



CITY OF SOUTH PERTH  
**ANNUAL REPORT**  
2019|20

A CITY OF ACTIVE PLACES AND BEAUTIFUL SPACES



# CONTENTS

ABOUT THIS REPORT	2
OVERVIEW	4
OUR VISION AND VALUES	6
WELCOME	8
FAST FACTS	10
MESSAGE FROM THE MAYOR	12
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	14
PERFORMANCE SNAPSHOT	16
MAJOR PROJECTS	18
EVENTS CALENDAR	26
OUR COUNCIL	30
ROLE OF COUNCIL	32
OUR MAYOR AND COUNCILLORS	34
COUNCIL MEETINGS	42
ENGAGING WITH OUR COMMUNITY	46
HOW WE ENGAGE WITH OUR COMMUNITY	48
CUSTOMER SERVICE	50
MARKETING AND COMMUNICATIONS	52
OUR ORGANISATION	56
OUR EXECUTIVE MANAGEMENT TEAM	60
OUR PEOPLE	62
WORKING AT THE CITY OF SOUTH PERTH	64
RESPONSE TO COVID-19	68
GOVERNANCE	74
INTEGRATED PLANNING AND REPORTING FRAMEWORK	76
OUR STRATEGIC DIRECTIONS	82
COMMUNITY	84
ECONOMY	112
ENVIRONMENT (BUILT AND NATURAL)	118
LEADERSHIP	140
INDEX	158

Mindeerup, South Perth (cover and inside cover)



This publication is printed on 30% recycled paper and made up from elemental chlorine free bleached pulp which is PEFC™ certified sourced from sustainably managed sources. It is manufactured by an ISO 14001 certified mill.

Kaardjiniin Nidja Nyungar Whadjuk Boodjar Koora Nidja Djining Noonakoort kaardjiniin wangkiny, maam, gnarnk and boordier Nidja Whadjul kura kura.

We acknowledge and pay our respects to the traditional custodians of this land, the Whadjuk people of the Noongar nation and their Elders past, present and future.

# ABOUT THIS REPORT

The theme of this year's Annual Report is 'supporting our community' to reflect the City's responsibility and commitment to maintain its ongoing community services and functions during the COVID-19 pandemic in addition to developing new projects to meet our vision of a city of active places and beautiful spaces.

This report provides an account of the City's performance from 1 July 2019 to 30 June 2020 measuring against the City's Corporate Business Plan 2020-2024 and the Strategic Community Plan 2020-2030.

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 Leadership Team to ensure accuracy and authenticity.

The Annual Financial Report is supplied as a separate document.

## OUR STRATEGIC DIRECTION

The Annual Report outlines our performance, achievements and challenges during 2019/20 based on the four strategic directions outlined in the Strategic Community Plan 2020-2030:

- **Community:** A diverse, connected, safe and engaged community
- **Economy:** A thriving City activated by innovation, attractions and opportunities
- **Environment (Built and Natural):** Sustainable urban neighbourhoods
- **Leadership:** A visionary and influential local government.

## OUR AUDIENCE

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

## HOW TO READ THIS REPORT

This report is divided into sections beginning with an overview including social, economic and demographic information about the City of South Perth, messages from the Mayor and Chief Executive Officer, and key highlights from 2019/20.

The report provides details of our Council and the organisation, our governance framework, and our progress and performance of projects and programs. It reports on projects and services under each of our four strategic directions. Our annual financial statements are produced in a separate document.

While care has been taken to ensure all content is complete and accurate, the City can not guarantee it is without error.

## 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 and associated financials online via the City's website: [southperth.wa.gov.au](https://southperth.wa.gov.au).

To obtain a hard copy of this report and or the financials you may:

- Collect in person by visiting us at the Civic Centre, cnr Sandgate St and South Tce, South Perth WA
- 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) or calling the Customer Service Team on (08) 9474 0777
- View a hard copy at the Civic Centre and the City's libraries.

# OVERVIEW

THIS ANNUAL REPORT OUTLINES OUR PERFORMANCE, ACHIEVEMENTS AND CHALLENGES DURING 2019/20.

# OUR VISION AND VALUES

## OUR FUTURE

The City is preparing for significant and sustained growth. As Perth's population continues to grow, the City of South Perth faces planning opportunities and challenges. By 2031, the City's population is forecast to grow from 43,773 to 53,183 with the number of dwellings expected to increase from approximately 20,000 to 25,070. A number of plans and strategies have been, and are being developed and implemented by the City in response to this projected growth.

## OUR VISION

A city of active places and beautiful spaces. A connected community with easily accessible, vibrant neighbourhoods and a unique, sustainable natural environment.

## OUR VALUES

Our values are linked to the way we conduct business.  
We are: Respectful • Supportive • Unified • Accountable.

# WELCOME

The South Perth area is the country of Beeloo Noongar people, or river people. Noongar people who used this area were known as Gareen and their place was Gareenup.

The City of South Perth is a local government area in the inner southern suburbs of the Western Australian capital city of Perth, about 4 kilometres south of Perth's Central Business District.

The City covers nearly 20 square kilometres and is bounded by the Swan and Canning Rivers.

Proclaimed in July 1959, the City is widely recognised for its aesthetic appeal and amenity. The area was identified as a separate suburb of Perth in 1831 and the name now applies not only to the suburb but also to the City.

## THE CITY OF SOUTH PERTH

Home to more than 43,000 residents from a range of ages and diverse cultural backgrounds, the City is predominantly residential. In the year ending June 2020 there were 16,686 jobs located in the City.

4

Heritage and arts centres



48

Works of public art  
(excluding murals  
and community  
artworks)4.6 km<sup>2</sup>

Reserves



### OUR MAJOR ATTRACTIONS

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

## OUR OPERATIONS, SERVICES AND FACILITIES

Managed across 13 Business Units, the City is a local government authority that provides a range of community services, operations and facilities:

### OPERATIONS AND SERVICES

- Animal and bushfire control
- Asset management and capital works
- Community development
- Customer services
- Cultural programs and community events
- Environmental health services
- Heritage and sustainability initiatives
- Infrastructure planning, design, construction and maintenance
- Legal, advocacy and governance support
- Library services
- Public open spaces, streetscapes, foreshores and natural area management
- Ranger services
- Sport and recreation
- Stakeholder engagement
- Town planning and building services
- Waste management and recycling services
- Youth programs.



### MAIN FACILITIES

- Animal Care Facility
- Collier Park Golf Course
- Collier Park Village
- George Burnett Leisure Centre
- John McGrath Pavilion and Hall
- Manning Community Centre
- Operations Centre
- Old Mill
- South Perth Community Hall
- South Perth Civic Centre
- South Perth and Manning Libraries
- South Perth and Manning Senior Citizens Centres
- South Perth Recycling Centre.



# FAST FACTS

## COMMUNITY

- Population under 25 years of age - 29.5%
- Median weekly household income - \$1,770
- Couples with children - 24%
- Medium and high density housing - 53%
- Households with a mortgage - 27%
- Households renting - 35%
- Unemployment - 7.2%
- 17.8% residents live and work in the area
- Rate revenue - \$37.68 million
- Gross Regional Product \$2.94 billion, which represents 1.15% of the state's Gross State Product

## A CITY OF LEARNING OPPORTUNITY

- Primary schools - 12
- Secondary school (government) - 1
- Secondary colleges (private) - 4
- WA's largest university adjoining the City's boundary (Curtin) - 1
- Technology Park WA - 1
- Libraries - Manning and South Perth
- Kindergartens - 7

City of South Perth

Total area **19.9** km<sup>2</sup>



**22%** Non-English speaking backgrounds



**37** Median age of residents



**20,544** Male  
**21,440** Female



**21,000**  
Street trees



**199** km Roads



**11**  
Active open spaces

**\$903,926**  
Median house price

**20,189**  
Dwellings



**279** km Pathways

**43** Playgrounds



**391** ha Reserves

**4,914**  
Local businesses

**16,686**  
Local jobs



**22.08**  
People per ha  
Population density



## MESSAGE FROM THE MAYOR

I begin with a sincere thank you to the City of South Perth community who elected me as Mayor in October 2019. I am honoured by the trust and faith the community have placed in me.

At the October elections we also welcomed four new Councillors: Carl Celedin in Como ward; André Brender-A-Brandis in Manning ward; Stephen Russell in Moresby ward and Mary Choy in Mill Point ward. Ken Manolas was re-elected in Mill Point ward. Samantha Bradder was elected to Council in February 2020 in the Moresby ward position made vacant after I was elected Mayor.

I thank outgoing Mayor Sue Doherty and Councillors for their tireless efforts and service to our community.

Extraordinary challenges and opportunities have been presented to the City and Council this year. We've experienced a once in a lifetime pandemic that has impacted us in ways we could have never imagined. Despite this, the City has celebrated a number of very significant achievements. It has been a privilege to work in collaboration with my fellow Councillors and the City's administration as we strive to achieve our vision of a city of active places and beautiful spaces.

### Responding to the pandemic

At the start of 2020, an estimated 106,500 people gathered on the South Perth Foreshore to enjoy the City's Australia Day Celebration Zone event.

Most of us took our freedom and safety for granted. Less than a month later, everything had changed.

Our community responded magnificently to the COVID-19 crisis. Businesses, community groups and individuals all around the City of South Perth stepped forward and asked "what can we do to help?". The safety and wellbeing of this community has been and remains the Council's top priority during this public health and economic crisis. Council and the City's administration have worked together to deploy a range of measures to assist the community through the crisis, and to put in place programs designed to aid economic recovery.

In April 2020, Council endorsed the City's Community Response and Relief Package. This comprehensive and targeted package followed on from a range of initiatives that had already been implemented by the City to assist residents, businesses and community groups. The package had a particular focus on the needs of the most vulnerable and at-risk members of our community.

The City also launched its Buy Local, Shop Local campaign, designed to support local business and local jobs. The campaign, which marks the first initiative of the City's new Economic Development focus, includes an online local business directory, street banners and a range of other promotional material for businesses to use and display, helping to create awareness

and stimulate the lifeblood of our local economy, local business.

Council transparency was preserved by ensuring that online Agenda Briefings and Council Meetings were accessible to all and by enabling those members of the public who wished to make deputations or ask questions at Council meetings to do so.

### Mindeerup opens

I have always been a strong advocate for improving social and economic activity in the City. I watched with anticipation, firstly as a Councillor, and then as Mayor, as the City's Connect South project was realised.

Prominently positioned on South Perth's foreshore at Mends Street Jetty, the newly developed area includes a pedestrian-friendly piazza, eye-catching animal-themed canopies, striking public artworks (including two of the most significant Indigenous artworks the City has commissioned), as well as lighting for visitors to enjoy the public open space into the evening.

The completion of Stage One has allowed local and visiting families to embrace the area and has achieved Council's goal of increasing the amount of social and economic activity in this unique and iconic part of Western Australia.

I had the pleasure of officially opening Mindeerup in December 2019 and I was pleased to announce the name at a small naming ceremony. Meaning 'place of the shore', Mindeerup has been previously recorded as the traditional Noongar name for this area, making Mindeerup both the old and the new name of this very special part of our City.

### Strategic planning

Our City is growing. More and more people want to live here, and as a long-term resident, I can understand why. We are blessed with beautiful green open spaces, gorgeous stretches of foreshore and fabulous amenities. Ensuring that we responsibly plan for future population growth is a key responsibility of Council.

In December 2019, Elected Members endorsed the South Perth Activity Centre Plan (ACP) and associated scheme amendment, and referred the documents to the Western Australian Planning Commission (WAPC) for approval and recommendation to the Minister for Planning. Endorsing the ACP was one of the first major

decisions of our newly-elected Council. This very important strategic planning document has been years in the making, with significant community engagement undertaken to ensure it meets the expectations of all stakeholders including the local residents of the South Perth Peninsula. It is intended to provide both clarity and certainty for planning matters in the South Perth Activity Centre.

Extensive stakeholder engagement informed a review of the Canning Bridge Activity Centre Plan, a guide for development around the Canning Bridge Train Station. The updated document was adopted by Council in February 2020 and forwarded to the WAPC for final determination.

During the year Council also considered the Draft Local Planning Strategy. Elected Members decided that a further review was needed. Following a series of workshops, further modifications to the draft Strategy were proposed to reflect key concerns of our community. Council subsequently considered and endorsed the amended document at the July 2020 Council meeting.

### Looking to the future

As a new Council, we will shortly be considering a number of important projects, most notably the proposed Recreation and Aquatic Facility (RAF), a regional health, fitness and recreation facility to be located at Collier Park Golf Course in Como. Stakeholder feedback and the business case will be presented to Elected Members in late 2020 when we will determine whether to proceed to the next stage of the project.

A major review of the City's Strategic Community Plan will be undertaken in the next financial year to assist Council to understand what matters most to our community, to prioritise resources and guide the way we plan for the future and deliver essential services.

It is an honour to serve as your new Mayor. I look forward to working with our entire community to continue to deliver great outcomes for this wonderful City.

**Greg Milner**  
City of South Perth Mayor



## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

This has been a defining year. Who could have imagined a once in a century pandemic and the disruption and enormous challenges we have experienced as a result of COVID-19.

I am proud of the City's response to the pandemic and our ability to be flexible and innovative to ensure that we could offer a high-level of service to our community particularly during those first few anxious months.

### A measured response to the pandemic

Following the declarations of national and state emergencies there were an avalanche of changes and a sense of urgency and agility was required.

As an organisation, we had to adapt and remain responsive to serving the community's needs. The challenge was to keep the business operating whilst minimising the health risk to the public and our staff. We made our decisions based on facts and direction from the appropriate authorities.

In response to COVID-19 restrictions, our Council moved its Agenda Briefings and Ordinary Council Meetings online and at our April Council Meeting our Elected Members endorsed the City's Local Community Response and Relief Package. Developed to provide immediate and ongoing support at a local level to our residents and businesses who needed it most, the package was accompanied by a Financial Hardship Assistance Policy.

We have prepared the City for a potential second wave and consider that we are well placed to respond if and as required.

### Welcoming a new Mayor and Council

In October we welcomed a new Mayor, Greg Milner and a Council including four new and one returning Councillor. To replace the position made vacant by Mayor Milner after he was elected Mayor, an Extraordinary Election was held in February with Samantha Bradder elected as the new Councillor for Moresby Ward.

I take this opportunity to particularly thank former Mayor Sue Doherty who I worked with closely during her term to promote and advance the best interests of the community and the City. I also acknowledge the contribution of the other outgoing Councillors, whose time and efforts as volunteers may not always be fully appreciated. There are many unseen hours in attending briefings and workshops that a contemporary local government requires in order that deliberations are fully informed and executed with the full interests of the entire local government area in mind.

### Planning for our future

A minor review of our Strategic Community Plan 2020-2030 (SCP) was undertaken. This document provides focus and direction for the City's decision-making processes and the review ensures that we remain on track with a clear direction for the future.

In June Council endorsed the Corporate Business Plan 2020-2024, our four year action plan that outlines our priorities for the delivery of the community's aspirations as set out in the SCP. It provides a detailed framework for the City's future success.

The City's first draft Public Health Plan (PHP) was endorsed for public comment. Once finalised, the PHP will provide a guide for the City to ensure that public health is a focus of our service delivery and throughout our future projects.

### Major projects

In November 2019 we celebrated the opening of Mindeerup, a new community-focused piazza on South Perth's foreshore. Not only does it provide an entry to the City and the Perth Zoo as the City's main visitor attraction, it is a visible symbol of the City's commitment to recognising and acknowledging the past and ongoing contribution of Aboriginal people and their culture.

Further development of the City's proposal for a Recreation and Aquatic Facility (RAF) continued. Council endorsed Collier Park Golf Course as the preferred site for the proposed facility, and the Federal Government confirmed their commitment of \$20 million towards the project.

The proposed RAF will provide the swimming pool that the local community have long been asking for, along with a suite of other facilities.

Whilst the project remains in the planning stages, the City is working with government and private sector partners to establish the required level of support for the development of the project. A detailed business case will be presented to Council in late 2020, when they will decide whether to proceed with the next stage of the project.

This is a regional scale project that is ambitious and aspires to be world class and innovative in its offering to provide the opportunity for a range of leisure, public health and wellness benefits in a unique partnership with Curtin University and other major stakeholders including SportsWest and Clontarf College.

### Digital transformation

The City is continuing to see the benefits of the 1System project which aims to fully integrate and connect information from all core areas of the organisation, streamlining systems and creating one source of truth.

The system delivered significant internal improvements and operational efficiencies during the 2020/21 budget setting process. More broadly this project positions the organisation to meet twenty first century expectations in terms of customer service and efficiencies for service delivery and convenience.

### Strategic planning

This year we progressed the City's Local Planning Strategy, the document that sets the strategic direction for planning and development for the City over the next 10 to 15 years; Council endorsed the South Perth Activity Centre Plan; and we reviewed the Canning Bridge Activity Centre Plan.

These have been significant achievements. The planning framework has been a contentious matter for many years and getting this right has required sophisticated planning work, extensive public engagement, and balanced decision-making to try and meet current community expectations and provide certainty to the development industry in order that this community can continue to evolve and prosper.

### Reflections

As I come towards the end of my five years as the City's CEO, I will be moving on from the role in January 2021. It is with great pride and satisfaction that I reflect on what we have achieved for our community. We make these achievements not as individuals, but as teams.

I am particularly proud of the organisational cultural improvements that have been undertaken during my time as CEO. We have been on a cultural change journey.

Our endeavours were acknowledged recently at the 2020 Australian Workplace Health and Safety Awards.

I look forward to seeing what the future holds for the City of South Perth in 2021 and beyond.

**Geoff Glass**  
Chief Executive Officer

# PERFORMANCE SNAPSHOT

## REPORTING OUR PROGRESS

The City measures its success and progress to understand how we are tracking against our Strategic Community Plan 2020-2030 (SCP), our overarching strategy and planning document.

The information on the opposite page is a snapshot of the City's achievements in 2019/20.

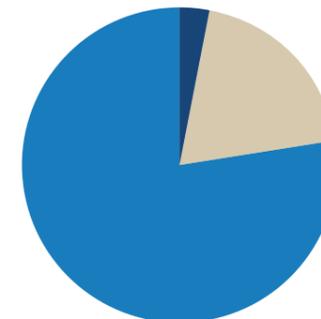
These projects and Key Performance Indicators (KPIs) are discussed in further detail in the Annual Report under each Strategic Direction.



## CORPORATE PROJECTS/ACTIVITIES

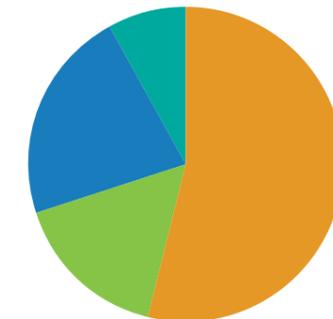
Graph A shows the status of corporate projects/activities within the Corporate Business Plan 2020-2024 illustrating projects that are complete, on target, and on hold. Graph B shows a percentage breakdown of the projects/activities grouped under each of the City's strategic directions: Community, Economy, Environment (Built and Natural) and Leadership.

A - PROJECT/ACTIVITIES STATUS SNAPSHOT



- 4% On hold
- 21% Complete
- 75% On target

B - STRATEGIC DIRECTION SNAPSHOT

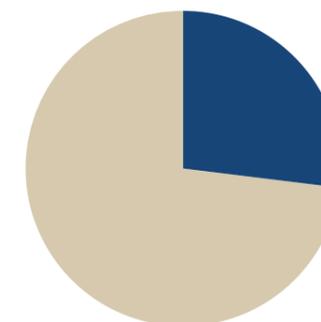


- 8% Economy
- 54% Leadership
- 16% Environment (Built and Natural)
- 22% Community

## KEY PERFORMANCE INDICATOR RESULTS

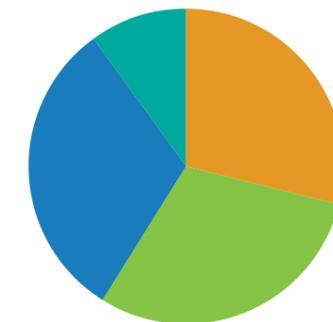
Graph C displays the status of our Key Performance Indicators (KPIs), a set of measurable, meaningful and robust performance indicators included in the Corporate Business Plan 2020-2024 that are the most predictive of success in delivering on the City's Strategic Community Plan 2020-2030. Graph D displays a percentage breakdown of KPIs grouped under each of the City's strategic directions: Community, Economy, Environment (Built and Natural) and Leadership.

C - KPI ACHIEVEMENT SNAPSHOT



- 27% Not achieved
- 73% Achieved

D - STRATEGIC DIRECTION SNAPSHOT



- 10% Economy
- 29% Leadership
- 30% Environment (Built and Natural)
- 31% Community



# MAJOR PROJECTS

A number of significant projects commenced or continued throughout 2019/20.

## CONNECT SOUTH MINDEERUP

After years of planning, design development and extensive stakeholder engagement, construction of the first stage of Connect South was completed in November 2019.

The \$7.5 million major project transformed the area around Mends Street Jetty, a high profile precinct in South Perth.

The project grew from the City's 2015 South Perth Foreshore Strategy and Management Plan, in which the community and other stakeholders identified Mends Street as the highest priority area for redevelopment.

The City secured \$2.5 million in Federal Government funding from the National Stronger Regions Fund in 2016 to match the City's contribution of \$5 million across two financial years.

A vibrant piazza and entry point has been created linking the foreshore to the Perth CBD and leading visitors up Mends Street to Perth Zoo and greater South Perth. The area provides an engaging visitor experience with its active and passive spaces.

Three key themes 'Perth Zoo', 'A Garden Suburb' and 'Public Transport' were identified during public consultation as being significant in shaping the development of this area and defining its character. The Connect South designs and commissioned artworks draw on these themes.

A range of upgrades have enhanced the atmosphere and amenity of the area, with improved seating, lighting, weather protection – including spectacular giant shade canopies in the shape of a numbat and frilled-neck lizard – and public artworks that reference the site's history and cultural significance.



## CONNECT SOUTH - MINDEERUP

Connect South has invigorated the Mends Street precinct and South Perth Foreshore area through improved and expanded public use of the area, place activation, wayfinding, transport access and economic opportunities.

The City engaged extensively with stakeholders throughout the project design phase and continued to do so through the construction stage, communicating regularly with local businesses and community groups.

The new community space was given the name Mindeerup meaning 'place of the shore' in the local Noongar language. The name acknowledges the significance of the area in Noongar culture, with the City's Aboriginal Reference Group supportive of the use of a Noongar name.

Mayor Greg Milner announced the name at the opening event on Sunday 15 December 2019. A naming ceremony included a

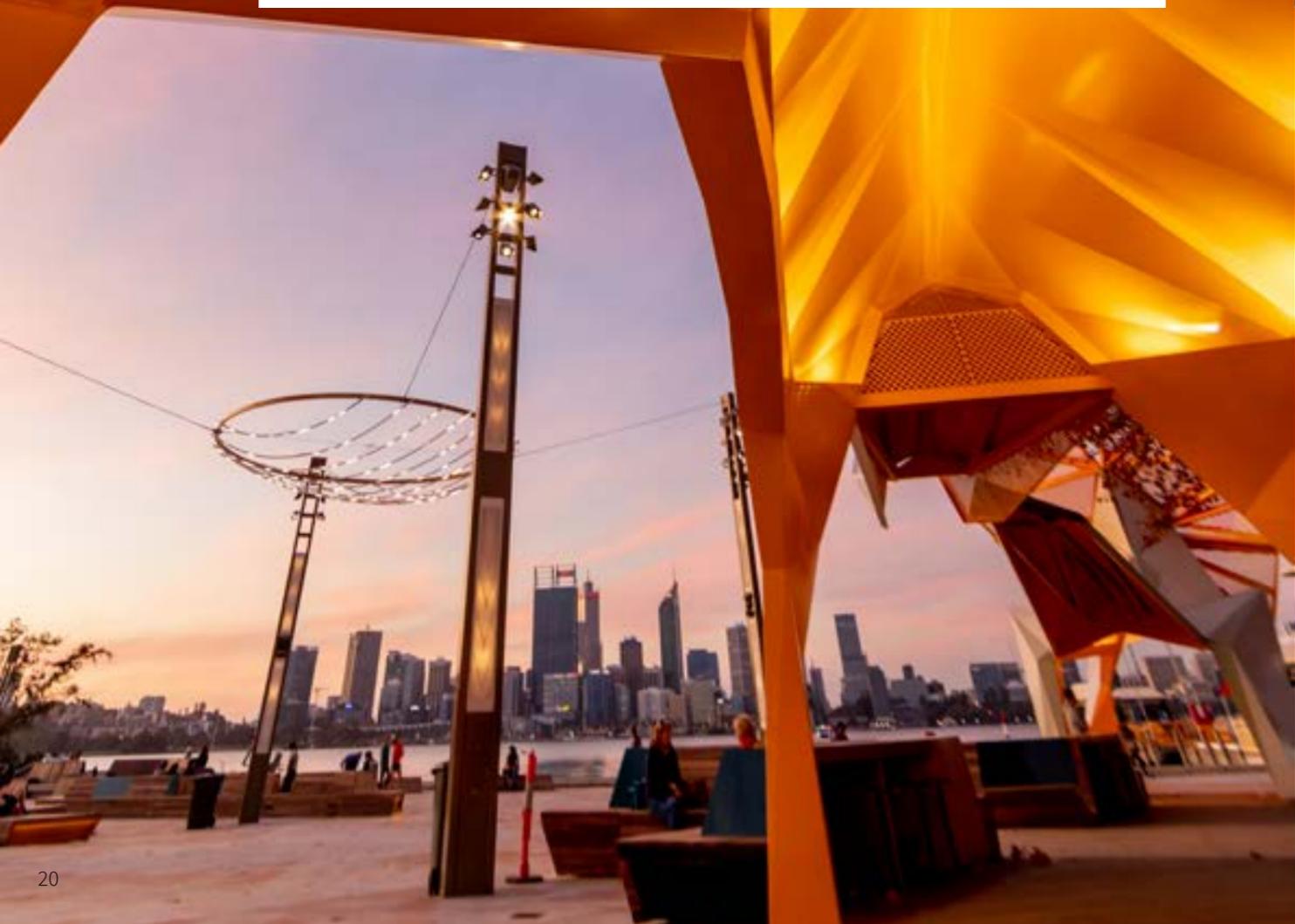
Welcome to Country from local Kerry-Ann Winmar and Aboriginal dance performance by the Wadumbah Dance Group.

### ANIMAL CANOPIES

Giant animal canopies in the form of a numbat and frilled-neck lizard reference the area's historic links with Perth Zoo as well as its close proximity. At 23.5m long, 6.5m tall and 5.6m wide and weighing approximately six tonnes, the numbat is made from plate aluminium. Facing the Swan River, the frilled-neck lizard weighs nine tonnes, is 21m long, 9.2m wide and 9.7m high, also made from plate aluminium. Visible from Kings Park and Elizabeth Quay across the river in Perth, the canopies provide shade during the day and are lit in the evening, casting light and shadows from the underside. The canopies were recognised with the Iwan Iwanoff award for small project architecture at the 2020 WA Architecture Awards.



Promenading Emus by Russell Sheridan



### PUBLIC ART

As construction of the project neared completion, striking public artworks commissioned specifically for the site arrived. A range of artworks represent elements of Aboriginal culture, with two works, *Karl Kep Ngoornd-iny* and *Yedi Waangki-ny* by artist Yondee Shane Hansen and ART + (Art Coordination) the most ambitious works of enduring Aboriginal public art the City has commissioned to date. Other artworks draw inspiration from Mindeerup's close proximity to the Perth Zoo and the zoo's historic links to the area.



*Karl Kep Ngoornd-iny* (Fire and Water Dreaming) – sound and light show by Yondee Shane Hansen with Art + (Art Coordination)

# CONNECT SOUTH MINDEERUP TIMELINE



## 2019

- February: Noongar smoking ceremony held on the project site to recognise the Noongar/Bibbulmun people and their significant contribution to the City of South Perth and mark the start of project construction
- February: Stage 1 construction works commence
- August - September: Animal canopies installed
- December: Construction works completed
- December: Mindeerup announced as name by Mayor Greg Milner.



## 2015

- May: South Perth Foreshore Strategy and Management Plan identified Node 1: Mends Street as the number one priority for the community.

## 2016

- October: The City secured \$2.5 million in Federal Government funding from the National Stronger Regions Fund to match the City's contribution of \$5 million across two financial years.

## 2017

- July - August: Community and stakeholder engagement
- September: Development of Draft Concept Design
- October: Draft Concept Design presentation
- November: Masterplan Concept Design endorsed by Council to commence public comment period
- November - December: Masterplan Concept Design public comment period.

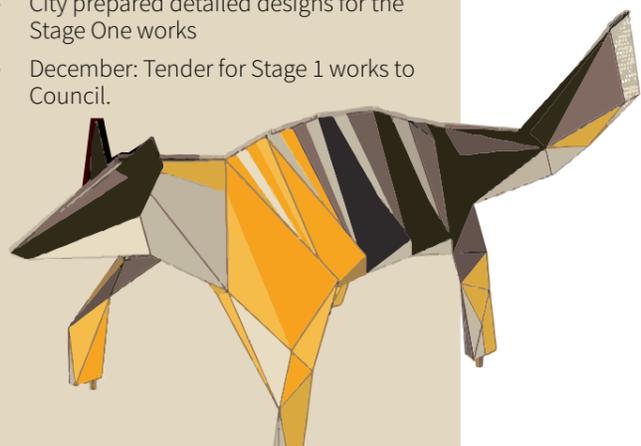
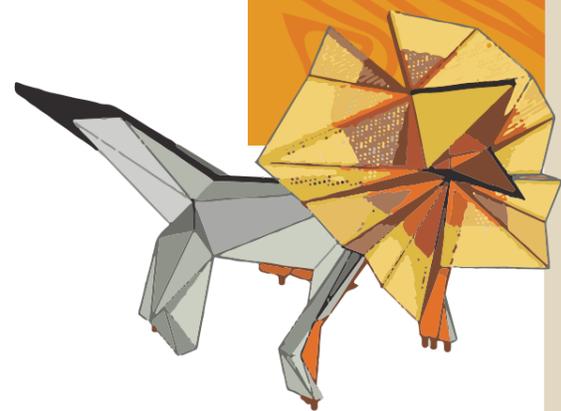
## 2018

- December 2017 - April 2018: Revision of Masterplan Concept Design
- April: Council endorse the Connect South Masterplan Concept Design
- City prepared detailed designs for the Stage One works
- December: Tender for Stage 1 works to Council.



## 2020

- January - February: SouthSide Summer community event
- March: Final artwork *Karl Kep Ngoornd-iny* installed
- June: Connect South project recognised at the WA Architecture Awards.



## LOCAL PLANNING STRATEGY

At the beginning of 2018 the City prepared a draft Local Planning Strategy (LPS) to guide and manage the City's population and activity growth for the next 10 to 15 years.

The draft LPS provides the long-term strategic direction within the key focus areas:

- Population and housing
- Activity centres and employment
- Transport and access
- Environment and sustainability
- Heritage
- Public open space and community facilities
- Tourism and entertainment.

In total, the draft LPS proposes over 50 actions within these focus areas to help shape future planning.

The formal public consultation period for the draft LPS took place at the end of 2018/19 with over 280 responses received. In 2019/20 this stakeholder feedback was reviewed and a detailed report that analysed the responses was prepared. A number of modifications were informed by the feedback, with new and revised strategies and actions proposed across all key topic areas.

At the September 2019 Council meeting, Council resolved to defer a final decision on the draft LPS to allow more time for consideration of the outcomes of consultation. The draft Strategy was subsequently considered and endorsed with modifications at the July 2020 Council meeting.

A copy of the draft LPS will now be referred to the Western Australian Planning Commission for its approval. This will facilitate work to commence on the City's new Local Planning Scheme 7 in 2020/21.

## SOUTH PERTH ACTIVITY CENTRE PLAN

The City's draft South Perth Activity Centre Plan (ACP) and associated proposed Town Planning Scheme Amendment 61 (Amendment 61) set out the strategic vision and statutory planning requirements for development within the area that stretches from the tip of the South Perth Peninsula to Richardson Park and the Perth Zoo. This area covers approximately 100 hectares, with a current population of 2,675 people.

The City undertook public consultation on the draft ACP and associated Amendment 61 between May and August 2019. As a result of this extensive community engagement, a number of modifications were made to address key issues and further refine the draft documents.

These proposed modifications were discussed in detail in a report to Council. The Council considered this report and endorsed the draft ACP and proposed Amendment 61 at its December 2019 meeting.

A copy of the revised documents, along with copies of all feedback received, was referred to the Western Australian Planning Commission (WAPC) in January 2020.

Following approval from the Minister for Planning, the proposed Amendment 61 will become part of the City's Town Planning Scheme. The ACP will then be finalised and approved by the WAPC.

## CANNING BRIDGE ACTIVITY CENTRE PLAN

The Canning Bridge Activity Centre Plan (CBACP) is a guide for development in the precinct surrounding the Canning Bridge Station on both sides of the Canning River. The CBACP was developed in partnership with the City of Melville to support a mix of office, retail, residential, recreational and cultural uses, maximising opportunities offered by its unique transport hub location.

The CBACP has been in operation since 2017 and in 2018 Council resolved to commence a formal review to ensure it was operating in accordance with its goals and objectives.

The review invited comment from stakeholders on what improvements could be made to the CBACP. Over 230 submissions were received and close to 100 people attended information and feedback sessions to have their say. Some of the issues identified included the need for new buildings to respect existing streetscapes and character, privacy, light, access and construction impacts.

The City established a Citizen Stakeholder Group (CSG) to analyse the feedback during June and July 2019 and provide recommended amendments to the CBACP.

Between October and November 2019, the community and other stakeholders were invited to comment on these recommendations.

Based on the stakeholder feedback, a number of minor changes were made to further refine the CSG's recommendations. These were presented to Council for final consideration and endorsed at the February 2020 Council Meeting.

## RECREATION AND AQUATIC FACILITY

A lack of indoor sporting facilities in the City along with the need to determine the ongoing viability and long-term use of George Burnett Leisure Centre, Collier Park Golf Course and Richardson Reserve, and the strong community desire for an aquatic centre led the City to initiate the Recreation and Aquatic Facility (RAF) project.

The RAF will be a multi-purpose facility that offers a range of benefits to the community and goes beyond sport, recreation and aquatics to be a unique social hub where physical activity and lifestyle experiences meet.

At their September 2019 meeting, Council confirmed the Collier Park Golf Course in Como as the preferred site to locate the proposed facility. The feasibility business case will include a stakeholder and funding strategy, estimates on capital and operational costs, delivery and operational procurement models, delivery risk assessment, facility scope and accommodation plans, and any required commercial and partner agreements.

The potential for the RAF project to proceed will be based on a number of factors including:

- The attraction of appropriate levels of external funding to supplement City funding
- Achieving appropriate economies of scale thereby reducing the requirement to develop duplicate facilities
- The requirement for the RAF to provide an operational surplus in line with the performance of Cockburn Arc and Wembley Golf Complex.

The City recognises the \$20 million of Federal Government support as a significant component of the funding required, however with a potential construction cost of up to \$80 million, additional external funding is required to appropriately manage the City's contribution to the project.

Formal governance arrangements with prospective partners will now be established and all decision milestones on the progress of the project will be reported to Council for its determination.



# 2019/20 EVENTS CALENDAR

The COVID-19 pandemic had a significant impact on the latter half of the City's 2019/20 calendar of events however we were still able to run the majority of our annual events. In the interest of public safety and in accordance with government advice, all events from March onwards were delivered in alternative format, postponed or in some instances cancelled.



## JULY

- Speak with Confidence Awards
- NAIDOC Week Flag Raising Ceremony and Children's Arts and Crafts
- South Perth Young Writers Award

## AUGUST

- Evolve arts, skills and culture workshops
- Box Gallery Exhibition – Manning Exhibition Boxes

## SEPTEMBER

- Citizenship Ceremony
- Live Series – Seniors' Concert
- Reading Hour with Kerry-Ann Winmar
- Intergenerational Storytime at Collier Park Village

## OCTOBER

- Emerging Artist Award Exhibition
- Garage Sale Trail

## NOVEMBER

- Pet Microchipping Day
- Remembrance Day Service

## DECEMBER

- Carols at Sunset
- Find Me activations
- Thank a Volunteer
- Under 5's Library Christmas Celebration
- Intergenerational Storytime at Collier Park Village



**JANUARY**

- Australia Day Citizenship Ceremony, Great Aussie Breakfast and Celebration Zone
- Manning Sunset Sessions
- SouthSide Summer
- Find Me activations

**FEBRUARY**

- A-Reserve *Roaming Lion*
- BookStops
- Find Me activations
- Manning Sunset Sessions
- South Perth Sounds featuring Eskimo Joe
- SouthSide Summer



**MARCH**

- Live Series – Kids' Concert
- Hello Manning (cancelled due to COVID-19)
- Live Series – Laugh On (cancelled due to COVID-19)

**APRIL**

- Anzac Day Ceremony (cancelled due to COVID-19)
- Citizenship Ceremony (cancelled due to COVID-19)
- Box Gallery (cancelled due to COVID-19)
- Youth Week (postponed due to COVID-19)
- Find Me activations (cancelled due to COVID-19)

**JUNE**

- Evolve arts, skills and culture workshops
- Pioneers and Elders event (cancelled due to COVID-19; gourmet hampers were delivered to residents' homes instead of holding the event in the City's Community Hall).





# OUR COUNCIL





# ROLE OF COUNCIL

## ROLE OF LOCAL GOVERNMENT

Local government is the third tier of government in Australia below federal and state. The three tiers work together in various ways to govern and provide services to the community. The City of South Perth is one of 138 local governments in Western Australia. The City is divided into four wards – Como, Manning, Mill Point and Moresby – with each ward represented by two Councillors and presided over by a popularly elected mayor.

## ROLE OF THE COUNCIL

The role of the Council is to:

- Govern the local government's affairs
- Be responsible for the performance of the local government's functions
- Oversee the allocation of the local government's finances and resources
- Determine the local government's policies.

## ROLE OF THE MAYOR

The role of the Mayor is to:

- Preside at meetings in accordance with the *Local Government Act 1995*
- Provide leadership and guidance to the community
- Carry out civic and ceremonial duties
- Speak on behalf of the local government
- Liaise with the CEO on the local government's affairs and the performance of its functions.

Greg Milner was elected as Mayor at the Ordinary Election held in October 2019 for a four-year term. Sue Doherty retired as Mayor after eight years prior to the 2019 Ordinary Election.

## ROLE OF THE COUNCILLORS

The role of the Councillors is to:

- Represent the interests of electors, ratepayers and residents of the district
- Provide leadership and guidance to the community
- Facilitate communication between the community and Council
- Participate in the local government's decision making processes at Council and committee meetings.

## ROLE OF THE CHIEF EXECUTIVE OFFICER

The role of the CEO is to:

- Advise the Council in relation to the functions of the local government
- Ensure advice and information is available to Council for informed decision making
- Implement Council decisions
- Liaise with the Mayor on the City's performance
- Manage day to day administration of the City.

Geoff Glass is the City's Chief Executive Officer.

## COUNCIL MEETINGS AND GOVERNANCE

In accordance with the *Local Government Act 1995*, all Council meeting dates are publicly advertised. Ordinary Council Meetings are generally held on the fourth Tuesday of each month at 7pm in the Council Chamber. In addition, the City holds informal public Agenda Briefings one week prior to Council meetings at 6pm in the Council Chamber. Agenda Briefings allow Councillors to be briefed on reports and ask questions, and provide members of the public with an opportunity to make deputations on items listed in the agenda.

Occasionally, Special Council Meetings are held to consider specific urgent Council business. These meetings are publicly advertised and convened in the Council Chamber. Electors may also request a Special Electors' Meeting be held so electors' concerns can be raised.

Additionally, the City holds an Electors' General Meeting to provide electors with an opportunity to consider the City's performance. The Electors' General Meeting is held within 56 days of the City's Annual Report being adopted by Council. Council meetings are conducted in accordance with the City of South Perth Standing Orders Local Law 2007.

### ▶ Response to COVID-19

Due to the COVID-19 pandemic and associated social distancing restrictions, all Agenda Briefing and Council meetings were conducted online via Zoom between April and June 2020 at the earlier time of 6pm. Members of the public were able to register to attend the meeting online and deputations and public questions were also made online.

## COUNCIL ELECTIONS

Local government elections are held every two years, with an election held in October 2019 and an Extraordinary Election held in February 2020.

Anyone registered on the State Electoral Roll is eligible to vote in their local government election. Eligible electors can nominate as a candidate for vacant Councillor positions without the need for affiliation to a political party or political organisation. Vacant Mayor and Councillor positions are filled for four year terms with the Council electing the office of the Deputy Mayor. A Mayor is elected every four years and four Councillor positions (one for each ward) are filled every two years.

## COMMUNITY INVOLVEMENT

Members of the public are encouraged to attend Council meetings and participate by raising questions, submitting petitions and addressing the Council through deputations. Councillors are also available to receive community feedback and their contact details are available on the City's website.

## WARD BOUNDARY REVIEW

Following a review of its ward representation to comply with the requirements of the *Local Government Act 1995*, changes to the City's ward boundaries were endorsed by the Local Government Advisory Board and the Minister for Local Government; Heritage; Culture and the Arts.

The changes were published in the Western Australian Government Gazette on Friday 10 May 2019 and were in place following the ordinary local government election in October 2019.

The ward boundary changes:

- Mill Point ward reduced in size with its boundary realigned along Hensman Street between Coode Street, Labouchere Road and South Terrace
- Manning ward increased in size to have its boundary realigned to include the area south of Gentilli Way, extending from Mount Henry Road to the foreshore east of the Kwinana Freeway. Additionally, the ward now excludes the area bounded by Jackson Road and Henley Street
- Moresby ward increased in size to include the area formerly within the Manning ward bounded by Jackson Road and Henley Street
- Como ward reduced in size and its boundary extended to include the area formerly within Mill Point bounded by Coode Street, Labouchere Road and South Terrace. Additionally, the ward now excludes the area bounded by the foreshore, Gentilli Way and Mount Henry and Edgewater Roads.





# OUR MAYOR AND COUNCILLORS

## 2019 COUNCIL ELECTIONS

For the 2019 local government elections, the City had five vacant councillor positions and one vacant mayoral position. One vacancy occurred in each of the four wards in accordance with the *Local Government Act 1995*, and one councillor retired early from the position prior to the conclusion of their term.

The newly elected Council was determined on Saturday 19 October. Greg Milner was elected Mayor for a term of four years which created a vacancy in the Moresby ward. Ken Manolas was re-elected as Mill Point ward Councillor for a term of four years. Four newly elected members took their place on Council: Carl Celedin – Como ward for a term of four years; André Brender-A-Brandis – Manning ward for a term of four years; Stephen Russell – Moresby ward for a term of four years; and Mary Choy – Mill Point ward for a term of two years.

The newly elected Council was sworn in on Tuesday 22 October at a Special Council Meeting and Councillor Blake D'Souza was elected Deputy Mayor.

An Extraordinary Election was held on Friday 28 February to fill Mayor Milner's previous position of Moresby ward Councillor, with two years of his term remaining. Samantha Bradder was elected as the new Councillor for the ward, with her two year term ending October 2021.

The City thanks outgoing Councillors Travis Burrows, Cheryle Irons, Tracie McDougall and Colin Cala for their contribution during their time on Council, and outgoing Mayor Sue Doherty who served in the position for eight years after being elected for two terms. Mayor Doherty chose not to re-nominate for the position.

Mayor Doherty held the position since 2011 and had been part of Council since 2002, elected Deputy Mayor in 2009 and Mayor in 2011 with a second consecutive term in 2015, which ended in October 2019. She is the third longest serving Mayor in the City, behind George Burnett (1968-1989) and WCG Thomas (1956-59 as Mayor of the Municipality, and 1959-68 as Mayor of the City); and her time as Councillor and Mayor combined makes her the longest-serving female for the City of South Perth.



### MAYOR GREG MILNER

0447 024 264  
[mayormilner@southperth.wa.gov.au](mailto:mayormilner@southperth.wa.gov.au)

**City history:** Elected Councillor in 2017 and Mayor in 2019. Mayor Milner has been a City of South Perth resident since 2005.

**Background:** Mayor Milner is an active and dedicated advocate for our local community. He is committed to providing strong strategic leadership, responsible financial management and good governance for the people of the City.

In addition to his Mayoral duties, Mayor Milner serves as Vice President on the board of a large community care organisation providing aged care services, as well as a committee member of another prominent community care organisation providing child care and child development services.

Professionally, Mayor Milner practised as a commercial and property solicitor in the private sector for more than 13 years.

Mayor Milner is married with two young children. He and his wife have been proud to call the City of South Perth home for over fifteen years.

**Interests:** Mayor Milner has a strong interest in good governance, with an emphasis on responsible financial management, efficiency, transparency and accountability. He is very active in the City of South Perth community, and passionate about supporting local business, economic opportunity, community organisations, sporting clubs and community safety. Mayor Milner regards the City as the jewel of Western Australia, and aims to make the City one of the best places in the world to live, work and play.



Mayor Milner is a Friend of the Rotary Club of Como, an Honorary Member of the Rotary Club of Mill Point, patron of the City of South Perth Historical Society, patron of the Manning Seniors Citizens Centre and co-patron of the Wesley South Perth (WASPs) Hockey Club.

Mayor Milner is a Friend of the Rotary Club of Como, an Honorary Member of the Rotary Club of Mill Point, patron of the City of South Perth Historical Society, patron of the Manning Seniors Citizens Centre and co-patron of the Wesley South Perth (WASPs) Hockey Club.

### Memberships:

Deputy Chair - Property Committee

Committee Member - Audit, Risk and Governance Committee; CEO Evaluation Committee

Council Delegate - WA Local Government Association - South-East Metropolitan Zone (to March 2020); Rivers Regional Council; Rivers Regional Council CEO - Annual Performance Review Committee

Chair - Rivers Regional Council Audit Committee

Member - Inner City Group of Mayors and CEOs.

**Qualifications:** Bachelor of Laws (with Distinction), Bachelor of Commerce (Accounting/Finance double major), Australian Institute of Company Directors (Company Director Course), WALGA Elected Member Skill Set, Emerging Leaders in Governance Program.

**Current term:** 2019-2023 (four years).



## MILL POINT WARD



### COUNCILLOR KEN MANOLAS

0406 456 149

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

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

**Background:** Cr Manolas is passionate about representing the community. He is married with two children and has lived in South Perth for 40 years. He has run a successful pharmacy business for 35 years and has previous local government experience, enabling him to effectively represent the community.

**Interests:** Cr Manolas' goal is to retain parkland and look for innovative ways to extend the sense of community, while preserving the natural beauty and river for the benefit of the people.

#### Memberships:

Deputy Chair - Audit, Risk and Governance Committee

Committee Member - CEO Evaluation Committee, Property Committee

Delegate - Aboriginal Reference Group, Rivers Regional Council.

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

**Current term:** 2019-2023 (four years).



### COUNCILLOR MARY CHOY

0409 917 775

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

**City history:** Elected Councillor in 2019 and City resident for 20 years.

**Background:** Cr Choy is a registered legal practitioner, nationally accredited mediator and family dispute resolution practitioner with experience in both public and private practice. She has also worked in senior management positions and been a small business owner and understands firsthand the challenges faced by local businesses. Cr Choy serves on the Board of a not-for-profit community organisation, an advisory group and a peer reference group within the disability sector. She is a parent and active community member and genuinely enjoys connecting with her local community.

**Interests:** Cr Choy prides herself on being an advocate for her community and aims to bring fresh ideas to Council with a strong focus on community engagement, inclusivity, sustainable development and fiscal responsibility.

#### Memberships:

Committee Member - Audit, Risk and Governance Committee

Delegate - Inclusive Community Advisory Group, Local Emergency Management Committee for Canning

Deputy Delegate - Metro Central Joint Development Assessment Panel, Perth Airport Municipalities Group, WA Local Government Association - South-East Metropolitan Zone.

**Qualifications:** Bachelor of Science, Bachelor of Laws (Honours), Graduate Diploma of Legal Practice, Graduate Diploma of Family Dispute Resolution and National Mediator Accreditation.

**Current term:** 2019-2021 (two years).

## MORESBY WARD



### COUNCILLOR STEPHEN RUSSELL

0432 876 203

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

**City history:** Elected Councillor in 2019 and City resident since 2002.

**Background:** A Kensington and Como local of 18 years, Cr Russell is an engineer by profession with over 25 years' experience in the marine, defence and oil and gas industries.

**Interests:** As a resident, Cr Russell enjoys the City's character and wishes this to be preserved during the development transformation period that the City faces. This drives him to be involved and work with all stakeholders towards solutions around how this character can be maintained and improved as development moves forward.

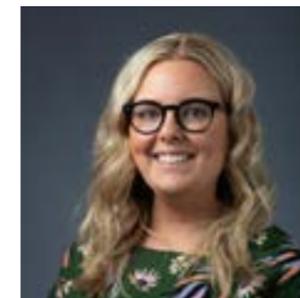
#### Memberships:

Delegate - Metro Inner-South Joint Development Assessment Panel, Perth Airport Municipalities Group

Deputy Delegate - Rivers Regional Council.

**Qualifications:** Master of Science Marine Technology, Bachelor with Honours Mechanical Engineering.

**Current term:** 2019-2023 (four years).



### COUNCILLOR SAMANTHA BRADDER

0422 117 131

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

**City history:** Elected Councillor at an extraordinary election in 2020.

**Background:** A Moresby resident, Cr Bradder is passionate about representing her community. She is a board member of the Health Consumers Council and is the treasurer for the Public Health Association Australia WA Branch. She has experience working in local government, not-for-profit, charity organisations, and WA Health.

**Interests:** Cr Bradder enjoys many outdoor activities and can often be found exploring the parks and sights in the local area.

#### Memberships:

Delegate - Public Art Advisory Group, WA Local Government Association - South-East Metropolitan Zone.

**Qualifications:** Bachelor of Sports Science, Bachelor of Preventative Health.

**Current term:** 2020-2021 (two years).





## MANNING WARD



### COUNCILLOR BLAKE D'SOUZA

0450 435 065

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

**City history:** Elected Councillor in 2017, Deputy Mayor since 2019.

**Background:** A Waterford resident, Cr D'Souza graduated from Trinity College and was offered a scholarship to Curtin University, where he graduated with a Bachelor of Engineering (Honours). His selection for the National Student Leadership Forum in Canberra and graduation from the John Curtin Leadership Academy motivated him to stand for Council and make a difference in his community. Elected at 21 years of age, he is the youngest elected member in the City's history, with a background in student leadership, volunteering and community service.

**Interests:** As an energetic local advocate, Cr D'Souza brings a fresh and youthful perspective to the Council and aims to foster a sense of consultation and inclusivity amongst all residents. He is passionate about the preservation of river views and parkland.

#### Memberships:

Chair - Audit, Risk and Governance Committee.

**Qualifications:** Bachelor of Engineering (Honours).

**Current term:** 2017-2021 (four years).



### COUNCILLOR ANDRÉ BRENDER-A-BRANDIS

0428 221 278

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

**City history:** Elected Councillor in 2019 and City resident since 1999.

**Background:** Cr Brender-A-Brandis is a qualified Chartered Accountant with more than 25 years' experience, holding leadership positions with state and local government, commerce and private practice. He is committed to ensuring financial integrity, transparency and delivering balanced budgets with the best possible outcomes for ratepayers.

**Interests:** Cr Brender-A-Brandis has served communities for over 20 years including; Treasurer and Director for RSPCA (WA) and Free the Bears Boards, volunteer for Youth Focus and counselling telephone helplines.

#### Memberships:

Committee Member - Audit, Risk and Governance Committee, CEO Evaluation Committee, Property Committee

Delegate - Public Art Advisory Group.

**Qualifications:** Bachelor of Business (minor in Public Accounting), Fellow of the Institute of Chartered Accountants of Australia and New Zealand.

**Current term:** 2019-2023 (four years).

## COMO WARD



### COUNCILLOR GLENN CRIDLAND

0438 686 175

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

**City history:** Elected Councillor in 2009, Deputy Mayor 2012-2019. City resident since 1999.

**Background:** Cr Cridland is a barrister practising mainly in family, fisheries, commercial and criminal law. He is a Reserve Officer in the RAAF and served as Chief Legal Adviser to the United Nations Peace Keeping Force in East Timor. Cr Cridland served as legal member on Local Government Standards Panel, Registrar of Fisheries, and Deputy Chair of the Real Estate and Business Agents Supervisory Board.

**Interests:** Cr Cridland values the roles of schools, community groups and sporting clubs in making the City great, and wants to ensure beautiful natural environment, green open spaces and community facilities are properly maintained.

#### Memberships:

Committee Member - Audit, Risk and Governance Committee, CEO Evaluation Committee, Property Committee

Delegate - Metro Inner-South Joint Development Assessment Panel.

**Qualifications:** Bachelor of Laws, Bachelor of Arts, Post Graduate Diploma in Laws, Master of Laws, Post Graduate Diploma in Aquaculture, Masters in Aquaculture, mediator (LEADR), Law of War, and Law of Sea and Maritime Enforcement.

**Current term:** 2017-2021 (four years).



### COUNCILLOR CARL CELEDIN

0424 245 314

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

**City history:** Elected Councillor in 2019 and a lifelong resident of the City and surrounding area.

**Background:** Married with two children, Cr Celedin is a chartered engineer by profession and has had an ongoing commitment to community affairs over a number of years through his involvement in local sports, church and community organisations. His work volunteering as Deputy Chair with City of South Perth Residents' Association has helped him understand the challenges of the current economic environment, and the importance of independent and democratic governance within the City.

**Interests:** Cr Celedin is committed to protecting the natural surrounding environment, particularly the foreshore and green open spaces. He also enjoys playing piano for the Senior Citizens on occasions.

#### Memberships:

Chair - Property Committee

Delegate - Aboriginal Reference Group, WA Local Government Association - South-East Metropolitan Zone

Deputy Delegate - Metro Inner-South Joint Development Assessment Panel, Rivers Regional Council.

**Qualifications:** Chartered Member of Engineers Australia, Graduate Member Australian Institute of Company Directors, Master of Business Administration, Bachelor of Engineering (Honours), Bachelor of Science (Computer Science and Information Technology).

**Current term:** 2019-2023 (four years).





**FORMER COUNCILLORS**

The City acknowledges former Mayor Sue Doherty, Councillors Cheryl Irons, Travis Burrows, Tracie McDougall and Colin Cala for their invaluable civic contribution.



**MAYOR SUE DOHERTY  
(TERM EXPIRED 2019)**

Elected Councillor in 2002, Deputy Mayor from 2009, elected Mayor in 2011 and 2015.

**Memberships:**

Chair - Audit, Risk and Governance Committee, CEO Evaluation Committee, Community Safety Group, WALGA State Council - South-East Metropolitan Zone

Co-chair - Canning and South Perth Local Emergency Management Committee

Committee Member - Property Committee

Delegate - District Emergency Management Committee.



**COUNCILLOR CHERYL IRONS  
(RETIRED 2019)**

Mill Point ward. Elected Councillor in 2013.

**Memberships:**

Committee Member - Audit, Risk and Governance Committee

Delegate - Rivers Regional Council (until May 2019).



**COUNCILLOR TRACIE MCDUGALL  
(TERM EXPIRED 2019)**

Como ward. Elected Councillor in 2017.

**Memberships:**

Committee Member - CEO Evaluation Committee

Deputy Delegate - Central Metropolitan Joint Development Assessment Panel

Member - Public Arts Advisory Group.



**COUNCILLOR TRAVIS BURROWS  
(TERM EXPIRED 2019)**

Moresby ward. First elected Councillor in 2007, re-elected in 2015 and long-term City resident.

**Memberships:**

Chair - Property Committee

Deputy Chair - CEO Evaluation Committee

Delegate - Metropolitan Regional Road Group, Rivers Regional Council.



**COUNCILLOR COLIN CALA  
(TERM EXPIRED 2019)**

Manning ward. Elected Councillor in 1995, former Deputy Mayor and long-term City resident.

**Memberships:**

Committee Member - CEO Evaluation Committee, Property Committee

Delegate - Central Metropolitan Joint Development Assessment Panel

Deputy Delegate - Rivers Regional Council Member, Public Arts Advisory Group.



## COUNCIL MEETINGS

The Council makes informed decisions and receives information through a number of formal and informal meetings and working groups with both internal and external stakeholders.

The following Council Meetings were held in 2019/20:

- 11 Ordinary Council Meetings
- 2 Special Council Meetings
- 1 Electors' General Meeting.

### ▶ Response to COVID-19

All Council Agenda Briefings and Council Meetings of the City of South Perth were held online means from April to June 2020.

Deputations at Council Agenda Briefings and Public Question Time at Council Meetings continued during online meetings. Members of the public could not attend in person, however could submit their deputations and questions via online forms on the City's website 24 hours in advance and were connected online during the meeting to read these out.

Agendas and Minutes were made available on the City's website as usual and the audio recordings of the online meetings were published on the website after each meeting.

### SPECIAL COUNCIL MEETINGS

The City may hold a Special Council Meeting to consider items that require a Council decision before the scheduled Ordinary Council Meeting. Special Council Meetings are advertised in accordance with the *Local Government Act 1995* with the Mayor presiding.

This year, the City held two Special Council Meetings. The first was held at 6pm on Tuesday 22 October 2019 in the Council Chamber to swear in the newly elected Mayor and Councillors and to appoint Elected Members to Committees. The second was held at 5.30pm on Tuesday 21 April 2020 as an online meeting to consider the City's response to the COVID-19 pandemic.

### ELECTORS' GENERAL MEETING

Each year, the City holds an Electors' General Meeting to receive the City's Annual Report, Financial Statements and the Auditor's Report. The City held the Electors' General Meeting at 5.30pm on Monday 9 December 2019 in the Council Chambers. At that meeting, six members of the public attended and the Annual Report was accepted.

### SPECIAL ELECTORS' MEETING

In addition to the Special Meetings of Council and the Annual Electors' Meeting, the *Local Government Act 1995* provides that 100 electors of the district, or five per cent of the total number of electors of the district, can request Council to hold a special meeting to listen to their concerns. No Special Electors' Meetings were held in 2019/20.

### CEO EVALUATION COMMITTEE

This Committee oversees the Chief Executive Officer's (CEO) performance and conducts an annual performance review. The Committee consists of five Councillors as sitting members, is closed to members of the public and has no delegated power. All recommendations made by the Committee are referred to Council for consideration. The Committee did not meet during 2019/20.

### AUDIT, RISK AND GOVERNANCE COMMITTEE

The Audit, Risk and Governance Committee is established in accordance with s7.1A of the *Local Government Act 1995*. The Committee is responsible for the oversight of the City's financial audits, risk management framework, statutory compliance, Code of Conduct, local laws, policies and delegations. The Committee has eight members – six Councillors and two external members, Mr Phillip Draber and Ms Shona Zulsdorf. All recommendations made by the Committee are referred to Council for consideration. The Audit, Risk and Governance Committee met on four occasions during 2019/20.

### PROPERTY COMMITTEE

The Property Committee is responsible for the development and implementation of the City's property portfolio. The Property Committee has seven members - five Councillors and two external members, Mr Lewis Brock and Mr Nigel McCombe. Decisions from the Property Committee are referred to Council for consideration. The Property Committee met on two occasions during 2019/20.

### COUNCIL KNOWLEDGE ENHANCEMENT

Councillors receive regular briefings and workshops from City Officers and other professionals to enhance their knowledge on a range of different topics to assist them in their role. They also have the opportunity to attend conferences and undertake training and development.



## MEMBERSHIP OF EXTERNAL ORGANISATIONS

The City provides representation on the following external committees, panels and groups:

### Metro Inner-South Joint Development Assessment Panel

Provides planning expertise in decision making by improving the balance between technical advice and local knowledge.

Councillors Glenn Cridland and Stephen Russell are the delegates on this panel with Councillors Mary Choy and Carl Celedin as deputy delegates.

### Canning and South Perth Local Emergency Management Committee

A forum in which the City can ensure effective local emergency management arrangements.

Councillor Mary Choy is the delegate on this Committee.

### Perth Airports Municipalities Group

Provides a forum to discuss matters that either directly or indirectly impact on the community, such as aircraft noise, flight paths and airport development.

Councillor Stephen Russell is the delegate on this group with Councillor Mary Choy as deputy delegate.

### Rivers Regional Council

Provides sustainable waste minimisation, recycling and alternative waste treatment services to move community sustainability towards a zero-waste environment.

Mayor Greg Milner and Councillor Ken Manolas are the delegates on this group with Councillors Stephen Russell and Carl Celedin as deputy delegates.

### Western Australian Local Government Association (South-East Metropolitan Zone and State Council)

Provides sector-wide policy making and strategic planning on behalf of local government.

Councillors Samantha Bradder and Carl Celedin are the delegates for this association. Councillor Mary Choy is the deputy delegate.

## COUNCILLOR MEETING ATTENDANCE

The tables below and on the opposite page show the attendance of both sets of Councillors (pre and post-election) from 1 July 2019 to 18 October 2019, and 19 October 2019 to 30 June 2020.

### ATTENDANCE AT MEETINGS 1 JULY TO 18 OCTOBER 2019

	Ordinary Council Meetings	Council Agenda Briefings	Property Committee Meetings	Audit, Risk and Governance Committee Meetings
<b>TOTAL NUMBER OF MEETINGS</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>
Mayor Sue Doherty	4	4	1*	1*
Cr Travis Burrows	4	4	1*	0
Cr Colin Cala	4	4	1*	0
Cr Glenn Cridland	4	2	0	0
Cr Blake D'Souza	4	4	0*	1*
Cr Cheryle Irons	3	3	0	0*
Cr Ken Manolas	4	3	1*	1*
Cr Tracie McDougall	3	2	0	0
Cr Greg Milner	4	4	1*	1

Asterisk (\*) denotes committee members.

### ATTENDANCE AT MEETINGS 19 OCTOBER 2019 TO 30 JUNE 2020

	Ordinary Council Meetings	Council Agenda Briefings	Special Council Meetings	Electors' General Meeting	Property Committee Meetings	Audit, Risk and Governance Committee Meetings
<b>TOTAL NUMBER OF MEETINGS</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>
Mayor Greg Milner	7	7	2	1	1*	2*
Cr Samantha Bradder (elected 28 February 2020)	3	4	1	0	0	0
Cr André Brender-A-Brandis	7	7	2	1	1*	3*
Cr Carl Celedin	7	7	2	1	1*	1
Cr Mary Choy	6	6	2	0	0	2*
Cr Glenn Cridland	7	5	2	1	0*	2*
Cr Blake D'Souza	7	7	2	1	0	3*
Cr Ken Manolas	6	7	2	1	1*	2*
Cr Stephen Russell	6	6	2	1	0	0

Asterisk (\*) denotes committee members.

## COUNCIL GOVERNANCE

### Elected member conduct

Section 5.121 of the *Local Government Act 1995* requires a local government to maintain a register of complaints that result in an action under Section 5.110(6)(b) or (c) of the *Local Government Act 1995*.

There were no complaints made under Section 5.121 of the *Local Government Act 1995* during the reporting period.



# ENGAGING WITH OUR COMMUNITY



# HOW WE ENGAGE WITH OUR COMMUNITY



The City is committed to providing opportunities for our stakeholders and community to be involved in the decisions that affect them. One of the ways the City does this is through stakeholder engagement.

Stakeholder engagement is a planned and purposeful process encompassing a variety of techniques and methods. It is a core business of the City inviting our stakeholders and community to contribute to decision making, projects and plans. The City's approach to stakeholder engagement is based on the IAP2 (International Association of Public Participation) Public Participation Spectrum, which is considered best practice globally.

Over the past 12 months, the City's engagement activities have included workshops, drop-in and information sessions, stakeholder/community reference groups, surveys and a community panel, as well as numerous opportunities for stakeholders to get involved and provide feedback online.

Over 700 participants attended face to face engagement activities in relation to the following projects:

- South Perth Activity Centre Plan
- Canning Bridge Activity Centre Plan review
- Challenger Reserve Masterplan
- Manning Hub Phase Two
- Scheme Amendment 63 – Preston Street Neighbourhood Centre
- Public Health Plan
- Reconciliation Action Plan.

## YOUR SAY SOUTH PERTH

Your Say South Perth is the City's engagement website that enables the community to provide feedback, share their thoughts, ideas and aspirations online. There are multiple creative tools on the platform to facilitate participation in different ways including online forms, ideas boards and a mapping tool – all at a time and place convenient for our community members. The feedback received helps inform our projects and plans.

Projects with the highest number of participants:

- Scheme Amendment 63
- Preston Street Neighbourhood Centre
- Olives Reserve Playground Upgrade
- Challenger Reserve Masterplan.

### YOUR SAY SOUTH PERTH

**18,300**

Visits from 10,900 people

**6,300**

Visitors clicked on an article,  
downloaded a document or  
watched a video

**705**

Visitors provided their  
feedback using a range of  
online tools

# CUSTOMER SERVICE

We deliver a wide range of services to our community and visitors and we receive contact from our customers by telephone, in writing or in person. Our Customer Service Charter reflects our commitment to the service standards we provide the community and visitors. It states what we will commit to do and explains how feedback can be provided to help us improve our service. In 2019/20 we commenced a review of our Customer Service Charter to improve service delivery.

## Response to COVID-19

From March 2020, the City worked rapidly to adapt to the COVID-19 pandemic and State Government restrictions. Our priority was to minimise the health risk to our community and City employees whilst delivering a high level of customer service. Direct customer contact areas were modified to meet restrictions and to enable the City's reception to remain open throughout the COVID-19 restrictions. Social distancing markers, signage and communications were introduced across all City facilities. Stakeholder engagement practices were also adapted to ensure compliance with restrictions.

## DIRECT ENQUIRIES VIA CUSTOMER SERVICE

### TOTAL NUMBER OF CONTACTS STAFF RECEIVED THROUGH THE CUSTOMER SERVICE CENTRE

<b>87,607</b> 2016/17	<b>84,140</b> 2017/18	<b>87,133</b> 2018/19	<b>79,159</b> 2019/20
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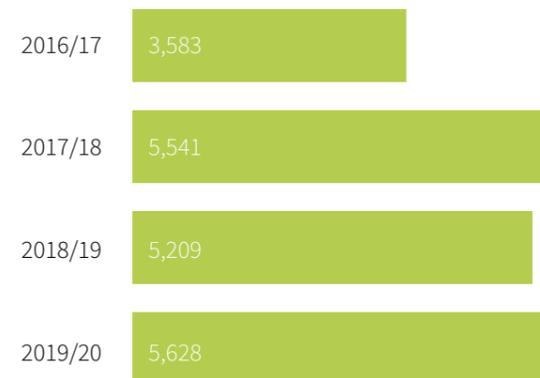
### NUMBER OF CONTACTS RECEIVED VIA TELEPHONE

<b>57,565</b> 2016/17	<b>55,334</b> 2017/18	<b>58,586</b> 2018/19	<b>48,471</b> 2019/20
--------------------------	--------------------------	--------------------------	--------------------------

### NUMBER OF CONTACTS RECEIVED VIA EMAIL

<b>26,459</b> 2016/17	<b>23,265</b> 2017/18	<b>23,338</b> 2018/19	<b>25,060</b> 2019/20
--------------------------	--------------------------	--------------------------	--------------------------

### NUMBER OF CONTACTS RECEIVED IN PERSON



### REQUESTS FOR SERVICE VIA INFRASTRUCTURE SERVICES

<b>11,724</b> 2016/17	<b>12,350</b> 2017/18	<b>15,999</b> 2018/19	<b>13,772</b> 2019/20
--------------------------	--------------------------	--------------------------	--------------------------

Requests range from general enquiries to specific requests relating to road repairs, street tree pruning, waste, and building maintenance. In 2019/20 the five most common categories for requests were:

1. Streetscapes
2. Waste and rubbish
3. Tree pruning
4. Roads, right of way, car parks
5. Trees.

# MARKETING AND COMMUNICATIONS

## #DISCOVERSOUTHPERTH



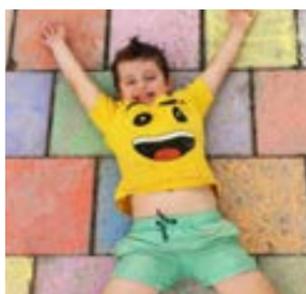
@lisrookie



@veronicamcpheil



@laurispictures



@sayhellojo



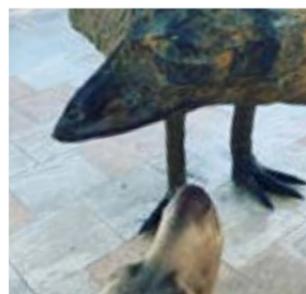
@mrpicklesthegriff



@maxxle5



@rachel21adams



@wilder\_doggy



@cityofsouthperth

## MARKETING AND COMMUNICATIONS

Communicating with our residents and stakeholders in an open and transparent manner is at the heart of our communications strategy.

We coordinate and use a number of channels to provide relevant, timely information to our residents and broader community, including:

- Publications including the bi-monthly Peninsula magazine distributed to all households and businesses within the City
- Corporate documents
- Website
- Media and public relations
- Advertising including a monthly full page advertisement in the Southern Gazette community newspaper
- Social media - Facebook, Instagram, Twitter, LinkedIn and YouTube
- Email campaigns including Peninsula Snapshot eNewsletter distributed fortnightly
- Banners and signage.

## MARKETING

Marketing and communications plans are developed for projects, programs and services across all Business Units within the City.

These plans play a significant role in the success of any City program, project or initiative and can reduce costs and increase community support.

Marketing campaigns run throughout the year to effectively communicate key messages with the community, in turn supporting the City to achieve the strategies outlined in the Strategic Community Plan 2020-2030.

## BRANDING AND CORPORATE STYLE

The City's unique combination of offerings are highlighted through its visual identity.

Over the past three years the City's brand has evolved and matured to include references to native flora and fauna, as well as historic and iconic buildings within our local government area. Additionally, the City has worked with a Noongar artist to develop elements which are referenced in our branding.

The 'waves' symbol in the City's logo is an evolution of the original City of South Perth icon that has been widely recognised in the City for many years. The top two blue lines represent the water aspects of the South Perth region, and the orange and yellow lines symbolise the native flora, especially along the water's edge.

The City's Writing Style Guide and Corporate Style Guide ensure the organisation adheres to clear, concise and consistent written and visual communications across print and digital platforms.

## GRAPHIC DESIGN

The City coordinates and designs all of the City's marketing collateral including corporate documents, strategic planning documents such as masterplans, digital branding, large-scale banners, entry statements, signage, newsletters, posters, and flyers.

## MEDIA

The City aims to maintain a positive relationship with local and state media and responds to questions from journalists on a regular basis. We are committed to open and transparent communication and being fully accountable and as such, aim to provide the media with information about projects and initiatives in a timely manner.

The communications team promote City projects and services providing media releases, photography opportunities and interviews to media outlets.

Throughout the year we responded to 54 media enquiries, issued 53 media releases and secured local and state-wide media coverage for projects and initiatives including Connect South and our arts and events programs.

## WEBSITE

The City's website is updated daily to ensure information is accurate and up to date as the first point of reference for enquiries about City services or projects. The website is used as the call to action resource for all communications issued by the City.

The top three most visited pages this year were:

1. Verge Side Collection
2. Libraries
3. Recycling Centre.

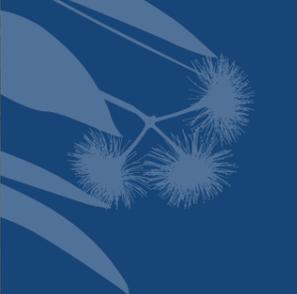


## SOCIAL MEDIA

Our social media following continued to grow and provided vital platforms for sharing key messages about City projects, Council decisions, engagement opportunities and events.



# OUR ORGANISATION



# OUR ORGANISATION

The City of South Perth prides itself on delivering excellent service to the community. We value the contribution of all employees and recognise that our workforce is one of our most valuable resources. The City is on a cultural change journey. A significant part of this journey has been the adoption of an 'evolved' approach to organisational restructure and the definition of our core values through a values activation initiative last year.

Our Leadership Team comprises the Chief Executive Officer, three Directors and 13 Business Unit Managers. The team's purpose is to lead, inspire and create an environment to succeed. All members of this team are key players in driving cultural change throughout the City.

In conjunction with the Elected Members, the team is focused on delivering the City's vision as articulated in the Strategic Community Plan 2020-2030, "A city of active places and beautiful spaces. A connected community with easily accessible, vibrant neighbourhoods and a unique, sustainable natural environment".

Building on the work undertaken in the last financial year in relation to the City's core values – Respectful, Supportive, Unified and Accountable – New Starter Values training sessions continued to enable new employees to understand, apply and give the values a sense of purpose. The City also provided individual values training to further strengthen how employees personally identify with and live the City's values.

Mental health wellbeing workshops were also offered and the City further expanded its Health and Wellbeing Program to greater emphasise mental health and wellbeing, and continued to offer Disability Awareness and Confidence Training to build and promote an inclusive, diverse workforce.

## 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.



## CHIEF EXECUTIVE OFFICER

**Geoff Glass** | Commenced in 2015

An experienced and accomplished leader in the not-for-profit and local government sectors, Geoff is committed to making a difference and believes local government is the most important level of government as it enhances people's quality of life where they live, work and play.

Before joining the City of South Perth, Geoff spent a decade at the WA Football Commission as a senior member of the Executive team with responsibility for venues, governance and communications. Local government experience includes working for both large and small local authorities, and in metropolitan and regional locations in a number of states and territories.

Geoff has a Bachelor of Arts, Graduate Diploma in Town Planning, Graduate Diploma in Business Administration, a Diploma of Local Government, and a Diploma of Project Management. He is also a Graduate of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management (WA).

Geoff has been active in membership of the Local Government Chief Officer Group, Local Government Professionals and the Australian Institute of Management (WA) as a mentor.



## DIRECTOR INFRASTRUCTURE SERVICES

**Mark Taylor** | Commenced as Director in 2012

Mark has a background in Environmental Management and more than 25 years' experience in local government, including 13 years as Infrastructure Manager at the Cities of Melville and South Perth.

Since 2012, Mark has undertaken the roles of acting and appointed director at the City of South Perth. Mark's current role oversees Parks, Engineering, Environment, City Buildings, Asset Management, Waste and Fleet Management, Infrastructure Planning, Design and Construction and Collier Park Golf Course. Prior to joining local government, Mark worked for Air Services Australia in an Air Traffic Services role.

Mark has a Bachelor of Science (Environmental Science) and Diploma of Project Management.

## DIRECTOR DEVELOPMENT AND COMMUNITY SERVICES

**Vicki Lummer** | Commenced in 2009

Vicki is a Town Planning and Development professional and Registered Planner with more than 25 years' experience in Western Australia, South Africa and UK local government planning. Vicki now leads multi-disciplinary teams including Community Culture and Recreation, Libraries, Building, Planning and Environmental Health and Collier Park Village.

Vicki served for five years on the board of Local Government Professionals WA and is a committed contributor to the industry of local government.

Vicki has a Bachelor of Arts, Post Graduate Diploma in Urban and Regional Planning, Diploma of Business (Local Government) and is a graduate of the Australian Institute of Company Directors.

In 2018, Vicki was elected onto the Planning Institute of Australia (PIA) (WA) committee and continues to contribute to the Planning Industry through PIA.



## DIRECTOR CORPORATE SERVICES

**Colin Cameron** | Commenced in 2017

Colin has more than 18 years' executive experience in local government, holding similar roles with the City of Swan and Town of Bassendean. Prior to joining local government, Colin was Manager of Budgets and Systems at Murdoch University, as well as working with State Government agencies TAFE International, Central TAFE, Treasury, and Homeswest. Colin is the WA Local Government Professionals WA nominee Director (Non-Executive) for WA Super.

Colin has a Bachelor of Business (Accounting), Masters of Leadership, Human Resource Management and Business Administration. He is a Fellow of CPA Australia and graduate of the Australian Institute of Company Directors.



# OUR PEOPLE

We are committed to fostering diversity and promoting gender equality. We recognise that diversity in the workplace promotes improved decision making, creativity and innovation, and leads to better overall performance. In 2019/20 we have maintained an even gender balance within the workforce.



## FULL TIME EQUIVALENT

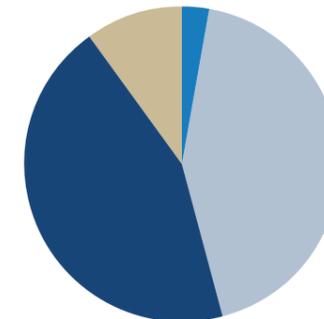
We have continued to efficiently manage resourcing levels to meet service delivery expectations, with no change to the City's Full Time Equivalent (FTE), remaining at 230.67 in 2019/20. One FTE position represents 38.0 hours per week.

## STAFF HEADCOUNT

The staff headcount represents the actual number of employees directly employed by the City. In 2019/20 the City's headcount was 252, which represents a slight decrease from the previous financial year due to the conclusion of project roles and flexible working arrangements.

SALARIES IN EXCESS OF \$100,000	NUMBER OF OFFICERS
\$100,000 - \$130,000	32
\$130,000 - \$160,000	11
\$160,000 - \$190,000	0
\$190,000 - \$220,000	3
\$220,000 - \$260,000	1
<b>TOTAL</b>	<b>47</b>

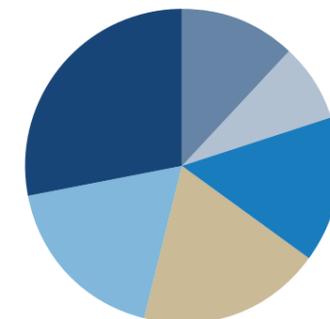
## GENERATIONAL HEADCOUNT



- Under 24 yrs - 3%
- 25-44 yrs - 43%
- 45-60 yrs - 44%
- Over 60 yrs - 10%

\*Based on staff headcount

## LENGTH OF SERVICE



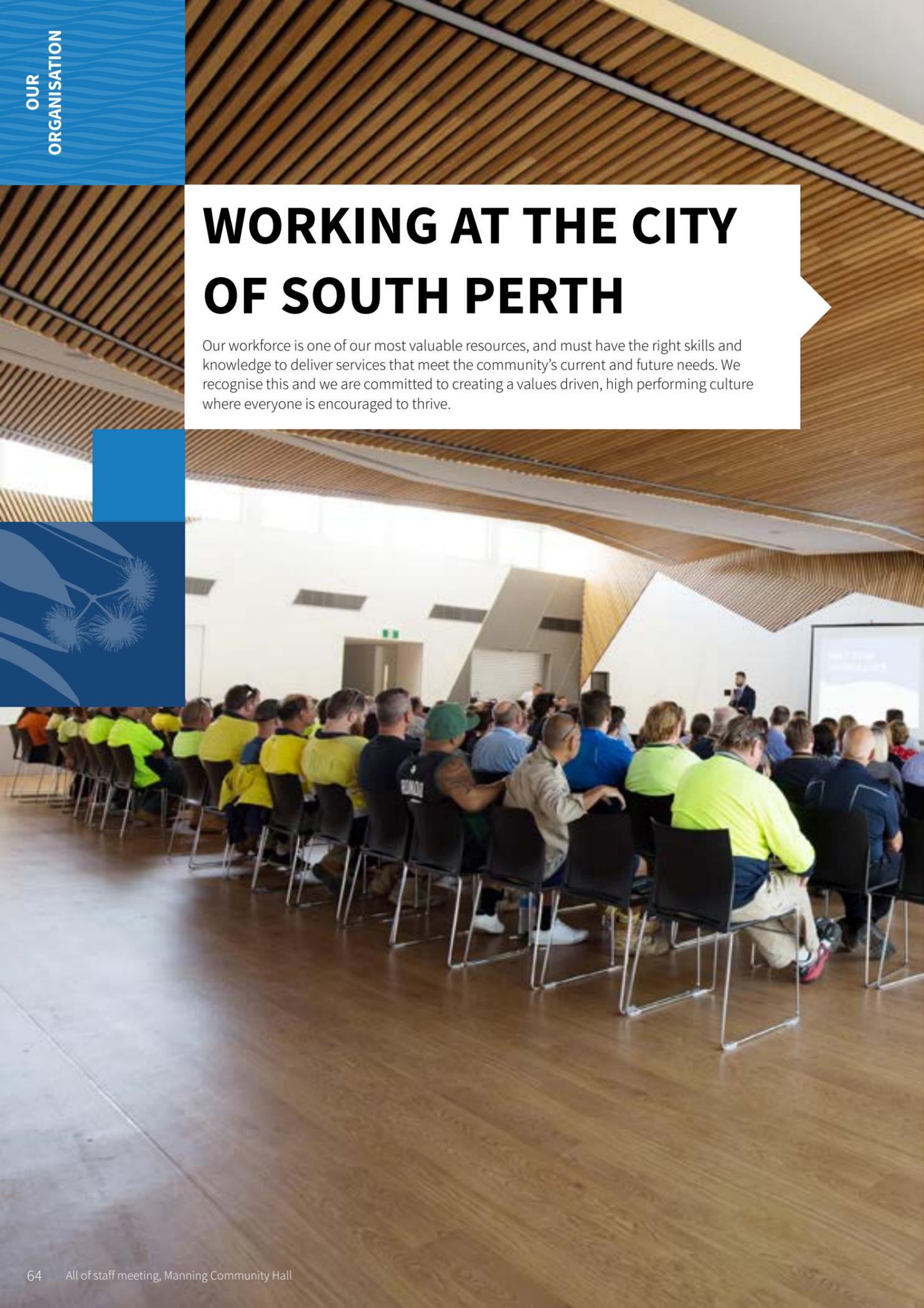
- Under 1 yr 12%
- 1-2 yrs 28%
- 3-5 yrs 18%
- 6-10 yrs 19%
- 11-20 yrs 15%
- Over 20 yrs service 8%

## WORKFORCE SNAPSHOT

<b>230.67</b> Full time equivalent (FTE)	<b>124</b> Male employees	<b>128</b> Female employees	<b>1.2%</b> People with a disability
<b>54%</b> Employees aged 45 years and over	<b>3%</b> Employees aged 24 years and under	<b>9.5%</b> Staff with culturally and linguistically diverse backgrounds	

# WORKING AT THE CITY OF SOUTH PERTH

Our workforce is one of our most valuable resources, and must have the right skills and knowledge to deliver services that meet the community's current and future needs. We recognise this and we are committed to creating a values driven, high performing culture where everyone is encouraged to thrive.



## EQUAL EMPLOYMENT OPPORTUNITY

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 in the workplace.

We are committed to equal employment opportunity practices and have policies in place to ensure transparent and equitable recruitment and fair staff management practices.

During the year, 218 employees completed the Code of Conduct training including all new employees. New employees also participated in Equal Employment Opportunity and Workplace Behaviours training to outline the City's expectations around equal employment opportunity. This training has been transitioned to the City's eLearning library to provide creative learning options as well as to ensure refresher training is completed and tracked.

## WORK/LIFE BALANCE

We recognise that balancing work and personal commitments is important to our employees. We provide a flexible working environment with the ability to work flexitime for inside workers and a nine day fortnight for outside workers.

## HEALTH AND WELLBEING PROGRAM

A variety of health and wellbeing initiatives are available to all employees through our Health and Wellbeing Program. These include flu vaccinations, skin screening, ergonomic assessments and healthy team activities.

We provide holistic wellbeing initiatives aimed at encouraging movement such as fitness and lifestyle challenges, and small group health coaching sessions covering diet, exercise, sleep and meditation.

Our SafeSpine Warm up for Work program continued during 2019/20 with a sustainability coaching day in January 2020. A quarterly sustainability day and refresher training for SafeSpine Leaders and general staff was also scheduled for April but this was postponed due to COVID-19 restrictions and rescheduled for

August 2020. The program aims to reduce the risk of sprain and strain injury for our outside workforce.

New wellbeing programs added in 2019/20 included a series of 'lunch and learn' workshops on mental health, resilience, alcohol and drug awareness, and men's health.

A 10 week health and nutrition program by a local South Perth nutritionist was piloted with a second group taking part following positive feedback and excellent outcomes reported by the participants.

Many programs planned for the third quarter of 2020 were postponed or offered in an alternative format to accommodate COVID-19 social distancing requirements.

Successful online programs included:

- Step into Life (now Outdoor Active South Perth) was successfully run with live Zoom classes and pre-recorded sessions
- The second 10 week nutrition program was transferred to a combination of Zoom meetings and one on one sessions for results and goal setting
- A lunchtime yoga program was planned for April to June however this was postponed due to COVID-19 and rescheduled to commence from September 2020
- An introductory Mindfulness Workshop was conducted in March 2020, limited to small numbers due to the early stages of COVID-19 restrictions.

### HEALTH AND WELLBEING PROGRAM EMPLOYEE PARTICIPATION 2019/20

Physical nutrition program	23
Health and nutrition coaching	10
Flu vaccinations	129
Ergonomic assessments	14
Step into Life	41
10,000 steps challenge	105
Skin screening and SafeSpine postponed due to COVID-19 restrictions; expected to be rescheduled for next financial year	

## HR MANAGEMENT IMPROVEMENTS

Significant changes were made to the following policies and management practices:

- Occupational Health and Safety Policy
- Equal Employment Opportunity Policy
- Flexible Work Arrangements Management Practice
- Reward and Recognition Management Practice
- Recruitment and Selection Management Practice
- Personal Protective Clothing and Equipment Management Practice.

The following new management practices were introduced:

- Working from Home Management Practice
- Employee Internal Communications Management Practice
- Managing Non-Work Related Injury or Medical Incapacity Management Practice.

## LEARNING AND DEVELOPMENT

A wide range of learning and development opportunities were offered during the year to further develop employee skills and improve workplace culture. A total of 72 City employees participated in specialised training opportunities, including workshops, training days and conferences. 487 training sessions facilitated both in house and externally were completed by employees.

In October 2019, the City commenced its third Diploma of Project Management course with all participants successfully obtaining their diploma. Due to its success, the Diploma of Project Management has been run annually since 2017.

All new employees continue to complete the Online Corporate Induction program on their first day of employment to ensure they have a sound understanding of the City's vision, values, services, operations, management practices, Code of Conduct, Occupational Safety and Health, and manual handling training.

As part of our ongoing Cultural Diversity initiatives to strengthen cultural awareness, supervisors and managers new to the City

were invited to attend a Cultural Diversity workshop in December 2019, facilitated by an external consultant. This workshop focused on Aboriginal Australia and its cultural history, including the significance of the connection to the land. The City looks forward to building on Cultural Diversity training initiatives.

Two Disability Awareness and Confidence sessions were provided for hiring managers, key employees and the City's Leadership team to increase disability awareness and reduce bias behaviour in the recruitment processes. Let's Talk Disability were engaged to provide an interactive workshop with four presenters with a lived experience of disability which aimed to break down barriers, improve attitude, language and terminology and identification of unconscious bias.

The City evaluated the future delivery of learning and development in response to COVID-19 and strengthened the eLearning library to provide alternative learning options for employees.

## CULTURE OPTIMISATION

Continuing from the work that commenced in 2018 to redefine the organisation's core values, the City continued to work towards ensuring all employees understand why the City's values are important and how to embody them. In previous years, Business Units collaborated to define behaviours for each value meaningful to their work environment.

The 'Understanding and Living Our Values' workshop continued to be run quarterly for all new employees to ensure they understand the link and benefit between our purpose, values and behaviours with a focus on embedding the behaviours for each of the values in everything we do.

The City also provided a series of sessions for staff which focused on individual values and behaviours. These sessions assisted employees to embed the values on a more individual level and identify how they can make individual contributions to the overall culture of the City. They gave an insight into employee difference and commonalities and were beneficial in the overall commitment to the City's values.

## PAYROLL

The implementation of phase one of 1System occurred in July 2019. The new payroll module was rolled out to meet the need for payroll improvements and to provide a better internal customer experience through the introduction of the Employee and Manager Self-Service kiosk. This function has enabled employees to have a more hands on approach when it comes to managing their personal details, timesheets and leave. All payroll processes are integrated within 1System alleviating the need to use paper. Due to the system's cloud based functionality, City employees and managers alike are able to use either their work computers or smartphones to process and approve timesheets and leave requests. An added bonus for the City is that leave balances are always up-to-date.

Over the past year, we have provided ongoing training and support to all employees and feedback about the module has been very positive.

## 1SYSTEM RECRUITMENT

The City is working towards the launch of a new recruitment module within our new cloud based technology solution 1System. This module will replace Big Red Sky to manage recruitment.

## OCCUPATIONAL SAFETY AND HEALTH

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

Our Memorandum of Understanding (MOU) with the Cities of Stirling, Joondalup and Swan, and LGIS allows us to share resources in further developing and sustaining a safe and healthy working environment.

Projects completed under the MOU in 2019/20:

- Contractor Management – project objectives were to design an end to end (pre-award of work through to monitoring and evaluation during post-award) process for effectively implementing and managing Contractor Risk in accordance with OSH requirements

- Workplace Inspections – project objectives were to develop and implement an inspection and safety engagement process involving all levels of the organisation
- OSH for Supervisors – a workshop was coordinated to train and inform participants about their legal obligations, people management responsibilities and equip them with information to fulfil their obligations under legislation, City management practices and procedures.

## OSH LEAD INDICATORS

We continued to monitor our lead indicators measuring proactive actions taken to improve OSH. One such measure is the number of incidents and hazards identified by employees and safety and health representatives through our incident and hazard management portal. During 2019/20, 116 incidents and 30 hazards were reported and closed out.

The City has maintained its status as a Gold Recognised Healthy Workplace for 2019/20 through the Cancer Council WA. This recognises the City's commitment to improving the health and wellbeing of its staff in the areas of smoking, healthy eating, physical activity and alcohol.

The City was also awarded the Enterprise Health and Wellbeing Initiative Award by the Australian Institute of Health and Safety, a national industry award recognising the City's Health and Wellbeing Program.

## OSH LAG INDICATORS

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

INCIDENCE OF WORKERS COMPENSATION CLAIMS AND ACTUAL COST OF CLAIMS		
2019/20	7	\$7,459
2018/19	14	\$115,193
2017/18	12	\$160,582
2016/17	13	\$412,089
2015/16	23	\$496,253

\*Claim numbers and costs are correct at time of reporting but may vary due to claims having been incurred but not reported in any financial year.



## ▶ RESPONSE TO COVID-19

The COVID-19 pandemic had an unprecedented impact on the community and on the City's operations.

### AGILE APPROACH

As an organisation, the City was agile in adapting to the crisis as the situation rapidly evolved. The City's priority was to minimise the health risk to the community and employees whilst remaining responsive to serving the community's needs and maintaining the City's operations.

In February, the City's COVID-19 Crisis Management Team was established comprising key staff. The objective for the team was to keep abreast with the rapidly evolving situation and work through the decisions that needed to be made relating to City operations, services, events and staffing.

On 11 March the World Health Organisation declared COVID-19 a global pandemic and the City's Business Continuity Plan and Crisis Communications Plan were initiated.

### OPEN FOR BUSINESS

The City adhered to Federal and State Government advice and continued to be open for business and provide essential services to the community. In line with State Government Directions and in the interest of public health and safety, many facilities including City libraries and George Burnett Leisure Centre were closed from March.

Employees worked hard to re-shape the organisation to enable the City to continue to be of value to the community, offering services and support to all including the community's most vulnerable members.

In the City's decision making, and in preparing the organisation for change, the organisation quite deliberately took a measured approach. The City and Council made decisions based on facts and direction from the appropriate authorities.



## EXTERNAL COMMUNICATIONS

The City began monitoring the unfolding COVID-19 pandemic situation in early 2020 and started posting the Public Health Emergency Operations Centre (PHEOC) notifications on the City's website from 25 February to keep the community up to date and informed with the latest advice from Federal and State Government.

All City communications channels including website, social media, eNewsletter, printed newsletter, and a regular full page advertisement in local community newspaper were used to inform the community and stakeholders about:

- What the City was doing in response to the crisis
- Details of changes to services, events and programs
- The range of City support and services available
- Useful resources information
- Frequently asked questions and answers.

A dedicated section of the website was developed specifically for COVID-19 related information and this was updated on a regular basis as the situation unfolded.

The City aimed to balance its communication with informative factual advice about the pandemic and its local impact with positive local stories to inspire and lift the spirits of the community.

## INTERNAL COMMUNICATIONS

Employees were kept updated and informed with regular email alerts about Federal and State Government travel and public health advice as well as information about the City's Employee Assistance Programs, working from home arrangements and health and wellbeing resources. Supervisors and managers communicated information directly to employees who did not have immediate access to email.

In March, CEO Geoff Glass commenced regular, ongoing communication with employees about the City's response to the pandemic through CEO announcements emailed to all staff.

## RESPONSE AND RELIEF FOR OUR COMMUNITY

The City worked rapidly to develop a Local Community Response and Relief Package which was endorsed by Council to provide immediate and ongoing support to our residents and businesses who needed it most. It offered local level assistance to stand alongside the relief plans already committed by the State and Federal Government.

While the full local economic effects of the COVID-19 pandemic are still yet to be fully understood, the City's Local Community Response and Relief Package provided timely support to assist in managing the social and economic impact of the crisis both immediately and into the next financial year.

The package included a number of immediate short-term initiatives and support measures including a Financial Hardship Assistance Policy to directly assist those affected by the economic impact of the pandemic.

Progressive easing of Federal and State Government restrictions enabled the City to cautiously return to business as usual. With the gradual lifting of restrictions, most services were capable of resuming fully in June. This was particularly relevant to the use of community facilities, George Burnett Leisure Centre and the Senior Citizen Centres.

## EMPLOYEE HUB

A COVID-19 Employee Hub was created in March to provide staff with information, resources and updates including FAQs, CEO announcements, links to mental health and wellbeing support services, and external information sources.

The Hub provided all employees with access to information across a range of topics including employee announcements, wellbeing and support, working from home arrangements and external information sources.

## CHECKING IN

A staff check-in survey was conducted in May to assist in understanding how employees were coping and adapting during the COVID-19 pandemic, and the support they needed. At a high level, the following results were attained:

- An 86% favourable score in relation to employee wellbeing, reflecting their emotional wellness, level of stress and safety. This score indicated that overall the mental and emotional health of survey respondents and their perception of safety had not been significantly affected by the COVID-19 pandemic
- An 87% favourable score about progress which reflected employee perceptions about organisational performance and continuity. This score indicated that survey respondents were satisfied with the City's response to the situation.



## EMPLOYEE REDEPLOYMENT

During the pandemic, the City was committed to supporting our workforce and proactively looked for innovative ways to keep employees usefully engaged to avoid standing employees down where possible.

In early April the City's Leadership Team appointed a cross section of employees to form a Redeployment Initiative Team. The aim of this team was to investigate and recommend appropriate workplace redeployment initiatives. The Leadership Team identified members from across the organisation's Business Units to form the team who met weekly.

An Employee Skills Matrix was developed to identify the qualifications and skill set of each employee. The matrix was used by Human Resources to assess the skills of employees who were impacted by COVID-19 and their suitability for redeployment opportunities.

The redeployment of employees was managed centrally by HR to ensure all placements were coordinated in a fair and equitable manner.

## WORKING FROM HOME MANAGEMENT PRACTICE

On average, approximately 61 employees worked from home during the peak of COVID-19 pandemic restrictions in WA, with other employees working in their usual locations or taking leave or rostered days off. This was achieved through close collaboration and coordination by the Information Systems and Human Resources Business Units to ensure the appropriate and staggered transition for employees to work from home. A plan was also prepared to return employees to the workplace when the Federal and State Government restrictions were eased.

## FLU VACCINATIONS

With the peak flu season and the estimated COVID-19 peak expected to occur at approximately the same time, the City offered all employees access to flu vaccinations at both the Civic Centre and Operations Centre in May. For employees who were unable to attend the workplace, a flu vaccination voucher option was available.

## ONLINE HEALTH AND WELLBEING PROGRAMS

During the pandemic the City continued to offer Health and Wellbeing Programs. These online programs were focused on maintaining nutrition, fitness and connections while there were social distancing restrictions in place.

Programs offered:

- Physical Nutrition – a 10 week nutrition program with individual progress appointments and group information on a variety of topics
- Outdoor Active South Perth – 8 week fitness challenge with live-streamed sessions, individual and group challenges
- Fit 24 – an online team based health challenge between local governments to maintain healthy habits 24 days a month
- Telehealth sessions for any nutrition or health issues – on request
- Access to online mental health and wellbeing training and webinars covering topics such as coping with anxiety, maintaining mental health, stress, mindfulness, physical exercise and hygiene.

## RECOVERY PLANNING

In July, the COVID-19 Crisis Team meetings ceased and we continued work on our COVID Recovery Planning phase. A COVID-19 Recovery Team was established to continue to plan and support the community and the organisation. We continued to take all necessary steps to ensure that our organisation is prepared for a second wave should this occur.

# GOVERNANCE

Elected Members and employees of the City are committed to the democratic process and principles of good governance.

## GOOD GOVERNANCE

Good governance for the City is about how well we provide goods, services and programs whilst also meeting our legislative and non-legislative requirements and community expectations. This is achieved by having the best possible decision making processes and structures in place that are transparent and accountable, and having integrity when interacting with the community, businesses and government.

Good governance is important to the City because it:

- Underpins the confidence the community has in Council and its services
- Affects the quality of the City's goods, services and programs
- Is a value adding activity
- Ensures the City meets our legislative responsibilities
- Provides a strong reminder to the Council that it is ultimately accountable to the community it serves.

By following good governance principles, the Council, Chief Executive Officer, employees and community can be confident our organisation is run efficiently and sustainably in carrying out the objectives, policies and plans of Council.

## GOVERNANCE FRAMEWORK

The City's Governance Framework 2016 was prepared to ensure compliance with all relevant legislation, including the *Local Government Act 1995* and in pursuit of best practice as a democratic local government. It is an overview of the governance program that has been put in place so Elected Members and employees can meet their governance responsibilities. It also enables the community and stakeholders to have an understanding of governance and demonstrates how all people associated with the City can participate. In this way, the community can have confidence in the way the Council leads the City.

## COMPLIANCE AUDIT RETURN

The Local Government (Audit) Regulations 1996 require the City to undertake an annual audit of statutory compliance and submit a Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries on a yearly basis.

The Compliance Audit Return focuses on high risk compliance areas including statutory requirements, tenders, disposal of property, elections, commercial enterprises, delegations, disclosure of interests, finance, employees and audits.

The 2019 Compliance Audit Return covered the period 1 January to 31 December 2019 and revealed an extremely high level of legislative and statutory compliance. The Compliance Audit Return was endorsed by the Audit, Risk and Governance Committee on 16 March and adopted by Council on 24 March.

## FREEDOM OF INFORMATION

The *Freedom of Information Act 1992* provides a general right of access to documents held by the City. It is the aim of the City to make information available promptly and at the least possible cost, and whenever possible documents will be provided outside the process.

If information is not routinely available, the *Freedom of Information Act 1992* provides the right to apply for documents held by the City and enables the public to ensure personal information in documents is accurate, complete, up to date and not misleading.

During the 2019/20 financial year the City received 19 requests for records under the Act, which were processed with an average turnaround time of 30 days.

# INTEGRATED PLANNING AND REPORTING FRAMEWORK

## INTEGRATED PLANNING AND REPORTING

Integrated planning and reporting (IPR) gives local governments a framework for establishing local priorities and links this information to operational functions.

Three major parties are involved in the development of an integrated plan:

1. The local government administration
2. The Council
3. The community.

Each has a unique role and responsibility for effective and sustainable integrated planning and reporting with the Local Government (Administration) Regulations 1996 requiring each local government to adopt a Strategic Community Plan and Corporate Business Plan.

Introduced in 2010, the IPR Framework and guidelines were developed in response to the State Government's Local Government Reform Program. They reflect a nationally consistent approach to integrated planning. The guidelines outline each component of the IPR Framework – its purpose, the process, the roles of the community, Council and administration – and how the components fit together.

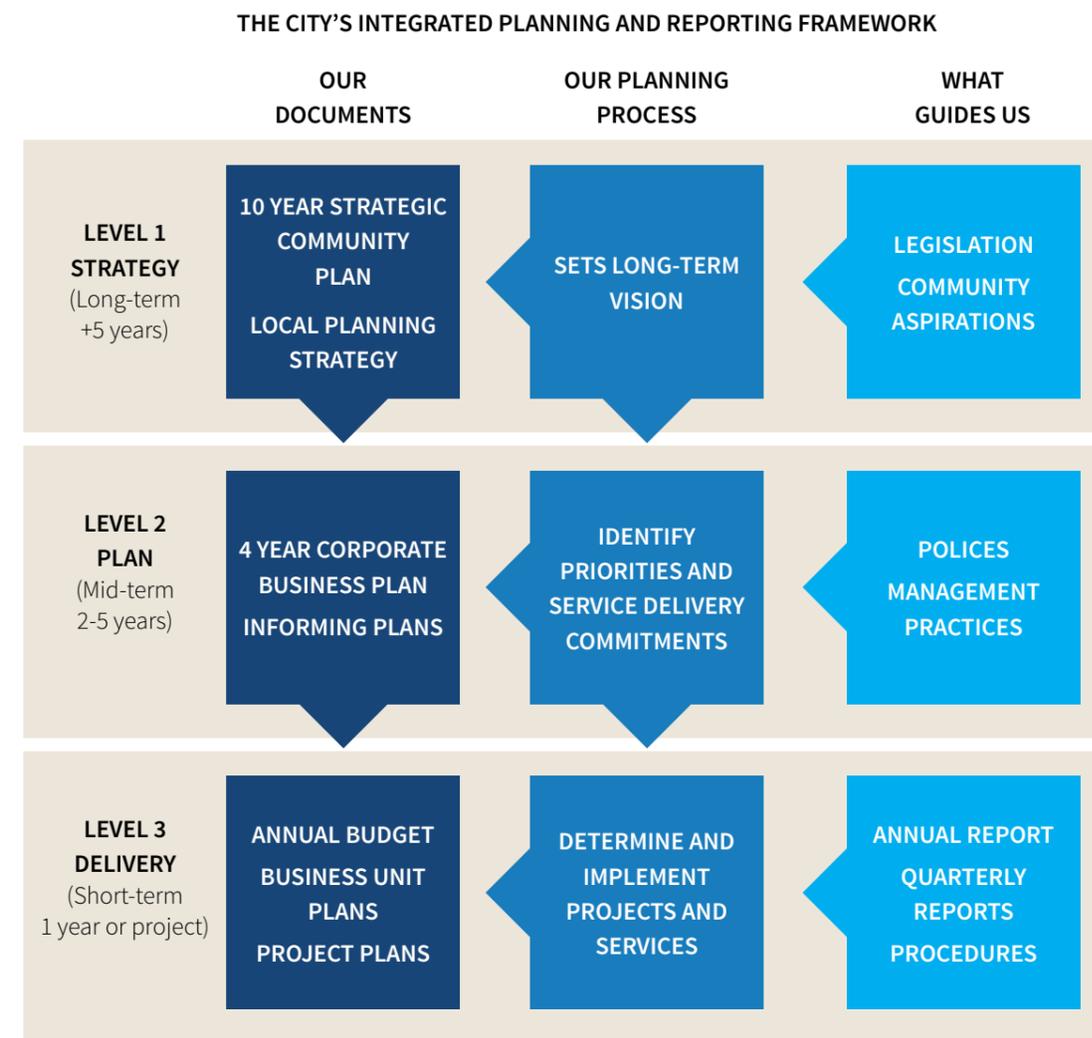
The Framework and guidelines establish mechanisms to review and report on all elements of the IPR process.

The core components of the IPR are the Strategic Community Plan, Corporate Business Plan, Informing Strategies or Plans such as the Long-Term Financial Plan, Asset Management Plans and Workforce Plan.

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

In response to legislative requirements and to guide our planning process, the City has developed an internal IPR Framework that allows us to sustainably and strategically meet the needs of our community. The Framework allows us to ensure alignment to, and delivery of our community's expectations through all documents that the City produces.

The following diagram indicates the structure of the three levels within the IPR Framework, and shows how the relationship between documents, process and guidelines is used to determine level definitions.



**LEVEL 1 STRATEGY**

(LONG-TERM +5 YEARS)

A long-term, overarching strategy that outlines the community's aspirations and priorities for the future, and sets out the key strategies required to achieve these.

Strategy documents are reviewed and reported on regularly in line with legislative requirements, supported by informing strategies and plans, and guided by legislative requirements and community aspirations. All strategies require approval and feedback from Council, staff and the community.

**Our Level 1: Strategy documents include the Strategic Community Plan and the Local Planning Strategy.**

**STRATEGIC COMMUNITY PLAN**

The Strategic Community Plan (SCP) is a long-term, overarching strategy and planning document that outlines the community's aspirations and priorities for the future and sets out the key strategies required to achieve these.

The SCP is a living document which has a partial review every two years and a full review every four years in order to reflect the community's changing aspirations and priorities. The City monitors and reviews the progress of the SCP via the Corporate Business Plan (CBP) and the Annual Report.

**Minor strategic review completed 2019/20**

The City is required to review its SCP two years after adoption in accordance with the State Government's Integrated Planning and Reporting (IPR) Framework. Council adopted the SCP 2017-2027 in September 2017 and the minor review of this plan was initiated in late 2019.

This review was completed through phased sessions with the City's Executive Team, Leadership Team and Council to identify changes required to the 2017-2027 Plan.

The activities were held across three stages:

- Stage One: strategy session with the City's Executive Management Team
- Stage Two: three leadership workshops with the City's Leadership Team
- Stage Three: two Council Briefing workshops with the City's Elected Members.

This review identified minor changes to update demographic and statistical information, a message from the new Mayor, updated dates throughout plus some minor grammatical text changes. More significantly the review recognised the need to modify multiple strategies (including removal and addition of strategies) and introduce a new numbering structure. Council adopted the modified SCP 2020-2030 in May 2020.

The City will undertake a major review of the SCP as required by the State Government's IPR Framework commencing in late 2020 with the intention of Council adopting a new SCP in 2021.

**LOCAL PLANNING STRATEGY**

The purpose of the Local Planning Strategy is to establish a plan that best accommodates forecast growth and responds to forecast demand.

**LEVEL 2 PLAN**

(MID-TERM 2-5 YEARS)

A high level plan that describes the priorities, services, projects and actions the City will undertake to achieve strategy(s).

Plan documents are reviewed and reported on regularly, supported by resourcing and delivery plans, and guided by legislative requirements, policies and management practices. The majority of plans require approval and feedback from Council, staff and the community.

**Our Level 2: Plan documents include the Corporate Business Plan, Long Term Financial Plan, Workforce Plan, Asset Management Plan and the Forward Works Program.**

**CORPORATE BUSINESS PLAN**

The Corporate Business Plan (CBP) guides the implementation of the Strategic Community Plan (SCP). It translates the aspirations and strategies of the SCP into operational priorities and indicates how they will be resourced over a four-year period. The CBP outlines in detail the projects, services, actions, operations and performance measurements required to ensure delivery of the SCP. The CBP is reported on quarterly and updated annually.

**Strategic review completed 2019/20**

Following endorsement of the SCP 2020-2030 in May 2020, the CBP was reviewed and updated and the CBP 2020-2024 was subsequently endorsed by Council in June 2020. The CBP 2020-2024 details delivery across three main aspects:

1. Planned Actions: a detailed listing of the projects and initiatives actions that are planned for each year, mapped out over the four-year period
2. Enabling Services: a listing of the services and programs provided by each Business Unit to support delivery of strategies through our daily operations
3. Measures of Success: a breakdown of the key performance indicators that will be used to measure progress at regular intervals against the strategies.

**INFORMING STRATEGIES AND PLANS****Long-Term Financial Plan**

The 10 Year Long-Term Financial Plan ensures continued long-term financial sustainability, providing sufficient funding for future workforce, services and infrastructure to the community. It is reported on quarterly to Council, updated annually with a full review every four years.

**Workforce Plan**

The four year Workforce Plan ensures the City has the people and capabilities available to deliver the CBP. It is reported on quarterly to Council, updated annually with a full review every four years. The associated costs are reflected in the 10 Year Long-Term Financial Plan.

**Asset Management Plans**

The City's Asset Management Plans define the levels of service and operational requirements for the various classes of assets. They highlight the associated assets that services rely on and consider how current and future services to the community will be sustainably provided at the most appropriate time, place, cost and standard. The Asset Management Plan informs the 10 Year Forward Works Program.

**10 Year Forward Works Program**

The 10 Year Forward Works Program is designed to effectively balance the challenges and expectations of our growing community and ensure financial sustainability in the strategic management of our assets. It is reported on quarterly to Council, updated annually with a full review every four years. The Forward Works Program is reflected in the 10 Year Long-Term Financial Plan.

**LEVEL 3 DELIVERY**

(SHORT-TERM 1 YEAR OR PROJECT)

A detailed and short-term plan that describes the activities and tasks to be undertaken to achieve plan(s).

Delivery documents are reviewed and reported on regularly and guided by corporate reports and procedures. Some delivery documents require approval and feedback from Council, staff and the community.

**Our Level 3: Delivery documents include the Annual Budget, Annual Report, Business Unit Plans, Performance Plans and Project Plans.**

**Annual Budget**

Each year, the City adopts an Annual Budget to guide the financial management of the City for the upcoming year. This is an essential part of the rate-setting process and ensures sufficient and appropriate sources of funding are available to pay for the operational and capital expenditures proposed for the year. The budget is reported monthly, reviewed quarterly and updated biannually to Council.

**Annual Report**

Each year, the City produces a comprehensive Annual Report in accordance with the *Local Government Act 1995*. The Annual Report aims to give an open and accountable insight into how the City has progressed towards achieving our vision and strategic objectives.

**Business Unit Plans**

Each of the City's Business Units have an annual Business Unit Plan that sits under and informs the Corporate Business Plan. They provide comprehensive views of each Business Unit's activities, projects and accountabilities in relation to the services they provide externally to our community and internally to our organisation. These plans are reported on quarterly and reviewed annually to ensure the City remains adaptive and responsive to the changing external environment and community needs.

**Performance Plans**

The City has an Annual Performance Review cycle as part of the overall Performance Management Framework. It provides an overall performance feedback for the year and is based on agreed individual goals, objectives and actions for the year ahead.

**OUR PERFORMANCE**

The City regularly reports on progress to ensure we are transparent and accountable in delivering on the priorities identified by our community. In addition to what has been mentioned, there are other mechanisms the City uses as part of performance reporting.

**MANAGING RISKS**

Risk Management identifies and assesses threats and opportunities in achieving the City's business objectives and defines effective response strategies. The City's Risk Program ensures sound risk management practices and procedures are fully integrated into strategic initiatives, projects and operational processes, and day to day business practices. The Risk Program is updated continuously, reviewed annually and where appropriate reported to the Audit Risk and Governance Committee.

**IMPROVING OUR PERFORMANCE**

The City is committed to continuously improving the services we provide, and the way we deliver services to our community. To demonstrate our commitment to improvement, the City has implemented an internal audit function, participated annually in the Australasian Local Government Performance Excellence Program since 2018, and continued the journey towards a fully integrated cloud based software (1System) through the digitisation of multiple systems and processes.

**CONTINUOUS IMPROVEMENT**

The City embraces the Australian Business Excellence Framework (ABEF) as a continuous improvement tool. The ABEF assesses an organisation on its leadership and staff practices, customer focus, strategy processes and knowledge management to understand how the organisation is functioning as a whole system. This helps ensure the City is sustainable and adaptable, and that identified improvements are actioned by being included into the City's business planning process. These inputs are reflected in the prioritisation of projects, services and resourcing presented in the Corporate Business Plan. Use of the ABEF helps to embed a culture of continuous improvement throughout the City.

# OUR STRATEGIC DIRECTIONS

THERE ARE FOUR STRATEGIC DIRECTIONS ALIGNED TO THE CITY'S STRATEGIC COMMUNITY PLAN 2020-2030:

**COMMUNITY:** A diverse, connected, safe and engaged community

84

**ECONOMY:** A thriving City activated by innovation, attractions and opportunities

112

**ENVIRONMENT (BUILT AND NATURAL):** Sustainable urban neighbourhoods

118

**LEADERSHIP:** A visionary and influential local government

140

The Strategic Community Plan (SCP) is the overarching plan to guide the City over the coming years. The SCP is broad with a long-term focus and strong emphasis on the community's aspirations, priorities and vision for the future.

Developed in 2017, the SCP was formulated through the Vision 2027 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 City monitors and reviews the progress of the SCP via the Corporate Business Plan (CBP), which aligns all major projects with the key directions to ensure we meet community needs.

Every two years a part review of the SCP is conducted with a more comprehensive review every four years. The latest minor review was endorsed by Council in May 2020.

The following sections of the Annual Report outline our performance, achievements and challenges over the past 12 months based on the strategic directions, and detail essential ongoing services and major projects the City has delivered.

# COMMUNITY

ASPIRATION: A DIVERSE, CONNECTED, SAFE AND ENGAGED COMMUNITY

## OUTCOMES AND STRATEGIES

### 1.1 CULTURE AND COMMUNITY

- 1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities
- 1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City
- 1.1.3 Encourage and educate the community to embrace sustainable and healthy lifestyles
- 1.1.4 Celebrate and support heritage within the City for present and future generations
- 1.1.5 Foster volunteerism to build social capital in the community

### 1.2 COMMUNITY INFRASTRUCTURE

- 1.2.1 Plan, develop and facilitate community infrastructure to respond to changing community needs and priorities
- 1.2.2 Manage the provision, use and development of the City's properties, assets and facilities
- 1.2.3 Plan for and promote the development of recreation and aquatic facilities to service City of South Perth needs

### 1.3 COMMUNITY SAFETY AND HEALTH

- 1.3.1 Facilitate and foster a healthy, connected and safe community
- 1.3.2 Develop and implement effective Emergency Management arrangements



## 1.1 CULTURE AND COMMUNITY

### 1.1.1 Develop and facilitate events, services and programs to respond to the changing community needs and priorities

#### Response to COVID-19

The City moved quickly to review its programs and services to determine how we could ensure that the most vulnerable members of our community were cared for and we best supported local businesses and the wider community in response to the COVID-19 pandemic.

#### Local Community Response and Relief

A Special Council Meeting held on Tuesday 21 April was called for the purpose of considering the City's response to the COVID-19 pandemic. Council unanimously endorsed a Local Community Response and Relief Package.

The package was designed to provide immediate and ongoing support to our residents and businesses who needed it most. It offered local level assistance to stand alongside the relief plans already committed by the State and Federal Government.

The package included a number of immediate short-term initiatives and support measures including a Financial Hardship Assistance Policy to directly assist those affected by the economic impact of the pandemic.

The support measures included:

- A Financial Hardship Assistance policy
- Suspension of debt collection activities
- Granting of a repayment holiday for all community group self-supporting loans
- One hour free parking in popular City car parks
- Buy Local, Shop Local marketing campaign to support local business
- Additional Recycling Centre vouchers - 1 x green, 1 x general waste
- Re-prioritising capital works programs to help stimulate and drive recovery

- A commitment to an average rate movement of zero percent in the 2020/21 budget
- A commitment to a zero percent movement on the Waste Collection Levy and the City's fees and charges schedule in the 2020/21 budget.

The package also informed development of the 2020/21 Annual Budget which was presented to Council in June.

#### Helping Hands

The City's Helping Hands program was created to support our local community during the COVID-19 pandemic. Launched in April, the program was made available to any member of the community who needed help. Matching vulnerable community members in need with the relevant service or support organisation, all activities were undertaken in accordance with health and safety advice provided by the Department of Health.

#### Meals on Wheels

In response to the pandemic, the City assumed temporary responsibility for the Meals on Wheels service (available to all residents over 55 years old as well as those with a disability) which is traditionally run by volunteers. We redeployed staff to provide additional resources to meet an anticipated greater demand for the service run through the South Perth Senior Citizens Centre.

#### Food relief, donation management and volunteering resources

The City provided funding to: Moorditj Keila to facilitate a meal program for local people in need; Southcare to facilitate a financial relief program to provide vouchers for the purchase of food, household goods or clothing as well as financial crisis assistance; and Lifestreams Christian Church to provide mental health counselling (non-religious).



## PUBLIC TOILET PLAN

In November 2019 the City commenced development of its first Public Toilet Plan to provide a holistic and forward thinking approach identifying key opportunities for future provision, design, and upgrades of public toilets.

The City owns and manages 16 public toilets and many of these no longer meet current passive security and accessibility standards.

The Public Toilet Plan will provide a framework that delivers a consistent, cost efficient and fit for purpose structure. It will be based on principles informed by community and stakeholder engagement.

The Plan will consider community needs, priorities and design trends in order to provide convenient, more economical, sustainable and equitably-located public toilets.

It is anticipated that the final draft Plan will be available for public comment in 2020/21.

### 1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City

## ARTS, EVENTS AND CULTURE PROGRAM

The City's program of arts, events and culture continued to expand and deliver new and meaningful experiences that brought our community together. From live music and performance to innovative sound and light displays, colourful murals and thought-provoking public art, the inclusive offering activated spaces within the City and celebrated the community's collective identity and cultural heritage.

The COVID-19 pandemic had a significant impact on the program. From March onwards events were delivered in alternative format, postponed or cancelled to help stop the spread of the virus.

In the absence of the City's annual ANZAC Day ceremony and community morning tea, the City instead marked the occasion with a display of poppies within the Civic Centre gardens.

Our annual Pioneers and Elders event which celebrates the valuable contribution of residents who have lived in the City for more than 50 years was also reworked. This year gourmet hampers were delivered to over 160 residents in lieu of the function.

#### Evolve

Evolve is a series of arts, skills and culture workshops with a diverse and affordable offering of practical and professional development sessions to cater for a wide range of interests, ages and needs.

In 2019, the Evolve program ran throughout the month of August, attracting 171 attendees across 14 workshops.

The 2020 Evolve program attracted 214 attendees across 18 workshops which ran from June through to August as a modified series of online and in person workshops offered as a result of the pandemic.

Survey results showed that 70% of 2020 attendees attended an Evolve workshop for the first time this year with a majority of attendees stating the Evolve program was excellent.



### Emerging Artist Award

The City's Emerging Artist Award provides upcoming artists and art students with the opportunity to exhibit their work to the wider community, as well as a chance to share in a \$9,750 prize pool provided by the City of South Perth and sponsors.

In 2019, award winners were acknowledged in October. The award announcement marked the opening of the exhibition of shortlisted works, with 67 pieces on display as selected by industry judges Sue Starcken, Jana Braddock and Sharyn Egan.

Now in its 17th year, the Emerging Artist Award is one of the cultural and creative highlights for the City and its community.

Cameron Richards received the \$4,000 major prize, the City of South Perth Open Award for his portrait Miss Priya Premkumar.

Five of the category winners were under 25 years of age, an encouraging sign the award is attracting and supporting young talent in WA.

In addition to the opportunity provided for artists, the exhibition provided opportunity for the community to see and purchase works. In 2019, 587 people visited the exhibition, and 12 artworks were sold (the highest number of sales from the exhibition to date).

### SouthSide Summer

Mindeerup at Mends Street Jetty opened in December and the City activated the new pedestrian-friendly piazza through SouthSide Summer. Free acoustic concerts on Fridays and free family-friendly events on Saturdays ran every week between 17 January and 15 February (excluding the Australia Day weekend). The series was part of FRINGE WORLD Festival and provided opportunities for residents and visitors to enjoy the new community space.

Attendees who completed the event survey rated the program 81% for being a well presented series, 86% stated it was important it was happening in the local area and 75% stated the program was contributing to the overall cultural experience.

### Australia Day Celebration Zone

The City's Australia Day program is the largest annual event that the City coordinates. In 2019/20 planning included a review of the event's risk management plan as well as development and planning of hostile vehicle mitigation strategies.

The City liaised with key stakeholders including the City of Perth, police, fire and emergency service, Department of Health, St John Ambulance, media outlets, local community groups, Transperth (PTA), and Lotterywest.

On Australia Day 2020, the South Perth Foreshore was once again a hot spot for viewing the annual City of Perth Skyworks fireworks display. More than 250,000 people were estimated to have attended festivities across South Perth, Victoria Park, Langley Park and Supreme Court Gardens, and Kings Park throughout the day. An estimated 106,540 people attended the event on the South Perth Foreshore.

The program of events began at 8am with the Australia Day Morning Ceremony, which included a flag raising, Citizenship Ceremony and presentation of a number of awards.

The Auspire Community Citizen of the Year Awards, the Ted Maslen Award for the highest achieving student in South Perth, and the Honorary Freeman of the City were presented at the ceremony.

The Great Aussie Breakfast followed at 9.30am, with all proceeds raised going back to the community.

The City's Celebration Zone, supported by Lotterywest offered a range of family-friendly activities from 3-7.30pm.

In recognition of those affected by the bushfires across the country, the City supported the City of Perth's fundraising efforts, with volunteers collecting donations within the Celebration Zone.

### South Perth Sounds

The annual South Perth Sounds Concert returned to the South Perth Foreshore on Saturday 22 February 2020 featuring multi award winners Eskimo Joe and local indie-pop girl band Dulcie. An estimated 15,000 people attended the free community event which included free pre-show children's entertainment and games.

In a first for South Perth Sounds, the City partnered with Spare Parts Puppet Theatre to create *The Last Numbat*, an exclusive puppet and community performance for children and families.

### CULTURAL PLAN

We continued to implement our Cultural Plan through the delivery of community events and cultural activities, promotion of the City's Community Funding Program, cultural partnerships with local community groups, promotion of heritage programs and facilities, and public art projects.

We continued to facilitate a range of collaborative community events to activate the City and key locations including Mindeerup. Events included Carols at Sunset, an event partnership with the South Perth Lions Club, SouthSide Summer an event partnership with FRINGE WORLD Festival, and Evolve arts and skills workshops in partnership with local businesses.

We improved access and inclusion with track matting, ASLAN interpreters, accessible changing facilities and quiet zones at many of the City's large scale events.

### PUBLIC ART

In 2019 the City added to its public art collection with five works commissioned for the Connect South project taking their place at Mindeerup near Mends Street Jetty in South Perth. The selection of public art is inspired by the area's Indigenous heritage and historical links to Perth Zoo. Works include large and small scale sculptures, sand sculptures, as well as an innovative audio-visual artwork which shares ancient stories of place, ensuring Noongar culture is at the heart of the area.

A colourful temporary sculpture, *Roaming Lion* by artist Vincent Elliott was displayed from February to July at Ryrie Reserve in Como as part of the City's annual A-Reserve temporary public art program.

A total of eight developer public art projects were facilitated or progressed this year in alignment with the City's Policy P316 – Developer Contributions to Public Art and Public Art Spaces, including four completed and another seven concept proposals approved by the City.

### Public Art Masterplan

In March 2020 the City commenced development of its first Public Art Masterplan. Aligned with the Cultural Plan 2019-2023, the Masterplan will build upon the achievements of the Public Art Strategy. It will provide a strategy to manage the delivery and distribution of current and future public art across the whole of the City. The community were invited to provide their feedback and ideas to assist the development of the Masterplan in early 2020 however the feedback period was suspended due to the COVID-19 pandemic. The public comment period reopened in June and continued into the new financial year.

### COMMUNITY HERITAGE GRANT

The City received a Community Heritage Grant (CHG) from the National Library of Australia to undertake a Significance Assessment of our art collection. The \$4,500 grant was announced publicly at the National Library of Australia in Canberra on 30 October 2019.

The grant provided funding to engage a specialist consultant to undertake a Significance Assessment.

The assessment was completed through a specialised examination of the City's art collection and report on its historic, artistic or aesthetic, scientific or research potential, and social or spiritual significance in alignment with national guidelines.

The project has helped the City to understand the value and meaning of its art collection for the local community and nation, and will inform management, conservation and development of our art collection into the future.



## CITIZENSHIP CEREMONIES

This year the City hosted three Citizenship Ceremonies to welcome 358 new citizens including the City's largest ever Australia Day Citizenship Ceremony that welcomed 205 conferees as new Australian citizens.

### ▶ Response to COVID-19

In March, in response to the COVID-19 pandemic, Citizenship Ceremonies were postponed until further notice. In April the Department announced they would host individual online ceremonies.

## PARTNERSHIP EVENTS

The City successfully partnered with the South Perth RSL (sub-branch) for Remembrance Day events, and with South Perth Lions Club to support Carols at Sunset and South Perth/Como Rotary Club for the Great Aussie Breakfast at the Australia Day Citizenship Ceremony, strengthening relationships and empowering the community.

The City partnered with FRINGE WORLD Festival to deliver SouthSide Summer, a series of music concerts held at Mindeerup in South Perth through January and February. We worked with Spare Parts Puppet Theatre to deliver a free community performance at South Perth Sounds, and partnered with Millennium Kids to raise awareness about the environment and sustainability issues.

## DISABILITY ACCESS AND INCLUSION PLAN

In 2019/20 over 20 actions were undertaken to meet Disability Access and Inclusion Plan strategies. These included: Tactile Tours of the City's Annual Emerging Artist Award exhibition; a Come and Try Day at Manning Tennis Club to celebrate International Day of People with Disability hosted in conjunction with the Manning Tennis Club, Tennis West and APM; an internal audit of the City's 55 ACROD parking bays; and improvements to local facilities.

The City entered into a Memorandum of Understanding with Collier Park Golf Club and Reclink Australia (WA), an organisation that provides sport and art programs to disadvantaged Australians to create socially inclusive, life-changing opportunities. The agreement entitles Reclink member agencies and their client use of Collier Park Golf in order to strengthen service delivery to the community within the local and surrounding areas for the benefit of both organisations.

Additionally, two Disability Awareness sessions were held for hiring managers, key employees and the City's Leadership Team.

### ▶ Response to COVID-19

During the COVID-19 crisis, the City's website provided vital information for the community including Aboriginal people, Culturally and Linguistically Diverse (CaLD) people, NDIS participants and families.



## COMMUNITY DEVELOPMENT AND FUNDING

The City supports community development by providing a range of funding opportunities to community organisations and individuals through the Community Funding Program and Individual Funding Programs as well as the Department of Sport and Recreation's KidSport program.

In 2019/20 the City delivered:

- Just under \$100,000 in Community Development Funding granted to 24 community groups
- 124 KidSport vouchers worth \$18,600 granted for local children aged five to 18 years
- 21 Individual Development Program grants worth \$4,000 awarded to residents selected to represent the state or country in interstate or international championships, competitions or significant cultural, academic or community service activities.

### ▶ Response to COVID-19

Community funding opportunities continued to be made available to community groups to support a range of eligible projects that provide benefits for the local community including in response to COVID-19.

## COMMUNITY PARTNERSHIPS

The City partnered with organisations including Constable Care, Southcare, Moorditj Keila, South Perth Lions Club and South Perth RSL (sub-branch) for the delivery of programs and services to the local community.

The City also provided funding support to Moorditj Keila for the delivery of programs for Aboriginal people in the local community; and funding to Southcare to enable them to deliver programs for disadvantaged people and groups in the local community.



## AGED SERVICES

Throughout the year South Perth and Manning Senior Citizens Centres facilitated a wide range of social, recreational and cultural activities for those aged 55 years and over. Aiming to offer inclusive services that engage community members of all ages, our specialised seniors activities include regular keep-fit classes, chess, bridge, bingo, yoga, indoor bowls, mah-jong, tai chi, dancing and free iPad classes. Services include hairdressing, podiatry, remedial massage and shopping centre excursions.

### ▶ Response to COVID-19

During the COVID-19 pandemic, one of the City's highest priorities was to ensure that the most vulnerable members of our community were cared for. In response, both senior citizens centres continued to provide essential services to support the community.

To help stop the spread of the virus, the centres were closed from March until June however staff conducted daily phone check-ins with seniors who usually attend the centres.

Podiatry and hairdressing services were made available from Manning Senior Citizens Centre and online yoga classes and health and fitness programs were also available to members.

The City supported the South Perth Seniors Citizens Centre Meals on Wheels program which is traditionally run by volunteers. The City assumed coordination of the service for our local community during the Coronavirus pandemic. City staff were redeployed to help with the packaging and delivery of meals. Our volunteer service was scaled back to limit person to person contact, and a range of other safety measures were implemented including cashless payments. Meals on Wheels delivered up to 40 meals each day. We worked to ensure that the needs of vulnerable or at-risk community members were met.

The City worked with the State and Federal Governments, providing regular updates to ensure the safety and wellbeing of the local seniors community during the uncertain and rapidly-changing period.

With easing of State Government restrictions, both Manning and South Perth Senior Citizens Centres reopened to the community in June.

### Collier Park Village

Located in Como, Collier Park Village offers 169 independent living, two bedroom self-contained units for those over 55 years of age.

The City refurbished 14 units that were vacated during the year and upgraded individual personal emergency alarm devices to the 4G mobile network providing each resident with greater connectivity and user friendly access to emergency help when required.

### ▶ Response to COVID-19

During the height of the COVID-19 pandemic, City staff offered support and kept residents updated of the situation by phone and letterbox drops. They liaised with volunteer support groups to provide assistance to residents and kept residents updated through electronic means for those who were self-isolating and who requested communications through this method.



## YOUTH AND CHILDREN'S PROGRAMS

The City provides programs and opportunities for young people who live and attend school within the City.

The City continued to support the South Perth Youth Network (SPYN) as our youth leadership team. Throughout the year SPYN planned and attended the state wide YActivate Youth Conference in Busselton; volunteered at Soroptimist's annual Spring Fair Day, the City's Halloween at the Hub, South Perth Sounds, and the South Perth Lion's Club Carols at Sunset event; supported Soroptimist's School Pack Project; recruited 60 youth volunteers for the City's Australia Day Celebration Zone; and workshopped ideas for the Rotary Club of Mill Point.

SPYN traditionally help to plan and deliver Youth Week events to the City's young people however in light of COVID-19, the Department of Communities made the decision to cancel Youth Week WA events for April 2020. Instead SPYN focused on local community projects and was able to host a small planting day at Milyu Nature Reserve with 40 young volunteers.

## PLACE MAKING

Place making is a process-driven approach to facilitate community contributions to the creation of vibrant and welcoming local places. In 2019/20 the following place making initiatives were undertaken:

- 1000 Play Streets**  
 The City was awarded a \$10,000 grant from Play Australia to participate in 1000 Play Streets, a national movement to help Australians reclaim their local streets and bring back street play, to foster a more active, socially connected and happier community. The grant helped to activate two streets in the City and helped us to explore processes that will better enable communities to run their own local Play Streets on an ongoing basis.
- Meditation in the park in Karawara**  
 These sessions in George Burnett Park helped to activate outdoor spaces in the suburb.
- Manning Place**  
 The City presented Sunset Sessions, a series of free, open-air intimate interviews and stripped-back performances with story tellers and musicians from a range of genres. We also celebrated Halloween at Manning Hub, with a scavenger hunt, crafts, games and stories.
- Mends Street/Mindeerup**  
 The Mends Street Mural project invited people to visit two new public artworks on Mends Street by artist Joanna Brown from Laeline Design. The free community event included music, food and giveaways. Additionally, the City partnered with FRINGE WORLD to offer the On Your Bikes event.
- Window Wanderland**  
 The City was the first local government in Australia to display a Window Wanderland, with the windows of Mends Street and Angelo Street coming alive with fun and creative displays to farewell winter and welcome spring. The window displays were created by children attending schools and early learning centres in South Perth and surrounds.



### LIBRARY SERVICES

The City is home to two libraries located at the South Perth Civic Centre and Manning Community Hub. Our libraries play a vital role in supporting the information, educational, cultural and recreational needs of our community.

The library service is dedicated to providing members free access to ideas and information in a variety of formats.

During the year our libraries had a combined visitation (door count) of 167,772. There were 4,842 WiFi logins and approximately 16,065 hours of library computer use.

Our libraries supported digital literacy by providing learning programs for those unfamiliar with technology. Grant funding received from Good Things Foundation enabled us to host events promoting the Be Connected digital literacy skills program which was attended by 149 people.

Young writers were celebrated at the annual South Perth Young Writers Awards. 204 entries were received with 19 entrants receiving awards.

Our library events and programs were well attended during the year.

The City's Local History Librarian presented nine events with 290 attendees discovering aspects of the City's fascinating past.

To showcase the history of the Old Mill and surrounds, the City participated in the 2019 Open House program with more than 400 people visiting over the weekend. Events included a Welcome to Country, a session about the Aboriginal history and cultural significance of the site, guided tours of the Old Mill upper floors, children's storytime and activities.

62 creative community members attended nine Mind Lounge sessions. Completed works were displayed in the exhibition boxes at Manning Library.

26 adults and 26 children attended our Time for ABCs sessions to receive support as they learned English as an additional language, and 250 people attended the turning on of the Norfolk Pine Tree Christmas lights.

More than 950 participants completed our survey about our library services and programs. Responses enabled us to assess the value of our libraries, the role we play in providing programs and services for our community, and in finding ways to improve our services.

#### LIBRARIES FAST FACTS

	2015/16	2016/17	2017/18	2018/19	2019/20	
Visits to library website	143,432	150,878	116,064	107,466	181,744	
New memberships	South Perth Library	2,175	2,025	1,839	1,867	1,423
	Manning Library	670	969	1,018	820	514
Visitors to	South Perth Library	170,429	143,557	191,332	178,589	118,587
	Manning Library	52,821	44,860	49,031	50,466	49,185
Physical items borrowed from	South Perth Library	188,000	155,367	197,922	177,608	151,221
	Manning Library	65,488	55,848	99,856	78,796	63,591
Electronic items borrowed from both libraries	22,728	29,868	37,465	45,659	51,329	
Volunteer hours	N/A	N/A	1,509	1,661	1,034	

### Response to COVID-19

Our Libraries Services team were agile and adapted swiftly to the impacts of COVID-19 to continue to offer services to our community.

South Perth and Manning Libraries closed to the public on 23 March in accordance with advice from the State and Federal Governments, all library fees were suspended, borrowing periods were extended, and no re-registration was required during the closure.

The online eLibrary, including ebooks, audiobooks, newspapers, magazines, eLearning, research and streaming services operated as normal and the libraries quickly added even more resources to the existing eLibrary collections. Library staff introduced new processes to reduce barriers to membership to ensure ease of access to online resources for new members. Library Wi-Fi hours of access was extended.

Library and Old Mill staff worked to launch new digital activities to allow members to connect to the library while at home including History Talks, Digital Jigsaw Puzzles and Curiosity Clicks, a curated selection of free and open access online resources on specific topics.

Popular events including Words With Wine were reworked as live online events

and Time for Stories and Time for Rhyme sessions were recorded and uploaded to the City's YouTube channel and website during the temporary closure.

The online events for children included a reading for National Simultaneous Storytime, and a special story time with Mayor Greg Milner reading Dr. Seuss' *The Lorax*. Of the 20 online events held for children during the COVID-19 period there were over 2,123 participants.

The Home Reader Service continued to operate during the closure for those community members not able to collect items from the City's libraries. The service delivered books and other library items to residents unable to leave their homes. Library staff conducted weekly welfare checks by phone for home reader customers.

From Monday 18 May, South Perth and Manning libraries reopened under revised conditions with modified opening hours, a limited capacity, physical distancing and hygiene practices in place.

Both libraries underwent a deep clean before opening, with extra cleaning of high touch surfaces scheduled throughout the day. A COVID safety plan was implemented. As restrictions eased the libraries returned to normal operating hours and increased their capacity limits in June in accordance with State Government advice.

#### LIBRARY EVENT SNAPSHOT

<p><b>178</b> Adult events held with 1,499 attendees</p>	<p><b>685</b> Students from local schools attended 12 author sessions for Children's Book Week</p>	<p><b>577</b> Events held across both libraries</p>
<p><b>11,664</b> Estimated number of event attendees</p>	<p><b>1,863</b> Children attended Time for Rhymes</p>	<p><b>1,811</b> Children attended Time for Stories</p>



## COMMUNITY FACILITIES

The City manages 102 community facilities including community centres, halls and pavilions, parks and reserves, libraries and the Old Mill.

The City has 11 nature spaces, 11 sports spaces (active open space), 19 sports pavilions and 21 recreation spaces.

During 2019/20, the City's active reserves had 2,337 bookings made by a total of 24 local clubs, schools and other groups.

### Ernest Johnson Reserve

The John McGrath Hall and Pavilion, located at Ernest Johnson Reserve, was awarded a 4 Star Green Star - Design and As Built v1.1 Certified Rating from the Green Building Council of Australia. The rating represents Best Practice in sustainable design and construction.

Lighting upgrades were completed at Sandgate Oval and Hensman Oval, and EJ Oval received and repurposed a slice of history, with recycled seating from the now-demolished Subiaco Oval grandstand installed for families and attendees to use.

### Collier Park Golf Course

Located in Como, Collier Park Golf Course (CPGC) is owned by the City and operated by Clublinks Pty Ltd. The course continues to be recognised as one of the premier municipal golf courses in Perth and across the broader metro region.

During the year, the City continued to work on improving the marketability of the golf course, seeking to broaden the services it offers the community.

Over a six week period in September and November the City sought public submissions on a proposal for the construction and operation by Clublinks of a mini golf facility within CPGC.

The mini golf development cost is to be \$2,000,000 (maximum) following detailed design. The Annual Operating benefit to the City of South Perth is expected to be \$250,000 with an annual cash benefit of \$350,000.

### Response to COVID-19

The COVID-19 pandemic forced the closure of CPGC on 29 March. The facility reopened on 23 April under modified arrangements and with social distancing measures in place.

The demand for golf course services significantly increased under COVID-19 restrictions, as competition from other sporting activities has significantly reduced. This allowed the golf course to mitigate the impacts of the closure period.

## SPORT AND RECREATION

The City's Sport and Recreation area incorporates club development, George Burnett Leisure Centre (GBLC), the hire of halls, pavilions and reserves, and strategic recreation project planning.

### George Burnett Recreation Precinct Masterplan

The George Burnett Recreation Precinct Masterplan was temporarily postponed whilst the Recreation and Aquatic Facility (RAF) Project site is confirmed. Confirmation of a preferred site was approved by Council in October. The Masterplan is now awaiting finalisation for staged implementation over a number of years subject to funding and resourcing.

### George Burnett Leisure Centre

George Burnett Leisure Centre hires its facilities for a large range of community, health and wellbeing programs. A total of 3,303 bookings were made during the year. The City ran term programs including multisport, basketball and soccer with 455 participants. School holiday programs include soccer, multisport, cooking, art and basketball, with a combined total of 254 participants. Extended hire times were introduced to provide more opportunities for community use.

### Community Facility Booking Management

During this financial year, 3,988 bookings were made for functions, events and programs held in the City's community halls and facilities. The impact of COVID-19 meant the City's indoor and outdoor facilities and reserves were unavailable for bookings from March through to May 2020. During this period local sporting clubs were requested to suspend training and games.

### Reserve bookings

#### Passive Reserves

284 small to medium scale bookings (under 500 people per event) were facilitated including events, personal trainers and food trucks.

Larger scale bookings (over 500 people per event) were facilitated including The Big Wedgie, South Perth StrEATS, RSPCA Million Paws Walk, Asics Bridges Fun Run, and Australia Day celebrations.

#### Active Reserves

2,337 bookings were made by 15 local clubs, five schools, three State Sporting Associations and one other group.

#### Other bookings

Local organisations and community groups hired the City's community bus on 46 occasions.

### Club Development

The Club Development team provides support, advice and recognition to community groups, service groups, voluntary groups and sporting clubs, including funding support and professional development to increase participation in grass roots sports competition. The team also helps increase club profiles, networking opportunities and strengthens relationships between the City and clubs. In 2019/20 the Club Spirit eNewsletter was distributed to 100 clubs quarterly.

124 local children aged between five -18 years received KidSport funding from Department of Sport and Recreation totalling \$18,600. The small grants of up to \$150 are assessed by the City and enable children to participate in community sport and recreation.

Community Funding grants of up to \$5,000 were available throughout the year for both non-incorporated and incorporated community organisations including for COVID-19 relief.

### Sports Oval Floodlight Plan

The upgrade of floodlights on Ernest Johnson Reserve was completed.

The City was successful in securing funding towards the installation of sports oval floodlighting at Challenger Reserve. The City will receive approximately \$132,000 toward the project in 2020/21.



### ➤ Response to COVID-19

All playgrounds and public exercise equipment within the City, and all City indoor community recreation facilities closed to help stop the spread of COVID-19 in accordance with State Government advice. Additionally, the hire of all halls, pavilions and reserves was suspended.

Our parks, street environment and conservation teams continued to maintain the City's valuable open spaces, street trees, conservation areas and river foreshore reserves enabling the community to enjoy recreation outdoors. Users were required to observe physical distancing as well as the group gathering limits recommended by the State Government.

Sports oval floodlighting at reserves were kept on after sunset to enable the community to walk and undertake other recreational activities safely at night. The City also installed goal posts and soccer nets at parks to enable individuals to continue to exercise and use the facilities despite club sport training being postponed.

The COVID-19 pandemic and subsequent introduction of social distancing restrictions meant many of the City's buildings and facilities including South Perth and Manning Libraries, George Burnett Leisure Centre (GBLC), Animal Care Facility, Old Mill and senior citizens centres temporarily closed or operated under modified arrangements. The City's community bus was temporarily unavailable for hire or use from March through to May.

The City provided assistance to local clubs to develop Business Continuity Plans. Additionally, the City developed guidelines for license and associated fee support for local sporting clubs and community groups.

The hire of all halls, pavilions and reserves resumed in May. Playgrounds, outdoor exercise equipment and the skate park at GBLC reopened with the normal range of activities and opening hours from 6 June in line with State Government easing of restrictions.

#### 1.1.3 Encourage and educate the community to embrace sustainable and healthy lifestyles

### ENVIRONMENT AND PUBLIC HEALTH PLANNING

The City provides inspections of public buildings and food premises and deals with waste and health related requirements. This encompasses the handling of noise complaints and providing advice for asbestos removal and mosquito management. There is also a recreational water sampling program to ensure the areas of the river with public contact are safe.

#### Public Health Plan

The City is committed to improving the health and wellbeing of its community. In November 2019 the City commenced development of its first Public Health Plan to help identify priority areas for our community and to implement objectives and actions to support better public health.

The draft Plan was informed by data from State Government, the East Metropolitan Health Service and feedback gathered from the community and stakeholders during the engagement period undertaken in November and December.

In June the draft Plan was endorsed by Council for public comment. At the completion of the public advertising period, a further report will be presented to Council with recommendations incorporating any comments received.

#### Food safety inspections

There are 249 registered food businesses located within the City. 571 on-site inspections of these businesses as required under the *Food Act 2008* were completed during the year and we issued 28 improvement notices for non-compliance with the Food Standards Code.

### ➤ Response to COVID-19

The City liaised with local food businesses to provide advice in relation to the application of the latest State Government directions. We increased email and face to face communications with food businesses to provide advice related to additional hygiene measures to ensure that they were able to continue to operate for as long as possible under the pandemic situation.

#### Mosquito Management Plan

The City's Mosquito Management Plan applies to areas from Salter Point through to the eastern boundary of Cygnia Cove. During the year we reviewed and updated the Plan, worked closely with state agencies and implemented actions to manage mosquito numbers within this fragile environment, while ensuring a reasonable outdoor amenity for local residents during the mosquito season.

Traps were set weekly during peak mosquito season to assist in identifying breeding in salt marsh and fresh water areas. We undertook regular wetland inspections for larvae, residual barrier treatments of strategic bushland areas, street drain treatments, nine aerial larvicide treatments and had regular communication with residents. Mosquito numbers fluctuated during the season, but generally the environmental conditions favoured minimal mosquito breeding.

#### Public Health Act 2016

The Department of Health (DoH) is reviewing all of the Regulations made under the *Health (Miscellaneous Provisions) Act 1911* in order to move to the *Public Health Act 2016*. The DoH anticipate this will be completed by 2021. Once completed, the relevant local policies and procedures will be updated.

#### 1.1.4 Celebrate and support heritage within the City for present and future generations

### COMO TRAM HOUSING DESIGN

The City, South Perth Historical Society and Perth Electric Tramways Society worked together to plan for the construction of a tram barn in Windsor Park to house a faithfully restored B class tram engine built in 1899.

The tram travelled along Mends Street and Labouchere Road in South Perth between 1922 and 1950.

Construction of the tram barn is expected to be completed in September 2020.

### OLD MILL

The Old Mill and associated cottage were closed for much-needed restoration works including the replacement of sheoak timber roof shingles. The historic buildings reopened to the public in September.

As part of the Node Plan for the site, the City is addressing a number of cultural aspects of the site as per the South Perth Foreshore Strategy and Management Plan.

### ➤ Response to COVID-19

On 23 March the Old Mill was temporarily closed due to COVID-19. The grounds reopened to the public on 18 May subject to conditions including social distancing. In June restrictions were eased and public entry to the internal areas of the Old Mill and cottage was reinstated.

### WA STATE HISTORY CONFERENCE

The City worked with the South Perth Historical Society in preparation for the State History Conference 2019.

Approximately 120 delegates representing historical societies across the state attended the event which ran from 6-8 September.

The City presented on the history of the South Perth area and showcased the work the City does in protecting and promoting the unique historical and contemporary cultural identity.



**1.1.5 Foster volunteerism to build social capital in the community**

**VOLUNTEERING**

Volunteers play a vital role in shaping the City's identity, helping to build strong and resilient communities, combating isolation and loneliness, and increasing social inclusion and community participation.

The City relies on the invaluable assistance of a team of volunteers that contribute time to our libraries, working with seniors, Justice of the Peace service, guided tours of the Old Mill, community events such as Australia Day Celebration Zone, South Perth Youth Network (SPYN), Public Art Advisory Group, Community Safety Group, Aboriginal Reference Group and Inclusive Community Advisory Group.

**VOLUNTEER ACHIEVEMENTS**

<b>86</b> English as a Second Language volunteer hours	<b>226</b> Home Reader volunteer program hours	<b>509</b> Library shelf stacking volunteer hours
<b>247</b> Old Mill volunteer hours	SPYN members volunteered at eight community events	Local volunteers worked with us at seven community planting days

**225** Justice of the Peace volunteer hours, a total of 10,750 requests

**VOLUNTEER OF THE YEAR AWARDS**

The annual celebration allowed the City to acknowledge and congratulate our volunteers for their efforts and dedication in our local community.

At the event held at the Perth Zoo on 5 December, more than 200 guests saw 93 nominees receive certificates and three award winners accept trophies from Mayor Greg Milner.

**VOLUNTEER OF THE YEAR AWARD (OVER 25 YEARS OLD)**

**Vida Corbett**

Vida has contributed to the community of South Perth in many different ways. As a Charter member of Soroptimist International of South Perth, she coordinates the team for Relay for Life, organises the wreath for ANZAC Day and Mother's Day flowers for ladies receiving Meals on Wheels, liaises with senior schools for International Women's Day and coordinates volunteers for Australia Day. She plays an active role in the South Perth Uniting Church, has previously been on the Board of South Perth Senior Citizens, and since retirement has become a Justice of the Peace.

**YOUTH VOLUNTEER OF THE YEAR AWARD (18-25 YEARS)**

**Cameron Keoh**

As part of the Wesley South Perth Hockey Club, Cameron transitioned from just playing Minkey hockey to coaching junior girls and contributing as a junior umpire. In 2015 he progressed to Facilities Coordinator with responsibility for all venue enquiries, opening the venue for events and ensuring the clubroom is kept tidy. This means organising bar staff and cleaners, venue inspections after events, ordering stock, sorting deliveries and monitoring stock levels.

**JUNIOR VOLUNTEER OF THE YEAR (UNDER 18 YEARS)**

**Andrea Burnett**

At just 11 years of age, Andrea has already assisted a number of local organisations. The year seven student has exceeded 80 hours of community service in a year, including working with the elderly and disabled at Melville Cares, helping students at St Pius X Primary School, giving out water for the WA Marathon Club and planting trees for JMH Action Group and Salter Point Community Group.



## 1.2 COMMUNITY INFRASTRUCTURE

### 1.2.1 Plan, develop and facilitate community infrastructure to respond to changing community needs and priorities

#### COMMUNITY RECREATION FACILITIES PLAN

The City has 102 community facilities that are used for recreational purposes (or assist with the provision of recreation) with an estimated value of \$50 million. These facilities are comprised of sports spaces, recreation spaces, nature spaces, pavilions, leisure centre, community halls, library buildings, seniors centres, heritage and arts buildings, kindergartens and public toilets.

The purpose of the Community Recreation Facilities Plan is to provide a strategic framework to guide decision making for key community facility projects throughout the City over the next 15 years.

The Plan was endorsed by Council in July 2019. The City commenced implementation of actions including: installation of sports oval floodlights at Ernest Johnson Reserve; completion of remedial building works at Como Croquet Club; completion of upgrades to Manning Bowling Club toilet and changerooms; upgrades to various other community facilities, and design and installation of new signage for facilities. Additionally, the City commenced development of its first Public Toilet Plan.

#### STATE UNDERGROUND POWER PROGRAM

In 2017 the City successfully obtained three State Underground Power Program (SUPP) projects for the supply of underground power to Manning, Collier and South Perth. In conjunction with Western Power, the City continued to advance the three successful SUPP projects in 2019/20. In addition, the City advanced with a Retrospective Undergrounding Project for the area known as Hurlingham, which will be privately funded.

The tender for Manning and Collier was conditionally awarded in September 2019 following completion of detailed design earlier in the year; cost modelling was presented to Council in December. A re-survey was requested due to increased estimates and the time lapsed since the original survey in 2016.

Detailed designs were finalised for South Perth and Hurlingham in early 2020 and the Competitive Construction Tender process was endorsed. The process is anticipated to be completed in 2020/21 when more detailed costs will be available.

### 1.2.2 Manage the provision, use and development of the City's properties, assets and facilities

#### 10 YEAR CAPITAL PROGRAM

The City's Infrastructure Services Directorate facilitates and develops the 10 Year Forward Works Program to inform the long-term financing of the City's operations and projects. The Program is designed to effectively balance the challenges and expectations of our growing community and ensure financial sustainability in the strategic management of our assets.

At the start of the financial year the Program was reviewed and scope verification documents were completed for 2020/21 capital works projects.

The Program also benefited from the implementation of the Strategic Asset Management module of the City's 1System project that enabled better modelling of asset replacement timeframes.

#### CAPITAL PROJECTS DELIVERY

The City delivers the Capital Works Program in relation to the renewal and upgrade of buildings, roads, drainage, footpaths, parks, etc.

Key projects that continued through 2019/20 were the rehousing of the historic Como tram and restoration works at the Old Mill. Major project Connect South was successfully delivered on time and on budget

During the COVID-19 pandemic, the City continued to inspect and address maintenance and repairs to roads, crossovers, footpaths, cycle ways and the stormwater drainage network.

#### SUSTAINABLE AND ACCESSIBLE BUILDINGS

The City worked to progressively improve access by installing new ramps and universal access toilets, while also progressively improving energy use (i.e. lights, water saving) across City buildings and facilities.

Projects included:

- Renovation and installation of a Universal Access Toilet with shower at Collier Park Golf Course
- Replacement of lighting at Manning Senior Citizens Centre
- Replacement of gas heaters at South Perth Seniors Citizens Centre
- Replacement of verandah at Como Croquet Club
- Improvement works at Hensman Kindy
- Installation of facilities signage
- Retrofitting a new public toilet at Bill Grayden Pavilion
- New CCTV installed at Mends Street and Coode Street in South Perth and in Karawara.



## PROPERTY MANAGEMENT

### Leases and licences

Leases were renewed throughout the year to some of the oldest and longest serving sporting clubs within the City including the Hensman Park Tennis Club, Manning Memorial Bowling Club and the Como Croquet Club.

In addition to leases, the City also issues a number of licences for commercial purposes on City owned or managed land.

This financial year, licences were issued for food vendors, concerts and various sports operators.

### Millers Pool

Since 2015, the City has been meeting with the Department of Planning, Lands and Heritage in relation to a café development at Millers Pool on the South Perth Foreshore as identified in the South Perth Foreshore Management Plan.

In September 2018, a Request for Expressions of Interest was advertised inviting suitably experienced and qualified café/restaurant operators to build and operate the Millers Pool Café under a commercial sub-lease agreement. The City has since selected an operator and is in negotiations regarding the terms of a potential lease arrangement.

**1.2.3 Plan for and promote the development of recreation and aquatic facilities to service City of South Perth needs**

## RECREATION AND AQUATIC FACILITY FEASIBILITY PROJECT

During the year the City made formal approaches to potential funding partners and a preferred site, Collier Park Golf Course in Como was identified and endorsed by Council at its September 2019 meeting. Council also resolved to advance to the detailed feasibility business case stage of the project.

A financial commitment of \$20 million from the Federal Government was secured in April 2019 and local MP Steve Irons reconfirmed the commitment in November 2019. A potential construction cost of up to \$80 million is projected for the facility and external funding is required in addition to the City's contribution to the project.



## 1.3 COMMUNITY SAFETY AND HEALTH

**1.3.1 Facilitate and foster a healthy, connected and safe community**

### COMMUNITY SAFETY

The City of South Perth aims to provide a safe, welcoming and enjoyable City for both residents and visitors.

The City supports Neighbourhood Watch WA (NHW) in collaboration with the local police. Additionally, the City's Community Safety Group has representation from key community stakeholders including Kensington Police, PCYC, Perth Zoo and Waterford Plaza to ensure an effective community safety model to assist in the delivery of community safety initiatives and projects.

#### Community Safety and Crime Prevention Plan

The Community Safety and Crime Prevention Plan (CSCPP) identifies key priorities to address local community safety concerns and details the City's approach to building social cohesion and community connections to enhance a sense of safety.

The aim of the CSCPP is to guide community safety and crime prevention initiatives in partnership with key government agencies and the local community. It is designed to be a versatile document that will be adaptable to cater for the community's safety needs over the next three years.

In July 2019 the CSCPP was presented to Council and subsequently endorsed. During the year the City commenced implementation of the plan including development of Streets Meets guidelines to assist residents to plan and facilitate open street events; roll out the Speed Awareness Signage project which has received funding from a Federal Government Grant; and commenced planning for development of a CCTV policy/management practice.



## RANGER SERVICES

Rangers play a valuable role in community education and are often the first point of contact for information about the City's community initiatives and requirements of state and local laws. Rangers are involved in a variety of issues including animal control and management, fire hazards, parking and community safety.

An invaluable additional resource for emergency service agencies, Rangers are trained in incident control procedures and traffic control. Rangers liaise with WA Police Service; State Emergency Service; Department of Primary Industries and Regional Development; Department of Fire and Emergency Services; Department of Local Government, Sport and Cultural Industries; as well as other key agencies to support and assist with emergency incidents as required. Rangers deal with various response and recovery measures in case of an emergency.

The Rangers participated in community activities including a microchip event in November at the City's Animal Care Facility in Como, offering free microchipping of pets to encourage responsible pet ownership.

During the year our Rangers monitored and enforced compliance with specific WA government legislation and local laws, including:

- City of South Perth Local Laws
- *Dog Act 1976*
- *Cat Act 2011*
- *Litter Act 1979*
- *Local Government Act 1995*
- Local Government (Parking for People with Disabilities) Regulations 2014
- *Control of Vehicles (Off Road Area) Act 1978*
- *Bush Fires Act 1954*
- *Caravan Parks and Camping Grounds Act 1995*.

## Animal Care Facility

The Rangers operate the City's Animal Care Facility and a successful rehoming program for stray and homeless cats and dogs.

This facility is state of the art, with dedicated staff caring for the animals.

Also housing animals from the Cities of Canning, Gosnells, Perth, Vincent and Towns of Victoria Park and Bassendean, the facility acts as a regional local government facility, proving to be a benefit not only operationally by providing the best possible care, but also with cost sharing.

The Animal Care Facility provides:

- Care for impounded animals such as dogs, cats, chickens, rabbits and birds
- Dog and cat registration and microchipping
- Animal husbandry services such as feeding animals, cleaning kennels, providing a safe and secure space
- Community awareness of responsible pet ownership
- Assisting with lost and found pets
- Updating new pet ownership details and registration requirements
- Adoptions and rehoming of stray pets with other rescue groups
- Cat boarding for City of South Perth residents' cats.

During the year 144 animals (70 dogs and 74 cats) were impounded and held at the Facility, with 51 dogs and seven cats returned to their owners, and 17 dogs and 52 cats rehomed.

### ➤ Response to COVID-19

In response to the COVID-19 pandemic, the Animal Care Facility was temporarily closed to members of the public from March. The facility remained staffed and community members were requested to contact the Rangers for lost and found animals. The City's cat boarding service was also closed during this period. The facility was due to reopen in July 2020.

## 1.3.2 Develop and implement effective Emergency Management arrangements

### EMERGENCY MANAGEMENT

All local governments in Western Australia have a legislative responsibility under section 36 of the *Emergency Management Act 2005* to ensure effective local emergency management arrangements are prepared and maintained. This includes the management of recovery following an emergency affecting our community.

The City continued its partnership with the City of Canning to oversee the facilitation of a Local Emergency Management Committee (LEMC) involving a range of state government departments and other organisations involved in emergency management.

During 2019/20 the City also developed a draft Local Emergency Management Arrangements (LEMA) Plan to provide future strategic direction on emergency preparedness, prevention, response and recovery tasks. The City's draft LEMA Plan will be finalised and submitted through the approval process during 2020/21.



## MEASURES OF SUCCESS

1.1 CULTURE AND COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
1.1.1	Event attendee satisfaction	The amount of people who respond that they are satisfied with the events held by the City	Maintain satisfaction rate above 80%	<b>Target</b> 80% <b>Result</b> 88%	Achieved
	Event attendee targets	The number of people attending the City's events	Obtain the targeted number of attendees for the City's events of 20,000 per annum	<b>Target</b> 20,000 <b>Result</b> 45,000	Achieved
	Library attendee targets	The number of people visiting or attending the City's two libraries (Manning and South Perth)	Obtain the targeted number of visitors at the City's two libraries of 240,363 persons per annum	<b>Target</b> 240,363 <b>Result</b> 167,772	Not achieved Libraries closed from 23 March-5 June 2020 due to COVID-19 restrictions

1.1 CULTURE AND COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
1.1.2	Club Development program	The number of local clubs participating at Club Development workshops	Maintain minimum number of 50% local club participation per annum	<b>Target</b> 50% <b>Result</b> 35%	Not achieved The attendance numbers of the City's Club Development Program were impacted by COVID-19
	KidSport funding	The number of funding vouchers and the amount of funding (\$) provided to eligible WA children for club fees	Maintain funding provision of 100 KidSport vouchers, providing \$18,000 in funding per annum	<b>Target</b> 100 <b>Result</b> 124	Achieved
1.1.3	Public Health Plan completion	The amount that the City has progressed towards the creation of a Public Health Plan	100% completion of a Public Health Plan	<b>Target</b> 100% <b>Result</b> 80%	Not achieved Public consultation required. Planned to be completed in 2020/21
	Sustainable Living program satisfaction rate	The number of people who respond that they are satisfied with the City's Sustainable Living program	Maintain satisfaction rate above 70%	<b>Target</b> 70% <b>Result</b> 95%	Achieved



## MEASURES OF SUCCESS

1.1 CULTURE AND COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
1.1.4	Old Mill and visitor targets	The number of people visiting or attending the City's Old Mill historical site	Obtain the targeted number of visitors at the Old Mill of 4,245 persons per annum	<b>Target</b> 4,245  <b>Result</b> 3,260	Not achieved Old Mill closed 21 March-18 May 2020 due to COVID-19 restrictions
	Old Mill Masterplan	Compliance to the Old Mill Masterplan project delivery schedule	Maintain 95% schedule compliance of the deliverables for the Old Mill Masterplan project	<b>Target</b> 95%  <b>Result</b> 80%	Not achieved Change in project approach to undertake contextual analysis largely in-house. This negates the need for early procurement, as originally intended
1.1.5	Community volunteering	The number of City volunteers that provide assistance on Community, Culture and Recreation projects, services and programs	Maintain a minimum of 100 Community, Culture and Recreation volunteers	<b>Target</b> 100  <b>Result</b> 116	Achieved
		The number of City volunteers that provide assistance on library and heritage projects, services and programs	Maintain a minimum of 50 library and heritage volunteers	<b>Target</b> 50  <b>Result</b> 93	Achieved

1.2 COMMUNITY INFRASTRUCTURE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
1.2.1	Community Recreation Facilities Plan implementation ratio	The ratio of the number of actions successfully implemented relative to the number of actions planned within the Community Recreation Facilities Plan (completed/planned)	Maintain ratio of 80% annual planned implementation action items	<b>Target</b> 80%  <b>Result</b> 86%	Achieved
1.2.2	Property maintenance	The number of maintenance requests that are assessed and/or actioned within 10 days of notification	Complete 90% of assessments and/or actions within five days (urgent) or within 10 days (remainder)	<b>Target</b> 90%  <b>Result</b> 92%	Achieved
1.2.3	Recreation and Aquatic Facility (RAF) funding	The amount of funding advocated	Advocate for sufficient funding to cover 75% of the capital costs	<b>Target</b> 75%  <b>Result</b> 80%	Achieved
	Recreation and Aquatic Facility (RAF) project delivery	Compliance to the RAF project delivery schedule	Maintain 95% schedule compliance of the annual deliverables within the RAF delivery schedule	<b>Target</b> 95%  <b>Result</b> 100%	Achieved

1.3 COMMUNITY SAFETY AND HEALTH					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
1.3.1	Community Safety and Crime Prevention Plan implementation actions ratio	The ratio of the number of actions successfully implemented relative to the number of actions planned within the Plan (completed/planned)	Maintain ratio of 80% annual planned implementation action items	<b>Target</b> 80%  <b>Result</b> 100%	Achieved

Not all KPIs within the Corporate Business Plan were reportable for the 2019/20 financial year as we had not yet begun measurement, they are not due to start until the 2020/21 financial year, or they are pending 2019/20 financial audit.

# ECONOMY

ASPIRATION: A THRIVING CITY ACTIVATED BY INNOVATION, ATTRACTIONS AND OPPORTUNITIES

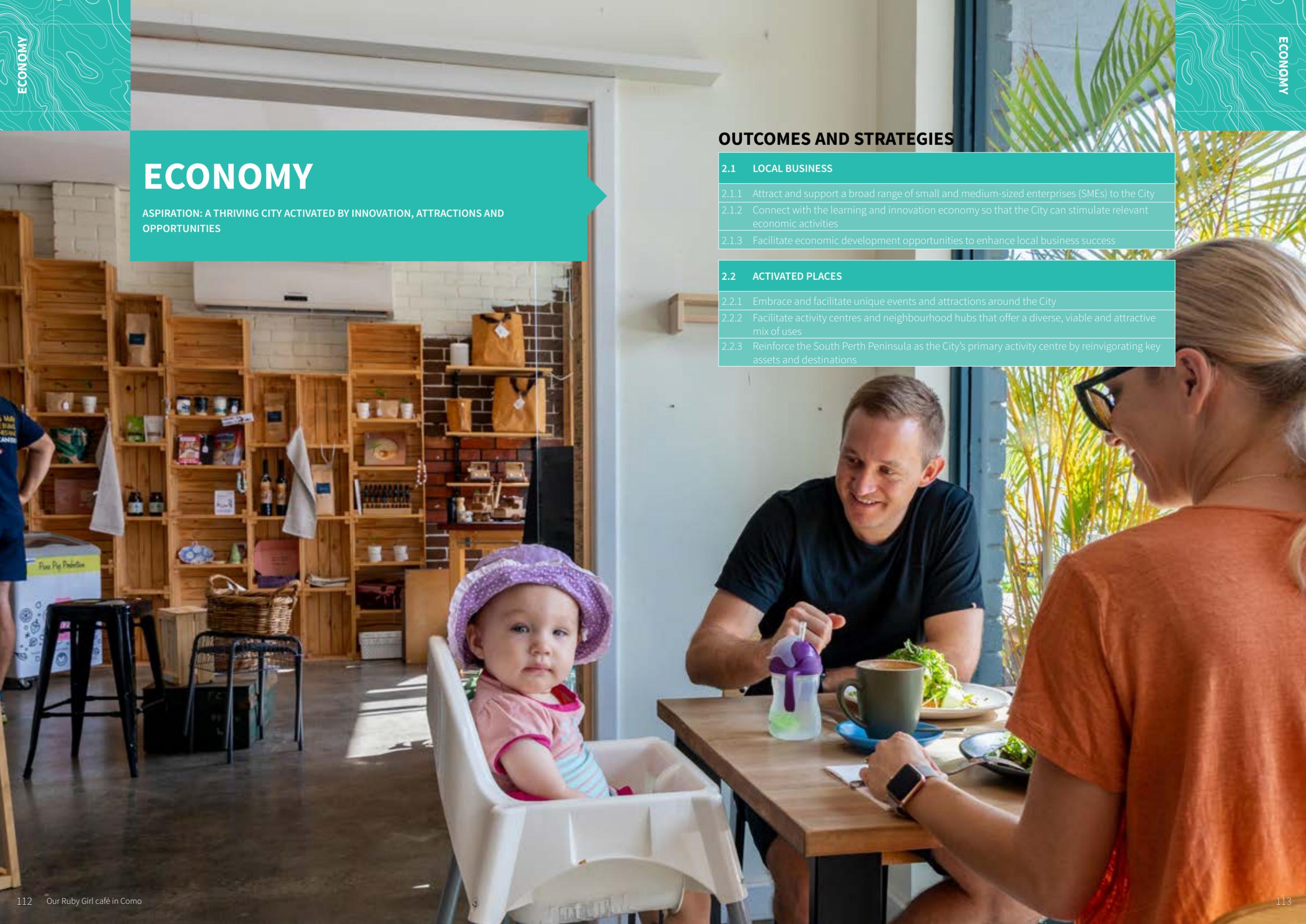
## OUTCOMES AND STRATEGIES

### 2.1 LOCAL BUSINESS

- 2.1.1 Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City
- 2.1.2 Connect with the learning and innovation economy so that the City can stimulate relevant economic activities
- 2.1.3 Facilitate economic development opportunities to enhance local business success

### 2.2 ACTIVATED PLACES

- 2.2.1 Embrace and facilitate unique events and attractions around the City
- 2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses
- 2.2.3 Reinforce the South Perth Peninsula as the City's primary activity centre by reinvigorating key assets and destinations





## 2.1 LOCAL BUSINESS

### 2.1.1 Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City

#### ECONOMIC DEVELOPMENT PLAN

The City developed a project plan to provide a detailed framework for the preparation of the Economic Development Plan (EDP).

The EDP will inform how the City can best support economic development, foster greater investment and grow jobs within the City. It will be delivered as part of the Thriving Neighbourhoods project which also includes a review of Town Planning Scheme 6, preparation of Local Planning Scheme 7 and preparation of an Integrated Transport Plan.

### 2.1.2 Connect with the learning and innovation economy so that the City can stimulate relevant economic activities

#### RAC AUTONOMOUS VEHICLE TRIAL

The City continued to support the trial of the fully autonomous RAC Intellibus® vehicle in South Perth. The trial celebrated its three year anniversary on 16 August and regular meetings were held with stakeholders to discuss the potential to extend the program and update the route as technology progresses.

A partnership with the City, the RAC and State Government, the innovative trial helps us move closer to readying Australia for a safe transition to automated vehicles and a future of safer, easier and cleaner mobility.

This year the City worked with the RAC to develop a program for schools focusing on old and new technology by combining education based on the RAC Intellibus® and the historic Old Mill in South Perth. The program launched in late 2019 but was placed on hold in response to COVID-19.

Since commencing the trial in 2016 a total of 15,592 passengers have travelled 24,598km on the bus including 3,345 people in 2019/20.

A partnership with the City, the RAC and State Government, the innovative trial helps us move closer to readying Australia for a safe transition to automated vehicles and a future of safer, easier and cleaner mobility.

The City also worked with the RAC to develop a program for schools focusing on old and new technology by combining education based on the RAC Intellibus® and the historic Old Mill in South Perth. The program launched in late 2019 but was placed on hold in response to COVID-19.

#### COLLABORATE WITH CURTIN UNIVERSITY (INNOVATION CENTRAL)

A Memorandum of Understanding with Curtin University, the City of Canning and Town of Victoria Park was established to promote collaboration 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 ‘edutourism’ destination.

The City has liaised with Curtin University and attended Innovation Central facilitated sessions to understand opportunities to collaborate on projects.

One initiative has been to engage the Curtin Centre for Sport and Recreation Research to identify and map all active playing spaces and their usage.

### 2.1.3 Facilitate economic development opportunities to enhance local business success

#### BUY LOCAL, SHOP LOCAL

Our local businesses are fundamental to our community.

To support COVID-19 business recovery, the City implemented initiatives to work with local business and stimulate business recovery.

A Buy Local, Shop Local marketing campaign was developed to help support local business as part of the City’s focus on economic development. The campaign included an online local business directory, street banners and a range of other promotional material for businesses to use and display to help create awareness and stimulate business.

A survey was undertaken to determine how the City could best support businesses through these challenging times. The feedback provided the City with a deeper understanding of business needs and requirements.

#### INNER CITY GROUP

In 2019 the City signed a Memorandum of Understanding between five local governments, now referred to the Inner City Group (ICG). This group consists of Cities of South Perth, Perth, Vincent, Subiaco, and the Town of Victoria Park.

A range of cooperative initiatives have been developed within this group to address common issues and create consistency within our pocket of WA.

The Inner Perth Marketing Collective (IPMC) sub-group was formed to promote inner city neighbourhoods. The vision for this group is to promote the combined destination through the sharing of marketing content via the Visit Perth communications channels to boost visitation and support for local businesses.

#### EXPERIENCE PERTH

The City continued membership of the Perth Regional Tourism Organisation, Experience Perth. The group is the peak body for destination marketing to domestic and international consumers, trade, media and business. Their website provides around 1.4 million visitors with ideas about what to see and do in Perth, where to stay and events.



## 2.2 ACTIVATED PLACES

### 2.2.1 Embrace and facilitate unique events and attractions around the City

#### COMMUNITY EVENTS

The City supported and hosted a range of unique events that attracted audiences of approximately 135,000 people in 2019/20. Events included our annual Australia Day Celebration Zone and the South Perth Sounds concert.

#### Australia Day Celebration Zone

In 2019 the City commenced planning for the Australia Day Celebration Zone, including securing Lotterywest funding; reviewing procurement and risk management planning; booking event equipment and activities; planning hostile vehicle mitigation strategies; and undertaking regular liaison with key stakeholders including the City of Perth. The event held on 26 January 2020 attracted an estimated attendance of 106,540 people to the South Perth Foreshore.

### 2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses

#### REVIEW OF CANNING BRIDGE ACTIVITY CENTRE PLAN

The Canning Bridge Activity Centre Plan (CBACP) aims to support development of the precinct with a mix of office, retail, residential, recreational and cultural uses, maximising opportunities offered by its unique transport hub location.

A review of the CBACP included an extensive engagement process which established a Citizen Stakeholder Group to provide recommendations on how the CBACP could be improved.

Following consultation, a number of changes were recommended and endorsed by Council in February following the public advertising period. The CBACP is now awaiting final endorsement by the Western Australian Planning Commission.

## SOUTH PERTH ACTIVITY CENTRE PLAN

The draft South Perth Activity Centre Plan (ACP) and associated proposed Town Planning Scheme Amendment 61 (Amendment 61) provide a robust planning framework to manage development that accommodates forecast and required population and activity growth, and guidance to improve movement, connectivity, streetscapes and public open space within and around the centre.

Community consultation on the draft ACP was completed in August and modifications to the document were made in response to feedback.

Council endorsed the draft ACP and associated scheme amendment at the December meeting and both documents were forwarded to Western Australian Planning Commission for approval in January.

### 2.2.3 Reinforce the South Perth Peninsula as the City's primary activity centre by reinvigorating key assets and destinations

#### CONNECT SOUTH

Connect South is focused on improving public amenity via place activation, wayfinding, access to transport and greater economic opportunity. Stage one of the project has transformed Mends Street to become the urban heart of South Perth and a destination for regional and international visitors.

Practical completion was achieved in November. Construction for Stage one included the development of a piazza on the Mends Street foreshore along with minor upgrades to Mends Street North. The new piazza named Mindeerup was officially opened by Mayor Milner in December.

## MEASURES OF SUCCESS

### 2.1 LOCAL BUSINESS

Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
2.1.1	Economic Development Plan completion	The amount that the City has progressed towards the creation of the Plan	100% completion of the Plan	Target 100%	Not achieved Finalisation of the Plan expected 2020/21
				Result 40%	
2.1.3	Buy Local, Shop Local program	The number of local business listing applications submitted on the Buy Local, Shop Local webpage that are actioned within five business days of receipt	Maintain action rate above 80%	Target 80%	Achieved
				Result 100%	

### 2.2 ACTIVATED PLACES

Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
2.2.1	Australia Day event	The number of people attending the City's annual Australia Day/Celebration Zone event	Obtain the targeted number of annual attendees for the Australia Day Celebration Zone of 100,000	Target 100,000	Achieved
				Result 106,540	
2.2.2	Australia Day event	The number of people who respond that they are satisfied with Australia Day event	Maintain satisfaction rate above 80%	Target 80%	Achieved
				Result 94%	
2.2.3	Connect South project delivery	Compliance to the Connect South project delivery schedule	Maintain 95% schedule compliance of the annual deliverables for the Connect South project	Target 95%	Achieved
				Result 100%	

Not all KPIs within the Corporate Business Plan were reportable for the 2019/20 financial year as we had not yet begun measurement, they are not due to start until the 2020/21 financial year, or they are pending 2019/20 financial audit.

# ENVIRONMENT BUILT AND NATURAL

ASPIRATION: SUSTAINABLE URBAN NEIGHBOURHOODS

## OUTCOMES AND STRATEGIES

### 3.1 CONNECTED AND ACCESSIBLE CITY

- 3.1.1 Facilitate a safe, efficient and reliable transport network
- 3.1.2 Develop and implement integrated transport and infrastructure plans

### 3.2 SUSTAINABLE BUILT FORM

- 3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs

### 3.3 ENHANCED ENVIRONMENT AND OPEN SPACES

- 3.3.1 Maintain and improve ecosystem biodiversity in the City
- 3.3.2 Enhance the City's urban forest
- 3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores
- 3.3.4 Facilitate effective management of the Swan and Canning River foreshore

### 3.4 RESOURCE MANAGEMENT AND CLIMATE CHANGE

- 3.4.1 Promote and implement sustainable water, waste, land and energy management practices
- 3.4.2 Manage the risks associated with climate change and finite resource availability



### 3.1 CONNECTED AND ACCESSIBLE CITY

#### 3.1.1 Facilitate a safe, efficient and reliable transport network

#### PATHWAYS AND BIKE PLAN

The Joint Bike Plan is a collaborative project with the Town of Victoria Park, which aims to set out the long-term vision for a strategic cycling network covering both local government areas. The City continued to complete smaller tasks, with long-term actions placed on the 10 Year Forward Works Program.

This year a review of the Bike Plan was completed with feasibility studies undertaken for projects to be completed in the 2020/21 financial year. \$200,000 in municipal funds was secured for a new cycle connection between Murray Street and Jackson Road in Como, line marking to upgrade the path along Manning Road from Centenary Avenue in Waterford creating a shared path, and raised cycle crossings at the Coode Street and Douglas Avenue car parks in South Perth.

#### ROADS AND DRAINAGE

##### Sweeping

The road and drainage network continued to be maintained in accordance with established programs and schedules.

Sweeping programs ensure streets, car parks, footpaths and drainage infrastructure systems are kept clean. Removing organic matter from streets, paths and car parks ensures drains are clean and receiving waters protected from transport pollutants.

Throughout the year the City attended to:

- Business districts – seven days per week (collecting approximately 130m<sup>3</sup> debris)
- Commercial districts – two days per week (collecting approximately 78m<sup>3</sup> debris)
- District sweep – four times per year (collecting approximately 240m<sup>3</sup> debris)
- Car parks – three times per year (collecting approximately 15m<sup>3</sup> debris)
- Path sweep – small sweeper used on cycle paths, school frontages and car parks (collecting approximately 57m<sup>3</sup> debris).

##### Drainage

11 drainage projects were completed on or under budget.

- Total expenditure - \$69,522.

#### 3.1.2 Develop and implement integrated transport and infrastructure plans

#### INTEGRATED DRAINAGE CATCHMENT MANAGEMENT PLAN

This Plan assists the planning, maintenance and construction of drainage facilities. It is critical in ensuring collection and disposal of stormwater, protecting built infrastructure and homes from flooding, and delivering stormwater to the river or other groundwater catchments.

##### Neil McDougall Lake Water Sensitive Urban Design Project

A preliminary design was developed to improve water quality at Neil McDougall Lake in Como. The aim is to address stormwater drainage water quality issues and provide a long-term, sustainable solution for the management of Lemna species and blue-green algae (cyanobacterial) blooms in the lake.

The City undertook environmental studies at the lake to determine the presence of acid sulphate soils and to investigate groundwater levels. The preliminary design was updated taking on board the outcomes of these studies together with the outcomes of the stakeholder engagement.

In June technical specifications and detailed designs for construction were developed with works anticipated to commence in 2020/21 subject to funding.

#### INTEGRATED TRANSPORT PLAN

The City identified the need for an Integrated Transport Plan (ITP) to guide and facilitate sustainable transport options aligned with the State Government's transport planning strategy.

Preparation of the ITP included a review of the City's Parking Strategy, Joint Bike Plan and other relevant strategies and plans, to identify actions to be incorporated into the ITP. Background research was completed and a project plan was developed.

The ITP will be delivered as part of the Thriving Neighbourhoods project which also includes a review of Town Planning Scheme 6 and preparation of Local Planning Scheme 7, and preparation of an Economic Development Plan.

#### PARKING STRATEGY

The City continues to review parking in line with the hierarchy and principles outlined in the Parking Strategy.

The Parking Management Action Plan for the South Perth Station Precinct provides a detailed operational plan for the precinct as development progresses and large scale parking modifications are reviewed.

PATHWAYS			
<p><b>1.9</b>km</p> <p>Concrete path upgraded at a cost of \$193,179 as part of the slab replacement program</p>	<p><b>1.1</b>km</p> <p>New concrete footpath constructed at a cost of \$153,347 to maintain a pedestrian friendly footpath network</p>	<p><b>495</b></p> <p>Path maintenance jobs attended to</p>	
ROAD REHABILITATION			
<p><b>18</b></p> <p>Road rehabilitation projects completed</p>	<p><b>38,154</b>m<sup>2</sup></p> <p>New asphalt laid (4,429 tonnes)</p>	<p><b>4.6</b>km</p> <p>Kerbing installed</p>	<p><b>2.88</b>million</p> <p>Total budget allocated to roadworks</p>

Most road projects were completed either on or under budget.



### 3.2 SUSTAINABLE BUILT FORM

3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs

#### STRATEGIC PLANNING

The City has been working on a number of strategic planning projects to guide development throughout the City into the future as part of its local planning framework. The Local Planning Strategy, Canning Bridge Activity Centre Plan and South Perth Activity Centre Plan are all active projects that will contribute to this framework. More detail about each of these projects can be found on page 24 and 25.

#### Thriving Neighbourhoods

A review of Town Planning Scheme 6 and preparation of Local Planning Scheme 7 (LPS7) will commence in 2020/21. LPS7 will be developed as part of the City's Thriving Neighbourhoods Project, which also includes preparation of an Economic Development Plan and Integrated Transport Plan (ITP).

The three projects are combined under the Thriving Neighbourhoods project to facilitate alignment of outcomes with clear and comprehensive messages about the City's plans for future growth. The suite of projects will be coordinated to ensure that LPS7 is prepared within a planning framework that is informed by both movement and economic influences.

#### Planning scheme amendments

Scheme amendments determined in 2019/20:

- Amendments 59 and 60 – Waterford Triangle, Gazetted.

Scheme amendments yet to be determined:

- Amendment 57 – Canning Hwy East, held in abeyance pending finalisation of the City's Local Planning Strategy
- Amendment 61 – South Perth Activity Centre Plan, due to be considered by the Minister for Planning
- Amendment 62 – South Perth Hospital, due to be considered by the Minister for Planning
- Amendment 63 – Preston St, due to be considered by the Minister for Planning.

#### Planning policies

Policies reviewed and adopted in 2019/20:

- P303 Design Review Panel – reviewed December
- P319 Planning Compliance – new policy adopted March
- P322 Exempt Land Use – new policy, adopted without Council approval in May through State Government exemption
- P351.20 Design Guidelines for 'Student Accommodation Facility' on 'Site P' – new policy, adopted in May.

#### Local heritage

It is a requirement under Section 103 of the *Heritage Act 2018* that local governments prepare, maintain and review a local heritage survey. The heritage survey identifies and celebrates buildings and places within the City worthy of recognition for their heritage significance. The local heritage survey and local heritage list were reviewed in 2017/18. As part of the development of the Local Planning Scheme 7 in 2020/21, the City will undertake an update and interim review of the local heritage survey.

#### SUSTAINABLE AND ACCESSIBLE BUILDINGS

The City worked to progressively improve building access by installing new ramps and universal access toilets, while also progressively improving energy use (i.e. lights, water saving) across City buildings and facilities.

#### Projects included

- Renovation and installation of a universal access toilet with shower at Collier Park Golf Course
- Replacement of lighting at Manning Senior Citizens Centre
- Replacement of gas heaters at South Perth Seniors Citizens Centre
- Replacement of verandah at Como Croquet Club
- Improvement works at Hensman Street Elementary
- Installation of signage at facilities
- Retrofitting a new public toilet at Bill Grayden Pavilion
- New CCTV installed at Mends Street in South Perth, and at the Karawara Greenways in Karawara.

#### ASSET MANAGEMENT AND MAINTENANCE

The City provides and manages public road networks, paths and cycleways, public spaces and buildings. This infrastructure requires professional management and maintenance to ensure longevity and the provision of effective services.

The maintenance, renewal and provision of City infrastructure is planned and implemented through the asset management process.

The Infrastructure Asset Management System was refined and updated this year in line with the Corporate Business Plan and data migration of the asset register commenced into the new 1System.

The Infrastructure Asset Management System incorporates the following assets:

- Roads – 197km
- Off-street car parking – 55 locations
- Pathways – 273km
- Stormwater drainage – 110km of pipes, 5,590 structures and 54 sumps
- Buildings and facilities – 180 locations (including community, residential and operational facilities)
- Public open space – 163ha of turf, 155ha of irrigation, 62 bores, 49 playground sites, 45 shelters, and 1,260 furniture and lighting assets
- Foreshore – 18km of river edge (river walls and natural edge), including 17 structures which comprise boat ramps, boardwalks and stairways.

#### BUILDING SITE COMPLIANCE

The Road Thoroughfare Infrastructure Management Policy assists with the oversight of impacts on public infrastructure from the development of residential homes, commercial and multi-unit developments.

Development can impact adjacent street verges and adjoining roadways, sometimes causing damage to public infrastructure resulting in community dissatisfaction with the presentation of the street environment and substantial costs to the City to rectify damage.

The City provides clear guidelines to property

owners, builders and developers to ensure public infrastructure is not impacted and inconvenience to local residents is kept to a minimum.

In addition to the 539 building permits and 67 demolition permits issued, the City's Infrastructure compliance department administered:

- 98 permits to store materials on verges
- 207 crossing applications, some of which were constructed by the City's contractor
- 293 notice letters to address building site non-compliance.

Challenges surrounding building activities include general unsightliness, damage to and obstruction on kerbs and footpaths, rubbish dumping and trades vehicles blocking or partially blocking streets.

BUILDING PERMITS	
Number issued	539
<b>Total estimated value of building work</b>	<b>\$209,492,768</b>

DEMOLITION PERMITS	
Number issued	67
<b>Total estimated value of demolition work</b>	<b>\$1,340,973</b>



## STATUTORY PLANNING

The City assesses development applications for a wide range of development types within the local area, including residential, business and mixed use developments. The City also monitors statutory compliance by undertaking site inspections to ensure legislation is being followed.

DEVELOPMENT APPROVALS	
<b>Applications for development approvals</b>	
Single houses/additions to single houses	273
Grouped dwellings/additions to grouped dwellings	100
Multiple dwellings/additions to multiple dwellings	13
Mixed developments/non residential	63
<b>Total applications</b>	<b>449</b>
<b>Determination of applications for development approval</b>	
Delegated approval	417
Delegated refusal	4
Approved by Council	11
Refused by Council	0
Approved by Development Assessment Panel	15
Refused by Development Assessment Panel	2
<b>Total determinations</b>	<b>449</b>

## 3.3 ENHANCED ENVIRONMENT AND OPEN SPACES

### 3.3.1 Maintain and improve ecosystem biodiversity in the City

#### MAINTAIN AND RESTORE NATURAL AREAS

The City is actively involved in the maintenance of remnant bushlands and riverine environments, working to protect and conserve biodiversity and fauna habitat. This work includes the management of invasive weed species, protection of waterways and wetlands, planting of additional endemic plant species and the enhancement of fauna breeding places.

A budget of \$1.42 million was allocated to manage and conserve native habitat within approximately 82ha of conservation and foreshore reserves. These important spaces

support thousands of indigenous trees and plants critical to the preservation of native habitats and local biodiversity within the metropolitan region and WA.

As part of the City's efforts to maintain and restore natural areas, a preliminary design was developed to improve the water quality and provide a solution for managing algal blooms at Neil McDougall Lake in Como. Construction works are scheduled for 2020/21.

#### Weed control

The City acknowledges concerns raised by the community in relation to the use of chemical herbicides for control of weeds in conservation areas, parklands and within City streets. In response, a combination of weed control methods are used including chemical and non-chemical techniques such as hot water/steam control and the use of naturally occurring compounds such as pelargonic acid.

WEED CONTROL					
	2015/16	2016/17	2017/18	2018/19	2019/20*
Chemical	167,320m <sup>2</sup>	225,121m <sup>2</sup>	180,097m <sup>2</sup>	200,100m <sup>2</sup>	4,724.06 litres
Non-chemical	608,437m <sup>2</sup>	608,437m <sup>2</sup>	608,437m <sup>2</sup>	426,500m <sup>2</sup>	172 litres
Steam	N/A	N/A	73,012m <sup>2</sup>	21,250m <sup>2</sup>	48,864m <sup>2</sup>
<b>Total</b>	<b>775,757</b>	<b>833,558</b>	<b>861,546</b>	<b>647,850</b>	<b>N/A</b>

\*Previously the extent of weed control undertaken was reported by the size of areas treated. This year we reported the amount of chemical used for weed management in litres of chemical used, except for steam weeding which is reported in square metres.



**3.3.2 Enhance the City's urban forest**

**URBAN FOREST STRATEGY**

As the City faces increasing impacts from urban development and climate change, including drought, heat, diminishing groundwater levels, salinity and sea level rise, it is vital that the urban forest is preserved and actively managed for future generations. Trees in urban spaces help to reduce many of the impacts of climate change, providing important shade and cooling in a warming climate.

The Urban Forest Strategy identifies opportunities to manage the challenges of urbanisation, development, climate change and population growth. It provides a clear direction for the City, Council and the community on urban forest management in both the public and private realms.

With current canopy coverage greater than the proposed target, planting of street trees and trees in parks and reserves is on track. Two new tree species were introduced into the City's planting scheme in 2019/20.

**TREE PLANTING PROGRAM**

The City manages and monitors over 29,000 trees on bushland and foreshore reserves, street and road reserves and in parks. A dedicated tree planting program has seen the City's canopy cover remain consistent over the past 30 years despite a significant loss of trees on private land due to urban infill.

The annual tree planting program supports the goals of the Urban Forest Strategy. In 2019/20 the City sourced trees from its own nursery as well as external suppliers. A total of 1,308 trees were planted.

**GREEN PLAN**

The City continues to pursue the objectives of its Green Plan, working to manage and conserve the existing vegetative canopy cover while also planting additional trees and vegetation to streets, in parklands and within conservation areas.

The Plan seeks to conserve existing bushland and rehabilitate the natural environment within an urban setting. The Plan is responsible for four components of the natural environment:

- Remnant bushland areas
- Public parks and gardens
- Street trees
- Private areas.

The Plan aims to link wildlife and biodiversity enhancement in the City within the broader framework of the State Government's Bush Forever program and the Perth Greenways Plan.

**OUR NURSERY**

The City's plant nursery in Como is one of the largest local government nurseries in metropolitan Perth.

The nursery produces more than 450 different species of plants and 55 species of trees for projects throughout the City as well as other local councils including Perth, Victoria Park, Subiaco, Belmont, Canning, New Norcia, Kalamunda and Fremantle.

The City grew five Ginkgo biloba trees from seed that was taken from a tree that survived the 1945 nuclear bomb blast in Hiroshima, Japan. One of the trees is scheduled to be planted at Sir James Mitchell Park in August 2020 to recognise 75 years since the atomic bombing of Hiroshima.

**NURSERY SNAPSHOT**

<b>42,570</b> Plants were produced in total	<b>19,819</b> Tubes grown for revegetation works	<b>21,198</b> Plants grown in 140mm pots	<b>1,243</b> Trees grown up to 1,000 litres in size	<b>310</b> Sedge bags for riverbank stabilisation
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**CITY WIDE PLANTING**

<b>23,000</b> Native plant stock planted in natural areas	<b>983</b> Street trees planted	<b>325</b> Park and reserve trees planted	<b>2,470</b> Plants planted in streetscapes	<b>19,988</b> Shrubs planted
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Along with plants native to WA, the nursery also grows species native to Australia and other countries for urban diversity.

**COLLIER PARK VILLAGE TREE ASSET MANAGEMENT PLAN**

Located in Como, Collier Park Village offers independent and assisted living for those over 55 years. In 2019/20 a register of all trees within the Collier Park Village grounds was created. An inspection of the site was undertaken to identify mature tree specimens both in communal areas and individual unit courtyards.



**3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshore**

**OPEN SPACE MANAGEMENT AND MAINTENANCE**

The City manages and maintains approximately 391ha of public open space (POS). It includes all types of community spaces including parklands and natural conservation areas, the Swan and Canning River foreshores and streetscapes. Public spaces include 47ha of sports fields offering active play opportunities, grassed recreational parklands, children’s playgrounds, landscaped gardens, river walks and vistas, and accommodates thousands of trees.

Significant resources are invested to maintain our open spaces and the many recreational activities they support. Expenditure of approximately \$5.5 million facilitates the cultivation of street and park landscapes, the watering, fertilising and mowing of playing fields, and the provision and maintenance of children’s playgrounds.

Upgrades to park furniture, irrigation system replacement, and exercise equipment installation along with planting of over 40,000 plants have improved the amenities at the City’s parks and foreshore over the past year.

**Public Open Space Strategy**

The Public Open Space Strategy guides how the City enhances the amenity and environmental value of our streetscapes, parklands and foreshores to create attractive and responsibly managed public spaces for our community.

**Karawara Greenways**

The City has implemented the final stage of the Karawara Public Open Space Masterplan at the ‘Western Diamonds’ in the Karawara Greenways. The completed upgrade included a playground, pathways, tree planting and seating. Funding for additional works in the Greenways has been secured, which will supply upgraded lighting and CCTV to improve public safety. Construction is planned for the 2020/21 financial year.

**Olives Reserve upgrade**

Olives Reserve in Como was upgraded to provide a number of features requested by the community during the engagement process. Features include new pathways, waterwise low planting, improved turf, shade trees, dog agility equipment, a safety barrier, seating and lighting. Planting provides a buffer to the Kwinana Freeway and Melville Parade while enhancing habitat and reducing irrigation demand.

A new children’s play area is the final part of the Reserve upgrade. The playground opened in June just in time for the State Government’s phase three easing of COVID-19 restrictions which enabled the reopening of playgrounds and outdoor exercise equipment.

**Community amenity at parks and foreshore**

As part of the strategy to improve the amenity value and sustainable use of our streetscapes, public open spaces and foreshores, the City delivered programmed maintenance, completed pre-summer bore and pump systems maintenance, and continued ongoing irrigation maintenance. City-wide street tree pruning was also undertaken and street tree planting completed.

**COMPLETED CAPITAL WORKS FOR PUBLIC OPEN SPACES**

Project	Location	Cost
Street and park furniture	Karawara, Sir James Mitchell Park, David Vincent Reserve, George Burnett Reserve and Murray/Jackson intersection	\$89,701
Playground replacements	Olives Reserve	\$93,597
Cricket infrastructure	Challenger Reserve, Ernest Johnson Reserve, James Miller Reserve and George Burnett Reserve	\$68,430
Irrigation infrastructure	Bill Grayden Reserve, Challenger Reserve, Ernest Johnson Reserve, Hensman Reserve, McDougall Park, George Burnett Reserve, Moresby Reserve, Olives Reserve, Redmond Reserve, Stone Street Reserve and the South Perth Tennis Club	\$283,659



### COLLIER PARK GOLF COURSE

The City maintains Collier Park Golf Course's greens, tees and fairways utilising a technically sophisticated irrigation system to ensure year round playability. To ensure the lakes and sanctuary areas thrive, they require careful environmental management with regular ongoing revegetation works. Horticulturists on staff help maintain the clubhouse, car park and landscaped gardens.

### PARTNERSHIPS WITH STATE GOVERNMENT DEPARTMENTS FOR FORESHORE AND INFRASTRUCTURE MANAGEMENT

The City liaised with the Department of Biodiversity, Conservation and Attractions (DBCA) about tree species selection for the City's Connect South project on South Perth Foreshore.

#### Waterbird Refuge

This year the City successfully applied for a Riverbank grant from the Parks and Wildlife Service at DBCA to construct a Waterbird Refuge on the South Perth Foreshore. Total funding from the Parks and Wildlife Service was \$700,000 with a matching contribution from the City.

The Waterbird Refuge project has grown from the City's South Perth Foreshore Strategy and Management Plan (SPF Plan), which identifies Node 7: The Lakes as an area to be developed as a water-based, ecologically focused precinct, restored, expanded and integrated into its surroundings. The SPF Plan also identifies the area as a location to be developed for the establishment of a swan breeding habitat.

The primary aim of the Waterbird Refuge is to protect the foreshore reserve, improve habitat for native waterbirds and protect the riverbank from erosion, while providing a retreat for bird watching, breeding, ecology, and learning.

The project will replace damaged river walls with a habitat island, two vegetated headlands, a beach, and a planted rock revetment. The City started growing native plants and trees in its nursery for the project. The new trees will replace the introduced Casuarina species that have self-seeded in the area.

The City is working with community groups including volunteers from the Friends of the South Perth Wetlands to assist in environmental monitoring of the area. Bird numbers and nesting sites in and around the area will be counted before and after the project is constructed.

Construction is anticipated to commence early 2021 subject to planning approvals.

### 3.3.4 Facilitate effective management of the Swan and Canning River foreshore

The City worked closely with a number of State Government agencies to manage the Swan and Canning River foreshores to address current and future issues related to foreshore erosion, conservation and recreation, and to ensure our assets are effectively managed and protected now and into the future.

Rehabilitation and renourishment works were undertaken at Mt Henry Spit, Salter Point Lagoon and Milyu Nature Reserve with nearly 10,000 plants installed across the three sites.

### SWAN AND CANNING RIVER FORESHORE MANAGEMENT

The City undertook restoration and maintenance of natural areas and public open spaces in partnership with Department of Biodiversity, Conservation and Attractions and Main Roads WA on the Kwinana Freeway Foreshore.

Rehabilitation works with the community at Salter Point were a great success. Conservation activities at several other bushland and foreshore areas were undertaken and substantial repairs were required to remediate damage caused by erosion from winter storms along the Kwinana Freeway Foreshore.

The landscaping plan for the Waterbird Refuge on South Perth Foreshore will address foreshore erosion.

### SOUTH PERTH FORESHORE STRATEGY AND MANAGEMENT PLAN

The South Perth Foreshore Strategy and Management Plan (SPF Plan) aims to balance the competing demands for use, development and management of this regional reserve with the need to conserve and enhance a functional healthy river and foreshore environment. The plan identifies 10 Nodes, each with distinctive characteristics, opportunities and management issues and strategies.

#### Connect South

The Connect South project has grown from the SPF Plan which identified Node 1: Mends Street as a key area to redevelop.

Connect South encompasses the Mends Street Jetty foreshore, Mends Street, Harper Terrace and Windsor Park.

Completed in November construction included development of the piazza on the Mends Street Foreshore and minor upgrades to Mends Street North. The project represents Stage One of the Connect South Masterplan, and future stages will see upgrades to Windsor Park, Mends Street, the jetty and the adjacent foreshore parkland.

Other projects that progressed under the SPF Plan included the Old Mill restoration works, the Waterbird Refuge Project and a café development at Millers Pool on the South Perth Foreshore. For more information on these projects see pages 99, 130 and 104 respectively.



### CLONTARF-WATERFORD-SALTER POINT FORESHORE MASTERPLAN

The Clontarf-Waterford-Salter Point Foreshore (CWSP) is a thin strip of remnant vegetation which acts as a vital habitat corridor for birds, reptiles and amphibian species.

The area is coming under pressure due to climate change, foreshore erosion, urban infill and increased recreational use. In response, the CWSP Masterplan was developed to provide a consolidated management strategy recognising the ecological, cultural and recreational values of the area.

#### Bodkin Park Living Stream Concept Design

Bodkin Park in Waterford features two lakes (north and south) connected by a channel of open drain, which is part of the Bodkin Park stormwater management system. In partnership with the South East Regional Centre for Urban Landcare and Water Corporation, the City received a grant from Perth NRM to establish a new living stream at Bodkin Park between the north and south lakes. The Bodkin Park Living Stream Draft Concept Plan was released for public comment in late October. Following significant community feedback, the project was subsequently reviewed and cancelled, and remaining funds were reallocated.

#### Bodkin Park interpretation node

A nature interpretation node was installed at the Bodkin Park living stream, delivering a number of key initiatives of the CWSP Masterplan. The upgrades included a footbridge over the living stream, tidying of the stream, installation of park benches, a bush cubby, insect hotel, animal sculptures and interpretive signage.

The insect hotel was designed with the help of an entomologist and a PhD student and is already attracting many insects including bees. The project was made possible thanks to a grant from the Water Corporation's Waterwise Greening Scheme. In response to positive public feedback, the City plans to provide similar nodes along our southern foreshore to address other key initiatives of the Masterplan.

### KWINANA FREEWAY FORESHORE MANAGEMENT PLAN

Discussions and meetings continued with infrastructure partners informing the management and maintenance of the City's natural and built assets.

Kwinana Freeway Foreshore maintenance was impacted this year due to the State Government's Smart Freeway program. Programmed conservation works were undertaken between Mt Henry and the Canning Bridge with limited access available to the rest of the foreshore. Main Roads has commenced a three year program of restoration to remediate the environmental impact of the freeway works from Canning Highway north to the Narrows Bridge. A dieback investigation report was developed and the City commenced work on a tide and wind alert system and a tool to analyse recorded flooding events to determine possible causes.

## 3.4 RESOURCE MANAGEMENT AND CLIMATE CHANGE

### 3.4.1 Promote and implement sustainable water, waste, land and energy management practices

#### WASTE AND RESOURCE MANAGEMENT PLAN

The Waste and Resource Management Plan (WRMP) 2019-2024 outlines how we will achieve our waste management goals, aiming for a balance between accessibility, affordability and sustainability. The WRMP was endorsed by Council in August.

To satisfy the State Government's targets, the City must meet the needs of the environment and community into the future, whilst simultaneously reducing levels of waste generation.

The WRMP supports:

- Minimising waste
- Increasing resource recovery and recycling
- Delivering community education for a sustainable change
- Continuing to deliver a cost effective and equitable service to the residents of the City.

#### The City's long-term approach to waste management

As a City we must think innovatively and in partnership with other local government authorities to develop long-term waste management solutions. It is no longer feasible to consider landfill as the long-term solution to managing general waste and as our population continues to grow, the City must consider alternatives.

In partnership with the Rivers Regional Council (RRC), Phoenix Energy and the Cities of Armadale, Gosnells, Mandurah and Canning, and the Shire of Murray, the City has been working towards the development of Australia's first Waste to Energy (WtE) plant.

The WtE plant will help significantly reduce the City's reliance on landfill disposal, making a step change towards achieving its zero waste objective.

In conjunction with the other local governments, the City has signed a 20 year contract with Avertas Energy to deliver municipal waste to its WtE plant. The Plant is currently under construction in the Kwinana Industrial Area and should be operational by late 2021. When constructed, it will be the first of its kind in Australia.

The Plant has the capacity to process 400,000 tonnes of general waste per year, resulting in a significant reduction in CO<sup>2</sup> emissions and delivering 36MW of baseload electricity to the grid. These outcomes are equivalent to taking 85,000 cars off Perth's roads and powering 50,000 households every year.

#### Waste education

The City partnered with our waste collection and disposal contractor Cleanaway to deliver waste education to young people through the Cleanaway schools program.

The annual Waste and Recycling Guide provided advice for residents on minimising waste and optimising recycling.

An ongoing waste and recycling marketing campaign targeted residents with messages and reminders about the City's waste and recycling programs including what can and cannot be recycled as well as detailed information about verge and kerb side collections in an effort to reduce waste sent to landfill and reduce contaminated recycled materials.



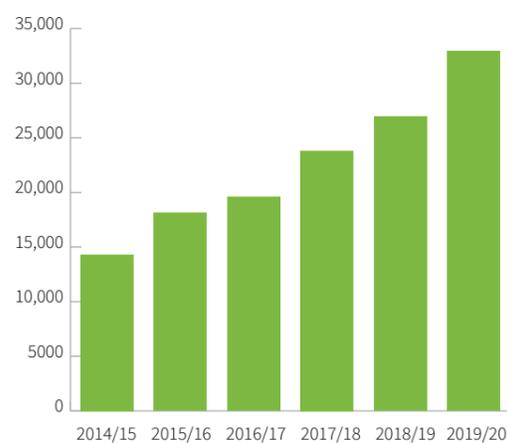
**Waste and recycling habits**

In 2019/20 there was a 22% increase in the number of visitors to the Recycling Centre.

4,335 tonnes of kerb side, verge side and Recycling Centre collections were recycled with a 104 tonne increase in recyclable material on the previous year. At the Recycling Centre there was a 40.5% increase in the amount of recyclable material deposited by residents.

15,282 tonnes of kerb side, verge side and Recycling Centre general waste collections went to landfill. This is an overall increase of 182 tonnes from the previous year. A contributing factor to the increase was the increase in visitor numbers to the Recycling Centre. Pleasingly there was a 0.5% decrease in waste sent to landfill from kerb side collections, and a 9.2% decrease in waste sent to landfill from verge side collections.

**NUMBER OF VISITORS TO RECYCLING CENTRE**



KERB SIDE COLLECTION (TONNES)				
	2017/18	2018/19	2019/20	% change
General household waste to landfill	14,004	13,109	13,044	- 0.5%
Recyclable materials diverted from landfill	3,454	3,863	3,562	- 7.8%
Contaminated recyclable materials	588	564	746	+ 32%
VERGE SIDE COLLECTION (TONNES)				
General waste to landfill	581	518	470	- 9.2%
Recyclable materials diverted from landfill	91	139	159	+ 14%
Verge side collected green waste recycled as mulch	658	649	800	+ 23%
RECYCLING CENTRE (TONNES)				
General waste to landfill	1,085	833	948	+ 13.8%
Recyclable materials diverted from landfill	405	437	614	+ 40.5%
Green waste to mulch	1,164	1,136	948	- 16.5%

**WATER AND ENERGY MONITORING**

The City undertook monitoring of scheme and groundwater use, electricity and gas consumption, and greenhouse gas emissions. Data analysis was undertaken quarterly and reported to relevant City staff for consideration and for the rectification of any consumption anomalies and water leaks.

Annual surface water quality monitoring and reporting was completed for the City's catchments in partnership with the State Government and South East Regional Centre for Urban Landcare. Water level monitoring for the Salter Point Lagoon was successfully undertaken to determine adequate lagoon flushing and will inform recommendations of the Salter Point Lagoon report for future management and monitoring. A water audit for Collier Park Village was completed, with recommendations implemented.

The Water Management Plan 2017-2022 recognises water as a precious natural resource and commits to efficient use. The Plan sets a number of goals including an aggregated groundwater consumption goal, in 2019/20 actual consumption was 34,791kl under the allocated target. The City was also under the allocated targets for Collier Park Golf Course by 26,926kl and Sir James Mitchell Park by 68,362kl.

A plan to improve an irrigation central control system for all parks was completed, with a cloud based central control system successfully established.

**Water Corporation Waterwise Council program**

The City has participated in the Water Corporation Waterwise Council program since 2010. The program assists local governments to improve water management of potable and non-potable sources for public open spaces and facilities. The program supports behavioural changes in the community by encouraging the use of products and services designed to reduce water demand. The City annually applies for the Waterwise Council status seeking re-endorsement and reports on its annual scheme and groundwater consumption and water efficiency achievements.

In February 2020 the City was reinstated as a Waterwise Council. This enabled the City to access funding from the Water Corporation's Waterwise Greening Scheme to establish waterwise display gardens at the Bodkin Park existing living stream zone.



SCHEME WATER USE AND COST			
	Annual water use (kl)	Daily water use (kl/day)	Annual cost (\$)
2019/20	75,003	205	175,391
2018/19	70,008	192	168,961
2017/18	77,970	213	168,961
2016/17	70,615	213	154,439
2015/16	70,391	193	127,692

ENERGY USE AND COST (SUM OF ENERGY)		
	Annual energy use (GJ)	Annual energy cost (\$)
2019/20	26,111	1,472,453
2018/19	24,880	1,415,663
2017/18	26,306	1,427,175
2016/17	24,515	1,119,891
2015/16	24,567	1,206,040

GROUNDWATER USE					
	Allocation (kl)	2016/17 (kl)	2017/18 (kl)	2018/19 (kl)	2019/20 (kl)
Collier Park Golf Course (CPGC)	432,000	443,125	428,232	431,242	405,074
Sir James Mitchell Park (SJMP)	225,000	135,105	101,848	108,915	156,638
All sites except CPGC and SJMP	812,790	748,564	835,687	779,747	777,999
Total daily use (kl/day)	4,027	3,635	3,742	3,616	3,670
<b>Total annual use (kl)</b>	<b>1,469,790</b>	<b>1,326,814</b>	<b>1,365,767</b>	<b>1,319,904</b>	<b>1,339,711</b>

**3.4.2 Manage the risks associated with climate change and finite resource availability**

**CLIMATE CHANGE**

During the year the City reviewed its Climate Change Strategy 2010-2015 and undertook greenhouse gas (GHG) emission forecasts and established emission reduction targets. The Greenhouse Gas Emissions Forecasting and Roadmap Report will be finalised in 2020/21. To reduce GHG emissions and electricity use from the grid, the City investigated potential sites for solar energy generation, identified suitable locations, and determined appropriate Solar PV system sizes, with best payback period and low grid export.

**FLOOD RISK ADAPTION PLAN**

To progress the Flood Risk Study, the City continued its partnership with Eastern Metropolitan Regional Council (EMRC) and

other state and local government agencies and undertook a gap analysis to inform the City's Flood Risk Adaptation Plan. The gap analysis summary report identified the current policies, plans and processes which influence floodplain management and determine properties and infrastructure at risk of flooding.

The analysis outlined the State Government floodplain management requirements and identified the City's policies and programs that do not align with the overall strategic direction of the Floodplain Development Strategy, and require updating. The findings from the report were used in the development of the City's Flood Risk Adaptation Plan, which is expected to be finalised in 2020/21.

**BUSHFIRE MANAGEMENT PLAN**

The draft Bushfire Management Plan was developed after input from internal stakeholders and is anticipated to be presented to the Office of Fire Risk Management during 2020/21 for endorsement.

**MEASURES OF SUCCESS**

3.1 CONNECTED AND ACCESSIBLE CITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
3.1.1	Footpath and cycle path community satisfaction	The number of community member requests for service about the City's footpaths and cycle paths	Maintain requests for service below 100 per annum	Target 99	Achieved
				Result 94	
3.1.2	Integrated Transport, Access and Parking Plan project deliverables	Compliance with the Integrated Transport, Access and Parking Plan project deliverables	Maintain 70% schedule compliance of the project deliverables for the Plan	Target 70%	Achieved
				Result 100%	

3.2 SUSTAINABLE BUILT FORM					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
3.2.1	Building permit determination	The number of building permits determined within 10 days for certified permits and 25 days for uncertified permits	Maintain ratio of 100% of building permits determined within statutory timeframes	Target 100%	Achieved
				Result 100%	
	Development Application determination	The number of development (planning) applications determined within 60 days where no consultation is required and 90 days where consultation is required	Maintain a minimum of 85% of development applications determined within statutory timeframes	Target 85%	Achieved
Result 96%					
Scheme Amendment compliance	The amount of scheme amendments submitted to the City that are processed in accordance with Town Planning Regulations	Achieve 100% compliance with the Town Planning Regulations	Achieve 100% compliance with the Town Planning Regulations	Target 100%	Achieved
				Result 100%	

Not all KPIs within the Corporate Business Plan were reportable for the 2019/20 financial year as we had not yet begun measurement, they are not due to start until the 2020/21 financial year, or they are pending 2019/20 financial audit.



## MEASURES OF SUCCESS

3.3 ENHANCED ENVIRONMENT AND OPEN SPACES					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
3.3.1	Natural area rehabilitation	The amount of natural areas that are rehabilitated annually	Implement natural area revegetation at or above 0.5 hectares per annum	<b>Target</b> 0.5 <b>Result</b> 0.5	Achieved
	Weed coverage management	The amount of weed coverage in planted areas within site boundary	Manage weed coverage in planted areas at or below 10% within site boundary	<b>Target</b> 10% <b>Result</b> 5%	Achieved
3.3.2	Canopy cover	The percentage of canopy cover maintained across the City	Maintain or increase the canopy cover at 20%	<b>Target</b> 20% <b>Result</b> 20%	Achieved
3.3.3	Graffiti removal response	The percentage of graffiti incidents that are responded to within 24 hours of reporting	Maintain response rate at 100%	<b>Target</b> 100% <b>Result</b> 99.28%	Not achieved Process inefficiency identified and rectified for 2020/2021
	Public open space community satisfaction	The number of community member requests for service about the City's public open space areas	Maintain requests for service below 200 per annum	<b>Target</b> 199 <b>Result</b> 174	Achieved
	Public open space management	The number of public open space areas that are maintained in compliance with the City's established service levels	Maintain maintenance at 85% compliance with established service levels	<b>Target</b> 85% <b>Result</b> 80%	Not achieved Had anticipated the parks team would have been able to meet 85% timeframe compliance. Aim to improve on this in 2020/21
3.3.4	Jetty and boardwalk maintenance response	The percentage of jetty and boardwalk maintenance requests that are responded to within 72 hours of reporting	Maintain response rate above 80%	<b>Target</b> 80% <b>Result</b> 85%	Achieved

## 3.4 RESOURCE MANAGEMENT AND CLIMATE CHANGE

Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
3.4.1	Diversion of waste from landfill	The diversion rate of municipal solid waste diverted from landfill (total tonnes municipal solid waste recycled/total tonnes municipal solid waste collected)	Achieve 65% diversion rate	<b>Target</b> 65% <b>Result</b> 20%	Not achieved Requires completion of Waste to Energy Plant to achieve this target, planned for 2021
	Waste and Resource Management Plan implementation ratio	The ratio of the number of strategies successfully implemented relative to the number of strategies planned within the Plan (completed/planned)	Maintain ratio of 80% annual planned implementation schedule items	<b>Target</b> 80% <b>Result</b> 80%	Achieved
3.4.2	Reduction in greenhouse gas emissions	The number of new light vehicle replacements that comply with the Green Vehicle Guide (GVG) of carbon emissions CO <sup>2</sup> not exceeding 185 grams per kilometre	Achieve 100% compliance with the GVG for new light vehicle purchases	<b>Target</b> 100% <b>Result</b> 100%	Achieved

Not all KPIs within the Corporate Business Plan were reportable for the 2019/20 financial year as we had not yet begun measurement, they are not due to start until the 2020/21 financial year, or they are pending 2019/20 financial audit.

# LEADERSHIP

A VISIONARY AND INFLUENTIAL LOCAL GOVERNMENT

## OUTCOMES AND STRATEGIES

### 4.1 ENGAGED COMMUNITY

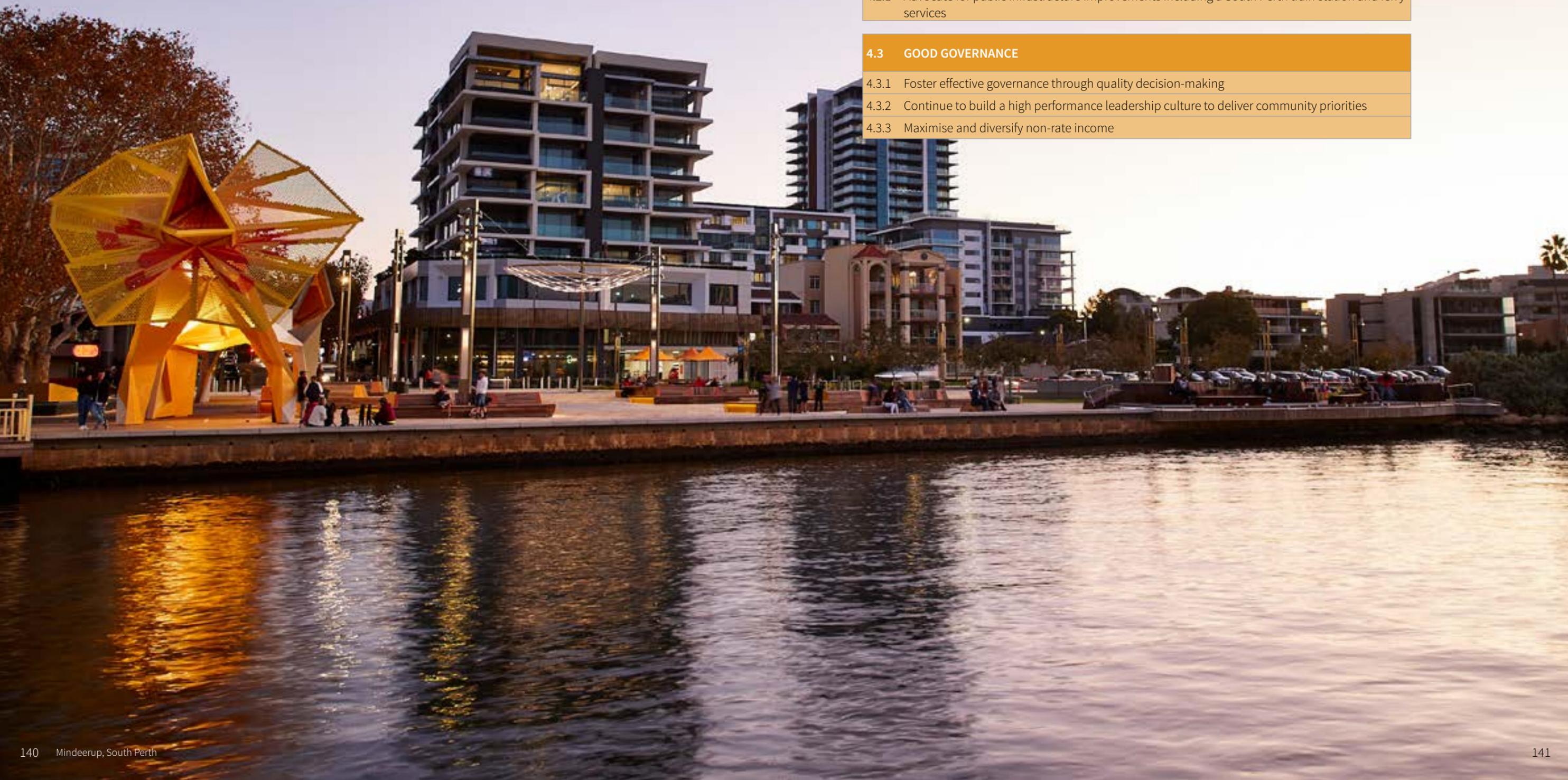
- 4.1.1 Engage with the community to contribute to the planning of activities in and around the City
- 4.1.2 Be agile to stakeholder, community and customer needs

### 4.2 ADVOCACY

- 4.2.1 Advocate for public infrastructure improvements including a South Perth train station and ferry services

### 4.3 GOOD GOVERNANCE

- 4.3.1 Foster effective governance through quality decision-making
- 4.3.2 Continue to build a high performance leadership culture to deliver community priorities
- 4.3.3 Maximise and diversify non-rate income



## 4.1 ENGAGED COMMUNITY

### 4.1.1 Engage with the community to contribute to the planning of activities in and around the City

#### STAKEHOLDER ENGAGEMENT

The City plans and implements major infrastructure projects through stakeholder engagement.

The City values contributions from all stakeholders including the community, particularly for the planning and implementation of infrastructure projects including Connect South, as well as strategic plans such as the South Perth Activity Centre Plan, Local Planning Strategy and the Canning Bridge Activity Centre Plan review.

Stakeholder groups facilitated by the City include:

- Public Art Advisory Group
- Aboriginal Reference Group
- Inclusive Community Advisory Group.

#### PARTNERSHIP AGREEMENTS

The City develops partnerships to build and grow the City's vibrancy and accessibility.

During the year these partnerships included:

- Rivers Regional Council, to help convert waste to energy via the Kwinana Waste to Energy facility
- South East Economic Development Group, to align on strategic outcomes to benefit the south east region as a whole
- Inner City Group, for the purposes of exploring objectives for possible collaboration opportunities on strategic issues impacting on local government
- Perth Water Vision Group, to develop a precinct plan
- Our agreement with Perth Zoo and support of community groups including Constable Care, Southcare, South Perth Lions Club, Millennium Kids and the RSL for the delivery of programs and services to the local community.

#### Response to COVID-19

In response to COVID-19, the City worked with local organisations including Moorditj Keila Inc. to provide community development programs for Aboriginal people; Southcare to deliver programs for disadvantaged people and groups; and South Perth Youth Network to provide community development programs for youth.

#### PERTH WATER PRECINCT PLAN

The City is a member of the Perth Water Vision Group, comprising representatives from the Department of Biodiversity and Attractions, Department of Transport, City of Perth, Town of Victoria Park, Metropolitan Redevelopment Authority, Tourism WA and Department of Planning, Lands and Heritage. The Vision Group has been established to improve cross-agency collaboration and guide the Precinct Plan's development and implementation.

A draft Perth Water Buneenboro Precinct Plan has been developed to guide improvement of the section of the Swan River and its foreshore between the Narrows and Windan bridges in a strategic and proactive manner. Public submissions on the draft Plan closed in October and will inform further review of the document.

#### RECONCILIATION ACTION PLAN

The City has been working with stakeholders to develop the draft Innovate Reconciliation Action Plan (RAP), which provides a framework to help us achieve our vision for and commitment to reconciliation.

The draft document was endorsed by Council for public and stakeholder comment in March. Feedback was invited between 15 June and 6 July.

The draft Innovate RAP will support the City's operations and activities and includes actions to drive the City's contribution to reconciliation both internally and in our community. The actions are meaningful yet aspirational and innovative to help us trial new approaches for developing and strengthening relationships, showing respect and improving opportunities for Aboriginal people.

### 4.1.2 Be agile to stakeholder, community and customer needs

#### STAKEHOLDER ENGAGEMENT PROJECTS

During the year the City's Stakeholder Engagement team assisted in the development, implementation and evaluation of stakeholder engagement for a number of projects and worked with Business Units to improve policies including the Community Engagement in Planning Proposals Policy.

Support with online and face-to-face engagement activities was provided for projects including Challenger Reserve Masterplan, Local Planning Strategy, Manning Hub Phase 2, Public Art Masterplan, Public Health Plan, Public Toilet Plan, Reconciliation Action Plan, and the City's internal Employee Wellbeing survey.

#### Stakeholder engagement participation

The Stakeholder Engagement team also reviewed and investigated best practice for online engagement tools, and implemented the Stakeholder Engagement Guide and toolkit. Training took place to support staff in engagement and a stakeholder engagement page was developed on Your Say South Perth to outline the City's approach to engagement.

#### RAC IMAGINE PROGRAM

The City continued to partner with the RAC and State Government on the trial of the RAC Intellibus® autonomous vehicle. The City and RAC signed an agreement to commission an enduring work of public art celebrating the South Perth Peninsula as the location of the RAC Intellibus® passenger trials, the first passenger driverless vehicle in Australia.

In September RAC launched the Imagine Program™ in collaboration with the City. The educational program provides opportunity for Year 5 and 6 students to discover past and future technologies, and learn about the changing nature of transport, mobility and road safety, whilst addressing aspects of STEAM (Science, Technology, Engineering, Art and Mathematics) and HASS subjects (Humanities and Social Sciences).

The education program was run every Tuesday and Wednesday during school terms. 40 RAC Imagine Program sessions have been facilitated since September with 1,302 students attending. The RAC Intellibus® trial and Imagine Program™ was suspended in March due to COVID-19.

#### MEMORANDUM OF UNDERSTANDING

The City maintains relationships with nearby local governments to progress strategic projects and share responsibilities for developments and opportunities.

#### Curtin University

As part of our Memorandum of Understanding (MOU) with the Town of Victoria Park, City of Canning, and Curtin University, meetings were held through the year including a briefing for the new Mayors of each respective local government.

#### Inner City Group

We worked with our inner City neighbours at the Cities of Perth, Vincent, Subiaco and the Town of Victoria Park as part of our MOU that sees us collaborate on common strategic issues that exist across our local government boundaries.

The Mayors and CEOs of the Inner City Group (ICG) met regularly throughout the year and sub-committees were formed with the City facilitating the Corporate and Business Services sub-committee.

Other subgroups - Infrastructure and Transport and Planning, Economic Development and Culture, Human Resources, and Marketing also met and agreed actions were progressed.

#### Response to COVID-19

The ICG CEO subgroup increased the meeting frequency to weekly to ensure coordinated responses.

Working together as a group of neighbouring local governments enables stronger advocacy to elevate and empower the communities we represent.



## 4.2 ADVOCACY

### 4.2.1 Advocate for public infrastructure improvements including a South Perth train station and ferry services

#### ADVOCACY

The City revised a proposal to advocate for the upgrade of the Mends Street Jetty, which is owned and managed by the WA Department of Transport. The proposal will be used to lobby the State Government for funding.

The City also continued to advocate for a train station for South Perth.

#### South Perth Foreshore river wall and swan habitat

A \$700,000 Riverbank grant was awarded by the Parks and Wildlife Service at the Department of Biodiversity, Conservation and Attractions to create a waterbird refuge on South Perth Foreshore. The primary aim of the project is to improve habitat for native waterbirds and protect the riverbank from erosion.

In July, Council allocated \$848,000 of municipal funds to the project to match the contribution.

## 4.3 GOOD GOVERNANCE

### 4.3.1 Foster effective governance through quality decision-making

#### GOVERNANCE AND RISK MANAGEMENT REVIEW

The City's Governance framework is continually reviewed and updated. Workshops on governance and risk management are held with staff and Councillors and the City's risk policy and risk registers have been reviewed.

#### Risk management

Risk management is a core component of corporate governance and an integral part of contemporary management practice. It is incumbent on us to understand the internal and external risks that may impact on the delivery of our organisational goals and have processes in place to identify, mitigate, manage and monitor those risks. The City is committed to promoting an organisational culture where risk management is embedded in all business processes.

#### Strategic context

Effective risk management integrates with strategic and organisational planning. Risk management processes are carried out in the context of the strategic directions contained within the Strategic Community Plan 2020-2030 and Business Unit Plans.

#### Operational context

Risk Management Plans are used for all major processes, events and activities throughout the City.

The Audit, Risk and Governance Committee is responsible for monitoring the City's Risk Management Framework, which incorporates the 11 key principles as identified in the Risk Management Standard AS/NZ ISO 31000:2018. These principles are tailored around embedding risk management culture, systems, tools and actions.

During 2019/20 the City's Business Units identified and reviewed operational risks affecting day to day activities and events.

In March, Council adopted the Risk Management Policy P695.

The City's internal Risk Management Committee meets quarterly and reports directly to the Executive Management Team with Council reports considered by the Audit, Risk and Governance Committee.

## AUDIT, RISK AND GOVERNANCE

The Audit, Risk and Governance Committee is responsible for providing guidance, assistance and oversight in relation to:

- Internal audit, internal control and risk management functions
- Effectiveness of governance processes to comply with relevant regulatory and legislative requirements, and promote lawful and ethical behaviour
- Finance reporting.

In 2019/20 the Audit, Risk and Governance Committee considered the following:

- Internal Audit report on environmental health services and cash handling
- 2018/19 Annual Financial Report
- 2018/19 Annual Financial Statements audit (external)
- Risk management
- 1System implementation updates
- Audit Register progress reports
- 2018/19 Corporate Business Plan updates
- Appointment of Authorised Persons
- Compliance Audit Return
- Policy reviews
- Delegation reviews.

## INSURANCE BROKING AND RISK MANAGEMENT

The City's portfolio of unique and tailored insurance policies covers our business and professional risks through LGIS. We join other WA local governments to combine resources to self-insure property, civil liability exposures, and volunteer personal accident and workers compensation risks in addition to the bulk purchase of external insurance policies for risks not covered by the LGIS scheme. The scheme allows us to take control of risk and minimise costs as an alternative to traditional insurance. Our ability to manage exposure is achieved by taking a coordinated and holistic approach to risk management, claims management and injury management.

#### Local laws and Council policy review

To ensure the City meets its statutory requirements, local laws, polices and internal procedures are reviewed regularly.

During 2019/20, the City commenced a full review of Public Places and Local Government Property Local Law. The City also reviewed and revised a number of policies.

#### Delegations

The *Local Government Act 1995* allows a local government to delegate its powers or the discharge of any of its duties to the CEO.

The Act also allows the CEO to delegate any of these powers to another employee to carry out their duties. An Annual Review of Delegations report was considered by Council at its meeting held on 24 March.



## LEGISLATION REVIEW

### Review of the Dog and Cat Act

The State Government launched a review of the *Dog Act 1976* and *Cat Act 2011* (the Acts) in May 2019. The Acts are designed to help with the control and management of cats and dogs in WA, primarily carried out by local governments. The City's Ranger Services were involved in the feedback process and assisted the Department of Local Government, Sport and Cultural Industries with a workshop at the City attended by rangers from the metropolitan area.

### Review of the Local Government Act 1995

The City is a member of the Local Government Act Review (Phase 1 and 2) Advisory Group.

The role of the Advisory Group is to:

- Provide expert comment on the consultation papers before release
- Provide feedback on draft Act amendments
- Provide advice on any related matters as part of the review.

Several topics included:

- Training for Elected Members
- Proposed model for gifts
- The recruitment and performance review of Chief Executive Officer
- Standards of behaviour for Elected Members
- Code of Conduct
- Public Notices.

The review will introduce changes that will modernise the Act and identify ways to reduce red tape to ensure WA communities benefit from efficient and effective councils now and into the future.

### Stop Puppy Farming

The City is actively involved in the Department of Local Government, Sport and Cultural Industries' campaign to put an end to puppy farming. The Government's proposals include amending the *Dog Act 1976*.

### Preparation of Local Government Authority Election

The City provided administration support and governance for the Local Government Authority election in 2019 as well as the extraordinary election held in February 2020.

## INTERNAL PROCESS IMPROVEMENTS

Internal processes were enhanced through the development of online services, electronic forms and integrated workflow to reduce data entry duplication.

### Australasian Local Government Performance Excellence Program

The City entered a four year agreement with Local Government Professionals and PricewaterhouseCoopers in 2018 to provide data as part of a benchmarking program for performance reporting across the local government sector.

Analysis of the 2019 benchmarking report was completed in January 2020 to determine and summarise key findings. This year the City also entered into an agreement with a group of councils allowing for detailed benchmarking and comparison of data with the group.

## CORPORATE BUSINESS PLAN

The Corporate Business Plan (CBP) 2020-2024 was endorsed by Council in June 2020 and outlines the focus of the City over the next four years, setting out specific actions, services and measures at an operational level. The CBP activates the Strategic Community Plan (SCP) by guiding our planning process to ensure alignment to, and delivery of our community's aspirations.

The Corporate Business Plan is reported on quarterly. It is the City's project and service delivery plan. It outlines in detail the projects, services, actions, operations, resources and performance measurements required to deliver on the priorities identified in the SCP.

During the development of the CBP, Australia and the world were in the midst of the global COVID-19 pandemic. The City has taken an agile approach to providing support and relief to the local community, incorporating multiple organisational responses to COVID-19. It is therefore expected that future reviews will involve some amendments related to this.

## CIVIC SUPPORT

The City maintains a Councillor Request system to track elected member training and attendance at events and functions. Weekly Councillor Bulletins and Councillor Calendars are produced with subsequent calendar invitations for Elected Members.

### Response to COVID-19

We worked rapidly to build technology to enable City business to continue during the COVID-19 pandemic restrictions. IT desktop infrastructure was set up to enable staff to connect remotely and work from home. Additionally Microsoft Teams software was installed for collaboration and virtual meetings and an external call centre built for the Customer Service team.

Council meetings were held virtually through the Zoom platform. The City's implementation of the 1System project assisted in facilitating a rapid response to COVID-19. Staff were able to work from home with the same access and functionality.

In response to COVID-19 Business Continuity Plans were implemented across the organisation and reviewed as matters arose.



## INFORMATION SYSTEMS

### 1System digital transformation

The City is leading the way in IT cloud based technology through its 1System project as the first local government in WA to roll out major parts of TechnologyOne's Ci Anywhere solution to fully integrate and connect information from core areas of the organisation, streamlining systems and creating one source of truth.

The City has traditionally used a number of specialised information technology systems, each operating in isolation or with limited integration with each other. 1System is currently used by staff across all levels, providing operational efficiencies. Future phases will deliver quicker response times and more direct services for our local community via greater online functionality.

The project began during 2018 with Phase One live from 1 July 2019, a major business transformation. The first upgrade progressed in November 2019, then followed Phase Two, adding the modules of eRecruitment, strategic asset management, corporate strategic planning and enterprise budgeting, increasing our digital footprint.

The City is continuing to see the benefits of the project, most recently during the 2020/21 budget setting process. The system delivered significant internal improvements and operational efficiencies.

The digital transformation will see long term benefits for the local community, with key business processes transformed and technology future-proofed.

Both Phase One and Two have been completed on time, on budget and on scope/quality.

### Hardware infrastructure

The City completed a project to lay a fibre network linking the George Burnett Leisure Centre, Collier Park Golf Course, Collier Park Village and the Operations Centre. This network is linked with the City's administration building with a carrier supplied 1GB fibre link providing the City with internet redundancy. This fibre link also carries the data captured from CCTV cameras in Karawara back to the City's new DR Server Room in Manning Hub.

This project is one of several aimed at reducing operating expenditure. It has replaced the existing monthly network charge, with an anticipated payback period of three and a half years, and no further expenditure.

Another project to assist in reducing operational costs was the replacement of the City's two way radio system with mobile phone technology for the Infrastructure crews. An additional bonus from this project is that the outside workforce can now manage their HR requirements (leave and timesheets), and access daily work orders and requests from these devices, assisting the City in providing a safe work environment.

### Information services

This year saw the move of the City's exchange server and email system into the cloud and the introduction of Multi Factor Authentication to improve the security of the City's data and systems.

Recommendations from the Office of the Auditor General (OAG) Systems Report October 2019 have been implemented and Information Systems business continuity requirements completed. All Information Systems management practices were reviewed and the creation of new management practices commenced as recommended. Additionally, we reviewed and updated the City's Record Keeping Plan.

### Desktop replacement program

We completed an annual replacement of 25% of the City's desktop fleet.

### System upgrades

The Information Systems Business Unit completed an upgrade of 1System to 2019B.

### 4.3.2 Continue to build a high performance leadership culture to deliver community priorities

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting (IPR) Framework aims to ensure integration of community priorities into strategic planning for Councils, as well as implementation of the objectives that have been set from these priorities. This is detailed in the front section of the Annual Report, 'Integrated Planning and Reporting Framework' on page 76.

To continue our focus on an integrated framework, plans commenced to create a cohesive suite of IPR documents, with the first being the Annual Budget, Strategic Community Plan and Corporate Business Plan.

## STRATEGIC COMMUNITY PLAN

The City is required to review its Strategic Community Plan (SCP) two years after adoption in accordance with the IPR Framework. Council adopted the SCP 2017-2027 in September 2017 and the minor review of this plan was initiated in late 2019.

This review was completed through phased sessions with the City's Executive Team, Leadership Team and Council to identify changes required to the 2017-2027 Plan.

The review ensured that our organisational focus was still on the most important projects and activities, to enable delivery of the community's vision over the ten year period. This review identified minor changes to the Plan. More significantly the review recognised the need to modify multiple strategies (including removal and addition of strategies) and introduce a new numbering structure.

Council adopted the modified SCP 2020-2030 in May 2020. A major review, with intensive community engagement is now scheduled to commence during the first quarter of 2020/21.

## ANNUAL REPORT

The 2018/19 Annual Report was presented to and endorsed by Council in December 2019. The theme of Annual Report was 'Connecting the old with the new' to reflect the City's responsibility to maintain its ongoing community services and functions in addition to developing new projects to meet our vision of a city of active places and beautiful spaces. This report provides an account of the City's performance from 1 July 2018 to 30 June 2019 measuring against the City's Corporate Business Plan 2018/19 and the Strategic Community Plan 2017-2027.

The 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 Leadership Team to ensure accuracy and authenticity.

## ANNUAL BUDGET

In framing the Annual Budget 2020/21, the City considered the current economy, particularly in relation to COVID-19, as well as the Strategic Community Plan 2020-2030 and Corporate Business Plan 2020-2024. The need to continue to deliver quality services to the community remains a priority with the City conscious of community expectations in relation to household budgets.

### ➤ Response to COVID-19

In acknowledging that ratepayers may be experiencing financial hardship, Council adopted Policy P697 Financial Hardship Assistance, as well as other measures contained in the City of South Perth Local Community Response and Relief Package. These measures are contained within the Annual Budget 2020/21.

## LONG-TERM FINANCIAL PLAN

A complete redevelopment of the Long-Term Financial Plan commenced during 2019/20 to assist Council during the 2020/21 budget deliberations. The City planned to use data modelling to build a 'rolling' 10 year financial plan linking to the Strategic Community Plan, and based on Business Unit long-term strategies, funding sources, and operational and capital requirements.



## WORKFORCE PLAN

Our Workforce Plan 2018/19-2022/23 is an informing strategy of the Integrated Planning and Reporting Framework. Aligned with the City's Strategic Community Plan and Corporate Business Plan, the Workforce Plan outlines how the City will invest in its workforce to continue to deliver high quality community outcomes. The Plan will ensure we have an efficient and effective workforce with the capability to deliver services and support the achievement of City priorities now and into the future.

Actions and activities implemented in 2019/20 included leadership and management training, equal employment opportunity training and Enterprise Agreement negotiations, review and improvement of onboarding processes and candidate experience, review and improvement of workforce planning reporting, and the introduction of a procedure for the treatment of non-work related injury/illness and accessibility.

## AUDIT PROGRAMS

The internal and external audit programs are key components of the City's continuous improvement cycle. All audit findings were reported to the Audit, Risk and Governance Committee (ARGC) and registered on the Audit Register. The ARGC has oversight of progress in relation to completing and then closing audit findings, once improvements have been completed. A closed items Audit Register is reviewed by the City's Internal Auditor to ensure improvements have been implemented and have the desired effect. Open audit items are considered in each relevant Business Unit's Business Plan ensuring these actions are allocated resources for delivery and the City's continuous improvement program is monitored.

### Internal Audit Program

The City's Organisational Planning Business Unit manages the internal audit function and the relationship with the internal auditor to coordinate the execution, implementation and reporting of internal audits.

The City completes internal audits in accordance with the Strategic Internal Audit Plan (SIAP) and reports quarterly to the ARGC. Throughout the year, the City's internal auditor finalised the audit of Environmental Health Services, Facilities Management and Cash Handling. At each ARGC meeting up to date audit registers and progress reports were presented to the committee.

### External Audit Program

The City's Financial Services Business Unit manages the annual financial audit phases being the Interim and Final audit. This includes the coordination of audit execution, response, reporting and finalisation as well as the relationship with the external auditor, the Office of the Auditors General for Western Australia (OAG).

During the year the OAG finalised their Interim Audit in preparation for the Auditing of the Annual Financial Statements. OAG reports are presented to the ARGC along with Interim Audit findings and an up to date audit register and subsequently endorsed by Council. The OAG Report on the Audit of the Annual Financial Report is included in the Annual Financial Report which is presented to Council for adoption and forms part of the Annual Report that is presented at the Annual Meeting of Electors for adoption.

## OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

We continued to develop and implement data management systems, processes and procedures to improve safety.

The City's Occupational Safety and Health program focused on the Contractor OSH Management Project with key documents completed to deploy within the City's procurement processes.

The City continued to work on the development and implementation of improved workplace inspection process, tools and resources. The documents supporting this process have been finalised in preparation for creating an online platform to conduct field inspections.

The City is proud to have maintained its status as a Gold Recognised Healthy Workplace for 2019/20 in recognition of our commitment to improving the health and wellbeing of staff in the areas of smoking, healthy eating, physical activity and alcohol. Delivered by Cancer Council WA, the Recognised Healthy Workplace Program aims to recognise workplaces in WA that are demonstrating leadership in the area of workplace health and wellbeing.

Additionally, the City was awarded the Enterprise Health and Wellbeing Initiative Award by the Australian Institute of Health and Safety, a national industry award recognising health and wellbeing programs.

## PROCUREMENT AND TENDERING

The City manages tendering and ensures tenders meet procurement guidelines. Education is provided to staff in best practice tendering, contract management and appropriate process.

### Response to COVID-19

In response to COVID-19 the City commenced a review of Policy P605 Purchasing and P607 Tenders and Expression of Interest. These policies were endorsed by Council at a Special Council Meeting on 21 April.

## COLLIER PARK VILLAGE LEGISLATIVE COMPLIANCE

Financial statements and reports were presented to Collier Park Village residents to ensure compliance with relevant legislation.

## ▶ Response to COVID-19

### Emergency response

As a local government, our emergency response was rapid and reached every Business Unit and employee. We worked to strike a balance between ensuring the City's financial sustainability while supporting the community in a time when many were facing financial hardship.

In February 2020 the COVID-19 Crisis Management Team was established to work with Business Units on the organisation's response including the Local Community Relief and Response Package, employee redeployment, resourcing and policies.

Regular internal and external communications kept employees and our community up to date with the latest health advice and information regarding City facilities and services.

### Human Resources and Occupational Safety and Health response

In 2019/20 the following initiatives were developed and implemented:

- Developed working from home management practice and processes
- Coordinated work area priorities and availability
- Briefed COVID-19 Crisis Management team on HR and OSH matters
- Implemented an online COVID-19 employee hub
- Worked with each Business Unit to develop a skills register for all employees
- Developed COVID-19 leave guidelines
- Communicated recommendations and advice from authoritative sources regularly to employees through weekly employee alert emails which were posted on the employee hub

- Created employee alerts with information about the measures undertaken to minimise the risk of exposure to COVID-19 at the workplace as well as reference to external sources and the City's Employee Assistance Program (EAP) provider for mental health concerns
- Coordinated redeployment of employees throughout the organisation
- Responded to Federal and State legislation and employee and OSH changes in a timely manner.

### Financial Hardship Policy

Research and investigation into the City's response to financial hardship was initiated.

Council unanimously endorsed a Local Community Response and Relief Package at a Special Council Meeting held on 21 April 2020.

The package included a number of immediate short-term initiatives and support measures including the Financial Hardship Assistance Policy to directly assist those impacted by the pandemic.

Applications for Financial Hardship Assistance are assessed based on individual circumstances. The first round of Financial Hardship Assistance took effect from 1 April 2020 to 30 June 2020.

### Stakeholder and Customer Relations response

We reviewed and changed our direct customer contact areas (including the Civic Centre reception and meeting rooms) and stakeholder engagement practices to comply with COVID-19 social distancing management. Social distancing markers, customer screens, hygiene information and signage across City facilities were introduced.

## CUSTOMER SERVICE DELIVERY

### Customer Service Team

The City strives to provide a high level of customer service and customer experience. Throughout the year we responded to a total of 79,159 enquiries. Additional employees assisted with Australia Day enquiries, information and permits.

### Customer Service Charter

A review of the Customer Service Charter was initiated and improvements including a review of Business Unit operations and updates to 'knowledge base' articles was undertaken to assist customers and provide high level customer service.

### Cloud/internet based telephone software

An evaluation of organisational requirements was undertaken to enable telephone enquiries to be managed from any location (including working from home). Rapid introduction of training, testing and roll-out of temporary online telephone management software was carried out.

### 4.3.3 Maximise and diversify non-rate income

During 2019/20, the City submitted applications for \$4.88 million of funding and was successful in securing \$2.42 million of grants.

Funding from Federal and State Government agencies supported a range of initiatives including road safety, infrastructure and environment projects. Grants from other organisations were awarded for community-building projects and events.

A full list of grants awarded to the City can be found on page 154.

### GRANT FUNDING

**\$2.42** million  
Successful grants

**\$4.88** million  
Grant applications submitted

**\$2.80** million  
Grants awaiting outcome in  
2020/21



GRANT FUNDING AWARDED			
Funding body	Funding program	Project/event	Grant amount (ex GST)
Department of Biodiversity, Conservation and Attractions	Riverbank Funding	Waterbird Refuge Project	\$700,000
Department of Communities	Youth Engagement Grant Program	YACTivate Youth Conference	\$5,000
	Thank a Volunteer Day	Thank a Volunteer Day	\$1,000
	Lighthouse Project 2.0 Grants Program	Disability awareness and confidence training	\$10,000
	International Day of People with Disability	Inclusive tennis event on International Day of People with Disability	\$1,000
Department of Infrastructure, Transport, Cities and Regional Development	Road Safety Awareness and Enablers Fund	City of South Perth Community Safe Speed Campaign with S.A.S.	\$71,000
	Roads to Recovery Program 2019-2024	Sandgate St, South Perth between South Tce and approximately 35m north of Norton St, South Perth	\$106,415
	Roads to Recovery Program 2019-2024	Cornish Cres, Manning between Cloister Avenue to Hope Ave	\$159,380
Department of Local Government, Sport and Cultural Industries	Community Sporting and Recreation Facilities Fund - Annual Grant	Upgrade of floodlights at Challenger Reserve	\$132,017
	Community Sporting and Recreation Facilities Fund - Small Grant	Bill Grayden Reserve floodlight upgrade	\$96,888
Federal Government	Community Environment Program	Extension of sedgeland at Sandon Park	\$8,131
Good Things Foundation/ Be Connected Network	Building Digital Skills Round 9	Click: Learn and Connect digital literacy program for seniors	\$5,000
Lotterywest	Community Events	Australia Day Celebration Zone and community events program	\$284,000
Main Roads	Direct Road Grant	Any civil works	\$100,352
	State Blackspot Project Grants (100%)	Raised plateau at intersection of Mill Point Rd and Mends St	\$700,000
National Library of Australia	Community Heritage Grants	Significance assessment of the City's art collection	\$4,500
Play Australia	1000 Play Streets	Play Streets pilot project	\$10,000
Royal Perth Golf Club	Donation	HOME Karawara community dinners	\$15,000
Water Corporation	Waterwise Greening Scheme	Waterwise demonstration garden at Bodkin Park	\$10,000

## MEASURES OF SUCCESS

4.1 ENGAGED COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
4.1.2	Accessible digital services	The amount of time that the City has a fully operational and accessible customer contact centre, telephony services and online environment	Maintain uptime rate above 99.95%	Target 100%	Achieved
				Result 100%	
	Collier Park Village resident satisfaction	The number of residents that respond they are satisfied with the services provided at Collier Park Village through the annual resident	Maintain annual satisfaction rate above 80%	Target 80%	Achieved
				Result 96%	
Partnership management	The number of committee meetings attended or hosted by the City within the Inner City Group	Participate at a minimum of 2 committee meetings per quarter	Target 8	Achieved	
			Result 20		
Stakeholder Engagement planning assistance	The number of key projects that the Stakeholder Engagement team provide assistance and advice on	Provide assistance and advice on a minimum of 10 key projects per annum	Target 10	Achieved	
			Result 21		

4.2 ADVOCACY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
4.2.1	Public infrastructure advocacy	The number of meetings and/or events organised by the City with funding agencies as attendees	Host a minimum of four meetings and/or events per annum	Target 4	Achieved
				Result 6	

## MEASURES OF SUCCESS

4.3 GOOD GOVERNANCE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
4.3.1	Compliance audit return responses	The number of responses provided to the requirements within the compliance audit return	Achieve 100% response compliance with the compliance audit return	Target 100%	Achieved
				Result 100%	
	Corporate Business Plan (CBP) quarterly reporting	The amount that progress on the CBP is reported quarterly to the Audit, Risk and Governance Committee in accordance with the Integrated Planning and Reporting (IPR) Framework	Achieve 100% compliance with the IPR Framework requirements for CBP quarterly reporting	Target 100%	Achieved
				Result 100%	
	Council meeting minutes availability	The number of Council meeting minutes that are published on the City's website within three days from the meeting date	Achieve 100% compliance with Council meeting minute availability	Target 100%	Achieved
Result 100%					
Meeting agenda availability	The amount of meeting agendas that are available 72 hours prior to a meeting	Achieve 100% compliance with meeting agenda availability	Target 100%	Achieved	
			Result 100%		

### 4.3 GOOD GOVERNANCE

Strategic Link	Operational KPI	KPI Description	Performance Measure	2019/20	Result Outcome
4.3.2	Annual employee performance review completion	The number of employees who have completed their annual performance review	Maintain completion rate of above 75%	Target 75%	Achieved
				Result 75.2%	
	Health and wellbeing program satisfaction	The number of employees who are satisfied with the health and wellbeing program	Maintain satisfaction rate of above 75%	Target 75%	Achieved
				Result 93%	
	Internal audit completion	The number of internal audits completed relative to the number of audits planned in the Strategic Internal Audit Plan (complete/planned)	Maintain completion rate above 75%	Target 75%	Not achieved
Result 60%					
Stakeholder engagement staff training	The number of relevant staff that receive training on the stakeholder engagement process	Conduct a minimum of two training sessions for staff per annum	Target 2	Achieved	
			Result 2		
4.3.3	Grant application staff training	The number of relevant staff that receive training from the Stakeholder Engagement team on the grant funding application process	Conduct a minimum of two training sessions for staff per annum	Target 2	Achieved
				Result 24	
	Grant funding process	The amount that the City has progressed towards the creation of a documented grant funding process	100% completion of a documented grant funding process	Target 100%	Achieved
				Result 100%	

Not all KPIs within the Corporate Business Plan were reportable for the 2019/20 financial year as we had not yet begun measurement, they are not due to start until the 2020/21 financial year, or they are pending 2019/20 financial audit.

# INDEX

# INDEX

## A

Aged services 92  
Animal Care Facility 98, 106  
Annual Budget 80, 86, 149  
Annual Report 149  
Arts, Events and Culture 87  
Asset management 103, 123  
Audit, Risk and Governance 43, 145, 150  
Australia Day 88, 90, 116

## B

Bodkin Park Living Stream Draft Concept Plan 132  
Business Unit Plans 77, 80

## C

Canning Bridge Activity Centre Plan 25, 116  
CEO Evaluation Committee 43  
Climate Management Strategy 136  
Clontarf-Waterford-Salter Point Foreshore Masterplan 132  
Code of Conduct 65-66  
Collier Park Golf Course 25, 96, 104, 130, 135, 136  
Collier Park Village 92, 127, 151  
Community 48, 84  
Community development 91  
Community facilities 96, 102  
Community Recreation Facilities Plan 102  
Community Safety and Crime Prevention Plan 105  
Como ward 33-34, 39  
Compliance Audit Return 75  
Connect South 20, 116, 131  
Corporate Business Plan 76, 79, 147  
Council elections 33-34  
Councillor(s) 32, 34, 40  
Council meetings 42  
Covid-19 68  
Culture Optimisation 66  
Customer service 50, 153

## D

Development applications 124  
Disability Access and Inclusion Plan 90  
Drainage 120-121

## E

Economy 112  
Economic Development 113-115  
Engagement 48, 142-143  
Emerging Artist Award 88  
Environment 118  
Environmental and public health 98  
Equal Employment Opportunity 65  
Ernest Johnson Reserve 96  
Events calendar 26  
Executive Management Team 60

## F

Facilities 9, 96, 102  
Financials 3 (see separate Financials Document)  
Footpaths 103, 120  
Foreshore Management 131-132  
Freedom of Information 75

## G

George Burnett Leisure Centre 97  
Governance 32, 43, 74, 144-145  
Governance framework 75  
Grants 153-154  
Green Plan 126

## H

Health and wellbeing program 65, 73  
Hello Manning 29  
Human resources 152

## I

Inner City Group 115, 143  
Integrated Planning and Reporting Framework 76, 149  
Integrated Transport Plan 121  
Irrigation 128, 130

## J

Joint Bike Plan 120

## K

Karawara 128  
Kwinana Freeway 132

## L

Lag indicators 67  
Lead Indicators 67  
Library 94  
Local Emergency Management 107  
Local Planning Strategy 24, 78, 122  
Local Planning Scheme 122  
Long-Term Financial Plan 79, 149

# INDEX

## M

Major Projects 18  
Manning ward 33-34, 38  
Media 54  
Memorandum of Understanding 143  
Message from the Chief Executive Officer 14  
Message from the Mayor 12  
Mill Point ward 33-34, 36  
Millers Pool 104, 131  
Mindeerup 20, 116  
Moresby ward 33-34, 37  
Mosquito management 99

## O

Occupational Safety and Health 67, 151-152  
Old Mill 99, 131  
Organisational Structure 59

## P

Parks 96, 98, 126  
Parking 121  
Partnerships 91, 130, 142  
Performance Snapshot 16  
Perth Water 142  
Perth Zoo 142  
Playgrounds 98, 128  
Policies 66  
Population 7, 10-11, 24  
Property Committee 43  
Public Art 89  
Public Health Act 99  
Public Open Spaces 128-129, 131  
Public Toilet Plan 87

## R

RAC Intellibus® 114, 143  
Rangers 106  
Reconciliation Action Plan 142  
Recreation and Aquatic Facility 25, 104  
Risk management 43, 81, 144-145  
Rivers Regional Council 44, 133, 142  
Roads 120  
Role of Council 32  
Role of local government 32

## S

Sir James Mitchell Park 127, 129, 135-136  
Social media 55  
South Perth Activity Centre Plan 24, 116, 122  
South Perth Foreshore 19, 130-131, 144  
South Perth Sounds 89  
South Perth Train Station 144  
Sport and recreation 97  
Sports Oval Floodlight Plan 97  
State History Conference 99  
Statutory compliance 43, 75, 124  
Strategic Community Plan 3, 16, 76, 78, 83, 149  
Strategic Directions 3, 82  
Strategic planning 122  
Streetscapes 127-128  
Street trees 126-127

## T

Tenders 151  
Thriving Neighbourhoods 114, 121  
Training 65-66, 150  
Tram 99, 103

## U

Underground power 102  
Urban Forest Strategy 126

## V

Values 6, 58, 64, 66  
Vision 6  
Volunteers 100

## W

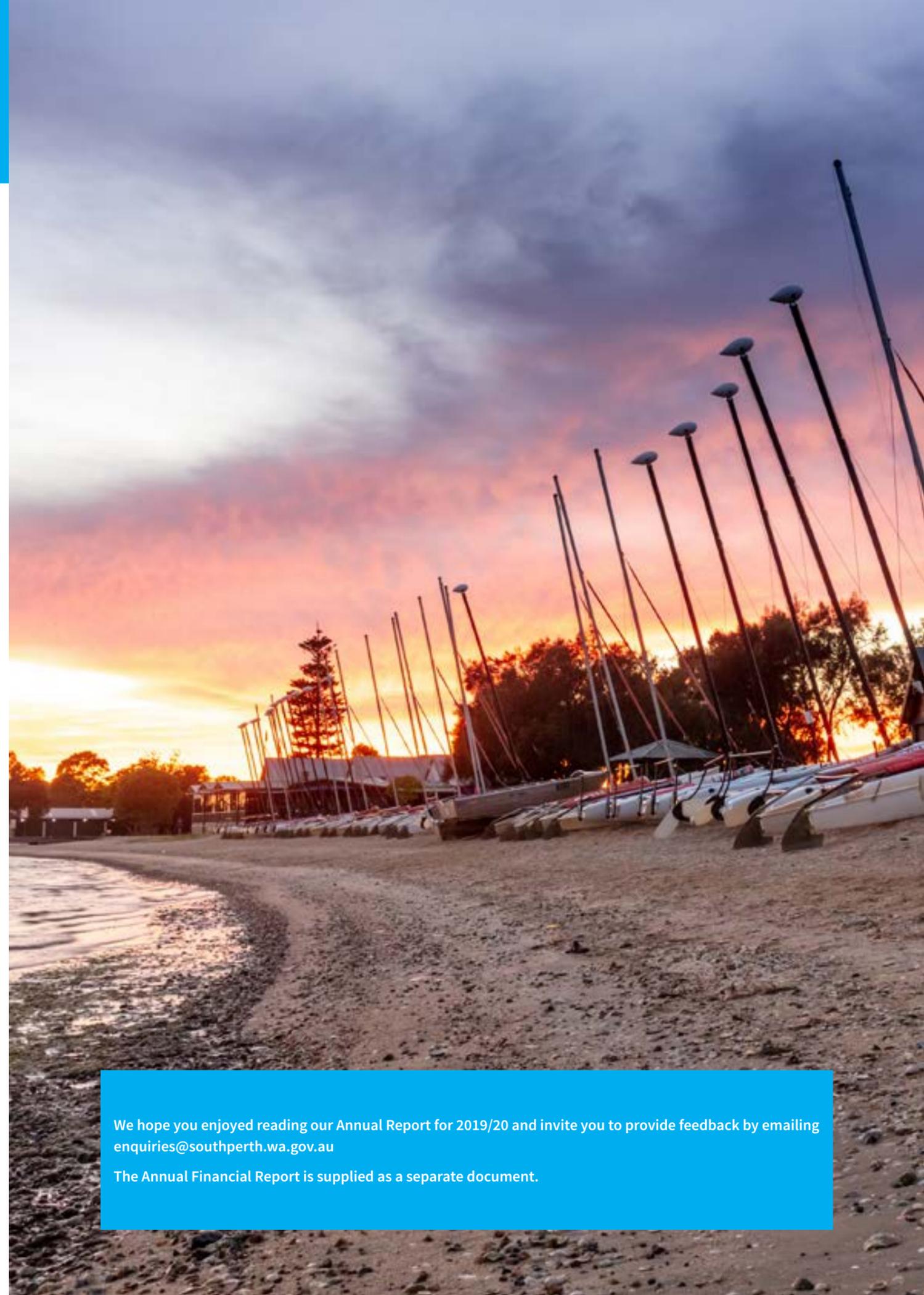
Ward 33-34  
Waste and recycling 133-134  
Waste and Resource Management Plan 133  
Waste to Energy 133  
Waterbird refuge 130, 144  
Water management 135  
Waterford 132  
Weed control 125  
Workforce Plan 76, 79, 150  
Working at the City 64

## Y

Your Say South Perth 49, 143  
Youth programs 93

## 1

10 Year Forward Works Program 103  
1System 67, 148



We hope you enjoyed reading our Annual Report for 2019/20 and invite you to provide feedback by emailing [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)

The Annual Financial Report is supplied as a separate document.

## USEFUL CONTACTS

### **Civic Centre**

**9474 0777**

Cnr Sandgate St & South Tce,  
South Perth WA 6151

Fax 9474 2425

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

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

### **Recycling Centre**

**9474 0970**

Hayman Rd & 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 & South Tce, South Perth  
[southperthlib@southperth.wa.gov.au](mailto:southperthlib@southperth.wa.gov.au)

### **Manning Library**

**9474 0822**

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

### **Old Mill**

**9367 5788**

Melville Pl, 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  
[manningseniors@bigpond.com](mailto:manningseniors@bigpond.com)

### **Graffiti Hotline 1800 007 774**

### **Collier Park Golf Course**

**9484 1666**

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

### **Collier Park Village**

**9313 0200**

16 Morrison St, Como

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