



City of **Perth**

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# Agenda

Ordinary Council Meeting

28 September 2021

Notice of Meeting

To the Lord Mayor and Councillors

The next Ordinary Council Meeting will be held on Tuesday, 28 September 2021 in the Council Chamber, Level 9, 27 St Georges Terrace, Perth commencing at 5.00pm.

**Michelle Reynolds**

Chief Executive Officer

24 September 2021

## Information

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

## Question Time for the Public

An opportunity is available at Council meetings for members of the public to ask a question about any issue relating to the City. This time is available only for asking questions and not for making statements. Complex questions requiring research should be submitted as early as possible to allow the City time to prepare a response.

The Presiding Member may nominate an officer to answer the question and may also determine that any complex question requiring research be answered in writing. No debate or discussion can take place on any question or answer.

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

## Disclaimer

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

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7. Confirmation of Minutes

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#### Recommendation

That Council CONFIRMS the minutes of the [Ordinary Council Meeting](#) held on 31 August 2021 and the [Special Council Meeting](#) held on 7 September 2021 as a true and correct record.

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8. Questions by Members which due notice has been given
9. Correspondence
10. Petitions

## 11. Planning and Economic Development Alliance Reports

### 11.1 City of Perth Submission – Draft State Infrastructure Strategy

Responsible Officer	Daniel High - Acting General Manager Planning and Economic Development
Voting Requirement	Simple Majority
Attachments	Attachment 11.1A – City of Perth submission on Foundations for a Stronger Tomorrow: Draft State Infrastructure Strategy Attachment 11.1B – Foundations for a Stronger Tomorrow: Draft State Infrastructure Strategy Summary

#### Purpose

For Council to consider the City’s submission on Infrastructure WA’s Foundations for a Stronger Tomorrow: Draft State Infrastructure Strategy for lodgement with Infrastructure WA.

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#### Recommendation

That Council APPROVES the City of Perth submission to the draft State Infrastructure Strategy: Foundations for a Stronger Tomorrow as contained in Attachment 11.1A.

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## Background

1. Infrastructure WA was established on 24 July 2019 to provide advice and assistance to the State Government on infrastructure needs and priorities over the short, medium and long-term.
2. Foundations for a Stronger Tomorrow: Draft State Infrastructure Strategy (draft Infrastructure Strategy) is the first Infrastructure Strategy for Western Australia. It seeks to address Western Australia's infrastructure trends, needs and priorities for the next 20 years. It is intended to guide infrastructure investment decisions being undertaken now, and over the medium to long term.
3. Infrastructure WA has now released the draft Strategy for public consultation. The consultation period commenced on 21 July 2021 and closed on 15 September 2021. The City has lodged an extension of time request with Infrastructure WA so that the City's submission can be considered by Council.
4. Following public consultation, the draft Infrastructure Strategy will be submitted to the Premier for a 60 day consideration period at the end of 2021. Once accepted, the Premier has 28 days to table the draft Infrastructure Strategy in Parliament. The Government will have six months to develop a response and table their response in Parliament. This is anticipated in September 2022, with implementation to follow and the release of the annual State Infrastructure Program.

## Discussion

5. The draft Infrastructure Strategy is a high-level document that seeks to advise and coordinate State Government agencies.
6. The draft Infrastructure Strategy includes a suite of 88 recommendations addressing the State's various types of metropolitan and regional infrastructure. The recommendations focus on improving fundamental elements of the infrastructure system - such as policy, planning and legislative frameworks.
7. The draft Strategy does not acknowledge the role of local government in the planning and delivery of infrastructure; however, it does provide local governments with a clearer understanding of what the State's infrastructure priorities are, and the roles, responsibilities, and timeframes for infrastructure delivery.
8. The City of Perth district contains numerous State significant transport, medical, educational, recreational and cultural infrastructure assets. There are several recommendations in the draft Infrastructure Strategy that will impact upon the future development of these assets.
9. The City's submission advocates for early engagement in the future planning of any infrastructure assets within the City of Perth boundary. This is to ensure that the planning or redevelopment of State infrastructure is considered holistically and provides integrated transport and built form outcomes.
10. There are also several recommendations that are specific to the City of Perth. These are:

Recommendation	Submission Response (Summary)
<p><b>Recommendation 24 (a)(b):</b></p> <p>Preparation of a city opportunity plan that sets an agreed strategic framework for the Perth Central Business District and immediate surrounds including:</p>	<p>The submission highlights the City's recently completed draft Local Planning Strategy, which contains the City's 10 - 15 year vision, priorities, and planning direction for development.</p> <p>Notwithstanding, the State Government also has an important role in shaping the future direction of</p>

Recommendation	Submission Response (Summary)
<p>a) A clear and compelling long-term vision for the city.</p> <p>b) Identification of major precincts, significant redevelopments and infrastructure that contribute to city growth and activation.</p>	<p>Perth city, particularly given the State’s significant land holdings and assets.</p> <p>The delivery of infrastructure is complex due to the array of State Government agencies involved. Stronger inter-agency agreement on priorities, objectives and outcomes and how the use of State Government land and infrastructure can create new opportunities in helping to make Perth a more liveable, sustainable and prosperous city is essential.</p> <p>It is recommended the existing governance structures within the planning framework are used to coordinate engagement between the City and State Government agencies to ensure alignment between plans.</p>
<p><b>Recommendation 59:</b> Undertake planning of light rail and/or bus rapid transit for the next stage of major public transport priority investment in Perth.</p>	<p>The submission raises concerns regarding the previous unsuccessful attempts to introduce light rail to Perth. A standalone system such as light rail and the duplication of services is considered unlikely to succeed.</p> <p>It is recommended further consideration is given to the transport problem light rail is seeking to address. This could result in considering other transport solutions such as tunnels, through a comprehensive business case.</p>
<p><b>Recommendation 61(d):</b> Implement further measures to support the State Electric Vehicle Strategy for Western Australia by:</p> <p>d) Supporting the private sector to provide charging infrastructure, including in the Perth CBD through the <i>Perth Parking Management Act 1999</i>, and through planning system policy reforms.</p>	<p>The submission notes the City will be investigating planning provisions for electric vehicle charging stations as part of the new local planning scheme; however, these planning provisions will only apply to new development.</p> <p>It is recommended the State implement financial incentives to encourage the provision of electric charging stations in existing developments to ensure older building stock has access to these facilities.</p> <p>The City also requests being included in any discussions regarding the application of or potential reform of the <i>Perth Parking Management Act 1999</i>.</p>
<p><b>Recommendation 75 (h)(i):</b> Rebalance investment toward community-based services to reduce demand on hospitals, targeting investment in hospitals only when required to</p>	<p>The submission highlights that the relocation of the King Edward Memorial Hospital and modernisation of Sir Charles Gairdner Hospital will require significant investment in the supporting transport</p>

Recommendation	Submission Response (Summary)
<p>modernise facilities or address capacity gaps, specifically:</p> <p>h) Subject to Recommendation 74a, developing a roadmap for the planning and redevelopment of Royal Perth Hospital.</p> <p>i) Subject to Recommendation 74a, developing a roadmap for the planning and investment in Sir Charles Gairdner Hospital.</p>	<p>infrastructure. It is requested the upgrading of transport infrastructure within this precinct is prioritised.</p> <p>The City also requests to work with the State on the planning and redevelopment of the Royal Perth Hospital precinct. Noting the draft Local Planning Strategy seeks to consider the redevelopment of the Royal Perth Hospital as part of a broader integrated redevelopment of the McIver-Claisebrook precinct.</p>
<p><b>Recommendation 83(b)(c)(d):</b> Increase investment in existing and new arts, culture, sport and recreation infrastructure state-wide to ensure they are fit for purpose, including investment in the following projects:</p> <p>b) Planning and developing a business case to improve the capacity and quality of convention and exhibition facilities in the Perth CBD.</p> <p>c) Completing planning to redevelop the Perth Convention Precinct.</p> <p>d) Continuing ongoing planning and developing a business case for the redevelopment of the Perth Cultural Centre.</p>	<p>The submission highlights the opportunities that exist to better integrate the Perth Convention &amp; Exhibition Centre and Perth Cultural Centre into the surrounding areas.</p> <p>The submission confirms the need for the City to be closely involved in the planning or redevelopment of these facilities, and the introduction of any new arts, cultural, sport and recreational infrastructure within the City of Perth.</p>

11. The draft Infrastructure Strategy presents an opportunity for the City to advocate to Infrastructure WA on infrastructural matters such as:
- a. Educational Infrastructure: advocating for a public primary school to be delivered in East Perth by 2026.
  - b. Cultural Infrastructure: advocating for the State to work with the City to create a State Culture and Arts Strategy and Tourism Strategy and support the creative/cultural industries accessing studio spaces within inner city areas.
  - c. Transport Infrastructure: advocating for the State to work with the City to create a long-term plan for investment in public transport infrastructure.
  - d. Climate Change: advocating for climate change adaptation and mitigation to be included in the planning for all new infrastructure and for collaboration between the State and City on the delivery and funding of urban forest initiatives.
  - e. Housing and Homeless: advocating for the State to plan and deliver additional housing and services in the sub-regional centres of metropolitan Perth.



12. The City's submission includes advice to Infrastructure WA on several initiatives that are being undertaken by the City as outlined in the draft Local Planning Strategy. These initiatives should be considered in the future planning of infrastructure.

## Stakeholder Engagement

Nil.

## Decision Implications

13. Should Council support the recommendation, the City's submission on the draft Infrastructure Strategy will be lodged with Infrastructure WA.
14. If Council does not support the recommendation, Council can resolve to amend the submission prior to lodgement with Infrastructure WA.
15. Council does not support the recommendation and the City does not lodge a submission.

## Strategic, Legislative and Policy Implications

Strategy	
Pillar (Outcome)	Liveable
Related Documents (Issue Specific Strategies and Plans)	<p><a href="#">Strategic Community Plan 2019 – 2029</a></p> <p>The City's submission advocates for the infrastructure needs of Perth city. This aligns with the Strategic Community Plan which seeks to provide for timely and contemporary community infrastructure and services.</p>
	<p>Draft Local Planning Strategy July 2021</p> <p>The City's draft Local Planning Strategy identifies infrastructure requirements that align with the draft Infrastructure Strategy including:</p> <ul style="list-style-type: none"> <li>• public schools to accommodate increase residential population;</li> <li>• working with the State government to investigate how public transport can be improved to and through the city including new east-west mass transit;</li> <li>• investigating intensification opportunities in accordance with urban consolidation and built form principles; and</li> <li>• responding to and mitigating climate change impacts including higher temperatures, less rainfall, more frequent and extreme weather events and conditions like bushfires and inundation and flooding.</li> </ul>

	<a href="#">Foundations for a Stronger Tomorrow: State Infrastructure Strategy Draft for public comment</a>
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Legislation, Delegation of Authority and Policy	
Legislation:	Nil.
Authority of Council/CEO:	The City of Perth submission on the draft Infrastructure Strategy is being considered by Council at the discretion of the CEO.
Policy:	Nil.

## Financial Implications

Nil.

## Further Information

Following the Agenda Briefing Session held on 21 September 2021, further information is provided:

16. Regarding recommendation 61(d) - the City is currently scoping a Sustainability Strategy which will inform the delivery of targeted sponsorship or grant programs. This may leverage the State's recommendation 61(d) on page 20 of the submission, in regard to supporting the roll out of charging infrastructure for the private sector.

## City of Perth Submission August 2021

### Draft State Infrastructure Strategy Foundations to a Stronger Tomorrow

The release of the draft State Infrastructure Strategy is strongly welcomed, as the City of Perth recognises the important role that infrastructure plays in underpinning successful outcomes for every Western Australian.

The City of Perth is the capital of Western Australia and plays a pivotal role in the economic, social and environmental fabric of Western Australia. It is the centre of civic, cultural, administrative, tourism and commercial services, and is the hub of greater Perth's public transport system.



The City of Perth has adopted these three strategic pillars to guide everything it does. The City of Perth considers that a clear and consistent infrastructure strategy, well executed, is therefore integral to the delivery of outcomes for the capital city; and to outcomes that deliver a liveable city, a sustainable city and a prosperous city.

As one of Australia's fastest growing local government areas, Perth city has ranked consistently amongst the top 10 most liveable Cities in the world, recently ranking sixth in the Economist Intelligence Unit Global Survey<sup>1(2021)</sup>. Prior to Covid-19, Perth city had an economic output of \$94.415 billion and supported 149,475 jobs, representing 22% of Greater Perth's Gross Domestic Product. This includes 16,408 jobs in health care, 6,997 jobs in education and 6,988 jobs in tourism<sup>1</sup>. All industries that rely on continued investment in infrastructure.

Between 2019 and 2020, Perth city's residential population grew by 7.1 percent which is significantly above the growth rate of metropolitan Perth at 1.8 percent<sup>2</sup>. The State Central Sub-Regional Planning Framework has set a population target for Perth city of approximately 42,500 people by 2036. The City is seeking to achieve a more ambitious population of 55,000 residents by 2036, in line with the City's Strategic Community Plan and draft Local Planning Strategy. The rate of growth between now and 2036 will be highly dependent on external factors, including early investment in infrastructure.

<sup>1</sup> esREMPAN. Economy, Jobs and Business Insights. 2021

<sup>2</sup> Forecast Id. City of Perth Estimated Residential Population. 2021

The delivery of transformational infrastructure ahead of population growth is essential in creating investment certainty to strengthen the economy and attracting new residents to inner-city living. Crucial to reaching these residential population targets is core infrastructure and services, helping to reinforce a compelling case for inner-city living as a preferred lifestyle choice.

### **City of Perth's Key Infrastructure Priorities**

The following provides an overview of the City of Perth's top 5 infrastructure priorities:

#### **1. Educational Infrastructure**

The decisions of today will influence the choices of tomorrow. Access to educational opportunities are crucial to growing a community and social cohesion. This is no more appropriate than where families choose to live, to build their social networks and to build stories of their neighbourhood.

There is an immediate need for investment in a public primary school within Perth city. The City of Perth currently has a population of approximately 522 primary aged children. Under the City's population targets, this is expected to grow to 1,111 primary aged children by 2036. There are currently no public primary schools operating in Perth city. Community infrastructure benchmarking shows one primary school will be required to service the City's population by 2026 and a second primary school by 2036.

Similarly, there are currently no public high schools operating within Perth city. The City currently has a small population of high school aged children. However, under the City's population targets, approximately 1,000 high school aged children are expected to live in Perth city by 2036. Community infrastructure benchmarking shows this would require one public high school.

Much of the growth in families with school aged children is anticipated to occur in Central Perth, East Perth and Claisebrook. The City has identified in its draft Local Planning Strategy that East Perth is well placed for the city's first public primary school. This location is selected due to the strong residential growth that East Perth continues to experience, but also because of the significant complimentary infrastructure the City has invested in such as the \$18.7 million Wellington Square infrastructure upgrades to facilitate residential and education sector growth in East Perth.

A clearly articulated plan of where and when a public primary school will be delivered will provide important certainty to existing and future residents in locational choices.

Perth City is unique with the presence of five universities, including the relocation of Edith Cowan University and Murdoch University into the heart of the city. Combined with the opportunities of medical research and innovation, Perth City is well placed to provide a strong economic agglomeration (cluster development) of the educational sector and the connections to Perth City Deal infrastructure in the education sector. The City would welcome opportunities to continue to work closely with the State Government to identify opportunities to leverage off these clusters to grow our knowledge economy.

#### **Recommendation:**

The State Government to continue to work with the City of Perth on primary school planning for East Perth and publicise its planning on location and timing. A target of one public primary school to be operational in the City of Perth by 2026, with further investigation to be undertaken for the timing and delivery of a second public primary school and one public high school by 2036 would be welcomed by the City.

## 2. Cultural Infrastructure

Perth city is the epicentre of cultural infrastructure for Western Australia. Perth city is known for its unique natural environment, Whadjuk Nyoongar cultural heritage, historic heritage and diversity of cultures. As a capital city, Perth city's cultural infrastructure is enjoyed by workers, residents, local visitors, interstate and overseas tourists. An increasing residential population and demand for housing and new infrastructure will put pressure on the existing cultural assets.

The City's draft Local Planning Strategy is seeking to support cultural institutions and activities that contribute to the city's economy and employment opportunities. The State government's 2019 Diversify WA report identifies creative industries as a 'priority economic sector' linked with tourism and events. The City's adopted Strategic Community Plan 2019-2029, Cultural Development Plan 2019-2029 and Heritage Strategy 2020-24 support the cultural institutions and activities being threaded through the draft State Infrastructure Strategy.

The City is collaborating with three inner city local governments on a research study 'Making Space for Culture'. The findings have identified a high demand for more creative spaces within the city's neighbourhoods to enable the creative sector to live and work within Perth city. Other studies have identified an excess of vacant spaces that could be adapted to re-invigorate the creative sector after the negative impacts of COVID-19. Small to medium creative enterprises can contribute to diversification of the night-time economy, attract visitors, and provide places for the production and engagement with local culture.

There are places which will renew our major cultural institutions and reflect our national identity<sup>3</sup>. Culture and the arts play a pivotal role in celebrating and showcasing Perth's unique cultural identity; creating vibrant neighbourhoods with creative spaces and opportunities for economic diversity; making safe neighbourhoods; enabling social equity and enabling people to connect; and providing passive surveillance and activation benefits.

Cultural infrastructure can harness the potential for cultural activities to achieve broad cultural, social, environmental, economic, and civic objectives within the Perth city. This will require a bi-partisan approach to long-term planning that provides certainty about investment decisions. Specifically, when things will be delivered, and the collaboration required between all tiers of government.

### Recommendations:

- State Government partner with the City of Perth to incentivise adaptive re-use of existing vacant spaces and heritage spaces with an intended cultural use.
- State government to invest in cultural infrastructure to house small to medium cultural enterprises in clusters, particularly within Central Perth. This will allow further growth and invigoration of our established cultural institutions.
- State Government to invest in cultural production, studio, workshop and making spaces within the inner-city areas for core use by creative industries.
- State Government to initiate and/or invest in public-private partnerships to provide innovative finance models and collaborative investments in cultural infrastructure.

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<sup>3</sup> An Open and Creative City: planning for culture and the night time economy. City of Sydney 2017.

- State government explores the potential for Creative Land Trust schemes and rent to buy initiatives for creative producers in City and State properties to build community wealth and secure cultural infrastructure.
- The State government coordinate and partner with the City of Perth when planning for cultural infrastructure in the city.
- The State government collaborate with the City of Perth to develop a State culture and arts strategy and State tourism strategy.

### 3. Transport Infrastructure

The Perth Greater CBD Transport Plan is a positive first step in addressing the micro transport issues impacting Perth city over the next 5-10 years. However, higher level strategic transport planning needs to be undertaken to outline what major transport infrastructure will be delivered over the long term. Currently, there is no certainty around what major transport infrastructure will be delivered in Perth city despite the city being the prime gateway transport hub of the state.

Perth and Peel @3.5 million Central Sub-regional Planning Framework identifies a new east-west high-frequency public transit corridor through the city. However, this east-west link is an uncommitted project. Similarly, the inclusion of a light rail corridor is being considered for future stages of Metronet, however no commitment has been made for its delivery.

The uncertainty surrounding the delivery of new transport infrastructure presents challenges and possible lost opportunities for the sustainable growth of Perth.

The City's draft Local Planning Strategy identifies significant opportunity to plan for increased growth around existing train stations over the next 10 – 15 years. However, greater certainty on longer term public transport planning is needed, and how this infrastructure can be used as a catalyst for the regeneration of strategic land parcels and transport corridors.

The need for longer term certainty is also important for the private sector, as it is the development industry that will construct the buildings of tomorrow to meet the City's resident and worker targets. Without a long term and bipartisan plan for public transport infrastructure, private investment decisions are limited to current transport infrastructure. This can result in buildings being planned and built with parking infrastructure that may become redundant in years to come, and missing opportunities to create more sustainable forms of development.

Crucial to infrastructure planning is a legislative framework that is sufficiently agile to meet the changing landscape of personal transport choices. Innovations such as micro-mobility i.e. e-scooters, are increasing in popularity. These disruptive type technologies are meeting the needs of the community, however, the speed of legislative change to accommodate innovation does not always keep pace. Further consideration is therefore needed of the underpinning transport related legislation to ensure that it is contemporary.

**Recommendation:** In collaboration with the City of Perth, create a long-term plan for investment in public transport infrastructure. The long-term transport plan should identify locations and routes for new or improved public transport infrastructure and a timeline for staged delivery.

### 4. Climate Change

The Intergovernmental Panel on Climate Change (IPCC) report<sup>4</sup> highlights that unprecedented changes to the earth's climate are due to human activities causing global warming and extreme climate events. To limit global warming strong, rapid, and sustained reductions in CO<sub>2</sub>, methane and other greenhouse gases are necessary.

Perth city is warmer than less built-up areas due to the urban heat island effects. Factors contributing to urban warming include:

- tall buildings closer together that absorb and store heat and also reduce natural ventilation;
- heat generated from human activities such as heating and cooling systems;
- the heat absorbing properties of concrete and other building materials;
- Lower levels of vegetation and water bodies; and
- changes to the water cycle which can cause an increase in rain events and an increase in surface water runoff.

More extreme weather events are projected including heatwaves, more hot days and warm nights adding to heat stress in Perth. Rises in sea level and air temperature will increase the potential for flooding from storm surge and extreme rainfall/ riverflow events. An increase in extreme rainfall events will increase surface water (from urban drainage infrastructure) flood potential and flash flooding (from high intensity, short duration rainfall events) in urban areas<sup>5</sup>.

For Western Australia key climate trends in temperature, extreme heat, rainfall and sea level rise for Western Australia (WA) include:

- Average temperatures across WA have risen by approximately 0.8°C over the past century.
- The long-term trend towards hotter weather in WA has influenced fire weather conditions and contributed to an increase in frequency and severity of bushfires.
- The number of heatwave days in Perth has increased by 50% since 1950.
- Southwest WA has experienced an approximate 15% reduction in rainfall since the mid-1970s while the northwest has experienced a wetter climate.
- The above reduction in rainfall can lead to an average 45% reduction in annual stream flow in Perth dams.
- Before 1975 Perth's dams received an average of 420 billion litres of streamflow per year. Between 2010-2018 Perth dams received an average of just 72.5 billion litres of streamflow.
- Sea levels have risen approximately 7.1 to 7.4mm per year since the early 1990s on the western coast of WA. This is double the global average of 3.2mm per year, but with significant variability on an annual basis.
- In Fremantle, sea level has been measured to have risen by approximately 20cm since the 1800s when records were maintained.

Planning for climate change is therefore critical for the sustainable future of Perth. Infrastructure in the city must be adaptive, support the reduction in GHG emissions, address urban heat island effects, extreme

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<sup>4</sup> Intergovernmental Panel on Climate Change. 2021. *Sixth Assessment Report*. [Climate Change 2021: The Physical Science Basis](#)

<sup>5</sup> Intergovernmental Panel on Climate Change. 2021. *Sixth Assessment Report*. [Regional Fact Sheet – Urban Areas](#)



weather events and help the community to respond to the impacts of climate change. This is of particular concern to the City when contemplating current temperatures and other issues such as water scarcity.

**Recommendations:**

- Climate change adaptation and mitigation is included when planning for existing and future community and cultural infrastructure within the city.
- Opportunities for joint funding by State and Local Government of urban forest implementation to be explored.
- The inclusion of blue and green infrastructure as part of climate change adaptation and mitigation for infrastructure planning.

**5. Housing and Homelessness**

The City of Perth has a high proportion of people who identify as homeless compared to other areas in the Western Australia and metropolitan Perth. An estimated 430 people within Perth city were identified as homeless in 2016 ABS Census. The draft Infrastructure Strategy has a recommendation to accelerate WA's 10-year Strategy on Homelessness 2020-2030 and accompanying Action Plan. Whilst this recommendation is supported as a long-term solution, more needs to be done the short-term to address homelessness.

The City of Perth has recently opened two Night Safe Shelters for men and women experiencing homelessness. The City's night safe shelters provide a place for people experiencing homeless to shelter from weather, rest and connect to essential services. Currently 15 men and 30 women can be accommodated each night in the Night Safe Shelters. Approximately 193 men and 809 women have used the Night Shelters services to date.

The State governments recent commitment to open a 100-bed homeless facility at No. 300 Wellington Street and its work on the Common Ground facility is strongly supported by the City. However, immediate action is required from the State to provide interim housing options and services in other locations around metropolitan Perth. It is unreasonable for Perth city to accommodate all the homeless services for metropolitan Perth. The clustering of homeless services within Central Perth and East Perth will impact on the future residential growth of these neighbourhoods.

**Recommendation:** The State immediately investigate options for housing and services for people experiencing homeless in the sub-regional centres of metropolitan Perth.

**Feedback on draft Infrastructure Strategy Recommendations**

RECOMMENDATION	COMMENT
<b>DIGITAL CONNECTIVITY AND TECHNOLOGY</b>	
<p>1 Elevate WA’s focus on accelerating digital transformation and connectivity infrastructure by:</p> <ul style="list-style-type: none"> <li>a) Assigning a lead government agency for digital technology adoption.</li> <li>b) Establishing and implementing an integrated state-wide plan for digital connectivity, supported by a prioritisation framework.</li> <li>c) Developing a collaboration model, adopting a coordinated State Government approach to current and future Federal programs.</li> <li>d) Providing multi-year State Government funding and leveraging Federal Government co-investment opportunities for identified digital initiatives.</li> </ul>	<p>Supports.</p> <p>This recommendation will enhance the ability of the State and local government to actively plan for digital related private sector investment. This will ensure economic development and place-specific planning benefits can be realised and better leveraged.</p> <p>A good example would be data centres and planning for associated industry occupation in nearby locations. This would realise latency benefits and enhanced digital transformation and future economic outcomes which will be driven through the digital economy.</p>
<p>2 Take a digital-first approach to all aspects of the infrastructure lifecycle by:</p> <ul style="list-style-type: none"> <li>a) Developing and adopting a digital-first lifecycle process over a phased rollout, including through amendments to the Strategic Asset Management Framework SAP and Business Case guidelines for projects or programs with a capital cost of \$100 million or more.</li> <li>b) Establishing a smart infrastructure policy.</li> <li>c) Reporting publicly on digitisation of infrastructure.</li> </ul>	<p>Supports.</p> <p>Often local Government inherit State redevelopment/infrastructure projects further down the project lifecycle or manage land or other assets on behalf of the State. Projects planned with a digital lifecycle process will allow superior asset related documentation and project handover. Including modelling and ongoing management schedules or asset lifecycle costing and operation.</p> <p>This will assist in shortening negotiation periods and disputes related to ongoing management of infrastructure. This will also allow enhanced asset management and utilisation of the infrastructure, as well as its return on investment to the public. It will also allow enhanced lifecycle performance monitoring and end of life evaluation.</p> <p>The City has deployed a range of pedestrian, environmental and water quality sensors across its LGA under the Federal Smart Cities and Suburbs Program funding grant linked back to an Internet of things (IoT) data portal, which proved invaluable during Covid in providing both State and Federal Government with real time information on Covid</p>

RECOMMENDATION	COMMENT
	<p>impacts, however to date there is limited integration with other State of Federal datasets.</p> <p>Common protocols should be adopted/developed to increased data sharing and interoperability leading to better monitoring, information sharing and data compilation to achieve enhanced insight and efficiencies (reduced costs) across all tiers of government, particularly in infrastructure.</p> <p>Other Australian infrastructure planning jurisdictions are further progressed in the provision of baseline infrastructure (connectivity) and digital practice and readiness (as per government readiness indicators) as well as associated governance (data sharing/privacy etc). It is important this gap is reduced in the short-term and that relevant skills in WA are developed to realise the inherit efficiencies and benefits of a digital approach. Further rounds of Federal or State grant funding to develop these capabilities should be strongly considered.</p>

## CLIMATE CHANGE AND SUSTAINABILITY

<p>11 Implement the State Government’s policy for net zero emissions by 2050 by:</p> <ul style="list-style-type: none"> <li>a) Embedding the net zero emissions by 2050 aspiration as a de facto target for all government infrastructure-related assets and activities.</li> <li>b) Preparing and implementing net zero transition plans. The plans should:               <ul style="list-style-type: none"> <li>(i) include interim targets for Scope 1 and 2 emissions associated with facilities under the State agency or GTE’s operational control;</li> <li>(ii) identify actions that deliver a triple bottom line benefit for Scope 1 and 2 emissions reductions</li> <li>(iii) include mechanisms for State agencies and GTEs to report progress against targets and implementation actions on an annual basis;</li> </ul> </li> </ul>	<p>Supports.</p> <p>The preparation of a Climate Risk Framework and Environmental, Social and Governance (ESG) Framework will enable a whole-of-government approach to address climate change and sustainability<sup>67</sup> in State government decision-making and operations.</p>
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<sup>6</sup> See [ACT Climate Change Strategy](#) and [Victoria’s Climate Change Strategy](#)

<sup>7</sup> See [OECD Governance of Infrastructure](#)

RECOMMENDATION	COMMENT
<ul style="list-style-type: none"> <li>(iv) be supported by funding, resources and public sector capability training; and</li> <li>(v) contribute to public annual reporting on whole of government progress of the plans.</li> </ul>	
<p>c) Preparing and implementing sectoral emissions reduction strategies. The strategies should:</p> <ul style="list-style-type: none"> <li>(i) be prepared under the direction of the Department of Water and Environmental Regulation with authority of a Cabinet decision;</li> <li>(ii) clearly identify government policies and processes that impact economic sector emissions and the changes required to those policy and processes consistent with the strategies;</li> <li>(iii) include analysis of opportunities for State agencies and GTEs to influence embodied, operational and enabled emissions;</li> <li>(iv) account for enabled emissions through infrastructure design and assessment processes and prepare infrastructure to accommodate emerging low and zero carbon technology and transitions;</li> <li>(v) identify cost-effective emission reduction actions, along with associated requirements for funding and financing, resources and public sector capability training; and</li> <li>(vi) be supported by an annual public report that details the State's emissions, the extent to which they have changed compared with 2005 levels, and estimated emission reductions achieved.</li> </ul>	<p>Supports.</p> <p>Sectoral emissions reduction strategies should be prioritised. It is noteworthy that the preparation of strategies under DWER direction will assist in ensuring a coordinated and whole of government approach to this important issue.</p> <p>WA's emissions have increased 20.8% on 2005 levels driven by growth in the mining and exports sectors and the transport sector<sup>8</sup>.</p>
<p>13 Implement a state-wide approach for climate change adaptation for existing infrastructure by:</p>	<p>Supports.</p>

<sup>8</sup> [National Greenhouse Accounts, State and Territory Greenhouse Gas Inventories, 2019](#)

RECOMMENDATION	COMMENT
<ul style="list-style-type: none"> <li>a) Expanding the Climate Science Initiative to require state-wide coverage across all regions.</li> <li>b) All agencies and GTEs developing climate change adaptation plans for assets, operations and services under their control.</li> <li>c) Developing guidance to progress the further development of sectoral adaptation actions.</li> <li>d) Agencies and GTEs developing sectoral adaptation plans beyond the pilot plan.</li> </ul>	<p>It is recommended consideration be given to the creation of a climate change adaptation framework that provides an integrated approach for addressing climate change rather than state agencies and GTE's preparing multiple, individual strategies. Such a framework would guide State agencies and GTE's to ensure a coordinated and effective response over time.</p> <p>Climate change considerations could be integrated into Strategic Asset Plans rather than being addressed at an individual agency and facility level.</p>
<p>14 Implement effective methods of accountability and coordination across State agencies and GTEs to support climate change mitigation and adaptation.</p>	<p>Supports.</p> <p>A suitable monitoring and reporting framework should be adopted, informed by up-to-date climate science data.</p> <p>A single source of climate science data is recommended to be made available to State agencies and local governments.</p>
<p>15 Incorporate sustainability into the Strategic Asset Management Framework by:</p> <ul style="list-style-type: none"> <li>a) Requiring SAPs to include a hierarchy of strategic responses, and identified projects and actions, through updated SAP guidelines.</li> <li>b) Through updates to Business Case guidelines, for projects and programs with a capital cost of \$100 million or more, requiring business cases to more clearly identify environmental, social and economic impacts (positive and negative); quantify Scope 1, 2 and 3 emissions; align to emission reduction goals and pathways; and demonstrate potential climate change impacts and adaptation actions.</li> <li>c) Through updates to Business Case guidelines, for projects and programs with a capital cost of \$100 million or more,</li> </ul>	<p>Supports.</p> <p>A sustainability framework<sup>9</sup> should inform the preparation of SAPs and be able to demonstrate how long-term social, environmental and economic outcomes will be achieved. This would include a sustainability assessment component.</p> <p>The <a href="#">Infrastructure Sustainability Council of Australia (ISCA)</a> have developed tools and resources, including an Infrastructure Sustainability (IS) <a href="#">rating scheme</a> for planning, design, construction and operations of infrastructure assets.</p>

<sup>9</sup> See the [United Nations' Sustainable Development Goals](#) and [The Sustainable Development Goals, integrated thinking and the integrated report](#).

RECOMMENDATION	COMMENT
require completion and publication of sustainability tool certification.	

## PLANNING AND COORDINATION

20 Develop a single digital government approvals system by:	Supports.
a) Providing a single access platform to standardised information. b) Delivering staged platform upgrades to create a single lodgement portal.	<p>The existing approval process for State government applications is complex with multiple approvals being required from various agencies. For example, a new development on the Swan River may need to satisfy the regulatory requirements of up to 14 State agencies. The various approval processes can be repetitive and take years to complete. The process is also hard to navigate as the requirements are scattered across various State legislation and State government agency's websites.</p> <p>A single digital government approvals system would be welcomed to allow the private sector to invest easier. This would provide greater investment and time certainty around proposals. As a result, more tourism infrastructure would be provided by the private sector, reducing the burden on the State and local government.</p>

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RECOMMENDATION	COMMENT
<p>21 Modernise infrastructure-related legislation through targeted amendments by:</p> <ul style="list-style-type: none"> <li>a) Reviewing relevant infrastructure legislation at least every five years, and progressing targeted amendments.</li> <li>b) Evaluating the success of temporary COVID-19 measures and identify if these changes in project approvals are suitable for permanent adoption.</li> </ul>	<p>Supports.</p> <p>It is recommended this includes planning and development, water, environment and financial legislation. Targeted amendments could include climate change and emissions targets or consider new legislation.</p> <p>An analysis of the success of the Covid-19 related temporary measures, and determining if they are suitable for permanent adoption is supported. However, the framework of evaluation needs to include consultation with local governments to ascertain if there were any unintended consequences with the application of the COVID-19 measures.</p>
<p>22 Prepare and implement an urban consolidation action plan that includes:</p> <ul style="list-style-type: none"> <li>a) Reviewing and adjusting policy settings to support liveability and amenity improvements in infill locations.</li> <li>b) Planning incentives to further support infill development.</li> <li>c) Purchaser incentives to support infill development.</li> </ul>	<p>Supports.</p> <p>The City’s draft Local Planning Strategy is seeking to achieve a resident population of 55,000 by 2036. This represents a significant population increase and will require investment in infrastructure. Therefore, the City welcomes additional support from the State to support infill communities.</p> <p>The City will be investigating planning mechanisms to encourage residential development as part of the preparation of its new local planning scheme. The City requests to be engaged should there be any investigation into State-wide planning incentives for infill development.</p> <p>The City supports the consideration of purchaser or other tax incentives to support infill development. This will assist in making infill development more attractive and competitive with greenfield development. It will also assist in achieving City benefits in vitality, passive surveillance, and activation.</p> <p>It is recommended this plan includes a review of all costs, fees, State taxes related to the development process to identify and quantify the impact and barriers to inner city development as these have</p>

RECOMMENDATION	COMMENT
	<p>been discussed as a significant barrier to infill urban consolidation.</p>
<p>23 Embed rigorous infrastructure appraisal in the planning decision-making framework to ensure the infrastructure servicing and operational burden placed on the State informs decisions, by:</p> <ul style="list-style-type: none"> <li>a) Underpinning future reviews of Perth and Peel@3.5million and development of integrated regional plans with analysis of infrastructure capital and operational costs and the extent this will likely be carried by the State.</li> <li>b) Staging and prioritising development fronts and identifying a clear implementation strategy in land use plans.</li> <li>c) Preparing infrastructure servicing plans where proponents seek to depart from staging plans or are outside land identified for future development.</li> <li>d) Ensuring rezoning proposals for greenfield land are considered in the context of land supply and demand.</li> </ul>	<p>Supports.</p> <p>Utilities and service infrastructure within Perth city can accommodate expected growth in line with the Central Sub-regional Planning Framework. However, the City’s draft Local Planning Strategy is seeking to pursue a higher resident population than that envisaged under this framework.</p> <p>The City would welcome further engagement with Infrastructure WA and service providers in determining the future infrastructure needs, timing and triggers.</p>
<p>24 Preparation of a city opportunity plan that sets an agreed strategic framework for the Perth Central Business District and immediate surrounds including:</p> <ul style="list-style-type: none"> <li>a) A clear and compelling long-term vision for the city.</li> <li>b) Identification of major precincts, significant redevelopments and infrastructure that contribute to city growth and activation.</li> </ul>	<p>Conditionally supports.</p> <p>The City recognises the State has an important role in the future of the city. Especially given the areas reserved under the Metropolitan Region Scheme, the State’s major land holdings and its role in the delivery of infrastructure. All of which can greatly influence the future direction of Perth city.</p> <p>The City of Perth adopted its draft Local Planning Strategy on 13 July 2021, which is currently with the Department of Planning, Lands and Heritage for approval to formally commence consultation. The draft Strategy sets the City’s 10-15 year vision, priorities and planning direction for development within the city and its neighbourhoods. This vision must be considered in the State’s long-term vision for the city.</p> <p>The planning process within the City of Perth is complex due to the array of State Government bodies from multiple transport, planning and</p>



RECOMMENDATION	COMMENT
	<p>cultural agencies. Each agency has multiple projects, however they are lacking in a unified purpose and only prioritise the needs of their specific agency. This can result in inconsistent priorities and objectives and lost opportunities for leveraging off infrastructure or creating sound place centred outcomes.</p> <p>There are existing governance structures within the planning framework that the State uses to engage with and work with the City, including:</p> <ul style="list-style-type: none"> <li>• The City of Perth Committee established under the <i>City of Perth Act 2016</i>.</li> <li>• Capital City Planning Committee (WAPC).</li> </ul> <p>It is also recommended that consideration is given to reconvening the Infrastructure Co-ordinating Committee established under <i>the Planning and Development Act 2005</i>, with Infrastructure WA added as a committee member.</p>
<p>25 Develop an overarching urban forest strategy for the Perth and Peel regions. This should include:</p> <ol style="list-style-type: none"> <li>a) Assigning a lead State agency.</li> <li>b) Expanding the existing Urban Canopy Grant Program.</li> <li>c) Partnering with local governments, community groups and other land managers.</li> <li>d) Review of existing planning policy settings with regards to the treatment of trees in new greenfield and infill developments.</li> </ol>	<p>Supports.</p> <p>The City supports the development of an overarching urban forest strategy for the Perth and Peel region, along with funding to support its implementation. This includes:</p> <ul style="list-style-type: none"> <li>• Ongoing research and monitoring of the region’s canopy cover;</li> <li>• building on DPLH’s Better Urban Forest; and</li> <li>• Planning, and the work of WALGA’s Urban Forest Working Group.</li> </ul> <p>Such a strategy should extend Perth’s urban canopy cover and support the equitable provision and development of an interconnected network of cover.</p> <p>The City supports the proposal to expand the existing Urban Canopy Grant Program. It is recommended this is done in consultation with local government authorities to establish a grant funding framework that can best support efforts to protect and expand canopy cover within their municipality. The City has planted 1,200 trees under its Urban Forest Plan and has plans to plant a further 168 trees by the end of 2021. Additional funding from the</p>

RECOMMENDATION	COMMENT
	<p>State would allow the City to further expand its efforts and deliver increase tree canopy cover in Perth city for the benefit of all users of the capital city which is the most heavily populated area of the State on a daily basis.</p> <p>The City's draft Local Planning Strategy seeks to increase the greening of the city and expanding its tree canopy. This includes reviewing its landscaping requirements (including tree retention) on private property. The City would welcome being engaged in any changes to State planning requirements for the provision of trees in new developments.</p> <p>The draft Infrastructure Strategy's promotion of a total water cycle thinking is supported in the context of proposals to expand the urban forest. As temperatures increase current research indicates that our trees will require increased irrigation support. This will be necessary to maximise a tree's ability to survive in the urban</p> <p>environment and continue to deliver a range of community and environmental benefits.</p> <p>It is important that the State plans proactively for an adequate and sustainable water supply for the irrigation of the urban forest and the wider network of green spaces. Retaining water in the landscape is critical to maximise the urban cooling effects of green infrastructure.</p> <p>The draft strategy would benefit from a stronger focus on the planning, design and management of green infrastructure (green spaces and water systems) – potentially through the development of a State Green Infrastructure Strategy. Internationally and nationally, there is a trend to give green infrastructure increasing weight and value in future development and infrastructure investment scenarios and decisions. This acknowledges the wide range of ecosystem services provided by green infrastructure and their importance in creating liveable communities and climate adaptation and mitigation.</p> <p>In particular, the State's network of green spaces is a key infrastructure asset which is currently given limited recognition in the draft strategy. It is noted</p>

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RECOMMENDATION	COMMENT
	<p>that recommendation 22 references refinement of development contribution settings for public open space.</p> <p>As population increases, and urban environments continue to densify, greater demands will be placed on open space. The draft Infrastructure Strategy would benefit from further consideration of:</p> <ul style="list-style-type: none"> <li>• Expanding, protecting, connecting and enhancing green space, in line with community values, expectations and quality of life; and</li> <li>• Harnessing the potential of the green space network to deliver a range of ecosystem services that can support climate adaptation and mitigation.</li> </ul>
<p>27 Introduce and implement State priority areas, including:</p> <ul style="list-style-type: none"> <li>a) Developing a prioritisation framework to identify State priority areas.</li> <li>b) Whole of government endorsement of the framework and State priority area locations.</li> </ul>	<p>Supports.</p> <p>This will greatly assist in ensuring the preservation of strategic transport corridors amongst disparate State government sites within the central city. It will be incredibly expensive to undertake site acquisition later if forward planning of such infrastructure is not undertaken now. The same could be said for the provision of Transit Oriented Development (TOD) housing infrastructure integrated with strategic land parcels in ownership of the State or surrounding existing State sites.</p>
<p>32 Improve two-way public and private sector information sharing about infrastructure capacity by:</p> <ul style="list-style-type: none"> <li>a) Developing Statements of Opportunity.</li> <li>b) Undertaking place-based assessments of future infrastructure intentions with an initial focus on the Pilbara, based on two-way information sharing between public and private sectors including all utility providers.</li> </ul>	<p>Supports.</p> <p>Data sharing between the public and private sector would be welcomed to provide a greater understanding of infrastructure capacity and avoid duplication of work. Greater insight could also be derived allowing better demand management or infrastructure decision making and prioritisation.</p> <p>A good example would be data sharing with private ride share companies in relation to transport infrastructure to and from the city.</p>

**WATER**

RECOMMENDATION	COMMENT
<p>46 Modernise legislative, regulatory and planning frameworks for water resources and water services by:</p> <ul style="list-style-type: none"> <li>a) Progressing the proposed Water Resources Management Bill.</li> <li>b) Developing and implementing a 20-year+ State water strategy which: <ul style="list-style-type: none"> <li>(i) takes into account key drivers of population growth, existing and future industry needs and climate change;</li> <li>(ii) plans for the transition to net zero emissions by 2050, and considers principles such as circular economy, multi-source water planning and solutions that are developed at a scale to deliver optimised outcomes;</li> <li>(iii) articulates the role of government, the water services sector and the private sector in WA to support State development objectives;</li> <li>(iv) is reviewed and refreshed on a five-year cycle.</li> </ul> </li> <li>c) Developing regional water plans (including for Perth and Peel) that align with the State water strategy and with regional land use plans and are refreshed on a five-year cycle.</li> <li>d) Including provisions in planning and regulatory frameworks that enable investments in alternative water supplies and wastewater systems.</li> <li>e) Clearly articulate water resource needs and infrastructure requirements in land use plans and infrastructure servicing plans.</li> </ul>	<p>Supports.</p> <p>The draft Infrastructure Strategy should acknowledge the interrelationship between climate change, water and energy.</p> <p>Infrastructure, water and land use strategies/plans should integrate climate change, water and energy considerations.</p> <p>It is recommended the Water Sensitive City framework (developed by the Cooperative Research Centre for Water Sensitive Cities (CRCWSC) is used to inform the recommendations<sup>10</sup>.</p>
<p>48 Manage water demand through initiatives such as:</p>	<p>Supports.</p> <p>It is recommend the Water Sensitive City framework developed by the Cooperative Research</p>

<sup>10</sup> [How Water Sensitive is Greater Perth](#)

RECOMMENDATION	COMMENT
<ul style="list-style-type: none"> <li>a) Reviewing and implementing the Waterwise Perth Action Plan to further improve urban water efficiency, including an extension of the timeframe and increasing its application state-wide.</li> <li>b) Implementing and introducing expanded water efficiency programs, such as the Water Corporation’s Waterwise programs.</li> <li>c) Reducing water consumption through education and improved consumer awareness including by increased use of smart meters, and applying digital technologies.</li> </ul>	<p>Centre for Water Sensitive Cities (CRCWSC), is used to inform the recommendations. The framework is based on a decentralised system that integrates water, the built and natural environments and communities rather than a centralised infrastructure approach<sup>11</sup>.</p> <p>The Water Corporation and Department of Water and Environmental Regulation have adopted the Water Sensitive City framework. The framework is used to inform the suite of Waterwise programs, including the Waterwise Council program of which the City is a participant and the Waterwise Perth Action Plan. The framework is used for plan development and review and for waterwise program reporting.</p>

## TRANSPORT

<p>54 Refresh state-wide strategic transport planning by:</p> <ul style="list-style-type: none"> <li>a) Developing a new 20+ year regional transport plan.</li> <li>b) Developing a new 20+ year Perth and Peel transport plan.</li> <li>c) Finalising development of the new Perth transport model.</li> </ul>	<p>Supports.</p> <p>Given the long-term horizon of transport plans, it is recommended that this work identifies mechanisms to ensure a bipartisan approach to transport infrastructure. This will provide longer term certainty for local government and the private sector when making investment and infrastructure decisions.</p> <p>The City requests that State transport agencies continue to engage with the City on planning for new transport infrastructure. Noting the City is currently in the process of preparing its Integrated Transport Plan and is active financially as delivery partners in the Greater Perth CBD Transport Plan.</p>
<p>57 Progress targeted expansion and improvement of the road network, including by progressing:</p> <ul style="list-style-type: none"> <li>a) Road safety programs in line with Driving Change: Road Safety Strategy for Western Australia 2020-2030.</li> </ul>	<p>Supports.</p> <p>It is recommended smaller technology interventions are considered to improve the road network and assist in the success of larger infrastructure projects. For example, priority intersection countdown signage in high traffic locations, real time and more legible bus time table information etc.</p>

<sup>11</sup> See CRCWSC [Urban Water Transitions Framework](#)

RECOMMENDATION	COMMENT
<ul style="list-style-type: none"> <li>b) Regional maintenance and freight productivity programs to provide fit for purpose road networks.</li> <li>c) Small-scale intersection upgrades program, the use of technology on arterial roads and trials for dynamic bus prioritisation.</li> <li>d) Capacity and efficiency upgrades to freeways and major urban highways, incorporating all modes and greater use of technology as a priority option.</li> <li>e) Including scenarios estimating impacts from a range of potential low and zero emissions vehicles and connected and automated vehicles in all major transport project business cases.</li> <li>f) Investigating the feasibility of long term major projects – Orrong Road, EastLink WA, Brand Highway and North West Coastal Highway Upgrade, and Stock Road tunnel river crossing.</li> </ul>	
<p>59 Undertake planning of light rail and/or bus rapid transit for the next stage of major public transport priority investment in Perth.</p>	<p>Conditionally support.</p> <p>There has been multiple unsuccessful attempts to introduce light rail to Perth. It is recommended the transport problem that light rail is sought to address is further defined and considered. This could include, a set of mode agnostic options that are considered as part of an integrated network.</p> <p>The City has concerns that a standalone system (without other changes to the network) is unlikely to succeed. Noting the duplication of services will have implications on the long-term operating cost.</p> <p>It is recommended a tunnel option is considered and included in a comprehensive business case - given the time to plan and construct the asset and its overall useful life.</p>
<p>60 Enhance cycling and walking infrastructure through safer designs on cross-suburban linkages, by:</p> <ul style="list-style-type: none"> <li>a) Allocating a greater portion of state funding to local government bike projects that deliver strategic, continuous cross-suburban linkages, based on Perth Long</li> </ul>	<p>Supports.</p> <p>The City supports greater funding being provided to local governments to deliver improved cycling and walking infrastructure. In the City of Perth, transport infrastructure has generally been focused on moving people in and out of the city as</p>

RECOMMENDATION	COMMENT
<p>Term Cycling Network priorities and equivalent regional plans.</p> <p>b) Seeking federal funding contributions for a program of bike infrastructure priority projects.</p> <p>c) Requiring application of new safe bike infrastructure design guidelines for all state and local government projects.</p>	<p>efficiently as possible. Less attention has been given on how people move within the Perth city.</p> <p>To improve the integration of transport infrastructure and public realm, the City is progressing an Integrated Transport Strategy. The Integrated Transport Strategy seeks to balance transport solutions with place-based outcomes, which will include improvements that make cycling and walking easier and more desirable and integrate with the creation of great places whilst managing competition for curb side space.</p> <p>The application of new safe bike infrastructure design guidelines is supported. Noting engineering constraints exist and that proposals should be developed considering economic, social and public realm objectives, rather than transport operational outcomes and efficiencies only.</p>
<p>61 Implement further measures to support the State Electric Vehicle Strategy for Western Australia by:</p> <p>a) Setting a more ambitious target for the State Government light vehicle fleet uptake.</p> <p>b) Investigating the transition or conversion of other government vehicles to low emissions technology.</p> <p>c) Expanding the rollout of charging infrastructure on government land and buildings including at train station car parks.</p> <p>d) Supporting the private sector to provide charging infrastructure, including in the Perth CBD through the <i>Perth Parking Management Act 1999</i>, and through planning system policy reforms.</p>	<p>Supports.</p> <p>The City's draft Local Planning Strategy seeks to deliver more environmentally sustainable design and development, and ensure buildings can adapt to emerging technologies.</p> <p>The City is investigating planning scheme provisions to improve environmentally sustainable design of private developments. This will include investigating the provision of electric vehicle charging stations.</p> <p>The City would like to be engaged with any planned rollouts of electric vehicle charging infrastructure on public or private property within the City of Perth. Especially if the infrastructure will have an interface with the public realm.</p> <p>It is recommended that the State implement financial incentives to existing building owners to facilitate the retrofitting of this infrastructure. Especially into existing residential apartment buildings and older commercial building stock.</p> <p>The City also requests to be included in any discussions regarding the application of or potential reform of the <i>Perth Parking Management Act 1999</i>. Noting the Perth Parking Policy 2014 has significant implications on development within the City of Perth.</p>

RECOMMENDATION	COMMENT
<b>SOCIAL AND AFFORDABLE HOUSING</b>	
<p>68 Improve planning for social and affordable housing by:</p> <ul style="list-style-type: none"> <li>a) Preparing and publishing individual housing plans for each of WA’s ten regions.</li> <li>b) Conducting an initial regional plan pilot.</li> </ul>	<p>Supports.</p> <p>A housing needs assessment was undertaken by the Department of Communities and City of Perth in 2020. It identifies the need to increase the proportion of affordable housing, specifically:</p> <ul style="list-style-type: none"> <li>• Apartments with at least three bedrooms, particularly to accommodate families and intergenerational households.</li> <li>• Specialist housing to cater for senior residents and those living with disabilities.</li> <li>• Alternate dwelling types and tenure models such as co-living (including student housing), dual-key and build-to-rent options to cater to a diverse population seeking alternate housing needs and lifestyles.</li> </ul> <p>The planning system has the ability to deliver more diverse and affordable housing through planning incentives or mandatory development contributions. However, a State-led approach is required to any initiatives surrounding mandatory or inclusionary planning provisions.</p> <p>A State lead approach to affordable and diverse housing is supported on the basis it provides consistency in delivery models across all local government areas. The City requests to be engaged in early discussions for a pilot plan for the Perth metropolitan region.</p>
<p>69 Prioritise further investment in social and affordable housing by:</p> <ul style="list-style-type: none"> <li>a) Assessing the level of investment required to accelerate WA’s 10-year Strategy on Homelessness 2020-2030 and accompanying Action Plan.</li> <li>b) Undertaking a comprehensive audit of the social housing stock’s asset condition, improvements needed to extend the life of assets and alignment of stock with housing need.</li> <li>c) Commissioning a review of the growth targets in the WA Housing Strategy 2020-2030 to establish an evidence-based net growth target.</li> </ul>	<p>Supports.</p> <p>It is noted a significant proportion of people experiencing homeless are in inner city locations, including Central Perth. The City has recently opened two-night safe shelters as an interim solution to provide basic shelter to people experiencing homeless in the community.</p> <p>A backlog in housing infrastructure can cause other detrimental effects such as making private development unattractive or delayed (hard to lease or occupy due to perceptions of crime, blight and safety). It can also place a strain on other forms of infrastructure (such as transport and health).</p>



RECOMMENDATION	COMMENT
<p>d) Developing a sustained social and affordable housing investment program to respond to diverse housing circumstance, informed by regional housing plans and in line with revised targets.</p>	<p>It is recommended action a) is prioritised. The City would welcome further collaboration with the State to find housing solutions for its homeless population.</p> <p>A review of the growth targets should include the existing reports and data collected for the WA Housing Strategy 2020-2030. The Strategy identifies targets for the four key focus areas (Supply, Housing pathways, Design, Housing literacy). The review should also examine the growth targets in the context of any new changes impacting the key focus areas and any new data that has become available.</p> <p>Support is given to develop an investment program. Due to the urgency of the needs for social and affordable housing, a response should be to work with local government, community housing associations and not-for-profit housing providers to progress targets using existing knowledge and resources - rather than waiting for regional housing plans to be prepared for the Perth metropolitan area.</p> <p>It is recommended timeframe for action d) is accelerated to 2022-2027. Given social and affordable housing are essential services for the community.</p>
<p>70 Enable and diversify choices in social and affordable housing by:</p> <p>a) Reforming policy to unlock the potential of registered Community Housing Organisations and review existing Community Housing Agreements to address provisions that limit the attraction of alternative financing and funding of new projects.</p> <p>b) Leveraging government land assets and providing financial and yield incentives to broaden private sector and institutional investment in social and affordable housing.</p> <p>c) Accelerating the review of the Residential Tenancies Act 1987 to provide greater security of tenure for tenants.</p>	<p>Supports.</p> <p>It is recommended action a) and b) are prioritised to ensure the timely delivery of social and affordable housing for the community.</p>

RECOMMENDATION	COMMENT
<b>HEALTH</b>	
<p>73 Accelerate the transition to a person-centric, preventative and community-based public health system to improve the health of Western Australians, and the sustainability of the State Budget by fast-tracking delivery of the Sustainable Health Review and providing regular public progress reporting to improve accountability and transparency for achieving Sustainable Health Review reform outcomes.</p>	<p>Supports.</p> <p>The transition to a person-centric, preventative and community based public health system through fast tracking the delivery of the Sustainable Health Review is supported.</p> <p>The reorientation of health services to focus on prevention and early care intervention, particularly for population groups in the City experiencing poorer health outcomes is supported.</p>
<p>74 Address gaps in the health system design, service and infrastructure planning framework by:</p> <ul style="list-style-type: none"> <li>a) Finalising the review of the WA Health Clinical Services Framework 2014-2024.</li> <li>b) Finalising development of the 10-year State Health Plan.</li> <li>c) Establishing an agreement for a sustainable funding footprint to support change and investment in the health system in line with the 10-Year State Health Plan.</li> <li>d) Preparing an annually updated system-wide Strategic Asset Plan, in line with the Strategic Asset Management Framework.</li> <li>e) When planning for health services infrastructure, assessing options for the private health system to augment the public health system.</li> </ul>	<p>Supports.</p> <p>Significant gaps exist in the supporting transport infrastructure for the future development and operation of the Queen Elizabeth II Medical Centre (QEII MC). These gaps need to be filled as a matter of urgency to ensure the future development of the area as well as leveraged economic development outcomes.</p> <p>At a smaller scale, there are considerable emerging health and medical clusters. However, these are not monitored, planned, coordinated, and leveraged well. Better planning could provide significant economic upside (IP commercialisation, cluster development and cooperative research).</p>
<p>75 Rebalance investment toward community-based services to reduce demand on hospitals, targeting investment in hospitals only when required to modernise facilities or address capacity gaps, specifically:</p> <ul style="list-style-type: none"> <li>a) Rebalancing and accelerating investment toward community-based mental health services and facilities.</li> <li>b) Informed by outcomes of the Graylands Reconfiguration and Forensic Taskforce, prioritising investment to continue the</li> </ul>	<p>The relocation of the King Edward Memorial Hospital and modernisation of the Sir Charles Gairdner Hospital will require significant investment in the supporting transport infrastructure. Therefore, upgrading transport infrastructure around this precinct needs to be prioritised by the draft Infrastructure Strategy.</p> <p>The City would like to work with the State government on the planning and redevelopment of</p>

RECOMMENDATION	COMMENT
<p>services provided at Graylands Hospital and Selby Lodge.</p> <p>c) Informed by outcomes of the Graylands Reconfiguration and Forensic Taskforce, prioritising investment in forensic mental health services.</p> <p>d) Completing a full review of the Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025.</p> <p>e) Working with the Federal Government in prioritising expanding the role of primary health care in providing more integrated, community-based health services.</p> <p>f) Working with the Federal Government in investigating and investing in innovative models of community-based primary health services and facilities.</p> <p>g) Expanding application of digital technologies such as telehealth and remote inpatient monitoring.</p> <p>h) Subject to Recommendation 74a, developing a roadmap for the planning and redevelopment of Royal Perth Hospital.</p> <p>i) Subject to Recommendation 74a, developing a roadmap for the planning and investment in Sir Charles Gairdner Hospital.</p>	<p>the Royal Perth Hospital precinct. The City's draft Local Planning Strategy identifies Royal Perth Hospital as being located within the Mclver-Claisebrook Precinct Planning Area.</p> <p>The City is seeking to work with State Government to develop a wholistic and integrated solution to improving this precinct, through addressing:</p> <ul style="list-style-type: none"> <li>• Long-term future of the Mclver and Claisebrook train stations.</li> <li>• Optimising development opportunities on underutilised land to accommodate resident population, business and employment growth.</li> <li>• Investigating opportunities to build upon the existing health, knowledge and innovation hub centred around Royal Perth Hospital.</li> <li>• Connectivity: Re-stitch and improve movement to and across the Central Perth, Northbridge and Claisebrook neighbourhoods.</li> <li>• Enhance the public realm and ensure that development positively contributes to it.</li> </ul>
<p>77 Enable infrastructure across the built environment to play a stronger role in addressing the wider determinants of health by:</p> <p>a) Aligning government strategic planning and infrastructure proposals to the State Public Health Plan for Western Australia and reporting on progress against objectives.</p> <p>b) Requiring public health assessments to be completed for significant strategic planning, infrastructure, land use planning and development proposals that are assessed as presenting a high public health risk, through updates to the Strategic Asset Management Framework SAP and Business Case guidelines (for</p>	<p>Supports.</p> <p>The City supports alignment of strategic planning and infrastructure proposals to the State Public Health Plan.</p> <p>The City aspires for Perth to be a liveable and sustainable city with vibrant neighbourhoods and acknowledges the significant role local government can play in addressing the wider determinants of health through the built environment.</p> <p>The City understands the link between chronic disease and lifestyles characterised by low levels of active transport, decreased physical activity, increased fast food availability and lack of social and community connection. Through land use and transport systems, the City can positively influence physical activity levels, access to healthy food and create opportunities for social and community</p>

RECOMMENDATION	COMMENT
<p>projects and programs with a capital cost of \$100 million or more).</p>	<p>interactions at the local level, aligning with objectives in the State Public Health Plan.</p> <p>The City is committed to preparing a new local public health plan that aligns with the State Public Health Plan.</p> <p>The City also acknowledges the important role infrastructure and the built environment can play in addressing climate change and public health impacts. Adaptation and mitigation strategies targeted at the built environment can reduce the impacts of heatwaves, flooding and bushfires and address the urban heat island effect.</p>
<p>78 Increase action to reduce Aboriginal health inequity and inequality across the State by:</p> <ul style="list-style-type: none"> <li>a) Supporting and funding the development of community-based primary care and allied services hubs.</li> <li>b) Providing health facilities in Aboriginal communities that are fit for purpose and have access to high-quality connectivity.</li> </ul>	<p>Supports.</p> <p>Increased action to reduce Aboriginal health inequity and inequality across the State and within Perth is welcomed and supported by the City.</p> <p>There are three public hospitals located within the City of Perth. These hospitals service both metropolitan and regional populations, including aboriginal communities. Providing appropriate access to medical facilities in regional areas will alleviate pressures on Perth’s health facilities. It will also prevent logistical issues for regional residents who must travel to Perth and find accommodation.</p> <p>Often this can result in people camping in the public areas around the Royal Perth Hospital, which is not a suitable option for people requiring health care and can create ongoing impacts on associated infrastructure i.e Health and Transport.</p>
<p>79 Subject to business cases, co-invest in common use health and medical life sciences facilities by:</p> <ul style="list-style-type: none"> <li>a) Providing an overarching strategy to guide development of the health and medical life sciences sector and provide market clarity on potential investment priorities.</li> <li>b) Using the Future Health Research and Investment Fund - and through collaboration with the Federal Government, academia and the private sector - to co-fund feasibility studies for common use facilities and support the development of viable facilities, under</li> </ul>	<p>Supports.</p> <p>The City is currently in the process of preparing a Precinct Structure Plan for the QEIIIMC and UWA areas, as well as the surrounding land. This is identified in State Planning Policy 4.2 – Activity Centres for Perth and Peel as a Specialised Centre for health, education and research.</p> <p>An emerging medical cluster exists surrounding Royal Perth Hospital. The City has spent \$14m upgrading the public realm in the east-end near Royal Perth Hospital.</p> <p>A significant opportunity for developing the medical life sciences sector exists in coordination with the</p>

RECOMMENDATION	COMMENT
appropriate governance structures and operational models.	QEIIIMC and UWA, as well as Royal Perth Hospital. However, direction and guidance on the planned infrastructure upgrades is required to support any future development.

## EDUCATION AND TRAINING

<p>80 Improve school infrastructure planning and delivery to meet future needs by:</p> <ul style="list-style-type: none"> <li>a) Reviewing data formats, sources, accessibility and assumptions to ensure they are timely and functional for planning for school demand.</li> <li>b) Implementing new modelling methodologies, tools, software and systems that can be used to provide projections that are more responsive to change.</li> <li>c) Planning for and using transportable buildings only as a temporary demand solution, and not where growth is expected to continue.</li> <li>d) Implementing collocation and shared-use with child care, health and community support services where possible, particularly in areas of disadvantage.</li> <li>e) Enabling the use of medium to high-rise public vertical schools in appropriate locations.</li> <li>f) Consistent with Recommendation 40a, allocating budget to undertake asset management planning to enable older school assets to be upgraded to ensure they are functionally fit for purpose.</li> </ul>	<p>Supports.</p> <p>The City’s draft Local Planning Strategy envisages significant resident population growth over the next 15 years. According to the City’s population targets and community infrastructure benchmarking study, one public primary school will be required by 2026 and one public secondary school by 2036.</p> <p>The City supports the development of innovative approaches to delivering inner-city schools such as a vertical school within an appropriate location in the City of Perth. This would alleviate capacity issues currently being experienced by schools (particularly primary schools) in adjoining local government areas. It would also provide a much-needed service to the City of Perth residents.</p> <p>The City would welcome being engaged in further discussions on the planning of public schools within the City of Perth.</p>
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## ARTS, CULTURE, SPORT AND RECREATION

<p>83 Increase investment in existing and new arts, culture, sport and recreation infrastructure state-wide to ensure they are fit for purpose, including investment in the following projects:</p>	<p>Supports</p>
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RECOMMENDATION	COMMENT
a) Continuing planning and developing a business case to deliver a flagship Western Australian Aboriginal Cultural Centre in Perth.	The City would like to be engaged in the planning for arts, cultural, sport and recreational infrastructure within the City of Perth.
b) Planning and developing a business case to improve the capacity and quality of convention and exhibition facilities in the Perth CBD.	There are significant opportunities to better integrate the Perth Convention Centre and Perth Cultural Centre into its surrounding areas. The City is supportive of a redevelopment plan and requests to be engaged early in the process.
c) Completing planning to redevelop the Perth Convention Precinct.	
d) Continuing ongoing planning and developing a business case for the redevelopment of the Perth Cultural Centre.	

## JUSTICE AND PUBLIC SAFETY

87 Improve infrastructure planning focussed on the interdependencies of police, courts and correctional facilities, through updated Strategic Asset Plans that include:	Supports.
a) Pursuing future collocation opportunities with other government agencies and non-government providers for potential precincts.	Perth city contains various police and court facilities. The City requests to be involved in any future planning these facilities. Future planning of these facilities needs to be considered holistically within the planning of the relevant precincts.
b) Improving alignment and cooperation between the Department of Justice and WA Police Force in managing existing shared assets.	
c) Updating and maintaining the Long Term Custodial Infrastructure Plan.	
d) Progressing long-term infrastructure planning for courts and police facilities.	



## Snapshot

# Foundations for a Stronger Tomorrow

## State Infrastructure Strategy

Draft for public comment

July 2021



# Foundations for a Stronger Tomorrow

Through the draft *State Infrastructure Strategy: Foundations for a Stronger Tomorrow*, Infrastructure WA provides the first ever state-wide perspective of Western Australia's infrastructure outlook for the next 20 years.

This inaugural Strategy assesses the State's economic, social, environmental and cultural potential through the prism of strategic infrastructure planning and delivery.

The Strategy addresses future challenges and opportunities, and provides recommendations to help maximise the value of every dollar spent by government on infrastructure – laying strong foundations to make Western Australia (WA) an even better place to live, invest, study and visit.

## Guiding our future prosperity

Infrastructure shapes and influences every aspect of our community – from where we live to how we work, our social interactions, our economic structures and our environmental footprint. Well-planned infrastructure enables us to manage change, and ensures the essentials of life are delivered safely and reliably.

Each year, government invests billions of dollars in infrastructure to meet the needs of the community, economy and environment. This investment is made in new and existing infrastructure that will serve us for decades to come, even when society may look and operate quite differently to how it does today.

That's why government infrastructure investment needs to be considered as part of a strategic plan, with a long-term outlook. This outlook requires a shift in the way the public sector has traditionally planned, delivered, operated and maintained infrastructure.

The draft State Infrastructure Strategy provides this fresh foundation and pathway forward.

## Acknowledgement of Country

Infrastructure WA acknowledges the Traditional Custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

Aboriginal and Torres Strait Islander people are advised that this publication may contain images or names of people who are deceased.





## At a glance



# 88

recommendations

48 sector-specific

40 cross-cutting

About 75%  
non-build recommendations



**Affordable and  
deliverable**

### State-wide coverage:



21% regional

19% metropolitan

60% state-wide



## Have your say

*Foundations for a Stronger Tomorrow* presents the draft of what will become Western Australia's first State Infrastructure Strategy.

This draft has been developed off the back of extensive stakeholder consultation.

Infrastructure WA is now seeking further feedback on the recommendations so that the Strategy can be finalised in late-2021.

Feedback can be provided via:

- **Online form (preferred)**  
[consultation.infrastructure.wa.gov.au](https://consultation.infrastructure.wa.gov.au)
- **Email**  
[iwaconsultation@infrastructure.wa.gov.au](mailto:iwaconsultation@infrastructure.wa.gov.au)
- **Phone**  
08 6552 5229
- **Mail**  
Infrastructure WA, Locked Bag 3001,  
WEST PERTH WA 6872
- **LinkedIn**  
@InfrastructureWA

You can also attend a workshop or engagement session free of charge being organised by Infrastructure WA in each region of Western Australia. Visit the website for details and to register your interest.

[www.infrastructure.wa.gov.au/state-infrastructure-strategy](https://www.infrastructure.wa.gov.au/state-infrastructure-strategy)

Public consultation closes at 5pm, **15 September 2021**. Late submissions will not be considered.

Scan the below QR code to download the full draft State Infrastructure Strategy.



# Approach

## Leading with a new outlook

Infrastructure WA has brought together the development of Western Australia's long-term infrastructure needs and priorities through the State Infrastructure Strategy.

The agency was formed in July 2019, as a result of the *Infrastructure Western Australia Act 2019*, to advise and assist the Government on infrastructure matters. Infrastructure WA supports the need to deliver the right projects, in the right place, at the right time, in order to grow the economy, create jobs, and ensure Western Australia is a great place to live.

Until Infrastructure WA was established, there was no whole of government approach to the development of infrastructure that covered the entire State over a medium to long-term horizon.

## Underpinned by a clear vision

To develop the Strategy, Infrastructure WA imagined what the future could look like, establishing a vision for the State in 2042.

## Vision statement

Western Australia is a sought-after place to live, work, study and invest, with infrastructure improving productivity and equity, and unlocking industry growth that leverages Western Australia's advantages and diversifies its economic base.

This vision provided the context and framework to prepare the Strategy and, in particular, establish what needs to be done now and over the medium to long term, and how that could be achieved.

In 2042, the population has grown to 4.3 million<sup>1</sup>, but we have successfully reduced net carbon emissions, and improved our environment, by capturing carbon and transitioning to green energy and zero or low emission vehicles. METRONET and the public transport system are widely used across Perth's suburbs, with patronage readings at record highs. Access to social and affordable housing is high and unemployment is low with a skilled labour force filling jobs in the green and digital economies. While the State's economy is still supported by a strong resource and energy sector, growth in other sectors has resulted in a more diversified economy bolstered by efficient supply chains.



## Outlook

The dynamic rate of change and the difficulty in precisely predicting the future over a 20-year horizon poses its challenges. Infrastructure WA's approach to developing the Strategy placed a strong focus on exploring what the future might present, applying a scenario planning approach to identify a range of plausible futures. Infrastructure WA examined global megatrends and drivers, in the context of Western Australia's strengths and advantages, to identify where the State's significant opportunities lie.

These opportunities are the foundation of the Strategy's 2042 vision, driving the State towards a more diversified economy and prosperous society over the long term.

The six strategic opportunities identified are:



A global location of choice



Value-adding for strategic commodities



Approaching the technology frontier



Transitioning to net zero emissions technologies



Promoting and leveraging Aboriginal cultural heritage and enterprise



Serving the emerging consumer class

Infrastructure WA's 10 Strategy objectives, addressing the triple bottom line, have guided the development of the State Infrastructure Strategy.



Support a strong, resilient and diversified economy



Maximise regional strengths to unlock strategic opportunities for Western Australia



Support access to social services and improve Aboriginal wellbeing



Enable environmental sustainability and resilience, and address climate change



Maximise wellbeing, liveability and cultural strategic opportunities for our community



Enhance cross-government coordination and planning



Support population growth and change



Embrace technology, data and digital connectivity



Enhance infrastructure delivery and develop skills for the future



Get the most from our existing infrastructure and improve maintenance

Infrastructure WA has taken a triple bottom line approach – considering social, economic and environmental matters – in developing its recommendations, to serve Western Australia in the long term.



**Society**



**Economy**



**Environment**

**Today**



WA's population is 2.7 million, with 75 per cent of people living in the Perth metropolitan area.<sup>2</sup> Population growth is driven largely by immigration. Aboriginal culture and heritage is starting to gain wider acknowledgement.



WA's economy is dominated by commodities exports, and WA is the world's largest single supplier of iron ore and lithium.<sup>4</sup> There is growing recognition of the need for economic diversification for a sustainable and resilient economy going forward.



WA is internationally renowned for its biodiversity and has eight of Australia's 15 biodiversity hotspots<sup>6</sup>, however it is highly vulnerable to climate change.

**Tomorrow 2042**

WA's population has increased 60 per cent to around 4.3 million<sup>3</sup> and is ageing with a larger proportion of people over the age of 65. WA supports Aboriginal business development, economic participation and social outcomes, including essential services for remote Aboriginal communities and town-based reserves.

The resources sector continues to contribute strongly to the economy, while appropriate infrastructure investment has supported the growth of new industries, capitalising on WA's strengths and facilitating economic diversification.<sup>5</sup> Trading partners increasingly value WA's enhanced global position, as a safe, clean and green location.

The value of WA's environmental assets is well recognised. The State balances sustainable development with conservation. WA has significantly reduced its greenhouse gas emissions in line with net zero by 2050 aspiration, while growing its economy.

# Bringing it all together

## Global thinking with local insight

With a clear vision and objectives in place, Infrastructure WA engaged with a wide range of stakeholders and undertook extensive analysis to develop an objective position of the State's current and future infrastructure needs and priorities contained in the Strategy.

A top-down approach was adopted to consider the global context in which Western Australia operates and the potential changes that may occur over the next 20 years. This approach ensured the Strategy is responsive and has a broader and longer-term focus than planning horizons usually applied by government.

The top-down approach was complemented by a bottom-up methodology, which included a comprehensive review of existing infrastructure strategies and plans across government. This resulted in a number of recommendations focusing on accelerating and building on work that the State Government had already initiated.

To augment the Strategy's evidence base, Infrastructure WA commissioned work to better understand technical, policy and strategic matters.

## Informed by many

The expertise and perspectives of business, government and the community, informed the development of the Strategy.

The conversation started with *A Stronger Tomorrow: State Infrastructure Strategy Discussion Paper*, launched in June 2020, which was followed by an extensive engagement program across the State. Hundreds of people provided their perspectives on a wide range of infrastructure issues and potential solutions. Working groups, expert panels and peer reviews were also used to inform the development and analysis of the recommendations contained in the Strategy.



Visited  
**10**  
regions



**23**

IWA hosted workshops with formal stakeholder groups and the public



**823**

Discussion Paper responses, submissions and proposals



**125**

meetings held with key government stakeholders to discuss infrastructure planning, delivery and the development of the Strategy



### Infrastructure WA's guiding principles for the Strategy:

- Open, consultative and engaging
- Objective and rigorous
- Improvement over time
- Affordable, deliverable and maximise value
- Forward looking and open to change

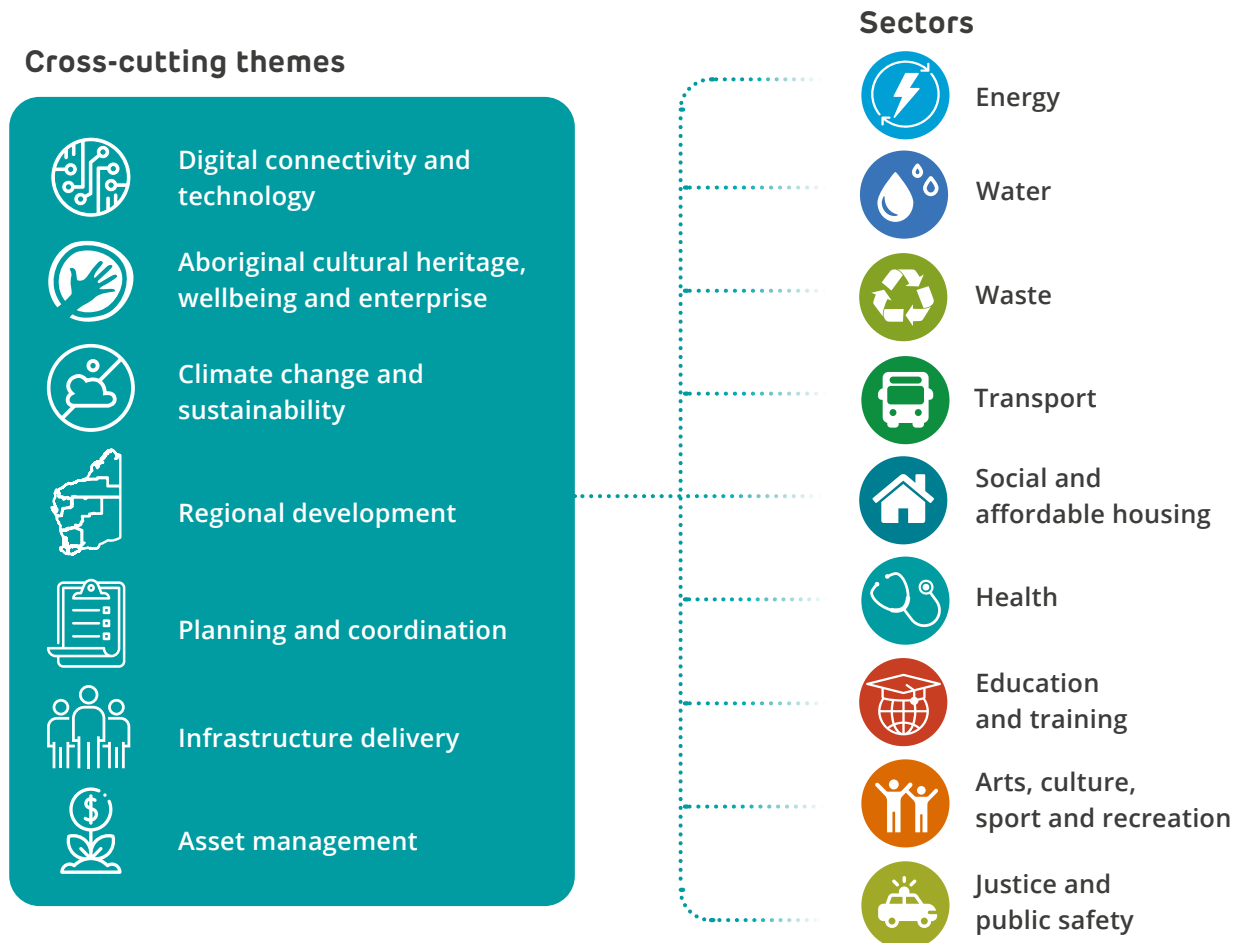
### Methodology overview



# Recommendations

## Affordable, deliverable and evidence based

The Strategy makes 88 recommendations. Almost half are grouped in seven themes that cut across the Strategy's nine identified sectors.



As well as identifying projects and programs, the recommendations build on good work underway and identify gaps in thinking, planning, governance and delivery that need to be addressed.

Many recommendations focus on non-build initiatives that improve fundamental elements of the infrastructure system, such as policy, planning and legislative frameworks, with a selection of major new investment proposals outlined in both the economic and social infrastructure sectors.

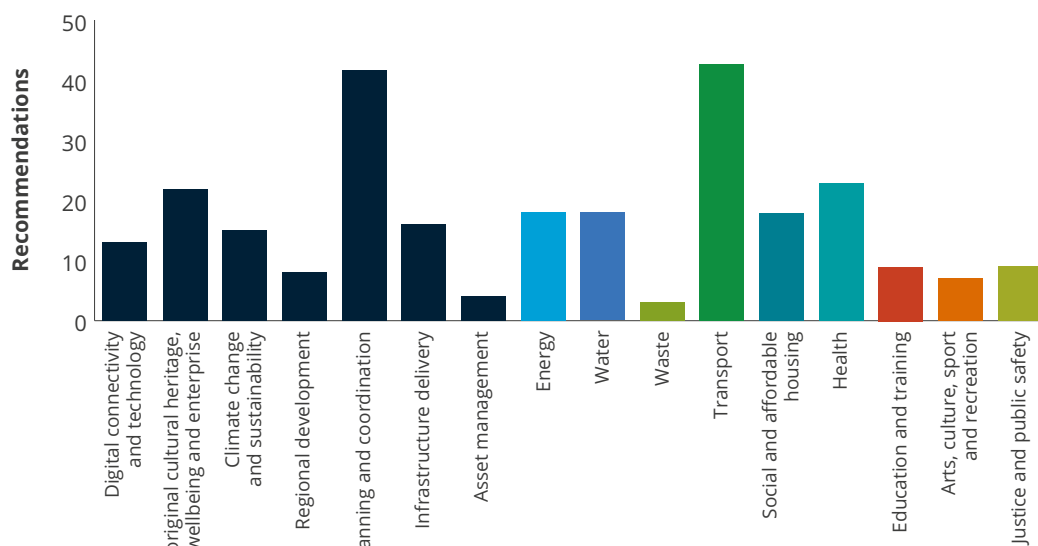
In forming the recommendations, substantial consideration was given to ensuring the proposals were affordable, deliverable and evidence based, wherever possible, to have lasting impacts over the long term.

Collectively, the recommendations work together to achieve the Strategy's vision and objectives for the next 20 years.

## Distribution of Strategy recommendations

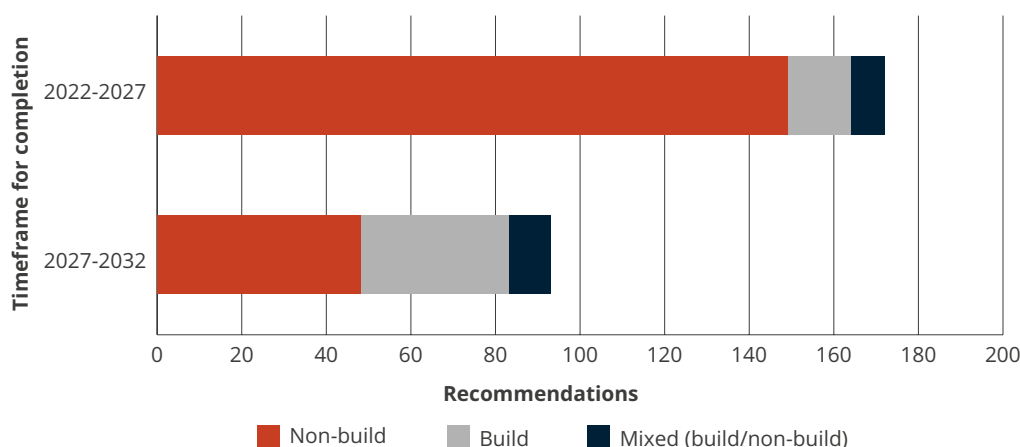
### Recommendations by cross-cutting theme and sector

(recommendations and sub-recommendations)



### Recommendations by timeframe for completion and type

(recommendations and sub-recommendations)



Note: The 88 recommendations are supported by 265 sub-recommendations.



# Infrastructure WA's findings

Six main findings underpin many of the 88 recommendations in the Strategy.

## Managing demand for infrastructure through prevention, early intervention and pricing

As infrastructure is costly to develop, operate and maintain, simply building Western Australia's way out of an increasing demand for infrastructure is unaffordable and an unsustainable solution.

Instead, a greater focus on demand management and prevention initiatives is needed to ultimately divert, delay or avoid the need to build and maintain costly infrastructure. For example, early intervention to address complex issues such as social disadvantage can help improve an individual's life outcomes and reduce demand on health and other social services infrastructure.

Infrastructure WA recommends a number of demand management and prevention actions, such as:

- transitioning to a person-centric, preventative and community-based public health system to reduce demand on hospitals infrastructure and services;
- employing preventative measures such as early intervention and rehabilitation initiatives to reduce demand on police, courts and corrective infrastructure and services;
- improving waste avoidance and resource recovery initiatives to reduce the amount of waste going to landfill;
- expanding water efficiency programs and encouraging greater focus on fit for purpose water resources to defer the need for costly new major infrastructure; and
- non-build and demand management options to reduce road congestion and grow public transport patronage.

The Strategy also recognises the importance of digital technology on demand management – to improve understanding of consumer behaviour, better monitor infrastructure performance and provide valuable data to inform planning and decision-making – and therefore recommends applying a digital-first approach when considering infrastructure solutions.



### **Recommendation 73 – Health sector**

Accelerate the transition to a person-centric, preventative and community-based public health system, to improve the health of Western Australians, and the sustainability of the State Budget by fast-tracking delivery of the Sustainable Health Review and providing regular public progress reporting to improve accountability and transparency for achieving Sustainable Health Review reform outcomes.





## Improving the quality and consistency of strategic infrastructure planning and processes

Infrastructure WA found that while much good work is being done, many State agencies', statutory authorities' (collectively referred to as State agencies) and Government Trading Enterprises' (GTEs) infrastructure strategies, plans and business cases are not of adequate quality and consistency, and numerous infrastructure-related regulations and statutes are outdated and overly burdensome.

Reflecting this finding, Infrastructure WA has placed a strong focus on seeking improved infrastructure planning and assessment processes across State agencies and GTEs, including:

- improving the underlying regulatory and policy framework;
- clarifying governance and lead agency responsibility for more cohesive overarching strategic planning; and
- recommending improved processes to guide better planning and infrastructure investment by State agencies and GTEs.

These improvements will assist in building the foundation on which the Government's annual ten-year State Infrastructure Programs can be based, as well as future State Infrastructure Strategies.

To further strengthen this planning foundation, the Strategy recommendations include:

- modernising infrastructure-related legislation through targeted amendments;
- preparing integrated regional plans to establish the long-term land use, infrastructure and environmental needs of each region of Western Australia;
- embedding rigorous infrastructure appraisal processes in the planning decision-making framework, including considering infrastructure servicing and operational costs; and
- reviewing and refining the State Government's Strategic Asset Management Framework, and improving its application.



### **Recommendation 22 (in part) – Planning and coordination**

Prepare and implement an urban consolidation action plan which identifies the significant barriers to increasing urban consolidation and sets out a clear roadmap to address them, including intended outcomes, responsibilities and timing.



## Addressing climate change

Climate change was a high-priority issue raised by stakeholders during the Strategy development process. It is a critical long-term issue impacting many infrastructure sectors, particularly water, transport and energy, and one that is not yet adequately addressed by many State agency and GTE infrastructure planning systems and processes.

Reducing infrastructure-related carbon emissions and improving the resilience of existing infrastructure to adapt to the impacts of climate change, is therefore a major focus for the Strategy.

The Strategy recommends accelerating priorities identified in the State Government's *Western Australian Climate Policy* that relate to infrastructure, including:

- embedding the net zero emissions by 2050 aspiration as a de-facto target for all State agencies and GTE assets and activities;
- developing net zero transition plans and sectoral emissions reductions strategies;



### **Recommendation 12 (in part) – Climate change and sustainability**

Strengthen and expand existing programs outlined in the *Western Australian Climate Policy* to develop carbon farming and sequestration markets.

- developing climate change adaptation plans for existing infrastructure under the control of State agencies and GTEs;
- developing sectoral adaptation plans to identify climate change risks and measures to adapt to current and future climate change impacts; and
- incorporating sustainability principles and requirements in all stages of the State Government's infrastructure decision-making process.

## Implementing data sharing and other tools to support infrastructure planning and investment decision making

Access to current, high-quality and fit for purpose data is critical to deliver sound infrastructure planning, policy and investment decision-making.

However, in Western Australia, access arrangements are vastly inconsistent and in some cases critical data is not available. Some State agencies and GTEs can access complex data and models to support planning, while others cannot and do not apply scenario planning to their long-term infrastructure planning. Some of the most valuable government-held data is also not shared. In addition, the application of consistent planning assumptions, and access to data analytics and modelling tools are important in developing aligned and integrated infrastructure plans.

To improve this, the Strategy's recommendations include:

- further developing government data management and asset information policies, processes, platforms and standards to enable

data sharing and analysis to address both the management of the existing government asset portfolio, and to plan and prioritise new infrastructure;

- expanding the 'Climate Science Initiative' to develop climate change projections across all regions of the State;
- developing and implementing a single set of common planning assumptions to improve the alignment and consistency of strategic planning processes; and
- more transparency on the geographic distribution of regional investment through improved reporting in the State Budget.



### **Recommendation 2 (in part) – Digital connectivity and technology**

Take a digital-first approach to all aspects of the infrastructure lifecycle, from planning through to the retirement of assets.



## Optimising the existing infrastructure asset base

As the network and scale of the State's infrastructure assets grow, so does the cost to operate and maintain the asset base. Around two-thirds of the total cost of an asset generally occurs after it is built or acquired<sup>7</sup>, while the State's vast distances and low population densities in many areas present challenges in optimising investment decisions.

In *Foundations for a Stronger Tomorrow*, Infrastructure WA discusses how the State Government's existing infrastructure asset base can be managed and used more efficiently and effectively to defer the need to build costly new infrastructure, as well as minimising maintenance costs, wherever possible.

The Strategy's recommendations include:

- progressing targeted improvements to the road network and heavy rail infrastructure;
- embedding a digital-first approach to all aspects of the infrastructure lifecycle and applying digital technologies or non-capital demand management solutions to extend asset life or increase capacity;
- improving the integration of land use and infrastructure planning to help improve the use of existing assets – for example, considering where system capacity is available to support increased urban densities; and
- improving and rewarding mature asset management practice by State agencies and GTEs.



### **Recommendation 4 (in part) – Digital connectivity and technology**

Develop digital capabilities within government to ensure optimal operation and security of current and future infrastructure.



## Identifying major infrastructure projects and programs

While many of the Strategy's recommendations focus on non-build improvements to address fundamental elements of the infrastructure system, most sectors also include significant scale projects or programs recommended for further planning, investigation, investment or business case development. Recommendations include planning and business case development for a flagship Western Australian Aboriginal Cultural Centre, light rail/bus rapid transit, investigations for long-term major projects such as Stock Road river tunnel crossing, Bunbury Fast Rail, and Perth metropolitan orbital rail route, as well as progressing further planning for a new Broome Regional Prison.



# Implementation

## Well-staged for the future

For the inaugural Strategy, Infrastructure WA has recommended Government start by addressing identified gaps and opportunities that frame and guide infrastructure processes, such as strategic planning, legislation and regulation, policy and decision-making tools.

As processes mature and the quality of infrastructure plans improve, it is anticipated future State Infrastructure Strategies will be in a position to focus more on the medium to longer-term initiatives. Many of the actions to create a stronger foundation will be required in the next five to ten years to reposition the State on a new path for the ten to twenty year horizon.

### Strategy timeframes



#### **0 to 5 years** **2022 to 2027**

Focus on non-build options (planning, policy, legislation).

Generally not focussed on projects and programs beyond those already committed, although some additional investment recommended for priority matters.

Further investigation recommended for projects and programs identified over medium and long term.



#### **5 to 10 years** **2027 to 2032**

Predominantly bottom-up approach.

Identification of priority infrastructure projects and programs over this time period.

Focus on non-build options continues – implementation likely to continue over short to medium term for some initiatives.



#### **10 to 20 years** **2032 to 2042**

Predominantly top-down approach.

A number of projects and programs recommended for planning or investigation in the 0-5 or 5-10 year periods will likely be delivered in the 10-20 year timeframe.

Future Strategies may place a stronger focus on this timeframe, with improved planning processes as a basis.

# Next steps

## Continuing the journey to a stronger tomorrow

The release of *Foundations for a Stronger Tomorrow* is the penultimate step in what has already been a comprehensive, 18-month journey to develop the State's first infrastructure strategy.

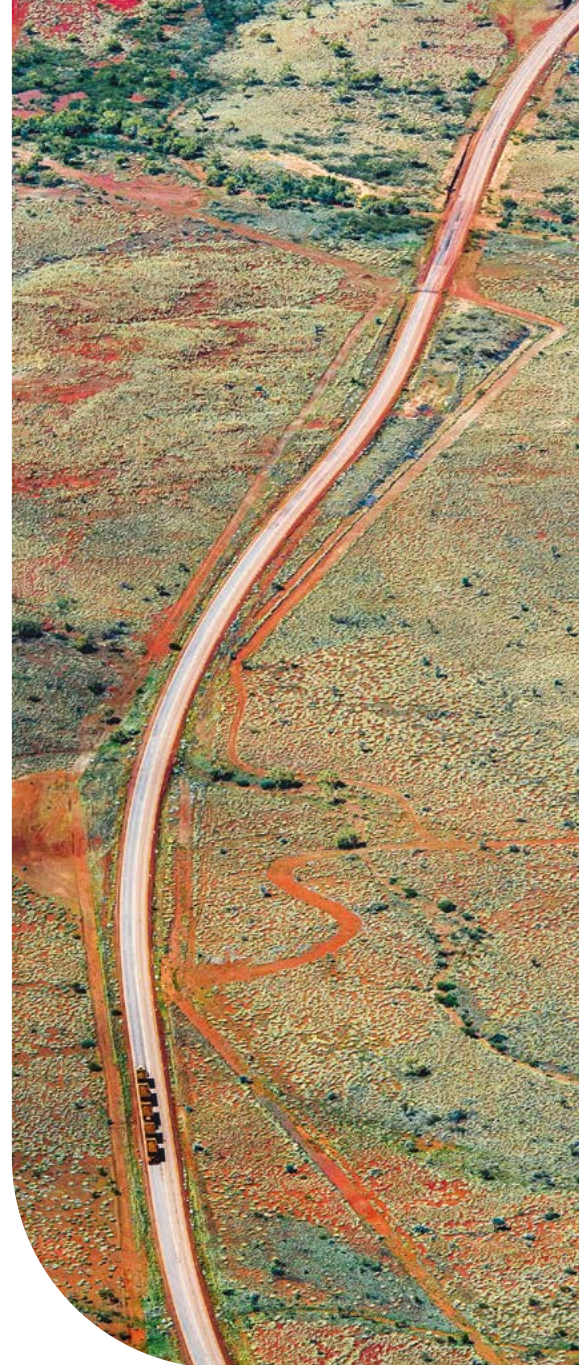
The Strategy is now subject to a final stage of stakeholder review, which will involve:

- inviting feedback, via workshops, surveys and meetings, as part of an eight-week public consultation process;
- reviewing and considering all feedback received; and
- continuing analysis and environmental scanning to ensure the recommendations are current, appropriate, affordable and sequenced effectively.

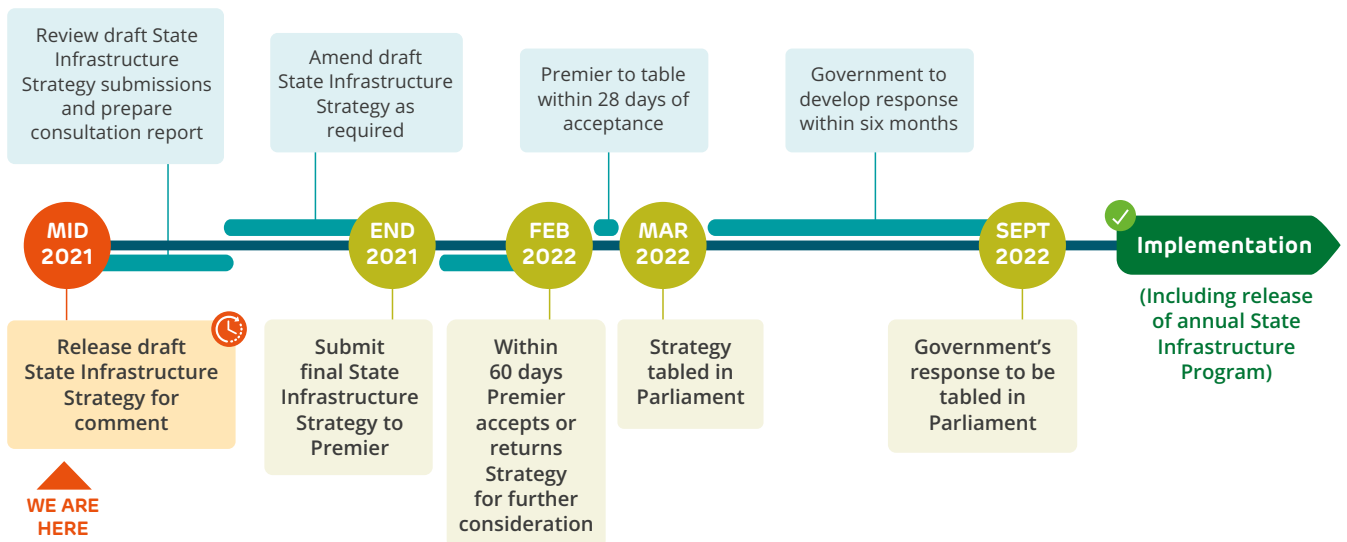
The final Strategy is expected to be completed and provided to the Premier by late 2021. Once accepted, the final State Infrastructure Strategy will be tabled in Parliament.

Within six months of tabling in Parliament, the State Government must outline its response to the recommendations in the Strategy, including reasons for any recommendations it does not support in full. Supported recommendations will then be transitioned to relevant State agencies and GTEs for implementation and delivery. Infrastructure WA will monitor implementation of the Strategy and publish an annual progress report.

The final recommendations will also guide Infrastructure WA's advice to Government moving forward, including its role assessing major infrastructure proposals and assisting Government in preparing the annual ten-year State Infrastructure Program.



### Timeline for delivery and implementation of the State Infrastructure Strategy





## Keep in touch

### Contact Infrastructure WA at any time

E [enquiries@infrastructure.wa.gov.au](mailto:enquiries@infrastructure.wa.gov.au)  
T 08 6552 5229

Keep up-to-date on Infrastructure WA's activities through LinkedIn or by signing up to Infrastructure WA's e-newsletter through the below website.

[www.infrastructure.wa.gov.au](http://www.infrastructure.wa.gov.au)  
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For enquiries relating to making a submission please email [iwaconsultation@infrastructure.wa.gov.au](mailto:iwaconsultation@infrastructure.wa.gov.au) or call 08 6552 5229.

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## Endnotes

- 1 Western Australian Planning Commission (2014) *WA Tomorrow Population Report No. 9 Long Term Population Forecasts for Western Australia 2031 to 2061*
- 2 Australian Bureau of Statistics (March 2021) *Regional population: Western Australia 2019-20*
- 3 Western Australian Planning Commission (2014) *WA Tomorrow Population Report No. 9 Long Term Population Forecasts for Western Australia 2031 to 2061*
- 4 WA Department of Mines, Industry Regulation and Safety (2020) *Western Australian Mineral and Petroleum Statistics Digest 2019-20*
- 5 KPMG and The Chamber of Minerals and Energy of Western Australia (2018) *2018-2028 Western Australian Resources Sector Outlook*
- 6 WA Department of Water and Environmental Regulation (2019) *Native Vegetation in Western Australia: Issues paper for public consultation*
- 7 Institute of Public Works Engineering Australasia and New Zealand Asset Management Support (2015) *International Infrastructure Management Manual 2015*

## Photo acknowledgements

Infrastructure WA wishes to thank the many State agencies, Government Trading Enterprises, local governments and other entities who generously made their photography available for use in this document. *(In order of appearance)*

Page	Description	Source
Cover	Elizabeth Quay	Adobe Stock
Cover	Albany Wind Farm	Shutterstock
2	Francois Peron National Park, Shark Bay	Shutterstock
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8	Matagarup Bridge, Perth	Main Roads WA
9	Apartments	Shutterstock
11	Paediatrician	Department of Health
12	Kwinana Freeway	Main Roads WA
13	Albany Wind Farm	Shutterstock
14	Road Network Operations Centre	Main Roads WA
15	Aerial view of Broome	Shutterstock
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17	Regional highway	Main Roads WA
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## 12. Community Development Alliance Reports

### 12.1 Major Events and Festivals Sponsorship – Financial Year 2021/22

Responsible Officer	Kylie Johnson – General Manager Community Development
Voting Requirement	Simple Majority
Attachments	Attachment 12.1A Summary of Applicants Attachment 12.1B Indicative Events Calendar July 2021 – June 2022

#### Caretaker Statement

Although this matter is considered a major decision under Council Policy ‘1.5 Caretaker Period’, the urgency of the issue is such that it cannot wait until after the election, so it is being submitted to Council for decision.

### Purpose

To provide event sponsorship recommendations to Council, under the Major Events and Festivals Sponsorship 2021/22 program.

### Recommendation

That Council:

- APPROVES for 2021/22 \$613,750 excluding GST (cash contribution):

a	ARTRAGE INC / <b>FRINGE WORLD Festival 2022</b>	\$350,000 (excluding GST) cash contribution for one year (FY 2021/22)
b	Perth International Arts Festival Ltd / <b>Perth Festival 2022</b>	\$263,750 (excluding GST) cash contribution for one year (FY 2021/22)

- APPROVES for 2022/23 totalling \$100,000 excluding GST (cash contribution):

a	Transplant Australia Limited / <b>2023 World Transplant Games</b>	\$100,000 (excluding GST) cash contribution for one year (FY 2022/23)
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## Background

1. The City has a vision for Perth to be ‘the events heart of WA’ (2025 Events Strategy). The City will facilitate and support a diverse range of events that are inclusive, appeal to a broad audience and provide enriching experiences throughout the year. To demonstrate this approach, an Indicative Events Calendar 2021/22 is contained within Attachment 12.1B.
2. The City will be favouring applications that take place within the city and complement and build upon the City’s Signature Events Plan 2021/2022.
3. In addition to the above, Council’s recently endorsed strategic pillars also underpin funding considerations:
  - a. Liveable – a community that is safe, socially cohesive, inclusive and activated;
  - b. Sustainable – a healthy environment, with social and economic systems in balance; and
  - c. Prosperous – a successful, flourishing and thriving City.
4. Major Events and Festivals sponsorship are available for organisations delivering large-scale events of national and international significance. A Major Event or Festival is defined as an event which generates significant economic, social and community benefits for all who live, work, visit, study and invest in the city, benchmarked against initiatives that have been previously supported under the program.
5. Applications opened for Major Events and Festivals Sponsorship on 15 June 2021 and must be submitted at least six months prior to the commencement of the activity. The City will accept applications at any time throughout the year via an expression of interest (EOI) and while budget is remaining.
6. The three sponsorship requests received have been considered under the City’s Major Events and Festivals Guidelines for 2021/22. The Guidelines are based on the program offered in 2020/21 and have progressed separately to the paused programs due to the timing of the funding round.
7. The funding levels recommended are based on the scale, impact and significance of the event and can include cash and/or in-kind support for the City’s fees and charges with a maximum contribution of sponsorship provided by the City not to exceed 30% of the total event or project budget.

## Discussion

8. To be invited to apply, events need to demonstrate they will:
  - a. Be regular anchor events, that generate significant return on investment and visitation outcomes; or
  - b. Be one-off major events that generate significant economic impact and enhance the Perth brand and reputation; and
  - c. Provide significant sponsorship benefits in recognition of the City’s support; and
  - d. Directly assist the City in meeting multiple goals identified in its Strategic Community Plan.
9. The three applicants invited to apply were:
  - a. ARTRAGE Inc – FRINGE WORLD Festival 2022, 2023 & 2024;
  - b. Perth International Arts Festival Ltd – Perth Festival 2022, 2023 & 2024; and
  - c. Transplant Australia Limited – 2023 World Transplant Games.

10. ARTRAGE Inc and Perth International Arts Festival Ltd were invited to apply in recognition of their proven track-record for generating significant economic, social and cultural benefits for the Perth community. Both organisations are proposing they deliver signature annual events (albeit with significantly different event models).
11. Transplant Australia Limited were invited to apply for the 2023 World Transplant Games event following a meeting with City Officers in July 2021. The Games are staged by a host country, won via a competitive bid process. The Games have been held in North America, South America, Africa, Asia and Europe and the 2023 event will be the third time the Games have been held in Australia with events previously held in Sydney in 1997 and the Gold Coast in 2009. In January 2021, the Minister for Sport announced Transplant Australia had won the competitive bid to host the 24<sup>th</sup> World Transplant Games (the Games) in Perth in 2023.
12. The three applications were assessed by a four-person assessment panel, consisting of management and officers from the City's Economic Development Alliance and Community Development Alliance. The General Manager Community Development had oversight of the assessment and evaluation process but was not a voting member. The recommendations are carefully considered with the view of maintaining the integrity of the proposals.
13. Each assessment criteria has clear descriptions and a rating scale which guides the assessors when considering an appropriate score. The scores from panel members for each assessment criteria are averaged and ranked from highest to lowest.
14. The panel agreed a minimum score threshold of 75% would be appropriate to demonstrate good alignment with the objectives of the program.
15. A summary of each application, the selection panel's recommendation rationale and the total value of requests versus the total value recommended is contained in Attachment 12.1A.

## Stakeholder Engagement

Nil.

## Decision Implications

16. Where applicants applied for initiatives previously supported by the City, increases to funding were only awarded when demonstrated additional benefit to the City could be identified. In instances where an applicant was requesting support for a new initiative, it was benchmarked against comparable activity and recommendations made accordingly.
17. It is generally not possible to support every application or the total request for each applicant, due to budget constraints, lack of alignment with the City's strategic priorities and/or inadequate applications. This may result in unavoidable dissatisfaction from some applicants.
18. A City representative will negotiate sponsorship benefits with applicants in line with sponsorship funding amounts once approved by Council. Applicants will be required to provide significant benefits in recognition of the City's support.

19. Successful applicants will be required to submit an acquittal report within three months of project completion. Acquittal reports must demonstrate how the City’s sponsorship funding supported projects or initiatives within the City of Perth local government area and demonstrate direct impact on the City of Perth meeting its aspirations of Liveable, Sustainable and Prosperous.

## Strategic, Legislative and Policy Implications

Strategy	
Pillar (Outcome):	Liveable and Prosperous
Related Documents (Issue Specific Strategies and Plans)	<a href="#">2025 Events Strategy</a> <a href="#">Cultural Development Plan 2019-2029</a> <a href="#">Major Events and Festivals Sponsorship FY2021/22 Guidelines</a> <a href="#">2020/21 Perth Festival Impact Report</a> <a href="#">2020/21 ARTRAGE Impact Report</a>
Legislation, Delegation of Authority and Policy	
Legislation:	<a href="#">Regulation 12 of the Local Government (Financial Management) Regulations 1996</a> - payments from municipal fund or trust fund, restrictions on.
Authority of Council/CEO:	Council Policy 4.3 directs that any sponsorship application for more than \$15,000 or from a funding round be considered by Council.
Policy:	<p>4.3 Sponsorship and Grants - the policy directs that there be a consistent and transparent assessment process and criteria to guide recommendations to Council. An eligibility check has been conducted on all applications to ensure they are compliant with the Policy and the necessary assessment process has been followed.</p> <p>1.5 Caretaker Period – this policy prescribes that decisions relating to the allocation of sponsorship are not to be made during an election caretaker period unless considered an extraordinary circumstance by the CEO. In accordance with this, the CEO has determined due to the urgency of this item, it is permitted to be considered by Council.</p> <p>The urgency is due to the fact that the marketing campaigns (and associated assets such as signage, programs, posters, ads etc) are due to commence in October 2021. In order to maximise the City’s benefit in being a partner for the events subject of the applications, a decision needs to be made in sufficient time prior to the commencement of the marketing campaigns.</p>

## Financial Implications

### Financial Year 2021/22

20. The financial implications of the recommendations for FRINGE WORLD Festival and Perth Festival are accommodated within the existing budget:

Account Number	1066-100-50-10349-7901	Operating
Account Description	Major Events and Festivals	
Total Budget	\$1,180,000	
Budget – This report	\$613,750	
Remaining Budget	\$566,250*	
Budget Impact	Accommodated in approved budget 2021/22	

21. \*Noting the current sponsorship review will clarify the distribution of remaining budget for 2021/22.
22. The panel is not recommending multi-year funding however proposed funding for the 2023 World Transplant Games for activities would be supported from funds from FY2022/23. The following outlines the indicative impact on the budget, subject to budget adoption in the relevant financial year:

### Financial Year 2022/23

23. The financial implications of the recommendation for 2023 World Transplant Games from the 2022/23 budget is subject to Council adoption of the 2022/23 annual budget.

Account Number	TBC	Operating
Account Description	Major Events & Festivals	
Total Budget	TBC	
Budget – This report	\$100,000	
Remaining Budget	TBC	
Budget Impact	Accommodated in proposed budget, subject to annual budget adoption.	

## Further Information

Following the Agenda Briefing Session held on 21 September 2021, further information is provided:

24. Two changes have been made to Attachment 12.1A to accurately reflect the funding situation for the 2023 World Transplant Games. Neither of these two changes impact the Officer's Recommendation. The two changes are as follows:

- a. Point d. of the Recommendation Rationale has been amended to read 'Supporting international events is the remit of Federal Government (\$600,000 funding confirmed) and State Government (\$300,000 funding confirmed)'. The applicant has clarified that only \$300,000 has been confirmed by the WA State Government through Tourism WA.
- b. Point e. of the Recommendation Rationale has been removed as the applicant has indicated that this figure is an out of date forecast.

25. The Transplant Games event date is 15 - 21 April 2023.

Transplant Australia has worked closely with the Federal Government, State Government and the World Transplant Games Federation to develop a comprehensive postponement strategy.

There are two postponement provisions in their agreements:

- a. The first enables the event to be postponed to later in 2023, with a flagged date of the last week of October. This can be actioned any time prior to the games.
- b. The second enables a postponement to 2025, most likely April 2025. This needs to be actioned 12 months prior to the April 2023 Games date.

All funding agencies, including the Commonwealth and State Government, have been satisfied to proceed sponsoring the event on this basis.

26. Council Policy '1.4 Caretaker Period' states that major decisions, including the allocation of sponsorships, are not to be made during the caretaker period. The CEO may permit a matter requiring a major decision to be submitted to Council during the caretaker period, where extraordinary circumstances exist. In accordance with the policy, extraordinary circumstances include 'where the urgency of the issue is such that it cannot wait until after the election', as is the case in this instance. Council's policy states that when a major decision is put to Council during the caretaker period, a statement will be included in the report to detail why the matter has been presented to Council. As the requirements of the policy have been adhered to any changes to the officer recommendation should be amended by Council resolution.



## Summary of Applicants - Major Events and Festivals

1. A summary of each application and the selection panel's recommendation rationale is as follows:

### 1a) ARTRAGE Inc / FRINGE WORLD Festival 2022, 2023 and 2024

Requested Total Amount (cash and In-kind support per year)	Estimated Attendance (provided by applicant)	Previous Support (2020/21)	Recommendation Total amount (Cash and In-kind support)	Recommendation Comparison from 2020/21
<p><b>2021/22</b> \$365,000 (\$285,000 cash, \$65,000 in-kind &amp; \$15,000 naming rights activation)</p> <p><b>2022/23</b> \$390,000 (\$310,000 cash, \$65,000 in-kind &amp; \$15,000 naming rights activation)</p> <p><b>2023/24</b> \$415,000 (\$335,000 cash, \$65,000 in-kind &amp; \$15,000 naming rights activation)</p>	512,000	\$263,750 (cash)	<p><b>\$350,000</b> (cash for one year in FY 2021/22) It is estimated approximately \$65,000 in City fees and charges will apply.</p>	<b>Increased Funding</b>
Recommendation Rationale				
<p>The application was recommended for support due to:</p> <ol style="list-style-type: none"> <li>The event runs for almost 4 weeks</li> <li>The event attracts an audience of approximately 512,000 people to the city;</li> <li>The involvement of approximately 2,500 artists;</li> <li>The involvement of approximately 50 local businesses with offers and as independent venues;</li> <li>The alignment to the City's 2025 Events Strategy;</li> <li>The demonstrated benefits to the arts and cultural industry and vibrancy of the city; and</li> <li>The demonstrated economic and safety benefits of visitation to the city.</li> </ol> <p>The Assessment Panel considered the applicant's increase in sponsorship in 2022 and beyond, a request of \$365,000 (an increase of \$101,250 from City sponsorship in FY 2020/2021). The Panel recommends \$350,000 for the following reasons:</p> <ol style="list-style-type: none"> <li>The applicant has demonstrated program improvements to include a proposed Culturally and Linguistically Diverse (CaLD) community program;</li> <li>Clear KPI's that can be measured and evaluated;</li> <li>The Fringe Artist Bursary is a new, inclusive program that supports first nations and emerging artists, increasing accessibility and diversity;</li> <li>Reduced venue fees, demonstrating an increase in return for the artists;</li> <li>FRINGE WORLD creates approximately 400 jobs (250 FTE) and in 2021 featured 2,470 artists with 94% coming from Western Australia;</li> <li>The ability to attract new audiences each year who may not otherwise visit the city (40% were new in 2021);</li> <li>500 culturally diverse experiences on offer to large demographics, as well as creating hubs for community gathering and celebration in two city neighbourhoods with Russell Square in Northbridge and the Girls School in East Perth. The average ticket price is relatively low at \$28 and several free entertainment options are also on offer;</li> <li>Good linkages for local businesses to get involved in Fringe offers as well as being independent venues for shows;</li> <li>The 2021 Impact Report demonstrates a high percentage of people eating and drinking before or after shows</li> </ol>				

- j. FRINGE WORLD was heavily impacted by COVID-19 lockdowns in 2021 ; and
- k. ARTRAGE Inc. have requested an itemised funding portion of \$15,000 for a naming rights activation. This is intended to be an activation directly paid for by the City. The panel noted this sponsorship benefit could be negotiated and have not recommended to include this as a separate funding component. This has been the approach for previous sponsorship agreements including FY 2020/2021.

### 1b) Perth International Arts Festival Ltd / Perth Festival 2022-2024

Requested Total Amount (cash and In-kind support per year)	Estimated Attendance (provided by applicant)	Previous Support (2020/21)	Recommendation Total amount (Cash and In-kind support)	Recommendation Comparison from 2020/21
<b>2021/22</b> \$350,000 (cash)	325,000	\$263,750 (cash)	<b>\$263,750</b> (cash for one year in FY 2021/22)	<b>Same Funding</b>
<b>2022/23</b> \$375,000 (cash)				
<b>2023/24</b> \$375,000 (cash)				

#### Recommendation Rationale

The application was considered a suitable fit for the Major Events and Festivals Sponsorship program and recommended for support due to the:

- a. event being held over approximately three and half weeks (plus the five months of Somerville Films at UWA);
- b. ability to attract an audience of approximately 325,000 people;
- c. alignment to the City's 2025 Events Strategy;
- d. benefits to the arts and cultural industry and vibrancy of the city; and
- e. demonstrated economic and safety benefits of visitation to the city.

The Assessment Panel noted the applicant's increased request in sponsorship to \$350,000 for 2022 (increase of \$86,250 from City of Perth sponsorship in FY 2020/2021) and \$375,000 in 2023 and 2024 (increase of \$111,250 from City of Perth sponsorship in FY 2020/2021) but have recommended \$263,750 for the following reasons:

- a. The applicant has not provided clear justification for the increase in sponsorship funding, other than stating the effects of COVID-19. The applicant received \$8.6 million in State and Local Government funding for the 2021 festival.
- b. KPI's relating to attendance and visitation were not as clear and measurable compared to other applications within this assessment round, making it more difficult to evaluate the benefit to the City.
- c. The event does not include a significant signature free event in 2022. Previously events such as The Giants (2015) and Boorna Waanginy: The Trees Speak (2017) have been part of the Perth Festival program as key free attractions.

## 2a) Transplant Australia Limited / 2023 World Transplant Games

Requested Total Amount (cash and In-kind support per year)	Estimated Attendance (provided by applicant)	Previous Support (2020/21)	Recommendation Total amount (Cash and In-kind support)	Recommendation Comparison from 2020/21
<b>2022/23</b> \$250,000 (\$200,000 cash, \$50,000 in-kind)	6,450	N/A	<b>\$100,000</b> (cash for one year in FY 2022/23)	<b>New applicant</b>
Recommendation Rationale				
<p>The application was considered a suitable fit for the Major Events and Festivals Sponsorship program and recommended for support due to:</p> <ol style="list-style-type: none"> <li>International exposure from attracting attendees from 60 countries;</li> <li>The opportunity to generate positive media coverage and interest in Perth;</li> <li>The potential to highlight Perth as an international destination and to help further consideration of Perth for similar scale major events;</li> <li>Alignment to the City's 2025 Events Strategy; and</li> <li>The economic impact of 2,300 interstate and international travellers staying in Perth for the week.</li> </ol> <p>The Assessment Panel has noted the total requested amount by the applicant of \$250,000 but have recommended \$100,000, for the following reasons:</p> <ol style="list-style-type: none"> <li>A large proportion of the sporting activity is being held outside the City's boundaries;</li> <li>The event is not likely to attract a lot of general community spectators;</li> <li>Other national sports events that have recently applied for event sponsorship from the City were considered to benchmark the event (Australian Masters Games receiving \$45,000 and AFL Masters receiving \$50,000). The international nature of this event and the additional benefits in brand exposure were the reasons for a higher recommendation than these benchmarked events; and</li> <li>Supporting international events is the remit of Federal Government (\$600,000 funding confirmed) and State Government (\$300,000 funding confirmed).</li> </ol>				

2. The table below summarises the total value of requests versus the total value recommended:

Financial Year	Total Requested	Total Recommended	Estimated Budget Remaining
<b>2021/22</b>	<b>Applicants requested \$965,000</b> (\$835,000 cash, \$115,000 in-kind & \$15,000 naming rights activation)	<b>\$613,750</b> (cash)	<b>\$566,250</b>
<b>2022/23</b>	<b>Applicants requested \$765,000</b> (\$685,000 cash, \$65,000 in-kind & \$15,000 naming rights activation)	<b>\$100,000</b> (cash)	<b>TBC</b>
<b>2023/24</b>	<b>Applicants requested \$790,000</b> (\$710,000 cash, \$65,000 in-kind & \$15,000 naming rights activation)	<b>\$0.00</b>	<b>TBC</b>

## Indicative Events Calendar

(Note: this does not include the annual artist and cultural development programs or events occurring from July 2022 onwards)

The below list of events is an indicative 'snapshot' ONLY, to be used only as a guide to demonstrate an average annual event calendar for the City of Perth.  
Events below are subject to event approval, successful sponsorship application and Council approval (if applicable).

	JULY 21	AUGUST 21	SEPTEMBER 21	OCTOBER 21	NOVEMBER 21	DECEMBER 21	JANUARY 22	FEBRUARY 22	MARCH 22	APRIL 22	MAY 22	JUNE 22	
<b>SPONSORED EVENTS</b>	NAIDOC Week Opening Ceremony		Targa West	2021 Australian Masters Games	Perth International Jazz Festival	SensAton Gallery 2021/22	SensAton Gallery 2021/22	SensAton Gallery 2021/22	WASO Symphony in the City			Strange Festival	
	Maali Festival		AFL Masters Carnival	Lester Prize	PrideFEST	WASO Family Christmas Spectacular	Perth Chinese New Year Fair					Perth International Cabaret Festival	
	Winter Lights at Brookfield Place		Awesome Arts Festival				2022 FRINGE WORLD Festival	2022 FRINGE WORLD Festival					
								2022 Perth Festival (Main Program)	2022 Perth Festival (Main Program)	Yirra Yaakin - Ngalaka Daa Ensemble	Yirra Yaakin - Ngalaka Daa Ensemble	Yirra Yaakin - Ngalaka Daa Ensemble	
					2022 Perth Festival (Film Program)	2022 Perth Festival (Film Program)	2022 Perth Festival (Film Program)	2022 Perth Festival (Film Program)	2022 Perth Festival (Film Program)	2022 Perth Festival (Film Program)			
<b>FACILITATED EVENTS</b>				Oktoberfest	Fisher Beach Party	Origin		Perth Leisure and Lifestyle Festival	Indonesian Cultural Festival		City Wine	Van Gogh Alive	
					Mining Emergency Response Comp	Polo in the City			Pinknic				
					Pineapple Club								
<b>CITY-LED EVENTS</b>	Perth by Light (Winter Festival)				Twilight Hawkers Market								
						Christmas Nativity	Australia Day Festival & Skyworks	Lunar New Year		Heritage Perth Weekend			
						New Year's Eve							
	Perth Home Grown Market												
					Christmas Lights Trail								
	Community	Food/Wine/Beer/Produce	LIVE MUSIC	SPORT	ARTS & CULTURE	MAJOR EVENTS & FESTIVALS							

### 13. Infrastructure and Operations Alliance Reports

Nil.

## 14. Corporate Services Alliance Reports

### 14.1 Monthly Financial Report for July 2021

Responsible Officer	Michael Kent - Project Director Strategic Finance (CFO)
Voting Requirement	Simple Majority
Attachments	Attachment 14.1A(1) - Financial Activity Statement (July 21) Attachment 14.1A(2) - Notes to Financial Activity Statement (July 21) Attachment 14.1A(3) - Capital Projects Schedule (July 21) Attachment 14.1B - Financial Variances - Alliance & Service Unit (July 21) Attachment 14.1C - Net Current Position (July 21) Attachment 14.1D - Investment Report (July 21) Attachment 14.1E - Statement of Rates Debtors (July 21)

### Purpose

This suite of reports provides Council with timely, meaningful financial insights regarding the City's operating activities, financial performance and financial position.

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### Recommendation

That Council RECEIVES the following financial reports for the period ended 31 July 2021:

1. Financial Activity Statement by Nature & Type - Attachment 14.1A(1)
  2. Notes to the Financial Activity Statement by Nature & Type - Attachment 14.1A(2)
  3. Capital Projects Schedule - Attachment 14.1A(3)
  4. Financial Variances by Alliance & Service Unit - Attachment 14.1B
  5. Net Current Position - Attachment 14.1C
  6. Investment Report - Attachment 14.1D
  7. Statement of Rates Debtors - Attachment 14.1E.
-

## Background

1. Presentation of a monthly financial report to Council is both a statutory obligation and good financial management practice that:
  - a. Demonstrates the City's commitment to managing its operations in a financially responsible and sustainable manner.
  - b. Provides timely identification of variances from budget expectations for revenues and expenditures and identification of emerging opportunities or changes in economic conditions.
  - c. Ensures proper accountability to the community for the use of financial resources.
2. Preparation of a monthly Financial Activity Statement (FAS) is the minimal statutory requirement of the *Local Government Act 1995* and regulation 34 of the *Local Government (Financial Management) Regulations 1996*. It is also a responsible financial management practice to allow Council to effectively execute their financial management responsibilities.
3. Financial information that is required to be reported directly to Council monthly includes:
  - a. Operational financial performance against budget expectations
  - b. Explanations for identified variances from expectations
  - c. Financial position of the City at each given month end
4. This statutory financial information is supported by additional information including investments performance and reports on rates and general debtors.

## Understanding the Financial Reports

5. When reading the financial information provided in this report, 'variances' (deviations from budget expectations) are classified as being either:
  - a. Favourable variance
  - b. Unfavourable variance
  - c. Timing variance
6. A timing variance relates to a budgeted revenue or expense that has not occurred at the time it was expected, but which is still expected to occur within the budget year. That is, the financial transaction will still occur - but just in a different month. There should be no impact on the projected budget surplus by year end.
7. A realised favourable or unfavourable variance is different to a timing variance. It represents a genuine difference between the actual and budgeted revenue or expenditure item.
8. A realised favourable year to date variance on a revenue item is a positive outcome for the City as it increases the projected budget surplus. An unfavourable variance on a revenue item has the opposite effect, resulting a decrease to the projected budget surplus.
9. A realised favourable variance on an expenditure item may have either of two causes - one being a saving because the outcome was achieved for a lesser cost, which has the effect of increasing the projected budget surplus. The other cause may be that the proposed expenditure may not have been undertaken, and is not expected to be incurred in that financial year. Whilst this may seem positive from

the financial position perspective, it may not be a positive outcome for the community if the service or project is not delivered.

10. A realised unfavourable year to date variance on an expenditure item (over-expenditure) results in a decrease to the projected budget surplus.
11. The Schedule of Variances (Attachment 14.1A(1) & Attachment 14.1A(2) provide commentary on whether the nature of the variance is savings related, timing related or otherwise.
12. If a realised favourable or unfavourable variance is material in value (of significant size), it will be amended through a formal budget review process.

## Discussion

13. The Financial Activity Statement by Nature & Type (July 2021) - Attachment 14.1A(1) presents a whole of organisation perspective on the attainment of revenue and expenditure targets overall - classified by nature and type.
14. The headline data from the Financial Activity Statement is shown in Table 1 below.

**Table 1:**

Item Details	YTD Budget	YTD Actual	Variance	F/ U
Operating Revenue - Excluding Rates	\$ 16.457 M	\$ 16.721 M	\$ 0.263 M	F
Rates Revenue	\$ 98.221 M	\$ 98.213 M	(\$ 8 K)	U
Operating Expenditure	\$ 17.483 M	\$ 13.134 M	\$ 4.350 M	F
Non-Operating Revenue	\$ 0.000 M	\$ 0.000 M	\$ 0.000M	F
Capital - Infrastructure	\$ 2.085 M	\$ 1.512 M	\$ 0.573 M	F
Capital - Property, Plant & Equipment	\$ 0.335 M	\$ 0.306 M	\$ 0.029 M	F

15. Material operating revenue and expenditure variances from Attachment 14.1A(1) are detailed (with explanatory comments) in the Notes to the Financial Activity Statement - Attachment 14.1A(2).
16. Comments on the material variances between budget and actual capital expenditures are presented in Attachment 14.1A(3) - Capital Projects Schedule which lists all approved, budgeted capital projects for 2021/22.
17. Each line item listed in the Financial Activity Statement by Nature & Type Attachment 14.1A(1) can be cross referenced (using the Note reference) back to the relevant note in Attachment 14.1A(2) or Attachment 14.1A(3) for explanations of variances.
18. Attachment 14.1B provides an alternative view showing how the organisation is tracking against budget by Alliance - and then disaggregating those figures by Service. This reporting view includes all internal charges and internal recoveries so the full service-cost can be understood.
19. Examining the Financial Activity Statement - Attachment 14.1A(1) in more detail; the aggregation of operating revenues and operating expenses reflects a year to date Net Cash Surplus from Operations of \$6.6M) compared to a year to date budget of \$3.5M. This is a favourable variance of \$3.1M at the end of July.



20. Investing activities reflect a result of (\$2.4M) compared to a year to date budget of \$1.8M). This is a favourable variance of \$0.6M is largely attributable to a favourable timing variance on construction of infrastructure.
21. Construction of infrastructure to 31 July 2021 is at 72% of budget expectations at \$1.5M, against \$2.1M budget as this report relates only to the first few weeks of the new financial year. Attachment 14.1A(3) provides comments on specific variances for capital projects.
22. Acquisition of non-infrastructure to 31 July 2021 is \$0.3M - in line with the year to date budget. Readers are directed to Attachment 14.1A(3) for comments on specific variances.
23. Adjusting for opening funds (Net Current Position), generates the Budget Deficiency before Rates. This then indicates the Amount Required to be Raised from Rates. The difference between the Rates amount and the Deficiency before Rates is the Closing Position.
24. The Financial Activity Statement for the period to 31 July shows that a rate yield of \$98.2M has been levied compared to the \$98.2M budget at rates strike date.
25. The disclosed year to date Closing Position of \$134.5M compares favourably to the year to date budgeted closing position of \$134.7M - a variance of 2.8%, reflecting the combined impact of the favourable variances noted in this report for revenues, expenses, financing activity and investing activity.
26. The Net Current Position Report (Attachment 14.1C) indicates a year to date adjusted Net Current Position value of \$134.5M versus the budget of \$137.1M. This is primarily attributable to a small favourable variance in current assets and a small unfavourable variance in current liabilities. This is not considered unusual after only one month of activity in the new financial year.
27. Headline data from this month's Net Current Position report is shown in Table 2 below. Comparative figures are provided for July 2020 as well as the 30 June 2021 year-end figures.

**Table 2:**

Item Details	July 2020	July 2021
Current Assets	\$ 159.642 M	\$ 318.234 M
Current Liabilities	(\$ 32.368 M)	(\$ 80.455 M)
Unadjusted Net Assets	\$ 127.274 M	\$ 237.778 M
Less Restricted Items	(\$ 101.172 M)	(\$ 103.283 M)
Adjusted Net Current Position	\$ 29.820 M	\$ 134.495 M

28. The comparative numbers from the Net Current Position report at July 2020 and July 2021 present as being significantly different. The reason for this is because the 2020/21 rates, rubbish service levies and ESL were not raised until August in that year, but were raised in July in 2021/22 - so they are included in the July Current Asset figures for 2021/22 only. These represent approximately \$133M. The remainder of the difference represents funding for carry forward projects and operational savings from 2020/21.
29. The comparative difference in Current Liabilities is related to recognition of the \$24M ESL levy payable to state government which is realised immediately rates notices are generated plus a higher level of month end creditors as a consequence of the timing of the July 2021 payment run.

30. Attachment 14.1D - Investment Report at July 2021 presents detail of the City's cash investment portfolio in terms of performance, percentage exposure of total portfolio by credit risk, counterparty exposure and maturity profile.
31. The report indicates the City has adequate cash flow to meet its financial obligations as and when they will fall due; and it has achieved compliance with the various Investment Policy limits.
32. The Monthly Rates Debtors Report for July 2021 (Attachment 14.1E) shows that the City has levied its rates in July - but the due date for the first instalment is not until 03 September, so collections to date are minimal.
33. The City collected 98.3% of all outstanding rates (current year rates plus arrears) by the due date for the fourth and final instalment in 2020/21. This is again a strong collection result mirroring previous year rates collection profiles (as presented graphically in the attachment).
34. Concerns relating to how COVID-19 impact would affect the wider community's ability to meet their community obligation through payment of rates have been shown to be unwarranted. For the small portion of the community who have been financially challenged in these times, City officers have worked collaboratively to reach mutually acceptable payment arrangements with affected ratepayers. A similar approach will be applied in the 2021/22 year.
35. Attachment 14.1E - Rates Debtors provides a monthly update and analysis of rates collections by differential property rating category and overall. It also contains some brief commentary regarding payment arrangements and financial hard-ship cases.

## Stakeholder Engagement

36. As the contents of this report focus on the organisation's recent past financial performance, only internal consultation with General Managers and Alliance Managers is relevant to the preparation of this report.

## Decision Implications

37. Council's acknowledgement of receiving the Financial Activity Statement and supporting documents will meet its statutory obligation in respect of overseeing the City's financial resources.

## Strategic, Legislative and Policy Implications

Strategy	
Pillar (Outcome)	Prosperous
Related Documents (Issue Specific Strategies and Plans)	Nil.

Legislation, Delegation of Authority and Policy	
Legislation:	<p><a href="#">Section 6.4(1) and (2) of the <i>Local Government Act 1995</i></a>  <a href="#">Regulation 34(1) of the <i>Local Government (Financial Management) Regulations 1996</i></a></p> <p>This section of the Act and the related regulation prescribe the requirement to prepare and present to Council (monthly), a Financial Activity Statement (FAS).</p> <p>That FAS should contain:</p> <ul style="list-style-type: none"> <li>• Annual Budget estimates, and approved revisions to these for comparison purposes.</li> <li>• Actual amounts of income and expenditure to the end of the month of the FAS.</li> <li>• Material variances between the comparable amounts and commentary on reasons for these variances.</li> <li>• The net current assets at the end of the month to which the FAS relates.</li> <li>• An explanation of the composition of the net current assets at the end of the month to which the FAS relates.</li> <li>• Any other information which the local government deems relevant.</li> </ul>
Authority of Council/CEO:	The above legislation prescribes that this report be presented to Council on a monthly basis.
Policy:	2.1 - Management of Investments

## Financial Implications

38. There are no direct financial implications of receiving this report as it reflects a historical accounting of financial transactions. When material variances are noted, appropriate remedial action will be initiated by the administration in a timely and prudent manner.

## Further information

Nil.

## 14.2 Schedule of Accounts Paid – July 2021

Responsible Officer	Michael Kent - Project Director - Strategic Finance (CFO)
Voting Requirement	Simple Majority
Attachments	Attachment 14.2A Schedule of Payments July 2021

### Purpose

The purpose of this report is for Council to note details of payments made under delegated authority for the month of July 2021.

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### Recommendation

That Council:

1. RECEIVES the Schedule of Accounts Paid for the period ended 30 July 2021 (Attachment 14.2A)
2. RECORDS in the Ordinary Council Meeting minutes the summary of accounts paid being:

Total Accounts Paid	
Municipal Fund	18,952,181.64
Trust Fund	\$0
<b>Total - All Funds</b>	<b>\$18,952,181.64</b>

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## Background

1. In accordance with Regulation 13(2) and 13(3) of the *Local Government (Financial Management) Regulations 1996*, where this power has been delegated, a list of payments for each month is to be compiled and presented to the Council. The Chief Executive Officer is delegated this authority under Delegation 1.2.10.
2. This authority has then been subdelegated to the General Manager Corporate Services and Project Director Strategic Finance (CFO).
3. The listing of payments with full disclosure of all required information, is presented as Attachment 14.2A.
4. The listing of payments was made available to the Elected Members via the Council Hub, ahead of the agenda distribution, to provide additional time for review.
5. This summary report then facilitates the acknowledgement of the listing having been received.

## Discussion

6. The Schedule of Accounts Paid (Attachment 14.2A) contains the following payments made under Delegated Authority 2.14 - Payments from the Municipal & Trust Fund:

Schedule of Accounts Paid - July 2021		
<b>Municipal Fund</b>		
EFT & Cheque Payments	Direct Creditor Payments	15,620,206.73
<b>Sub Total - EFT &amp; Cheques</b>		<b>15,620,206.73</b>
Direct Debits	Bank Charges and Merchant Fees	4,141.65
<b>Sub Total - Direct Debits</b>		<b>4,141.65</b>
Payroll	02/07/2021	1,634,748.81
	16/07/2021	1,680,615.43
<b>Sub Total - Payroll</b>		<b>3,315,364.24</b>
Corporate Cards	July 2021	12,469.02
<b>Sub Total - Cards</b>		<b>12,469.02</b>
<b>Total per Attachment 14.2A</b>		<b>18,952,181.64</b>
<b>Total Payments from Municipal Fund</b>		
New Investments	(Not Rollover Investments)	0
<b>Trust Fund</b>		
Trust EFT & Cheques		0
<b>Total - Trust Funds</b>		<b>0</b>

## Stakeholder Engagement

7. As the contents of this report focus on the organisation's recent past financial performance, no external consultation is relevant to the preparation of this report.

## Decision Implications

8. In Council's acknowledgement of receiving the Schedule of Accounts Paid will meet its statutory obligation under regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*.

## Strategic, Legislative and Policy Implications

Strategy	
Pillar (Outcome)	Prosperous
Relevant Documents (Issue Specific Strategies and Plans)	Nil.
Legislation, Delegation of Authority and Policy	
Legislation:	<p><a href="#">Section 6.10 of the <i>Local Government Act 1995</i></a></p> <p><a href="#">Regulation 13 (1) of the <i>Local Government (Financial Management) Regulations 1996</i></a></p> <p>This section of the Act and the related regulation prescribes the requirement to prepare a list of all payments made for each month and to present them to Council. The Schedule of Accounts Paid (the 'list') should contain, for each payment:</p> <ul style="list-style-type: none"> <li>• Payee Name.</li> <li>• Amount of the Payment.</li> <li>• Date of the Payment.</li> <li>• Sufficient information to identify the transaction.</li> </ul>
Authority of Council/CEO	<p>In accordance with Regulation 13(2) and 13(3) of the <i>Local Government (Financial Management) Regulations 1996</i>, where this power has been delegated, a list of payments for each month is to be compiled and presented to the Council.</p> <p>Delegated Authority 2.14 has been granted to the Chief Executive Officer to make payments from the Municipal and Trust Funds.</p> <p>This authority has then been subdelegated to the General Manager Corporate Services and Project Director Strategic Finance (CFO).</p>
Policy:	Nil.

## Financial Implications

9. There are no direct financial implications of receiving this report as it reflects a historical accounting of financial transactions that were provided for in the adopted budget (as amended).

## Further Information

Nil.

15. Chief Executive Officer Alliance Reports

Nil.

16. Committee Reports

Nil.

17. Motions of which notice has been given

Nil.

18. Matters for which the meeting may be closed

Nil.

19. Urgent Business

20. Closure