

# CITY OF SOUTH PERTH

ANNUAL REPORT 2016/17  
CONNECTING OUR COMMUNITY



City of  
South Perth







# CONTENTS

<b>ABOUT THIS REPORT</b>	<b>2</b>
<b>OVERVIEW</b>	<b>4</b>
WELCOME	8
FAST FACTS	10
2016/17: A SNAPSHOT	12
OUR BIG PICTURE	14
MESSAGE FROM THE MAYOR	16
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	18
MESSAGE FROM THE DIRECTOR CORPORATE SERVICES	20
<b>OUR COUNCIL</b>	<b>22</b>
OUR MAYOR AND COUNCILLORS	26
COMMITTEES	32
MEETINGS	34
<b>OUR ORGANISATION</b>	<b>36</b>
OUR ORGANISATIONAL STRUCTURE	38
OUR EXECUTIVE MANAGEMENT TEAM	40
WORKING AT THE CITY OF SOUTH PERTH	42
OUR PEOPLE	46
OUR VOLUNTEERS	50
<b>GOVERNANCE FRAMEWORK</b>	<b>52</b>
INTEGRATED PLANNING AND REPORTING FRAMEWORK	54
<b>OUR STRATEGIC DIRECTIONS</b>	<b>58</b>
COMMUNITY	60
ENVIRONMENT	76
HOUSING AND LAND USES	84
PLACES	90
INFRASTRUCTURE AND TRANSPORT	96
GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT	102
<b>FINANCIALS</b>	<b>112</b>
<b>ADDITIONAL INFORMATION</b>	<b>185</b>

The City respectfully acknowledges the Noongar Wadjak people. We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.



# ABOUT THIS REPORT

This report provides an account of the City's performance from 1 July 2016 to 30 June 2017 against the City's Strategic Community Plan 2015-2025.

The Strategic Community Plan 2015-2025 is the overarching plan that guides the City. It is based on the community's aspirations, priorities and vision for the future.

The Corporate Business Plan 2015-2019 underpins the Strategic Community Plan and guided the City's activities during the 2016/17 financial year.

This Annual 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.

## OUR STRATEGIC DIRECTION

The Annual Report outlines our performance, achievements and challenges during 2016/17 based on the six strategic directions outlined in the Strategic Community Plan 2015-2025:

- **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 community
- **Places:** Develop, plan and facilitate vibrant and sustainable community and commercial places
- **Infrastructure and Transport:** Plan and facilitate safe and 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 Community Plan.

## OUR AUDIENCE

Our Annual Report is the primary means of reporting the City's annual performance to our ratepayers, residents, businesses, community and interest groups, media, all levels of government, City staff and the wider general community.



# OVERVIEW >

This Annual Report outlines our performance, achievements and challenges during 2016/17





# OUR MISSION, VISION AND VALUES

## OUR MISSION

Working together to create a City for everyone.

## OUR VISION

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.

## OUR VALUES

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

- **Trust** - Honesty and Integrity
- **Respect** - Acceptance and Tolerance
- **Understanding** - Caring and Empathy
- **Teamwork** - Leadership and Commitment.





# WELCOME

## THE CITY OF SOUTH PERTH

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.

## OUR COMMUNITY

Home to more than 44,000 residents from a diverse range of ages and cultural backgrounds, the City is predominantly residential but accommodates around 16,000 workers each day.

## OUR MAJOR ATTRACTIONS

Major attractions include:

- South Perth foreshore
- Sir James Mitchell Park
- Perth Zoo
- Royal Perth Golf Club
- Collier Park Golf Course
- The Mends Street, Angelo Street and Preston Street precincts.

## OUR SERVICES AND FACILITIES

Managed across 15 different Business Units, the City provides a range of community services and facilities.

### Services

- Animal and bushfire control
- Asset management and capital works
- Cultural programs and community events
- Heritage and sustainability matters
- Infrastructure planning, design and construction
- Legal, advocacy and governance support
- Marketing and communications
- Public open spaces, streetscapes, foreshores and natural area management

- Sporting club support
- Stakeholder engagement and customer relations
- Town planning and building services
- Environmental health services
- Youth programs.

### Facilities

- Adult Learning Centre
- Collier Park Golf Course
- Collier Park Village
- George Burnett Leisure Centre
- South Perth and Manning Libraries
- South Perth and Manning Senior Citizen's Centres
- Manning Community Centre
- South Perth Community Hall.

## OUR FUTURE

The City is preparing for significant and sustained growth. The Western Australian Department of Planning estimates that we will accommodate an additional 6000 dwellings within the City by 2031, representing a 30 per cent increase.

## COPIES OF THIS ANNUAL REPORT

In line with our ongoing commitment to sustainability, the City produces a limited number of hard copies of the Annual Report and encourages people to view the report online via the City's website: [www.southperth.wa.gov.au](http://www.southperth.wa.gov.au)

To obtain a hard copy of the report, printed on 100 per cent recycled paper, you may:

- Collect it in person by visiting us at the Civic Centre, cnr Sandgate St and South Tce, South Perth WA 6151
- Request a copy by writing to us at the Civic Centre, cnr Sandgate St and South Tce, South Perth WA 6151
- Request a copy by emailing us at [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)
- Request a copy by calling the Customer Focus Team on (08) 9474 0777.





# FAST FACTS

\$34.6m	Rate revenue
\$1.24m	Median house price (Source: reiwa.com.au)
\$2.77b	Gross Regional Product
44,097	Population decreased by 0.44% from 2015
23%	Residents who were born overseas/non-English speaking backgrounds
22.24	Population density: people per hectare
37	Median age of residents
4,828	Local businesses located in the City

  
203KM  
ROADS

  
OVER  
20,000  
STREET TREES

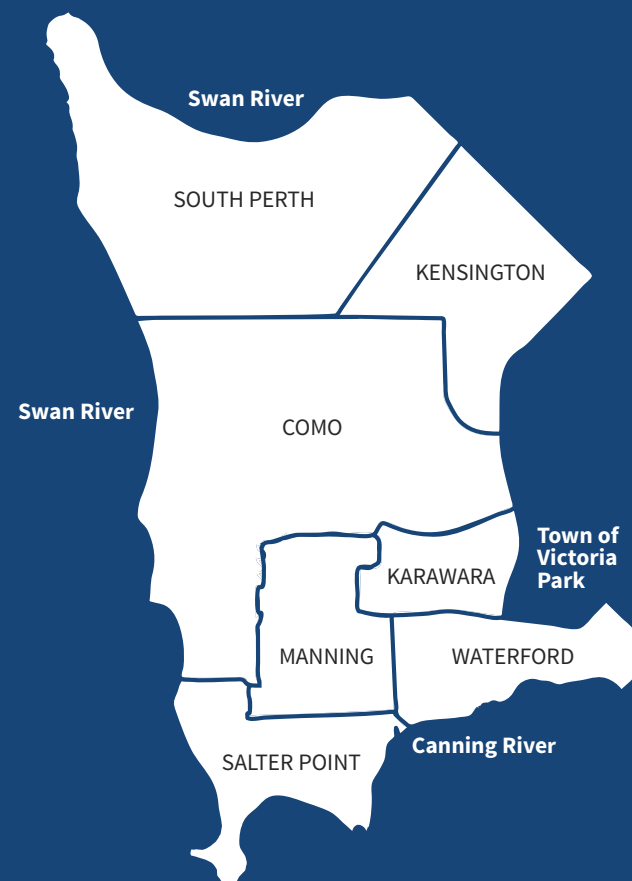
  
12  
ACTIVE RESERVES

  
267KM  
PATHWAYS

  
466  
HECTARES  
OF RESERVES



AREA  
19.9 sq km



Manic Tree by Coral Lowry, Windsor Park South Perth



# 2016/17: A SNAPSHOT

Below is a summary of our progress against each of our six strategic directions. More detailed information is provided on pages 60 to 111.

## COMMUNITY

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Reviewed the City's Disability Access and Inclusion Plan 2017-2021</li><li>Commenced Emergency Risk Management (ERM) assessment</li><li>Organised 48 events during a successful events season that attracted over 170,000 attendees</li><li>Conducted extensive community engagement on major projects and initiatives</li></ul>	<ul style="list-style-type: none"><li>Emergency Risk Management assessment delayed until State and regional ERM processes were completed</li><li>Plane crash on the Swan River during Australia Day celebrations resulted in the event being cancelled</li></ul>	<ul style="list-style-type: none"><li>Catering for the growing popularity of cultural programs and events and impact of unpredictable weather</li><li>Barriers to disability access and inclusion need to be addressed including insufficient staff training in service delivery to people with a disability</li></ul>	<ul style="list-style-type: none"><li>Continue with a six-month Arts, Events, Culture spring to autumn season that encourages participation and accessibility in all events</li><li>Expand on cultural and community development activity program</li><li>Deliver programs and initiatives that promote community safety and Emergency Risk Management (ERM)</li></ul>

## ENVIRONMENT

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Produced Draft Urban Forest Strategy</li><li>Finalised Water Management Plan 2017-2022</li></ul>	<ul style="list-style-type: none"><li>Lost Water Corporation Waterwise status in 2016/17 due to breach of groundwater abstraction licence conditions</li></ul>	<ul style="list-style-type: none"><li>Managing traffic and public access to facilities during capital works</li><li>Instances of vandalism and erosion in planted areas on City foreshores</li></ul>	<ul style="list-style-type: none"><li>Council approval for Urban Forest Strategy</li><li>Green Plan implementation, water management and foreshore protection</li></ul>

## HOUSING AND LAND USES

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Four Town Planning Scheme amendments gazetted</li></ul>	<ul style="list-style-type: none"><li>Modifications to Town Planning Scheme Amendment No. 46 before approval</li></ul>	<ul style="list-style-type: none"><li>Consideration of over 800 submissions on Town Planning Scheme Amendment No. 46</li></ul>	<ul style="list-style-type: none"><li>Obtain Local Planning Strategy approval</li><li>Prepare Activity Centre Plan for the South Perth Station Precinct</li></ul>

## PLACES

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Completed the redevelopment of Millers Pool</li><li>Opened Manning Community Facility in February 2017</li></ul>	<ul style="list-style-type: none"><li>Lack of community support for Westralian Centre concept at Node 9: Flagpole</li></ul>	<ul style="list-style-type: none"><li>Maintaining 'business as usual' for key stakeholders during major projects</li></ul>	<ul style="list-style-type: none"><li>Community feedback on Connect South: Mends Street Project</li><li>Ernest Johnson (EJ) Reserve Redevelopment: Stage One completion</li><li>Commence Clontarf-Waterford-Salter Point Foreshore Masterplan</li></ul>

## INFRASTRUCTURE AND TRANSPORT

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Ministerial approval for Canning Bridge Activity Centre Plan</li><li>South Perth Station Precinct (PCA1) Parking Management Plan commenced</li></ul>	<ul style="list-style-type: none"><li>Gaining government support for the South Perth Train Station</li></ul>	<ul style="list-style-type: none"><li>Less funding for asset preservation</li><li>Growing number of Development Applications from Canning Bridge Activity Centre Plan</li></ul>	<ul style="list-style-type: none"><li>Canning Bridge Train Station Area (PCA6) management plan</li><li>Joint Bike Plan development</li></ul>

## GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT

KEY ACHIEVEMENTS	SETBACKS	CHALLENGES	FUTURE DIRECTIONS
<ul style="list-style-type: none"><li>Strategic OSH program implemented</li><li>Draft Strategic Community Plan 2017-2027 completed</li><li>Launched new City of South Perth website</li><li>Organisational review completed</li></ul>	<ul style="list-style-type: none"><li>Core property and finance system upgrade on hold until information technology review completed</li></ul>	<ul style="list-style-type: none"><li>Strategic Community Plan review timing impacted by need to engage the community and stakeholders, political agendas, consultant and budgetary issues</li><li>Resource availability for the asset management system</li></ul>	<ul style="list-style-type: none"><li>Sustainability Strategy 2012-2015 review</li><li>Integrate the City's Integrated Planning and Reporting Framework with other strategic and planning documents</li><li>Strategic Community Plan Council approval</li></ul>



## WE'RE BUILDING AN ATTRACTIVE SUSTAINABLE AND CONNECTED CITY

As the City faces significant and sustained future growth, it is vital that we adequately prepare for the impact this will have on our environment and community. The City provides accessible and well-maintained streets, parks and reserves and a range of essential services and facilities for our community, fostering a sense of connection, health and wellbeing. The City strives to protect and improve our environment through good governance and strong leadership.

### OUR NEXT TEN YEARS: VISION 2027

In 2016/17, the City embarked on a major review of its 10-year Strategic Community Plan, seeking input from the community to help shape the City's vision and priorities for the next 10 years. A number of community workshops and a community and stakeholder survey were conducted during the Vision 2027 engagement process. Over 1100 community members completed the survey and attended workshops.

Information collected will be presented in the 2017-2027 Strategic Community Plan, which will have a strong emphasis on the community's aspirations, priorities and vision for the City's future. A draft Strategic Community Plan will be released for community and stakeholder feedback before a final Strategic Plan is presented to Council in late 2017.



# OUR BIG PICTURE



# CONNECTED

### WE'RE LOOKING AFTER OUR FORESHORE

**SOUTH PERTH FORESHORE:** approximately 62 hectares of public open space and regional reserve along the Swan River foreshore is sustainably and actively managed by the City. The South Perth Foreshore Strategy and Management Plan (SPF Plan) was developed in 2015 through extensive community and stakeholder consultation to improve the amenity, accessibility and sustainability of the City's invaluable foreshore assets. Ten nodes were identified, each with distinctive characteristics, opportunities and management issues and strategies have been developed for each.

In 2016/17 work included:

**CONNECT SOUTH:** a \$7.5 million major project to enhance and invigorate the Mends Street precinct and foreshore area.

The project focuses on Mends Street between Mill Point Road and the foreshore along with parts of the South Perth Esplanade. It will deliver a piazza on the foreshore as well as streetscape and amenity improvements, landscaping upgrades and place activation activities.

**MILLERS POOL:** works at Millers Pool were completed in December 2016 and included landscaping, environmental and amenity improvements, a boardwalk, viewing jetty and planting of native vegetation and trees.



## WE'RE PREPARING FOR A TRANSPORT SYSTEM OF THE FUTURE

**SOUTH PERTH STATION PRECINCT:** The City continues to advocate and lobby for a new train station on the Perth to Mandurah railway line.

The South Perth Station Precinct Plan addresses anticipated population growth requirements within this area. The vision is to create a vibrant, attractive business location with a diverse choice of employment, public transport options and pedestrian friendly, tree-lined streets that will improve liveability, provide community benefits and integrate seamlessly with the built environment.

**AUSTRALIA'S FIRST DRIVERLESS BUS:** The trial of Australia's first fully driverless and electric shuttle bus, the RAC Intellibus™, commenced in South Perth in 2016. It transported up to 11 passengers at a time along South Perth Esplanade between the Old Mill and Sir James Mitchell Park. A joint initiative between RAC, State Government and supported by the City of South Perth, the trial continued into 2017.



### WE'RE CREATING VIBRANT COMMUNITY HUBS

**MANNING COMMUNITY HUB:** this multi-million dollar project officially opened in February 2017, creating a new 'heart' for Manning and providing the community with a vibrant, connected and attractive precinct - the largest project ever undertaken by the city.

**CANNING BRIDGE PRECINCT:** is to become a revitalised mix of office, retail, residential, recreational and cultural uses, maximising opportunities offered by its unique 'transport hub' location.

**ERNEST JOHNSON RESERVE:** a multi-purpose contemporary, functional and sustainable facility to cater for recreational and social needs of the local community, opening at the end of 2017.

# CREATING





# MESSAGE FROM THE MAYOR



On behalf of my fellow Councillors, I am pleased to present the City of South Perth's 2016/17 Annual Report.

This Annual Report captures and reflects upon milestones, lessons learned, and our future direction over the year. One of the highlights from this Annual Report is that 2016/17 was a year when there was considerable progress made in realising the City's strategic vision and progressing major projects.

Engaging with our community remained a strong focus, and one we continually look to improve on through identifying innovative ways to ensure all have the opportunity to have their say on the City's key projects and plans. Over the past year the City has engaged directly with the community and other stakeholders on over 20 projects including the South Perth Station Precinct Place and Design Study, access and inclusion, parks and playgrounds, arts and events as well as the South Perth foreshore.

These projects brought together City staff, Councillors and stakeholders including community group representatives, individual residents, developers, business owners, land owners and government representatives to focus on improving liveability, community benefit and built form outcomes in the area.

Over the past year the City continued to focus on strategic direction with a major review of the City's Strategic Community Plan commencing in November 2016. The foundation of the Plan was Vision 2027, a process which saw the City work collaboratively with our community. Through this process we listened and heard what matters most to our community and this will guide the way we collectively plan for the future and deliver services.

As an organisation, the City does not operate in isolation and we are fortunate to have established many partnerships with stakeholders. It is through working collaboratively that we can create a City for everyone which is in essence, the heart of what we do. In April 2017, the City signed a Memorandum of Understanding (MoU) with Curtin University of Technology, City of Canning and Town of Victoria Park. The MoU's strategic objective is to collaborate in multiple areas to enhance the brand, objectives and outcomes of each organisation as leading innovators in their respective industries and to create the south eastern corridor as an 'edu-tourism' destination for local community and industry, as well as international visitors and investors.

In 2017, the City welcomed the long awaited announcement of state and federal government funding for the construction of the Kwinana Freeway Manning Road on-ramp, a key component of transport infrastructure in the Canning Bridge Precinct. Once built, the Manning Road on-ramp will greatly benefit City of South Perth residents as well as the wider community particularly Curtin University students, through improved connectivity and accessibility to the Freeway. Construction is expected to commence in the 2019/20 financial year.

This Annual Report examines the City's achievements and it also details our challenges. One of the key challenges we face is to ensure we accommodate the needs of a diverse and growing population, while ensuring that local development and growth complements our City's unique character and enhances our already strong sense of place and community. Another challenge is the current economic climate. Such conditions reflect how a responsible budget is developed to provide residents with services and facilities they need, while taking into account the increasing tariffs and cost-shifting from state government to local governments. We have endeavoured to present some of the more complex financial information in an easy to understand manner, so you have a real sense of how the Council and City are working hard to move forward.

It is a big responsibility to plan for the future of our City. As a Council, we must respond to the community's changing needs and aspirations. The Council has been elected to take a leadership role, make tough and bold decisions between competing priorities, manage limited resources, focus on the 'big picture' and act for the greater good of the whole City. At the same time the Council will continue to focus on the City's performance, key projects and programs, providing guidance and representing our local community.

I extend a sincere thank you to the residents, community groups, local businesses and volunteers of the City of South Perth. Your contribution to our vibrant and diverse City is much appreciated and by working together we all help to make it a wonderful place in which to live, work and recreate.

I would like to thank all of the Councillors for their support and commitment to the City over the past year. I would also like to thank our Chief Executive Officer Mr Geoff Glass, his Executive Team and all the staff at the City of South Perth who undertake valuable work for all of us.

Our City is full of potential and I am honoured to be part of a team that continues to work towards a better tomorrow for future generations.

**Sue Doherty**  
City of South Perth Mayor



An aerial photograph of South Perth, showing a mix of urban development, green spaces, and the Swan River foreshore. A large white speech bubble is overlaid on the left side of the image, containing the title.

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



In my second year as CEO, I take great pride in continuing to guide the broad range of services and facilities provided by the City on behalf of the local community.

## OUR KEY ACHIEVEMENTS

Throughout the financial year, the City continued to work on a number of key projects which will have significant community benefit.

A major highlight was the completion of the Manning Community Centre which was officially opened in February 2017. This wonderful new facility is a true hub for the community and includes key services and infrastructure such as the new state-of-the-art Manning Library and Manning Community Hall. The Centre also provides a home for Manning Child Health Clinic, Moorditj Keila Aboriginal Group, a sporting clubroom to house the Manning Rippers Football Club and an early years' centre for the Manning Toy Library and a new Manning Playgroup association.

In South Perth, the redevelopment of Ernest Johnson Reserve and its associated buildings continued to progress. A contemporary, functional and sustainable multi-purpose facility is being constructed to better accommodate the needs of relevant sports clubs, community groups and the local community. The first stage of the project remains on schedule for completion at the end of 2017.

The South Perth foreshore is an extensive area of public open space that occupies approximately 62 hectares of Swan River foreshore land. This unique parcel of land is used by our local community and visitors from Perth, interstate and overseas. As custodians of the foreshore, it is vital for the City to ensure this much-loved reserve continues to be sustainably managed. In the past year the City has continued to progress works as part of our South Perth Foreshore Strategy and Management Plan (SPF Plan).

In October 2016, the City successfully secured \$2.5 million in Federal Government funding to match the City's contribution of \$5 million towards Connect South, a major project to enhance and invigorate the Mends Street precinct. The project has grown from SPF Plan which identified Node 1: Mends Street as a key area to redevelop. The first stage of the project focuses on Mends Street between Mill Point Road and the foreshore along

with parts of the South Perth Esplanade. It will create a piazza on the foreshore as well as streetscape and amenity improvements, landscaping upgrades and place activation activities.

Similarly, it was pleasing to see the completion of works at Millers Pool in December 2016. Landscape, environmental and amenity improvements include picnic and seating areas, a boardwalk and small viewing jetty across the pool and planting of native vegetation and trees. This project follows on from the completion of foreshore restoration works to replace damaged river walls and the creation of two new beaches and rock headlands at Mill Point.

Additionally, this year has seen the City continue its partnership with the RAC to support Australia's very first automated vehicle trial of the RAC Intellibus™ – a fully driverless, electric shuttle bus. Autonomous vehicle technology is the biggest disruption to transport since the invention of motor cars. This trial is happening right here in South Perth, carrying passengers and interacting with traffic, parked cars, cyclists and pedestrians as it travels along South Perth Esplanade between the Old Mill, near the Narrows Bridge and Sir James Mitchell Park. We are incredibly proud to support this game changing initiative.

## OUR KEY CHALLENGES

As the City prepares for significant and sustained growth, we must ensure we effectively plan to accommodate this growing population and manage the impacts of increased density. In the past financial year, the City has commenced and significantly progressed a number of strategic planning initiatives including the South Perth Station Precinct Place and Design study, Canning Highway #ShapeOurPlace project, Canning Bridge Activity Centre Plan and Waterford Triangle revitalisation. These projects will guide development throughout the City into the future.

## LOOKING AHEAD

As we look to the future the City will continue to focus on strong financial management as a priority, looking at ways we can improve productivity and increase revenue streams. As CEO, I look forward to the City meeting the changing needs of our community. I am confident the year ahead will bring continued improvement in the City's operations. I would like to conclude by acknowledging the contribution of the City's Leadership Team and I look forward to leading the City with the able support of our staff and your elected Council.

A stylized, handwritten signature in black ink, belonging to Geoff Glass.

**Geoff Glass**  
Chief Executive Officer



# MESSAGE FROM THE DIRECTOR CORPORATE SERVICES



The City's 2016/17 financial year echoed the downturn in the Western Australian economy. Revenue streams were flattened whilst costs are increasing, a trend that has been in evidence over the past few years and which has resulted in the deterioration of some of the Financial Health Indicator (FHI) ratios.

The economic downturn has resulted in a reduction in interest and planning and building revenues. This has been compounded by a number of fees and charges that are fixed under state government legislation with no indexation. The most significant increase in expenditure occurred after the 2016/17 Budget was adopted when asset revaluations were undertaken for the 2015/16 year end process. An increase in asset values resulted in an increase in the depreciation expense by approximately \$1.5 million for the year.

Lower revenue together with an increase in the depreciation expense affected the Operating Surplus Ratio for the 2016/17 financial year. This ratio forms a significant component of the overall FHI score of 64. The Western Australian Treasury Corporation (WATC) suggest that a score of 70 and above indicates good financial health. Although depreciation is a non-cash expense, in the longer term the operating surplus ratio needs to improve.

The 2014/15 financial results included a large one-off event, the sale of the Civic Heart property in South Perth, that improved a number ratio scores over and above the long term trend. Proceeds from the Civic Heart, in addition to \$5 million in borrowings in 2015/16 were used to fund the Manning Community Hub construction. The use of these proceeds, along with borrowed funds, impacts adversely on the Current Ratio. This is because there is less cash available in addition to an increase in future loan repayments (one year in advance), which are both included in this calculation.

The City will look at ways to improve productivity to reduce costs as well as increase revenue streams to increase the Operating Surplus Ratio. The City will also explore opportunities to improve the Current Ratio score above one. Improvements to both the Operating Surplus and the Current Ratio will facilitate a FHI score above 70 in future years.

With a number of revenue streams sensitive to the WA and national economy, a number of scenarios will need to be considered and carefully monitored to ensure that the City obtains a strong financial position for the 2017/18 financial year.

## FINANCIAL RATIOS

The FHI methodology was developed by the WATC with input from financial professionals working in local governments across WA. The result is calculated from the seven financial ratios that are reported annually. A score out of 10 is awarded for each financial ratio. The weighted average of the ratios is then used to calculate the overall result, the FHI.

FINANCIAL RATIOS	2014	2015	2016	2017
Current Ratio	0.91	1.13	1.06	0.90
Asset Sustainability Ratio	0.94	1.00	0.97	1.66
Operating Surplus Ratio	-0.03	0.34	0.02	-0.02
Own Source Revenue Ratio	0.94	1.44	1.00	0.96
Debt Service Cover Ratio	2.95	16.28	7.72	5.32
Asset Consumption Ratio	0.61	0.70	0.69	0.72
Asset Renewal Funding Ratio	0.94	0.95	0.98	0.97
FHI	57	92	84	64

A handwritten signature in black ink, appearing to read 'Colin Cameron', written over a white background.

**Colin Cameron**  
Director Corporate Services



# OUR COUNCIL >

The general function  
of a local government is to  
provide good governance  
for its community





# ROLE OF COUNCIL

## ROLE OF LOCAL GOVERNMENT

The City of South Perth is a local government authority established under the *Local Government Act 1995*. The act sets out the structure, powers and functions of local government which include executive and legislative functions. The City is one of 139 local governments in WA.

Statutory responsibility for local government lies with each Australian state or territory. In WA, the *Local Government Act 1995* prescribes the role of the Council, Mayor, Councillors and Chief Executive Officer.

Part 1 of the *Local Government Act 1995* requires each local government agency to meet the needs of current and future generations by integrating environmental protection, social advancement and economic prosperity.

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

## ROLE OF THE COUNCIL

The role of the Council is to govern the affairs and performance of the local government. Council members are elected by the community to represent community interests, facilitate communication, participate in decision-making processes and guide the future direction of the City.

## ROLE OF THE MAYOR

The Mayor's role is significant as a community leader and Council spokesperson. The Mayor is responsible for the efficient and fair chairing of Council meetings, acting as the key spokesperson and representing the Council at government, civic and ceremonial functions.

## 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 of the City, liaise with the Mayor regarding the City's performance and manage City staff.

## COUNCIL MEETINGS AND GOVERNANCE

Council conducts its business in open and publicly advertised meetings.

The draft Council Agenda is presented to the Council at an informal public Agenda Briefing a week prior to the Council Meeting. This allows Councillors to be briefed on reports, hear deputations from the public and ask questions of staff.

Ordinary Council Meetings are held on the fourth Tuesday of every month. They commence at 7pm and are conducted in accordance with the City's *Standing Orders Law 2007*.

Occasionally, Special Council Meetings are called to consider specific matters.

Local Government (Rules of Conduct) Regulations 2007 provide state-wide principles to guide the behaviour of elected members and specific rules of conduct that must be adhered to.

## Annual Electors Meeting

The City must hold an Annual Electors' Meeting to provide electors (registered voters) with an opportunity to consider the City's performance. The meeting is generally held in December each year.

## Special Electors Meetings

An elector may make a request to hold a Special Electors Meeting. The City is required to hold a Special Electors Meeting when it receives a valid request. The procedural requirements for making a request are dealt with in the *Local Government Act 1995*.

## COUNCIL ELECTIONS

The City is made up of four wards with two Councillors elected to represent each ward: Como, Manning, Mill Point and Moresby. The electors of each ward elect Councillors for a four-year term with one Councillor for each ward subject to election every two years.

Local government elections are held biennially on a fixed date prescribed by the *Local Government Act 1995*. The next Ordinary Elections are due in October 2017 and the next Mayoral Election is in October 2019.

## COMMUNITY INVOLVEMENT

Members of the public are encouraged to attend all open Council Meetings and to participate formally in meetings by raising public questions, submitting petitions or addressing the Council through deputation using the relevant forms available on the City's website.

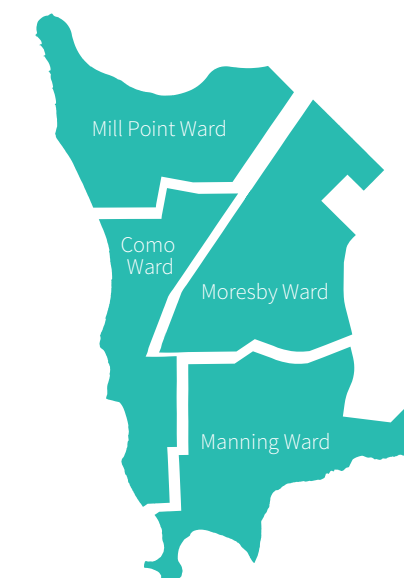
Information on how to contact each of the Councillors and the Mayor can also be found on the City's website.



# OUR MAYOR AND COUNCILLORS



## CITY OF SOUTH PERTH WARDS



## 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](mailto:mayordoherty@southperth.wa.gov.au)**

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

*Current term:* 2015 - 2019 (four years).





## 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](mailto: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. Ran a successful pharmacy in Subiaco for 35 years.

*Interests:* Retaining parkland, looking for innovative ways to extend the sense of community while preserving the natural beauty and river for the benefit of the people.

#### Cr Manolas

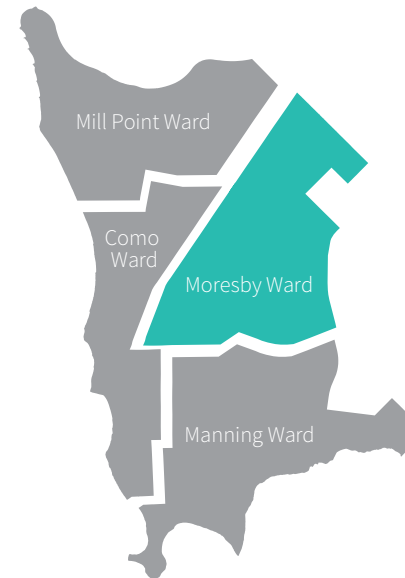
**M: 0406 456 149**

**E: [crmanolas@southperth.wa.gov.au](mailto:crmanolas@southperth.wa.gov.au)**

*Qualifications:* Bachelor of Science; Bachelor of Applied Science; Member of Pharmaceutical Society.

*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:* Sustainable planning, infrastructure and development that reflects community values and maintains South Perth's unique village character and lifestyle.

#### Cr Reid

**M: 0422 037 630**

**E: [crr Reid@southperth.wa.gov.au](mailto:crr Reid@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. Re-elected in 2015 and long-term City resident.

*Background:* Over 25 years experience in the Australian and Asia Pacific Region including 15 years in senior leadership positions and broad exposure to the mining, oil and gas, construction and manufacturing industries.

*Interests:* Strong and strategic leadership; decision-making that is inclusive and listening to and acting on behalf of residents.

#### Cr Burrows

**M: 0418 661 800**

**E: [crr Burrows@southperth.wa.gov.au](mailto:crr Burrows@southperth.wa.gov.au)**

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

*Current term:* 2015 - 2019 (four years).





## MANNING WARD



### Councillor Colin Cala

*City history:* Councillor since 1995, former Deputy Mayor and long term City resident.

*Background:* Architect.

*Interests:* Shaping building and planning policy.

#### Cr Cala

**T: (08) 9313 2683**

**E: [crcala@southperth.wa.gov.au](mailto: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; community engagement; 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](mailto: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 our beautiful natural environment and values the role local schools, community groups and sporting clubs have in making South Perth a wonderful place to live.

#### Cr Cridland

**M: 0438 686 175**

**E: [crcridland@southperth.wa.gov.au](mailto:crcridland@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](mailto:crblack@southperth.wa.gov.au)**

*Qualifications:* Master of Architecture, Bachelor of Planning and Design.

*Current term:* 2015 - 2019 (four years).



# COMMITTEES

## EXTERNAL COMMITTEES

COMMITTEE	PURPOSE	DELEGATE(S)	DEPUTY DELEGATE(S)
<b>Central Metropolitan Joint Development Assessment Panel</b>	To enhance planning expertise in decision making by improving the balance between technical advice and local knowledge.	Cr Colin Cala Cr Glenn Cridland	Cr Sharron Hawkins-Zeeb Cr Jessica Black
<b>Local Emergency Management Committee</b>	To provide a forum in which the City can meet its obligations under the <i>Emergency Management Act 2005</i> to have in place effective local emergency management arrangements.	Mayor Sue Doherty	Cr Sharron Hawkins-Zeeb
<b>Perth Airports Municipalities Group</b>	To provide a forum to discuss matters which either directly or indirectly impact on the community such as aircraft noise, flight paths, off-airport development and on-airport development.	Cr Travis Burrows	Cr Cheryle Irons
<b>Rivers Regional Council</b>	To provide sustainable waste minimisation, recycling and alternative waste treatment services for member councils in a way that will move their community substantially towards a zero-waste environment.	Cr Travis Burrows Cr Fiona Reid	Cr Sharron Hawkins-Zeeb Cr Ken Manolas
<b>South East Regional Centre for Urban Landcare</b>	To plan for, develop and implement projects that will improve the natural environment using a strategic and integrated approach.	Cr Sharron Hawkins-Zeeb	Cr Jessica Black
<b>West Australian Local Government Association (South-East Metropolitan Zone and State Council)</b>	To provide sector-wide policy making and strategic planning on behalf of local government.	Cr Fiona Reid Cr Sharron Hawkins-Zeeb	Mayor Sue Doherty

## INTERNAL COMMITTEES

CHIEF EXECUTIVE OFFICER EVALUATION COMMITTEE	
<b>Chair</b>	<b>Mayor Sue Doherty</b>
<b>Deputy Chair</b>	<b>Cr Travis Burrows</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>Chief Executive Officer performance area reviews and recommendations</li><li>Quarterly review period timelines</li><li>Achievement of performance area timelines</li><li>First quarterly Evaluation Committee meetings</li><li>Annual performance review</li><li>Remuneration package review</li></ul>
<b>Other Members</b>	Cr Cheryle Irons, Cr Jessica Black

AUDIT, RISK AND GOVERNANCE COMMITTEE	
<b>Chair</b>	<b>Cr Fiona Reid</b>
<b>Deputy Chair</b>	<b>Cr Ken Manolas</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>Annual financial audit</li><li>Risk Management Framework</li><li>Annual statutory compliance audit</li><li>Code of Conduct</li><li>Access to information</li><li>Policy and delegation reviews</li><li>Australian Business Excellence Framework</li><li>Local laws</li></ul>
<b>Other Members</b>	Mayor Sue Doherty, Cr Sharron Hawkins-Zeeb, Cr Cheryle Irons, Mr Steve Vanstan* and Ms Shona Zulsdorf* <i>*Council resolved to appoint two external community members to the Committee in December 2016 via an Expression of Interest process</i>

PROPERTY COMMITTEE	
<b>Chair</b>	<b>Cr Travis Burrows</b>
<b>Deputy Chair</b>	<b>Cr Ken Manolas</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>To establish guidelines for the conduct of a review of Property Asset Management for ratification by the Council</li><li>To liaise with and provide oversight of the Property Asset Management review</li></ul>
<b>Other Members</b>	Mayor Sue Doherty, Cr Sharron Hawkins-Zeeb, Cr Cheryle Irons, Mr Lewis Brock* <i>*Council resolved to appoint an external community member to the Committee in December 2016 via an Expression of Interest process</i>

PUBLIC ARTS ADVISORY GROUP	
<b>Chair</b>	The Terms of Reference specify a rotating Chair for the meetings of the Public Arts Advisory Group.
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>To provide advice on matters relating to the review, development and implementation of the Public Art Strategy and related policies</li><li>To assist to create opportunities for a diverse range of public art</li><li>To vote on concept designs resulting from City initiated Public Art Projects (Policy P101)</li><li>To provide recommendations to Council on City initiated Public art projects resulting from P101 and procured through tender.</li></ul>
<b>Other Members</b>	<ul style="list-style-type: none"><li>Cr Fiona Reid (July, Sept 2016, March 2017), Sue Doherty (July, Sept 2016, March 2017 ), Cr Colin Cala (July 2016, Sept 2016, March, May 2017) Cr Jessica Black (May 2017), Cr Sharron Hawkins-Zeeb (May 2017)</li><li>External members: Monique Laves, Mark Parfitt and Professor David Hawkins (April 2016 – March 2017)</li></ul>



# MEETINGS

The following Council Meetings were held in 2016/17:

- 11 Ordinary Council Meetings
- 7 Special Council Meetings
- 1 Special Electors Meeting
- 1 Annual Electors Meeting.

## SPECIAL COUNCIL MEETINGS

DATE	PURPOSE/OUTCOME
11 July 2016	Considered the Responsible Authority Report (RAR) for the MJDAP* for a Mixed Use Development at 74 Mill Point Road, South Perth
12 July 2016	Adopted the 2016/17 Annual Budget
19 July 2016	Considered the RAR for the MJDAP* for a Proposed Amendment (Validity of Approval) to Approved Office Development (9 storeys) Lot 1001 No. 12 Charles Street, South Perth
6 October 2016	Considered the RAR for the MJDAP* regarding the Proposed 34-storey development at 86-90 Mill Point Road, South Perth (Lot 2, 15, and 16)
18 October 2016	Considered the RAR for the MJDAP* regarding the revised proposed 34 Storey Building (plus Upper Mezzanine and Basement Levels) Mixed Use Development Application at 74 Mill Point Road, South Perth (Lots 2-20)
8 November 2016	Considered: <ul style="list-style-type: none"><li>• 2015/16 Annual Report and Financial Statements</li><li>• 2015/16 Year End Financial Management Account</li><li>• 2015/16 Audit Completion Report</li><li>• Recommendations from the CEO Evaluation Committee</li></ul>
13 June 2017	Considered the RAR for the MJDAP* for an amendment to the existing approval for 26 and 28A Charles Street, South Perth  Discussed a confidential matter in relation to the alteration and redefinition of Licensed Premises, Como Hotel – Liquor Commission

\* Metro Central Joint Development Assessment Panel

## ANNUAL ELECTORS MEETING

**5 December 2016:** to receive the City's 2015/16 Annual Report, Financial Statements for the year ended 30 June 2016 and the Auditor's Report.

## SPECIAL ELECTORS MEETING

**8 June 2017:** In response to a petition received from electors of the City of South Perth, a Special Electors Meeting was called regarding the City's proposed concept for the Westralian Centre at Node 9: Flagpole, Sir James Mitchell Park.

COUNCILLOR MEETING ATTENDANCE 2016/17	COUNCIL MEETINGS						INTERNAL COMMITTEE MEETINGS		
	Ordinary Council Meeting	Council Agenda Briefing	Special Council Meeting	Special Electors Meeting	Annual Electors Meeting	TOTAL	CEO Evaluation Committee	Property Committee	Audit, Risk and Governance Committee
Number of Meetings	11	11	7	1	1	31	4	1	5
Mayor Sue Doherty	9	9	6	1	1	26	4	0	4
Cr Cheryle Irons	8	7	7	1	1	24	1	-	1
Cr Ken Manolas	9	10	4	1	0	24	-	1	5
Cr Fiona Reid	10	9	6	1	1	27	-	-	5
Cr Travis Burrows	10	11	7	0	0	28	4	1	-
Cr Colin Cala	11	11	7	1	1	31	-	-	-
Cr Sharron Hawkins-Zeeb	11	11	4	1	1	28	-	1	4
Cr Glenn Cridland	10	9	6	1	1	27	-	-	-
Cr Jessica Black	11	8	7	1	0	27	2	-	-

\* A hyphen (-) indicates the councillor is not a member of the committee

## COUNCILLOR REMUNERATION

In accordance with the *Local Government Act 1995*, the Western Australia Salaries and Allowances Tribunal is responsible for determining the maximum remuneration payable to the Mayor and Councillors. As determined in the 2014 Salaries and Allowances Tribunal Report, remuneration paid to councillors between July 2016 and June 2017 is detailed below.

COUNCILLOR	WARD	TOTAL (\$)
Mayor Sue Doherty	N/A	96,200
Cr Glenn Cridland (Deputy Mayor)	Como	42,950
Cr Jessica Black		27,500
Cr Colin Cala	Manning	27,500
Cr Sharron Hawkins-Zeeb		27,500
Cr Cheryle Irons	Mill Point	27,500
Cr Ken Manolas		27,500
Cr Fiona Reid	Moresby	27,500
Cr Travis Burrows		27,500



# OUR ORGANISATION >

The Executive Management Team  
provides high-level strategic direction  
and decision-making skills  
to City and Council





# OUR ORGANISATIONAL STRUCTURE





# OUR EXECUTIVE MANAGEMENT TEAM

The Executive Management Team, comprising the Chief Executive Officer, Director Corporate Services, Director Infrastructure Services and Director Development and Community Services, provides high-level strategic direction and decision-making skills to City and Council.

The Chief Executive Officer oversaw an organisational restructure during the year, with a view to building a high performing, outcome oriented, energetic and engaged team that is customer and culture focused, delivering on the objectives, vision and ambition of the Council.

This restructure saw the appointment of new people to existing manager positions, the creation of new management positions and the realignment of identified responsibilities.

New appointments to existing positions included the Director Corporate Services upon the departure of the Director Financial and Information Services; Manager Finance, Manager Human Resources, and Manager Development Services.

New positions and appointments included the Manager Stakeholder and Customer Relations, Manager Information Systems, Manager Strategic Planning and Manager Organisational Planning and Performance.

The City acknowledges the services of Mike Kent, Director Financial and Information Services who left the City after 16 years of service in February 2017.



## CHIEF EXECUTIVE OFFICER

### Geoff Glass

Commenced position in 2015

#### *Responsibilities:*

- Council liaison
- Governance and statutory compliance
- Organisational development
- Inter-government relations
- Human resource management
- Marketing 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
- Emergency management
- Asset management
- Traffic management
- Foreshore management
- Environment

#### *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 care
- Library services

#### *Qualifications:*

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



## DIRECTOR CORPORATE SERVICES

### Colin Cameron

Commenced position in 2017

#### *Responsibilities:*

- Financial services
- Information Technology
- Stakeholder and customer relations
- Organisational planning and performance

#### *Qualifications:*

- Bachelor of Business (Accounting)
- Master of Leadership
- Master of Human Resource Management
- Master of Business Administration
- Diploma of Business – Local Government
- Fellow of CPA Australia
- Graduate of the Australian Institute of Company Directors.





# WORKING AT THE CITY OF SOUTH PERTH

The City aims to attract, retain and develop talented and committed employees through the continuous improvement of its people, organisational development as well as occupational safety and health programs and initiatives.

Our staff benefit from an attractive working environment with generous learning and development opportunities.

## HR MANAGEMENT IMPROVEMENTS

During the year, all Human Resources and Occupational Safety and Health (OSH) Management Practices and Policies were reviewed. A new online recruitment platform, BigRedSky was implemented to improve recruitment efficiencies as the City works towards a streamlined experience for our employees, visitors and contractors.

New Management Practices introduced in 2016/17 included: Recruitment, Flexible Working Arrangements, Taking of Leave and Employee Discipline. The City worked to effectively manage phased retirement and flexible work requests as part of its workforce and retention planning. It is envisaged that these initiatives will enable the City to retain a diverse team of skilled and experienced employees.

## EQUAL EMPLOYMENT OPPORTUNITY

The City is committed to equal employment opportunity practices and has policies in place to ensure transparent and equitable recruitment and fair staff management processes.

Training and awareness measures have been implemented to ensure a safe, harmonious work environment free from bullying, discrimination and harassment. New employees receive training in the elimination of harassment and prevention of bullying.

## WORK/LIFE BALANCE

The City recognises that balancing work and personal commitments is important to our staff. We provide a flexible working environment with the ability to work flexi-time for inside workers and a nine-day fortnight for our outside workers.

## HEALTH AND WELLBEING PROGRAM

A variety of health and wellbeing benefits are available to all employees through the City's Health and Wellbeing Program. These include flu vaccinations, skin screening, ergonomic assessments and healthy team activities such as the 10,000 Steps walking challenge.

The City provides holistic wellbeing initiatives aimed at encouraging movement such as stretch and cardio classes and small group health coaching covering diet, exercise, sleep and meditation. These programs will be expanded and added to in 2017/18.

NUMBER OF EMPLOYEES WHO PARTICIPATED IN THE CITY'S HEALTH AND WELLBEING PROGRAM 2016/17	
Skin screening	94
Health coaching	36
Flu vaccinations	81
Ergonomic assessments	12
Walking challenge	71

## LEARNING AND DEVELOPMENT

A wide range of training opportunities were offered in 2016/17 to further develop employee skills and to improve workplace practices.

Training opportunities included:

- Effective People Management courses
- Community Development training
- Excellence in Annual Reporting seminars
- Threats and Risks in Community Events training.

City employees participated in 6216 specialised training hours during the year, almost twice as many as last year, through 133 individual or group training sessions. Training options were identified during the annual performance review process supporting the City's ongoing commitment to providing a safe place to work, high customer service standards and legislative framework compliance.

The introduction of a Diploma in Project Management in May 2017 will support the City's move towards a project management culture. Fifteen operational and management staff will develop the necessary skills to comprehensively manage projects from inception through to completion.

The City launched online Code of Conduct training for all employees in June 2017. Online training will be further extended in the new financial year to include induction, online learning options and contractor management systems.

All staff participated in Customer Service Workshops run by the Australian Institute of Management WA in early 2017, which were designed to further improve and benchmark our performance in this area.

The City participated in the Local Government Professionals Management Challenge with the team performing extremely well and, according to the judges, finishing in a very close second place.

EMPLOYEE PARTICIPATION RATES	NUMBER OF EMPLOYEES
Customer Service Workshops	185
Performance Review Training	182
Diploma Project Management	15

## CULTURE OPTIMISATION

The City continued its internal Culture Optimisation Program 'Our Place to THRIVE' in partnership with Veraison Consultants. The Program aims to create a high performing culture through a number of improvement initiatives organised by a staff working team known as COG.



## OCCUPATIONAL SAFETY AND HEALTH

Our goal is to achieve best practice in OSH by building a safety culture dedicated to minimising risk and preventing injuries and ill health to employees, contractors and the general public.

The City continued its efforts to create and maintain a safe and healthy working environment.

In April 2017, the City entered into a Memorandum of Understanding (MOU) with three other local governments and LGIS (the City's insurer) to collaborate to develop a safety and health strategic framework with associated plans and systems tailored to suit City needs. The City will also develop

a structure to effectively manage its risk and OSH legislative obligations.

The three focus areas commenced in 2016/17 are: contractor management, implementation of a hepatitis and tetanus vaccination program and effective management of hazards, incidents and incident investigations in accordance with OSH requirements.

## OSH INDICATORS

### 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.

#### In 2016/17:

171 inspections were undertaken and all identified issues were rectified.

It was determined that emergency evacuation drills were not being carried out with regularity and evacuation diagrams were inaccurate. An Emergency Risk Consultant from LGIS was therefore engaged to determine the best solution. Diagrams have since been amended and training and evacuation drills have been planned for the 2017/18 financial year.

### Lag indicators

Lag indicators are the bottom-line numbers that demonstrate the overall effectiveness of safety initiatives and enable the City to monitor incidents, injuries and workers compensation statistics to effectively measure our safety performance.

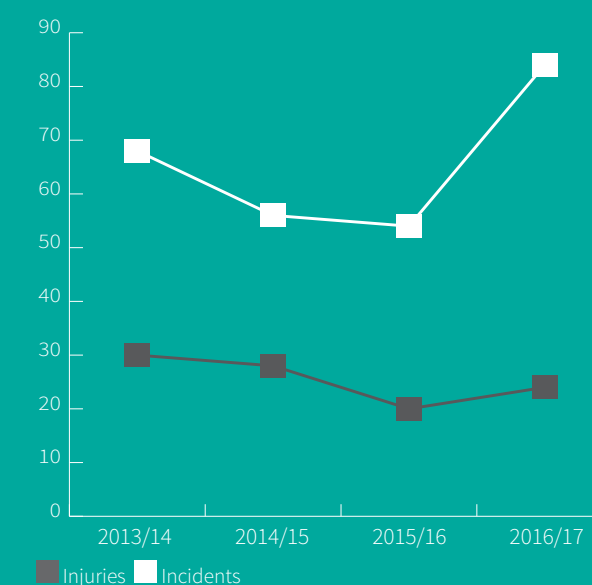
#### In 2016/17:

Hours lost to injury were higher than in the past three financial years. Two employees were deemed unfit for work for two months in early 2017 due to injuries that occurred in 2015 and three employees required time off work due to surgery.

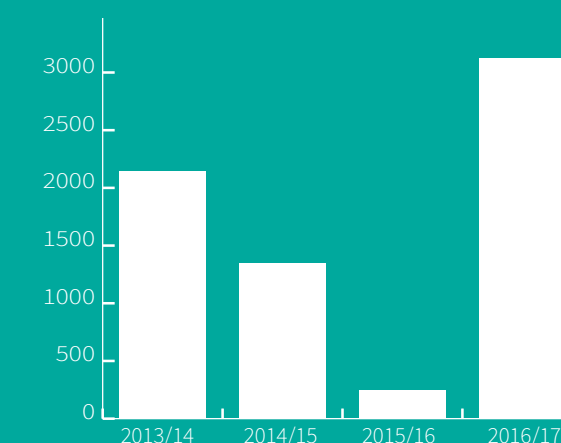
24 reported incidents involved personal injury or potential for injury. Of these, nine progressed to workers' compensation claims.

84 reported incidents involved security and property damage.

## INJURIES AND INCIDENTS



## HOURS LOST TO INJURY (INCLUDES WORKERS' COMPENSATION)





# OUR PEOPLE

The City takes pride in our diverse, dynamic and progressive team of staff and recognises that they are vital to the delivery of excellent service to the community.

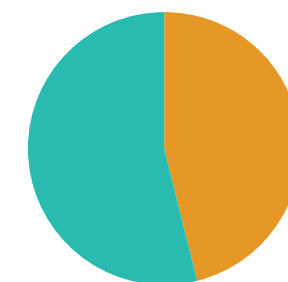
## DID YOU KNOW?

The City recognised several remarkable long service achievements, including Colin Wilson's 40 years of service in August 2016 and Bradley Edwards' 20 years of service in June 2017. Nine other staff marked ten years of service throughout the year.

Staff numbers increased in 2016/17 by four per cent to 229.7 full-time equivalent (FTE) as a small number of new positions were added to better match resourcing levels with service delivery expectations.

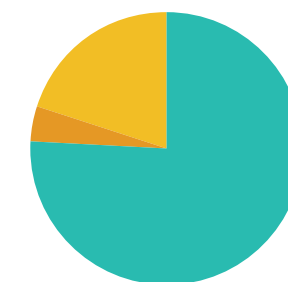
The ratio of occupied positions relative to the total number of approved FTE decreased to 94 per cent. Historically this ratio has been 90 per cent.

The male to female ratio of 54 per cent to 46 per cent remains unchanged from the previous year. The leadership team comprised 58 per cent male to 42 per cent female membership. There is a significant representation of women in part-time roles throughout the organisation, thought to be largely attributable to the City's family-friendly working arrangements.



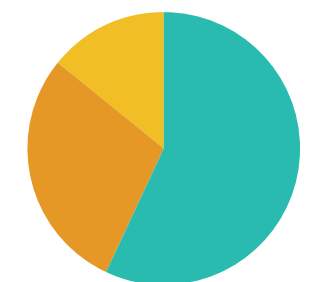
CURRENT WORKFORCE COMPOSITION

■ Males: 54%  
■ Females: 46%



WORKFORCE SPLIT - MALE

■ Full-time: 76%  
■ Part-time: 4%  
■ Casual: 20%



WORKFORCE SPLIT - FEMALE

■ Full-time: 57%  
■ Part-time: 29%  
■ Casual: 14%

The City has scheduled a review of its Workforce Plan 2015-2019 in 2017/18 to ensure it remains current and relevant.



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

WORKFORCE COMPOSITION 2016/17	TOTAL	MALES	FEMALES
CEO / Executive Management Team	4	3	1
Operational Management	12	6	6
Operational, Administration and Field staff	228	118	110
Casual staff	23	12	11
Temporary Staff / Vacant Positions	18	8	10
Total	285	147	138

WORKFORCE COMPOSITION	2013/14	2014/15	2015/16	2016/17
MALE				
Full Time	115	110	114	110
Part Time	4	6	4	5
Casual	3	9	9	12
Total	122	125	127	127
FEMALE				
Full Time	67	67	63	70
Part Time	31	33	37	36
Casual	4	12	16	11
Total	102	112	116	117
Occupied Positions	224	237	243	244
Temporary Staff / Vacant Positions	57	28	29	18
Total Staff Headcount	281	265	272	262
FTE (Equivalent full time employees – including casual and temporary staff and vacant positions)	231.2	214.2	220.9	229.7

STAFF TURNOVER	2013/14	2014/15	2015/16	2016/17
	10.77%	10.55%	13.4%	12.21%





# OUR VOLUNTEERS

## VOLUNTEERING

The City relies on the invaluable assistance of a team of volunteers who help our community. There are many opportunities to get involved, including within our libraries, working with seniors, Justice of the Peace service, guided tours at the Old Mill, Australia Day Celebration Zone, South Perth Youth Network (SPYN), Aboriginal Engagement Working Group, Neighbourhood Watch Program and Inclusive Community Action Group. Details are available on the Volunteers page of the City's website.

## RECOGNITION CEREMONY

The City awarded and thanked our volunteers for the significant role they have played in our City this year at the annual 'Thank a Volunteer Day' Breakfast attended by over 100 volunteers and guests.

The City's Volunteer of the Year Awards recognise outstanding volunteers who work tirelessly within our local community. This year's Volunteer of the Year awards attracted 37 nominations. They received a certificate of appreciation from Mayor Sue Doherty, with trophies presented to the winners of the three categories.

The City owes its success  
to our employees  
and volunteers



### VOLUNTEER OF THE YEAR AWARD (OVER 25 YEARS OLD):

#### Fay Collins

Fay has lived in the Manning area and volunteered at St Pius Parish for 50 years; preparing the church for mass, facilitating the children's mass and conducting fundraising activities. In addition, she has been a long-serving volunteer at St Pius X Primary School for over 26 years.



### YOUNG VOLUNTEER OF THE YEAR AWARD (18-25 YEARS OLD):

#### Troy Malatesta

Troy started volunteering at Manning Primary School through the Curtin Volunteers Program, 'Support a Leader' in 2015. He works alongside teachers on a weekly basis, in-between his full-time engineering studies and part-time work. His contribution has made a huge difference to learning outcomes for students and he has been an invaluable support for teaching staff at Manning Primary.



### JUNIOR VOLUNTEER OF THE YEAR AWARD (UNDER 18 YEARS OLD):

#### Lee Bing Tan

Lee is the 2016 Captain of Community Services at Penrhos College. She is a member of the school's Interact Club and has helped fundraise for South Perth Rotary and its various charities. Lee is passionate about advocating for women who have suffered domestic violence and has volunteered her time in support of many charitable organisations and events.





# GOVERNANCE FRAMEWORK

The City's Corporate Governance Framework ensures effective, transparent and sustainable administration

## OUR GOVERNANCE FRAMEWORK

The City's Corporate Governance Framework ensures effective, transparent and sustainable administration of the City's affairs. It ensures compliance with all relevant legislation including the *Local Government Act 1995* and the pursuit of best practice as a democratic local government.

Supported by this framework, Elected Members and the Chief Executive Officer can:

- Provide strong, effective leadership
- Maintain quality service delivery and the effective use of resources
- Adhere to the City's values and defined strategies
- Deliver effective stewardship of the City's assets
- Provide systems that ensure compliance with relevant statutes
- Encourage innovation and continuous improvement throughout the organisation
- Deliver services in line with agreed performance measures.



# INTEGRATED PLANNING AND REPORTING FRAMEWORK

## THE CITY'S GOVERNANCE FRAMEWORK



## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework demonstrates how we plan to sustainably and strategically meet the needs of our community, while focusing on place shaping, wellbeing and a greater level of community engagement. It was formulated through the Our Vision Ahead process which documented our community's priorities, aspirations and vision for the City and helped us shape and create a shared vision for the City of South Perth.

The Strategic Community Plan 2015-2025 is the overarching Plan that guides the Council. 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. This year the City commenced its Vision 2027 project to develop the City's new Strategic Community Plan 2017-2027, with a new four year Corporate Business Plan to then be developed.

The Corporate Business Plan 2015-2019 details the projects, services, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan 2015-2025.





**AUSTRALIAN BUSINESS EXCELLENCE  
FRAMEWORK (ABEF)**

The City has committed to best practice by adopting the ABEF and promoting continuous improvement for staff and other participants. The ABEF outlines processes that guide how elected members and officers fulfil their professional duties and sets out clear roles and responsibilities. With a focus on achieving sustainable performance, good governance and success for the community, it also enables accurate measurement of the City’s performance in achieving defined strategic goals.

**STATUTORY COMPLIANCE**

All WA local government organisations are required to complete an annual Statutory Compliance Audit Return. This includes tenders, disposal of property, elections, commercial enterprises, delegations, disclosure of interests, finance, human resources and audits.

Section 5.53 of the *Local Government Act 1995* requires the City to detail in its Annual Report any complaints or minor breaches recorded in the register of complaints where the breach involves an order requiring a public censure, public apology or specific training. No breaches were recorded in the City’s register of complaints for the year.

**FINANCIAL SUSTAINABILITY**

The City’s Long Term Financial Plan was reviewed in 2016/17. It 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 2016/17 and 2024/25.

The Plan integrates projects and activities arising from the City’s Strategic Community Plan, Asset Management Plans, Service Delivery Plans and other 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.

The revised Long Term Financial Plan substantially influenced the development of the 2017/18 Budget, which will be presented to Council for adoption in July 2017.

Accountability for delivering against what was proposed to be delivered is accomplished through the disclosures contained in the 2016/17 Annual Financial Statements.

**OUR PERFORMANCE**

**Proportionate activity  
expenditure 2016/17**

EXPENSES	PER \$100 OF RATES
General Purpose Funding	\$1.03
Governance	\$14.03
Law, Order and Public Safety	\$1.62
Education	\$0.14
Health	\$1.03
Welfare	\$0.89
Housing	\$3.57
Community Amenities	\$16.98
Recreation & Culture	\$29.86
Transport	\$26.99
Economic Service	\$1.48
Other Property and Services	\$2.38
<b>Total</b>	<b>\$100.00</b>

**CUSTOMER SERVICE**

CONTACTS RECEIVED THROUGH THE CUSTOMER CONTACT CENTRE	
Number of contacts received via telephone	57,565
Number of contacts received via e-mail	26,459
Number of contacts received in person	3583
Number of contacts received via Report It on the website	1393

CUSTOMER SATISFACTION	
Customer interactions (non-planning) resolved at first point of contact	37,821
Planning customer interactions resolved at the first point of contact	1426

**INFORMATION STATEMENT**

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

**WORKFORCE PLAN**

The City has developed a Workforce Plan 2015-2019, which assists in planning and shaping our workforce to ensure 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 \$775 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.



# OUR STRATEGIC DIRECTIONS>

The City has six key strategic directions, linked to the key objectives in our Corporate Business Plan 2015-19. The following sections outline our progress towards these objectives.

	PAGE
<b>COMMUNITY</b> Create opportunities for an inclusive, connected, active and safe community.	60
<b>ENVIRONMENT</b> Enhance and develop public open spaces and manage impacts on the City's built and natural environment.	76
<b>HOUSING AND LAND USES</b> Accommodate the needs of a diverse and growing population.	84
<b>PLACES</b> Develop, plan and facilitate vibrant and sustainable community and commercial places.	90
<b>INFRASTRUCTURE AND TRANSPORT</b> Plan and facilitate efficient infrastructure and transport networks to meet the current and future needs of the community.	96
<b>GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT</b> 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.	102





**COMMUNITY**

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

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
	>		✓	↻
COMPLETED				
Construction and opening of the new Manning Community Centre				✓
Review of City events				✓
South Perth Tennis Club expansion				✓
Australia Day Celebration Zone				↻ ✓
Spring/summer arts and events program				↻ ✓
PROJECTS				
Ranger/Waste Office Accommodation				>
Collier Park Golf Course				✓
George Burnett Leisure Centre Masterplan				
ONGOING CITY INITIATIVES AND SERVICES				
Aboriginal engagement				↻
Mosquito Management Plan				↻
Disability access and inclusion				↻
Collier Park Village				↻
Safer environment				↻
Community safety and crime prevention				↻
Community events				↻
Community and voluntary groups and sporting clubs				↻
Local emergency management				↻
Cultural and educational services				↻
Library services				↻
Community/public art				↻
Stakeholder engagement				↻
External communications				↻





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

### Achievements:

- Implemented 90 per cent of Aboriginal Engagement Strategy recommendations and continued to build strong relationships with the local Aboriginal community
- Recruited a new Aboriginal Reference Group
- Reviewed the City's Disability Access and Inclusion Plan for 2017-2021
- Received \$10,000 funding from the Lighthouse Project, a portion of which funded a Disability Employment Business Sundowner in June 2017
- Developed the Inclusive Community Advisory Group (ICAG) with representatives from key service providers and community members
- Trained 1400 people on food safety through 'I'm Alert' website training program
- Conducted over 500 food safety inspections.

### LOCAL ABORIGINAL ENGAGEMENT

The Aboriginal Reference Group (ARG) seeks to nurture networks and communication between Aboriginal and non-Aboriginal people in the City. The Group works towards fostering mutual respect and understanding for the Noongar nation and to preserve and celebrate Aboriginal culture and heritage.

The ARG met four times during this financial year and continued to guide the implementation of the Aboriginal Engagement Strategy. To date, approximately 90 per cent of the Aboriginal Engagement strategy actions have either been completed or are ongoing.

Several events occurred throughout the year that celebrated Aboriginal culture and heritage, including two NAIDOC children's arts and crafts sessions, a NAIDOC flag raising ceremony, NAIDOC guest speaker session with Dr Richard Walley OAM, the Djilba festival, the Moorditj Keila local Aboriginal Community involvement at the Manning Community Centre opening and National 'Close the Gap' day.

A recruitment drive to attract new members was undertaken in 2016/17 and a new invigorated Reference Group was successfully formed with a renewed commitment to progress the Strategy and develop a Reconciliation Action Plan (RAP) in 2017/18.

The City assisted the 'Be My Koorda' Aboriginal Support Group in accessing \$5000 of grant funding through Developmental Disability WA. It also supported the Moorditj Keila community group with their successful application for a Healthway grant.

### BEING INCLUSIVE

In 2016/17, the City's 2012-2016 Disability Access and Inclusion Plan (DAIP) was updated after an extensive review and community consultation. The new 2017-2021 Plan was endorsed by the City's Executive Management Team in May 2017.

The Plan outlines ways in which the City can nurture a community that is accessible and inclusive for everyone. Although the review recognised significant achievements in improving access throughout the City, it also identified a range of barriers that needed to be addressed such as a requirement for a larger range of inclusive activities for young people with disability.

The City identified 48 planned DAIP strategies for 2016/17, of which 40 have been completed. Those not completed were due to budgetary constraints or difficulty coordinating strategies or initiatives. Progress was also made in developing an Inclusive Community Advisory Group (ICAG) with representation from key service providers and community members.

The City received a \$10,000 grant from the Lighthouse Project, a joint initiative of the Disability Services Commission and Local Government Professionals WA. A portion of this grant was used to coordinate a Disability Employment Business Sundowner in June 2017.

Disability Awareness training was held for staff during Disability Awareness Week in 2016 in line with the City's commitment to inclusiveness. The City hosted a series of programs for people with disability at the George Burnett Leisure Centre in partnership with the WA Disabled Sports Association.

### COLLIER PARK VILLAGE

The City works closely with Collier Park Village residents to ensure they have opportunities to remain connected, active and engaged. This includes an ongoing relationship with Curtin University faculties and students, whereby the City facilitates interaction sessions between various learning areas and residents. Residents benefit from these interactions while supporting student learning and fostering relationships between older and younger generations.

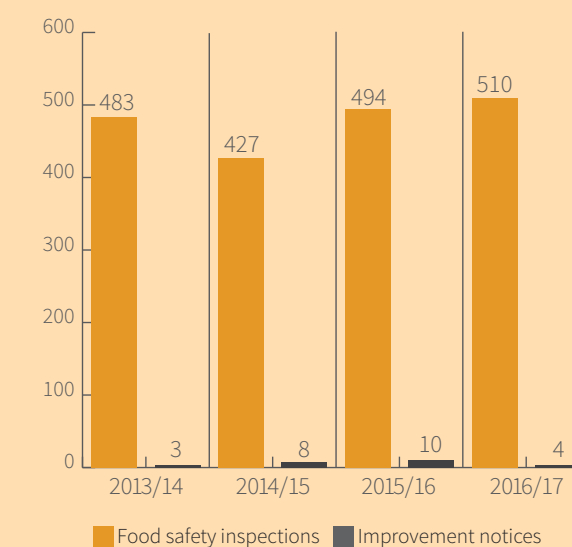
### YOUR HEALTH AND WELLBEING

The Mosquito Management Plan (MMP) has been in effect since 2010 and was updated this year. The plan applies to areas from Salter Point through to the eastern boundary of Cygnia Cove. The City works closely with state agencies to effectively manage mosquito numbers within this fragile environment while ensuring a reasonable outdoor amenity for local residents during the mosquito season.

The City's Environmental Health department runs the MMP fortnightly during peak mosquito season and monthly in the off-season to reduce breeding in salt marsh and fresh water areas. The program includes regular wetland inspections for larvae, residual barrier treatments of strategic bushland areas, street drain treatments and larvicide treatment and mosquito trapping and identification.

Mosquito numbers fluctuated during the season but environmental conditions this year favoured minimal mosquito breeding. The City received five complaints from the Waterford region during the year, a decrease from the previous year.

Over 500 food safety inspections were conducted as part of the City's responsibility to conduct routine health and safety inspections of food businesses.







## Facilitate and foster a safe environment for our community

### Achievements:

- Conducted a wide array of community safety activities and supporting programs
- Commenced the Emergency Risk Management (ERM) assessment project
- Participated in and completed the ERM process at both state and regional (metropolitan area) levels to inform our own local assessment process
- Completed the design and tendering for construction of the new Rangers office accommodation
- Installed new infrared parking sensors at several City locations to improve efficiencies around monitoring vehicle movements.

### BOOSTING COMMUNITY SAFETY

The Community Safety and Crime Prevention Plan 2015-2018 aims to build social cohesion and community connections to enhance safety. It identifies community safety and crime prevention priorities for the City and provides a framework of corresponding strategies, actions, implementation and evaluation processes.

The Community Safety and Crime Prevention Group, consisting of representatives from the City, WA Police, State Government agencies and stakeholder groups continued to meet quarterly and monitor the Plan.

Six focus areas were addressed: Increase awareness of home safety, Develop community networks, Build social capital, Increase activity in public spaces, Road safety, Lighting and infrastructure and Strategic focus on areas with high crime or high perception of crime.

### LOCAL EMERGENCY MANAGEMENT

An Emergency Risk Management (ERM) assessment project was implemented to identify and assess Emergency Management risks that may impact the City, its residents, ratepayers and visitors.

The City participated in the ERM process at both a state and metropolitan regional level before proceeding with its own local assessment process. With assistance from the Office of Emergency Management (OEM) and WALGA, a series of workshops will now be conducted by the City to identify and assess the risks to the City, residents and ratepayers from sudden onset emergencies.

### Community Safety Month October 2016

A number of free awareness raising events were held within the City to mark Community Safety Month. Activities included:

- Gone in Less Than 60 seconds (GILT60) car displays at: Perth Zoo, Waterford Plaza and Curtin University's Safety Expo
- Waterford Plaza: Constable Care performances and The Bike Dr conducted 30 bike safety checks
- Protective Behaviours Workshop for Parents (40 attendees) to provide parents with skills to help their child identify unsafe situations and arm them with the tools to seek appropriate assistance or protect themselves.
- Cyber Safety for Seniors workshop to recognise fraudulent emails, help prevent identity theft and carry out secure online banking.

### OUR RANGERS NEED A NEW HOME

Our Rangers are in need of a new office so a new facility is being built for them and the Waste Management Services staff at the Operations Centre - adjacent to the Regional Animal Care Facility. The new building is due for completion ahead of schedule in November 2017.

### Parking

New infrared parking sensors were installed in parking bays around the City to more efficiently enforce parking regulations. The sensors transmit information wirelessly to the City's Rangers via an internal antenna when a vehicle has overstayed its allowed time. This prompts a visit from our Rangers to verify the vehicle and issue a notice where appropriate.

### Dogs and Cats

The City continued to manage issues associated with four-legged residents and other pets through its recently refurbished Animal Care Facility that is shared with the Town of Victoria Park.

	2013/14	2014/15	2015/16	2016/17
Dog infringements	65	58	76	90
Dogs in pound	106	89	88	92
Dogs released to owner	84	71	70	74
Dogs re-homed	19	16	16	11
Dogs euthanised	3	2	2	7
Dog attack investigations	34	42	48	47
Dog barking investigations	63	64	87	65
Cat infringements	0	1	0	0
Cats in pound	10	46	35	41
Cats released to owner	1	8	5	10
Cats re-homed	9	33	28	13
Cats euthanised	0	5	2	19

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

### Achievements:

- Opening of the new Manning Library ahead of schedule within the recently finished Manning Community Centre
- The City held a successful events season in 2016/17 attracting over 170,000 attendees across 48 events
- Temporary art installations 'Confluence' and the 'Miasma Series' attracted a combined total of more than 12,000 patrons
- 205 submissions were received for this year's Emerging Artist Award, with 73 of these selected for exhibition
- Nine new developer contributions to public art were installed across the City as part of the City's Public Art Strategy
- 2845 new members joined the City's libraries, with the new Manning Library recording a 45 per cent increase in membership
- Increased use of eResource collections by 35 per cent through promotion and resource development
- Launched South Perth Stories, an online collection of stories that aim to capture and preserve the history of our dynamic City
- Library programs were attended by 13,494 children and adults
- 16 sport and recreation clubs using the City's active reserves for over 13,000 hours over the year
- Processed four successful community funding applications
- Organised various successful Cultural and Community Development events including NAIDOC Week, National Youth Week, Speak with Confidence Awards, Dr Ted Maslen Award and George Burnett Leisure Centre Junior Programs.





## CITY EVENT TOUCHED BY SADNESS

The City's 2017 Australia Day events started with over 102 new citizens being naturalised in the presence of Her Excellency the Honourable Kerry Sanderson AO, local politicians and community members. However, the Australia Day celebration was sadly impacted by an aerial display plane crashing into the Swan River, resulting in the death of the two people on board.

Thirty thousand people attended the City's alcohol-free Celebration Zone during the afternoon and prior to the crash, at Sir James Mitchell Park for the Australia Day event. In conjunction with the City of Perth and WA Police, the City made the decision to cancel the remainder of the planned Celebration Zone activities out of respect for the deceased and their families. The evacuation of all visitors went smoothly and without incident.

## A SEASON OF ARTS, EVENTS, CULTURE

The City's popular Arts, Events, Culture program of events over the November–April season attracted over 170,000 people and featured 48 events. A total of \$73,150 in cash and other funding was provided to the City for the spring/summer season of arts and events, an increase of \$26,970 from 2015/16. The promotion of these events was spearheaded by the wide distribution of the City's first edition of the Arts, Events, Culture calendar to all residents in November 2016.

With the City building a reputation for presenting vibrant and inclusive events, both the Angelo Street Marketplace and ANZAC Day service attracted record crowds. In February 2017, over 9000 people came to the City's free Fiesta Concert at the South Perth foreshore, featuring prominent Australian singer-songwriter Emma Louise, a family activity area and a gourmet food village.

Several other events were held during the festival in March, which attracted over 28,450 attendees and were supported by \$66,000 worth of cash in-kind funding and sponsorship.

The *'Netted'*, *'Hang Out'*, *'Lounged'* and *'aMaze'* Find Me activations installed in late 2016 to early 2017 were popular, encouraging people to get outdoors and into these areas, as were the food trucks for South Perth StrEATS. The Live Series comedy show featuring local comedians attracted 50 participants and large audiences. National Youth Week events featured a free outdoor movie and Sunday Sounds, a live music show with youth bands attracting an audience of 170 people.

A new and popular feature was the Embargo Bar pop up bar on the South Perth foreshore in late 2016, attracting approximately 52,000 patrons over a seven-week period. The City received considerable positive feedback from a range of demographics congratulating the City for the innovative activation and encouraging similar projects for the future.

Other events held within the City included: Live Series Seniors concert (300 attendees), Pioneers and Elders Luncheon (200 attendees), Thank a Volunteer Breakfast (105 attendees), Remembrance Day service (130 attendees), Anzac Day service (1200 attendees), Close the Gap Day afternoon tea and NAIDOC Week flag raising ceremonies (60 attendees). Seven citizenship ceremonies were attended by a total of 1137 people to see 387 City residents proudly become Australian citizens.

## REVIEW OF CITY EVENTS

A review of the City's events was undertaken by external consultant Lockwood Advisory during 2016/17 with the recommendation that a holistic Cultural Plan for the City be developed.

Priority tasks identified by City staff as part of this review included: development of the Cultural Plan and an event strategy in 2017/18, reviewing the Community Development Funding program criteria to make it possible for community groups and others to potentially run or offer small, local events, review the Australia Day Celebration Zone with the view to reducing the budget without compromising on the quality of the event. A \$100,000 reduction in the Australia Day budget was subsequently applied and the Community Development Funding program criteria was expanded.

## OUR APPROACH TO ART

A number of community and public art initiatives took place in 2016/17. Two ephemeral art activations were commissioned for the South Perth foreshore precinct; the *'Miasma Series'* by Kathy Allam installed along Mends Street in November 2016 and *'Confluence'* by Sean van der Poel lighting up the foreshore reserve east of the Mends Street Jetty in March 2017. The estimated total attendance across both of these events was in excess of 12,000.

The City's 2016 Emerging Artist Award received 205 entries, with 73 submissions selected for exhibition. Sculpture, video, photography, acrylic and mixed media all featured in the exhibition, which was the most diverse in the Award's fourteen-year history. Beverley Iles received the \$4000 major prize in the City of South Perth Open Award for her sculptural work *'Stack'*. Five other artists received additional category awards. Sponsors contributed a total of \$4500 in cash and prize sponsorships.

Free workshops were run during the 'Evolve' program: screen printing, illustration, photography and felting, as well as artist talks and grant writing information sessions. The latter were run by industry professionals including artists James Foley, The Articulate, Louise Snook and Bonnie Boogaard, photographer Eva Fernandez and peak industry body Artsource.

*'Please Feed the Bear'* was a community art project presented by artist Chloe Flockhart at the Fiesta Concert, Angelo Street Marketplace, and the Live Series kids event. This interactive artwork invited members of the community to share their recollections of South Perth by penning hand written notes that were pinned to the walking puppet. These anecdotes were recorded and added to the City's South Perth Stories website, an online archive that captures the City's history through the stories and experiences of past and present residents and visitors.

Angelo Street Marketplace again hosted the Artwalk, featuring a number of temporary and permanent works from local and international artists. David Kenworthy's art-light-sculpture installation *'Blue Shell Blues'* was also featured at the Fiesta Concert.

## CULTURAL DEVELOPMENT

The annual calendar of cultural development events included three Live Series events with tailored entertainment for seniors, children and over 18s.

Several new installations occurred under the Public Art Strategy including nine Developer Contributions to Public Art and the Manning Community Centre exhibition boxes community art project. Four new project developer contribution public artworks were installed in the public realm and five artworks through the City's Manning Community Centre project.

## COMMUNITY DEVELOPMENT

The community development team supports place-making initiatives and provides advice and funding to local community groups and residents. The Streets Alive Program encourages neighbours to meet in their streets and get to know one another.

After 12 months of preparation, a successful community planting project was held to revitalise access ways in Karawara which led to the establishment of a new community group to develop future planting projects in the area.

Work also began on HOME Karawara (Hope, Opportunity, Mutuality and Empowerment), a small-scale collective impact project with the goal of building a healthy, connected community in the suburb of Karawara. Strong partnerships with key non-government organisations, educational facilities, businesses and state government agencies have been developed and a steering committee was formed in November 2016. The committee meets monthly and several events, activities and community-driven initiatives have been developed through this collaboration. HOME Karawara is a long-term grassroots model of community development that is growing exponentially through a collaborative, participative approach to community work.

A Community Funding information and networking session was held in July 2016 and was attended by 12 community members. Four subsequent Community Funding applications were successful. A review of the City's Community Funding program was completed in 2016/17, resulting in a recommendation that criteria be expanded.





MORE THAN JUST LIBRARIES

The new, technologically advanced Manning Library opened ahead of schedule in the Manning Community Centre on 30 January 2017. This community space is filled with comfortable seating to enjoy books or the free WIFI and gives library users access to 10 public computers, a dedicated group study room, a children’s storytime and activity room and outdoor area. Over 1400 people visited the library on 11 February 2017 at the City’s Community Centre open day.

The City’s Libraries website received 150,878 page visits during 2016/17, with Picture South Perth receiving 72,795 visits (an increase of over 100 per cent), while the Libraries’ Twitter page received 93,700 impressions.

	2015/16	2016/17***
Number of visits to the City’s library website	143,432	150,878
Number of visits to Picture South Perth	35,548	72,795
Number of visitors to South Perth Library	170,429	143,557*
Number of visitors to Manning Library	52,821	44,860**
Number of new memberships at South Perth Library	2175	2025
Number of new memberships at Manning Library	670	969
Number of items borrowed at South Perth Library	188,000	155,367
Number of items borrowed at Manning Library	65,488	55,848

\* Both libraries closed for 15 days in addition to public holidays

\*\* Manning Library was closed 5 December 2016 to 20 January 2017 while it was relocated to the new Manning Community Centre

\*\*\* No data was captured for June 2017 due to Library Management System deployment

Although visitors to South Perth and Manning Libraries declined by 15-16 per cent in 2016/17 and item borrowing numbers decreased, a concurrent increase in eResource borrowing appears to indicate a shift in lending habits. Memberships at the newly opened Manning Library increased by 300.

EBOOKS/EAUDIO	2015/16	2016/17
OverDrive eBooks	12,876	14,847
Overdrive eAudio	574	620
Axis 360 eBooks	372	356
BorrowBox eBooks	947	2945
BorrowBox eAudio	1581	3464
TOTAL	16,350	22,232
EMAGAZINES		
Zinio	8419	10,079
ETRAINING		
Lynda.com - number of views	9023	10,079
Thecomputerschool	3642	No record
TOTAL	12,665	10,079
ELANGUAGES		
Transparent Language Online - number of sessions	324	324
ERESEARCH		
World Book Online	5280	159*

\* Reporting changes made. Now measure is unique logins rather than previous figures of estimated page views

LIBRARY PROGRAMS

The South Perth and Manning Libraries offered several programs to both children and young adults in 2016/17, attracting over 10,000 participants. Three adult book clubs were hosted on a monthly basis over the year. In addition, reading clubs for school children (Years 1-7) and regular Storytime and Rhymetime sessions (for ages up to five) were held at both libraries.

The City libraries successfully piloted ‘Learning English through Storytime’, a six-week literacy program that assists children and their families to improve and practice English. Due to overwhelming demand the program is now offered each school term.

In 2016/17, the City developed and launched ‘South Perth Stories’, an online collection of stories that aims to capture and preserve the history of our dynamic City.

The City’s libraries have been fortunate to host some high profile media speakers and authors for their events program. Of note this year was the sold out Author Special Edition event with Sarah Wilson in conversation with Aurelio Costarella which was hosted at the newly opened Manning Community Hall.

A three-month pilot volunteer library shelves program was introduced to alleviate some of the daily shelving load for library staff. The program has been extended until December 2017 when it will be reviewed.

OUR FOCUS ON SPORT AND RECREATION

The City’s Sport and Recreation area incorporates club development, George Burnett Leisure Centre (GBLC), hire of halls, pavilion and reserves and provision of activities for youth and children.

The City received 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 and coordinates free annual seminars.

The annual ‘Speak with Confidence’ Awards, aimed at building public speaking skills and confidence in local school students saw a record crowd of over 130 attendees and the participation of nine local schools. The George Burnett Junior Program which encourages children to have healthy active lifestyles while learning new skills attracted close to 500 participants.

Term programs including multisports, basketball, soccer and holiday activities were conducted at GBLC.

The South Perth Youth Network (SPYN) completed 12 projects, events and initiatives between July and December 2016. SPYN supported the City’s annual Australia Day event by providing 24 young volunteers to manage the Youth Zone. The group also worked closely with the City to deliver five successful free activities and events during National Youth Week attracting approximately 400 attendees. Membership increased from 12 to 20 in 2016/17 after the group’s relaunch at National Youth Week in April 2017.

- 16 sporting clubs regularly used the City’s main reserves for over 13,000 hours
- 40 sporting clubs operated in the City in 2016/17
- 20 regular Multisport participants for the year
- 35 basketball participants per term program
- 22 soccer participants per term program.





PROGRAM	ACTIVITY	DURATION	PARTICIPANTS
Term Programs	Basketball, Soccer, Multisport, Arts & Crafts	1 July 2016 - 30 June 2017	252
Holiday Programs	Multisport, Basketball, Arts & Crafts	School Holidays	228
Bush Inventor for the Day	One off school holiday event	11 July 2016	60
Bush Inventors Club	8 week nature play & skills program	July - September 2016	22

The City's community facilities were heavily booked for weddings, corporate events, conferences and community activities. Sir James Mitchell Park continues to be the City's premier location for event bookings with more than 250 events throughout the year. The South Perth Community Hall was also a popular venue with more than 300 bookings this year.

Construction on the Ernest Johnson Reserve redevelopment project commenced on 10 February 2017. Stage One of the project is on schedule to be completed in December 2017.

The new Manning Community Centre officially opened in February 2017 comprising a function room with capacity for approximately 200 people, meeting room, commercial kitchen with bar facilities, exclusive outside terrace overlooking the playing fields, new changerooms, six bunker storage rooms and kiosk. The adjoining James Miller Reserve also received a \$1 million upgrade towards new turf, irrigation, oval realignment, upgraded floodlights and associated playground.

### SOUTH PERTH LAWN TENNIS CLUB EXPANSION

The Department of Housing provided \$872,000 for the relocation of Canning Lawn Tennis Club to South Perth Lawn Tennis Club, creating four new tennis courts and additional lighting.

## Encourage the community to embrace sustainable and healthy lifestyles

### GEORGE BURNETT LEISURE CENTRE DEVELOPMENT

The redevelopment of George Burnett Leisure Centre (GBLC) was postponed to next financial year. The City has commenced work on a masterplan for the George Burnett Park recreation precinct where the leisure centre is located. The masterplan will incorporate the Manning Skate Park, George Burnett rugby fields, Goss Avenue Reserve, old Manning Library building, George Burnett Park playgrounds, bike track and associated facilities. The masterplan aims to make recommendations for enhancing existing facilities and further upgrades.

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

### Achievements:

- Increased social media engagement with our community
- Increased distribution of eNewsletter to local residents
- Conducted extensive community engagement processes on major projects and initiative.

### THE IMPORTANCE OF ENGAGING WITH THE COMMUNITY

The City's priority is to engage and understand our stakeholders and community to provide better community outcomes. Community engagement enables the City to connect with the community and for the community to provide feedback and input into planning activities that helps guide our decision-making and set our direction.

Engagement for City projects closely aligns with the International Association for Public Participation (IAP2) Core Values for public participation. The City also has its own policy and management practice for consultation and communication which can be found on the City's website.

Over the past year, the City has engaged directly with the community and other stakeholders on more than 20 projects in a range of areas including strategic plans, urban design and planning, arts and events, access and inclusion, reserves, parks and playgrounds, the South Perth Foreshore, public art and transport.

The City's primary channel for consultation and engagement is the 'Your Say South Perth' online engagement portal. The portal makes it easier for stakeholders and community members to engage with the City and submit their ideas and feedback. Consultation is further supported via the City's communication channels including our website and social media.

Initiatives that have involved significant community engagement this year include:

- Over 800 submissions received on Town Planning Scheme Amendment No. 46
- South Perth Station Precinct (SPSP) planning design forum and stakeholder engagement to finalise the SPSP report
- The Westralian Centre concept which attracted significant interest from the community. The City engaged with a range of stakeholders and sought community input through an independent survey and 'Your Say South Perth'
- Disability Access and Inclusion Plan consultation with parents of people with a disability, Kensington secondary school students and Southcare clients
- The Vision 2027 project brought the community together to conduct a major review of the City's Strategic Community Plan.

The City also continued to communicate with residents and businesses prior to undertaking any routine works for our Road Rehabilitation Program and Footpath, Shared Path and Cycle Path Programs.

The City's stakeholders include: residents, ratepayers, businesses, volunteers, peak bodies, workers, facility users, service providers/agencies, community groups, other levels of government and people who participate in or contribute to community life in the City.

### STRATEGIC COMMUNITY PLAN - VISION 2027

The City embarked on a major review of its Strategic Community Plan 2015-2025 seeking input from the community to help shape the vision and priorities for the next 10 years. Extensive engagement and consultation took place under the Vision 2027 project. Community ideas and conversation were initiated through almost 1200 survey responses and were refined through four community workshops conducted in March 2017.

The engagement helped shape the Strategic Community Plan 2017-2027 and will guide and inform the development of the City, its strategies, and projects over the next 10 years.





SOCIAL MEDIA

The City continued to develop its communications via social media with followers increasing on all platforms from 2015/16.

YEAR	FACEBOOK FOLLOWERS	INSTAGRAM FOLLOWERS	TWITTER FOLLOWERS	LINKEDIN FOLLOWERS
2014/15	2598	173	270	65
2015/16	4117	858	751	209
2016/17	5736	1757	1198	326

eNEWSLETTER GROWTH

YEAR	SUBSCRIBERS
2014/15	2043
2015/16	2978
2016/17	4709

HOW WE COMMUNICATE WITH OUR COMMUNITY

METHOD	DESCRIPTION AND DISTRIBUTION
Yoursay.southperth.wa.gov.au	An online engagement and consultation website - 12,500 visitors
southperth.wa.gov.au	Website - 630,113 page views
Social media	Facebook followers - 5736, Twitter followers - 1198, Instagram followers - 1757, LinkedIn followers - 326
Peninsula Snapshot advertisement	Monthly one-page summary of community activities and initiatives in Southern Gazette newspaper, distributed to all City households and businesses
Peninsula Snapshot e-newsletter	Fortnightly, 4709 email subscribers
Peninsula magazine	Bi-monthly magazine distributed to 25,000 households
Media releases	Media releases distributed to local newspapers and posted on our website - 80 media releases, 62 media updates, 46 media responses
Budget Peninsula newsletter	Annual publication outlining funding for the year ahead, distributed to 25,000 households

COMMUNITY

Challenges:

- Barriers to disability access and inclusion such as parking and inclusive activities for young people with disability
- Unpredictable weather impacted some art initiatives
- To support as many opportunities for events as possible within financial and staffing constraints
- Community funding is underutilised despite regular promotion

Setbacks:

- Progress on the City's Emergency Risk Management process was delayed until the State and metropolitan regional processes were completed and guidance on the processes was available
- Catastrophic plane crash with two fatalities during Australia Day celebrations resulted in the City's Celebration Zone event being curtailed

Actions for 2017/18:

- Develop a local Aboriginal Reconciliation Action Plan
- Implement the City's 2017-2021 Disability Access and Inclusion Plan
- Implement Community Safety and Crime Prevention initiatives
- Train and educate key personnel in Emergency Risk Management processes
- Complete construction of new Rangers facility
- Commence tender process for Collier Park Golf Course
- Commence Collier Park Golf Course capital works program
- Seek more external events to increase activity across the City without adversely impacting on City resources
- Investigate feasibility for biennial rotation of marketplace event between Angelo Street and Preston Street and investigate the possibility of holding a Preston Street Marketplace event in 2019
- Explore the possibility of volunteer support to assist with digital literacy in libraries
- Consider running English conversation classes and additional Rhymetime sessions at Manning Library
- Increase public awareness of Manning Library's location and services and collaborate with other Community Centre tenants
- Secure funding from Department of Local Government, Sport & Culture for Kidsport for 2017/18
- Develop Mends Street place activation group and support the formation of other place-based groups
- Support place activation initiatives across the City to develop stronger ties with popular, statewide community development events such as Carers Week and Bike Week
- Provide more community networking options, information and training opportunities
- Support on-going community activities and groups with recurrent funding agreements to increase the choice of community activities
- Develop stronger partnerships with local community groups and service providers, such as South Perth Learning Centre and advocacy organisation ANTaR WA
- Continuation of HOME Karawara project: implement a community arts project, support school breakfast club activities and the Karawara community garden group
- Develop a Cultural Plan for the City
- Implement South Perth Youth Network's new projects, events and initiatives and planning for the 2018 National Youth Week
- Seek Carers Week activity funding.



## JULY

NAIDOC Flag Raising Ceremony

Citizenship Ceremony

StrEATS food truck round up starts at GBLC

## AUGUST

2016 Evolve development programme starts:  
Brush Lettering with the Articulate



## SEPTEMBER

2016 Evolve development programme:  
Book Illustration; Needle Felting; Grant Writing; Screen Printing & Dyeing; Artsource  
Emerging Artist Talk

Citizenship Ceremony



## OCTOBER

Citizenship Ceremony

Cyber Safety for Seniors

Protective Behaviours Parent Workshop

Emerging Artist Award and Exhibition

## NOVEMBER

Remembrance Day

Find Me activation: Netted

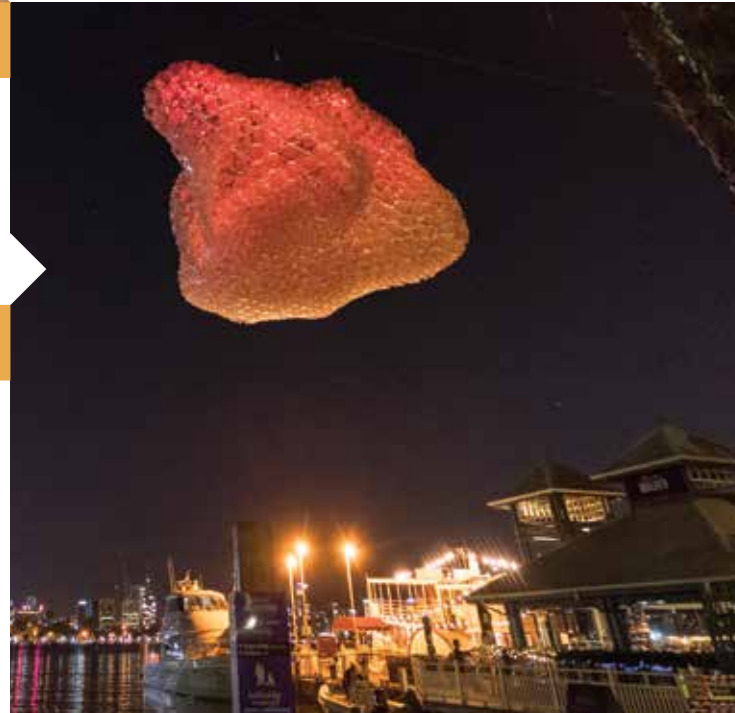
Ephemeral art installation: Miasma Series

## DECEMBER

Embargo Bar installation

Live Series - Seniors concert

Thank a Volunteer Day Breakfast



## JANUARY

Australia Day Morning Ceremony

Find Me activation: Hang Out

South Perth StrEATS:  
Food van congregation



## FEBRUARY

Find Me activation: aMaze

Manning Community Centre Open Day and Lightbox exhibition

Fiesta Concert



## MARCH

Live Series - Kids: Children's musical theatre show

Ephemeral art installation: Confluence

National Youth Week movie

Angelo Street Marketplace: Street festival

## APRIL

ANZAC DAY

Citizenship Ceremony

Find Me activation: Lounged

Youth Week: Mayhem Skateboarding Competition,  
Sunday Sounds live music, barista workshop, drone workshop



## MAY

Citizenship Ceremony

## JUNE

Pioneers and Elders Luncheon

Live Series - Comedy

Protective Behaviours Parent Workshop

Speak with Confidence Awards

Disability Business Sundowner







# ENVIRONMENT

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

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
	>		✓	↻

## COMPLETED

Draft Urban Forest Strategy	✓
Irrigation program	↻ ✓
Implementation of actions as outlined in the Green Plan	↻ ✓
Waste education	↻ ✓

## PROJECTS COMMENCED

Climate change adaptation	>
Regional Waste Management Strategy	>

## ONGOING CITY INITIATIVES AND SERVICES

Habitat improvement	↻
Water management	↻
Integrated Catchment Management Plan	↻
Water Sensitive Urban Design	↻
Public Open Space Strategy	↻
Kwinana Freeway Foreshore	↻
Foreshore Management Plans	↻
Waste Management Plans	↻
South Perth Recycling Centre	↻





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

### Achievements:

- Completed erosion control works at Clontarf, Cygnia and Kwinana Freeway foreshores and Sir James Mitchell Park lakes
- Completed all scheduled revegetation works successfully
- Planted 1708 street trees and 445 reserve trees
- Planted over 33,000 native plants in natural areas
- Completed weed mapping of selected natural areas
- Completed chemical and non-chemical weed control of natural areas
- Produced the Draft Urban Forestry Strategy
- Extracted changes in urban forest canopy coverage over the last thirty years from aerial photography data.

The City's ongoing commitment to improving biodiversity of its key natural areas and activity centres will help ensure the long-term conservation of remnant bushlands, foreshore areas, wildlife corridors and other significant habitat. The City continues to maintain and increase its flora as a predominant and attractive feature of the City.

### REVEGETATION

The City worked to counter the loss of vegetation as a result of foreshore erosion and vandalism. Rehabilitation and revegetation works were undertaken to increase the flora as part of the actions outlined in our Green Plan.

Extensive revegetation works were undertaken across several locations throughout the City including Goss Avenue, Davilak and Hogg Reserves, Neil McDougall Park lake embankment and island, Sir James Mitchell Park, Kwinana Freeway foreshore and natural areas sites, Redmond Reserve, Sulman Stairs, Salter Point, Waterford, Clontarf, Cygnia Cove and Collier Park Golf Course.

Areas of environmental significance along the western, southern and northern foreshores and sanctuary areas within Collier Park Golf Course were also revegetated and maintained.

### WEED CONTROL

The Weed Mapping Program is a component of the Green Plan. It enables the City to identify priority weed management areas across its natural areas and reserves, earmarking these areas for more native planting.

Over the year, dedicated teams comprising the Green Army, Natural Area Team and contractors undertook weed control measures in Bodkin Park, Clontarf foreshore, Collier Park Sanctuary Areas, Davilak, Goss Avenue and Hogg Reserves, Manning Primary School bushland and Neil McDougall lake and island. A combination of methods were used including manual removal, chemical and non-chemical techniques. Trials in some areas with steam weeding and the application of natural herbicides as an alternative to glyphosate have elicited good results.

### URBAN FOREST STRATEGY

A draft Urban Forest Strategy was developed in 2016/17 to assist the City with identifying future opportunities and challenges for its urban forests. It will be released for public comment in 2017/18 and presented to Council for adoption following the feedback period. The City will engage with the community to raise awareness of the importance of the urban forest and work towards achieving the Strategy's objectives.

### COLLIER PARK GOLF COURSE

The City's 27 hole Collier Park Golf Course has considerable opportunities for growth, expansion and innovation. The City engaged external golf industry consultants to provide a detailed analysis and recommendations in relation to the future operations of the golf course, with the tenancy lease due to expire in January 2018. The current lease has remained relatively unchanged with the same provider over the last 30 years. The consultants recommended that the City tender for a new four to five year lease with updated performance specifications to allow time to develop a long-term masterplan for the Golf Course and to improve performance in the short-term.

The City also commenced capital works as required at Collier Park Golf Course, including updating its ageing irrigation assets.

## Foster and promote sustainable water and energy management practices

### Achievements:

- Finalised Water Management Plan 2017-2022
- Reduced water consumption and water quality impact in the City with the implementation of several actions from the Water Action Plan 2009
- Continued to participate in the Waterwise Council program
- Conducted a scheme water consumption audit at Collier Park Village and implemented most recommendations
- Implemented a range of corporate water quality actions
- Reduced median strip and City garden irrigation requirements with improved soil water holding techniques
- Conducted several community planting sessions in the City's reserves and natural areas
- Conducted three community sustainability workshops and programs.

## TAKING ACTION TO PROTECT OUR RESOURCES

A Water Management Plan 2017-2022 has been developed to address corporate and community water management. Once approved by Council, it will support the City's commitment to the Water Efficiency Action Plan adopted by Council in December 2016.

The City continued to implement an annual catchment water quality monitoring program in partnership with the South East Regional Centre for Urban Landcare (SERCUL) as a vital part of managing and minimising the impact of urbanisation of rivers and wetlands. This program enabled the City to effectively identify patterns and 'hotspots' within the catchment and provide management recommendations for improving water quality.

Annual upgrades of median strips and garden areas were also undertaken in an effort to reduce or eliminate the need for irrigation, thus reducing the City's water consumption.

A number of corporate water efficiency and quality actions were implemented over the year including:

- Collier Park Village water audit and water saving measures
- Hydrozoning of public open spaces
- Installation of water efficient reticulation.

Community sustainability and water conservation workshops are an important aspect of educating the community. Workshops held this year included the Living Smart Course, Great Gardens and sustainability workshops and Schools Nurturing Nature Program.

The City participates in the Water Corporation's Waterwise Council Program. Although the City did not retain its annual Waterwise status this year due to a breach of the groundwater abstraction license conditions, this will be addressed in 2017/18.





MAINTAINING INFRASTRUCTURE TO PROTECT OUR RESOURCES

The City’s Drainage Infill and Upgrade Program works continued during the year, with completion of a number of projects. The City ensures that all drainage and streetscape improvement projects embrace Water Sensitive Urban Design principles.

RETICULATION REPLACEMENT

Eighteen reserves in the City underwent upgrades to pumps, controllers, communications or electrical cabinetry. Some also had reticulation systems replaced, including James Miller and Challenger Reserves. These upgrades will ensure that water is redistributed more efficiently and electricity usage is reduced.

Several irrigation work programs were also completed to ensure more sustainable water use including:

- Bore and pump upgrades - replacing or upgrading bore holes and the irrigation pumping units
- In-ground reticulation system replacement.

COLLIER PARK VILLAGE AUDIT

In October 2016, figures received from the Water Corporation suggested a major water leak at Collier Park Village. A water audit was conducted revealing that water usage in the last couple of years had increased exponentially. Community buildings and 169 independent living units were audited with all hardware assessed for leaks and flow rates measured. A Water Efficiency Plan was developed and remedial work undertaken including the rectification of leaks, installation of independent isolation valves to each unit and retrofitting suitable flow regulators to taps and showers in units.

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

Achievements:

- Completed Stage Two of Understanding and Managing Flood Risk in Perth Assessment in partnership with other agencies
- Commenced Stage Three of Flood Risk and Vulnerability Assessment.

UNDERSTANDING AND MANAGING FLOOD RISK IN PERTH

A recent climate change impact risk assessment identified flood inundation due to rising sea levels as a high priority risk for City of South Perth foreshore areas.

In partnership with the Eastern Metropolitan Regional Council (EMRC) and other project partners, the City has been undertaking an extensive Flood Risk and Vulnerability Assessment of the northern foreshore with the aim of producing a Floodplain Development Strategy. The project supports the City’s Climate Change Adaptation Strategy.

Consisting of four stages, the project will help develop mitigation strategies and appropriate decision-making on proposed land use and any development of flood prone land.

In 2016/17, the City commenced work on the Understanding and Managing Flood Risk in Perth Project, managed by the EMRC. Each project partner committed \$10,000 towards the project with the remaining funding allocated from the Australian Government’s Natural Disaster Resilience Program, administered by the Western Australian State Emergency Management Committee (SEMC).

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

Achievements:

- Three playgrounds were upgraded and four playgrounds replaced
- Upgrade to Hope Avenue Reserve hydrozone and facilities
- Upgrade to Walanna Drive public open space.

CAPITAL WORKS IN OUR PARKS

The City continued working to improve streetscapes and public open spaces guided by its Public Open Space strategy. These projects have greatly improved the amenity of the areas and were completed within budget.

CAPITAL WORKS COMPLETED
<b>Richardson Reserve, South Perth:</b> Playground replaced
<b>James Miller Reserve, Manning:</b> Two playgrounds replaced, shade sail and fence replaced
<b>Hope Reserve, Salter Point:</b> Hydro-zone upgrade, trees planted, new park furniture, access path, basketball hoop and netball ring, turf area and irrigation
<b>Various locations:</b> The replacement of park and street furniture as assessed by the useful life and condition rating
<b>Kwel Court playground, Karawara:</b> Playground and shade sails replaced
<b>Walanna Drive public open space, Karawara:</b> Furniture replaced, access paths installed and trees planted

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

Achievements:

- Undertook maintenance, weed control, revegetation and restoration works along Kwinana Freeway foreshore
- Completed erosion control works in the Palms and South of Canning management zones
- Completion of maintenance works in all Kwinana Freeway foreshore management zones
- Held seven bi-monthly Kwinana Freeway foreshore Management Group meetings.

OUR FORESHORES

The City has produced the following strategies and plans to manage, protect and improve foreshore reserves, natural areas and adjacent public open spaces:

- Draft Cygnia Cove Natural Areas Management Plan
- Clontarf foreshore Restoration Plan
- Salter Point – Waterford Management Plan
- Kwinana Freeway foreshore Management Plan
- South Perth foreshore Strategy and Management Plan.

A large number of foreshore reserves have been revegetated and restored over the 2016/17 financial year. Revegetation was undertaken at Hurlingham and Douglas Lakes in Sir James Mitchell Park and at Millers Pool.

Some loss of newly planted stock was sustained however, due to instances of foreshore erosion caused by prolonged water inundation and storms.

Weed control and maintenance works were successfully completed in all foreshore reserves.





SOUTH PERTH FORESHORE STRATEGY AND MANAGEMENT PLAN AND KWINANA FREEWAY FORESHORE MANAGEMENT PLAN WORKS

Maintenance and revegetation	Mount Henry Spit and Cloisters management zones
Erosion control works	Como, Palms (foreshore from South Terrace to Comer Street) and South of Canning management zones
General maintenance works	All Kwinana Freeway foreshore management zones

CLONTARF FORESHORE RESTORATION PLAN WORKS

Asbestos remediation, erosion and weed control and re-vegetation	Clontarf foreshore
--	--------------------

CYGNIA COVE NATURAL AREAS MANAGEMENT PLAN WORKS

Revegetation with native plant species	Cygnia Cove Natural Areas
Retaining wall was installed to stop erosion and subsidence	Cygnia Cove bush tucker garden

Investigate, develop and implement sustainable waste management practices

Achievements:

- Issued a new-look annual Waste and Recycling Guide
- Changed the name of Collier Park Waste Transfer Station to City of South Perth Recycling Centre
- Implemented a new recycling system
- Completed a successful green waste verge side collection with high level of compliance and low level of contamination.

The City continues to recognise the importance of a sustainable approach to waste management. It has developed strategies to effectively reduce the amount of waste transported to landfill and actively encourages and supports recycling.

Waste education activities such as School Education programs continue to be supported and the City consistently promotes the ‘reduce waste’ message through its communications.

The Regional Waste Management Strategy features a Resource Recovery Facility that will convert almost 100 per cent of the general household waste to an energy source in the future. The Strategy will be implemented through the Rivers Regional Council which exists to provide sustainable waste minimisation, recycling and alternate waste treatment services to its member councils.

NAME CHANGE FOR COLLIER PARK WASTE TRANSFER STATION

After 30 years of operation, Collier Park Waste Transfer Station had a name change in January 2017 to the City of South Perth Recycling Centre. The change coincided with the new-look annual Waste and Recycling Guide which has replaced the Spring and Autumn verge side collection brochures.

Green waste recycling bags were introduced and over 500 free bags were handed out to residents. These can be filled with green waste or recyclable material and dropped off at the Centre free of charge. Once collected, these materials are shredded and composted into garden mulch which is also available free of charge for residents.

As part of the annual rubbish levy, ratepayers receive three entry vouchers for the Recycling Centre with their rates notice to dispose of two payloads of green waste and one payload of general waste per year.

WASTE COLLECTION AND CITY OF SOUTH PERTH RECYCLING CENTRE

<b>Kerb side collections</b> Comprising 14,300 tonnes of general household waste and 3831 tonnes of recyclable materials collected
<b>Verge side collections</b> Comprising 588 tonnes of general waste, 40 tonnes of recyclable materials and 617 tonnes green waste collected
<b>16,147</b> tonnes of kerb side, verge side and Recycling Centre general waste collections went to landfill
<b>4362 tonnes</b> of kerb side, verge side and Recycling Centre collections recycled
<b>617 tonnes</b> of verge side collected green waste was recycled as mulch
<b>965 tonnes</b> of green waste delivered to the Recycling Centre was recycled as mulch
<b>23,593 visitors</b> to the City of South Perth Recycling Centre



ENVIRONMENT

Challenges:

- Instances of vandalism and erosion within planted areas under the Green Plan
- Completing work around sporting club training and fixtures at Challenger Reserve and maintenance of playing surface
- Managing traffic and maintaining access when installing drainage systems in developed areas
- Availability of playground components required to complete projects on schedule

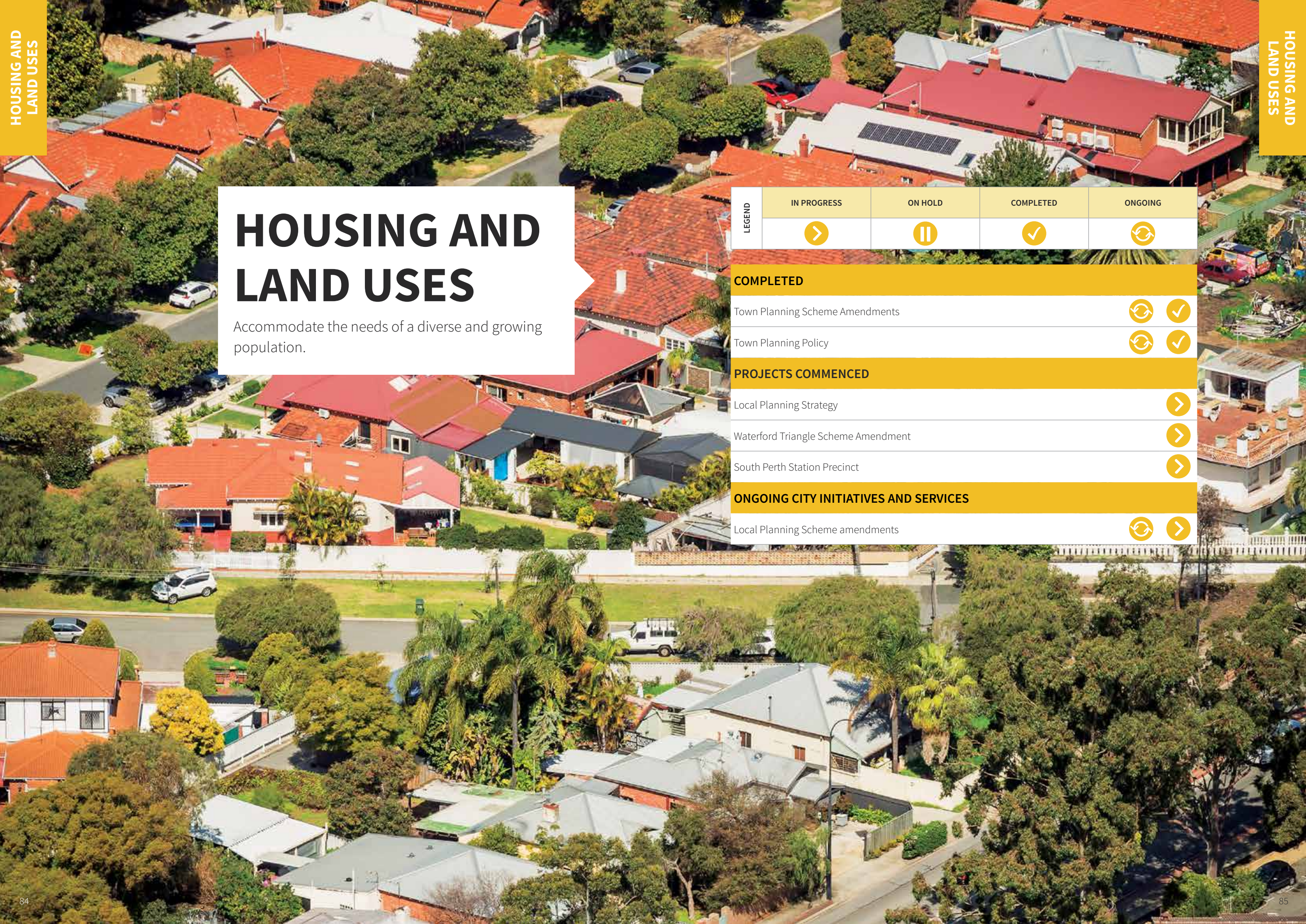
Setbacks:

- The City lost its Waterwise status in 2016/17 due to a breach of the groundwater abstraction licence
- Completion of Stage Three of the Understanding and Managing Flood Risk in Perth Project postponed to October 2017

Actions for 2017/18:

- Continue Green Plan activities
- Collect and consider community feedback on Draft Urban Forestry Strategy
- Urban Forestry Strategy approval by Council
- Implement high priority water management actions from Water Management Plan 2017-2022
- Continue participation in the Waterwise Council Program and work towards regaining Waterwise status
- Complete Stage Three of Understanding and Managing Flood Risk in Perth Project
- Karawara Greenway Masterplan work to continue
- Formalise a Technical Advisory Group and Steering Committee to progress a strategy to address short-term and long-term erosion issues
- Continue implementing Foreshore Management Plans
- Complete development of Clontarf-Waterford-Salter Point Foreshore Masterplan.





# HOUSING AND LAND USES

Accommodate the needs of a diverse and growing population.

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
	>		✓	↺
COMPLETED				
Town Planning Scheme Amendments			↺	✓
Town Planning Policy			↺	✓
PROJECTS COMMENCED				
Local Planning Strategy				>
Waterford Triangle Scheme Amendment				>
South Perth Station Precinct				>
ONGOING CITY INITIATIVES AND SERVICES				
Local Planning Scheme amendments			↺	>





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

- Achievements:**
- Completed an audit of the City's Local Planning Scheme (Town Planning Scheme)
  - Commenced the preparation of the Local Planning Strategy, including a review of previous informing studies and strategies.

**IDENTIFYING LOCAL PLANNING NEEDS**  
In line with the *Planning and Development Act 2005*, the City must review the Town Planning Scheme every five years to address how the Scheme is serving the interests of the community. In 2016/17 preparation of the City's new Local Planning Strategy continued. It will set out the City's objectives for future planning and development with a broad framework outlining how these will be achieved.

An audit of the Scheme was undertaken and existing studies and strategies reviewed to inform the development of the Local Planning Strategy. Preliminary stakeholder engagement to inform the development of the draft Local Planning Strategy will be undertaken and the draft Strategy is expected to be completed and presented to Council for consent to advertise in the 2017/18 financial year.

The draft Strategy will require endorsement by the Western Australian Planning Commission (WAPC) prior to advertisement for public comment.

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

- Achievements:**
- Government Gazettal of Amendment No. 46 to Town Planning Scheme No. 6 in February 2017
  - Adopted new planning policy: P318 South Perth Station Precinct Application Requirements
  - Undertook a Place and Design Study for the South Perth Station Precinct to review the vision for the precinct and inform the development of an Activity Centre Plan
  - Commenced work on a development contributions plan for Waterford Triangle, Canning Bridge and the South Perth Station Precinct including the identification of the required infrastructure upgrades and cost estimates.

The City of South Perth is planning for the provision of several vibrant community precincts throughout the City.

**SOUTH PERTH STATION PRECINCT**

Throughout the year a number of initiatives for this precinct were either undertaken or completed. Amendment No. 46 to Town Planning Scheme No. 6 was gazetted. The purpose of this amendment was to rectify anomalies, clarify ambiguities and strengthen the performance criteria for building height variations in the South Perth Station Precinct Plan (SPSP). Policy P318 outlining requirements for planning approval applications within the precinct was also developed and adopted.

The vision outlined in the SPSP was to create a vibrant, attractive business location featuring a diverse choice of employment, public transport options with pedestrian friendly tree-lined streets and reminders of South Perth's heritage. The vision was reviewed this year through a collaborative community and stakeholder engagement process involving business and community workshops, a Planning Design Forum and a Community Open Day. The review resulted in a revised vision and recommendations for the future planning of the area, including the development of an Activity Centre Plan.

**WATERFORD TRIANGLE**

The vision for Waterford Triangle is for the revitalisation of an urban residential village to meet a number of community-identified objectives. An Urban Design Plan and Urban Design Guidelines have been prepared to assist the City in developing a Town Planning Scheme amendment for the area.

A consultant was appointed in late 2016 to undertake work to inform the preparation of a developer contributions plan for the area, including identifying the required infrastructure upgrades, preparing cost estimates and developing a draft plan. This process will be completed in 2017/18.

**CANNING HIGHWAY #SHAPEOURPLACE**

The City has been preparing an access study to support future development in the Canning Highway #ShapeOurPlace precinct. The City has also been drafting a Town Planning Scheme amendment and associated Local Planning Policy in relation to this project, representing the final steps of Stage Two of this project.

**Review and establish contemporary sustainable building, land use and environmental design standard**

- Achievements:**
- Five Town Planning Scheme amendments were initiated and processed
  - A major review of two planning policies was undertaken
  - Feedback was provided on Design WA, a Western Australian Planning Commission initiative
  - 521 planning applications were received
  - 496 total planning approvals issued
  - 619 building permits issued with an estimated total value of \$270 million.





PLANNING SCHEME AMENDMENTS

Town planning scheme amendments become necessary for a variety of reasons. Planning regulations dictate the process for seeking public opinion, assessing submissions, preparing a report for Council and then submission to the Western Australian Planning Commission (WAPC) and Planning Minister for approval.

The City must also implement and review local planning policies to ensure they meet community expectations.

A number of town planning scheme amendments were initiated or processed during the year, including:

- Amendment No. 46 – South Perth Station Precinct
- Amendment No. 47 – Canning Bridge Activity Centre
- Amendment No. 52 – Building Height Limits for Lots 501 and 502 River Way, Salter Point
- Amendment No. 54 – Update of Scheme Text to align with Deemed Provisions and R-Codes
- Amendment No. 55 – Amendment to permit certain minor projections beyond the defined building envelope for Lot 801 Bradshaw Crescent and Lot 802 Conochie Crescent, Manning.

The City provided feedback on Design WA, a Western Australian Planning Commission initiative that will ensure good design is at the centre of all Western Australian developments.

YOUR COUNCIL PLANNING POLICIES

Council adopted the following new and updated planning policies throughout the 2016/17 financial year:

- P303 Design Review Panel
- P350.16 Variation to Plot Ratio for Multiple Dwellings and Mixed Development
- P318 South Perth Station Precinct Application Requirements
- P316 Developer Contribution for Public Art.

PLANNING APPROVALS FOR NEW RESIDENTIAL DEVELOPMENTS IN	2014/15	2015/16	2016/17
Single houses	405	382	288
Grouped dwellings	153	118	92
Multiple dwellings	18	10	11
Mixed developments	13	10	2
TOTAL RESIDENTIAL DETERMINATIONS	589	520	393

DETERMINATION OF APPLICATION FOR PLANNING APPROVAL	2014/15	2015/16	2016/17
Cancelled by CoSP	7	7	6
Cancelled by Applicant / Landowner	14	15	13

Delegated Approval	604	539	458
Delegated Refusal	1	4	4

Approved by Council	19	16	25
Refused by Council	9	2	1

Recommend Approval to Relevant Agency (DAP)	25	24	13
Recommend Refusal to Relevant Agency (DAP)	4	4	5

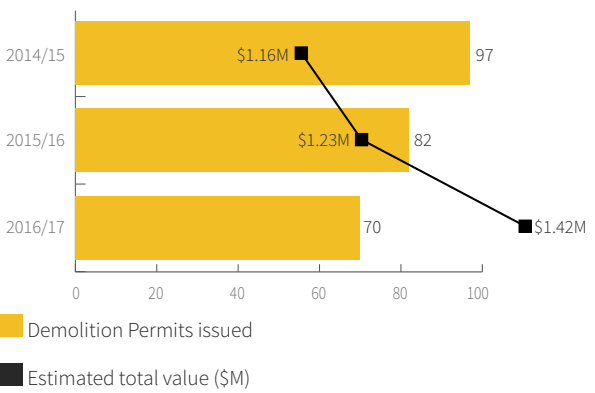
TOTAL DETERMINATIONS*	683	611	526
-----------------------	-----	-----	-----

TOTAL APPROVALS	648	579	496
-----------------	-----	-----	-----

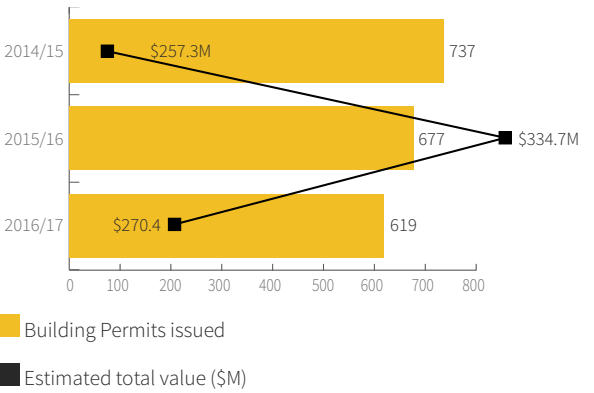
\*This is NOT the total number of applications received - an application may be received in one financial year and determined in the next financial year.

\*Determinations and approvals include recommendations to external agencies.

DEMOLITION PERMITS ISSUED AND ESTIMATED TOTAL VALUE (\$M)



BUILDING PERMITS ISSUED AND ESTIMATED TOTAL VALUE



HOUSING AND LAND USES

Challenges:

- Resource limitations, unavailability of Census data and competing timelines of other projects have impacted on the development of the Local Planning Strategy
- Over 800 submissions had to be considered on Amendment No. 46 to Town Planning Scheme No. 6
- Identification of required infrastructure upgrades and preparation of a draft development contribution plan for the Waterford Triangle Scheme
- Engaging with the community and stakeholders to review the vision for the South Perth Station Precinct required an innovative process of stakeholder engagement and input from leading experts

Setbacks:

- Modifications to the draft amendment were required before ministerial approval of Town Planning Scheme Amendment No. 46 was granted
- The Western Australian Planning Commission released a new draft Design Review Guide for public comment, closing in December 2016. The City's review of policy P303 was based on the draft Guide so it is hoped that this policy will not be impacted by any subsequent changes to the Guide

Actions for 2017/18:
















- Preliminary engagement to inform the development of the draft Local Planning Strategy

- Council consent to advertise the draft Local Planning Strategy
- Establish a Reference Group to provide the City and key stakeholders with an additional reference point for planning, development and place initiatives and activities in the South Perth Station Precinct and surrounding area
- Commence the preparation of an Activity Centre Plan for the South Perth Station Precinct and surrounding area including the development and advertising of the draft Plan
- Continue work associated with the town planning scheme review, including publishing the Report of Review required by the *Planning and Development (Local Planning Schemes) Regulations 2015* and the resolution of Council to prepare a new local planning scheme
- Finalise the process of identification and cost estimates of required infrastructure upgrades and preparation of a draft development contribution plan for the South Perth Station Precinct
- Town planning scheme amendments to be actioned:
  - Amendment No. 56 - Special Control Area 2 Civic Triangle initiation
  - Amendment No. 57 - Canning Highway (East) Precinct
  - Amendment No. 37 - Waterford Triangle re-coding and associated development provisions.



# PLACES

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

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
				
COMPLETED				
Mill Point Node Plan				
Construction and opening of Manning Community Facility				
PROJECTS COMMENCED				
Connect South Mends Street				
Ernest Johnson Reserve redevelopment				
Salter Point/Waterford Masterplan				
PROJECTS ON HOLD				
Former Manning Library refurbishment				
Millers Pool café				
PROJECTS COMMENCED				
Economic Development				
Marketing and promotion of the City of South Perth				
Collaborative planning for Curtin University and Bentley Technology Park Precinct				
South Perth foreshore management				





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

### Achievements:

- Mill Point Node project completed on schedule and within budget December 2016
- Manning Community Facility opened on schedule and within budget in February 2017
- \$2.5 million funding secured for rejuvenation of Mends Street Precinct from the National Stronger Regions Fund Round 3
- Stage One of Ernest Johnson Reserve redevelopment commenced February 2017 and scheduled for completion December 2017
- South Perth Station Precinct (SPSP) planning design forum conducted in February 2017.

### MANNING COMMUNITY FACILITY

In February 2017, the community celebrated the \$17.5 million Manning Community Facility's opening with an afternoon of free family activities and entertainment. The facility provides a much-anticipated vibrant, connected and attractive precinct integrating community services and social activities.

The facility includes a relocated Manning Library, Community Hall, Manning Child Health Clinic, Moorditji Keila Aboriginal Group, sporting clubrooms for the Manning Rippers Football and Perth Blitz Gridiron Clubs and an Early Years Centre; home to the Manning Toy Library and new Manning Playgroup.

Public artwork designed by artist team Susan Milne and Greg Stonehouse complements the building's form and colour scheme. A large sculpture of suspended mesh and LED lighting sits boldly at the entrance and a transparent glass canopy adds colour to the building exterior.

The multi-million dollar project is the largest ever undertaken by the City. The City was delighted with the exceptional quality of the finish and the construction process. The building was completed on time and within budget and has been well received by the local and wider community.

Planning is underway for the future development of adjacent lots and a pedestrian walkway that connects the building through commercial lots and existing shops to Welwyn Avenue.

### SOUTH PERTH FORESHORE: MILL POINT NODE 5

The South Perth Foreshore Strategy and Management Plan aims to improve the amenity, access and sustainability of the foreshore reserve. It identifies ten nodes, each with distinctive characteristics, opportunities and management issues and strategies for each.

The Mill Point Node Plan is designed to protect the Mill Point foreshore, create a cultural and heritage hub, improve the beach, pedestrian and cycle routes and the ecology and amenity of Millers Pool. This extensive, multidisciplinary project comprised engineering, landscaping, art, recreational and environmental components and was guided by extensive community consultation.

The project commenced last year with the construction of a rock wall and installation of three headlands and two beaches to protect the Mill Point foreshore. In mid 2016, civil, structural and landscaping works at Millers Pool began which included picnic and seating areas, a boardwalk and a small viewing jetty across the pool. Native vegetation and trees were planted, the view towards the Old Mill was opened up and a new path installed to connect the pool with a Foreshore Walk from the Esplanade. A new car park incorporating Water Sensitive Urban Design principles to treat storm water run-off prior to it entering Millers Pool and the Swan River was also installed. The project was completed in December 2016 as scheduled and within budget. The City has received considerable positive feedback from both the local and wider community about the redevelopment project.

Stages Two and Three, the café and the remainder of the western side of Mill Point Road around the Old Mill remain future projects for the Mill Point node of the foreshore

### CONNECT SOUTH: MENDS STREET

Connect South is a \$7.5 million major project to enhance and invigorate the Mends Street precinct and foreshore area by creating an attractive, economic and socially viable environment. The project is focused on improving and expanding public use of the area, transport access and economic opportunities. It has grown from the South Perth Foreshore Strategy and Management Plan which identified Node 1: Mends Street as a key area to redevelop, especially with the rapid growth of high-density living that has already begun in the City.

Plans include construction of a piazza on the foreshore near Mends Street jetty and upgrading the streetscape, landscaping and amenity of Mends Street and South Perth Esplanade. The City has engaged design consultants Place Laboratory to provide urban design and landscape services for stage one of the project.

To advise on initiatives that will stimulate use of the space, place activation consultants *Spaced Out* have been appointed and City representatives are meeting regularly with the Mends Street Traders group to support them through this stage.

In October 2016 the City successfully secured \$2.5 million in Federal funding from the National Stronger Regions Fund to match the City's contribution of \$5 million over two financial years.

### ERNEST JOHNSON RESERVE

Stage One of the \$10.5 million Ernest Johnson Reserve redevelopment commenced in February 2017 and remains on schedule for completion in December 2017. The redevelopment will better accommodate the needs of local sports clubs, community groups, the wider local community and the City and produce a more contemporary, functional and sustainable multi-purpose facility.

Stage One works include a new, purpose-built building and carpark, completion of Hensman Street carpark and relocation of the turf cricket wicket block to accommodate the location of new pavilions. These works, costing at approximately \$7.5 million have been largely funded by sale proceeds of the Civic Triangle, Community Sporting and Recreation Facilities Fund grant funding and monies quarantined in the City's cash reserves specifically for this purpose.

The design for Stage Two's oval and infrastructure works is underway and incorporates plans for demolition of old existing buildings and construction of sports facilities, playgrounds and social areas. Stage Two is expected to cost \$2.76 million and is scheduled to commence in early 2018.

### SOUTH PERTH STATION PRECINCT

The City has finalised a report that articulates future aspirations and goals for the South Perth Station Precinct (SPSP) and its surrounds following a Place and Design study in February 2017. The project builds on the existing vision, consultant research and stakeholder input to date and also considers development currently occurring in the area. Its primary focus is on improving liveability, community benefit and built form outcomes within the SPSP in anticipation of the prospect of a South Perth train station being built on the Perth to Mandurah railway line.

Extensive community consultation and stakeholder input, investigation and research contributed to the report, which outlines a planning framework with recommended actions for the development of the precinct.

The City will establish a Reference Group to provide the City and key stakeholders with an additional reference for planning, development and place initiatives and activities in the SPSP.





## Encourage and facilitate economic development

### Achievement:

- The City has partnered with tourism organisation Experience Perth to extend promotion and marketing opportunities for the City.

### ECONOMIC DEVELOPMENT

The Economic Development Strategy is a framework to assist in fostering economic development in line with the City's Strategic Plan. It will focus on actions that are critical and within the capacity of the City to influence in the areas of:

- Economic development leadership and facilitation
- Urban place-making and revitalisation
- Marketing and promotion
- Strategic property management.

The City is committed to supporting local businesses and recognises the role it has in linking, sustaining and strengthening our community. It continued to host monthly, low cost workshops for local businesses in partnership with Business Enterprise Foundations on a variety of topics.

The City is also a member of Grow South East comprising eight south metropolitan local governments working together to advocate and lobby on strategic outcomes for the South East Metropolitan corridor.

This year the City became a member of the Perth Regional Tourism Organisation, also known as Experience Perth. This is the peak body for the destination marketing of Perth to domestic and international consumers, trade, media and business. This new relationship will provide opportunities to promote the City as a visitor destination. It offers greater exposure to visitors through the Experience Perth website, access to the 'What's On' calendar of events and a member only eNewsletter.

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

### Achievements:

- Provided contribution to the draft Bentley Curtin Specialised Activity Centre Structure Plan to the Department of Planning.

### CITY CONTRIBUTIONS

The City continued contributing to transport and development plans for the Curtin University and Bentley Technology Park Precinct by providing comment on the draft Bentley Curtin Specialised Activity Centre Structure Plan to the Department of Planning in February 2017. 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

### Achievements:

- Engaged successfully with the community about the Westralian Centre concept project
- Commenced Clontarf - Waterford - Salter Point Foreshore Masterplanning process.

### THE WESTRALIAN CENTRE CONCEPT

In February 2017, the Council resolved to give in principle support to the proposed Westralian Centre concept and the City commenced initial community and stakeholder consultation. The vision for the proposed Westralian Centre was a multi-purpose interpretive facility, public space and major tourist attraction in Sir James Mitchell Park on the South Perth foreshore at Node 9.

The City sought extensive community feedback and undertook detailed market research which attracted significant interest. Key stakeholders were also consulted to assist the Council in the decision making process.

After analysing the survey results and considering community feedback, including that voiced at a Special Council Meeting attracting approximately 450 people, Council resolved not to progress the Westralian Centre concept as proposed.

A reference group will be established to assist with future planning of Node 9, with further opportunities for community engagement.

### CLONTARF-WATERFORD-SALTER POINT FORESHORE MASTERPLAN

A review of the Salter Point and Waterford Foreshore Management Plan and Clontarf Foreshore Plan was initiated in 2016/17 and a new Masterplan will be developed that reflects the City and community's vision for this foreshore area.

### PLACES

#### Challenges:

- A number of community groups had to be relocated during the Manning Community Centre construction and upon completion, relocated into the new venue
- The City has been working with key stakeholders of the Ernest Johnson Reserve to ensure it remains 'business as usual' during construction for the clubs operating there

#### Setbacks:

- The Westralian Centre concept did not attract community support and the concept will not be progressed

#### Actions for 2017/18:

- South Perth Foreshore: Expression of Interest proposal in 2017 for a café at Millers Pool
- Manning Community Facility:
  - Develop adjacent lots and deliver pedestrian walkway connection through shops and commercial lots to Welwyn Avenue
  - Demolition of James Miller Pavilion and construction of new car park and footpaths
- Ernest Johnson Reserve redevelopment: Stage One completion
- Respond to feedback from the Western Australian Planning Commission on the Bentley Curtin Specialised Activity Centre Structure Plan and continue to liaise with all parties as required
- Connect South: Mends Street project community feedback to be sought to help inform place design concept plan in 2017. This will be presented to Council in late 2017 for project delivery in 2018
- Finalise Clontarf-Waterford-Salter Point Masterplan and submit to Council for approval.





# INFRASTRUCTURE AND TRANSPORT

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

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
				
ACTIVITIES COMPLETED FOR 2016/17				
Canning Bridge Activity Centre Plan				 
Infrastructure asset management and renewal program				 
Road, traffic management and drainage capital works program				 
Footpath, shared path and cycle path program				 
PROJECTS COMMENCED				
Integrated Transport Plan				
Parking Strategy				
Bike Plan				
South Perth Train Station planning				
ONGOING CITY INITIATIVES AND SERVICES				
Foreshore management				





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

**Achievements:**

- Ministerial approval was granted for development to commence in Canning Bridge Activity Centre in February 2017
- Construction funding was announced for Manning Road on-ramp to the Kwinana Freeway by the Federal and State Governments in May 2017
- Funding was secured for three of six nominated underground power areas in the Underground Power Program managed by the State Government. Design work is to commence in 2018/19 for the areas of Collier, Manning and South Perth.

**OUR FOCUS ON INFRASTRUCTURE AND TRAFFIC**

The City plays a vital role in implementing integrated transport and infrastructure plans so that they meet community needs, promote development and ensure assets are maintained to an optimal standard.

**CANNING BRIDGE ACTIVITY CENTRE**

Development of the Canning Bridge Activity Centre can now proceed following the Minister for Planning granting approval of the City's Local Planning Scheme Amendment No. 47. It comes after several years of planning, liaison with stakeholders, community consultation and careful consideration of traffic concerns, built form, open space, parking, safety and accessibility to the station.

The Canning Bridge Activity Centre Plan, guided by the Canning Bridge Precinct Vision is designed to revitalise the Canning Bridge precinct with a mix of office, retail, residential, recreational and cultural uses, maximising the opportunities offered by its unique 'transport hub' location.

The Canning Bridge area is expected to evolve into a unique and vibrant centre. Interest in the area is growing and the City anticipates that the lodgement of development applications will commence in the near future. It is expected that these developments will be between four and 15 storeys.

**MANNING ROAD ON-RAMP**

The City's lobbying and advocacy efforts for construction of a southbound on-ramp connecting Manning Road to Kwinana Freeway were rewarded in May 2017. \$35 million funding was allocated for its construction as part of the Federal and State Government's \$2.3 billion road and infrastructure package announced in 2017.

The Manning Road on-ramp is an important component of transport infrastructure in the Canning Bridge Precinct. Construction is expected to commence in the 2019/20 financial year.

**SOUTH PERTH TRAIN STATION**

The City engaged MacroPlanDimasi to prepare a business case for the South Perth Train Station, which was adopted by Council in October 2016.

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

**Achievements:**

- The City resurfaced 34,800 square metres of pavement across 15 road sections and two roundabouts
- Challenger Reserve car park was resurfaced
- Drainage works were completed in Anstey Street, Strickland Street and Elizabeth Street
- Roundabouts were installed at intersections of Hayman Road/Thelma Street and Mount Henry Road/Hope Avenue under the Five Year Traffic Management Program
- The South Perth Station Precinct Parking Control Management Plan is being developed as part of the City's Parking Strategy.

**MAINTAINING OUR ROADS**

With nearly 1.5 million square metres of road pavement to manage, the City aims to resurface about 37,000 square metres every year under its Asset Management Strategy. In 2016/17, 34,800 square metres were resurfaced, with a further 3000 square metres associated with new roundabouts.

Drainage system construction addressed issues identified at several locations in the City. These new assets, along with those created through the traffic management programs will be added to the City's list of assets to be managed and scheduled for replacement when appropriate in the future.

**MANAGING TRAFFIC**

As the City's population continues to grow, increasing demands and pressures are placed on its road and transport networks. Traffic management strategies assist in improving the urban environment by controlling and improving traffic flow on designated routes and reducing the risk of crashes through appropriate design of roads and intersections.

**SOUTH PERTH STATION PRECINCT PARKING STRATEGY**

The City's Parking Strategy provides a long-term plan for the provision and management of parking throughout the City. It focuses on travel demand management and sustainable transport, ensuring the existing road network amenity is maintained and improved.

Fourteen Parking Control Areas were identified within the Parking Strategy as requiring future parking management plans. Priority was given to the South Perth Station Precinct Parking Control Area 1. The City formed a working party with local residents, business owners and City staff to assist with the Strategy's development.

Actions identified in the Parking Strategy will occur when demand for the next level of intervention arises.

The slow-down in construction of new developments and the reduction in parking demand have impacted the implementation of the Strategy. However, as new construction is expected to continue for the next three years, an annual review process for parking within the zone has been recommended.

**INTEGRATED TRANSPORT PLAN**

The 2006 Integrated Transport Plan (ITP) was originally developed as a set of actions primarily directed at infrastructure delivery. A new ITP strategy is anticipated to commence in 2017/18 following completion of the draft Local Planning Strategy. It will be developed within the guidelines set by the Western Australian Planning Commission and will become one of the strategic plans which will align with the Local Planning Strategy.





## Facilitate a pedestrian and cycle friendly environment

### Achievements:

- The City replaced and upgraded 3160 square metres of existing concrete slab path with 'poured in place' concrete
- 820 squares metres of new infill paths and four new path sections were constructed
- Part-funding received from the Department of Transport to prepare a Joint Bike Plan with the Town of Victoria Park with a maximum \$50,000 grant spread over two years
- Over 789 people visited the Joint Bike Plan survey website and 204 completed the survey.

## CYCLISTS

The City, in association with the Town of Victoria Park, is committed to developing a comprehensive Joint Bike Plan. The Plan will be funded by a \$50,000 grant awarded through the Western Australian Bicycle Network Grants Program administered by the Department of Transport. The City and Town of Victoria Park will each contribute a quarter of the \$100,000 total funding required for the project. The Bike Plan is scheduled for delivery in 2018.

Although the City has one of the more developed bicycle networks in metropolitan Perth, additional improvements will ensure it can adequately cater for the increasing traffic movement predicted for the future.

### CYCLISTS HAVE A SAY

A campaign to promote the Joint Bike Plan project and to determine cyclists' needs and concerns was developed by the City in conjunction with project consultants Aurecon.

An online survey was conducted during May and June 2017, attracting 789 visitors and 204 survey participants. Results indicated the majority of riders in the City use the cycling network primarily for recreation.

A community workshop focused on building an understanding of local cyclist issues and needs and the challenges they face, attracted a vibrant cross section of the community. Several key issues were resolved through workshop participant input. The information gathered will contribute to the development of a Draft Bike Plan, to be presented to Council in 2017/18.

## PEDESTRIANS

The City has replaced concrete slab paths with infill concrete as part of its commitment to pedestrian safety and improving the amenity of pedestrian pathways. The replacement and upgrade program will be ongoing for many years to bring all paths up to the required standard.

As part of the Footpath, Shared Path and Cycle Path Program, an additional 820 metres of pathway were added to the City's 274 kilometres of existing paths. 3.16 kilometres of existing pathways were upgraded as part of the City's efforts to reduce hazards and surface degradation and improve the local amenity.

Pathways were installed in sections along Doneraile Reserve, Craigie Crescent, Finchaven Street and Trumper Road.

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

### Achievements:

- Mill Point river walls restoration works complete
- Ellam Street foreshore concept design report underway.

## FORESHORE INFRASTRUCTURE MANAGEMENT

The City works closely with state agencies to manage our Swan and Canning foreshores to ensure our assets are protected now and into the future, especially in consideration of the effects of climate change.

Revetment walls, headlands and beach areas were upgraded along the foreshore at Mill Point and along Sir James Mitchell Park in this financial year.

City officers have been working with consulting engineers to produce the Coode Street to Ellam Street Foreshore Concept Design report to:

- Report on current condition of the river walls
- Assess river dynamics relevant to design
- Summarise opportunities, constraints and issues affecting future development of the foreshore
- Provide concept options for sections of vertical walling, rock revetment, natural foreshore, and artificial beach
- Provide cost estimates for developed concept options.

The City will begin discussion with State agencies to seek matching funding for construction of the replacement of the river walls.

## INFRASTRUCTURE AND TRANSPORT

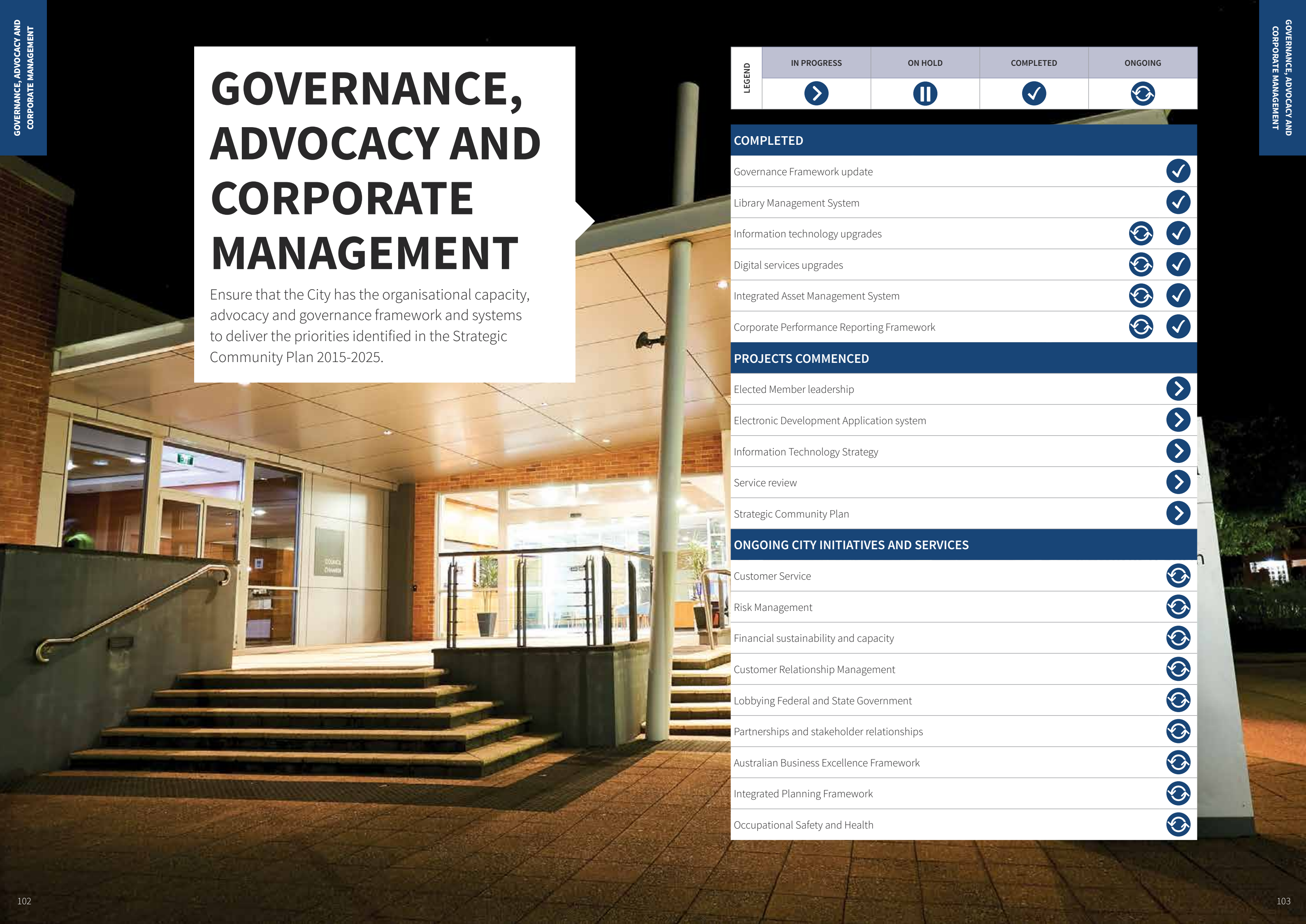
### Challenges:

- Accessing State and Commonwealth funds for asset preservation becoming more difficult
- Parking Strategy implementation of the South Perth Station Precinct (Parking Control Area 1) Plan impacted by the slow-down in new development construction and a reduction in parking demand
- Cycling traffic is predicted to increase in the near future, so improvements are required to the City's bicycle network to adequately cater for this

### Actions For 2017/18:

- 16 road rehabilitation projects requiring approximately 39,000 square metres of paving
- 10 traffic management projects will be undertaken
- Five stormwater drainage projects will be undertaken
- Upgrading approximately 3000 square metres of existing path
- Construction of approximately 1000 square metres of new path
- Upgrading approximately 600 square metres of existing path within the Karawara greenways
- Upgrading approximately 700 square metres of the foreshore footpath between Hurlingham Crescent to Douglas Avenue, South Perth
- Further stakeholder engagement to occur on Joint Bike Plan
- Draft Joint Bike Plan finalised and presented to Council.





# 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.

LEGEND	IN PROGRESS	ON HOLD	COMPLETED	ONGOING
COMPLETED				
Governance Framework update				
Library Management System				
Information technology upgrades				
Digital services upgrades				
Integrated Asset Management System				
Corporate Performance Reporting Framework				
PROJECTS COMMENCED				
Elected Member leadership				
Electronic Development Application system				
Information Technology Strategy				
Service review				
Strategic Community Plan				
ONGOING CITY INITIATIVES AND SERVICES				
Customer Service				
Risk Management				
Financial sustainability and capacity				
Customer Relationship Management				
Lobbying Federal and State Government				
Partnerships and stakeholder relationships				
Australian Business Excellence Framework				
Integrated Planning Framework				
Occupational Safety and Health				





**DEVELOP AND IMPLEMENT  
INNOVATIVE MANAGEMENT AND  
GOVERNANCE SYSTEMS TO IMPROVE  
CULTURE, CAPABILITY, CAPACITY AND  
PERFORMANCE**

**Achievements:**

- The City upgraded its Electronic Document Management System
- Digitisation of 19 per cent of 13,845 residential land parcels with approved Building and Development plans was completed
- A new cloud-serviced Library Catalogue Management system was implemented
- An online Development and Building Applications Lodgement System was purchased and configured
- The technology fitout of the Manning Community facility was completed
- The technology fitout of the Council Chambers was completed
- The Wi-Fi network at the George Burnett Leisure Centre, Manning Hub and Operations Centre was expanded
- The City completed planning and requirements gathering for a major infrastructure network project to lay fibre between the City's Administration Office, Operations Centre, George Burnett Leisure Centre and Collier Park Village.

**GOVERNANCE FRAMEWORK UPDATE**

The Corporate Governance Framework supports the Council in achieving its mission, vision and goals in an open and transparent manner. The Council adopted an updated Governance Framework in June 2016. The framework supports the achievement of best practice, allowing the community to have trust and confidence in the City's systems and processes.

**TRACKING OUR PERFORMANCE**

In 2016/17 the City appointed two external consultants to the Audit, Risk and Governance Committee and established a separate Property Committee to oversee the City's Property Asset Management Review.

The Audit, Risk and Governance Committee considered the following:

- Code of Conduct
- Interim Audit Management letter and External Audit Plan for 2016 Annual Audit
- Governance Framework
- Review of external membership on the Audit, Risk and Governance Committee
- Local Planning Policy Review
- Public Question Time procedures
- Quarter two and three of the Corporate Business Plan
- Effectiveness of the Committee
- WALGA third party appeals
- Dog exercise areas
- 2016 Compliance Audit Return
- Management Account Summaries Variance Reporting
- Dates and timelines for Committee meetings and Audit process
- 2016 Penalty Units Amendment Local Law
- 2016 Dogs Local Law
- 2016 Waste Local Law
- Standing Orders
- Parking Local Law.

The committee also undertook reviews of policies and delegations with the following undergoing a significant review:

**Policies**

- P303 Design Review Panel
- P602 Authority to make payment from the Municipal and Trust funds
- P603 Investment of Surplus Funds
- P672 Agenda Briefings, Concept Forums and Workshops
- P674 Management of Corporate Records
- P680 Electronic Agendas
- P689 Applications for Planning Approval: Applicants Responsibilities

**Delegations**

- DC603 Investment of Surplus Funds
- DC690 Town Planning Scheme 6

The following new policies were adopted by the City in 2016/2017

- P212 Waste Management
- P694 Fraud and Corruption
- P695 Risk Management

**ELECTED MEMBER LEADERSHIP**

The City has been preparing the groundwork for the local government Ordinary Election to be held in October 2017, with four Councillors' terms expiring.

**INFORMATION TECHNOLOGY**

The City undertook an audio-visual upgrade to its Council Chamber in January 2017 with the installation of new audio discussion and visual display systems. A new hearing accessibility system (compliant with Australian Standards 1428.10), upgraded audio recording software and a new iPad based control system were also installed. The new software is designed to manage all aspects of Council meetings, including electronic voting and meeting reporting. In addition, a new timing system will ensure allocated time allowances are provided to members of the public during Deputations and Public Question Time.

A major upgrade to the Electronic Document Management System (EDMS) to HPE-TRIM 8.3 was completed during the year to better integrate the City's EDMS with other core applications. This will reduce inefficiencies and human error due to duplication of input.

**INFORMATION TECHNOLOGY STRATEGY**

Developing IT infrastructure and a network that delivers business continuity, better performance capabilities, an efficient disaster recovery process and reliability into the City's operations is an important and on-going focus of activities.

A review of the entire IT system strategy was undertaken in 2016/17.

**ONLINE AND EASY TO ACCESS**

An online facility booking system was launched via the City website in early 2017. This is the first stage in the introduction of a range of new online services.

An online Development and Building Applications Lodgement System has been purchased and configured in preparation for its launch on the City's website in 2017/18.

**NETWORKS AND INFORMATION TECHNOLOGY  
IMPROVEMENTS**

The City commenced a major infrastructure network project in 2016/17 to deliver improved Information and communications technology performance and business continuity to all Council buildings. This will be completed in 2017/18 with the laying of fibre between the Civic Centre, Operations Centre and George Burnett Leisure Centre.





Maintain and enhance a robust Integrated Planning and Reporting Framework

Achievements:

- Awarded Silver at the 2017 Australasian Reporting Awards for 2015/16 Annual Report
- Completed Strategic Community Plan 2017-2027 community consultation and draft Plan
- Held three Australian Business Excellence Framework workshops
- Implemented four Asset Management System modules
- Assessed three major infrastructure assets: parks, pathways and buildings and facilities.

The City’s Integrated Planning and Reporting Framework comprises a 10-year financial plan, four-year Corporate Plan, Workforce Plan and Asset Management Plan. It enables the City to sustainably and strategically meet the needs of our community by adopting the Australian Business Excellence Framework and promoting continuous improvement for staff and other participants.

EXCELLENCE IN REPORTING

The Council adopted the 2015/16 Annual Report in November 2016, with the final Report awarded a Silver Award at the 2017 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.

VISION 2027

The City’s Strategic Community Plan 2017-2027 was drafted following extensive community and stakeholder consultation and engagement. The Plan identifies the City’s vision and priorities for the next 10 years. It was presented to Council in June 2017. The City will be inviting community and stakeholder feedback on the Plan in July 2017 via the City’s online engagement portal ‘Your Say South Perth’.

A SUSTAINABLE CITY

Operating sustainably in all aspects, whether it be financial or environmental sustainability is a core focus of the City. The State of Sustainability Report ensures that sustainability commitments, activities and initiatives are built into all planning and operational activities and are regularly reviewed. The Sustainability Strategy is an integral element of the City’s Integrated Planning Framework and will be reviewed in 2017/18.

ASSET MANAGEMENT SYSTEM

With the aim of instilling greater confidence in the City’s data outputs and reporting systems, work continued on developing and refining the Corporate Asset Management System.

In 2016/17, configuration of the Work Costing module enabled labour, plant and material costs, including unproductive time on a job-by-job basis to be recorded. The job costing information can then be presented with the electronic scheduling of maintenance tasks to work crews for both scheduled and completed maintenance activities. Additional Asset Management System work was completed including the implementation of several new modules, pathway defect inspections and pathway and road inventory data refinement.

The City’s infrastructure assets assessed in the system include:

- Park Assets - Condition Survey (60 per cent complete)
- Pathways - Condition and Inventory Survey (40 per cent complete)
- Buildings and Facilities - Condition and Inventory Survey complete.

CORPORATE PERFORMANCE REPORTING FRAMEWORK

Quarterly progress of the initiatives outlined in the Corporate Business Plan was reported to the Audit, Risk and Governance Committee prior to consideration by Council. Following the adoption of the Strategic Community Plan 2017-2027, a new Corporate Business Plan will be prepared.

FINANCIAL SUSTAINABILITY

The City’s Long Term Financial Plan formed the basis for the 2017/18 Budget deliberations that occurred during March to June 2017. A major update of the Long Term Financial Plan will be undertaken during 2017/18 following the adoption of a new Strategic Community Plan 2017-2027, a new Corporate Business Plan and updated Workforce Plan and Asset Management Plan.

The City continues to build organisational capacity through a number of initiatives such as the employee annual performance review process. This process creates an opportunity for employees and supervisors to share and receive feedback to assist in building performance as well as improving efficiencies across the organisation. The City continues to link culture and building high performing teams through its Cultural Optimisation Program and Blue in Action Workshops for Supervisors.

In 2016/17 the City also introduced leadership development at the senior levels of the organisation, highlighting the importance of leading from the top down. This development program will continue in the following financial year and initiatives will also be developed and implemented at all levels within the organisation.





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

**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 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 their risk levels. Risks were managed using 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. An annual review of insurance policies through LGIS highlighted the need for a new policy to cover Cyber Liability, which the City purchased.

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

**Achievements:**

- The City launched its new mobile responsive website in August 2016
- Visits to the City’s new website increased by 169 per cent from the previous year
- 185 staff attended customer service workshops over the course of the year.

**CUSTOMER SERVICE UNDER THE SPOTLIGHT**

Our customer service delivery continued at an industry-leading standard, with further extensive customer-focused staff training occurring throughout the year. The City’s upgraded Customer Relationship Management (CRM) system continued to ensure that customers had access to meaningful and relevant self-service information. Staff received 57,565 contacts through the Customer Contact Centre.

**ORGANISATIONAL REVIEW**

The Chief Executive Officer has overseen an organisational restructure in the year under review with several structural changes and the appointment of new senior staff including:

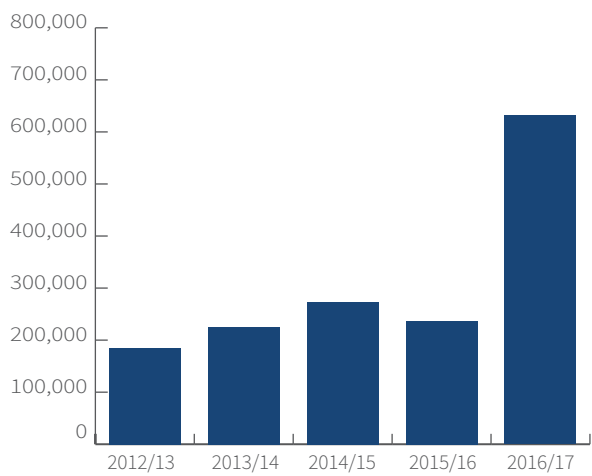
- Director Corporate Services
- Manager Finance
- Manager Human Resources
- Manager Development Services
- Manager Strategic Planning
- Manager Organisational Performance and Planning
- Manager Information Services
- Manager Stakeholder and Customer Relations.

Leading architectural firm Cox Howlett, Bailey and Woodland have been appointed to review the City’s Civic and Administration Centre with a view to improving efficiencies and functionality of this space.

**OUR WEBSITE**

The City’s new mobile responsive, accessible website was launched in August 2016 after an intensive redesign project. The new website offers visitors a streamlined user experience with improved navigation providing 24-hour access to City related information.

**WEBSITE VISITOR NUMBERS FOR 2016/17**







**Advocate and represent  
effectively on behalf of the South  
Perth community**

**Achievements:**

- The City entered into a Memorandum of Understanding with Curtin University, the City of Canning and the Town of Victoria Park for the purpose of exploring possible collaboration and cooperative opportunities.

Following a period of lobbying and advocacy, the City welcomed the announcement by the State Government of their commitment of \$15 million in funding for the construction of a southbound on-ramp from Manning Road to the Kwinana Freeway.

In June 2016, the Federal Government announced it would commit \$20 million to assist the State Government to undertake necessary work which is estimated to cost \$35 million. The on-ramp is a major component of transport infrastructure in the Canning Bridge Precinct.

The City commissioned GTA Consultants to assist in the preparation of its submission to Transport @ 3.5 Million - Perth & Peel Transport Plan - For 3.5 Million People and Beyond. The City's submission considered how Transport @ 3.5 Million would affect the community's access in to, through, and out of the City of South Perth local government area. The submission identified the infrastructure needed in planning for future generations to ensure that the City remains highly accessible, with a strong transport network.

**OUR PARTNERSHIPS**

The City entered into a Memorandum of Understanding with Curtin University, the City of Canning and the Town of Victoria Park for the purpose of exploring possible collaboration and cooperative opportunities.

The City also continued to foster relationships with key stakeholders and partners including Southcare, Perth Zoo, South Perth Lions Club, Constable Care and Moorditj Keila Aboriginal Group.

The City's corporate memberships included the Urban Development Institute of Australia, Australian Institute of Management and the Committee for Economic Development of Australia.

**COMMUNITY FUNDING AND PARTNERSHIPS**

The City granted \$127,330 in community funding in 2016/17 which was made up of Individual Development Grants for community members chosen to represent the state or nation and general community grants for specific projects in the local community.

**GOVERNANCE, ADVOCACY AND CORPORATE MANAGEMENT**

**Challenges:**

- Coordinating a smooth transition of multiple Information Technology projects at developmental, integration and implementation stages whilst minimising disruptions was a challenge

**Setbacks:**

- Budgeted Core Property and Finance system upgrade put on hold until the Information Technology review is completed

**Actions For 2017/18:**

- Sustainability Strategy to be reviewed
- Infrastructure network project to be completed
- Digitisation of approved Building and Development plans to continue
- Ordinary Council elections to be held in October 2017
- Customer Request System and Financial and Property and Rating system to be upgraded
- New Integrated Planning framework to be released in October 2017
- Launch of new Integrated Planning Framework training program
- Strategic Community Plan to be presented to Council for adoption
- Develop Corporate Business Plan actions and Business Unit Plans, Divisional Plan and link to Performance Plan
- Integrate the City's Integration Planning and Reporting Framework and other strategic and planning documents
- Review and refine the asset valuation methodology to improve the accuracy of the annual asset valuation process
- Refinement of the City's Infrastructure asset register and electronic management of scheduled and reactive maintenance jobs
- Completion of condition surveys for infrastructure asset classes.



# ADDITIONAL INFORMATION >





For information on financial terms, see page 114.

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 2013-2017**

The Corporate Business Plan 2013-2017 is the City’s 4 year project and service delivery plan. First adopted by Council in March 2013, it is aligned to the City’s Strategic Community Plan 2013–2023, 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, Research and Development, 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.

D

**Directions 2031 and Beyond**

Directions 2031 and beyond is the State Government’s capital city strategic plan, guiding change and the growth of the city over coming decades.

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.

**InfoCouncil Meeting Software**

InfoCouncil is an automated, integrated office productivity tool for the creation, publication and storage of council agendas and minutes.

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*.

**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 (MOU)**

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 Broadband Network (NBN)**

The National Broadband Network (NBN) is a government-owned company established to build infrastructure and manage the rollout of the National Broadband Network across Australia. The NBN is rolling out fibre-optic, fixed wireless and satellite infrastructure to replace the existing broadband infrastructure for a faster and more reliable broadband service.

**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.

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 2013-2023**

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 government areas can nominate areas to be converted to underground power. Each nomination is assessed against social, economic and technical criteria by the UPP Steering Committee.

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.

**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.



<b>A</b>	<b>E</b>	<b>M</b>
Aboriginal Engagement Strategy 62	Economic Development 94	Manning 9, 13, 17, 19, 21, 25, 30, 35, 51, 61-62, 65, 65, 67-70, 73, 75, 78, 81, 88, 91-92, 95, 98, 104, 110, 138-139, 145, 159, 176
Animal Care Facility 65	Emerging Artist Award 67, 74	Manning Community Hub 21, 159
Asset consumption ratio 21, 115, 179	Environment 76-83	Media releases 72
Asset management 9, 13, 33, 55, 57, 97, 103, 107, 115, 176	Equal Employment Opportunity 43	Message from the Mayor 16
Asset sustainability ratio 21, 115, 127, 179	Ernest Johnson Reserve 19, 70, 91-93, 95	Mission 137-138
Audit, Risk and Governance Committee 33, 104, 107-108	Executive Management Team 37, 63	Mosquito management 61, 63, 139
Australian Business Excellence Framework 33, 56, 103, 106, 108	Expenditure 124-125, 140, 179	
Australia Day 12, 50, 61, 66, 69, 73, 75	External committees 32	<b>N</b>
<b>B</b>	<b>F</b>	Net assets 119, 133, 144
Bike Plan 13, 97, 100-101	Fiesta 66-67, 75, 138	<b>O</b>
Budget 114-182	Financials 114-182	Occupational Safety and Health 42-44, 103
<b>C</b>	Financial ratios 21	Old Mill 50
Canning Bridge 13, 15, 17, 19, 86-88, 98, 110	Footpath, Shared Path and Cycle Path Program 71, 100	Our People 46
Capital works 9, 12, 73, 97, 145, 176	<b>G</b>	Our Vision Ahead 55, 137
Cash reserves 93, 114, 160	George Burnett Leisure Centre 9, 61, 63, 65, 69-70, 104-105	<b>P</b>
Central Metropolitan Joint Development Assessment Panel 32	Governance, Advocacy and Corporate Management 3, 13, 59	Parks 14, 17, 41, 71, 81, 106, 118, 130, 141-142, 149-150, 153, 156, 170, 172-174
CEO Evaluation Committee 33-35	Governance framework 52-53	Parking 13, 65, 73, 97-99, 137-138, 142, 149, 152
Civic Triangle 89	Grants 100, 110, 121, 123, 125, 127, 138-139, 164	Peninsula newsletter 72
Climate Change 77, 80	<b>H</b>	Perth Airports Municipalities Group 32
Code of Conduct 33, 43, 104	Housing and land uses 84-89	Perth Zoo 9, 64, 110
Collier Park Golf Course 73, 78, 142, 149, 151, 168	Human resources 40, 43, 56, 109	Places 90-95
Collier Park Village 9, 61, 63, 79-80, 104, 132, 136, 142, 148, 150-153	<b>I</b>	Planning 84-89
Committees 32	Infrastructure and Transport 97-101	Playgrounds 17, 70-71, 81, 93
Community 60-73	Integrated Planning Framework 54-57	Policies 33, 43, 57, 87-88, 104-105, 116, 108, 126-129, 133, 136, 180, 187
Community safety 12, 61, 64, 73	Irrigation 77, 79	Population 11
Como 31	<b>K</b>	Property Committee 33
Council elections 25, 111	Karawara 10, 67, 73, 81, 83, 101	Public Arts advisory group 33
Councillor(s) 17, 25, 27-31, 35, 105, 188	Kensington 10, 71	Public Open Spaces 3, 9, 59, 76, 79, 81
Council meetings 25, 105	Kwinana Freeway 17, 77-78, 81-82, 98, 110	<b>R</b>
Council remuneration 35	<b>L</b>	Rates outstanding ratio 115, 178
Customer Focus 9, 55	Lag indicators 45	Risk management 12, 33, 64, 73, 103, 105, 108, 116, 136, 165-167, 186-187
Customer Relationship Management 103, 108	Library 19, 39, 41, 45, 61, 65, 68, 70, 91-92, 103-104	Rivers Regional Council 32
<b>D</b>	Lighting 64	River walls 19, 101, 150
Debt service cover ratio 21	Lead indicators 45	Roads 11, 99, 114, 118, 130-131, 138, 141, 146, 150, 155, 170-174, 176
Development application 80	Local Emergency Management Committee 32	Road rehabilitation 71, 101, 139
Director of Corporate Services Report 21	Local Planning Strategy 13, 85-86, 89, 99	Role of local government 25

<b>S</b>
Salter Point 10, 13, 63, 78, 81, 83, 88, 91, 95
Sir James Mitchell Park 9, 15, 19, 34, 66, 70, 78, 81, 95, 101,
South Perth foreshore 9, 14, 16, 17, 19, 66-67, 71, 80-82, 91-93, 95
Statutory compliance 33, 41, 56
Strategic Community Plan 13, 55, 71, 106-107
Streetscapes 9, 81, 142, 149-150, 153
Street trees 78
Sustainability 13, 21, 55, 107, 111, 115
Swan River 9, 12, 14, 19, 92, 187
<b>T</b>
Tenders 56
Town Planning Scheme 13, 71, 85-89, 105, 137
Traffic management 97, 99, 101
Training 12, 30, 43, 45, 62-63, 73, 83, 158, 108, 111
<b>U</b>
Underground power 98, 142-143, 149, 152, 187
<b>V</b>
Values 6,7, 53, 71
Volunteers 17, 50-51, 69, 71
<b>W</b>
Ward 27-31, 35
Waste management 41
Water 12, 77, 79, 80, 83, 92, 187
Waterford 13, 19, 63-64, 78, 81, 83, 85-87, 89, 91, 95
Waterford Triangle 19, 85-87, 89
Website 72, 109

We hope you enjoyed reading our Annual Report for 2016/17 and invite you to provide feedback, by emailing [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)



## USEFUL CONTACTS

### Civic Centre

9474 0777

📍 Cnr Sandgate St and South Tce,  
South Perth WA 6151

Fax 9474 2425

[enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)

[www.southperth.wa.gov.au](http://www.southperth.wa.gov.au)

### Recycling Centre

(formerly Collier Park Waste Transfer Station)

9367 2492

📍 Hayman Rd and Thelma St, Como  
[enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)

### Animal Care Facility

9474 0777

📍 199 Thelma St, Como

### George Burnett Leisure Centre

9474 0855

📍 Manning Rd, Karawara  
[leisurecentre@southperth.wa.gov.au](mailto:leisurecentre@southperth.wa.gov.au)

### South Perth Library

9474 0800

📍 Cnr Sandgate St and South Tce, South Perth  
[southperthlib@southperth.wa.gov.au](mailto:southperthlib@southperth.wa.gov.au)

### Manning Library

9474 0822

📍 2 Conochie Crescent, Manning  
[manninglib@southperth.wa.gov.au](mailto:manninglib@southperth.wa.gov.au)

### Old Mill

9367 5788

📍 Mill Point Rd, South Perth  
[oldmill@southperth.wa.gov.au](mailto:oldmill@southperth.wa.gov.au)

### South Perth Senior Citizens

9367 9880

📍 53 Coode St, South Perth  
[spsc@bigpond.com](mailto:spsc@bigpond.com)

### Manning Senior Citizens

9450 6273

📍 3 Downey Dr (off Ley St), Manning  
[manning seniors@bigpond.com](mailto:manning seniors@bigpond.com)

### Graffiti Hotline 1800 007 774

### Collier Park Golf Course

9484 1666

📍 Hayman Rd, Como  
[www.collierparkgolf.com.au](http://www.collierparkgolf.com.au)



#discoversouthperth

9474 0777 | [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au) | [www.southperth.wa.gov.au](http://www.southperth.wa.gov.au)

