan 165 - Cathedral Library Land												
Loan Amount:												
Matures: 30 Jun 2022												
Interest Rate: 4.00%												
Opening Balance		1,870,152	953,774	0	0	0	0	0	0	0	0	1,870,152
Principal Repayment		(916,378)	(953,774)	0	0	0	0	0	0	0	0	(1,870,152)
Interest Expense		(61,481)	(24,083)	0	0	0	0	0	0	0	0	(85,564)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**953,774**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Loan 166 - Gooderich St Car Park												
Loan Amount:												
Matures: 30 Jun 2022												
Interest Rate: 4.00%												
Opening Balance		250,726	127,869	0	0	0	0	0	0	0	0	397,545
Principal Repayment		(122,857)	(127,869)	0	0	0	0	0	0	0	0	(250,726)
Interest Expense		(3,229)	(3,229)	0	0	0	0	0	0	0	0	(6,458)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**127,869**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**146,820**
Loan 167 - Library Building												
Loan Amount:												
Matures: 31 Jul 2022												
Interest Rate: 3.60%												
Opening Balance		6,125,233	3,464,291	705,434	0	0	0	0	0	0	0	6,125,233
Principal Repayment		(2,660,942)	(2,758,857)	(705,434)	0	0	0	0	0	0	0	(6,125,233)
Interest Expense		(186,397)	(88,842)	(6,402)	0	0	0	0	0	0	0	(281,641)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**3,464,291**	**705,434**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Strategic Financial Projections - Borrowings

Supporting Schedule SS3

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Proposed Borrowings												
Loan 168 - Capital inc Roe St												
Loan Amount:		20,000,000										
Matures:												
Interest Rate:												
Opening Balance		20,000,000	19,104,291	17,282,036	15,417,877	13,510,850	11,559,970	9,564,228	7,522,592	5,434,008	3,297,395	0
Principal Repayment		(895,709)	(1,822,255)	(1,864,159)	(1,907,027)	(1,950,880)	(1,995,742)	(2,041,635)	(2,088,584)	(2,136,613)	(2,185,746)	(18,888,350)
Interest Expense		(225,454)	(420,071)	(378,167)	(335,300)	(291,446)	(246,585)	(200,691)	(153,742)	(105,714)	(56,581)	(2,413,752)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**19,104,291**	**17,282,036**	**15,417,877**	**13,510,850**	**11,559,970**	**9,564,228**	**7,522,592**	**5,434,008**	**3,297,395**	**1,111,650**	**(18,888,350)**
Loan 169 - WACA / Citi Station												
Loan Amount:				10,000,000								
Matures:												
Interest Rate:												
Opening Balance		0	0	10,000,000	9,573,756	8,700,095	7,797,423	6,864,778	5,901,163	4,905,552	3,876,880	0
Principal Repayment		0	0	(426,244)	(873,661)	(902,672)	(932,645)	(963,614)	(995,612)	(1,028,672)	(1,062,830)	(7,185,950)
Interest Expense		0	0	(162,260)	(303,346)	(274,336)	(244,362)	(213,393)	(181,395)	(148,336)	(114,178)	(1,641,605)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**0**	**0**	**9,573,756**	**8,700,095**	**7,797,423**	**6,864,778**	**5,901,163**	**4,905,552**	**3,876,880**	**2,814,050**	**(7,185,950)**
Loan 170												
Loan Amount:		-						5,000,000				
Matures:												
Interest Rate:												
Opening Balance		0	0	0	0	0	0	5,000,000	4,784,213	4,342,743	3,887,744	0
Principal Repayment		0	0	0	0	0	0	(215,787)	(441,470)	(454,999)	(468,943)	(1,581,199)
Interest Expense		0	0	0	0	0	0	(74,936)	(139,977)	(126,448)	(112,504)	(453,864)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**0**	**0**	**0**	**0**	**0**	**0**	**4,784,213**	**4,342,743**	**3,887,744**	**3,418,801**	**(1,581,199)**
Loan 171												
Loan Amount:		-								10,000,000		
Matures:												
Interest Rate:												
Opening Balance		0	0	0	0	0	0	0	0	10,000,000	9,573,756	0
Principal Repayment		0	0	0	0	0	0	0	0	(426,244)	(873,661)	(1,299,905)
Interest Expense		0	0	0	0	0	0	0	0	(162,260)	(303,346)	(465,606)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**9,573,756**	**8,700,095**	**(1,299,905)**

Strategic Financial Projections - Borrowings

Supporting Schedule SS3

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Summary of Borrowings												
Existing Borrowings												
Opening Balance		8,778,972	4,545,935	705,435	1	1	1	1	1	1	1	8,778,972
Principal Repayment		(4,233,038)	(3,840,500)	(705,434)	0	0	0	0	0	0	0	(8,778,972)
Interest Expense		(259,446)	(116,154)	(6,402)	0	0	0	0	0	0	0	(382,002)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS5	**4,545,935**	**705,435**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Proposed Borrowings												
Opening Balance		20,000,000	19,104,291	27,282,036	24,991,633	22,210,945	19,357,393	21,429,006	18,207,968	24,682,302	20,635,775	45,000,000
Principal Repayment		(895,709)	(1,822,255)	(2,290,403)	(2,780,688)	(2,853,552)	(2,928,387)	(3,221,037)	(3,525,666)	(4,046,528)	(4,591,179)	(28,955,404)
Interest Expense		(225,454)	(420,071)	(540,427)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(4,974,828)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS5	**19,104,291**	**17,282,036**	**24,991,633**	**22,210,945**	**19,357,393**	**16,429,006**	**18,207,968**	**14,682,302**	**20,635,775**	**16,044,596**	**16,044,596**
All Loan Borrowings												
Opening Balance		28,778,972	23,650,226	27,987,471	24,991,633	22,210,945	19,357,394	21,429,006	18,207,969	24,682,303	20,635,775	53,778,972
Principal Repayment		(5,128,746)	(5,662,755)	(2,995,837)	(2,780,688)	(2,853,552)	(2,928,387)	(3,221,037)	(3,525,666)	(4,046,528)	(4,591,179)	(37,734,376)
Interest Expense		(484,900)	(536,225)	(546,829)	(638,646)	(565,782)	(490,947)	(489,020)	(475,115)	(542,757)	(586,609)	(5,356,830)
Loan Guarantee Fee		0	0	0	0	0	0	0	0	0	0	0
Outstanding Principal Balance	FS5	**23,650,226**	**17,987,471**	**24,991,633**	**22,210,945**	**19,357,394**	**16,429,006**	**18,207,969**	**14,682,303**	**20,635,775**	**16,044,597**	**16,044,597**
New Borrowings		**20,000,000**	**0**	**10,000,000**	**0**	**0**	**0**	**5,000,000**	**0**	**10,000,000**	**0**	**45,000,000**
Loan Balances at Year End												
Current Borrowings		5,662,755	2,995,837	2,780,688	2,853,552	2,928,387	3,221,037	3,525,666	4,046,528	4,591,179	3,595,756	36,201,386
Non Current Borrowings		17,987,471	14,991,633	22,210,945	19,357,394	16,429,006	13,207,969	14,682,303	10,635,775	16,044,597	12,448,840	157,995,933
Total Borrowings	**FS5**	**23,650,226**	**17,987,471**	**24,991,633**	**22,210,945**	**19,357,394**	**16,429,006**	**18,207,969**	**14,682,303**	**20,635,775**	**16,044,597**	**194,197,318**
Debt Service Cover Ratio *(Industry Benchmark is greater than 5.0)*		**2.38**	**5.09**	**12.57**	**14.45**	**15.55**	**16.05**	**14.87**	**14.52**	**12.33**	**11.03**	**11.88**
Gross Debt to Revenue Ratio *(Benchmark is less than 20%)*		**13.81%**	**9.57%**	**12.40%**	**10.54%**	**8.86%**	**7.31%**	**7.88%**	**6.17%**	**8.48%**	**6.45%**	**9.15%**

Strategic Financial Projections - Capital Summary Schedule

Supporting Schedule SS4

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Asset Renewal - Infrastructure												
Civil Structure (Bridge, O/Underpass)		(300,000)	(550,750)	(168,000)	(168,000)							(1,186,750)
Drainage		(1,243,765)	(1,476,313)	(1,210,000)	(1,260,000)							(5,190,078)
Foreshore & River Assets		0	(65,000)	(934,375)	(2,293,044)							(3,292,419)
Lighting & Electrical		(2,454,000)	(3,303,050)	(2,618,300)	(1,962,500)							(10,337,850)
Other Infrastructure		(1,130,000)	(300,000)	(300,000)	(300,000)							(2,030,000)
Park Furniture		(35,000)	(50,000)	(50,000)	(50,000)							(185,000)
Parks & Landscape		(727,000)	(1,648,811)	(554,320)	(252,888)							(3,183,019)
Path & Kerb		(777,000)	(2,641,315)	(2,316,324)	(2,343,240)							(8,077,879)
Roads		(2,236,286)	(2,241,052)	(2,174,678)	(2,399,915)							(9,051,931)
Street Furniture		(50,000)	0	0	0							(50,000)
Unallocated		0	(723,709)	(2,674,003)	(2,470,413)	(13,500,000)	(13,500,000)	(14,000,000)	(14,500,000)	(14,500,000)	(14,250,000)	(90,118,125)
Asset Renewals - Infrastructure	FS1	**(8,953,051)**	**(13,000,000)**	**(13,000,000)**	**(13,500,000)**	**(13,500,000)**	**(13,500,000)**	**(14,000,000)**	**(14,500,000)**	**(14,500,000)**	**(14,250,000)**	**(132,703,051)**
Asset Renewal - Non Infrastructure												
Buildings		(4,088,000)	(1,502,689)	(1,593,608)	(1,481,104)							(8,665,401)
Plant & Equipment		(1,127,000)	(1,214,000)	(1,085,500)	(1,989,000)							(5,415,500)
Public Art		0	0	0	0							0
Technology		(511,000)	(3,504,000)	(580,000)	(2,060,000)							(6,655,000)
Vehicles		(2,794,500)	(1,676,000)	(537,000)	(1,237,000)							(6,244,500)
Unallocated		0	(4,603,311)	(8,703,892)	(5,732,896)	(13,500,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(107,540,099)
Asset Renewals - Non Infrastructure	FS1	**(8,520,500)**	**(12,500,000)**	**(12,500,000)**	**(12,500,000)**	**(13,500,000)**	**(15,000,000)**	**(15,000,000)**	**(15,000,000)**	**(15,000,000)**	**(15,000,000)**	**(134,520,500)**
Total Asset Renewal	FS1	**(17,473,551)**	**(25,500,000)**	**(25,500,000)**	**(26,000,000)**	**(27,000,000)**	**(28,500,000)**	**(29,000,000)**	**(29,500,000)**	**(29,500,000)**	**(29,250,000)**	**(267,223,551)**
Major Discretionary Capital Projects												
(Min Value $7.5M or Council Pre-Approved))												
Wellington Square		(10,027,000)										(10,027,000)
Citistation Concourse			(8,000,000)	(12,000,000)								(20,000,000)
Recreation Facility - WACA				(10,000,000)	(15,000,000)							(25,000,000)
Roe St		(11,537,000)	(5,700,000)									(17,237,000)
Hay & Murray St - Two Way		(350,000)	(7,000,000)	(7,000,000)	(11,000,000)							(25,350,000)
East End Revitalisation		(9,058,800)										(9,058,800)
Thomas St Road Widening					(500,000)	(500,000)	(1,500,000)	(12,500,000)				(15,000,000)
Riverfront						(5,000,000)	(5,000,000)					(10,000,000)
Lighting Upgrade Program			(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(27,000,000)
Finance Transformation Plan		(1,425,000)	(1,500,000)									(2,925,000)
Council House Refurbishment			(2,000,000)									(2,000,000)
Future Opportunities						(17,500,000)	(17,500,000)	(12,500,000)	(25,000,000)	(25,000,000)	(25,000,000)	(122,500,000)
Major Capital Projects	FS1	**(32,397,800)**	**(27,200,000)**	**(32,000,000)**	**(29,500,000)**	**(26,000,000)**	**(27,000,000)**	**(28,000,000)**	**(28,000,000)**	**(28,000,000)**	**(28,000,000)**	**(286,097,800)**
Minor Discretionary Capital Projects												
Discretionary Unallocated		(10,520,800)	(7,300,000)	(5,000,000)	(7,000,000)	(9,500,000)	(7,000,000)	(7,000,000)	(7,500,000)	(7,500,000)	(7,750,000)	(76,070,800)
Discretionary Unallocated	FS1	**(10,520,800)**	**(7,300,000)**	**(5,000,000)**	**(7,000,000)**	**(9,500,000)**	**(7,000,000)**	**(7,000,000)**	**(7,500,000)**	**(7,500,000)**	**(7,750,000)**	**(76,070,800)**
Total Capital Program Allocation	Fs1	**(60,392,151)**	**(60,000,000)**	**(62,500,000)**	**(62,500,000)**	**(62,500,000)**	**(62,500,000)**	**(64,000,000)**	**(65,000,000)**	**(65,000,000)**	**(65,000,000)**	**(629,392,151)**

Detailed category allocation for remaining years will flow from Asset Management Plans in future iterations of the Long Term Financial Plan.

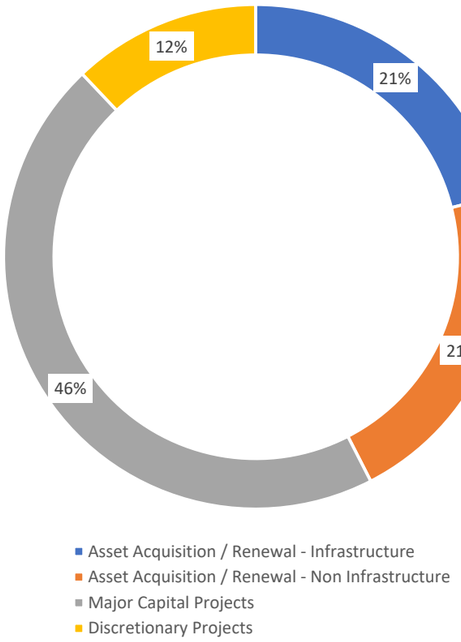
Detailed category allocation for remaining years will flow from Asset Management Plans in future iterations of the Long Term Financial Plan.

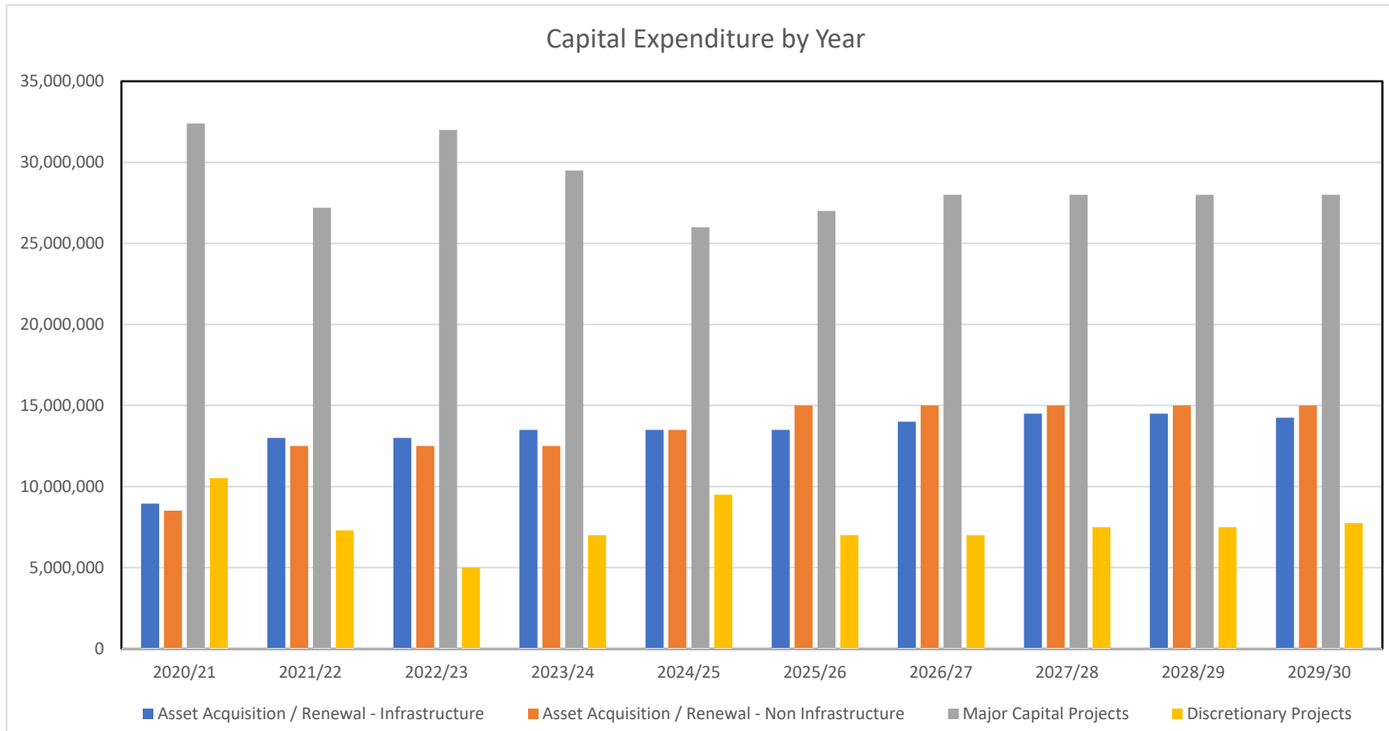
Strategic Financial Projections - Capital Summary Schedule

Supporting Schedule SS4

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total

Capital Expenditure 2020/21 - 2029/30





Grant for Assets Acquisition		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Total
Wellington Square Project		4,378,494	0	0	0	0	0	0	0	0	0	4,378,494
Roads to Recovery Capital Program		604,866										604,866
MRRG Program		455,000										455,000
Better Bins Program		-										-
Unclassified - Assume 5% of Program	***	-	3,000,000	3,125,000	3,125,000	3,125,000	3,125,000	3,200,000	3,250,000	3,250,000	3,250,000	28,450,000
Total Capital Grants & Contributions		**5,438,360**	**3,000,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,125,000**	**3,200,000**	**3,250,000**	**3,250,000**	**3,250,000**	**33,888,360**

Strategic Financial Projections - Modelling Parameters

Supporting Schedule SS5

Details	Ref	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	10 Year Average
Generic Parameters												
CPI Forecast	FS1	1.25%	1.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	1.98%
Employee Headcount Target	FS1	705	700	700	705	710	715	715	715	720	725	711.00
Revenue Parameters												
Baseline Rates Yield	FS1	0.00%	2.00%	2.00%	2.25%	2.25%	2.50%	2.75%	2.75%	2.75%	2.75%	2.20%
Interim Rates	FS1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Revaluation Year Premium	FS1	0.00%	0.00%	0.00%	0.50%	0.00%	0.00%	0.50%	0.00%	0.00%	0.50%	0.15%
Fees & Charges - Waste	FS1	0.00%	1.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	1.85%
Fees & Charges - Other	FS1	0.00%	1.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	1.85%
Fees & Charges - Recreation Facility	FS1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grants - Operating	FS1	1.25%	1.25%	1.25%	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.38%
Contributions - Operating	FS1	1.25%	1.25%	1.25%	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.38%
Fines & Associated Costs	FS1	0.00%	48.75%	13.75%	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	7.25%
Other Revenues	FS1	1.25%	1.25%	1.25%	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.38%
Interest Revenue Income	FS1	As per Operating Calculations Model - Dependent on average balance and anticipated interest rate										
Expenditure Parameters												
Employee Costs - EBA Impact (inc Salary, Workers Comp, Training & FBT)	FS1	1.00%	1.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	1.95%
Employee Costs - Step Adjustment	FS1	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Employee Costs - FTE Inflator / (Deflator)	FS1	0.00%	(0.71%)	0.00%	0.71%	0.71%	0.70%	0.00%	0.00%	0.70%	0.69%	0.28%
Materials & Contracts	FS1	1.25%	1.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	1.98%
Utilities - Power & Water	FS1	0.00%	1.75%	2.25%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.25%
Insurances	FS1	0.00%	1.75%	2.25%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.25%
Other Expenses	FS1	1.25%	31.75%	1.75%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	4.98%
Interest Expense	FS1	As per Loan Borrowings Calculations Model - Dependent on Loan Terms										

Strategic Financial Projections - Notes to the LTFP Model

Supporting Schedule SS6

Description	Ref	Details
Rates Revenue	N01	Revenue derived from Rates which is the primary source of local government operating revenue. Calculated by applying a % increase to the previous year projected balance and allowing for rates growth (interim rates).
Fees & Charges Revenue	N02	Includes fees for use of City operated facilities including Town Hall, Community Facilities as well as charges for services such as Parking and Waste Management. Calculated by applying different % increases to the previous year projected balance for each sub class of fee or charge.
Operating Grants	N03	Includes all recurrent operational grants for administration, roads, events etc. Calculated by applying a CPI style % increases to the previous year projected balance for each type of operational grant.
Interest Revenue	N04	Interest earned on investments held by the City over the course of the year. This includes Municipal & (cash backed) Reserve Fund monies. Calculated by applying anticipated interest rates to the expected average balance of cash held during each year.
Fines & Associated Costs	N05	Revenue from infringements plus recovery of associated costs of collection of the penalty. Based on historical performance as adjusted for known significant environmental factors.
Other Revenue	N06	Revenues not classified elsewhere - includes minor administration revenues and commissions Calculated by applying a % increase to the previous year projected balance.
Asset Disposal Proceeds	N07	Trade-in revenues on Plant & Equipment. Land disposal proceeds are disclosed separately Calculated based on anticipated trade-in values for items on the Plant Replacement Program.
Employee Costs	N08	Salaries & wages, superannuation, training, safety equipment, workers compensation insurance and FBT. Calculated by applying a diminution factor to adjust for staff number changes, then applying a % increase to the previous year projected balance for EBA & step progression increases and allowing for legislative changes (increase in the SGL if appropriate)
Materials & Contracts	N09	Purchase of materials and provision of services - advisory, professional, construction, etc. Calculated by applying different % increases to the previous year projected balance for each sub class of materials and contracts
Utilities Costs	N10	Payment for electricity for buildings and street lighting, water, gas and telephone / data costs. Calculated by applying different % increases to the previous year projected balance for each sub class of utilities.
Insurance Costs	N11	Payment for public liability, professional indemnity and a range of property insurances. Calculated by applying a % increase to the previous year projected balance.
Interest Expense	N12	Interest payable on both City borrowings and Self Supporting Loans for community groups. Calculated using the loan repayment schedules provided on all loans from the funding body (WA Treasury)
Other Expenditure	N13	Costs not classified elsewhere - primarily the parking levy payable to state government. Also includes election expenses in the relevant years. Calculated by applying a % increase to the previous year projected balance and then allowing for recurrent but not annual expenses.
Depreciation and Carrying Amount (Non Cash Expenses)	N14	Depreciation represents the annual consumption of an asset's 'service potential'. Asset carrying amounts reflect the recognition of book value of assets sold or scrapped. Calculated using the projected asset values and the useful lives of asset classes.
Parking Levy	N15	A levy payable to the state government for the licencing of paid parking bays within the Perth Parking Management Area (PPMA). The levy is set by the state government each year.
Movement in Accruals	N16	Relates to the collection of debts or changes in the level of creditor balances. It has an impact on yearly cash flows depending on whether there is a net increase or decrease. Estimated based on prior year's experience.
Revaluation of Non Current Assets	N17	Estimated changes in the value of infrastructure assets and buildings over future years. This is a non cash item. Estimated based on prior year's history of revaluation movements.
Goods & Services Tax	N18	Recognises the cash flow implications of paying GST on certain revenues and claiming back GST on certain payments. The City is a 'net receiver' of GST. Calculated based on typical GST cash flow patterns and then adjusted for large 'one of' transactions such as land disposals.
Add back of Non Cash Items	N19	For the purposes of establishing 'actual' cash flows, all non cash items (book entries) are removed from the Cash Flow statement. Uses the opposite of the previous calculated values.
Net Increase (Decrease) in Cash Held	N20	Reflects the net movement (change) in cash for the year as a consequence of operating, investing and financing transactions. Calculated from the operating investing and financing cash flows shown on the Cash Flow Statement.
Closing Position at End of Year	N21	Represents the Net Current Asset Position adjusted for Restricted Cash and Current Borrowings. This becomes the Opening Position for the subsequent year. Calculated from the Balance Sheet (FS5).
Amount Required to be Raised from Rates	N22	Represents the net result of offsetting all proposed expenditures including loan repayments and reserve funding against funds generated from all sources other than Rates. Calculated as the net result of all transactions included on the Rate Setting Statement.
Covid 19 Rebound Strategy Expenses	N23	Provision for costs associated with implementing the suite of initiatives contained in the Rebound Strategy post Covid 19. These funds are quarantined in the Covid 19 Rebound Strategy Reserve and are only released upon approval of Council for identified and endorsed actions.
Local Govt Inquiry Expense	N24	Estimated cost from WA Budget Papers of Inquiry into City of Perth should the city be required to reimburse the costs incurred by the state government.

Rate Setting Statement 2020/21

Details	2020/2021
Operating Revenues - Excluding Rates	
Parking Revenues	50,686,017
Fees & Charges	19,291,724
Operating Grant / Contributions	1,324,996
Interest Revenue	3,627,895
Fines & Associated Costs	5,096,000
Other Revenues	638,880
Profit on Disposal of Assets	440,554
Sub Total - Revenue Excluding Rates	**81,106,066**
Operating Expenditure Category	
Employee Costs	(74,826,932)
Material & Contracts	(40,969,886)
Utilities - Power & Water	(3,632,338)
Insurances	(1,073,587)
Interest Expense	(484,900)
Other Expenses	(3,306,648)
Non Cash - Depreciation & Loss on Sale	(38,974,742)
Net Allocations	(78,964,866)
Net Internal Recoveries	78,964,867
Parking Levy	(17,417,303)
Covid 19 Rebound Strategy Expenses	(18,000,000)
Sub Total - Operating Expenditure	**(198,686,335)**
Non Cash Items	
Depreciation on Assets	36,189,735
(Profit) / Loss on Disposal of Assets	2,344,453
Sub Total - Non Cash Items added back	**38,534,188**
Non Operating Items	
Asset Renewal - Infrastructure	(8,953,051)
Asset Renewal - Non Infrastructure	(8,520,500)
Major New / Upgrade Capital Projects	(32,397,800)
Discretionary Capital Expenditure	(10,520,800)
Grants for Acquisition of Assets	5,438,360
Transfers from Reserves	71,642,500
Transfers to Reserves	(49,692,181)
Repayment of Borrowings	(5,128,746)
Proceeds of New Loans	20,000,000
Sub Total Non Operating Items	**(18,132,219)**
Opening Balance	**5,510,318**
Projected Closing Balance	**(6,981,344)**
Amount Required to be Raised from Rates (inc Interims)	**98,649,326**

OBJECTS OF DIFFERENTIAL RATES

The 2020/21 draft budget has been prepared on the premise of a 0% rate yield increase. This means that the total amount of rates collected in 2020/21 will be approximately the same amount that the City collected in 2019/20.

It is important to note that a 0% rate yield increase does not necessarily mean that each rate payer will receive the same rates bill as the previous year. This will be particularly relevant in 2020/21 as the City of Perth will apply new Gross Rental Values (GRVs) as part of a triennial process to redistribute the rating effort.

The new GRV's are effective from 1 July 2020. The GRV's have been determined on the valuation date of 1 August 2018.

The City of Perth imposes differential rates under the provisions of Section 6.33 of the Local Government Act 1995 on all rateable land within the City according to the predominant purpose for which the land is held or used, as determined by the City. The objects and reasons for the imposition of each differential general rate are:

Residential

The Residential category relates to land where the predominant purpose for which the land is held or used is residential single use or multi dwellings. The purpose of this differential rate is to ensure that all ratepayers in this category make an equitable contribution to the City's revenue.

The objective of the proposed rate in the dollar of 6.45000 cents, is to ensure that the proportion of total rates revenue derived from Residential properties represents an equitable contribution towards service provision and for the ongoing maintenance of the City's assets primarily used by residential ratepayers.

Commercial

The Commercial classification relates to land where the predominant purpose for which the land is held or used is commercial in nature. The category includes wholesalers, warehouses, industrial, entertainment and sporting facilities. All these property assets have a common factor in being commercial operations with the object of attracting visitors and tourists to the City to contribute to city vitality. The City has set a rate for this sector at 6.47853 cents per dollar of GRV.

Hotel

The Hotel classification relates to land where the predominant purpose for which the land is held or used is hotels, short-stay serviced apartments, hostels, board and lodging accommodation. The objective of the proposed rate in the dollar of 6.41214 cents, is to ensure that the proportion of total rates revenue derived from hotels and

accommodation type properties represents an equitable contribution towards service provision and for the ongoing maintenance of the City's assets.

Retail

The Retail category includes retail sales and services. All these property assets have a common factor in being retail operations with the object of attracting visitors and tourists to the City for shopping and to contribute to city vitality. The City has set a rate for this sector at 6.47926 cents per dollar of GRV.

Office

The Office category relates to land where the predominant purpose for which the land is held or used is as office accommodation. The purpose of this differential rate is to ensure that all ratepayers in this category make an equitable contribution to the City's revenue.

This category has historically has had a lower rate in the dollar than other categories; acknowledging the challenge of responsibly balancing the prevailing business climate, occupancy levels and sustaining a thriving CBD. For 2020/21, the proposed rate in the dollar is 5.45000 cents.

Vacant Land

The Vacant Land category relates to the limited stock of vacant land in the City. The proposed rate in the dollar for 2020/21 is 7.39961 cents in the dollar.

Minimum Rate

For the 2020/21 year, the City is proposing a two-tiered approach to minimum rates. The minimum rate recognises that every rateable property in the City receives some level of benefit from the services and assets that the City provides.

A proposed minimum rate of $800 will apply to the Commercial, Office and Vacant Land categories whilst a discounted minimum of $750 is proposed for the Retail, Hotel & Residential property categories. The City has 10% of all properties levied at the minimum rate.

City of Perth

Internal Audit Plan 2020/21

Audit area (bold) and broad objective	Target for completion
2020 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 i.e. names and addresses are required by the City for the purposes of enforcing parking infringements incurred within the City's boundaries.	Late July 2020
Cyber Security Review This Cyber Security Review will examine and provide a report on the status of implementation of the recommendations from the information security assessments carried out as well as the adequacy of internal measures being undertaken by the ICT Unit to control cyber security threats.	Late July 2020
Scheduled Audit and Risk Committee Meeting 5 August 2020	
Tenders The objective of this review is to obtain evidence to provide assurance that the tender evaluation and approval process is resulting in the acceptance of valid tenderers.	Late October 2020
Information Technology (IT) Disaster Recovery This review will assess the adequacy of the City's plans and processes for the effective recovery of its critical ICT systems and data in the event of a disruption.	Late October 2020
Scheduled Audit and Risk Committee Meeting 18 November 2020	
Local Government Compliance Audit Completion of the Compliance Audit Return for the 2020 calendar year to be provided to the Department of Local Government and Communities. Assesses compliance with various sections of the *Local Government Act 1995* and Regulations as per return template provided by the department.	Early February 2021
Scheduled Audit and Risk Committee Meeting late February 2021 (date not yet published)	

City of Perth

Internal Audit Plan 2020/21 (continued)

Audit area (bold) and broad objective	Target for completion
Project Management Review and assess whether sound project management processes and controls are in place and being applied for the management of a sample of major projects.	Mid April 2021
Contract Management The objective of the review is to obtain evidence to provide assurance that controls and practices relating to the management of contracts entered into by the City are effective.	Mid April 2021
Scheduled Audit and Risk Committee Meeting early May 2021 (date not yet published)	
Data Analytics Review – Accounts Payable The objective of the review is to obtain evidence to provide assurance that accounts payable transactions are able to be adequately accounted for and valid vendors are recorded on the Finance 1 system.	Continue into July 2021
2021 DRIVES24 (NSW)/VicRoads Security and Access Audits Refer 2020 DRIVES24 (NSW)/VicRoads Security and Access Audits above for broad objective.	Continue into July 2021

City of Perth

Audit Activity Allocations Financial Year 2020/21

Activities	Budget Hours	% Budget Hours
Internal Audits		
2020 DRIVES24 (NSW)/VicRoads Security and Access Audits	*170.00	5.54%
Cyber Security	**150.00	4.89%
Tenders	*270.00	8.80%
Information Technology (IT) Disaster Recovery	250.00	8.15%
Local Government Compliance Audit	*370.00	12.06%
Project Management	250.00	8.15%
Contract Management	*270.00	8.80%
Data Analytics Review – Accounts Payable/Purchasing	**250.00	8.15%
2021 DRIVES24 (NSW)/VicRoads Security and Access Audits	*170.00	5.54%
Total for Internal Audits	**2,150.00**	**70.08%**
***Includes Internal Auditor involvement eg review of working papers, summary of audit issues, report development, etc.		
****Includes Assistant Internal Auditor involvement with testing, etc.		
Other Audit Activities		
Internal Audit Plan 2021/22	105.00	3.42%
Follow up of Audit Recommendations	192.00	6.26%
Administration	242.50	7.91%
Advice/Assistance	56.00	1.83%
Audit & Risk Committee Report updates following management review/queries, committee meeting preparation, queries, etc	90.00	2.93%
Audit & Risk Committee Attendance	12.00	0.39%
Training	45.00	1.47%
Contingency (eg investigations, unplanned reviews, projects)	95.00	3.10%
Management/Supervision	50.00	1.63%
Other – forums, workshops, networking	30.00	0.98%
Total Other Audit Activities	**917.50**	**29.92%**
Total	**3,067.50**	**100.00%**

City of Perth

Total Available Work Hours Financial Year 2020/2021 (Approximate)

Position	Approx. Hours
Internal Auditor	1,492.50
Assistant Internal Auditor	1,575.00
Total Hours	**3,067.50**

Significant leave details

Internal Auditor - 23 November to 31 December 2020

City of Perth

The following table provides a summary of prior internal audit activity undertaken and the proposed reviews:

Audit Area	Completed audits			Proposed Audits		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Statutory/Compliance Audits						
DRIVES24 (NSW) Security and Access Audit	√	√	√	√	√	√
VicRoads Security and Access Audit	√	√	√	√	√	√
Local Government Compliance Audit	√	√	√	√	√	√
CEO Review of Systems and Procedures (required every 3 years as per legislation)		√			√	
Financial Management Review (required every 3 years as per legislation)			√*			√
Risk Based Audits						
Validation of Critical/Major Risk Mitigation Strategies Review	√	√	√			
Data Analytics Review – Accounts Payable	√			√	√	√
Data Analytics Review - Payroll	√				√	√
Tenders	√	√		√	√	√
Contract Management	√			√		√
Purchasing		√				
Compliance Audit Return Controls Review		√				
Fraud and Corruption Controls Review			√			
Investments			√			
Cyber Security			√	√		
Payment Vouchers			√			
Credit Cards			√			
Information Technology (IT) Disaster Recovery				√		
Project Management				√		
Risk Management					√	
Asset Management						√
Other						
Management of Supplier Master Files		√**				

*Undertaken by Moore Stephens.

** Undertaken by the Office of the Auditor General.

City of Perth

Council Policy Manual

Fraud and Corruption Control Policy

Policy Objective

To state the Council of the City of Perth's (the Council) commitment to:

- minimising instances of fraud, misconduct, bribery and corruption (Fraud and Corruption); and
- the implementation of strategies to prevent, detect and respond to Fraud and Corruption.

Policy Scope

The prevention and detection of Fraud and Corruption is a collective responsibility of all persons engaged, or closely associated, with the City of Perth (the City) in any capacity. This includes elected members, employees, proponents, suppliers and service providers.

Policy Statement

1) Acts of Fraud and Corruption can damage the City's capacity to serve the community through loss of financial capacity, loss of assets, loss of community trust and reputational damage.
2) The Council, therefore, has no tolerance for acts of Fraud and Corruption.
3) Elected members will lead an ethical organisational culture through compliance with the:
   a) Local Government (Rules of Conduct) Regulations 2007;
   b) City's Code of Conduct; and
   c) City's Statement of Business Ethics.
4) The City will offer multiple ways for people to report suspected acts of Fraud and Corruption.
5) The City will protect people, who report suspected acts of Fraud and Corruption, from retaliation.
6) The City will handle investigations into Fraud and Corruption confidentially.
7) The City will report acts of Fraud and Corruption to the appropriate authority.
8) The City will seek to recover losses suffered through acts of Fraud and Corruption.
9) The Council will appropriately resource the City's Administration to implement Fraud and Corruption prevention, detection and response strategies.
10) The Chief Executive Officer will develop and implement a Fraud and Corruption Control Plan to deliver the policy objective.
11) The Audit and Risk Committee will review the performance of the Fraud and Corruption Control Plan and report the results to Council annually.

DRAFT

Document Control Box							
Document Responsibilities:							
Custodian:	Alliance Manager Governance		**Custodian Unit:**	**Governance**			
Strategic Alignment	Performance						
Decision Maker:	Council						
Compliance Requirements:							
Legislation:	*Corruption, Crime and Misconduct Act 2003* *Public Interest Disclosure Act 2003* *Local Government (Rules of Conduct) Regulations 2007*						
Industry:	Australian Standard for Fraud and Corruption Control (AS8001:2008) State Office of the Auditor General's report on Fraud Prevention in Local Government 2019 Commonwealth Fraud Control Framework 2017						
Organisational:	Code of Conduct Risk Management Policy						
Document Management:							
Risk Rating:	**High**	**Review Frequency**:	Two years	**Next Due:**	June 2022	**TRIM Ref:**	**P1005611-3**
Version #	**Decision Reference:**	**Synopsis:**					
1.							

CONFIDENTIAL ATTACHMENT 13.19A

CONFIDENTIAL ITEM 13.19 - MEMORANDUM OF UNDERSTANDING (MOU)

ORDINARY COUNCIL MEETING

30 JUNE 2020

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