

AGENDA

Budget Workshop 28 January 2025

Time: 6:00 PM

Location: Administration and Civic Centre

244 Vincent Street, Leederville

David MacLennan
Chief Executive Officer

Order Of Business

1	Intro	duction and Welcome	4	
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1 INTRODUCTION AND WELCOME

"The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging".

2 APOLOGIES / MEMBERS ON LEAVE OF ABSENCE

Nil

3 DECLARATIONS OF INTEREST

4 BUSINESS

4.1 BUDGET AND LTFP PLANNING 2025/2026

TRIM Ref: D25/3573

Author: Rhys Taylor, Executive Director Community & Business Services

Authoriser: David MacLennan, Chief Executive Officer

Attachments: 1. Budget Workshop 1 Presentation 1.

2. Summary of Underground Power Feedback U

PURPOSE OF REPORT:

To discuss the Budget setting process for 2025/26 and provide an update on Underground Power including:

- Underground Power Community Consultation feedback;
- Budget themes and priorities;
- Long Term Financial Plan (LTFP) scenarios; and
- Budget Community Engagement plan.

DETAILS:

Underground Power Community Consultation

Communications Activity and Reach

A comprehensive supporting communications plan for this engagement was developed. From this we have estimated a minimum total 'reach' of ~75k.

This estimate will inevitably include some duplicates – the same person counted more than once.

The communications for this campaign translated into a very strong response rate of approximately 66%.

Community Consultation Feedback

A summary of feedback received for the first Underground Power project and administrations responses has been included in **Attachment 2** with common objections from the community including:

- Having to pay for State Government infrastructure
- Not getting a say in the project going ahead
- Not being well-enough informed or prepared for service charges
- · Paying interest on instalments

In addition to this we have received objections to Network charges for two developments at 416-418 Oxford Street and 389 Oxford Street who have previously undergrounded infrastructure outside their property boundary.

There are five properties in the first project area that have primary equipment placed on their verge, some of which have requested a discount to their service charge. We recommend that Elected Members consider a \$500-\$1,000 discount for these properties.

Annual Budget & LTFP

The purpose of this meeting is to introduce the budget and corporate planning processes occurring from February to June 2025 (Attachment 1).

Elected Members will be provided with an overview of budget themes, risks and challenges that will inform the Annual Budget and 10-year Long Term Financial Plan (LTFP).

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The LTFP 2025/26 – 2034/35 process will commence in February 2025 and will be discussed to seek Council feedback on the key strategic priorities, major projects and various scenarios to be modelled. It is planned for the LTFP to be adopted by Council at the May Ordinary Council Meeting (OCM).

Community Consultation

Inform the community about the City's approach to maintaining financial sustainability while delivering mandatory and legislated services, major projects and maintaining existing assets.

Use community input to guide decisions on negotiable aspects of future budgets while ensuring fixed commitments and essential services remain unaffected.

The consultation will seek community feedback on:

- Whether we are on track with the long-term financial plan and medium rating scenario;
- How well the planned projects align with community aspirations and expectations; and
- Any important projects that may have been overlooked.

Administration is currently working through the preferred method and timing for the planned consultation.

Next Budget Workshop

At the next Budget Workshop (BW2) to be held on 25 February 2025, Administration will provide further information on the Mid-year Budget Review (MYBR).

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Budget 2025/26

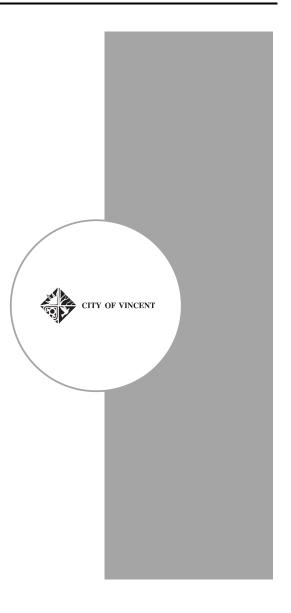
Budget Workshop 28 January 2025



Meeting Objective

The purpose of this meeting is to introduce the budget and corporate planning processes occurring from February to June 2025. The meeting will provide a content overview and will:

- Provide an update on the Underground Power Community consultation
- Discuss the Budget setting process for 2025/26
 - Annual Budget 2025/26 & Differential Rates 2025/26
 - 10-year Long Term Financial Plan 2025/26–2034/35
 - 4-Year Capital Works 2025/26–2028/29
- Identify Budget Themes and Priorities
- Identify Long Term Financial Plan scenarios
- Discuss Community Engagement plan



Elected Member Feedback

Underground Power

- Commercial property objections
- PE on verges discount

Annual Budget

Budget priorities

Long Term Financial Plan

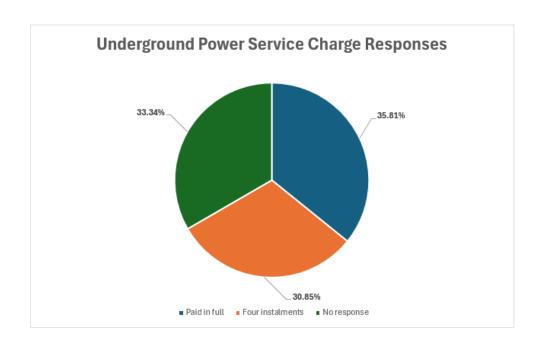
Modelled scenarios



Underground Power Consultation Feedback



Underground Power Consultation



Total estimated reach ~75k

- Imagine Vincent 2,500
- E-news 10,000
- COV website 87
- Business e-news 1,000
- Socials/Video/Instagram 57,312
- QR code 888
- Postcards 1,600
- Letters 1,680
- Community info session 80



Consultation Feedback

Frequency	Objection
~80%	Having to pay for state government infrastructure (the network charge) – Western Power/State Government should fund this
~60%	Not getting a say in the project going ahead (no community survey done on underground power asking people if they wanted it, advising cost and asking if they would be prepared to pay for it)
~40%	Not being well-enough informed or prepared for service charges (a specific, addressed letter on this subject should have been sent to all affected ratepayers after Council signed the MOU in 2022, giving advance warning about service charges and expected costs)
~20%	Paying interest on instalments (seen as punishing those who are not financially well-off enough to pay upfront)
~10%	People will be placed in financial hardship by these service charges**
~1%	Those who've paid for some underground infrastructure in the past object to paying again, especially if it was a large amount and if that infrastructure also serves others beyond their own property***
~1%	Commercial property owners with larger bills object to the impost on themselves/their tenants, and reluctant to pass it on to struggling tenants
<1%	Property has been developed since the network design was completed in 2022/23 and is now divided into multiple parcels, resulting in multiple lots of network charges (along with multiple lots of rates) – owner feels they should not have to pay these additional network charges as the original network design on which the project was priced didn't accommodate the additional development.

- 1,745 rateable properties
- 1,680 letters sent out
- 210 calls received
- 133 CRMs generated ~8% of total number of properties
- Over 66% have responded to confirm payment option



Network charges objections

We have received objections to network charges from two developments that have previously undergrounded network infrastructure outside their property boundary:

- 416-418 Oxford Street: Undergrounded power on two street frontages of the development Oxford Street and Scarborough Beach Road. Also installed primary equipment within their building (Western Power requirement), resulting in loss of parking bays and a penalty payable to the City for loss of parking. This primary equipment was fully funded by the developer but oversized by Western Power, to serve other properties along the street. The developer paid \$134,000 in total for these network costs at the time of development. We are now charging a further \$23,000 as their contribution to underground the remainder of the network in the project area. These network charges are based on KVA.
- <u>389 Oxford Street:</u> Undergrounded power in front of the development on Oxford Street (no primary equipment installed) paid \$32,000; we are charging them \$21,000 as their contribution to underground the remainder of the network in the project area. These network charges are based on KVA.



Primary Equipment Site on Verges

Five properties in the first project area will have primary equipment placed on their verge.

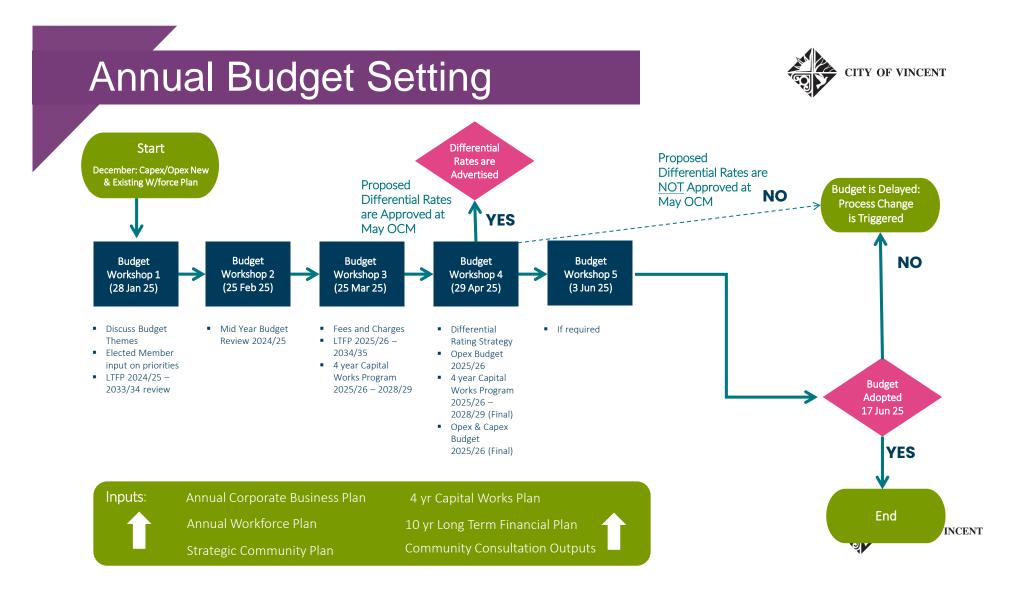
Administration recommends Elected Members consider a \$500-\$1,000 discount on their network charge as compensation for the permanent visual and spatial impact.

Administration does not anticipate the cost to offer this discount on future projects would be significant.



Annual Budget 2025/26 Process





Budget 2024/25 Overview

Budget Workshop 1 - 28 Jan 25	Responsible	Council Feedback	Council Decision
Discuss Budget Themes	Admin	✓	-
Elected Member input on priorities	Council	✓	-
LTFP 2024/25 - 2033/34 - Review	Admin	√	-
Community Consultation - Feb 25	Responsible	Council Feedback	Council Decision
Community consultation on Strategic priorities	Admin	√	-
Budget Workshop 2 - 25 Feb 25	Responsible	Council Feedback	Council Decision
Mid-year Budget Review 2024/25	Admin	✓	-
March OCM - 11 Mar 25	Responsible	Council Feedback	Council Decision
Council Approve the Mid-year Budget Review 2024/25	Council	-	✓
Budget Workshop 3 - 25 Mar 25	Responsible	Council	Council
5 40		Feedback	Decision
Fees & Charges LTFP 2025/26 - 2034/35	Admin	√ √	-
	Admin Admin	v _	-
4 year Capital Works Program 2025/26 - 2028/29 - 1st Draft (Subject to 2025/26 Budget changes)	Admin	¥	-

Budget Workshop 4 - 29 April 25	Responsible	Council Feedback	Council Decision
Differential Rating Strategy 2025/26	Admin	✓	-
4 year Capital Works Program 2025/26 - 2028/29 - Final (Subject to 2025/26 Budget changes)	Admin	✓	-
Opex Budget 2025/26	Admin	✓	-
May OCM - 13 May 25	Responsible	Council	Council
may 0cm - 13 may 23	Responsible	Feedback	Decision
Council Approves Differential rates for advertising 2025/26 Council Adopts the LTFP 2025/26 - 2034/35	Council	-	✓
Budget Workshop 5 - 3 Jun 25	Responsible	Council Feedback	Council Decision
Placeholder - If required			
Jun OCM - 17 Jun 25	Responsible	Council Feedback	Council Decision
Council Adopts the Annual Budget 2025/26	Council	-	✓
DLGSC Submission - 1 July 25		Council Feedback	Council Decision
Statutory Budget Financial Statements submitted to DLGSC	Admin	-	-



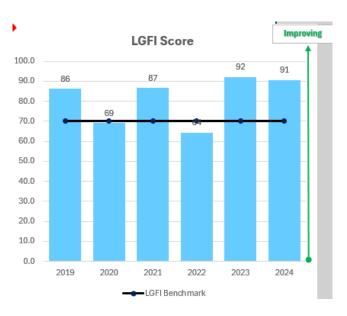
Local Government Financial Index Ratios



LGFI Ratios



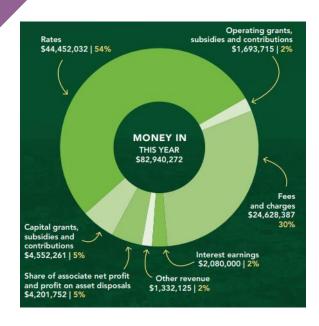
- Better operating result
- Higher cash & reserve balances
- Lower debt

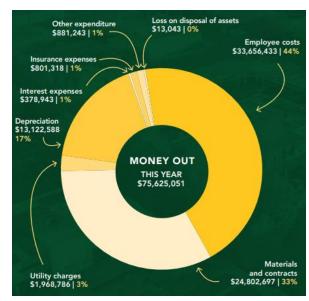


Budget 2024/25 Recap



Annual Budget 2024/25

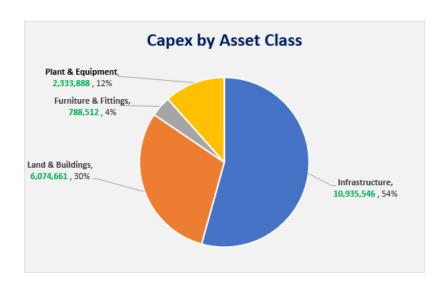


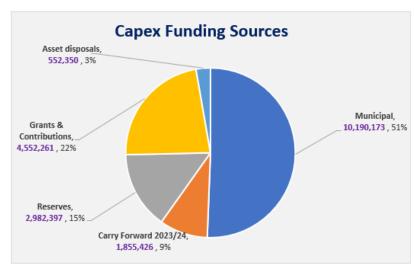






Capex Budget 2024/25







Elected Member Budget Priorities 2025/26



Budget Priorities 2025/26

Budget Assumptions & Priorities

- Rate increases close to adopted LTFP
- Impact of approved EBA will add cost
- Continued focus on renewal over new capex
- Continue to build long term financial sustainability
- Strategic Projects / Council Priorities
 - Underground Power
 - Leederville Car park development
 - Concrete batching plants
 - Other?



Budget Priorities 2025/26

Budget Assumptions & Priorities (continued)

- Managing risks
 - Rising costs
 - Higher EBA costs
 - National inflation 2.8% (WA 3.8%), FY26 forecast is 2.7% 2.8%
 - Financial impact of multiple major projects
 - Attracting and retaining talent
 - Ageing assets continue to invest in our assets
 - Cost of living pressures
- Funding Strategies
 - Advocacy major assets and projects
 - Grant funding new projects
 - Maximise non-rating revenue sources



State Gov Election Commitments

New Unplanned Projects

- Little Italy TBC
- Litis Stadium \$800,000 towards full lighting upgrades for Floreat Athena Football Club (noting we can remove our 1/3 CSRRF commitment now).
- Forrest Park redevelopment \$1.5 million towards upgrades at Forrest Park, including clubroom renovations, new women's changeroom facilities, toilet refurbishments and playground

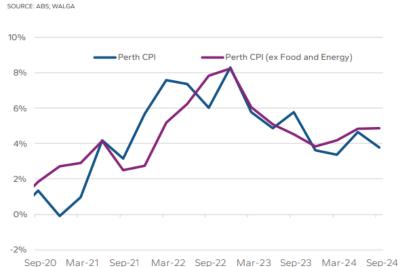


Local Government Cost Index

LGCI Table

Component	Weighting	2022-23 (actual)	2023-24 (actual)	2024-25 (forecast)	2025-26 (forecast)	2026-27 (forecast)
Employee costs	35%	4.2	4.2	3.8	3.5	3.0
Materials and contracts	28%	4.3	3.2	4.0	3.8	3.5
Furniture	1%	5.8	4.7	3.7	3.5	3.2
Non-residential building	5%	1.0	4.6	3.5	3.0	2.3
Machinery and Equipment	5%	11.5	2.0	4.0	2.5	1.4
Non-road infrastructure	9%	3.3	3.2	2.8	2.7	2.6
Road and bridge construction	10%	3.8	2.1	2.8	2.7	2.8
Utilities	3%	2.5	2.5	3.0	3.0	3.0
Insurance	1%	12.4	13.1	8.6	6.0	4.0
Other	3%	6.2	4.6	3.5	3.0	2.8
LGCI	100%	4.4	3.6	3.6	3.3	3.0

Perth CPI vs Perth CPI (ex Food and Energy), Annual % Change





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Financial Sustainability

What options are available to us:

- 1. Increasing rates
- 2. Increasing revenue via other sources
- 3. Cuts to expenditure:
 - Reduce service levels (do less)
 - Reduce and divest assets (maintain less)
 - Improve efficiency (drive improvement)
- 4. Prioritising projects:
 - Reduce project scope
 - Defer "nice to have, yet not essential" projects

This allows over the long term to:

- Build reserves
- Reduce debt
- Reduce volatility in annual rate increases
- Invest in our assets and technology
- Be able to respond to financial shocks
- More effectively manage risks
- Better plan for the long term



Item 4.1- Attachment 1

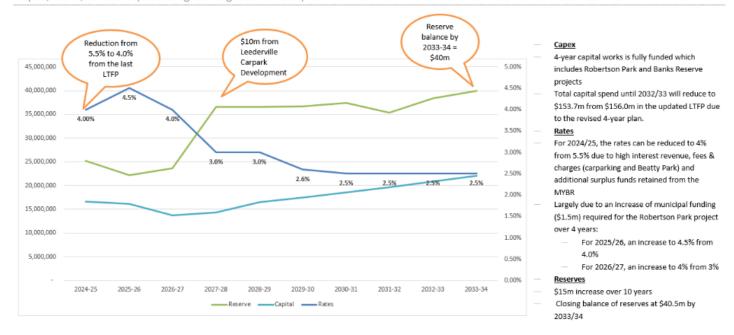


LTFP 2024/25 - 2033/34



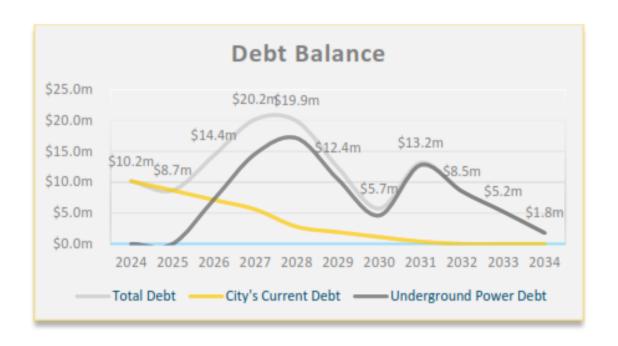
Adopted LTFP 2024/25 - 2033/34

Capex/Rates/Reserves (Excluding Underground Power)





Adopted LTFP 2024/25 - 2033/34





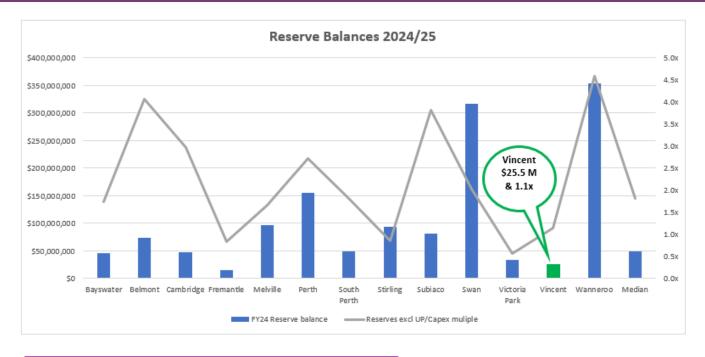
Rates & Reserves Benchmarking 2024/25

2024/25 Residential Rating Comparison table

					To	otal	Ranking B	ased on:				
Council	Rate in \$	Minimum Rates	Waste Charge	Security	Total Minimum Payable	Residential Rates Levy based on a GRV of \$20,800	Minimum	\$20,800	Reserve Balance (excl UP)	Capital Budget	Reserve to Capex ratio	Rates Revenue
Armadale	0.0977080	1,409.00	433.50	-	1,842.50	2,465.83	27	29	133,115,460	32,076,500	4.1	87,658,584
Bassendean	0.0817600	1,183.00	432.00	-	1,615.00	2,132.61	21	25	10,591,193	7,438,980	1.4	16,305,035
Bayswater	0.0746740	1,143.40	411.00	-	1,554.40	1,964.22	16	19	44,484,029	25,489,255	1.7	60,695,664
Belmont	0.0631710	880.00	337.00	-	1,217.00	1,650.96	2	9	73,484,970	18,079,473	4.1	59,790,869
Cambridge	0.0561820	1,022.00	600.00	-	1,622.00	1,768.59	23	13	47,965,557	16,155,336	3.0	28,085,431
Canning	0.0573100	1,062.00	424.00	72.00	1,558.00	1,688.05	17	10	72,261,784	45,260,658	1.6	87,901,966
Claremont	0.0614860	1,499.16	-	-	1,499.16	1,499.16	13	2	11,113,384	5,794,130	1.9	18,088,966
Cockburn	0.0810300	1,537.00	-	72.57	1,609.57	1,757.99	20	12	184,009,148	53,727,910	3.4	134,416,025
Cottesloe	0.0559400	1,383.00	585.00	-	1,968.00	1,968.00	28	21	7,839,029	3,063,824	2.6	11,299,786
East Fremantle	0.0718600	1,296.00	-	-	1,296.00	1,494.69	4	1	1,918,630	3,788,113	0.5	9,537,944
Fremantle	0.0834890	1,738.00	-	-	1,738.00	1,738.00	25	11	15,920,688	19,173,650	0.8	63,521,561
Gosnells	0.0705500	1,086.00	395.00	-	1,481.00	1,862.44	11	16	101,724,085	63,996,735	1.6	81,579,144
Joondalup	0.0547810	899.00	375.00	-	1,274.00	1,514.44	3	3	109,189,491	60,957,148	1.8	112,459,183
Kalamunda	0.0667853	1,020.00	659.15	-	1,679.15	2,048.28	24	23	28,001,717	46,881,497	0.6	47,751,765
Kwinana	0.0884600	1,222.00	393.00	-	1,615.00	2,232.97	21	27	55,917,115	27,623,119	2.0	52,862,845
Melville	0.0732513	1,434.42	-	62.00	1,496.42	1,585.63	12	5	96,746,389	58,504,505	1.7	108,074,365
Mosman Park	0.0737840	979.72	399.00	-	1,378.72	1,933.71	6	18	3,628,411	2,090,899	1.7	11,053,495
Mundaring	0.0888900	985.00	495.00	-	1,480.00	2,343.91	10	28	33,771,098	16,587,411	2.0	33,831,164
Nedlands	0.0605500	1,576.00	408.00	-	1,984.00	1,984.00	29	22	3,355,201	14,620,323	0.2	27,859,311
Peppermint Grove	0.0774400	1,530.00	-	-	1,530.00	1,610.75	14	6	2,171,060	2,947,000	0.7	3,754,655
Perth	0.0607405	785.00	357.40	-	1,142.40	1,620.80	1	7	154,813,693	57,046,500	2.7	107,294,832
Rockingham	0.0828400	1,377.00	443.00	-	1,820.00	2,166.07	26	26	74,988,323	105,767,588	0.7	112,360,146
South Perth	0.0755510	1,210.00	395.00	-	1,605.00	1,966.46	19	20	48,447,858	26,603,850	1.8	46,065,448
Stirling	0.0528490	948.00	395.00	45.00	1,388.00	1,539.26	7	4	94,215,114	109,238,787	0.9	166,424,865
Subiaco	0.0695990	1,190.00	391.00	-	1,581.00	1,838.66	18	14	81,624,059	21,414,485	3.8	27,230,770
Swan	0.0773970	970.00	491.00	-	1,461.00	2,100.86	9	24	316,094,073	155,537,845	2.0	156,896,630
Victoria Park	0.0905800	1,357.00	-	-	1,357.00	1,884.06	5	17	31,446,835	55,209,049	0.6	53,041,616
Vincent	0.0782600	1,451.23	-	-	1,451.23	1,627.81	8	8	22,834,387	20,132,607	1.1	44,452,032
Wanneroo	0.0688370	1,105.00	425.00	-	1,530.00	1,856.81	14	15	353,633,859	77,077,618	4.6	163,796,535



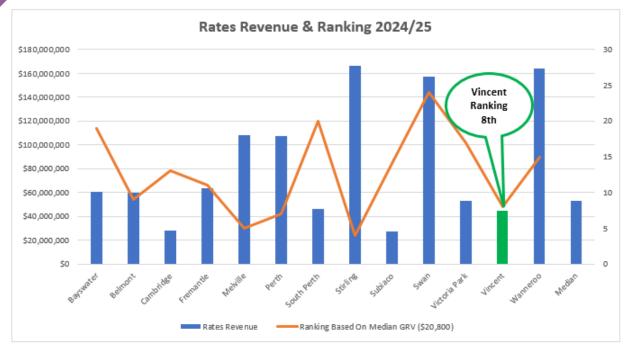
Reserves to Capex 2024/25



	FY2	24 Reserve balance	Reserves excl UP/Capex muliple
Median	\$	48,582,822	1.8
Vincent	\$	25,507,557	1.1



Rates Revenue Ranking 2024/25



	R	ates Revenue	Ranking	GRV \$20,800
Median	\$	53,041,616	\$	-
Vincent	\$	44,452,032	\$	8



LTFP 2025/26 - 2034/35

LTFP update focus areas

- Strategic priorities
- Major Projects
 - Underground Power timeline update and cost estimates if received in time
 - Leederville Car park no change to numbers but include 6–12-month delay
 - Concrete batching plants add when business case is more certain
- Other alternative scenarios?



Budget Community Consultation 2023/24



Community Consultation

Engagement Purpose

Within the context of the ongoing inflationary pressures on our community and increasing costs of delivering services, the purpose of this engagement to seek input to test our thinking around long term budget considerations to help guide future financial planning.

This will include asset management and unfunded projects contained in the Long-Term Financial Plan.

The consultation will provide an opportunity to explore community opinions to identify ways to align expectations with the City's strategic vision.



Community Consultation

Engagement Objective(s)

Inform the community about the City's approach to maintaining financial sustainability while delivering mandatory and legislated services, major projects and maintaining existing assets.

Use community input to guide decisions on negotiable aspects of future budgets while ensuring fixed commitments and essential services remain unaffected.

The consultation will seek community feedback on:

- Whether we are on track with the long-term financial plan and medium rating scenario
- How well the planned projects align with community aspirations and expectations
- Any important projects that may have been overlooked.



Item 4.1- Attachment 1

Next Meeting

At Budget Workshop 2 we will:

Review the Mid Year Budget Review



Customer contact stats:

Number of calls received by Customer Service team: ~ 210 (most have been logged, a few have been missed)

Number of CRMs generated: 133 (majority of these being objections)

Summary of objections:

Frequency	Objection	Response provided by Administration
~80%	Having to pay for state government infrastructure (the	The City would also prefer it if Western Power were able to fully fund
	network charge) – Western Power/State Government	undergrounding of the network. Unfortunately, the rules of the current
	should fund this	undergrounding program require local government to contribute the
		difference in cost between like-for-like network replacement and
		undergrounding. For our current project this equates to 12% of the
		network cost. If the City declined this offer, we would miss out on the
		opportunity to underground in the foreseeable future.
~60%	Not getting a say in the project going ahead (no	Administration is taking this feedback on board and sharing it with
	community survey done on underground power asking	Council to inform future communication and engagement on
	people if they wanted it, advising cost and asking if they	underground power. Where relevant, we provide links to past Council
	would be prepared to pay for it)	Reports, which detail the decision-making process and the reasons for
		proceeding with the current underground program.
~40%	Not being well-enough informed or prepared for service	We outline the methods of communication that have been used since
	charges (a specific, addressed letter on this subject	2022 to keep our community updated about underground power. We
	should have been sent to all affected ratepayers after	also acknowledge that many community members don't engage with
	Council signed the MOU in 2022, giving advance warning	these methods of communication and advise that the current feedback
	about service charges and expected costs)	is being taken on board to inform future engagement.
~20%	Paying interest on instalments (seen as punishing those	We acknowledge that this may seem unfair and explain that we are
	who are not financially well-off enough to pay up-front)	passing on the cost that the City incurs for providing the four-year
		instalment option via the most direct and transparent user-pays
		approach.
~10%	People will be placed in financial hardship by these	We acknowledge that this will be the case for some ratepayers, express
	service charges**	our empathy and advise that those facing financial hardship are

		encouraged to contact the City's rates team for further advice and
		assistance with alternative payment arrangements. Where relevant, we
		advise that underground power has demonstrated economic benefits
		for ratepayers and provide a link to the Economic Regulation Authority's
		report on the subject.
~1%	Those who've paid for some underground infrastructure in	We acknowledge that developers in this situation may feel they are
	the past object to paying again, especially if it was a large	being treated unfairly. We also explain that the City's approach is to
	amount and if that infrastructure also serves others	share the cost of undergrounding the rest of the project area among all
	beyond their own property***	ratepayers, as all will benefit from the safety, amenity and reliability
		improvements. We advise that their feedback and requests for
		consideration will be shared with Council to inform decision making
		ahead of the adoption of service charges in the Annual Budget.
~1%	Commercial property owners with larger bills object to	We acknowledge that some businesses are currently struggling and that
	the impost on themselves/their tenants, and reluctant to	these costs may add further pressure. We encourage property owners to
	pass it on to struggling tenants	seek relevant financial advice, consider their options for spreading the
		cost over multiple years for themselves and their tenants and speaking
		to our Rates team for alternative payment arrangements if needed.
<1%	Property has been developed since the network design	We acknowledge that the situation may seem unfair and assure the
	was completed in 2022/23 and is now divided into	ratepayer that the capacity requirements of their new development will
	multiple parcels, resulting in multiple lots of network	be accommodated in the network construction. Network design always
	charges (along with multiple lots of rates) – owner feels	includes some spare capacity to accommodate such growth in demand
	they should not have to pay these additional network	and it is the City's approach to share the network cost of the project
	charges as the original network design on which the	across all properties within the network.
	project was priced didn't accommodate the additional	
	development.	
		unicate has not been affective as it didn't used a common and many many

^{*} These objectors are telling us that the other media we've used to communicate has not been effective as it didn't reach everyone, and many people don't seem to be reading the Budget Newsletter. As a result of the attention that service charges are receiving, property owners from future project areas are now contacting us objecting to a perceived lack of transparency/information as to what the service charges will be for their areas and wanting guarantees they won't be higher than the first project area.

^{**}This objection usually given by people who themselves do not claim to be in financial hardship but speaking in general terms on behalf of the community.

*** We have received objections to network charges from two developments that have previously undergrounded network infrastructure outside their property boundary:

- 416-418 Oxford Street: Undergrounded power on two street frontages of the development Oxford Street and Scarborough Beach Road. Also installed primary equipment within their building (Western Power requirement), resulting in loss of parking bays and a penalty payable to the City for loss of parking. This primary equipment was fully funded by the developer but oversized by Western Power, to serve other properties along the street. The developer paid \$134,000 in total for these network costs at the time of development. We are now charging a further \$23,000 as their contribution to underground the remainder of the network in the project area. These network charges are based on KVA.
- <u>389 Oxford Street:</u> Undergrounded power in front of the development on Oxford Street (no primary equipment installed) paid \$32,000; we are charging them \$21,000 as their contribution to underground the remainder of the network in the project area. These network charges are based on KVA.

Other frequently asked questions/feedback that are not objections:

- Seeking clarification around pensioner and senior rebates.
- Concerns about damage to private property and verges and doubts about the standards of reinstatement by contractors.
- Seeking a more detailed explanation of how service charges were derived and calculated (this was not clear in the first letter sent in November 2024, but rectified in the follow-up letter, with further information provided on the website).
- Wanting to understand the undergrounding program better how it came about, why, what will happen and when.

Further item for consideration – discount for PE sites on verges:

Five properties in the first project area will have primary equipment placed on their verge. We suggest a \$500 discount on their network charge as compensation for the permanent visual and spatial impact.

5 NEXT MEETING

25 February 2025.

6 CLOSURE