

CITY OF SOUTH PERTH

ANNUAL REPORT 2015/16

CREATING A COMMUNITY FOR ALL



City of
South Perth



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#discoversouthperth



OVERVIEW







WELCOME

Our theme for 2015/16 was ‘creating a community for all’, as the City continued to make great progress on key ‘place making’ projects tailored to different groups of the community. The theme ties in closely with our ‘working together to create a City for everyone’ mission.

This report aims to provide you with an open and accountable insight into how we have progressed the vision and strategic objectives in our Strategic Community Plan 2015-2025. This includes our main achievements and challenges, financial performance and key targets for the year ahead.

This report is produced in accordance with the *Local Government Act 1995*, which requires our Council to adopt an Annual Report by 31 December each year. It has been reviewed by the City’s Management Team to ensure accuracy and authenticity.

Thank you for taking the time to read this Annual Report. We welcome any feedback on our performance or where you would like us to focus in the future.

WHERE YOU CAN FIND THIS ANNUAL REPORT

The City produces a limited number of hard copies of the Annual Report, printed on 100 per cent recycled paper – in line with our ongoing commitment to sustainability. This Annual Report can be viewed by:

- Visiting the City of South Perth website at www.southperth.wa.gov.au
- Visiting or writing to the Administration Office at the Civic Centre, Cnr Sandgate St and South Tce, South Perth WA 6151
- Emailing enquiries@southperth.wa.gov.au
- Phoning the Customer Focus Team on (08) 9474 0777.



OUR CITY

Proclaimed in July 1959, the City of South Perth covers nearly 20 square kilometres and is situated two kilometres across the Swan River from the Perth Central Business District. Widely recognised for its aesthetic appeal and amenity, the City is bounded by the Swan and Canning Rivers, offering around 660 hectares of public open spaces. Major attractions include Sir James Mitchell Park, Perth Zoo, Royal Perth Golf Club, Collier Park Golf Course, the Mends Street, Angelo Street and Preston Street precincts and the Waterford Plaza Shopping Complex.

Home to more than 46,000 residents from a diverse range of ages and cultural backgrounds, the City is predominantly residential but also accommodates around 10,000 workers each day.

OUR SERVICES

Managed across 15 different Business Units, the City is a Local Government agency that provides a range of community services and facilities including:

- Cultural programs and community events
- Recreation facilities and sporting club support
- Collier Park Golf Course
- Collier Park Village
- South Perth and Manning Libraries
- Stakeholder engagement and customer relations
- Infrastructure planning, design and construction
- Asset management and capital works
- Heritage and sustainability matters.

- Public open spaces, streetscapes, foreshores and natural area management
- Marketing and communications
- Legal, advocacy and governance support
- Animal and bushfire control
- Town planning, building services and environmental health services
- Senior Citizen's Centres
- Adult Learning Centre
- Youth programs.

OUR FUTURE

The City is preparing for significant and sustained growth. The Western Australian Department of Planning estimates we will accommodate an additional 6,000 dwellings by 2031, representing a 30 per cent increase.

FAST FACTS



OUR LAND

Parks and gardens: 4.6sq km

Gardens: 54

Playgrounds: 42

Street trees: 20,079

Reserve trees: 10,812

Streetscape gardens: 4.96ha

Reserves: 466ha

Developed reserves: 376ha

Sports fields: 12

Roads: 203km

Pathways: 267km



OUR CITY

Area: 19.9sq km

Area of parks and gardens: 4.66sq km

Suburbs: Como, Karawara, Kensington, Manning, Salter Point, South Perth and Waterford

Libraries: South Perth and Manning

Senior citizens centres: South Perth and Manning

Child health clinics: 2

Kindergartens: 3

Primary schools: 12

Secondary schools (government): 1

Secondary colleges (private): 3

Sporting clubs: 33

City employees: 259 (full time equivalent)

Rate revenue 2015/16: \$32,903,932

OUR PEOPLE

Population: 46,113

Median age: 36

Median weekly household income: \$1,606

Couples with children: 22%

Medium and high-density housing: 52%

Median house price: \$932,032

Households with a mortgage: 26%

Households renting: 38%

Non-English speaking backgrounds: 22%

Unemployment: 4.7%



WHAT GUIDES US

OUR MISSION IS

‘Working together to create a City for everyone’.

This statement identifies the important role of the community, Council and staff in ensuring that the strategies outlined in the Strategic Community Plan 2015-2025 are achieved.

OUR VISION IS

‘We belong to an engaged and cohesive community that is linked by vibrant local centres and shared spaces. We live and travel in ways that nurture our environment; and our housing and amenities meet the diverse needs of a changing society’.

This statement describes how the City will respond to the community’s aspirations and priorities in the future.

OUR VALUES

Our values are linked to the way we conduct our business and include:

Trust - honesty and integrity

Respect - acceptance and tolerance

Understanding - care and empathy

Teamwork - leadership and commitment.

OUR STRATEGIC DIRECTION

This Annual Report aims to outline our performance, achievements and challenges during 2015/16, based on these six strategic directions from the Strategic Community Plan 2015-2025, underpinned by the Corporate Business Plan 2015-2019:

Community - Create opportunities for an inclusive, connected, active and safe community

Environment - Enhance and develop public open spaces and manage impacts on the City’s built and natural environment

Housing and Land Uses - Accommodate the needs of a diverse and growing population

Places - Develop, plan and facilitate vibrant and sustainable community and commercial places

Infrastructure and Transport - Plan and facilitate efficient infrastructure and transport networks to meet the current and future needs of the community

Governance, Advocacy and Corporate Management - Ensure that the City has the organisational capacity, advocacy and governance framework and systems to deliver the priorities identified in the Strategic Plan.



OUR YEAR A LOOK AT 2015/16

OUR KEY ACHIEVEMENTS

- Opening South Perth Promenade and Mends Street River Wall project
- Establishing a three year Memorandum of Understanding with the Town of Victoria Park , committing to work together to identify, prioritise and promote opportunities for future collaboration and partnership
- Holding well attended Fiesta and Australia Day events
- Returning encouraging Culture Optimisation Program staff survey results
- Completing the Manning Community Hub's James Miller Oval redevelopment
- Finalising the South Perth Foreshore River Wall and Path replacement project
- Constructing the Old Mill Redevelopment's rock wall, headlands and beach area
- Achieving the Olive Street and Garden Street Park water audit savings
- Finalising the Ernest Johnson Reserve Master Plan design
- Progressing the Kwinana Freeway Foreshore Management Plan and draft streetscapes Master Plan for the proposed South Perth Station Precinct
- Undertaking ongoing consultation and engagement for key projects and programs

- Performing an external communications review, finding 90 per cent of respondents were satisfied with our overall communications
- Progressing the South Perth Station Precinct Town Planning Scheme Amendment No. 46
- Holding Council elections and inducting a new Council, including three new Councillors.

OUR KEY CHALLENGES

- Ensuring the Local Planning Strategy was developed to meet current and future community needs
- Reviewing the 822 complex submissions for the Town Planning Scheme Amendment No. 46
- Completing the planning phases of the Connect South upgrade and redevelopment, to enable construction to begin
- Deferring re-commencement of the Integrated Transport Plan
- Deferring development of a new Bike Plan
- Deferring development of a Disability Access and Inclusion Plan 2017-2020.


CITY INITIATIVE STATUS OVERVIEW



This table shows the status of each City initiative during 2015/16. These initiatives fall under our six key strategic directions; community, environment, housing and land uses, places, infrastructure and transport, and governance, advocacy and corporate management. Each initiative has been assessed as being completed, commenced, ongoing or deferred and is illustrated using the key below.

For any initiative that has been deferred, a risk assessment is undertaken outlining the current situation and the proposed actions to rectify it. Detailed information on our initiatives is provided in the following chapters of this Annual Report.

SUMMARY:

 3 Completed	 13 Commenced	 64 Ongoing	 7 Deferred	87 initiatives
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 Forward action from 2014/15 Annual Report

COMMUNITY

Create opportunities for an inclusive, connected, active and safe community

STATUS	INITIATIVES	FORWARD ACTION from 2014/15	STATUS	INITIATIVES	FORWARD ACTION from 2014/15
	Australia Day 2016 event			Community events	
	Fiesta 2016 events			Library services	
	Collier Park Village			Manning Library	
	Collier Park Golf Course			Support to South Perth Historical Society	
	Aboriginal Engagement Strategy			Community/Public Art	
	Mosquito Management Plan			Sustainable Living Strategy	
	Infrastructure Services maintenance programs			Stakeholder engagement	
	Safer environment			External communications	
	Community Safety and Crime Prevention			Local emergency management	
	Cultural and education services			George Burnett Leisure Centre redevelopment	
	Support to community, voluntary groups and sporting clubs				
	Disability Access and Inclusion				

ENVIRONMENT

Enhance and develop public open spaces and manage impacts on the City's built and natural environment

STATUS	INITIATIVES	FORWARD ACTION from 2014/15
>	Developer Contribution Plan	
>	Independent peer review of Local Heritage Inventory	
>	Waste Management Plans	
>	Regional Waste Management Strategy	✓
>	Collier Park Waste Transfer Station	✓
↺	Green Plan	
↺	Urban Forest Strategy	✓
↺	Collier Park Golf Course	
↺	Water Action Plan	✓
↺	Integrated Catchment Management Plan	
↺	Irrigation	
↺	Water Sensitive Urban Design	
↺	Climate Change Adaptation	
↺	Public Open Space Strategy	
↺	Karawara Greenway Master Plan	✓
↺	Karawara Freeway Foreshore	
↺	Foreshore Management Plans	
↺	Heritage Protection Instruments	
↺	Waste Education	
1	Proposed South Perth Rail Station Precinct	















HOUSING AND LAND USES

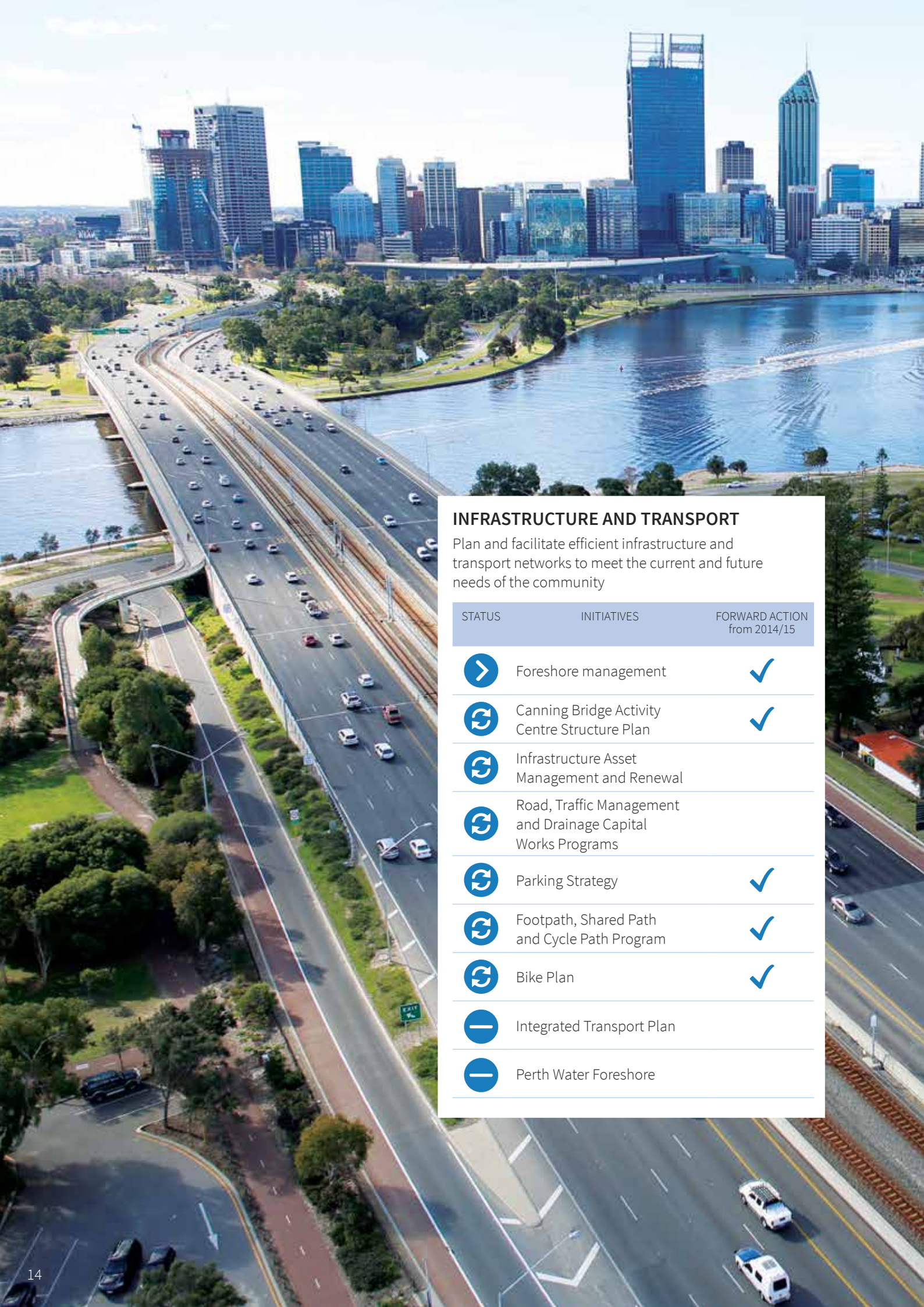
Accommodate the needs of a diverse and growing population

STATUS	INITIATIVES	FORWARD ACTION from 2014/15
	Local Planning Strategy	
	Waterford Triangle Scheme Amendment	
	Town Planning Scheme Amendments	
	Town Planning Policy	

PLACES















Develop, plan and facilitate vibrant and sustainable community and commercial places

STATUS	INITIATIVES	FORWARD ACTION from 2014/15
	Mends Street Precinct	
	Ernest Johnson Reserve Master Plan	
	South Perth Foreshore	
	Mill Point Node Plan	
	Manning Community Facility	
	Manning Library refurbishment	
	Curtin University and Bentley Technology Precinct	
	Marketing and promotion of the City of South Perth	
	Land Management	
	Economic Development Strategy	



INFRASTRUCTURE AND TRANSPORT

Plan and facilitate efficient infrastructure and transport networks to meet the current and future needs of the community

STATUS	INITIATIVES	FORWARD ACTION from 2014/15
	Foreshore management	
	Canning Bridge Activity Centre Structure Plan	
	Infrastructure Asset Management and Renewal	
	Road, Traffic Management and Drainage Capital Works Programs	
	Parking Strategy	
	Footpath, Shared Path and Cycle Path Program	
	Bike Plan	
	Integrated Transport Plan	
	Perth Water Foreshore	

GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT

Ensure that the City has the organisational capacity, advocacy and governance framework and systems to deliver the priorities identified in the Strategic Plan

STATUS	INITIATIVES	FORWARD ACTION from 2014/15	STATUS	INITIATIVES	FORWARD ACTION from 2014/15
✓	Enterprise Bargaining Agreement		↻	Information Technology Strategy	
➤	Occupational Health and Safety		↻	Corporate Performance Reporting Framework	
➤	State of Sustainability Report		↻	Financial sustainability and capacity	
➤	Governance Framework		↻	Organisational capacity	
➤	Elected Member leadership		↻	Risk Management	
↻	Information Technology		↻	Customer service	
↻	Knowledge Management		↻	Customer Relationship Management	
↻	Digital services		↻	Content managed website	✓
↻	Financial Reporting and Property Database Solution		↻	Lobbying Federal and State Government	
↻	Australian Business Excellence Framework/ Integrated Planning and Reporting Framework		↻	Partnerships and stakeholder relationships	
↻	Integrated Asset Management System	✓	1	Strategic Community Plan community consultation	

MESSAGE FROM THE MAYOR



It is with great pleasure that I present the City of South Perth's 2015/16 Annual Report on behalf of my fellow Councillors.

During the year, the Council has continued to focus on the City's performance, key projects and programs, as well as making important decisions, providing guidance and representing our local community.

There is so much happening in the City that strategic documents like this Annual Report are crucial when it comes to outlining our progress and achievements, our lessons learned and future directions. Each year, we try to explain complex information to you in a simple and interesting way, so you can easily track our performance. Your feedback and suggestions on ways to improve our Annual Report are always welcome.

In September 2015, following a comprehensive process, the Council appointed Geoff Glass as Chief Executive Officer at the City. Geoff commenced in October 2015 and the Council look forward to working with him during the next five years.

Engaging with our community remained a strong focus throughout the year. We introduced new and innovative ways of engaging to ensure all had the opportunity to have their say on the City's key projects and plans.

The City continued working on a number of key projects to enhance the amenity of the South Perth Foreshore. Construction of the new heart of Manning – the Manning Community Hub – progressed well and is on schedule to open in February 2017.

Several planning projects were progressed including Canning Highway #ShapeOurPlace and the implementation of the Karawara Public Open Space Masterplan and Collaborative Action Plan.

Following extensive community engagement, the Council adopted a Parking Strategy that will provide a long-term plan for the management and provision of parking in the City.

This progress was made under a newly-elected Council that was sworn in during mid-October 2015. I was honoured to be re-elected as Mayor, with Como Ward Councillor Glenn Cridland reappointed as Deputy Mayor. We also welcomed three new Councillors; Jessica Black for the Como Ward, Mill Point Ward's Ken Manolas and Travis Burrows for the Moresby Ward.

In the year ahead, I look forward to ensuring our community develops and responds to ever-changing needs, while holding on to what is such a special place for those who live, work and recreate here. As part of this aim, your Council plans to progress a number of significant projects outlined in this Annual Report in the year ahead.



I wish to extend my sincere gratitude to those who have worked closely with the City of South Perth during the last financial year. I acknowledge our stakeholders, community groups, local politicians and the unwavering passion and commitment shown by my fellow Councillors. Thank you to Chief Executive Officer Geoff Glass, the City's Directors, and all City staff who work alongside me each day for your support and guidance. Last but not least, thanks to all the many volunteers who contribute each day to make the City such a fantastic place to live.

Our community focus, driven by a strong and committed Council, has seen us achieve much this year and I am honoured to continue to lead our Council, working towards a very bright future for our City.

A handwritten signature in black ink, reading 'Sue Doherty'.

Sue Doherty
Mayor



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Having been given the opportunity to join the City in late October 2015 as Chief Executive Officer, it has been a pleasure to learn about and continue to guide the broad range of services and facilities provided by the City on behalf of the local community.

According to the Local Government Act, the City exists ‘to provide for the good government of the people’. What that translates into is a range of services, programs and projects that build a community that people identify with and want to belong to and that enhance an individual or family’s quality of life. In delivering against those objectives, the City as an organisation must then strive to operate effectively, efficiently and be open and accountable.

My task is to ensure that the organisation that supports the elected Council does so in a way that; is attuned to the aspirations of the community, understands its purpose, is well managed and that provides a workplace that people find both stimulating and challenging. There is a lot of very good work undertaken by the City across a range of facilities, from Collier Park Golf Course, the Senior Citizen Centres, the Libraries at South Perth and Manning, Collier Park Waste Transfer Station, the Old Mill and George Burnett Leisure Centre. I have an expectation for continued improvement in the City’s functioning and its responsiveness to servicing the needs of an evolving community.

OUR KEY ACHIEVEMENTS

The year saw the City continue to roll out a wide range of initiatives, focusing on our key themes of community, environment, housing and land uses, places, infrastructure and transport, and governance, advocacy and corporate management.

During the year, we made very good progress on key construction projects and upgrades, with Manning Community Hub’s James Miller Oval stage one redevelopment finalised and the South Perth Foreshore River Wall and Path replacement completed. Playground and park upgrades were undertaken



for the Karawara Public Open Space Strategy, while the Old Mill Redevelopment's wall from the jetski ramp to the Narrows Bridge was completed, along with three headlands and two beaches.

Design work was finalised for the Ernest Johnson Reserve Master Plan and work continued on the Kwinana Freeway Foreshore Management Plan. I am proud to say the South Perth Foreshore Strategy and Management Plan also won the 2015 Parks and Leisure Australia WA Award for Leisure and Open Space Planning.

Consultation and stakeholder engagement remained a strong focus for key projects such as the Old Mill Redevelopment's Millers Pool project, Manning Community Hub and Canning Highway #ShapeOurPlace. The City acquired a new online stakeholder engagement portal 'Your Say South Perth' to provide an additional avenue for our community to contribute to the decisions that shape our City. Focus groups and resident surveys were also held during the year, determining that 90 per cent of respondents were satisfied with the City's overall communications.

Of note, the City has signed a Memorandum of Understanding (MoU) with the Town of Victoria Park,

which will see us working closely for at least three years on projects and issues that impact both of our neighbouring communities. Good cooperation has also been initiated with the City of Canning and Curtin University to ensure that issues common to all can be progressed on a more regional basis. On the subject of cooperation, we have also formed an agreement to allow the Cities of Canning and Gosnells to house cats at our Animal Care Facility.

OUR KEY CHALLENGES

Our main challenges during the year, and those that still remain, relate to managing the impacts of development pressures on the City, especially in the South Perth Station Precinct. As the City is highly attractive and well located, it will inevitably feel the demand for increased density with its commensurate impacts, especially on traffic and accessibility. This issue attracted widespread metropolitan media coverage during the year and will remain a challenge as the City attempts to balance the competing interests.

LOOKING AHEAD

Due to our long term planning and annual budgeting, I have every confidence the City will continue to show strong financial management in the year ahead. At the end of June 2016, the City's financial position remained strong with an annual operating budget in excess of \$55.3 million in total expenditure and \$718.4 million worth of community assets under our control.

Key projects I look forward to in 2016/17 include finalising the construction of the Manning Community Hub and commencing the construction for the Ernest Johnson Reserve Master Plan and Connect South project's South Perth Promenade piazza.

I would like to conclude by acknowledging the contribution of the City's Executive Team and look forward to leading the City with the able support of our staff and your elected Council.

A handwritten signature in black ink, appearing to be 'G. Glass'.

Chief Executive Officer
Geoff Glass



CHIEF FINANCIAL OFFICER'S REPORT 2015/16



FINANCIAL PHILOSOPHY

The City continues to deliver an industry-leading, responsible and sustainable approach to its financial management. Our integrated strategic financial planning model ensures that the services and capital projects delivered to our community are properly funded and appropriately resourced.

Proactive treasury management and effective operational financial management deliver best value from the use of the City's financial resources. Regular and detailed financial reporting provides accountability for the use of those financial resources as well as informing future financial planning activities.

Together, these financial management initiatives provide a well structured framework for responsible, sustainable financial management that ensures the effective stewardship of our financial and community assets.



Financial Snapshot - 2015/16

Operating Revenue	\$53.152M
Profit on Sale of Assets	\$3.329M
Other Non Recurrent Revenue	\$3.714M
Operating Expenditure	\$55.317M
Operating Result	\$4.877M
Capital Program Delivered (Assets Capitalised)	\$25.753M
Cash Reserves - Quarantined	\$25.797M
Cash Reserves - Discretionary	\$25.962M
Net Assets	\$718.431M

NET ASSETS

At the conclusion of the 2015/16 year, the value of community assets (our net asset position) had improved from \$644.229M to \$718.431M. This increase is mostly attributable to a \$66.88M increase in the value of our infrastructure (primarily roads infrastructure) and a \$2.45M increase in the value of City buildings. This increase has resulted from our ongoing capital investment in enhancing important community infrastructure including our road, path and drainage networks, parks and major community buildings. Importantly, the increase in net asset value provides convincing evidence that the City is maintaining and enhancing its community infrastructure at a faster rate than it is being depreciated (consumed). Effective asset management such as this is essential to ensure the City's long term financial sustainability.

The remaining increase in net assets reflects \$4.87M operating result including the cash inflow from a strategic land sale.

The positive trend of a strengthening net asset position, shown over leaf in Table 1 (A), reflects a very commendable stewardship result despite the challenging economic climate during 2015/16.



Table 1(A)

Financial Performance - Trends	2011/12	2012/13	2013/14	2014/15	2015/16
Total Revenue	53,488,482	52,820,434	51,034,862	78,909,454	60,195,563
Total Operating Expenditure	57,186,497	52,480,864	50,369,974	51,868,564	55,318,674
Total Assets	333,082,335	565,909,446	619,643,384	695,329,572	769,598,795
Total Liabilities	50,899,293	50,311,448	50,192,274	51,100,090	51,167,789
Equity / Net Assets	282,183,042	515,597,998	569,451,110	644,229,482	718,431,006
Net Cash from Operating Activities	4,614,833	8,137,206	9,905,677	10,213,591	9,322,828

FINANCIAL PERFORMANCE

Annual revenue for the year reached \$60.19M against a budget of \$60.52M. Operating revenue was in line with budget targets. This was despite a 2% shortfall in anticipated parking revenues and an unbudgeted decrease in the value of the City's equity in the Rivers Regional Council joint venture. Operating grant revenues were in line with budget expectations. Investment revenues were 4% under budget largely as a consequence of numerous interest rate cuts made by the Reserve Bank of Australia during the year.

Planning revenues were 3% under budget whilst building license revenues for the year were 19% ahead of budget expectations as development activity moved from the planning phase on to the construction phase. Golf course green fees were 2% under budget after a quieter finish to the year.

There were a number of small favourable variances on operating revenues that helped offset areas that achieved under budget expectations.

Capital revenue of \$7.60M was 6% under budget expectations for the year after the planned disposal of a small land parcel (estimated at \$0.4M) did not proceed.

Total expenditure on operating items and capital projects of \$81.25M was 93% of the budget allocation of \$87.60M with most of the difference relating to incomplete capital works.

Operating expenditure was \$55.32M against a budget target of \$55.54M with most operational areas close to, or under budget. The major difference in operating expenses related to a significant increase in (non-cash) depreciation costs recognised at 30 June after re-assessing the fair value of the road network in line with fair value asset management guidelines.

Salaries and associated costs were 3% under budget expectations at year end, but this can be attributed to the City being without a substantive Chief Executive Officer for 3 months of the year and vacancies in several technical officer positions. Utilities and insurances costs were slightly over budget whilst materials and contract services were under the budget allocation.

Capital projects completed represented 80% of budget expectations at 30 June 2016. At year end there were some in-progress but incomplete capital works that are being carried forward into the 2016/17 year. These projects totalled \$7.25M - of which almost half relates to the Manning Community Hub building which is currently under construction and will open in February 2017.

CAPITAL PROGRAM

The 2015/16 year was a landmark year for the City with our largest and most ambitious capital program ever being undertaken. \$28.59M worth of capital or non-recurrent projects were delivered by year end. Of this works program, \$25.75M of assets were capitalised or recorded as Capital Work in Progress and will be capitalised on commissioning of the asset. The remainder was expensed (and is included in the operating expenditure figures shown below). The capital expenditure program represents \$14.55M for the creation of new assets as well as \$11.2M for renewal of existing ones.

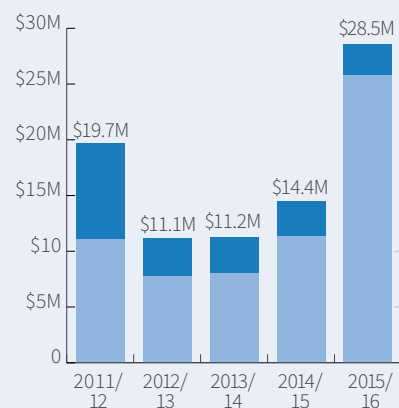
Major categories of expenditure represented in the capital expenditure program were:

Roads Network	\$3.54M	Work in Progress - Community Buildings	\$13.58M
Path Network	\$1.48M	Work in Progress - Parks	\$1.28M
Drainage Assets	\$0.72M	Acquisition of Land	\$0.49M
Parks Assets	\$1.46M	Software Capitalised	\$0.34M
Community Buildings	\$0.39M	(Less Items from Work in Progress 2014/15)	(\$3.24M)
Plant, Equipment & Technology	\$1.97M		
Foreshore Assets	\$3.74M		
		Assets Created / Work in Progress 2015/16	\$25.75M

As detailed above, monies associated with in-progress capital infrastructure works of approximately \$7.25M in value have been carried forward into 2016/17 to complete the approved capital program. Work completed plus the carry forward component represents the full value of the planned 2015/16 capital program.

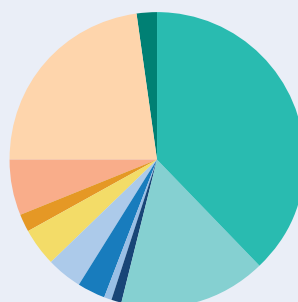
CAPITAL PROGRAM

Works Delivered by Year



■ Non Recurrent Costs Expensed
■ Assets Capitalised/Capital WPP

FUNDING SOURCES

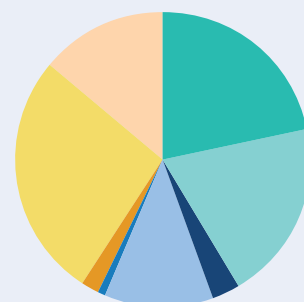


Funding Sources

Rates Revenue	38%
Fees & Charges	16%
Contributions	1%
Grants - Operational	1%
Interest Revenue	3%
Profit on Sale of Assets	4%
Grants - Asset Acquisition	4%
Service Charges	0%
Other Revenue	2%
Borrowings	6%
Cash Reserves Used	23%
Accrual Movements	2%

100%

EXPENDITURE TYPES



Expenditure

Employee Costs	22%
Material & Contracts	20%
Utilities & Insurances	3%
Depreciation & Amortisation	12%
Interest Expense	1%
Other Expenses	2%
Assets Created	27%
Cash Reserves Created	14%

100%



FINANCIAL RATIOS

The long term strength of the City's financial position is reflected in the financial ratios disclosed in the annual financial statements. The financial ratios show that the City better the preferred industry benchmarks for all measures in 2015/16.

Overall, the headline financial ratios provide convincing evidence of the City's continued commitment to responsible and sustainable financial management. Trends in the key financial ratios can be seen in the table below.

Table 1 (B)

Key Financial Ratios - Trends	2011/12	2012/13	2013/14	2014/15	2015/16
Current Ratio (ideally should be greater than 100%)	115%	160%	91%	112%	106%
Rates Outstanding Ratio (ideally less than 5%)	1.20%	1.00%	0.50%	0.70%	1.00%
Operating Surplus Ratio (ideally positive between 0% and 15%)	-9.10%	-2.50%	-2.60%	33.90%	2.10%
Own Source Revenue Ratio (ideally greater than 40%)	86.20%	91.60%	93.80%	143.80%	100.00%
Debt Service Ratio (ideally greater than 2.00:1)	4.5	4.4	2.95	16.28	7.72
Asset Consumption Ratio (ideally between 50% and 70%)	54.10%	55.90%	61.30%	70.20%	69.40%
Asset Sustainability Ratio (ideally greater than 90%)	84.20%	85.10%	94.00%	100.00%	97.10%
Asset Renewal Funding Ratio (ideally between 95% and 100%)	-	98.90%	94.40%	95.10%	97.70%



The current ratio of 106% demonstrates the City's effective management of its cash liquidity ensuring that it has the financial capacity to meet its financial obligations as and when they become due. This ratio shows a consistently strong short term liquidity ratio trend that exceeds industry benchmarks.

The own source revenue ratio of 100.0% reflects the City's continuing strong financial autonomy. It is important to note that the 2014/15 figure is favourably distorted by the profit on a major land sale.

The City's borrowings program reflects a debt service ratio of 7.72 which is better than the industry benchmark level of more than 5.00. This is after the 2015/16 planned borrowings relating to the Manning Community Hub project. These borrowings have not impacted the City's capacity to comfortably make future loan repayments.

The outstanding rates ratio of just 1.0% reflects another excellent collection result during 2015/16. Maintaining this ratio at such a consistently low level ensures that the City has reliable cash inflows to support its planned expenditure programs.

The operating surplus ratio is within the industry benchmark parameters for 2015/16 at 2.1%. It should

be noted that the 2014/15 comparative figure of 33.9% was favourably distorted by the profit on sale of a major strategic land asset. Removing the impact of that transaction would have generated a ratio of 1.3% which is much more in line with industry benchmarks.

Encouragingly, this ongoing improvement in the ratio over the last four years reflects the success of the Long Term Financial Plan strategy to improve this financial indicator. Financial policy structural changes made during the year should have a continuing positive impact on this ratio in future years.

The asset consumption, asset sustainability and asset renewal ratios are all within the preferred industry benchmark ranges. The ideal industry benchmark reflects a balanced combination of these three key asset ratios.

As can be seen from the graphic below, the City meets or better all three of these ratios individually and achieves the desired asset management tri-part combination. This indicates that Council's stewardship of community assets is resulting in appropriate and sustainable levels of funding being allocated to this important local government area of responsibility.

Key Financial Indicator	2015/16	Benchmark	Achieved
Current Ratio	106%	100%	✓
Rates Outstanding Ratio	1.0%	Less than 5%	✓
Operating Surplus Ratio	2.1%	0% - 5.0%	✓
Own Source Revenue Ratio	100.0%	More than 40%	✓
Debt Service Ratio	7.72	5.0:1	✓
Asset Consumption Ratio	69.4%	50.0%	✓
Asset Sustainability Ratio	97.1%	90.0%	✓
Asset Renewal Funding Ratio	97.7%	95.0%	✓



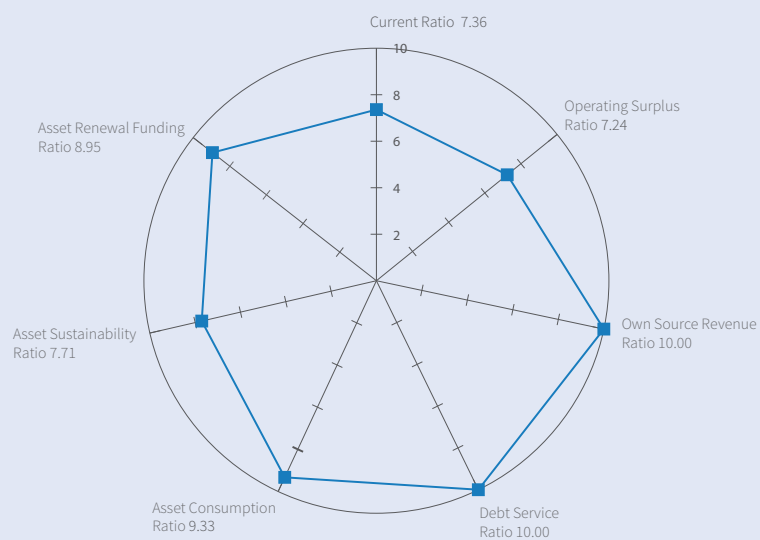
FINANCIAL HEALTH INDICATOR (FHI)

The results from calculating each of the below ratios are then 'standardised' and used to calculate a Financial Health Indicator (FHI) score which is a composite assessment of a local government's financial health.

The FHI score is derived using a specialised model developed by the Western Australian Treasury that allows comparison of the financial health of all local governments.

FHI SCORES

A FHI score of at least 70 is required to demonstrate sound financial health for a local government. The City's FHI score as at 30 June 2016 is 84.



Data for	2015/16
Current Ratio	106%
Operating Surplus Ratio	2.1%
Own Source Revenue Ratio	100.0%
Debt Service Ratio	7.72
Asset Consumption Ratio	69.4%
Asset Sustainability Ratio	97.1%
Asset Renewal Funding Ratio	97.7%



CASH RESERVES

Cash backed reserves, which play an important role in ensuring our long term financial sustainability, are used to responsibly accumulate funds for projects in future years. Without these cash reserves, major community building projects such as the Manning Community Facility, EJ Oval Precinct Upgrade and other community infrastructure projects would not be able to be delivered without significant impost on ratepayers.

At 30 June 2016, a total of \$51.76M was held in cash backed reserves. Of this, \$25.80M is quarantined reserves relating to waste management, the Collier Park Retirement Village and the Collier Park Golf Course. The remaining \$25.96M represents accumulated funds for current and future projects and is specifically identified as contributing to the funding models for major discretionary projects in the City's Long Term Financial Plan.

ACCOUNTABILITY FOR USE OF FINANCIAL RESOURCES

The audited financial statements shown on pages 99 to 171 of this annual report include disclosures that exceed statutory requirements and demonstrate the City's ongoing commitment to financial accountability to our community.

LOOKING AHEAD

Looking forward to the new year, the 2016/17 budget is another landmark budget in that it continues the delivery of major community facilities and infrastructure renewal in the capital expenditure program. This budget builds upon our existing sound financial foundations to ensure that our City remains financially, socially and environmentally sustainable whilst providing funding for the delivery of eagerly awaited major community facilities. Responsible financial planning in past years has resulted in profits from several carefully considered strategic land sales being quarantined in cash backed reserves to be used to deliver identified major capital works initiatives in 2016/17 and later years. These land disposals and the related funding models for major community projects are all carefully balanced in the City's Long Term Financial Plan. Thoughtful forward financial planning such as this ensures that the burden for funding major community projects is equitably distributed among present and future ratepayers.

The 2016/17 budget adopted on 12 July 2016 provides for total revenue of \$59.85M including \$2.00M from strategic land asset sales, \$3.02M other capital revenue, \$20.58M in fees and charges and investment and

rates revenue of \$34.27M. Operating expenses are budgeted at \$56.06M (of which \$9.64M are non-cash items). The proposed capital expenditure program is \$24.67M excluding carry forward works.

After adjusting for reserve fund and accrual funding movements; this results in a budget that generates a financially responsible surplus which delivers an operating surplus ratio for 2016/17 that meets industry benchmarks. There are no proposed City borrowings this year.

The 2016/17 annual budget reflects and respects the financial parameters and forward planning estimates contained in the City's 10 year Long Term Financial Plan.

The City will see itself in a strong financial position at the conclusion of the 2016/17 year which is a positive outcome that will help build a sustainable financial foundation for our City's future.

A stylized, handwritten signature in black ink, appearing to read 'Michael Kent'.

Michael Kent
Chief Financial Officer

OUR STRUCTURE



ROLE OF LOCAL GOVERNMENT

As the third level of government after Federal and State, Local Government has the closest link to the community. The City of South Perth is one of 140 local governments in Western Australia. The *Local Government Act 1995* (Local Government Act) prescribes the role of the Council, Mayor, Councillors and Chief Executive Officer. Part 1 of the Local Government Act requires each local government agency to meet the needs of current and future generations by integrating environmental protection, social advancement and economic prosperity.

The function of a local government organisation is to provide good governance for its community members, involving efficient and effective decision-making, community participation, operational transparency and accountability.

ROLE OF THE COUNCIL AND MAYOR

The role of the Council is to govern the affairs and be responsible for the performance of the local government. Council members represent community interests; facilitate communication; participate in decision-making processes and guide future direction. The Mayor's role is to provide leadership and guidance to the community; carry out civic and ceremonial duties; speak on behalf of the City; preside at meetings and liaise with the Chief Executive Officer on the affairs and performance of the local government.

ROLE OF THE CHIEF EXECUTIVE OFFICER

The role of the Chief Executive Officer is to advise the Council in relation to the functions of the local government; ensure advice and information is available for informed decisions; implement Council decisions; manage daily operations; liaise with the Mayor regarding performance and manage staff.

COUNCIL DECISION MAKING PROCESS

Ordinary Council Meetings are generally held on the fourth Tuesday of every month at the Civic Centre, on the corner of Sandgate Street and South Terrace in South Perth. These meetings commence at 7pm and are open to the public. The draft Council Agenda is presented to the Council at an informal public Agenda Briefing a week prior to the Council Meeting, allowing Councillors to hear deputations from the public and ask questions of staff. The final Council Agenda is made available on the Friday before each Council Meeting.

COUNCIL ELECTIONS

The next Council election is scheduled to occur in October 2017.



Mr Glenn Colford
Chairman

Mr Steven Marshall
Member

Mr Colin Gale
Member

Mr John Rose
Member

Mr Paul Smith
Member



OUR COUNCIL



MAYOR

Sue Doherty

City history: Elected Councillor in 2002, Deputy Mayor from 2009, Mayor from 2011, and long-term City resident

Background: Social services, education, alternative dispute resolution, direct service delivery, contract management, research, community engagement, corporate strategic planning and change management

Interests: Working collaboratively with community and government; generating vibrancy in local areas; exploring options for economic development; promoting arts, culture and heritage; volunteering with non-profit organisations; and mentoring young leaders

Mayor Doherty

T: (08) 9474 0720

M: 0411 681 049

E: mayordoherty@southperth.wa.gov.au

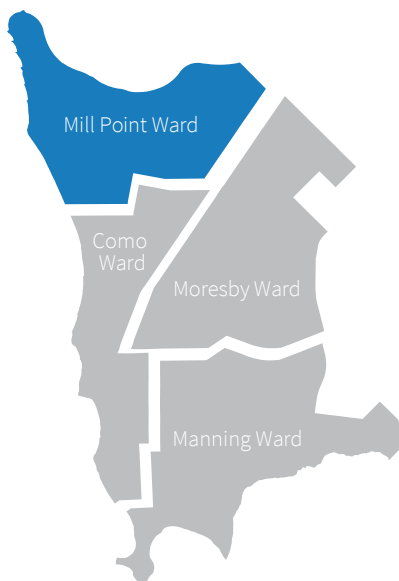
Qualifications: Bachelor of Education and Member of the Australian Institute of Company Directors

Current term: 2015 - 2019 (four years).

COUNCILLORS



MILL POINT WARD



Councillor Cheryle Irons

City history: Elected Councillor in 2013

Background: Building business enterprises

Interests: Working with the community to preserve local lifestyle and character

Cr Irons

M: 0412 343 344

E: crirons@southperth.wa.gov.au

Current term: 2013 - 2017 (four years).

Councillor Ken Manolas

City history: Elected Councillor in 2015 and City resident since 1976

Background: A family man with two children and ran a successful pharmacy in Subiaco for 35 years

Cr Manolas

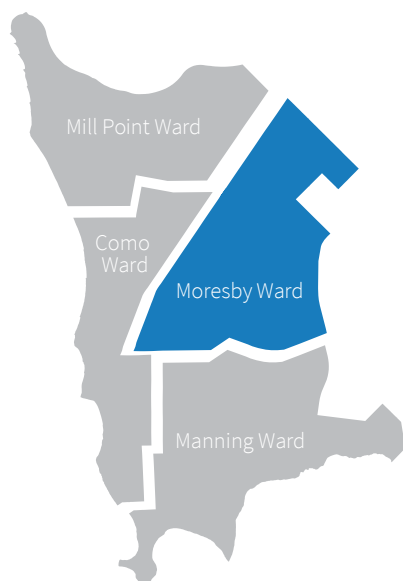
M: 0406 456 149

E: crmanolas@southperth.wa.gov.au

Qualifications: Bachelor of Science; Bachelor of Applied Science; and Pharmacist

Current term: 2015 - 2019 (four years).

MORESBY WARD



Councillor Fiona Reid

City history: First elected Councillor in 2011, life-long City resident

Background: Not-for-profit senior manager; counsellor and family therapist

Interests: Not-for-profit; community health and social sciences; capacity building; sustainability and environmental issues

Cr Reid

M: 0422 037 630

E: crreid@southperth.wa.gov.au

Qualifications: Masters Social Sciences and Australian Institute of Company Directors graduate

Current term: 2013 – 2017 (four years).



Councillor Travis Burrows

City history: First elected Councillor in 2007 – 2011, elected Councillor in 2015 and long-term City resident

Background: More than 25 years experience in the Australian and Asia Pacific Region, including 15 years experience in senior leadership positions encompassing operations, engineering, project management, supply chain, business development and strategic development

Cr Burrows

M: 0418 661 800

E: crburrows@southperth.wa.gov.au

Qualifications: Bachelor of Engineering, Fellow of Engineers Australia and Master Builders Association member

Current term: 2015 - 2019 (four years).

MANNING WARD



Councillor Colin Cala

City history: Councillor since 1995, former Deputy Mayor and 28-year City resident

Background: Architect

Interests: Shaping building and planning policy

Cr Cala

T: (08) 9313 2683

E: crcala@southperth.wa.gov.au

Qualifications: Associate in Architecture, Registered Architect of Western Australia and Member of the Royal Australian Institute of Architects

Current term: 2015 - 2019 (four years).



Councillor Sharron Hawkins-Zeeb

City history: Elected Councillor in 2011

Background: International lecturer in business, management and marketing; owner of training and consulting firm hawkinsenterprises.org; community engagement consultant; communications; occupational health and safety, performance and human resource management; change management; team management systems profiling; Neuro-Linguistic processing coach; 360 degree leadership coach; and negotiation and sales training

Interests: Supporting community groups, businesses and schools; advocating for residents rights, public safety and consultation; emergency management; good governance; and volunteering for not-for-profit boards

Cr Hawkins-Zeeb

T: (08) 6162 0438

M: 0451 461 703

E. crhawkinszeeb@southperth.wa.gov.au

Qualifications: Masters of Business Administration; Diploma in Local Government; International Association for Public Participation Australasia certification in public participation; Team Management Systems certified; Company Directors' graduate; CAN Western Australia Community Engagement and Cultural Planner; accredited LEADR Association of Dispute Resolvers' Mediator; and Bachelor of Business.

Current term: 2013 - 2017 (four years).

COMO WARD



Councillor Glenn Cridland

City history: Elected Councillor in 2009 and current Deputy Mayor, and City resident since 1999

Background: Barrister in Western Australia; practising in environmental, administrative, commercial and criminal law; and admitted to practice law in Queensland, Victoria and Western Australia, and the High Court

Interests: Maintaining public open spaces; and supporting local schools, community groups and sporting clubs

Cr Cridland

M: 0438 686 175

E: crcridland@southperth.wa.gov.au

@southperth.wa.gov.au

Qualifications: Bachelor of Laws; Bachelor of Arts; Post Graduate Diploma in Laws; Master of Laws; Post Graduate Diploma in Aquaculture; Masters in Aquaculture; accredited LEADR Association of Dispute Resolvers' Mediator; Law of War; and Law of Sea

Current term: 2013 - 2017 (four years).



Councillor Jessica Black

City history: Elected Councillor in 2015 and City resident since 2014

Background: Professional expertise in community engagement and community development

Interests: Strengthening communities through well considered, collaborative and sustainable community development projects

Cr Black

M: 0401 096 878

E: crblack@southperth.wa.gov.au

Qualifications: Master of Architecture, Bachelor of Planning and Design

Current term: 2015 - 2019 (four years).



FORMER COUNCILLORS (TERM EXPIRY 2015)



MILL POINT WARD

Councillor Michael Huston

Term expired October 2015

City history: Elected Councillor in 2013

Background: Former City of Subiaco Councillor and City of Perth Accounting Finance and Investments Manager. Owns a construction, landscaping and investment business operated from premises in South Perth and Bibra Lake

Interests: Keeping rates low; and rejuvenating foreshores, parks and recreational spaces

Qualifications: Bachelor of Agricultural Science.



COMO WARD

Councillor Veronica Lawrance

Term expired October 2015

City history: First elected Councillor in 2009; first became City resident in 1985

Background: Public relations, marketing and communications consultant; and Curtin University sessional academic teaching public relations and communication in business

Interests: Volunteering and motivational issues in the non-profit sector; community engagement; strategic planning and stakeholder engagement; and Advocare Inc Board member

Qualifications: Justice of the Peace; Bachelor of Arts; Member of the Public Relations Institute of Australia; Member of the Australian Institute of Company Directors and Master of Philosophy.



MORESBY WARD

Councillor Kevin Trent

Term expired October 2015

City history: Re-elected in 2013; 39-year City resident; and served as Councillor from 1980 to 1999 and 2002 to 2013

Background: 42 years' service with Main Roads in Western Australia

Interests: Services for veterans, river protection and learning

Qualifications: Bachelor of Arts and Bachelor of Commerce; Justice of the Peace; Medal of the Order of Australia; and Reserve Force Decoration

Awarded the title Honorary Freeman of the City for his service to the community at a ceremony held on 27 January 2016.



COMMITTEES

AUDIT, RISK AND GOVERNANCE COMMITTEE

Chair: Councillor Fiona Reid

Deputy Chair: Councillor Ken Manolas

Responsibilities:

- Annual financial audit
- Risk Management Framework
- Annual statutory compliance audit
- Code of Conduct
- Access to information
- Policy and delegation reviews
- Australian Business Excellence Framework
- Local laws.

Members:

- Mayor Sue Doherty
- Councillor Glenn Cridland (from July – October 2015)
- Councillor Sharron Hawkins-Zeeb (from July – October 2015 then from March 2016)
- Councillor Colin Cala (until March 2016)
- Councillor Cheryle Irons
- Councillor Michael Huston (from July – October 2015)
- Councillor Fiona Reid (from July – October 2015)
- Councillor Kevin Trent (from July – October 2015)
- Councillor Ken Manolas (from October 2015).

CHIEF EXECUTIVE OFFICER (CEO) EVALUATION COMMITTEE

Chair: Councillor Fiona Reid (until October 2015)

Mayor Sue Doherty (from October 2015)

Deputy Chair: Councillor Kevin Trent (until October 2015)
Councillor Travis Burrows (from October 2015)

Responsibilities:

- Performance area reviews and recommendations
- Quarterly review period timelines
- Achievement of performance area timelines
- First quarterly Evaluation Committee meetings
- Annual performance reviews
- Chief Executive Officer performance and remuneration package review.

Members:

- Mayor Sue Doherty
- Councillor Fiona Reid (and Chair until October 2015)
- Councillor Glenn Cridland (from July – October 2015)
- Councillor Sharron Hawkins-Zeeb (from July 2015 – March 2016)
- Councillor Veronica Lawrance (until October 2015)

- Councillor Colin Cala (until March 2016)
- Councillor Cheryle Irons
- Councillor Michael Huston (until October 2015)
- Councillor Travis Burrows (from October 2015)
- Councillor Kevin Trent (until October 2015)
- Councillor Jessica Black (from March 2016).

CEO RECRUITMENT COMMITTEE – UNTIL AUGUST 2016

Chair: Councillor Michael Huston

Deputy Chair: Councillor Kevin Trent

Responsibilities:

- Engage recruitment consultant
- Assist in new CEO selection process
- Appoint new CEO.

Members:

- Mayor Sue Doherty
- Councillor Glenn Cridland
- Councillor Sharron Hawkins-Zeeb
- Councillor Colin Cala
- Councillor Cheryle Irons
- Councillor Michael Huston
- Councillor Kevin Trent.



EXTERNAL COMMITTEES

Councillors attend meetings and provide delegate reports on the following external committees:

RIVERS REGIONAL COUNCIL

Delegate:

Councillors Colin Cala and Kevin Trent (until October 2015)
Councillors Travis Burrows and Fiona Reid (from October 2015)

Deputy delegates:

Councillors Sharron Hawkins-Zeeb and Fiona Reid (until October 2015).

SOUTH EAST REGIONAL CENTRE FOR URBAN LANDCARE

Delegate:

Councillor Sharron Hawkins-Zeeb

Deputy delegate:

Councillor Cheryle Irons
(until October 2015)
Councillor Jessica Black
(from October 2015).

LOCAL EMERGENCY MANAGEMENT COMMITTEE

Delegate:

Councillor Veronica Lawrance
(until October 2015)
Mayor Sue Doherty
(from October 2015)

Deputy Delegate:

Councillor Kevin Trent
(until October 2015)
Councillor Sharron Hawkins-Zeeb
(from October 2015).

DEVELOPMENT ASSESSMENT PANEL

Delegate:

Councillors Colin Cala and
Glenn Cridland

Deputy delegates:

Councillor Sharron Hawkins-Zeeb
(until October 2015)
Councillor Kevin Trent
(until October 2015)
Councillor Sharron Hawkins-Zeeb
(from October 2015)
Councillor Jessica Black
(from October 2015).

COUNCIL MEETINGS



COUNCILLOR MEETING ATTENDANCE IN 2015/16

In 2015/16, 11 Ordinary Council Meetings, 11 Agenda Briefings, 11 Special Council Meetings, no Special Electors' Meetings, three CEO Evaluation Committee Meetings, two CEO Recruitment Committee Meetings, two Audit, Risk and Governance Committee Meetings and one Annual Electors' Meeting were held.

The Special Council Meetings were as follows:

- 13 July 2015 – to adopt the 2015/16 Budget, Strategic Community Plan 2015-2025 and Corporate Business Plan 2015-2019; consider legal advice regarding the Metropolitan Central Joint Development Assessment Panel's decision in relation to the proposed Dan Murphy's Como liquor store; and hear recommendations from the CEO Recruitment Committee Meeting
- 21 July 2015 – to shortlist candidates for the Chief Executive Officer recruitment
- 4 August 2015 – to consider preferred candidates and appoint a new Chief Executive Officer
- 19 October 2015 – to swear in Councillors; elect a Deputy Mayor and declare Office for position of Deputy Mayor; and review membership of Council Committees and appoint delegates
- 27 October 2015 – to consider Amendment No. 46 to Town Planning Scheme No. 6 'South Perth Station Precinct'; and reconsider the Development Assessment application for multiple dwellings at 10 and 12 First Avenue in Kensington

- 10 November 2015 – to adopt 2014/15 Financial Statements, 2014/15 Annual Report and the Auditor's Report
- 27 January 2016 – to consider a Development Assessment application for a proposed nine storey mixed use development at Lot 101 Harper Terrace in South Perth; consider the proposed land disposal of Lot 801 Bradshaw Crescent in Manning; review Service Awards for outgoing Councillors; and receive the Honorary Freeman of the City presentation
- 16 February 2016 – to consider the Responsible Authority Report (RAR) for a nine storey mixed use development at 26 and 28A Charles Street in South Perth
- 8 March 2016 – to consider the RAR for a 21 storey mixed use development at Lot 100 Mill Point Road in South Perth and a 38 storey mixed use development at Lot 16 Mill Point Road in South Perth
- 20 April 2016 – to consider the RAR for a 44 storey mixed use development at 74 Mill Point Road in South Perth
- 21 June 2016 – to consider a legal matter in relation to the City versus ALH (Dan Murphy's) at the WA Supreme Court.

The table on the following page details the number of meetings attended by each Councillor during the year.

1 July 2015 - 30 June 2016	Council Agenda Briefings (11)	Ordinary Council Meetings (11)	Special Council Meetings (11)	Special Electors' Meetings (NA)	Annual Electors' Meeting (1)	CEO Evaluation Committee Meetings (3)	Audit, Risk and Governance Committee Meetings (3)	CEO Recruitment Committee Meetings (2)
Mayor Doherty	8	9	10	NA	0	3	2	2
Cr Cridland	8	8	8	NA	1	NA	(until 19/10/16) 1 of 1	2
Cr Hawkins- Zeeb	11	11	8	NA	1	(until 22/3/16) 1 of 2	(from 22/3/16) 1 of 2	2
Cr Cala	11	11	11	NA	1	(until 22/3/16) 2 of 2	(until 22/3/16) 2 of 2	2
Cr Irons	11	8	9	NA	1	0	2	2
Cr Reid	8	10	8	NA	0	NA	2	1

The following Councillors commenced following the Local Government Ordinary Elections in October 2015.

18 October 2015 - 30 June 2016	Council Agenda Briefings (7)	Ordinary Council Meetings (7)	Special Council Meetings (8)	Special Electors' Meetings (NA)	Annual Electors' Meeting (1)	CEO Evaluation Committee Meetings (3)	Audit, Risk and Governance Committee Meetings (2)	CEO Recruitment Committee Meetings (NA)
Cr Burrows	5	7	5	NA	0	3	N/A	NA
Cr Black	6	7	8	NA	1	(from 22/3/16) 0 of 1	N/A	NA
Cr Manolas	5	6	7	NA	1	N/A	2	NA

The following Councillors retired following the Local Government Ordinary Elections in October 2015.

1 July 2015 - 18 October 2015	Council Agenda Briefings (4)	Ordinary Council Meetings (4)	Special Council Meetings (3)	Special Electors' Meetings (NA)	Annual Electors' Meeting (NA)	CEO Evaluation Committee Meetings (NA)	Audit and Governance Committee Meetings (NA)	CEO Recruitment Committee Meetings (2)
Cr Lawrance	4	4	3	NA	NA	NA	NA	N/A
Cr Huston	3	4	3	NA	NA	NA	NA	2
Cr Trent	4	4	3	NA	NA	NA	NA	2

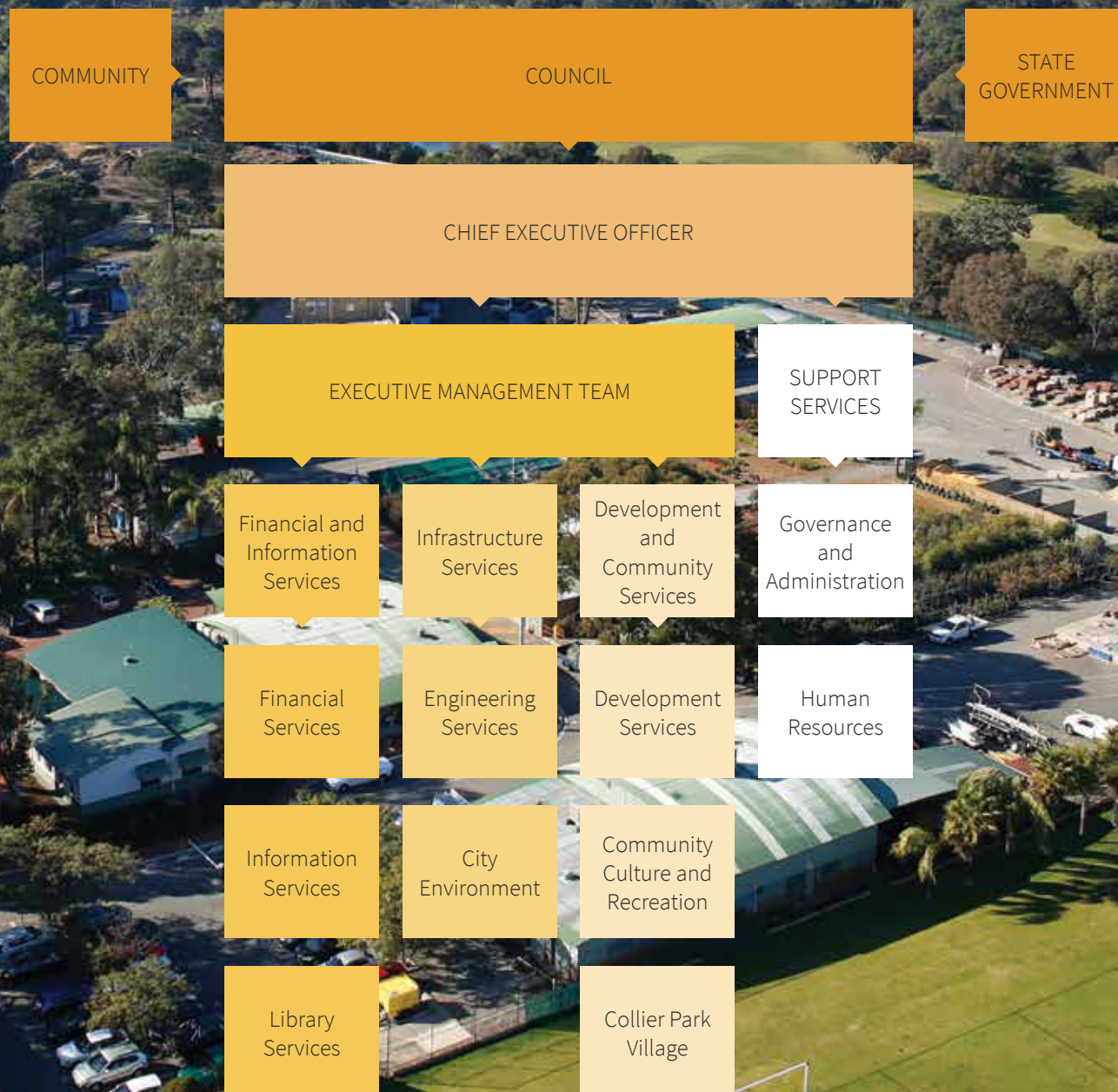


An aerial photograph of a city. In the background, a dense urban skyline with several tall skyscrapers is visible across a large body of water. The middle ground shows a residential area with many houses featuring red-tiled roofs. In the foreground, there is a large green field, a paved road, and a modern school building with a white and brick facade. A white rectangular box is overlaid on the image, containing the text 'OUR ORGANISATION' in blue capital letters, followed by a white chevron symbol pointing to the right.

OUR ORGANISATION



OUR ORGANISATIONAL STRUCTURE



OUR EXECUTIVE MANAGEMENT TEAM

The Executive Management Team provides high-level strategic direction and decision-making skills to City and Council. Reporting to the Chief Executive Officer, the team operates under three directorates, Development and Community Services, Infrastructure Services and Financial and Information Services.



CHIEF EXECUTIVE OFFICER

Geoff Glass

Commenced position in October 2015

Responsibilities:

- Council liaison
- Governance and statutory compliance
- Organisational development
- Inter-government relations
- Sustainability
- Human resource management
- Communications and public relations
- Ranger services

Qualifications:

- Bachelor of Arts
- Graduate Diploma in Town Planning
- Graduate Diploma in Local Government Administration
- Graduate Diploma in Business Administration.



DIRECTOR INFRASTRUCTURE SERVICES

Mark Taylor

Commenced position in 2015

Responsibilities:

- Infrastructure survey and design
- Parks, engineering and building construction and maintenance
- Waste management
- Collier Park Golf Course management and maintenance
- Emergency management
- Asset management
- Traffic management
- Foreshore management

Qualifications:

- Bachelor of Environmental Science.



DIRECTOR DEVELOPMENT AND COMMUNITY SERVICES

Vicki Lummer

Commenced position in 2009

Responsibilities:

- Sustainable development
- City projects
- Town planning
- Building control
- Community, culture and recreation
- Health services
- Aged services and retirement village

Qualifications:

- Bachelor of Arts in Geography
- Graduate Diploma in Urban and Regional Planning
- Local Government Managers Association board member
- Australian Institute Company Directors graduate.



DIRECTOR FINANCIAL AND INFORMATION SERVICES

Michael Kent

Commenced position in 2001

Responsibilities:

- Financial services
- Information technology
- Libraries
- Customer service
- Records management

Qualifications:

- Post Graduate Diploma in Business Administration
- Bachelor of Commerce
- Diploma in Business Administration
- Certified Practising Accountant
- Local Government Managers Australia member.



OUR PEOPLE

The City's aim is to attract, retain and develop talented and committed employees through the continuous improvement of its human resources, organisational development and occupational safety and health programs and initiatives.

EQUAL EMPLOYMENT OPPORTUNITY

The City applies Equal Employment Opportunity practices in managing staff and the recruitment process, with the following policies in place:

- Elimination of harassment
- Grievance procedures
- Prevention of bullying in the workplace.

The City is committed to providing a safe, harmonious work environment free from discrimination, bullying and harassment and has implemented preventative measures including awareness and induction training for new employees.

WORK/LIFE BALANCE

The City recognises that balancing work and personal commitments is important for our staff. We provide a flexible working environment including the ability to work towards a 19-day month for inside workers and nine-day fortnight for our outside workers. The City also has generous paid maternity leave and study assistance schemes.



TRAINING

To improve workplace practices and develop skills, the City provided employees with a wide range of training opportunities in 2015/16, such as:

- Australian Business Excellence Framework
- Local government planning practices
- Emergency control organisation
- Foreshore and land management
- Manual handling
- New supervisor
- Occupational health and safety
- Bush fire risk management
- Dangerous dog assessments
- Adobe InDesign
- Traffic management
- Cultural planning
- White card
- Manual handling
- Volunteer management
- HP TRIM record management
- Microsoft Outlook, Word and Visio.

The City provided 3093 specialised training hours, an increase of 142 hours, across 510 training sessions during the year to 189 staff members across individual and group programs. These training programs were identified during annual performance reviews and support the City's ongoing commitment to providing a safe place to work, high customer service standards and legislative framework compliance.

Throughout the year, a number of employees also attended 105 workshops and conferences to keep abreast of legislative changes and increase their specialist knowledge.



CULTURE OPTIMISATION PROGRAM

The City continued its Culture Optimisation Program in partnership with Veraison Consultants. The Program aims to create a high performing culture and includes a culture assessment known as the Organisational Culture Inventory/Organisational Effectiveness Inventory (OCI/OEI). The City undertook an OCI/OEI survey during October and November in 2015. The survey showed that during the preceding 12 months, staff satisfaction had doubled from the 23rd to 47th percentile – only three percentile points from the average organisation. It also indicated staff believed the organisation was more receptive to the changing needs of residents and that teams were cooperating and working more effectively. Some areas for improvement included culture, distribution of responsibilities and appraisals and selection decisions. The full survey results were communicated to staff in a series of debrief meetings in December 2015 and January 2016.

CONDITIONS OF EMPLOYMENT

During the year, the City established an Inside and Outside Workforce Enterprise Agreement 2016-2020. This new agreement replaced the agreement that previously existed and also introduced a new and simpler classification and pay structure. This ensured the City remained competitive and attractive within the Western Australian employment market, bringing all employees on to the new Local Government Industry Award (LGIA).

HEALTH AND WELLBEING

As part of the City's Health and Wellbeing Program, 31 employees participated in health assessments, 79 underwent skin cancer screenings and 72 received flu vaccinations. The Employee Assistance Program, in partnership with Optum, also offered all staff and members of their immediate family four free online, telephone or face-to-face counselling sessions.

OUR OCCUPATIONAL SAFETY AND HEALTH (OSH) VISION

Our vision is to 'achieve best practice in OSH through building a safety culture dedicated to minimising risk and preventing injuries and ill health to employees, contractors and the general public'. The year saw the City continue working to ensure all parties operate in a safe and healthy environment.

CENTRAL SAFETY COMMITTEE

The Central Safety Committee met bi-monthly to review the City's OSH performance and to discuss issues and initiatives. Safety representatives, who play an important role on the Committee, also met bi-monthly to discuss operational and 'hands on' safety measures and controls, such as workplace inspections and hazard reporting. This allowed safety representatives to network and provide input and recommendations to the Central Safety Committee.

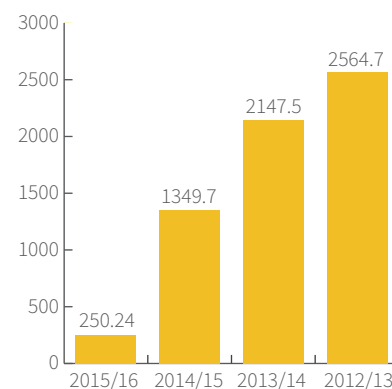
LEAD INDICATORS

The City continued to monitor its lead indicators, measuring proactive actions taken to improve OSH. One such measure is the number of OSH workplace inspections completed each month. A new schedule of workplace inspections was implemented to maximise the inspections that were carried out and focus on high-risk areas. 155 inspections were undertaken in 2015/16, offering advice and rectifying all issues.

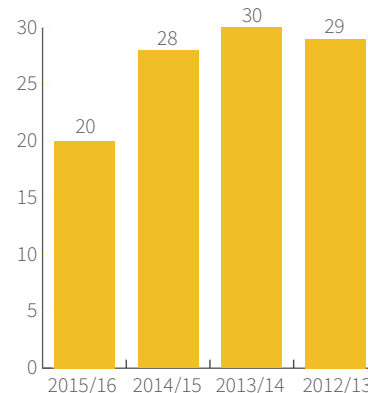
LAG INDICATORS

The City continued to monitor injury and Workers' Compensation statistics to measure our safety performance. The year saw a downward trend to the previous three financial years when it came to hours lost to injury (including Workers' Compensation) and lost time injuries. There was less time lost to injury during the year than in 2014/15, 2013/14 and 2012/13. See the graphs for more information.

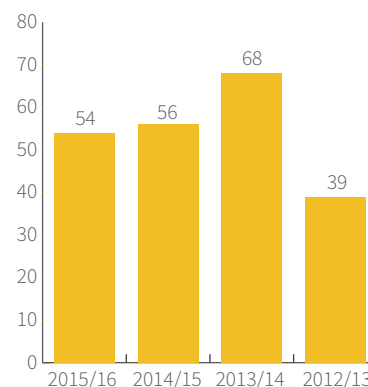
Hours lost to injury (includes Workers' Compensation)



Injuries



Incidents





OUR WORKFORCE

During 2015/16, staff numbers increased by three per cent as a small number of new positions were added to better match resourcing levels with service delivery expectations. The City's staff base was 220.9 full time equivalent staff (FTE), having ranged between 214.2 and 231.2 during the past five years.

Throughout the year, the ratio of occupied positions relative to the total number of approved FTE remained on its historical level of around 90 per cent.

Within our workforce, there is a male to female ratio of 52 per cent to 48 per cent, with a one percent increase in female representation in the City's workforce in 2015/16.

The leadership team comprised 58 per cent male to 42 per cent female membership.

There is significant female representation in part-time roles, considered to be largely attributable to the City's family-friendly working arrangements. This is particularly evident in areas such as the City's Customer Focus, Libraries and Community Development teams. Importantly, these initiatives allow the City to access an under-utilised section of the potential workforce, assisting women with children to balance family responsibilities with work opportunities.

Analysis of the City's permanent workforce revealed around 14 per cent of the workforce was under 29 years of age in 2015/16, with 73 per cent between 30 and 59 years and the remaining 13 per cent in excess of 60 years of age. This data highlights the importance of capturing the corporate knowledge held by a number of long-serving employees who may choose to leave the workforce in the short term. Transition to retirement and succession planning were identified as important considerations for the City in its workforce planning, to be undertaken as part of the Integrated Planning and Reporting Framework.

The City had 338 volunteers providing invaluable assistance during the year, working for the libraries, Justice of the Peace service, the Old Mill, Australia Day Celebration Zone, South Perth Youth Network (SPYN), Aboriginal Engagement Working Group, Neighbourhood Watch Program and Inclusive Community Action Group.

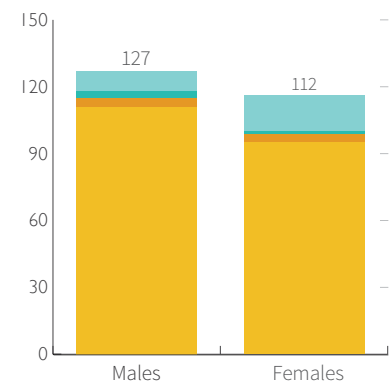
DID YOU KNOW?

During the past 15 years, the number of female employees at the City has increased by 30 per cent from 89 to 116, with male employee numbers remaining steady in a range between 120 and 140. The Council includes four male Councillors and five female Councillors.

WORKFORCE COMPOSITION	2015/16	2014/15	2013/14	2012/13
Males – Total	127	125	122	137
Full Time	114	110	115	110
Part Time	4	6	4	5
Casual	9	9	3	22
Females – Total	116	112	102	133
Full Time	63	67	67	67
Part Time	37	33	31	45
Casual	16	12	4	21
Occupied Positions	243	237	224	270
Temporary Staff / Vacant Positions	29	28	57	37
Total Staff Headcount	272	265	281	307
FTE (Equivalent full time employees – including casual and temporary staff)	220.9	214.2	231.2	229.2

SALARIES IN EXCESS OF \$100,000	NUMBER	BAND
Salary between \$100,000 & \$110,000	4	1
Salary between \$110,000 & \$120,000	1	2
Salary between \$120,000 & \$130,000	3	3
Salary between \$130,000 & \$140,000	0	4
Salary between \$140,000 & \$150,000	0	5
Salary between \$150,000 & \$160,000	0	6
Salary between \$160,000 & \$170,000	0	7
Salary between \$170,000 & \$180,000	2	8
Salary between \$180,000 & \$190,000	1	9
Salary between \$190,000 & \$200,000	0	10
Salary between \$200,000 & \$210,000	0	11
Salary between \$210,000 & \$220,000	0	12
Salary between \$220,000 & \$230,000	0	13
Salary between \$230,000 & \$240,000	1	14
Salary between \$240,000 & \$250,000	0	15

WORKFORCE COMPOSITION 2015/16



CEO / Executive Management Team **4**
 Operational Management **8**
 Operational, Administration & Field staff **206**
 Casual staff **25**

Temporary Staff / Vacant Positions: **29**

Total Staff Headcount **272**





GOVERNANCE FRAMEWORK

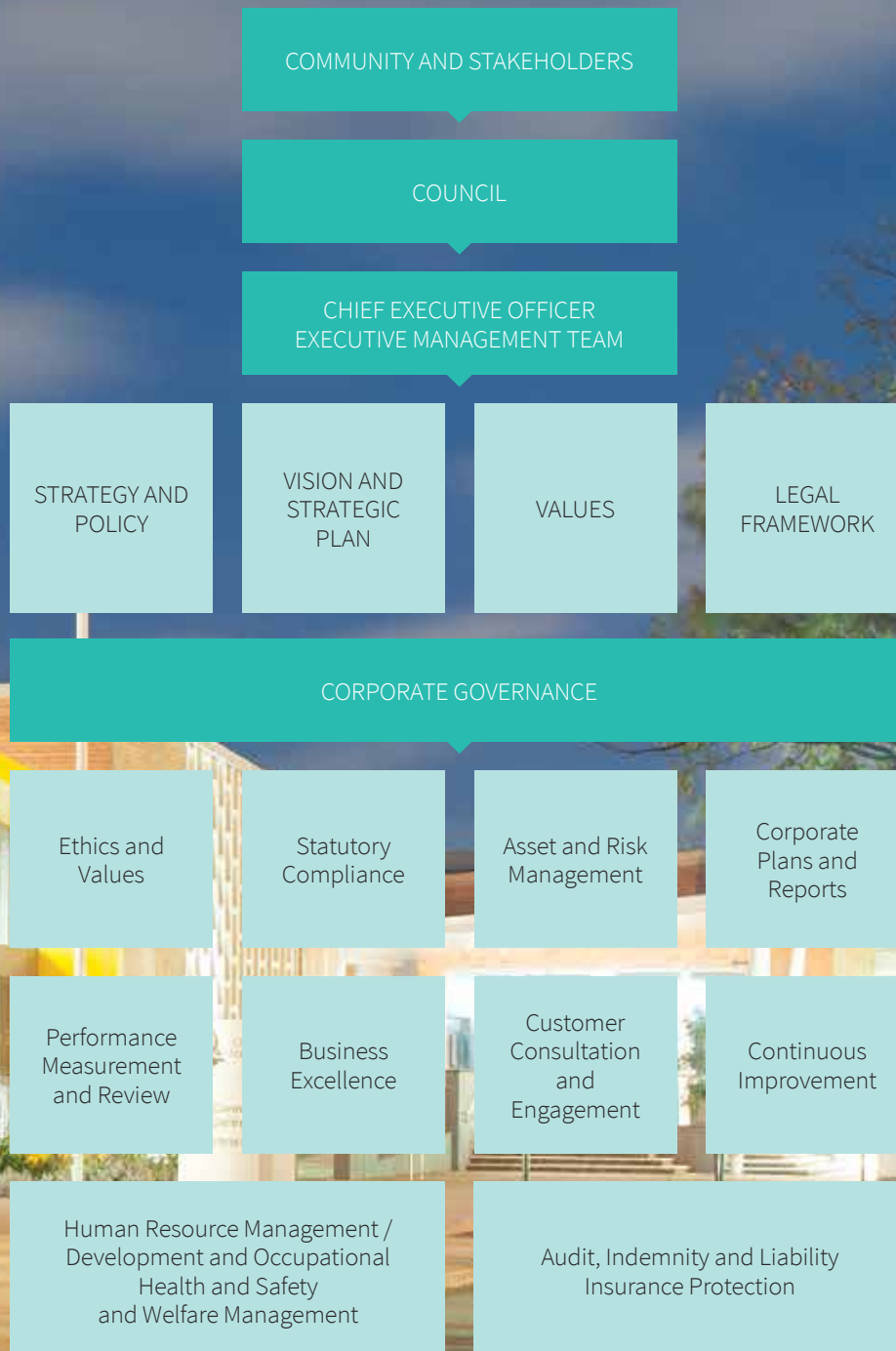
OUR GOVERNANCE FRAMEWORK

The City has a comprehensive and integrated Corporate Governance Framework that helps us operate in an efficient and accountable manner, while ensuring effective management of our financial, physical and community assets.

The Corporate Governance Framework provides elected members and staff with a framework that links their role under the *Local Government Act 1995* and relevant legislation, the suite of governance documents and the functions performed by the City. Reviewed annually, this framework underpins and supports the Council achieving its mission, vision and goals in an open and transparent manner.



AUSTRALIAN BUSINESS EXCELLENCE FRAMEWORK



The City embraces the Australian Business Excellence Framework to enhance our systems and processes with the objective of achieving sustainable performance and success for our community. The City has committed itself to best practice through engaging the Australian Business Excellence Framework and promoting continuous improvement for staff and other participants. This framework extends these principles to ensure continued good governance, by outlining structures and processes through which members and staff can achieve positive outcomes by professionally fulfilling their duties. The framework sets out clear boundaries for the role of each of the participants, which determines the extent of their responsibilities

and provides clarity of purpose. It also allows for the accurate measurement of the performance of the organisation in achieving defined strategic goals.

During the year, the City completed a guided self-assessment in July 2015 and developed an Implementation Plan against the Australian Business Excellence Framework. The City's revised Policy P691 Australian Business Excellence Framework was also adopted by Council. A team of three City Officers and one external consultant undertook and completed an Australian Business Excellence Framework Self-Guided Assessment.

STATUTORY COMPLIANCE

All Western Australian Local Government organisations are required to complete an annual Statutory Compliance Audit Return that audits their legislative requirements. This includes tenders, disposal of property, elections, commercial enterprises, delegations, disclosure of interests, finance, human resources and audits. In March 2016, the City's Audit and Governance Committee considered the 2015 Compliance Audit Return, revealing a high level of legislative and statutory compliance, with no non-compliance identified.

Section 5.53 of the *Local Government Act 1995* requires the City to detail in its Annual Report any complaints of minor breaches recorded in the register of complaints where the breach involves an order requiring a public censure, public apology or specific training. There was one minor breach recorded in the City's register of complaints for the year under review. The Standards Panel concluded that the Mayor contravened two provisions of the *Local Government (Rules of Conduct) Regulations 2007*. Mayor Doherty made a public apology at the December 2015 Ordinary Council Meeting.

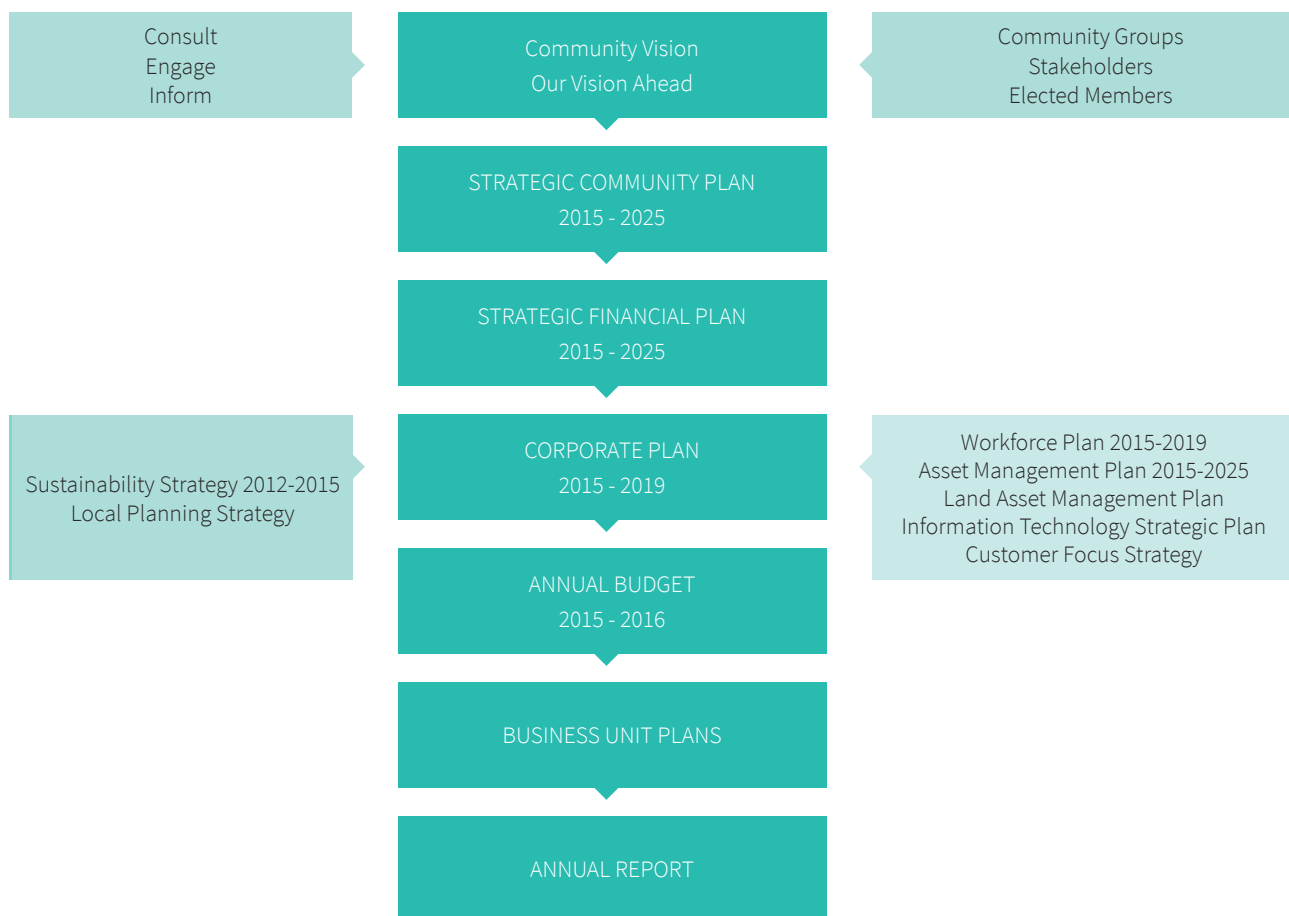
INTEGRATED PLANNING AND REPORTING FRAMEWORK

The City continues to implement its Integrated Planning and Reporting Framework. The principles of the framework align closely with the principles of the Australian Business Excellence Framework, intended to facilitate good practice and continuous improvement. This is further outlined in Council Policy P691 'Australian Business Excellence Framework'.

The Strategic Community Plan 2015-2025, which was reviewed in 2015/16, is the overarching Plan to guide the Council over the next 10 years. The Plan is broad with a long-term focus and strong emphasis on the community's aspirations, priorities and vision for the future. The Strategic Community Plan 2015-2025 informs our Long Term Financial Plan 2015-2025.

At the core of this planning framework is the Corporate Business Plan 2015-2019, which outlines in detail the projects, services, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan 2015-2025.

INTEGRATED PLANNING AND REPORTING FRAMEWORK





FINANCIAL SUSTAINABILITY

During 2015/16, the City's Long Term Financial Plan was reviewed and updated to reflect the current economic circumstances, organisational capacity and the federal and state political environment.

The 10 Year Long Term Financial Plan plays a major role in aligning the community's aspirations, Council's desired service provision model and our financial capacity. It provides an \$800 million financial blueprint for the City's operations between 2015/16 and 2025/26.

The Long Term Financial Plan integrates projects and activities arising from the City's Strategic Community Plan, Asset Management Plans, Service Delivery Plans and other informing strategies. It also guides the effective management of our financial resources to ensure that proposed services can be delivered and that infrastructure renewals and community facilities can be funded as and when required.

The Plan includes detailed funding models for major new community facilities, identifying strategic land sales, grant funding opportunities and responsible use of debt to fund long-lived community assets. It also provides a balanced and sustainable funding model into the future with all proposed initiatives being fully funded and provision made in the second half of the plan for new initiatives or projects to emerge.

The revised Long Term Financial Plan substantially influenced the development of the 2016/17 Budget, which was presented to Council for adoption in early July 2016.

Accountability for delivering against what was proposed to be delivered is effected through the disclosures contained in the 2015/16 Annual Financial Statements.

CORPORATE BUSINESS PLAN

The Corporate Business Plan 2015-2019 is the City's project and service delivery plan. Aligned to the Strategic Community Plan 2015-2025, it translates the strategic direction of the City to specified actions and priorities at an operational level.

INFORMATION STATEMENT

The City produces an Information Statement, updated annually, which provides details about its history, demographics, government structure, administration and statutory responsibilities, as well as facts regarding Freedom of Information, schedules and forms.

The Information Statement can be viewed by visiting the Governance page on the City's website www.southperth.wa.gov.au

WORKFORCE PLAN

The City has developed a Workforce Plan 2015-2019, which assists in planning and shaping our workforce to ensure that we are capable of delivering on community expectations and organisational objectives now and in the future.

ASSET MANAGEMENT PLAN

The City has in excess of \$718.43 million in assets, which are used to deliver a variety of services and facilities to the community. The City endeavours to ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest whole of life cost. The Asset Management Plan 2013-2023, which was reviewed during the year, aims to provide core resource information for service providers and users of our network of facilities.

OTHER INITIATIVES

During the year, all human resource policies and practices were reviewed in line with other Councils of similar size and status. Benchmarking continued to be carried out to ensure the City remained competitive with comparable local governments.



A photograph of two women singing on stage. The woman on the left has long reddish-brown hair in a bun and is wearing a black top. The woman on the right has dark hair, wears glasses and large hoop earrings, and is also wearing a black top. They are both smiling and looking towards the left. Microphones on stands are in front of them. The background is dark with stage lights.

OUR STRATEGIC DIRECTIONS





OUR KEY FOCUS AREAS

The City has six key strategic directions that are linked to key objectives contained in our Corporate Business Plan 2015-2019. The following section summarises our progress towards these objectives.



PAGE

Community – Create opportunities for an inclusive, connected, active and safe community.

62

Environment – Enhance and develop public open spaces and manage impacts on the City’s built and natural environment.

72

Housing and Land Uses – Accommodate the needs of a diverse and growing population.

78

Places – Develop, plan and facilitate vibrant and sustainable community and commercial places.

82

Infrastructure and Transport – Plan and facilitate efficient infrastructure and transport networks to meet the current and future needs of the community.

86

Governance, Advocacy and Corporate Management – Ensure that the City has the organisational capacity, advocacy and governance framework and systems to deliver the priorities identified in the Strategic Community Plan 2015-2025.

90

COMMUNITY

Create opportunities for an inclusive, connected, active and safe community

Develop and facilitate services and programs in order to meet changing community needs and priorities

STATUS INITIATIVES



Collier Park Village



Aboriginal Engagement Strategy



Mosquito Management Plan



Disability Access and Inclusion



Infrastructure Services Maintenance programs

BEING INCLUSIVE

In order to meet the needs of people with disability, key strategies from the City's Disability Access and Inclusion Plan 2012-2016 were implemented. The City was to review the plan to develop the forthcoming Disability Access and Inclusion Plan 2017-2020, however this will now be undertaken in late 2016. During the year, the Inclusive Communities Advisory Group also continued to guide the City on upgrades to its facilities and open spaces, as well as customer service and public events. Infrastructure upgrades were made to an access ramp from the Civic Centre's lower level car park.

The City received a \$500 'Count Me In' grant from the Disability Services Commission, to assist in coordinating the City's Disability Awareness Week event, held in December 2015. The event offered an accessible movie screening of *Hotel Transylvania 2*.

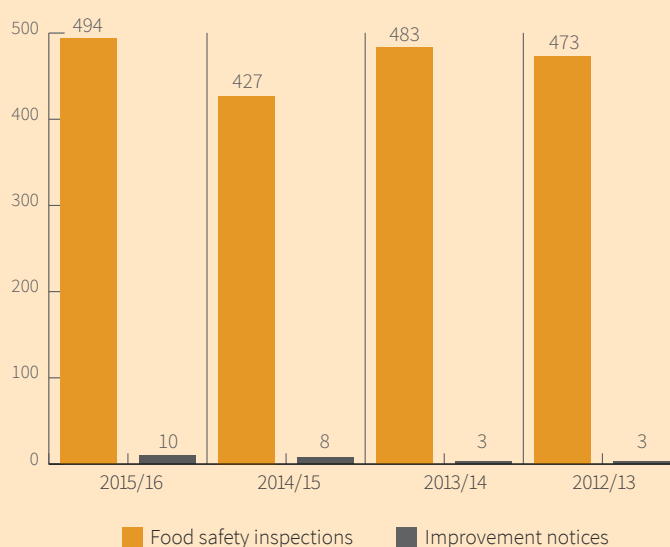
The Cygnet Theatre in Como provided a discounted screening fee and made subtle changes to the cinema environment, including lowered sound and further dimmed lights. The 'Count Me In' grant also enabled the City to purchase two portable hearing loop units, with one unit permanently housed at the Civic Centre's customer service counter and the other available for meetings, events and functions.

As part of the Aboriginal Engagement Strategy, the Aboriginal Engagement Group continued to meet, to help improve relations between Aboriginal and Torres Strait Islander and non-Aboriginal people in the City and support the advancement of Aboriginal and Torres Strait Islander residents. To coincide with the annual National Aboriginal and Islander Day Observance Committee (NAIDOC) Week in July 2015, a flag raising ceremony, children's arts and craft activities and a family fun day were held. Several City Officers also attended Indigenous Cultural Diversity training.

YOUR HEALTH AND WELLBEING

A Mosquito Management Program was carried out in Waterford from August 2015 to April 2016, aiming to improve the outdoor life for residents adjacent to the wetlands. This included regular wetland inspections for larvae, residual barrier treatments of strategic bushland areas, multiple street drain treatments, one aerial larvicide treatment and mosquito trapping and identification. The number and species of mosquitoes were monitored at six trapping sites across the foreshore from Bodkin Park to Salter Point Lagoon. Mosquito numbers were extremely low for most of the season. Only 17 complaints about mosquitoes were made in 2015/16, mostly about an outbreak due to favourable mosquito breeding conditions combined with a high tide that occurred in early February 2016.

In addition, food safety inspections continued, with Officers carrying out nearly 500 inspections during the year and issuing 10 'improvement notices'.





Facilitate and foster a safe environment for our community

STATUS INITIATIVES



Safer Environment



Community Safety and Crime Prevention



Local emergency management

BOOSTING COMMUNITY SAFETY

The Community Safety and Crime Prevention Group, which consists of representatives from the City, Western Australian Police, state government agencies and stakeholder groups, continued to meet quarterly and monitor the Community Safety and Crime Prevention Plan 2015-2018. The 2016 Community Safety Framework Action Plan was implemented, which saw a variety of actions carried out. These included assessing lighting and infrastructure across the City, as well as providing education and developing community networks to increase home safety.

The City also provided sport and recreation equipment to five 'Streets Alive' events that connected more than 200 neighbours. As part of the 'Gone in Less Than 60 Seconds' project, a purpose-built demonstration car was positioned in an Angelo Street car park in South Perth. The car featured a television screening CCTV footage of one-minute thefts from vehicles.

This project was launched in collaboration with Western Australian Police, the Cities of Canning, Armadale, Gosnells and Belmont, the Town of Victoria Park and Shire of Serpentine/Jarrahdale. Community safety seminars were also held for around 100 attendees in June 2016 on cyber safety for seniors and protective behaviours for parents.

The year saw the City continue its partnership with Neighbourhood Watch and Kensington Police, publishing the monthly eWatch newsletter, highlighting local community safety events and promoting crime prevention strategies. Some of these events included the City and Town of Victoria Park's December 2015 community safety displays at The Park Centre Shopping Centre in Victoria Park and Waterford Plaza in Karawara.

Residents were consulted in May 2016 in relation to the types of safety considerations they would like to see in the playground and public open space upgrades as part of the Karawara Public Open Space Masterplan and Collaborative Action Plan. This particularly related to new pathways in Kwel Court Reserve, as well as new paths linking the pocket path south of the Gowrie Centre to Walanna Drive's footpaths.

City staff attended the joint Local Emergency Management Committee meetings with the City of Canning and the District Emergency Management Committee on a quarterly basis. However, the Local Emergency Operational Emergency Management Plan review was deferred to 2016/17, due to the state government's delayed April 2016 release of National Emergency Risk Assessment Guidelines.

LOOKING AFTER OUR FURRY FRIENDS

In December 2015, the City approved a new Animal Care Officer position, with an appointment made in March 2016. The new officer helps manage the City's state-of-the-art Animal Care Facility, capable of housing more than 60 animals such as dogs and cats. As the Facility is also used by the Town of Victoria Park (the Town), the Animal Care Officer position is shared between the City and the Town. A Memorandum of Understanding (MoU) between the City and Town was prepared to reflect this arrangement.

	2015/16	2014/15	2013/14	2012/13
Dog infringements	76	58	65	65
Dogs in pound	88	89	106	164
Dogs released to owner	70	71	84	140
Dogs re-homed	16	16	19	19
Dogs euthanised	2	2	3	5
Dog attack Investigations	48	42	34	43
Dog barking investigations	87	64	63	63
Cat infringements	0	1	0	0
Cats in pound	35	46	10	0
Cats released to owner	5	8	1	0
Cats re-homed	28	33	9	0
Cats euthanised	2	5	0	0

Create opportunities for social, cultural and physical activity in the City

STATUS INITIATIVES

-  Australia Day 2016 event
-  Fiesta 2016 events
-  Collier Park Golf Course
-  Cultural and educational services
-  Support to community, voluntary groups, and sporting clubs
-  Community events
-  Library Services
-  Manning Library
-  Support to South Perth Historical Society
-  Community/Public Art

SAFE AND WELL-ATTENDED EVENTS

The year's two flagship community events, Australia Day and Fiesta, were successfully held. The January 2016 Australia Day celebration attracted more than 60,000 people to the City's alcohol-free 120,000 square metre Celebration Zone at Sir James Mitchell Park in South Perth.

The City celebrated Fiesta's 22-year anniversary in 2016, with the theme 'A Story to Tell'. Nine events, workshops and activities were held during the festival in March, which attracted 32,880 attendees and was supported by \$46,180 worth of cash, in-kind funding and sponsorship.

The Angelo Street Marketplace event was a highlight, attracting over 15,000 people. Other events included the 'Human Tangle' outdoor games at various parks in December 2015 and food trucks were positioned at George Burnett Leisure Centre, the Narrows Bridge and Melville Parade as part of 'Let's Eat' events.

Additional events included three sold-out Morning Melodies concerts (706 attendees), Pioneers and Elders Luncheons (210 attendees), Thank a Volunteer Breakfast (100 attendees), as well as the Remembrance Day service (120 attendees), ANZAC Day service (800 attendees) and NAIDOC Week flag raising ceremonies (60 attendees). Seven citizenship ceremonies were also held, attended by 968 people, with 414 City residents becoming Australian citizens, an increase of seven from 2014/15. The annual Premier's Australia Day Active Citizenship Awards were presented at the City's 2016 Australia Day celebrations, with 13 nominations received.



OUR APPROACH TO ART

The City's 2015 Emerging Artist Award received 158 entries, with 91 submissions selected for exhibition. The \$4,000 Acquisitive Award was awarded to Taylor Denning for the work 'Self Portrait Dyptich', while six other artists received seven additional category awards. Sponsors contributed a total of \$8,500 in cash and prize sponsorships; with major sponsor Brierty offering \$5,000 in cash. The 'Evolve' program, which was added to the Emerging Artist program in 2014, was expanded in 2015. The program included five workshops attended by 90 people, doubling the 2014 attendance.

In addition, the City commissioned and displayed various artworks during the year. Two temporary artworks were commissioned for the Fiesta 2016 'ArtWalk' event, which included a total of nine permanent and temporary pieces at the Angelo Street Marketplace. From February to March 2016, three Tom Muller pieces from the 'Ascending Signals' series, comprising large synthetic polymer beacons activated by haze and LEDs, were also installed at Sir James Mitchell Park in South Perth.

'Resonance' by Amanda Shelsher, a series of three permanent bronze feathers, was installed as part of the South Perth Promenade and Mends Street River Walls project. The City commissioned two more pieces of artwork, one for Millers Pool under the Node 5 South Perth Foreshore

upgrade and the other for Ernest Johnston Reserve. Fabrication continued on the Manning Community Hub pieces by artist team Greg Milne and Susan Stonehouse.

Under the Public Art Strategy, a Public Art Toolkit was also developed along with a Guide for Developers. Two new Development Applications were approved requiring the application of P316 Developer Contributions to Public Art, in relation to the development sites at 79 South Perth Esplanade and 86-90 Mill Point Road in South Perth.

A maintenance review on public art was commissioned. A priority list was established. Coral Lowry's 'Magic Tree' artwork in Windsor Park was identified as needing urgent maintenance and this work was completed in March 2016. The City also liaised with the Historical Society to supplement its rotating May and Herbert Gibbs collection display, while a new City Arts Officer commenced to help support public art projects and developer contributions.

MORE THAN JUST LIBRARIES

The City's Libraries' website received 143,432 page visits during 2015/16, with Picture South Perth receiving 35,548 visits, while the Libraries' Twitter page received 124,839 impressions.

Visitors to South Perth and Manning Libraries remained steady in 2015/16, with around 170,000 and

52,000 visitations respectively.

New memberships at South Perth Library increased by 142 in the year to 2,175, while Manning Library attracted 61 additional members. Items borrowed at South Perth Library were similar to 2014/15 levels at around 188,000, while around 4,000 less items were borrowed at Manning Library at 65,488.

The Libraries' eResources were strongly utilised, with eBooks and eAudio accessed 16,350 times, representing a 211 per cent increase from 2014/15. eMagazines were accessed on 8,419 occasions, a 40 per cent increase from the previous year. A similar increase was seen in eLanguages, with this tool accessed 324 times, while eTraining was used on 12,665 occasions, an increase of nearly 58 per cent.

The South Perth and Manning Libraries offered 27 programs to children and adults in 2015/16, attracting 14,473 attendees. A highlight of the children's programs included the Storytime and Rhymetime Christmas party featuring in-demand storyteller Glenn Swift which saw more than 350 children attend.

Authors Ian Reid, Isobelle Carmody and Greg Byrne presented at separate 'Words with Wine' events and Lee Holmes presented the 'Heal Your Gut' healthy eating workshop. More than 200 people attended a presentation by journalist and author Jessica Rowe in August 2015. South Perth Library supported



the NaNoWriMo 'Write Along the Highway' event, an international writing marathon for amateur authors. Both Libraries also hosted four events including the Write Night at the South Perth Community Hall and 'Write-Ins' at Manning Library. In November 2015, South Perth Library set up a dedicated study area with free Wi-Fi, tea and coffee to support local Year 12 students studying for their exams.

As part of a joint initiative with Human Library Perth, the City's Libraries called for volunteers for its Human Library project. The aim was to offer people the chance to 'read' (have a conversation with) Human Books (real people) as a way of improving our understanding of other people and building respectful communities. The City offered its Human Library at an event at Angelo Street Marketplace in March 2016. The event saw people read 'Human Books', covering topics such as composing, grave hunting, travelling alone, and issues relating to gender, and mental and chronic illnesses. Prior to the event, the City trained its 'Human Books' on how to tell their stories and answer confronting questions.

eBOOKS/eAUDIO	2015/16	2014/15
OverDrive eBooks	12,876	10,661
OverDrive eAudio	574	273
Axis 360 eBooks	372	70
BorrowBox eBooks	947	190
BorrowBox eAudio	1,581	N/A
TOTAL	16,350	11,194
eMAGAZINES	2015/16	2014/15
Zinio	8,419	6,017
eTRAINING	2015/16	2014/15
Lynda.com - # of views	9,023	N/A
Thecomputerschool	3,642	3,145
TOTAL	12,665	3,145
eLANGUAGES	2015/16	2014/15
Transparent Language Online - # of sessions	324	230
eRESEARCH	2015/16	2014/15
World Book Online	8,560	5,280

YOUR LIBRARIES	2015/16	2014/15	2013/14	2012/13
Visitors to South Perth Library*	170,429	169,376	229,780	255,340
Visitors to Manning Library*	52,821	52,555	52,292	64,428
Items borrowed at South Perth Library	188,202	188,216	208,166	213,982
Items borrowed at Manning Library	65,488	68,916	78,873	88,212
New members at South Perth Library	2,175	2,033	2,348	2,561
New members at Manning Library	670	609	730	681

* Total visitors have been recorded from the total number of times the Libraries' door opened and closed. This may not reflect one-off visits or all event attendances at South Perth and Manning Libraries.



OUR FOCUS ON SPORT AND RECREATION

The City receives financial support from the Department of Sport and Recreation to partially fund a full time Club Development Officer. This key role provides support, guidance and advice to sporting clubs and others.

As a part of this program, the 2016 Clubs Conference provided sport and recreation club volunteers with guidance relating to legal matters, marketing, bookkeeping, volunteer and meeting management and strategic planning. A liquor licencing refresher workshop was held at the Civic Centre in December 2015, with 28 people in attendance. A second workshop was offered in June 2016, with three presentations providing clubs with a better understanding on how to apply for Department of Sport and Recreation funding and how to make healthy food choices. The City also produced a new bi-monthly e-newsletter for sporting clubs called 'Club Spirit'.

Under the State Government's KidSport Program, \$38,621 was distributed to assist 240 local children with their sporting and recreation fees, representing a 60 per cent increase in applications from 2014/15.

Encourage the community to embrace sustainable and healthy lifestyles

STATUS INITIATIVES



Sustainable Living Strategy



George Burnett Leisure Centre redevelopment

LOOKING AFTER YOU AND THE ENVIRONMENT

Sustainability guidance continued to be given to the community through the City's bi-monthly Peninsula magazine and fortnightly Peninsula Snapshot advertisement. This included advice on how to live and work in ways that meet and integrate existing environmental, economic and social needs without compromising future generations.

In addition, an Aquatic Centre Feasibility Study was completed as part of the George Burnett Leisure Centre redevelopment. A Project Closure Report was submitted to the Department of Infrastructure and Regional Development as a part of the \$45,000 Federal funding grant.

33 sporting clubs with around 5,300 members regularly used the City's 12 main reserves in 2015/16, for a total of 13,618 hours

30 sporting clubs operated in the City in 2015/16



Develop effective processes to listen, engage and communicate with the community

STATUS INITIATIVES



Stakeholder engagement



External communications

COMMUNICATING WITH YOU

In September 2015, market research specialist Catalyse undertook an external communications review. The study included two focus groups, with an online and hard copy survey completed by 615 respondents. Results showed that 90 per cent of participants were satisfied with the City's overall communications.

The City continued to increase its social media activation and

engagement during the year, achieving 4,117 likes on Facebook and 751 followers on Twitter, along with 858 followers on Instagram and 209 on LinkedIn. Communications consultant Clarity Communications undertook a Social Media Review, finding the City was performing very well in the space despite resourcing constraints.

A range of other regular communications continued during the year, including the fortnightly e-newsletter. The number of subscribers grew to 2,978 for the e-newsletter, which achieved an average 53 per cent open rate for each issue, while the industry average open rate is 20 per cent. The e-newsletter also achieved a 15 per cent click through rate to the City website, against an industry average of 2.4 per cent.

The City launched the second edition of the South Perth Urban Walkabout

Guide at a stakeholder function in November 2015. Distributed throughout the metropolitan area, this guide promotes shops, boutiques, cafes, restaurants, pubs and bars in the Angelo Street, Mends Street and Preston Street precinct.

The City continued its monthly Peninsula Snapshot, a one-page summary of community activities and initiatives in local newspaper, the *Southern Gazette*. The bi-monthly Peninsula magazine was distributed to 24,000 households, keeping the community informed about local activities and initiatives. A special Budget Peninsula newsletter was also published, outlining funding for the year ahead. On the media front, 59 media releases were issued in 2015/16, along with 60 updates and 32 media responses. This represented a similar rate of media releases and updates when compared to 2014/15.

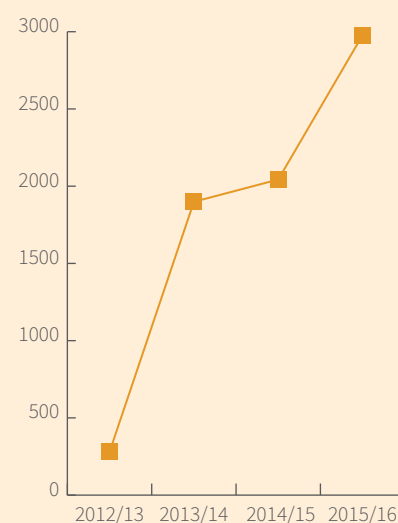
SOCIAL MEDIA GROWTH

Year	Facebook followers	Instagram followers	Twitter followers	LinkedIn followers
2015/16	4,117	858	751	209
2014/15	2,598	173	270	65
2013/14	241	n/a*	n/a*	n/a*

*These figures were not applicable as the City had not joined these social media channels.

ENEWSLETTER GROWTH

Subscribers





THE IMPORTANCE OF ENGAGING WITH THE COMMUNITY

The City undertook extensive engagement, liaison and consultation during the year, mainly in relation to statutory government processes such as the Local Government Ordinary Elections, as well as key developments, projects and routine works.

Stakeholder engagement is a two-way process enabling the City to connect with the community. Part of the City's priority is to provide different opportunities for engagement through connection and communication. In 2015, the City introduced 'Your Say South Perth' an online engagement portal as another way to connect and as a forum to inform and involve the community, facilitating their participation in a range of different projects, policies and activities. In the first 6 months of operation, the 'Your Say South Perth' portal had over 5,000 people visit the site to view, learn more and participate.

As part of the Karawara Public Open Space Masterplan and Collaborative Action Plan, residents were consulted in May 2016 about the types of upgrades they would like to the area's playground and public open spaces. This included new pathways, shade structures and seating in Kwel Court Reserve as well as new trees, garden beds and paths linking the pocket park south of the Gowrie Centre to Walanna Drive's footpaths, new picnic area, bench seating and drinking fountains. Further engagement was offered for the Strategy's hydro-zoning project, allowing residents onsite to receive feedback on the design of the reserves.

Stakeholder engagement occurred for the Old Mill Redevelopment's Millers Pool project, which sought feedback on the Node 5 concept plans during August and September 2015. An information session was held at the Old Mill and onsite at Millers Pool on 18 August 2015, with

more than 30 people attending. External user groups were also engaged during the Ernest Johnson Reserve Master Plan's design phase, with the proposed project released for public comment.

In addition, community engagement for the Canning Highway #ShapeOurPlace project took place across July and August 2015, seeking feedback on maximum building heights and typical cross sections before the final report was endorsed by the Council in March 2016.

For the new City-wide Parking Strategy, two workshops were held in July 2015 for community members and meetings occurred with key stakeholders including Main Roads and the Department of Transport. The City's online engagement portal, 'Your Say South Perth', was used to further engage the community. Participants used an online mapping tool to 'pinpoint' specific locations and comment, noting a problem, presenting a solution or giving a suggestion. These comments were viewed by other community members and added to.

During our routine works, the City continued to inform any adjacent residents or businesses to enable them to plan ahead prior to undertaking activities for our Road Rehabilitation Program and Footpath, Shared Path and Cycle Path Programs. The latter also saw the City undertake a Road Safety Audit along with several working sessions with the Parents Association of the Kensington Primary School, relating to a shared use footpath and bicycle route near the school.

A Local Government Ordinary Election was held on 17 October 2015, with the City's Mayor and newly elected members sworn in at a Special Council Meeting on 19 October 2015. During October and November, the new Council completed in-house induction training sessions for Town Planning and the *Local Government Act 1995*.



Challenges:

- Deferring the Local Emergency Operational Emergency Management Plan to 2016/17, due to the delayed release of the National Emergency Risk Assessment Guidelines
- Delay in developing the forthcoming Disability Access and Inclusion Plan 2017-2020.

Actions for 2016/17:

- Complete landscaping works west of the Narrows Bridge and begin construction on Millers Pool
- Continue the George Burnett Leisure Centre Redevelopment Plan
- Install the Millers Pool artwork in October 2016
- Install artworks and plan the Welwyn Avenue pedestrian linkage for the Manning Community Hub
- Review the categories and add sculptural pieces to the Emerging Artist Award
- Expand the Evolve Program to eight workshops
- Continue the Collier Park Golf Course Review Plan
- Consider the development of a Reconciliation Action Plan under the Aboriginal Engagement Strategy
- Update the Disability Access and Inclusion Plan 2012-2016 by December 2016
- Review Local Emergency Operational Emergency Management Plan and conduct an Emergency Risk Management Project and community survey
- Establish a Bushfire Management Plan for 2016/17
- Secure further funding from the Department of Sport and Recreation for the 2017 KidSport Program
- Hold Community Safety and Crime Prevention Group meetings to identify actions and timelines for the Community Safety and Crime Prevention Plan
- Review the 2016/17 Mosquito Management Plan
- Continue Peninsula magazine, Peninsula Snapshot, Facebook, Twitter, YouTube, Instagram, LinkedIn, fortnightly e-newsletter, Budget Peninsula and media releases, responses and updates.



ENVIRONMENT

Enhance and develop public open spaces and manage impacts on the City's built and natural environment



Identify and implement opportunities to improve biodiversity of the City's key natural areas and activity centres

STATUS INITIATIVES



Green Plan



Urban Forest Strategy



Collier Park Golf Course

LOOKING AFTER OUR NATURAL AREAS

Under the Green Plan, revegetation occurred at Neil McDougall Park's lake and island embankments, while environmentally significant areas were revegetated and maintained along western, southern and northern foreshores, Collier Park Golf Course sanctuary areas and Hogg Reserve and Cygnia Cove natural areas.

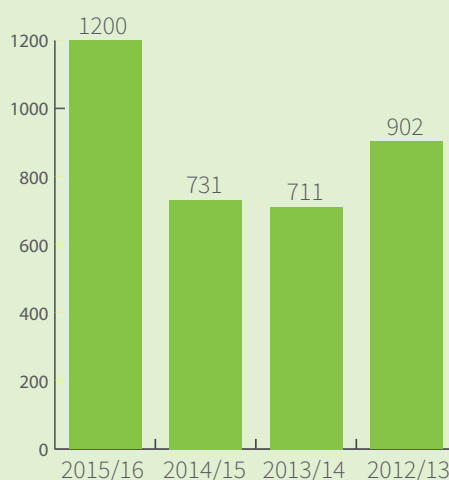
The City undertook intensive revegetation of foreshore and inland reserves and wetlands at the Davilak, Goss Avenue, Sandon Park Foreshore, Waterford Foreshore, Clontarf Foreshore, Sulman Slope, Doneraile, Hayman Road and Cloisters Reserves, Bodkin and McDougall Parks, Lake Gillon, Mount Henry Spit, Salter Point Lagoon, Sir James Mitchell Park Lakes and Melaleuca Grove.

As part of the Green Plan, a Weed Mapping Program identified priority weed management areas at a number of the City's natural areas and reserves including Bodkin Park, Clontarf Foreshore, Collier Park Golf Course sanctuary areas, Davilak Reserve, Curtin and Manning Primary School bushland, Goss Avenue bushland, Hogg Reserve, McDougall lakes and island, Redmond Foreshore, Sandon Park and Sir James Mitchell Park natural areas. Chemical and non-chemical weed control was undertaken as identified in the weed mapping reports. Non-native Casuarina tree species were also removed from the City's foreshore and inland reserves including Bodkin Park, Elderfield Reserve, Clontarf and Salter Point Foreshores and Neil McDougall Park. In addition, Green Plan events were held such as National Tree Day, Grab a Gladdie Day, Millennium Kids and school tree planting days.

PROTECTING OUR TREES

A Draft Urban Forest Strategy was developed to replace the Street Tree Management Plan to address the loss of canopy cover from private developments. The Draft Strategy captured tree canopy coverage data for both 1985 and 2015.

3,544 street and reserve trees have been planted since 2012/13, with 1,200 planted in 2015/16.



Foster and promote sustainable water and energy management practices

STATUS INITIATIVES



Water Action Plan



Integrated Catchment Management Plan



Irrigation



Water Sensitive Urban Design

MAINTAINING INFRASTRUCTURE TO PROTECT OUR RESOURCES

Drainage Infill Program and Upgrade Program works continued during the year, with a number of projects completed. In order to lessen impacts of intense storm events, stormwater detention tanks were installed in a number of streets within Catchment 32, an area that extends from Angelo Street through to York Street in South Perth. The works included five additional structures in York Street, three in Forrest and Edinburgh Streets and four in Rose Avenue. In addition, the outfall pipe in Warrego Street in Kensington was replaced. The final project for the year was also in Kensington, with the extension of the Vista Street drain to Dyson Street.

As part of the Water Action Plan, the City ensured all drainage and streetscape improvement projects embraced Water Sensitive Urban Design principles. Following a water audit, further water conservation opportunities were identified for the City facilities, with three waterless urinals installed in the Operations Centre and a small rainwater tank connected to the Animal Care Facility to save scheme water usage.

A water audit was also conducted at Olive Street and Garden Street Park in South Perth, rectifying a leak and re-programming the irrigation system to reduce run times. This resulted in a saving of 335 kilolitres of water, which is around one third of the Park's previous average annual use. The audit involved analysing historical water use and undertaking an electronic data logging investigation, as well as a visual site inspection.

'RETIC' REPLACEMENT

As part of the Reticulation Replacement Program, irrigation upgrades occurred at the Shaftesbury and Broome Street Reserve in Kensington and Bradshaw and Conochie Reserve in Manning. Electrical cabinet upgrades were carried out at Bodkin Park in Waterford and the Axford/Barker Reserve in Como. Bodkin Park also received a new reticulation controller, while new bore and pumps were installed at Stone Street Reserve in South Perth, Ryrie Reserve in Como and the City's Operations Centre nursery. The aim of these upgrades is to ensure water is redistributed more efficiently and electricity usage is reduced.

Increase community awareness of climate change risk through leadership, adaptation and mitigation

STATUS INITIATIVES



Climate Change Adaptation

TAKING A STRATEGIC AND COHESIVE APPROACH

Work continued on the Adaptation Action Plan, with the City establishing partnerships to undertake stages two and three of the Eastern Metropolitan Regional Council's (EMRC) regional flood risk vulnerability study project and complete a flood risk assessment of the Swan and Canning river foreshores. The partnerships included EMRC, the Department of Water, the Cities of Perth, Swan, Belmont and Bayswater and the Towns of Bassendean and Victoria Park. The draft Project Brief for the River Foreshore Vulnerability Assessment project was developed and circulated for stakeholder review and a draft tender brief was prepared. The aim of the project is to provide the City with updated modelling and mapping of the northern foreshore, with consideration of climate change, to inform and develop mitigation strategies and decision-making on proposed land use and development.

Improve the amenity of our streetscapes and public open spaces while maximising their environmental benefits

STATUS INITIATIVES



Developer Contribution Plan



Public Open Space Strategy



Ongoing – Karawara Greenway Master Plan



Proposed South Perth Station Precinct

BALANCED PLANNING FOR A KEY PRECINCT

NS Projects have been engaged to investigate the potential for infrastructure funding, including the potential for a Development Contribution Plan for the South Perth Station Precinct, Canning Bridge Precinct and Waterford Triangle.

OUR OPEN SPACES

As part of the Public Open Space Strategy, major works were completed including playground upgrades at Kwel Court Reserve in Karawara, Brandon/Darling Reserve in South Perth and Andrew Thompson Reserve in Waterford, as well as additional park furniture installed at Andrew Thompson Reserve and Bradshaw/Conochie Reserve in Manning. Other works included tree planting and hydro-zoning upgrades at Shaftesbury/Broome Street Reserve in South Perth and Bradshaw/Conochie Reserve in Manning.

In other progress, the Ernest Johnson Reserve Master Plan's concept design and public artwork selection was completed, with a development application approved by the Council.

Identify, develop and promote a range of sustainable uses for the Swan and Canning River foreshore reserves

STATUS INITIATIVES



Kwinana Freeway Foreshore



Foreshore Management Plans

OUR FORESHORES

Activities continued under the South Perth Foreshore Strategy and Management Plan, which provides clear direction for foreshore improvements to create accessible, inclusive and well connected public open spaces. Key projects as part of this Plan were finalised, with the South Perth Promenade and Mends Street River Wall officially opened by the Minister for Environment and Heritage, the Hon. Albert Jacob MLA.

The City also began an Environment Management Plan for Cygnia Cove natural areas, which includes existing and constructed wetlands and foreshore reserves. More than 7,000 native plants were planted at Cygnia Cove to enhance biodiversity.

Design work continued on the Kwinana Freeway Foreshore Management Plan, while Main Roads Western Australia completed the first condition assessment of its drainage assets. The City implemented a number of recommendations such as the enhancement of a biodiversity habitat in the Bush Forever Sites of the Kwinana Freeway Foreshore. This was achieved by undertaking general maintenance, weed and erosion control and revegetation works throughout all natural areas, including Mount Henry Spit, Cloisters Reserve and north of Comer Street revegetation site and groynes.

Continue to protect buildings of heritage significance

STATUS INITIATIVES



Independent peer review of Local Heritage Inventory



Heritage protection instruments

OUR LOCAL HERITAGE

The Local Heritage Inventory was comprehensively reviewed and updated in 2015 and adopted at the November 2015 Council Meeting. A comprehensive brief has been prepared for a heritage consultant to conduct an independent peer review and expressions of interest will be sought in 2016/17.

Investigate, develop and implement sustainable waste management practices

STATUS INITIATIVES



Waste Management Plans



Regional Waste Management Strategy



Collier Park Waste Transfer Station



Waste Education

OUR APPROACH TO WASTE

Following the Collier Park Waste Transfer Station review, an earlier facility opening time of 8am was trialled during the summer months, a move that was warmly welcomed by users. Due to this positive feedback, the station's summer opening time remains at 8am. As part of the upgrade program, the transfer station's main gate and sections of fencing were replaced, while two additional bin bays were installed with the aim of increasing recycling and reuse.

During the year, a successful green waste verge side collection was completed following the distribution of a pamphlet that provided clear and comprehensive information about suitable green waste items. There was a higher level of compliance with a relatively low level of contamination and almost all green waste collected was recycled as mulch.

The City developed draft Waste Guidelines for new developments during the year. These were enthusiastically embraced by developers and incorporated into the supporting documents for each application for Planning Approval of major multi-residential developments.

As part of the Regional Waste Management Strategy, the Rivers Regional Council, of which the City is a member, finalised its planning for an alternative waste treatment facility as the means of disposing of waste from the region. The planning led to the conclusion that the appropriate alternative form of waste treatment for the region was a privately owned Resource Recovery Facility. During the year, the City participated in the preparation of tender documentation to construct and operate the facility, which plans to convert around 90 per cent of the waste as viable energy products such as electricity. Other Alternative Waste Treatment Facilities typically convert only 65 per cent of waste to soil conditioner through an aerobic or anaerobic process. A number of workshops were held to consider the development of a new Regional Waste Management Strategy, focusing on the transition of the Rivers Regional Council as it moves to being a contracted waste facility user. In November 2015, the City signed a Waste Services Agreement and a Participants Agreement for the Resource Recovery Facility.



WASTE COLLECTION IN 2015/16

- Collier Park Waste Transfer Station received 18,187 visitors
- More than 1.2 million verge side (general and recycle) waste collections were carried out with 14,780 tonnes of general waste collected and 3,440 tonnes of recyclable materials processed
- Paper and cardboard was the greatest recyclable waste product at 1,922 tonnes, with green waste totalling 1,694 tonnes and metals reaching 292 tonnes
- 5,585 tonnes (including 3,440 tonnes for kerb side, 841 tonnes for verge side and 1,304 tonnes for Collier Park Waste Transfer Station) was recycled
- 17,793 tonnes (including 15,344 tonnes for kerb side, 615 tonnes for verge side, 1,274 tonnes for Collier Park Waste Transfer Station and 560 tonnes for recycle contamination) went to landfill.

Challenges:

- Progress was not made on stage six of the Underground Power Project, which is managed by the State Government
- Instances of vandalism and theft in planted areas under the Green Plan
- Managing traffic and maintaining access when installing drainage systems in developed areas
- Undertaking the time-consuming task of manually capturing canopy coverage for the draft Urban Forest Strategy
- Continue Karawara Public Open Space Masterplan and Collaborative Action Plan works, including finalising the Walanna Drive upgrade by September 2016 and starting the Kwel Court Reserve central playground and pocket park upgrades in August 2016
- Assessing a Developer Contribution Plan against a Special Area Rate to fund infrastructure upgrades for the Canning Bridge or South Perth Train Station Precinct.

Actions for 2016/17:

- Analyse aerial photography data and present the draft Urban Forest Strategy to Council later in 2016, prior to planning for community engagement
- Begin design works for the Water Action Plan drainage and water management initiatives in the first quarter of 2016/17
- Begin construction on the South Perth Promenade piazza as part of the Connect South upgrade and redevelopment
- Review Green Plan recommendations
- Prepare a report based on the Feral Animal Survey, offering recommendations for a Feral Animal Control Program
- Undertake works for the Integrated Catchment Plan
- Carry out Weed Mapping Program works
- Continue the Reticulation Replacement Program.

A photograph of a modern multi-story residential building. The building features a mix of materials, including white concrete balconies with glass railings and red brickwork. Large windows are visible, some with white frames. A tree with yellow leaves is on the left, and a tree with orange flowers is in the center. The sky is clear and blue.

HOUSING AND LAND USES

Accommodate the needs of a diverse and growing population

Develop a Local Planning Strategy to meet current and future community needs, cognisant of the local amenity

STATUS INITIATIVES



Local Planning Strategy

IDENTIFYING LOCAL PLANNING NEEDS

Work continued on the Local Planning Strategy's Canning Highway #ShapeOurPlace project, which reviewed the existing and future built form along Canning Highway and the adjacent low density suburbs. Stage one was completed in November 2015, with the final report adopted by Council in March 2016.

Stage one was conducted in five parts:

- Site analysis and stakeholder consultation (to understand the dwelling types, streetscape character and street presentation based on the current town planning scheme zonings)
- Phase one community consultation (to understand what types of buildings the community like and don't like and where they wish to see certain types of development within the study area)
- Preparation of draft building height plan and explanatory material (draft recommendations in response to the site analysis and phase one consultation, which was provided to the community for additional feedback)
- Phase two community consultation (to obtain feedback on the draft height plans and cross section concepts)
- Preparation of final report and recommendations.

The study report uses three streetscape types (highway, urban and suburban) and six housing typologies (single house, town house, terrace, manor house apartment, apartment and mixed use) to illustrate a concept of how the study area might develop.

The study report includes recommendations for development control and design guidance for elements of built form including facade design and treatments, sustainable design, setbacks, open space, visual privacy, solar access, garages, landscaping, fencing, access and commercial areas. Recommendations are made regarding each of these considerations, including for additional studies and/or ongoing engagement with the community, service authorities and Main Roads WA.

Develop integrated local land use planning strategies to inform precinct plans, infrastructure, transport and service delivery

STATUS INITIATIVES



Waterford Triangle Scheme Amendment

PLANNING AHEAD

Work continued on the planning of a Town Planning Scheme amendment for the Waterford Triangle, in order to deal with a wide range of planning issues.

Review and establish contemporary sustainable building, land use and environmental design standards

STATUS INITIATIVES



Town Planning Scheme Amendments



Town Planning Policy

OUR APPROACH TO TOWN PLANNING

A number of Town Planning Scheme amendments were initiated or processed during the year, including:

- Amendment No. 45 – Rezoning and related changes to Southcare on Bickley Crescent in Manning
- Amendment No. 46 – South Perth Station Precinct
- Amendment No. 48 – Revised car bay sizes
- Amendment No. 50 – Liquor stores and small bars
- Amendment No. 52 – Building height limits of Lots 501 and 502 River Way, Salter Point

The Council also adopted a recommendation to the State Government's Minister for Planning on the final content of Scheme Amendment No. 46 South Perth Station Precinct.



YOUR COUNCIL PLANNING POLICIES

The following Council Planning Policies were reviewed and revised versions adopted by the Council in June 2016:

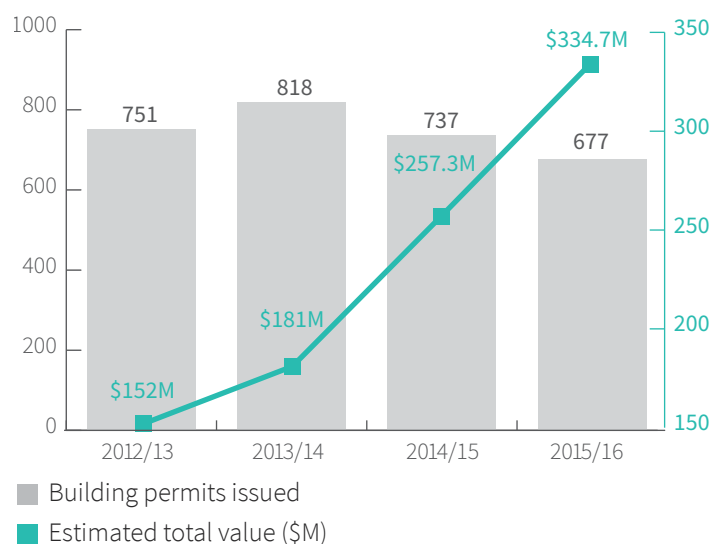
- P301 Community Engagement in Planning Proposals
- P312 Serviced Apartments
- P350.02 Boundary Walls
- P350.03 Car Parking Access, Siting and Design
- P350.04 Additions to Existing Dwellings
- P350.07 Fencing and Retaining Walls
- P350.09 Significant Views.

Planning approvals for new residential developments in	2013/14	2014/15	2015/16
Single houses	139	405	382
Grouped dwellings	20	153	118
Multiple dwellings	2	18	10
Mixed developments	1	13	10

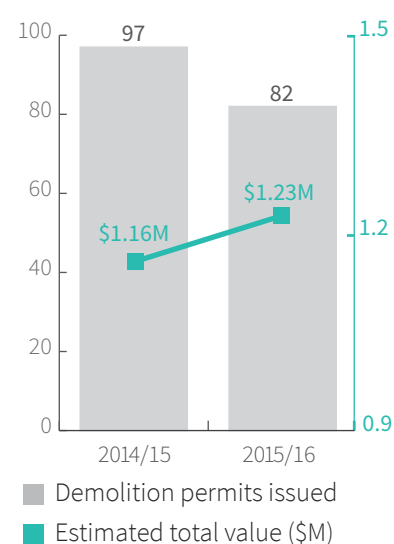
Planning applications that did not require consultation	
2015/16	93 per cent of the 147 planning applications were approved within the targeted timeframe of 60 days.
2014/15	81 per cent of the 291 planning applications approved within the targeted timeframe of 60 days.
2013/14	85 per cent of the 263 planning applications were approved within the targeted timeframe of 60 days.
2012/13	88 per cent of the 253 planning applications were approved within the targeted timeframe of 60 days.

Planning applications that did require consultation	
2015/16	88 per cent of the 418 planning applications approved within the targeted timeframe of 90 days.
2014/15	73 per cent of the 394 planning applications approved within the targeted timeframe of 90 days.
2013/14	79 per cent of the 331 planning applications approved within the targeted timeframe of 90 days.
2012/13	84 per cent of the 320 planning applications approved within the targeted timeframe of 90 days.

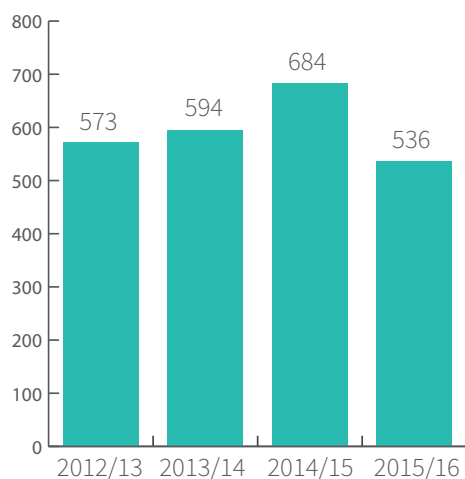
Building Permits Issued and Estimated Total Value (\$M)



Demolition Permits Issued and Estimated Total Value (\$M)



Planning approvals under delegated authority



Challenges:

- Ensuring the Local Planning Strategy was developed to meet current and future community needs
- Amending Town Planning Scheme and existing Council planning policies in a timely fashion
- Reviewing 882 submissions for the Town Planning Scheme Amendment No. 46, with public opinion sharply divided particularly with respect to absolute building height limits.

Actions for 2016/17:

- Prepare a draft scheme amendment for the Waterford Triangle area, for preliminary community consultation
- Begin the Canning Highway #ShapeOurPlace Stage 2, including a character assessment of Kensington and South Perth followed by preparation of a draft Town Planning Scheme amendment to implement the character study recommendations
- Continue progressing Town Planning Scheme amendments and follow up amendment progress with the Department of Planning on a regular basis
- Prepare new Council Planning Policies, including P318 South Perth Station Precinct application requirements and P350.16 Variations to plot ratio for multiple dwellings and mixed development
- Finalise Amendment No. 47 to the City's Town Planning Scheme No. 6, for the Canning Bridge Activity Centre Plan.

An aerial photograph of a large-scale construction project. In the foreground, a large, modern building with a white, corrugated metal roof is under construction. The roof is partially covered with solar panels. To the right of the building, a large outdoor seating area with multiple tiers of concrete bleachers is visible. A blue crane is positioned near the bleachers. In the background, a large, open dirt lot is filled with various construction materials, including stacks of bricks and concrete blocks. Several white pickup trucks are parked in the lot. The overall scene depicts a vibrant and sustainable community and commercial development.

PLACES

Develop, plan and facilitate vibrant and sustainable community and commercial places



Develop and facilitate activity centres and community hubs that offer a safe, diverse and vibrant mix of uses

STATUS INITIATIVES



Mends Street Precinct



Ernest Johnson Reserve Master Plan



Mill Point Node Plan



Manning Community Facility



Manning Library Refurbishment

SMART DEVELOPMENT

Construction works continued on the Manning Community Hub project, meeting the timeframe and budget targets. A time-lapse camera was installed at the Hub site, producing a short film that was published on the City's website. Located between Bradshaw Crescent and Conochie Crescent, the project will include Manning Library, a community hall, an early years facility to house Manning Toy Library and a new playgroup, child health clinic, sporting clubrooms and new mixed commercial and residential lots.

It also includes an upgrade to James Miller Oval, which was completed during the year in time for the Australian Rules Football season.

To further support the Manning Community Hub project, the City disposed of adjoining Lot 802 Conochie Crescent and acquired an adjoining retail space at Lot 23 Welwyn Avenue. This is planned to create a pedestrian linkage between the existing shops and the Hub's planned new commercial development and community buildings. Extensive community engagement was carried out for the Manning Community Hub and is outlined on page 70 of this report.

During the year, all feedback from the Old Mill Redevelopment's revised Millers Pool Concept Plan consultation was reviewed and Council endorsement was received. The Concept Plan includes the planting of native vegetation at Millers Pool and near the Old Mill beach and headland, as well as a carpark upgrade, new picnic and seating areas, improved pedestrian paths and a potential single storey café and food van area. The tender for the Millers Pool civil, structural and landscaping works was approved by Council in May 2016. An application was then submitted to the Department of Planning and Infrastructure for development approval.

As part of the redevelopment's Mill Point Node Plan, a rock wall featuring decorative limestone was constructed from the jetski ramp to the west of the Narrows Bridge. Three headlands and two beaches were also installed to the east of the Narrows Bridge, as well as an accessible ramp and new footpath, with all works finalised ahead of schedule and to budget.

The South Perth Foreshore River Wall and Promenade was officially opened by the Environment and Heritage Minister, Hon. Albert Jacob, in April 2016. The City also submitted a \$2.5 million National Stronger Regions Fund grant application to assist the Connect South upgrade and redevelopment. This will include construction on the Mends Street Foreshore reserve and streetscape between Mill Point Road and the jetty.



Encourage and facilitate economic development

STATUS INITIATIVES



Marketing and promotion of the City of South Perth



Economic Development Strategy

PROMOTING OUR PRECINCTS

The City contributed \$30,000 towards a new South Perth Urban Walkabout Guide, which was released in November 2015. This featured restaurants, cafes, bars, fashion retail, gifts and homewares, retail and entertainment venues within South Perth's three urban village precincts of Mends, Angelo and Preston Streets.

FOCUSING ON THE BOTTOM LINE

The City continued its partnership with Business Enterprise Foundations, hosting monthly workshops for local businesses on leadership, social media, networking, business models and cashflow.

The City is a member of Grow South East. Grow South East comprises eight south metropolitan local governments, that work together to advocate and lobby on strategic outcomes for the South East Metropolitan corridor.

Review and manage the impact of the proposed development and transport planning for the Curtin University Precinct and Bentley Technology Park Precinct

STATUS INITIATIVES



Curtin University and Bentley Technology Park Precinct

PROVIDING IMPORTANT INPUT

As part of the Curtin University and Bentley Technology Park Precinct, the City provided input into the Specialised Activity Centre Structure Plan after attending a number of meetings and reviewing content prepared by the Department of Planning. The Structure Plan will guide decision making, in order to create a centre of excellence for science, technology, education and research.

Engage the community to develop a plan for vibrant activities and uses on and near foreshore areas and reserves around the City

STATUS INITIATIVES



South Perth Foreshore Precinct

STRONG LIAISON

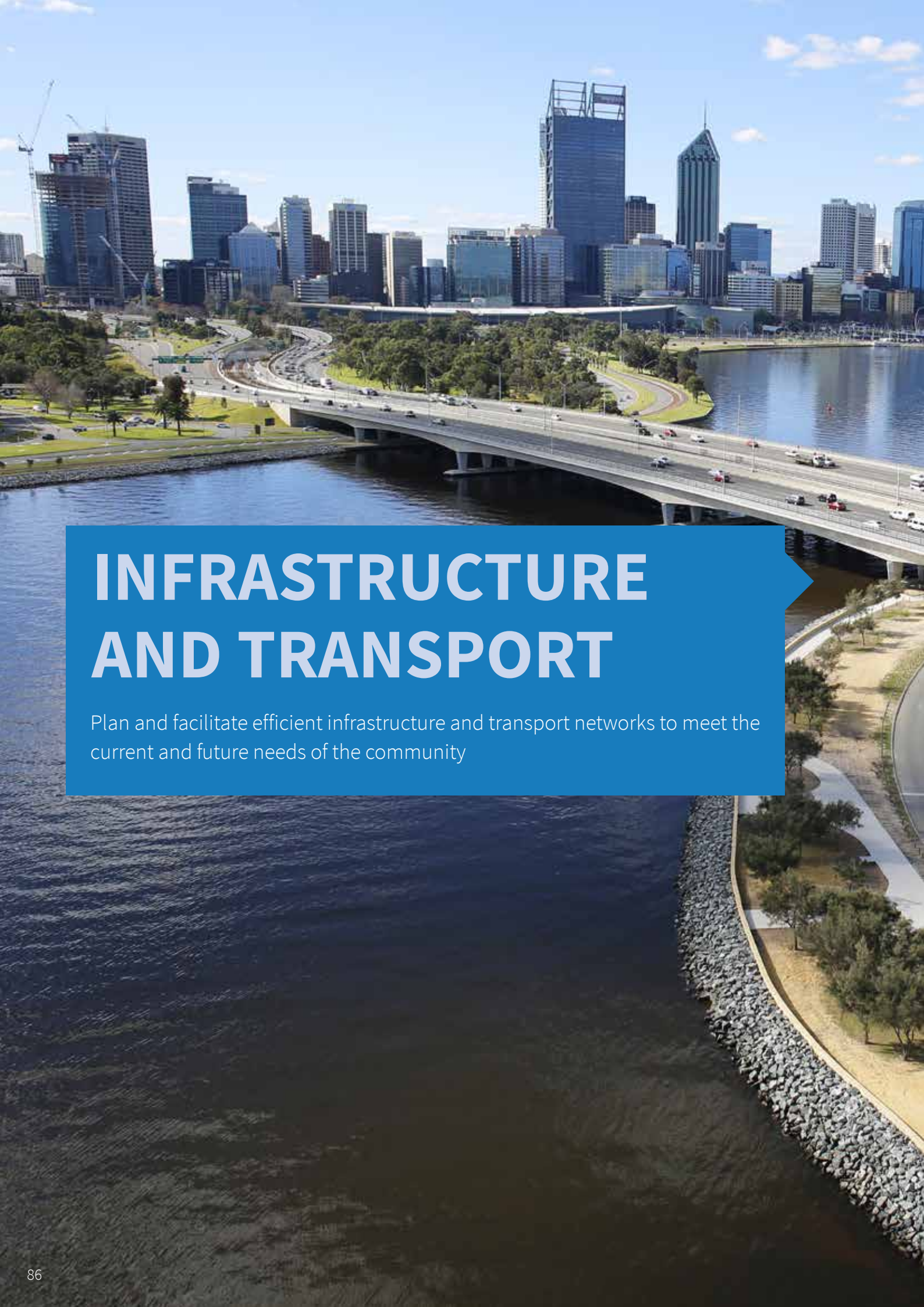
The community was engaged extensively to allow the City to plan for vibrant activities and uses on and near foreshore areas and reserves. Projects included the Public Open Space Strategy, Manning Community Hub, Mosquito Management Plan, Ernest Johnson Reserve Master Plan, Old Mill Redevelopment's Millers Pool and the Footpath, Shared Path and Cycle Path Program. For more information on consultation relating to these and other projects, see page 70.

**Challenges:**

- Making cost reductions to the Ernest Johnson Reserve Master Plan, with estimates greater than the original budget allocation.

Actions for 2016/17:

- Begin construction on Ernest Johnson Reserve
- Identify a location for the City's tram house
- Finalise construction of the Manning Community Hub project, with the opening set for February 2017
- Finalise the sale of Lot 801 for the Manning Community Hub project
- Continue to provide input into the Curtin University and Bentley Technology Park Precinct's Specialised Activity Centre Structure Plan
- Plan the pedestrian linkage from Welwyn Avenue to the Manning Community Hub.



INFRASTRUCTURE AND TRANSPORT

Plan and facilitate efficient infrastructure and transport networks to meet the current and future needs of the community



Advocate for, implement and maintain integrated transport and infrastructure plans in line with best practice asset management and safe systems principles

STATUS INITIATIVES



Canning Bridge Activity Centre Structure Plan



Infrastructure Asset Management and Renewal

**OUR FOCUS ON
INFRASTRUCTURE
AND TRAFFIC**

In December 2015, the Western Australian Planning Commission approved the Canning Bridge Activity Centre Plan, which was prepared following the earlier completion of the Canning Bridge Precinct Vision. The Cities of South Perth and Melville and the Departments of Planning and Transport worked collaboratively with GHD Consultants to prepare the Activity Centre Plan. The Plan is designed to meet community needs and revitalise the precinct for a mix of office, retail, residential, recreational and cultural uses.

Provide and maintain a safe, efficient and reliable transport network based on safe systems principles

STATUS INITIATIVES



Traffic Management and Drainage Capital Works Programs



Parking Strategy



Integrated Transport Plan

MAINTAINING OUR ROADS

With nearly 1.5 million square metres of road pavement, the City undertakes about 38,000 square metres of paving every year in accordance with Best Practice Asset Management Principles. Under the Five Year Road Rehabilitation Program, 13 sections, or 41,300 square metres, of roads were resurfaced, targeting the following areas:

- Jubilee Street – Douglas Avenue to Weston Street
- Marsh Avenue – Griffin Crescent to Parsons Avenue

- Roebuck Drive – Mount Henry Road to Edgewater Road
- Alston Avenue – Canning Highway to Labouchere Road
- Lansdowne Road – Seventh Avenue to George Street
- Griffin Crescent – Marsh Avenue to Welwyn Avenue
- Todd Avenue – Canning Highway to Throssell Street
- McDougall Street – Lockhart Street to Clydesdale Street
- Welwyn Avenue – Griffin Crescent to Hope Avenue
- South Terrace – Canning Highway to Murray Street
- South Terrace – Canning Highway to Coode Street
- Talbot Avenue – Henley Street to Cale Street
- King Edward Street – Angelo Street to Hopetoun Street.



MANAGING TRAFFIC

As part of the Five Year Traffic Management Program, works on the intersection of Manning Road and Ley Street in Manning were completed to modify the traffic signals in order to improve pedestrian movement and reduce crashes. ‘Walk’ and ‘Don’t Walk’ lanterns were installed at the intersection, while a central refuge island was installed in Alston Avenue in Como to provide a safe pedestrian route along Labouchere Road from Como Primary School. A central median was extended in Thelma Street adjacent to the Como Primary School, to accommodate the illuminated school speed zone signs. Other works included a general upgrade to the threshold treatments in Banksia Terrace and Brandon Street in South Perth at the respective intersections with George Street.

A Local Area Traffic Management Study, which covers an area bounded by Canning Highway, South Terrace and the Kwinana Freeway, was also completed. A large focus of the Study was safe pedestrian movement around Kensington Primary School. Work has commenced on forming recommendations based on the Study.

MANAGING PARKING

Following extensive consultation, outlined on page 70 of this Report, a City-wide Parking Strategy was developed by Luxmoore Parking and Safety Consultants and endorsed by Council in May 2016. The aim of the Strategy is to provide a long-term plan for the provision and management of parking. It focuses on travel demand management and sustainable transport, to ensure the existing road network amenity is maintained and improved. During the year, the City began work on the first of 14 individual Operational Parking Management Plans, commencing with the South Perth Station Precinct.

Facilitate a pedestrian and cycle friendly environment

STATUS INITIATIVES



Footpath, Shared Path and Cycle Path Program



Bike Plan

BENEFITING CYCLISTS AND PEDESTRIANS

As part of the Footpath, Shared Path and Cycle Path Program, an additional 700 metres of pathways were added to the City’s 267 kilometres of pathways, and a further 3.1 kilometres of pathways were upgraded. New paths were installed along Edgewater Road from Roebuck Drive to the Kwinana Freeway overpass; in Sulman Avenue from the Letchworth Centre Avenue to Howard Parade and Ranelagh Crescent from Hurlingham Road to Swanview Terrace. A Road Safety Audit was undertaken to support the design for improvement works to the shared use footpath and bicycle route near Kensington Primary School.

In order to expand on the potential of a ‘regional plan’, as identified in the Bike Plan 2011-2016 for the period beyond 2016, a funding application was submitted to the Department of Transport.



Advocate for and facilitate effective management of Swan and Canning River foreshore infrastructure

STATUS INITIATIVES



Foreshore management



Perth Water Foreshore

OUR FORESHORE INFRASTRUCTURE

As a result of previous lobbying that saw the State Government re-commit to \$1.35 million in funding, the South Perth Foreshore River Wall and Path Replacement project was completed. Design work also continued on the concept plan for Millers Pool as part of the Old Mill Redevelopment.

Challenges:

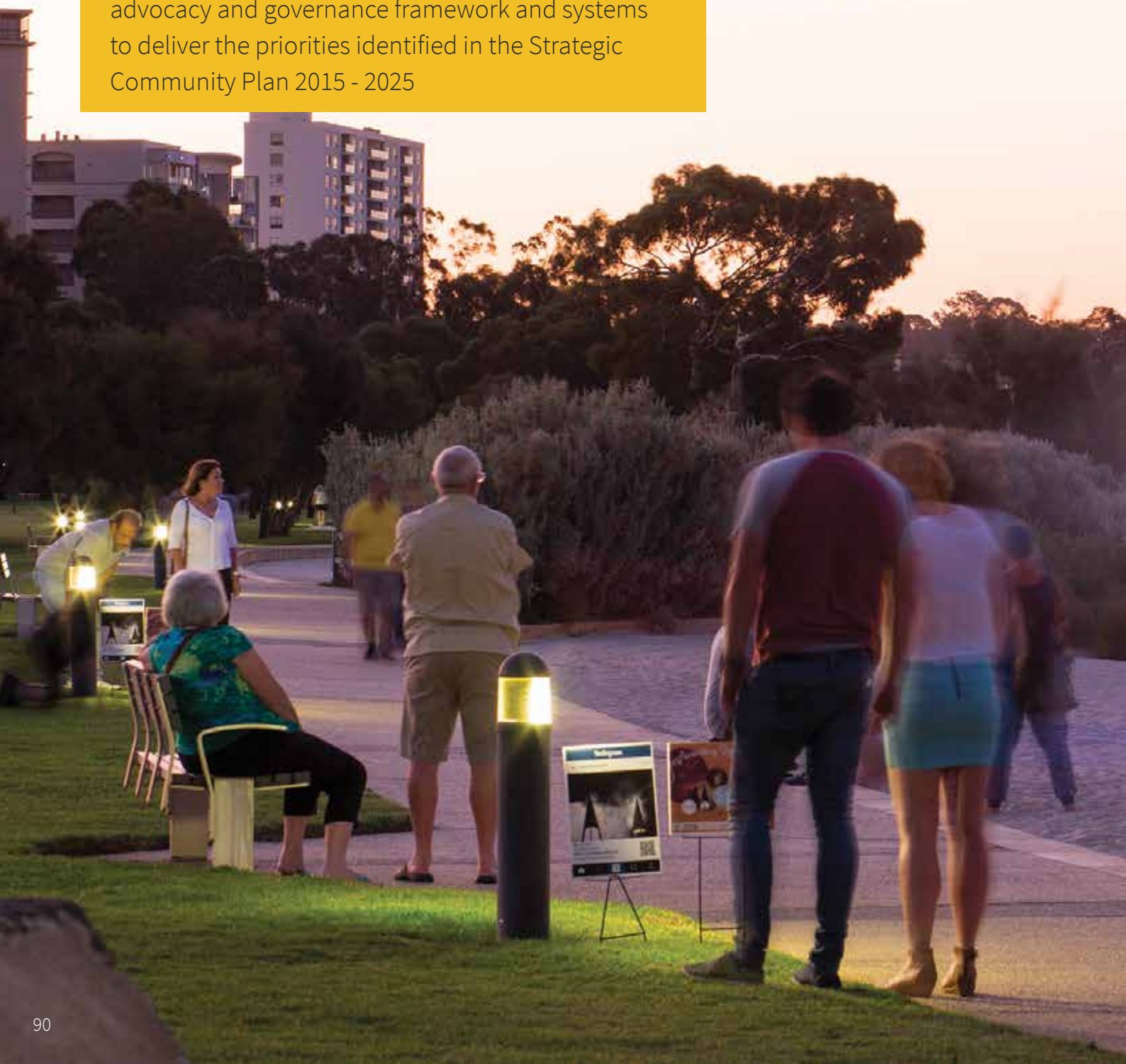
- Coordinating traffic management in heavy use areas during Five Year Traffic Management Program works
- Ensuring around 35,000 square metres of roads were maintained under the Five Year Road Rehabilitation Program
- Balancing property owner and wider community needs when undertaking works under the Footpath, Shared Path and Cycle Path Program
- Deferring two new roundabouts for the Hayman Road and Thelma Street intersection and Hope Avenue and Mount Henry intersection, due to competing Five Year Traffic Management Program works.

Actions for 2016/17:

- Re-commence the Integrated Transport Plan, which was deferred in 2015/16 due to competing demands
- Undertake the individual Operational Parking Management Plans for the new City-wide Parking Strategy
- Finalise recommendations based on the Local Area Traffic Management Study that focuses on safe pedestrian movement around Kensington Primary School
- Continue working on actions from the Kwinana Freeway Foreshore Management Plan, such as holding group meetings and implementing high priority recommendations
- Undertake Five Year Traffic Management Program actions, including the two deferred new roundabouts
- Continue works for the 2016/17 Footpath, Shared Path and Cycle Path Program, considering usage, condition, likely impact of new developments and available funding
- Develop a new Bike Plan for beyond 2016.

GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT

Ensure that the City has the organisational capacity, advocacy and governance framework and systems to deliver the priorities identified in the Strategic Community Plan 2015 - 2025





Develop and implement innovative management and governance systems to improve culture, capability, capacity and performance

STATUS INITIATIVES



State of Sustainability Report



Occupational Health and Safety



Governance Framework



Elected Member leadership



Information technology



Knowledge management



Digital services



Financial Report and Property Database Solution



Enterprise Bargaining Agreement

A SUSTAINABLE CITY

As part of the State of Sustainability Report, a comprehensive review was undertaken of the City's sustainability activities and projects, with identified projects progressed by the City's Infrastructure Services area.

AIMING TO IMPROVE EFFICIENCIES

Work continued on the new Corporate Asset Management System, which records information on City infrastructure assets. Additional assets were recorded into the system to allow users to analyse issues, prepare reports and make decisions based on up-to-date information. For example, around 3,500 street furniture assets were collected using Earthmine street level imagery, while work commenced on a public open space condition survey and a path network condition survey. All building assets were re-valued to 'fair value' by independent expert valuers, APV Valuation and Asset Management. Specialised software was also installed to enable the Corporate Asset Management System to carry out long term planning and identify scheduled and reactive maintenance.

YOUR NEW COUNCIL

A Local Government Ordinary Election was held on 17 October 2015. The elections attracted 15 candidates with the City's newly elected members sworn in at a Special Council Meeting on 19 October 2015. During October and November 2015, the new Council completed induction training sessions for Town Planning and the Local Government Act.



GOVERNANCE FRAMEWORK UPDATE

The Corporate Governance Framework provides elected members and staff with a Governance Framework that links their role under the *Local Government Act 1995* and relevant legislation, the suite of governance documents and the functions performed by the City. Reviewed annually, this framework underpins and supports the Council in achieving its mission, vision and goals in an open and transparent manner. During the year, the City engaged Talisman Communications to review the framework, benchmarking and assessing it against other local government frameworks. The updated Governance Framework was adopted by the Council in June 2016. The framework aims to ensure best practice, allowing the community to have trust and confidence in decisions made and in the City's systems and processes. The City also developed an online Gift Register that went live in June 2016.

TRACKING OUR PERFORMANCE

The Audit and Governance Committee became the Audit, Risk and Governance Committee in June 2016, recognising its purpose to ensure the City has a robust and comprehensive risk management approach.

In 2015/16 the Committee considered the Interim Audit Management Letter and External Audit Plan for 2015 Annual Audit, the 2015 Compliance Audit Return, proposed a Cats Local Law and draft Planning Policy P350.16 'Variation to Plot Ratio for Multiple Dwellings and Mixed Development'. It also undertook reviews of all policies and delegations, including the following:

- Policy P102 – Community Funding Program
- Policy P103 – Communication and Consultation
- Policy P104 – Community Awards
- Policy P106 – City Reserves and Facilities
- Policy P112 – Community Advisory Groups
- Delegation DC115 – Granting Fee Waivers – City Reserves and Facilities
- Delegation DC609 – Leases and Licenses
- Delegation DC616 – Write Off Debts
- Delegation DC686 – Granting Fee Concessions – Development Applications
- The Governance Framework
- The Standing Orders Local Law
- The Code of Conduct.

INFORMED AND ORGANISED

Occupational health and safety policies, practices and systems were also reviewed in line with corporate governance requirements.

INFORMATION TECHNOLOGY

From August to November 2015, upgrades of the City's core property and financial system were carried out, along with a major version upgrade of the Customer Relationship Management system. Later in the year, a video conferencing system was installed in the Council Chamber and planning commenced for replacement of the telephone management system.

Development, implementation and testing continued in relation to the introduction of an online Building and Development Application system and an online Facility Booking system. These initiatives were still undergoing refinement after the first round of user testing at year-end and will go 'live' to the public after enhancements and further user testing is completed.

The wide area wireless technology network was also upgraded and certain outstations, including the Collier Park Golf Course, were incorporated into the network during the year.

Investigations were also commenced into two major technology initiatives planned for 2016/17. This included establishment of a new instance of the Core Property and Finance system. Preliminary investigations also began in relation to the selection of a new Library Catalogue Management system to replace the existing ageing system. Funding for each of these projects has been included in the 2016/17 budget.

Develop and implement a robust Integrated Planning and Reporting Framework comprising a 10-year financial plan, four year corporate plan, workforce plan and asset management plan

STATUS INITIATIVES



Australian Business Excellence Framework/ Integrated Planning and Reporting Framework



Integrated Asset Management System



Information Technology Strategy



Corporate Performance Reporting Framework



Financial suitability and capacity



Organisational capacity



Strategic Community Plan – community consultation

EXCELLENCE IN REPORTING

The 2014/15 Annual Report was adopted by Council in November 2015, with the final Report awarded a Silver Award at the 2016 Australasian Reporting Awards. The report and subsequent audit opinion resulted in a 'clean' audit report, with no areas of non-compliance with legislation and no issues noted during the conduct of the audit.

STRONG REVIEW

As part of the Integrated Planning and Reporting Framework, the following documents analysed areas relating to the City's approach, deployment, results and improvement – known as the ADRI cycle employed by the Australian Business Excellence Framework

- Long Term Financial Plan 2015/16 – 2024/25: Aligns community aspirations, strategic intent and organisational capacity, helping deliver infrastructure and services in a financially sustainable and affordable manner
- Corporate Plan 2015-2019: Translates the City's strategic direction to specific operational actions and priorities
- Asset Management Plan 2013-2023: Provides core resource information for service providers and facility network users and identifies responsibilities, maintenance standards and inspection regimes
- Workforce Plan 2013-2019: Offers a snapshot of all external and internal influences, to ensure the City is capable of delivering organisational objectives.

AIMING TO IMPROVE EFFICIENCIES

Work continued on the new Corporate Asset Management System, which records information on City infrastructure assets. Additional assets were recorded into the system, to allow users to analyse issues, prepare reports and make decisions based on up-to-date information. For example, around 3,500 street furniture assets were collected using Earthmine street level imagery, while work commenced on a public open space condition survey and a path network condition survey. All building assets were re-valued to 'fair value' by Independent expert

valuers, APV Valuation and Asset Management. Specialised software was also installed to enable the Corporate Asset Management System to carry out long term planning and identify scheduled and reactive maintenance.

FINANCIAL SUSTAINABILITY

During 2015/16, the City's Long Term Financial Plan was reviewed and updated to reflect the current economic circumstances, organisational capacity and the federal and state political environment.

The 10 year Long Term Financial Plan plays a major role in aligning the community's aspirations, Council's desired service provision model and our financial capacity. It provides an \$800 million financial blueprint for the City's operations between 2015/16 and 2025/26.

The Long Term Financial Plan integrates projects and activities arising from the City's Strategic Community Plan, Asset Management Plans, Service Delivery Plans and other informing strategies. It also guides the effective management of our financial resources to ensure that proposed services can be delivered and that infrastructure renewals and community facilities can be funded as and when required.

The Plan includes detailed funding models for major new community facilities, identifying strategic land sales, grant funding opportunities and responsible use of debt to fund long-lived community assets. It also provides a balanced and sustainable funding model into the future with all proposed initiatives being fully funded and provision made in the second half of the plan for new initiatives or projects to emerge.



The revised Long Term Financial Plan substantially influenced the development of the 2016/17 Budget.

Accountability for delivering against what was proposed to be delivered is effected through the disclosures contained in the 2015/16 Annual Financial Statements.

INFORMATION TECHNOLOGY UNDER THE MICROSCOPE

During the reporting period, the City worked with an external consultant to develop a contemporary Information Technology Strategy to guide our future technology direction. Major considerations in developing the Strategy included detailed scans of both the internal and external environment, undertaking an assessment against a technology maturity model, creating a service catalogue, building a software inventory and identifying planned major technology projects. The Strategy is built around the following strategic focus areas:

- Engagement, communication and collaboration
- Service delivery and innovation
- Strategic alignment
- Project management
- Governance of information and communications technology operations.

Each focus area has its own key objectives and key initiatives. The major projects and key initiatives are time-lined over a five year horizon and will be resourced and reported upon annually.

OTHER INITIATIVES

During the year, all human resource policies and practices were reviewed in line with other Councils of similar size and status. Benchmarking continued to be carried out to ensure the City remained competitive with comparable local governments.

Continue to develop best practice policy and procedure frameworks that effectively guide decision making in an accountable and transparent manner

STATUS INITIATIVES



Risk Management

OUR APPROACH TO RISK MANAGEMENT

The City continues to be acknowledged by its Local Government industry insurers as being a leader in its risk management approach. It is regularly cited as a reference site for peer Local Governments. The City uses a customised process based on the Risk Management Standard AS/NZ ISO 31000:2009 to monitor, identify and assess emerging business, financial, physical and reputation risks. The Risk Management Committee undertakes a comprehensive review of all catalogued risks and in-force risk treatments annually. A detailed report identifying new, priority or successfully treated risks is provided to the Audit, Risk and Governance Committee after the annual review and a further half yearly review each year. No new risks were added during the year, but the successful treatment of some previously identified risks resulted in the downgrading of some previously existing risk levels.

Risks were managed using a suite of risk management treatments such as internal audits, structured maintenance programs, regular and accountable project and financial reporting, staff training, occupational health and safety initiatives, policy and governance frameworks and the Australian Business Excellence Framework. The City also maintained its comprehensive portfolio of business and professional insurances to mitigate losses due to unforeseen circumstances.



Implement a customer relationship management system that provides a high level of customer responsiveness and satisfaction

STATUS INITIATIVES



Customer service



Customer Relationship Management



Content managed website

CUSTOMER SERVICE UNDER THE SPOTLIGHT

To ensure our customer service delivery remained at an industry-leading standard, the City undertook extensive customer-focussed staff training and performed a major upgrade of the Customer Relationship Management (CRM) system to ensure that customers had access to meaningful and relevant self-service information and could lodge service requests online. The City's CRM system remained in high demand in 2015/16, with staff receiving 55,855 contacts through the Customer Contact Centre, compared to 53,157 in 2014/15.

Contacts were 69.3 per cent via telephone, 14.6 per cent via email, 4.3 per cent in person and 11.8 per cent via the website and/or mobile app. In future periods, the City will be looking to further empower its customers to allow them to self-serve at a time and place that suits them.

In conjunction with its major CRM upgrade, the City also substantially progressed new initiatives to facilitate online booking and application lodgement system software in 2015/16. In relation to customer service, the number of repeat customer contacts on single issues reduced during 2015/16. However, the total number of recorded customer contacts remained constant, as customers gained more confidence that their requests would be satisfactorily addressed in a timely and appropriate manner. A number of our customers also chose to make use of the self-help facilities offered through the City website and mobile 'Report It' application, which can be used on smartphone or tablet devices.

The City also undertook benchmarking initiatives to evaluate the quality of customer service delivered in the year and used the results to create specifically tailored training programs. This capacity building exercise was crucial given the City has a customer responsiveness target of satisfactorily resolving 85 per cent or more of our non-planning customer interactions at the first point of contact and more than 75 per cent of the planning ones at the first tier.

OUR WEBSITE

A major project that was substantially progressed during 2015/16 was the development of a new mobile-responsive, accessible, content managed website. The aim was to deliver an enhanced user experience, provide access to relevant useful information and offer direct interfaces into our core systems. A detailed review and analysis was undertaken collaboratively with our web developers and other external technology partners to consider important matters such as user experience, digital service delivery opportunities, system integrations, mapping and other interfaces. This information was used to inform the strategy for our new website and influenced decisions regarding the information architecture, functional specification, accessibility requirements and web content. Existing website functionality was taken as a minimum base standard and then enhanced to streamline processes, simplify content classification and navigation and improve user experience.

The new website was built using an agile development methodology that allowed for a staged development and testing process. It also enabled the progressive review and edit of all website content to ensure that it reflected accurate and current information and took advantage of cross-promotion opportunities. Final development work and content population was continuing at the end of June 2016. This website launch will coincide with the City's launch of the refreshed logo and branding.



Advocate and represent effectively on behalf of the South Perth community

STATUS INITIATIVES



Lobbying Federal and State Government



Partnership and stakeholder relationship

LOBBYING AND COMMUNICATIONS ACTIVITIES

As a result of previous lobbying that saw the State Government re-commit to \$1.35 million in funding, the South Perth Promenade and Mends Street River Wall was completed and officially opened by Environment Minister Albert Jacob in April 2016. The first stage of the project, completed late 2015, included replacing the existing dilapidated river wall with a limestone block wall, curved to the river side to mitigate foreshore erosion and predicted sea

level rise. The project also included the installation of new seating and LED lighting and the replacement of surrounding turf. The footpath, now more than five metres wide, provides a safe pedestrian environment and generous area for groups of people to walk along the foreshore.

OUR PARTNERSHIPS

In addition, the City signed a Memorandum of Understanding (MoU) with the Town of Victoria Park in May 2016. Following the now-concluded Metropolitan Local Government Reform process, the City and Town strengthened their existing effective and valuable working relationship. The purpose of the MOU was to formalise the City and the Town's commitment to working together to identify, prioritise and promote opportunities for future cooperation. The City also continued to enhance and foster relationships with key stakeholders and partners, including Perth Zoo.

The City continued its three-year sponsorship agreement with one of its key stakeholders, the Perth Zoo. The City also continued to sponsor the Local Chamber of Commerce and Industry's Business Excellence Award and maintained its corporate membership with the Urban Development Institute of Australia, Australian Institute of Management and the Committee for Economic Development of Australia.

COMMUNITY FUNDING AND PARTNERSHIPS

The City expended \$170,000 in community funding in 2015/16 which was made up of Individual Development Grants for community members chosen to represent the state or nation, general community grants for specific projects in the local community and a variety of partnership arrangements where particular groups or organisations provide services or programs to the local community that assist the City to meet strategic imperatives. Some of these partnerships include Southcare, Perth Zoo, South Perth Lions Club, Constable Care and Moorditj Keila Aboriginal Group.

COMMUNITY FUNDING FOR FINANCIAL YEAR 2015/16

Individual Development Grants	
National 38 @ \$200 = \$7,600	Total \$10,600
International 10 @ \$300 = \$3,000	
Community Grants Quick Response	
7 grants @ \$1,000 ea	Total \$7,000
	TOTAL GRANTS \$17,600

Challenges:

- Work on the Corporate Asset Management System was delayed due to a prolonged period of staff absence.

Actions 2016/17:

- Prepare for the October 2017 Council election
- Offer software training to all relevant staff for the Corporate Asset Management System
- Review the Five Year Plant and Fleet Program
- Launch the new website in August 2016.





For information on financial terms, see page 100.

A **Australian Business Excellence Framework (ABEF)**

The ABEF aligns the City's leadership and management systems and practices with the Australian Business Excellence Framework principles; and establishes the principles and practices for excellence in governance.

B **Business Enterprise Foundations**

Business Foundations is a non-profit organisation delivering business assistance to small to medium businesses throughout Western Australia.

C **Collier Park Golf Course**

The Collier Park Golf Course is a 27-hole international standard public golf course incorporating a large driving range, huge immaculate putting greens, and three world-class nine hole courses.

Corporate Business Plan 2015-2019

The Corporate Business Plan 2015-2019 is the City's 4 year project and service delivery plan. It is aligned to the City's Strategic Community Plan 2015-2025, translating the strategic direction at an operational level.

Curtin University and Bentley Technology Park Precinct

The Park is home to over 100 organisations representing industry, R&D, academia, government and support services, creating opportunities for strategic linkages and project collaboration for Park tenants within and external to the cluster.

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a method of managing customer interactions by a company or organisation, utilising technology to organise, automate and synchronise business processes.

I **ICLEI – Local Governments for Sustainability**

ICLEI – Local Governments for Sustainability, is an association of more than 1,220 local governments from 70 different countries who demonstrate committed to sustainable development. ICLEI provides technical consulting, training, and information services to build capacity, share knowledge, and support local government in the implementation of sustainable development at the local level.

Infrastructure Australia

Infrastructure Australia is a statutory body that advises governments, investors and infrastructure owners on a wide range of issues including Australia's current and future infrastructure needs, mechanisms for financing infrastructure investments, and policy, pricing and regulation and efficiency of the delivery, operation and use of national infrastructure networks.

K **KidSport**

KidSport enables eligible Western Australian children aged 5-18 years to participate in community sport and recreation by offering them financial assistance towards club fees. The fees go directly from the local government to the registered KidSport clubs participating in the project.

L **Lag Indicators**

Lag indicators are the traditional safety metrics used to indicate progress toward compliance with safety rules. These are the bottom-line numbers that evaluate the overall effectiveness of safety at a facility.

Lead Indicators

A lead indicator is a measure preceding or indicating a future event used to drive and measure activities carried out to prevent and control injury.

Local Government Insurance Services (LGIS)

LGIS is the dedicated insurance service owned by the WA Local Government Association on behalf of it's members and managed by Jardine Lloyd Thompson Pty Ltd. Services include claims and risk management, legislative compliance support and general insurance broking.

Local Government Grants Scheme

Administered by the Western Australian Local Government Grants Commission, this scheme recommends and allocates 'General Purpose Grants' among 138 local governments in Western Australia, as part of the Local Government Grants Act 1978.

Local Government Reform

This is an initiative by the State Government, which began in February 2009, to create fewer but stronger councils in order to improve service to Western Australian communities into the future.

Lost time injuries

Number of lost time injuries/diseases incidence rate (LTI/D) is the number of lost time injuries/diseases where one day/shift or more was lost, in the financial year per 100 employees

M **Main Roads Western Australia (MRWA)**

Main Roads Western Australia is responsible for Western Australia's highways and main roads which represent almost 30% of the State's total assets.

Memorandum of Understanding

A memorandum of understanding (MOU) is a document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

N **National Emergency Risk Assessment Guidelines**

The National Emergency Risk Assessment Guidelines provide a contextualised emergency risk assessment methodology consistent with the Australian/ New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

GLOSSARY

O

Our Vision Ahead

Our Vision Ahead was a City of South Perth initiative designed to explore the aspirations of the community. The aim was to create a shared vision for the future that both Council and community could work towards.

R

Residential design policy manual

A guiding document for City wide residential policies and precinct based policies.

Risk Management Standard AS/NZ ISO 31000:2009

ISO 31000:2009 provides generic guidelines for the design, implementation and maintenance of risk management processes throughout an organization. This enables all strategic, management and operational tasks of an organization throughout projects, functions, and processes to be aligned to a common set of risk management objectives.

Rivers Regional Council

The Rivers Regional Council has responsibility for planning long-term waste management strategy, identifying issues associated with waste management and lobbying on behalf of the seven member Councils (Cities of Armadale, Gosnells, Mandurah, South Perth and the Shires of Murray, Serpentine Jarrahdale and Waroona) in the general field of waste management. It is also taking some responsibility for waste education across the region.

S

South East Metropolitan Regional Council (SMRC)

The SMRC is a statutory local government authority established by local councils in the southern part of metropolitan Perth. It is responsible for developing environmentally sustainable waste management solutions and climate change abatement measures for the communities of Cockburn, East Fremantle, Fremantle, Kwinana, Melville and Rockingham.

Strategic Community Plan 2015-2025

The Strategic Community Plan encapsulates our community's vision for the future and in response outlines the Council's strategic directions and priorities for the next 10-year period to deliver on this vision.

Swan River Trust

The Swan River Trust is a state government agency responsible for protecting and managing the Swan Canning river system.

T

Town planning scheme

Outlines state and local planning policies including zones, overlays and other provisions.

Transperth

Transperth is part of the State Government's Public Transport Authority (PTA), and is the brand name through which the Western Australian Government provides public transport services in the Perth metropolitan region. This includes Perth's public buses, trains and ferries.

U

Underground Power Program

The Underground Power Program (UPP) is a State Government initiative administered by the Public Utilities Office. Local Councils can nominate areas to be converted to underground power. Each nomination is assessed against social, economic and technical criteria by the UPP Steering Committee.

Urban Walkabout

Urban Walkabout's pocket-sized urban guides are aimed primarily at travellers, but are also used extensively by locals who are seeking a curated selection of fashion, design and food destinations

W

Ward/s

The district of a municipality, city or town for administrative or representative purposes.

Waste transfer station

Temporary storage facility situated in Como for local waste before it is recycled or transported to a landfills site.

Waterfront Development

Known as Elizabeth Quay, this development on Perth's Swan River forshore plans to revitalise central Perth. Delivered by the State Government and supported by the City of Perth, Elizabeth Quay will cover nearly 10 hectares of riverfront land between Barrack and William streets in the heart of the city. The project will create a precinct featuring a 2.7 hectare inlet surrounded by a split level promenade, shops, cafes, restaurants and other exciting entertainment venues.

Waterwise Council

The Waterwise Council program helps councils in Western Australia adhere to the State Government's water efficiency measures and encourages improved water use management at a corporate and community level. It is developed by the Water Corporation and Department of Water, with support from International Council for Local Environmental Initiatives (ICLEI) – Local Governments for Sustainability.

Western Australian Local Government Association (WALGA)

The WA Local Government Association is the voice of Local Government in Western Australia. As the peak industry body WALGA advocates on behalf of the State's 130 Local Governments and negotiates service agreements for the sector. WALGA is not a government department or agency.

Western Australian Planning Commission (WAPC)

The WAPC is the statutory authority with statewide responsibilities for urban, rural and regional land use planning and land development matters. The WAPC responds to the strategic direction of government and is responsible for the strategic planning of the State.

Western Power

Western Power is a State Government owned corporation that builds, maintains and operates the electricity network in the south west corner of Western Australia.

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We hope you enjoyed reading our Annual Report for
2015/16 and invite you to provide feedback,
by emailing enquiries@southperth.wa.gov.au

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Phone (08) 9474 0900

Office hours Monday - Friday: 8.30am to 5pm

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Opening hours Monday – Friday: 8.30am to 9pm,
Saturday - Sunday: 8.30am to 6pm

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Phone (08) 9484 1666

Fax (08) 9313 1744

Email collierparkgolf@iinet.net.au

SOUTH PERTH LIBRARY

Cnr Sandgate St and South Tce, South Perth WA 6151

Phone (08) 9474 0800

Email southperthlib@southperth.wa.gov.au

Opening hours Monday: 9.30am to 5.30pm, Tuesday -
Thursday: 9.30am to 7pm, Friday: 9.30am to 5.30pm,
Saturday: 10am to 4pm

MANNING LIBRARY

Manning Rd, Manning WA 6152

Phone (08) 9474 0822

Email manninglib@southperth.wa.gov.au

Opening hours Monday - Tuesday: 9.30am to 5.30pm,
Wednesday: 9.30am to 7pm, Thursday - Friday:
9.30am to 5.30pm, Saturday: 10am to 2pm

SOUTH PERTH SENIOR CITIZENS CENTRE

53 Coode St, South Perth WA 6151

Phone (08) 9367 9880

Email spsc@bigpond.com

Opening hours Monday – Sunday: 8.30am to 4pm

MANNING SENIOR CITIZENS CENTRE

3 Downey Dr, Manning WA 6152

Phone (08) 9450 6273

Email manningseniors@bigpond.com

Opening hours Monday – Sunday: 8.30am to 4pm