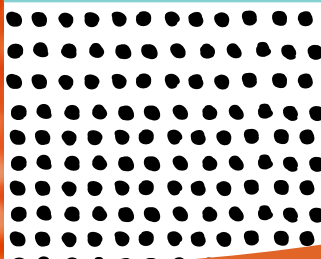




CITY OF SOUTH PERTH
ANNUAL REPORT
2020|21



A CITY OF ACTIVE PLACES AND BEAUTIFUL SPACES



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Sculpture, Como Beach Artworks (#1 South), by Danka Schulz von Lorenz & Jason Hirst



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.

Kaardjinin Nidja Nyungar Whadjuk Boodjar Koora Nidja Djining Noonakoort kaartdijin 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 and present.



ABOUT THIS REPORT

Welcome to the City of South Perth 2020/21 Annual Report.

This Annual Report provides an account of the City's performance from 1 July 2020 to 30 June 2021 measuring against the 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.

THEME

The theme for this year's Annual Report is *beautiful places*.

Our vision is a city of active spaces and beautiful places. In 2020/21 the completion of some major projects saw our vision coming to fruition. The theme beautiful places acknowledges some of this year's achievements in creating a vibrant and attractive destination for visitors and residents. The opening of Collier Park Mini Golf, the Ferry Tram, the major restoration of the Old Mill and the commencement of the Black Swan Habitat at South Perth Foreshore were all important works commenced or completed this year as an investment in the future of our City, ensuring it continues to be a beautiful place to live and visit.

OUR STRATEGIC DIRECTION

The Annual Report outlines our performance, achievements and challenges during 2020/21 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 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 2020/21.

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 printed 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.

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
- 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 or call the Customer Service Team on 9474 0777
- View a hard copy at the Civic Centre and the City's libraries.

ALTERNATIVE FORMATS

This document is available in alternative formats and languages on request. You can make a request by emailing enquiries@southperth.wa.gov.au or by calling the City on 9474 0777.

If you need to contact us in your own language, you can contact us through the Translating and Interpreting Service on 13 14 50 and ask them to contact the City.

If you are deaf or have a hearing or speech impairment, contact the City through the National Relay Service.

Mandarin (simplified Chinese)

如果您需要用您自己的语言与我们联系，您可以拨打 13 14 50 通过笔译和口译服务，并要求他们联系 CITY OF SOUTH PERTH 市政府。

Mandarin is spoken by 3.8% of City of South Perth residents as indicated by ABS Census data 2016.



OVERVIEW

THIS ANNUAL REPORT OUTLINES OUR
PERFORMANCE, ACHIEVEMENTS AND
CHALLENGES DURING 2020/21.



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 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 an estimated 46,703 to 54,282 with the estimated number of dwellings expected to increase from approximately 21,755 to 25,070. A number of plans and strategies have been, and continue to be developed and implemented by the City in response to this projected growth.

22%
rise in new dwellings



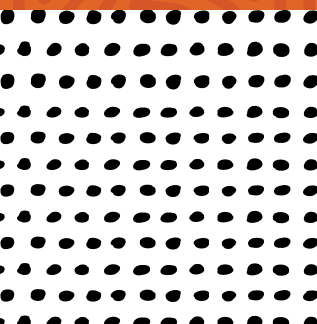
WE ARE

ACCOUNTABLE
RESPECTFUL
SUPPORTIVE
UNIFIED

OUR VALUES

Our values guide the way we work, interact and serve our community. They represent what our organisation stands for and they support a strong workplace culture.

Our organisation provides a broad range of services to the community, and the meaning of excellent service can be different depending on each person's role. That's why we are committed to ensuring employees understand the link between our purpose, values and behaviours and how our values are embedded in everything we do.





WELCOME | WANDJU WANDJU

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 local government area is located in the inner southern suburbs of the Western Australian capital city of Perth, about four 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 local government area.



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 service
- 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
- Marketing and communications
- 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 and Collier Park Mini Golf
- Collier Park Village
- George Burnett Leisure Centre
- John McGrath Pavilion and Hall
- Manning Community Centre
- Operations Centre
- Old Mill
- Ferry Tram
- South Perth Community Hall
- South Perth Civic Centre
- South Perth and Manning Libraries
- South Perth and Manning Senior Citizens Centres
- South Perth Recycling Centre.







11
active open spaces

FAST FACTS



21,394
street trees



279 km pathways

THE CITY OF SOUTH PERTH

Home to more than 46,703 residents from a range of ages and diverse cultural backgrounds, the City is predominantly residential. In the year ending June 2021 there were 15,289 jobs located in the City.

OUR MAJOR ATTRACTIONS

- Mindeerup
- South Perth Foreshore
- Perth Zoo
- Collier Park Golf
- Royal Perth Golf Club
- The Old Mill
- Ferry Tram
- Manning Hub, Waterford Plaza, Mends Street, Angelo Street and Preston Street precincts
- Como Jetty
- Clontarf-Waterford-Salter Point Foreshore.



22%
non-English speaking backgrounds



37
median age of residents



48.9% males
51.1% females

HOUSEHOLDS

- Approximately 21,755 dwellings
- \$903,926 median house price
- Medium and high density housing - 52.9%
- Households with a mortgage - 26.6%
- Households renting - 35.1%.

TOP EMPLOYING INDUSTRIES¹

- Health care - 16.2%
- Education - 13.9%
- Professional services - 10.9%
- Accommodation and food - 10.1%.

¹Profile ID. 2021. City of South Perth Economic Profile Key Statistic

²Pracsys. 2021. City of South Perth Final Economic Development Report

COMMUNITY

- Population under 25 years of age - 29.5%
- Median weekly household income - \$1,770
- Unemployment - 7.2%
- Residents who live and work in the area - 17.9%
- Rate revenue - \$37.95m (budgeted)
- Couples with children - 24%.

WHERE RESIDENTS WORK²

- City of Perth - 22.2%
- City of South Perth - 17.9%
- Town of Victoria Park - 7%
- City of Melville - 6.4%
- City of Canning - 6%.

Gross Regional Product

\$2.49 billion,
which represents
0.84% of the state's
Gross State Product





OUR STAKEHOLDERS

As a local authority, a wide range of organisations and individuals are impacted by what we do. We take this responsibility seriously and strive to understand and connect with our stakeholders in a variety of ways that suit their needs.

Our stakeholders include our residents, ratepayers, businesses, visitors, tourists, schools, not-for-profit groups and organisations, special interest groups, educational institutes, government agencies, Perth Zoo and others.

STAKEHOLDER	WHY THE RELATIONSHIP IS IMPORTANT
City ratepayers and residents	<ul style="list-style-type: none">• Our decisions impact their daily lives• Use City programs, services and facilities• Provide feedback to inform decision-making• Local knowledge and cultural experience
Local businesses	<ul style="list-style-type: none">• Provide employment, economic development and opportunities for the community• Local knowledge and cultural experience• Bring vibrancy and activity to our suburbs• Provide feedback to inform decision-making
Visitors and tourists	<ul style="list-style-type: none">• Visit local attractions• Use City services and facilities• Bring economic benefit• Provide feedback to inform decision-making
Federal and State Government Departments/ Agencies	<ul style="list-style-type: none">• Provide funding opportunities• Input and direction in planning, legislation and policy• Joint delivery of projects• Make decisions on some planning matters
Neighbouring local governments	<ul style="list-style-type: none">• Opportunity to work together for our communities
Residents, ratepayers, action groups, special interest groups and community groups	<ul style="list-style-type: none">• Insight into local knowledge and views• Capacity for engagement• Maximise delivery of sporting, community and social activities in the community• Provide feedback to inform decision-making
Volunteers	<ul style="list-style-type: none">• Assist the City in the delivery of a range of programs and services
Partners	<ul style="list-style-type: none">• Opportunity to work on joint projects, sharing ideas and costs• Provide specialist knowledge• Provide feedback to inform decision-making
Council advisory groups	<ul style="list-style-type: none">• Specialist advice• Provide feedback to inform decision-making
Media	<ul style="list-style-type: none">• Raise awareness and promote City projects and programs• Build reputation
City employees	<ul style="list-style-type: none">• Working together to provide high quality services, facilities and programs for our community• Valuable skills, knowledge and labour to deliver activities and operations
Suppliers	<ul style="list-style-type: none">• Provide the goods and services required to ensure we can deliver to our community
Not-for-profit community organisations	<ul style="list-style-type: none">• Encourage community participation and connection• Provide services to our community• Use City facilities and services



MESSAGE FROM THE MAYOR

On behalf of Council, I am pleased to present the City's Annual Report for 2020/21.

The 2020/21 financial year has been a year of remarkable achievement at the City of South Perth, despite the various challenges posed by COVID-19. I've tried to capture a few highlights but it has been wonderful to see the progress the City has made on a range of fronts to achieve our vision of a city of active places and beautiful spaces, with sustainable financial management setting us up for the future.

RESPONSIBLE FINANCIAL MANAGEMENT

In an uncertain economic environment, Council has been working hard to reduce the financial burden on ratepayers. The 2020/21 Budget saw an average rates reduction of 1% for ratepayers, and no change to the City's waste levy.

We've also taken positive steps to improve the City's financial health. At the time of writing, the City expects to receive a Financial Health Indicator score (as determined by the State Government) of 71 out of 100 for the 2020/21 financial year. This is a welcome improvement on previous years, and reflects the sound, responsible and sustainable financial management being undertaken by the Council and City officers.

Sensible economic management and improved financial efficiency has meant that we've been able to do more for our community. The 2020/21 financial year has seen the commencement and delivery of a range of new projects that will add to our City's amenity and ensure our financial outlook is strong.

NEW MINI GOLF FACILITY

In April, I was proud to open the new Mini Golf facility at Collier Park Golf. The facility is magnificent and makes a wonderful addition to the existing golf course.

Located in a beautiful, leafy, family-friendly environment, Mini Golf is a fun outdoor activity for everyone to enjoy. It's a convenient and affordable attraction for families, a popular choice for corporate events and team building activities and offers beginners a chance to practice their skills in a relaxed, social environment.

With an estimated payback period of six years, the facility will provide the City with an additional revenue stream and reduce the City's reliance on residential rates after the payback period.

BLACK SWAN HABITAT PROJECT

The City secured a \$700,000 grant from the Department of Biodiversity, Conservation and Attractions to create vital habitat for black swans and other wildlife. Works started in January and are due to be completed in September.

Covering an area of 5,000 square meters, the Black Swan Habitat comprises a sheltered island for birds to nest safely, two vegetated headlands and a beach area that will allow waterbirds to take off and land in a sheltered area when the water is rough. The project has been designed to enhance the foreshore and protect the riverbank from erosion in the future.

You can read more about these projects and others in the Major Projects section on pages 18-31 of this report.

UNDERGROUND POWER PROJECT

After an initial announcement in January 2017, work on the State Underground Power Program began in the Collier project area in March this year. Underground power will result in improved property values, better power supply reliability, enhanced street lighting, increased tree canopy cover, greener streets, reduced summer heat and a more beautiful City.

The City of South Perth successfully obtained a \$2.2 million COVID-19 stimulus package from Western Power to reduce costs to ratepayers receiving underground power in the Collier and Manning project areas. This package means that the average cost per single residence remained the same as indicated in the 2016 survey.

SUPPORTING LOCAL JOBS, LOCAL BUSINESSES AND THE LOCAL ECONOMY

The City recognises that local businesses are the lifeblood of our local economy. 2020/21 saw the expansion of the City's new Economic Development focus, with the commencement of the Economic Development Plan, the continuation of the Buy Local, Shop Local campaign, our first Local Business Forum, the City's commitment to the Small Business Friendly Local Governments Charter, and the Small Business Development Corporation recognising the City as a Small Business Friendly Local Government.

STRATEGIC PLANNING

We've taken steps to improve our strategic planning framework, with the aim of ensuring that the City of South Perth remains a great place to live, work and play. In July 2020, Council considered and endorsed an amended Local Planning Strategy to guide the development of a new Local Planning Scheme.

The City has also, for the first time, developed an Integrated Transport Plan to shape and inform future strategic planning decisions. The draft document was endorsed by Council and made available for community comment in April.

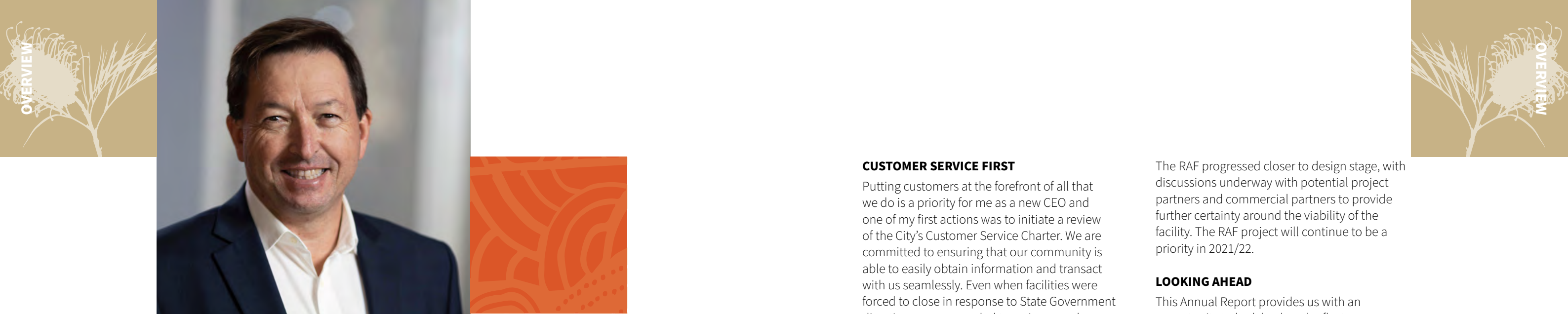
LOOKING FORWARD

In February, we were delighted to welcome Mike Bradford as the City's new CEO. Mr Bradford has a proven track record of leadership, and his appointment brings a wealth of strategic and management experience to the City. His appointment follows the departure of former CEO Mr Geoff Glass in January. I thank Mr Glass for the tremendous contribution he made to our City during his five and a half years as CEO.

Looking towards next year, the 2021/22 Budget sees responsible and targeted investment in key projects that will benefit our community for generations to come, while being mindful of the financial pressures many households are facing. The Budget also makes responsible provision for the future, delivering the first net increase in the City's reserves since the 2014/15 financial year. This will improve the City's ability to maintain and replace assets critical to the service and amenity of the community.

It is an honour to serve as your Mayor. I would like to thank my fellow Councillors and the City administration for their tireless efforts and I look forward to continuing to work with our entire community to deliver great outcomes for this wonderful City.

Mayor Greg Milner
City of South Perth



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The City of South Perth's 2020/21 Annual Report reviews the achievements of the organisation over the past 12 months.

I would first like to thank former CEO Geoff Glass who concluded his five and a half year tenure with the City in January this year. Mr Glass is well respected by staff, Council and the local community and led the organisation through a period of transformation and significant cultural change which I am proud to now have the opportunity to build upon.

THE IMPACT OF COVID-19

In 2020 with the emergence of COVID-19, we all had to deal with unprecedented challenges. This year we have remained prepared to deal with uncertainty and continued to adapt, becoming a more dynamic, flexible and responsive organisation.

Moving into the second year of the pandemic, the organisation prioritised the maintenance of a strong workplace culture and put additional measures in place to support the mental, physical and social health of employees. Staff were supported to work from home during lockdowns and those who worked onsite were provided assistance to do so safely. In January, the City's COVID-19 Response Team completed an assessment of the organisation's preparedness for the pandemic to further improve our ability to respond.

While a statewide COVID-19 lockdown may not have been the most ideal circumstance to

start my time at the City, it did present a unique opportunity to experience how this organisation is equipped to respond in times of crisis. It is a testament to the dedicated workforce at the City of South Perth that a high level of service was maintained and with such a smooth and seamless turnaround as soon as the lockdown was announced. Once again, the City was able to meet this challenge head on with continued professionalism.

Community safety also remained our priority and I continue to be impressed with how this organisation adapts to support the community when they need it most.

RECOGNISING OUR ACHIEVEMENTS

This year we were proud to accept a number of prestigious awards in recognition of our achievements, including both state and national recognition for our employee health and wellbeing program. The City's contribution to community sport was highlighted with the WA Football AFL Ken Gannon Award for Ernest Johnson Reserve.

The piazza at Mindeerup has been widely acclaimed as the new gateway to South Perth, winning six awards and two commendations including one international architecture prize for the now iconic frill neck lizard and numbat canopies. Gaining recognition on the international stage is a significant achievement and I congratulate everyone involved in this landmark project.

CUSTOMER SERVICE FIRST

Putting customers at the forefront of all that we do is a priority for me as a new CEO and one of my first actions was to initiate a review of the City's Customer Service Charter. We are committed to ensuring that our community is able to easily obtain information and transact with us seamlessly. Even when facilities were forced to close in response to State Government directions, we responded to an increased demand for information by establishing a COVID-19 presence on the City's website and moved information, services and transactions online wherever possible.

Finding new ways to serve our community continued to be a priority in 2020/21, with a focus on improving our online services to ensure customers can reach us at any time and from any place. A major milestone in our digital transformation project has been the development of a new online customer request platform which will allow members of the community to report an issue on their device and track the status of their request in real-time. We look forward to bringing this new option to the community early in the new financial year.

MAJOR PROJECTS

Projects commenced or completed this year delivered new attractions to the City of South Perth community, including the opening of the Ferry Tram, rehabilitation of the Old Mill, Black Swan Habitat and the new Collier Park Mini Golf. The successful delivery of these projects is thanks to the dedication and hard work of City staff who should be proud of their achievements.

Milestones in planning for the future needs of the City's population were also achieved this year, with the Economic Development Plan, Integrated Transport Plan, Local Planning Strategy and Youth Plan, all developed or approved.

We continued to work hard on the Recreation and Aquatic Facility (RAF) project to enable Council to make informed decisions on this important community initiative. The RAF Business Plan was endorsed for public comment and a financial commitment of \$20 million was made by Council to match \$20 million already committed by the Federal Government.

The RAF progressed closer to design stage, with discussions underway with potential project partners and commercial partners to provide further certainty around the viability of the facility. The RAF project will continue to be a priority in 2021/22.

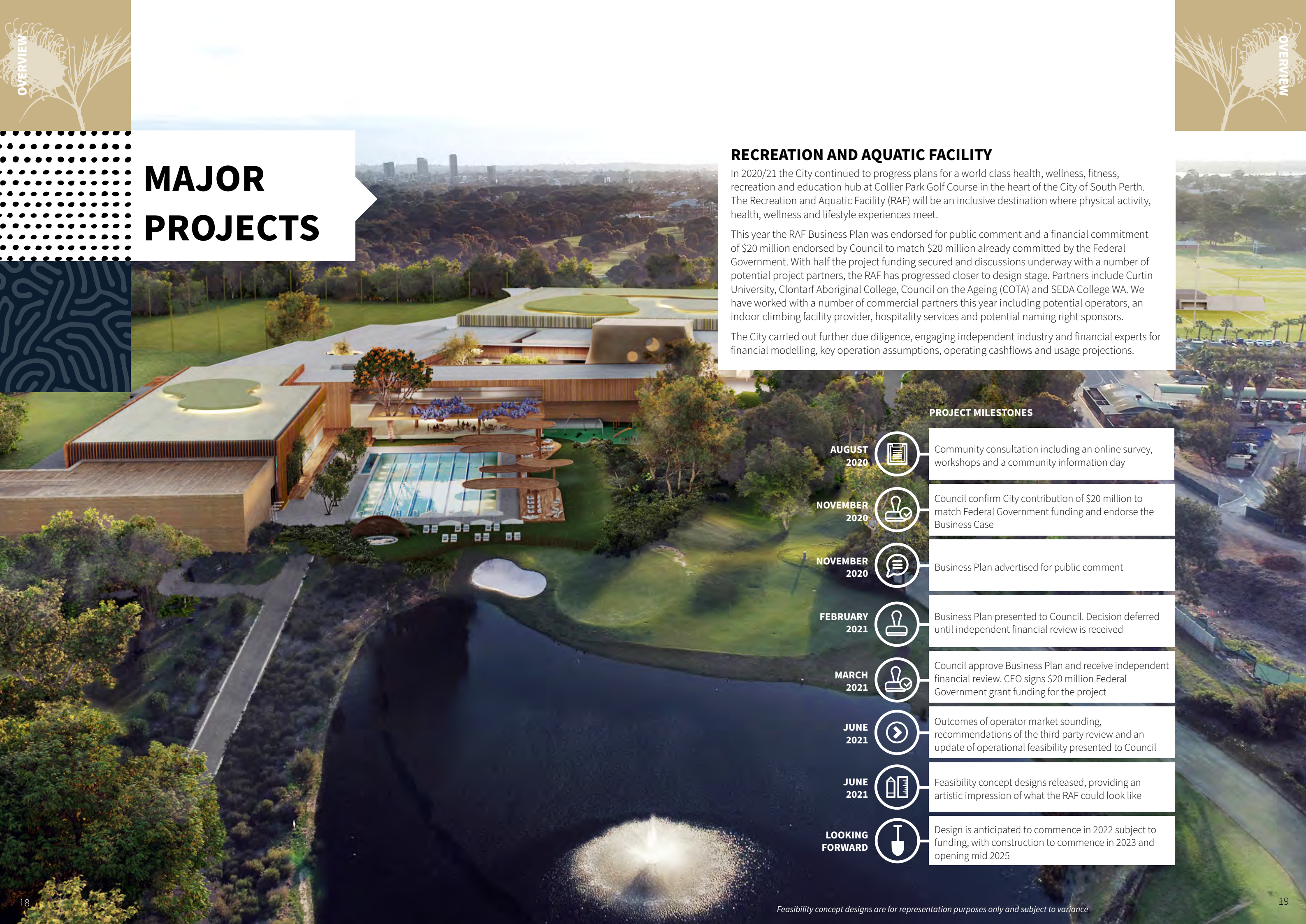
LOOKING AHEAD

This Annual Report provides us with an opportunity to look back and reflect on our achievements and challenges that have shaped us this year.

I look forward to 2021/22 as we continue to work on and see completion of some major projects such as the Black Swan Habitat and further progression of the RAF. Next year we will also see the commencement of community engagement for a major playground at Node 2: Coode St on South Perth Foreshore as well as the completion of our major review of the Strategic Community Plan.

I thank the Mayor and elected members for their support and guidance during my first five months with the City. I also thank the City's Leadership Team, all our employees and volunteers for their hard work and dedication and for making me feel so welcome.

Mike Bradford
Chief Executive Officer



MAJOR PROJECTS

RECREATION AND AQUATIC FACILITY

In 2020/21 the City continued to progress plans for a world class health, wellness, fitness, recreation and education hub at Collier Park Golf Course in the heart of the City of South Perth. The Recreation and Aquatic Facility (RAF) will be an inclusive destination where physical activity, health, wellness and lifestyle experiences meet.

This year the RAF Business Plan was endorsed for public comment and a financial commitment of \$20 million endorsed by Council to match \$20 million already committed by the Federal Government. With half the project funding secured and discussions underway with a number of potential project partners, the RAF has progressed closer to design stage. Partners include Curtin University, Clontarf Aboriginal College, Council on the Ageing (COTA) and SEDA College WA. We have worked with a number of commercial partners this year including potential operators, an indoor climbing facility provider, hospitality services and potential naming right sponsors.

The City carried out further due diligence, engaging independent industry and financial experts for financial modelling, key operation assumptions, operating cashflows and usage projections.

PROJECT MILESTONES

AUGUST
2020



Community consultation including an online survey, workshops and a community information day

NOVEMBER
2020



Council confirm City contribution of \$20 million to match Federal Government funding and endorse the Business Case

NOVEMBER
2020



Business Plan advertised for public comment

FEBRUARY
2021



Business Plan presented to Council. Decision deferred until independent financial review is received

MARCH
2021



Council approve Business Plan and receive independent financial review. CEO signs \$20 million Federal Government grant funding for the project

JUNE
2021



Outcomes of operator market sounding, recommendations of the third party review and an update of operational feasibility presented to Council

JUNE
2021



Feasibility concept designs released, providing an artistic impression of what the RAF could look like

LOOKING
FORWARD



Design is anticipated to commence in 2022 subject to funding, with construction to commence in 2023 and opening mid 2025



Feasibility concept designs are for representation purposes only and subject to variance

WHY IS THE RECREATION AND AQUATIC FACILITY NEEDED?

Calls for a public pool in the City of South Perth date back at least 30 years. With no public pool and existing indoor sport facilities no longer fit for purpose, the community continue to raise concerns about the lack of local access to aquatic and recreation facilities.

The RAF project commenced in June 2017 when Council endorsed a new action as part of the City's Strategic Community Plan (2020-2030): to 'plan for and promote the development of recreation and aquatic facilities to service the City of South Perth needs'.

WHAT THE RECREATION AND AQUATIC FACILITY WILL OFFER

The RAF is a once in a generation opportunity to address the changing needs of a growing population in the City and the broader region and set a new benchmark in wellness and leisure. It will be a WA first - a unique model that combines sporting facilities with research and education and provides for integrated learning and the delivery of preventive health care.

Facilities will include a traditional swimming pool, hydrotherapy pool, lecture and activity learning spaces, sports medicine and other treatment rooms, public golf facilities, public health club and a 6-8 court multipurpose indoor sporting centre, together with a shared administration Community House for state sporting associations and community groups.

The City has developed the RAF Business Case in consultation with the Council of the Ageing WA (COTA), SEDA College WA, the Telethon Kids Institute and Curtin Education Community - a network of 15 schools located with proximity to Curtin University and the proposed RAF.

A FINANCIALLY SUSTAINABLE PROPOSAL

While public aquatic centres and recreation facilities traditionally run at a deficit, the operating model of the RAF will ensure it is financially self-sustainable. Aquatic, sport and recreation facilities will be offered alongside preventive health care, research and education programs to support the needs of a population set to grow by 33% by 2041.

Another integral part of the model is a Community House, a home for state sporting associations, peak aquatic and sport education bodies and other community groups.

The financial model assumes capital funding from commercial and other funding partners as well as the State Government to support the City and Federal Government funding already committed.

PROJECT CHALLENGES

Effective project governance is central to the success of the project. A gateway structure has been adopted to guide governance and decision-making processes. This ensures that the project is managed in a way that minimises risk for all partners and provides opportunities for considered input through a formalised framework. The City has engaged consultants and staff with suitable experience in the high level delivery of similar projects.

The challenge is to ensure that the RAF is financially viable. Industry experts have been engaged and multiple reviews of the operational feasibility and project definition plan have been carried out independently.

The City continues to liaise with suitable funding entities: Curtin University, state and federal government, and potential funding partners. To ensure the project stays on track while funding is sought, we are carrying out an ongoing assessment of the operational feasibility of the RAF at every stage. This will help to de-risk the project, allow confidence to continue to future stages and allow us to investigate the potential to stage the project to suit funds as they become available.



PROJECT MILESTONES

- JULY 2020**  Business Plan advertised for public comment
- OCTOBER 2020**  Construction starts on site
- FEBRUARY 2021**  Concrete poured for the first five holes
- APRIL 2021**  Collier Park Mini Golf official opening event and opens to the public
- LOOKING FORWARD**  Activation events and the introduction of function packages

COLLIER PARK MINI GOLF

The much anticipated Collier Park Mini Golf opened in April 2021. The facility has not only provided a fun family-friendly attraction in the heart of South Perth, but has diversified the offering at the City-owned Collier Park Golf.

The project responds to an increasing demand for shorter format golf and provides new opportunities for people of all ages, skill levels and abilities to participate. The City worked closely with Collier Park Golf operator, Clublinks, to assess the financial sustainability of the course and identified mini golf as a strong option for a new revenue stream. With an estimated payback period of six years, the addition of mini golf will help to maintain the financial sustainability of Collier Park Golf.

Collier Park Mini Golf complements existing facilities including the 27 hole international standard public golf course, driving range, practice area and fully licensed café. The mini golf has attracted over 5,500 new visitors within the first three months of opening. The mini golf course also aligns with the City's plans for a Recreation and Aquatic Facility at Collier Park Golf in the future.

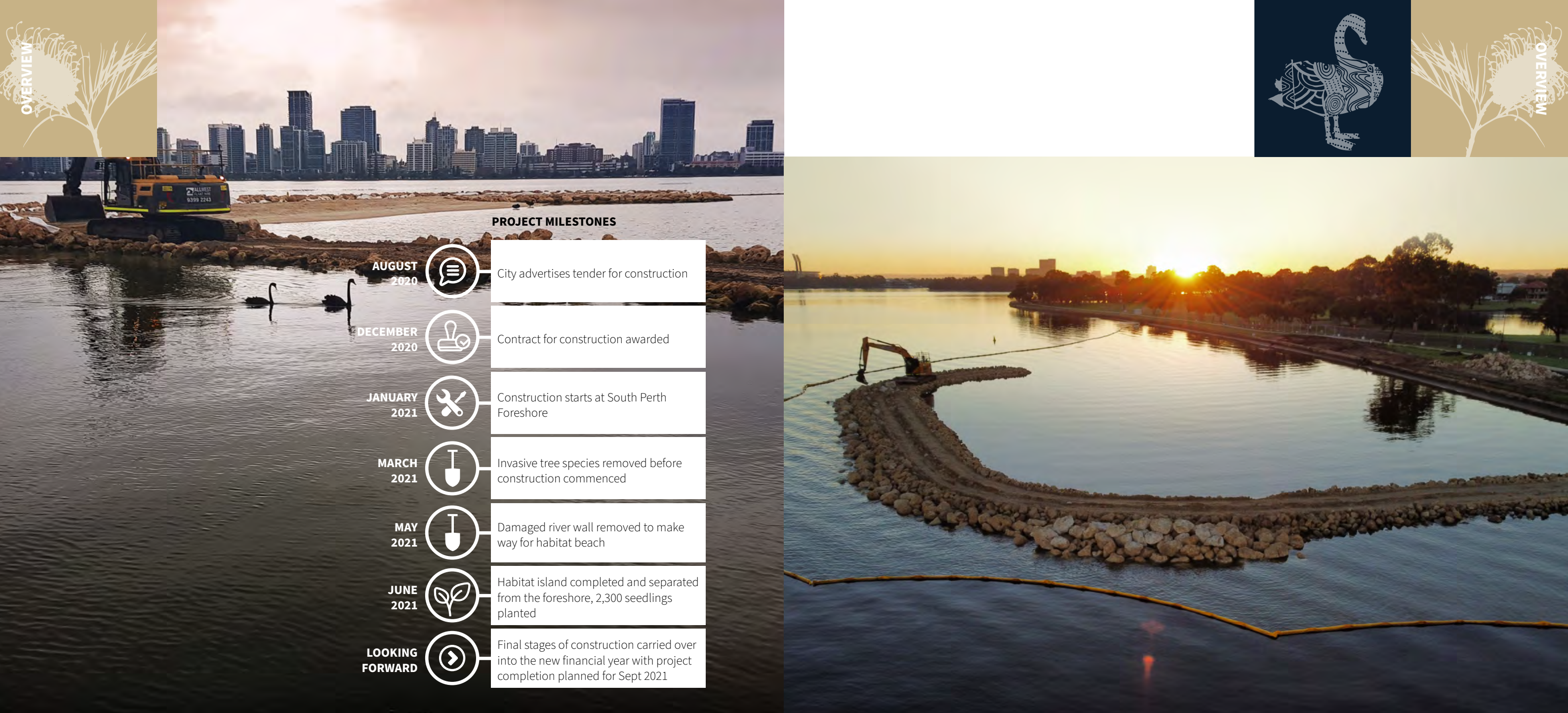
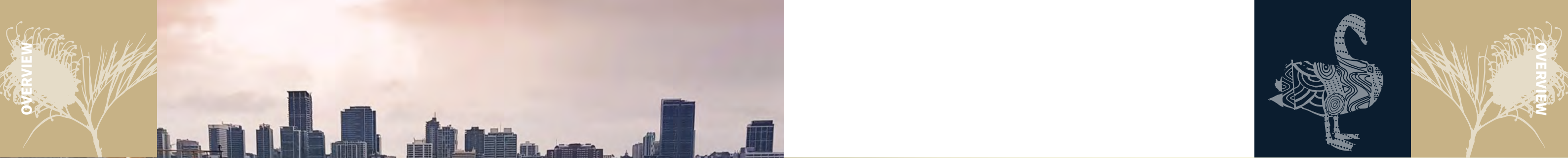
The mini golf course is a spacious nature-based design, with a lake and plenty of shade provided by mature trees. The course has been designed as a miniature version of a world class 18 hole course and the first nine holes are fully wheelchair and pram accessible. There are three flag options to play at each hole, meaning people of all ages and skill levels can enjoy a game together.

PROJECT CHALLENGES

We experienced some disruption due to COVID-19 lockdowns when the concreting team who travelled from interstate were required to complete hotel quarantine before starting work. Fortunately we were able to work together to complete the project on time and under budget.

Temporary fencing, noise and parking caused minor disruption to golfers during construction. This was kept to a minimum with clear signage and effective communication with members.

Plants that were planned to be in place prior to opening needed more time to become established at the City's nursery. Whilst we would have liked planting to be complete in time for opening, it was more important to give the plants the best chance of survival by allowing them a few more months to grow. In the end, the delay allowed us time to better understand how people move through the course and adjust planting locations where required.



PROJECT MILESTONES

AUGUST 2020		City advertises tender for construction
DECEMBER 2020		Contract for construction awarded
JANUARY 2021		Construction starts at South Perth Foreshore
MARCH 2021		Invasive tree species removed before construction commenced
MAY 2021		Damaged river wall removed to make way for habitat beach
JUNE 2021		Habitat island completed and separated from the foreshore, 2,300 seedlings planted
LOOKING FORWARD		Final stages of construction carried over into the new financial year with project completion planned for Sept 2021

BLACK SWAN HABITAT

The Black Swan Habitat is one of the most significant environmental projects undertaken by the City. Its purpose is to enhance the foreshore reserve, create habitat for native waterbirds and protect the riverbank from erosion, while providing a retreat for bird watching, breeding, ecology, and learning.

The \$1.5 million Black Swan Habitat project forms part of the South Perth Foreshore Strategy and Management Plan and is jointly funded by the City and the Department of Biodiversity, Conservation and Attractions through their Riverbank Program. The project is also the last outstanding recommendation of the State Government's 2000 report, Bringing Back the Swans, which set out to increase the number of Black Swans on the river that bears their name.

The City grew approximately 11,000 native plants and 20 trees in our nursery to be planted at the habitat. The new trees will replace introduced Casuarina species that were self-seeded in the area.

Our local community are passionate about the project, with local environmental group Friends of the South Perth Wetlands working alongside the City to collect data on bird numbers, species, breeding and migration. Findings will be used to help the City assess the effectiveness of the project.

PROJECT CHALLENGES

To make way for construction of the Black Swan Habitat, the City needed to close a 500 metre section of footpath along the foreshore. The area is busy with cyclists and pedestrians and safety was our first consideration. We limited disruption by converting the adjacent path to a shared cycle and footpath. Signage to notify users of the change was placed along the path to provide cyclists plenty of time to slow down and remind pedestrians to be mindful that the path was temporarily shared use. We also communicated the change through the City's online channels and in Peninsula Magazine.

Also as part of the project, two groves of introduced, self-seeded Casuarina cunninghamiana trees were removed. This species is considered a weed as they are not native to Western Australia and they spread their seed along the riverbank. Tree removal continues to be a contentious issue and one we mitigated by informing the community and local residents prior to the tree removal with signage and communications via a number of channels. The trees have been replaced with local species.

In the later stages of construction we experienced significant storms which threatened the survival of newly planted native sedges and rushes. The plants were grown at the City's own nursery and raised specifically to withstand the roughest conditions so we were fortunate to save almost all of them. We continue to monitor the plants.



FERRY TRAM

The City completed an important heritage project this year with the return of the 120 year old Ferry Tram to its original home in South Perth. The tram was discovered in a backyard in a state of disrepair and was identified as the original tram that transported passengers to and from the South Perth ferry in 1922. Recognising its significance, the City commissioned a historical study and partnered with South Perth Historical Society and Perth Electric Tramways Society on a plan to bring the tram home.

The tram was expertly restored by Perth Electric Tramways Society and deemed a valuable historical asset to the City of South Perth community. An appropriate place to house the tram was central to the success of this project, to ensure it could be exhibited to the public in a central location close to the original tram line. The City constructed a building referred to as the Tram Barn, a custom glass and masonry display house located alongside Heritage House at Windsor Park to display and protect the tram.

In September 2020, the Ferry Tram was delivered home to South Perth on the back of a truck. Securing the tram inside involved a crane, temporary track across Mill Point Road and a very early morning start. The South Perth Ferry Tram officially opened to the public in October 2020, bringing an exciting new historical attraction to our City. The Ferry Tram provides the community with a glimpse of life that was once commonplace in the area. Visitors can jump on board the tram, sit in the passenger seats and ring the bell. Information and stories about the history of the Ferry Tram are on display in the Tram Barn and at Heritage House.

In January 2021, the City started running tours and activities at the Ferry Tram to activate the new attraction. Our Time for Stories program was expanded from the library to the tram, offering the opportunity for children to sit onboard and listen to stories about transport. Tram activities have proven popular and regularly book out.

HISTORICAL SIGNIFICANCE OF THE FERRY TRAM

Trams are an important part of our City's history and were fundamental to the development of South Perth as a destination. Trams began operating in South Perth in 1922, travelling from Perth via Canning Highway around South Perth including Angelo Street and Labouchere Road to Como. In 1926, the route was expanded from Labouchere Road to Mends Street Jetty. This service was affectionately known as the Ferry Tram service.

The South Perth and Como tram lines were extremely popular, particularly on weekends when extra cars were required to service thousands of visitors who flocked to South Perth to visit the zoo and Como Beach. Trams stopped operating in 1950 when a bus service was introduced.

The Ferry Tram was built in 1899 and was one of two 'B' class trams that operated in the local South Perth area.



PROJECT MILESTONES

JULY 2020		Construction of the Tram Barn commences
AUGUST 2020		Construction of the Tram Barn complete
SEPTEMBER 2020		Fully restored Ferry Tram arrives home to South Perth
OCTOBER 2020		Landscaping and gardens installed with 7,000 native seedlings planted. Historical information signage installed
OCTOBER 2020		Ferry Tram officially opens to the public
JANUARY 2021		Regular events and tours begin at the Ferry Tram including children's story activities
LOOKING FORWARD		We are continuing to explore new ways to attract visitors to the Ferry Tram with events and activations

PROJECT CHALLENGES

While the majority of work on the ground took place in 2020/21, the Ferry Tram project has been a long-term undertaking since the tram was first discovered in 1998, with a number of challenges to overcome.

Initially the cost to design and construct the Tram Barn far exceeded the City's allocated budget. After reviewing the proposal, the City advertised a new tender and awarded a contract.

A deed of agreement for the restoration and loan of the tram was executed between the City of South Perth, the Historical Society and Perth Electric Tramway Society on 21 July 2010. A variation to the deed of agreement was executed on 21 September 2020 to amend the lease arrangements and restoration costs.

Another obstacle was finding a suitable location for the tram to be displayed, with five proposed sites found to be non-viable before the final location was decided. Two sites turned out to be home to heritage listed trees, and the next preferred site had a sewer main running underneath it. The preferred location alongside Heritage House presented challenges, with a number of design guidelines put in place by the Heritage Council of WA, including not obstructing views to other historical buildings.

The project team were flexible in their approach, adapting the plan as required to ensure the final location met the needs of everyone involved. Once the ideal site was determined, the Tram Barn was built on time, in just seven weeks.



OLD MILL CONSERVATION

The second stage of the City's Old Mill conservation project was completed in 2020/21. Conservation works were required to preserve the iconic 186 year old building.

Stage one from July-September 2019 involved carefully replacing the sheoak timber roof shingles. Stage two from August 2020-January 2021 included major rehabilitation to the building fabric comprising limestone and bricks, and repainting of internal and external walls. New sails were installed as a reproduction of the original sails.

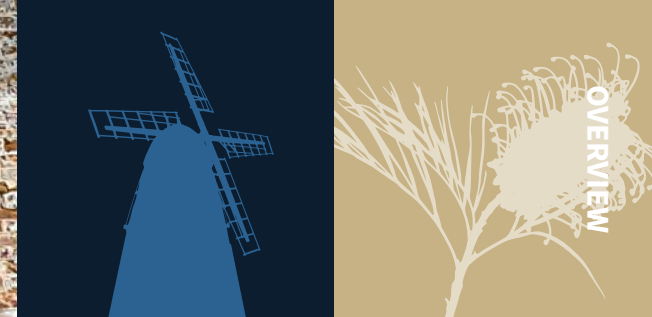
The project was managed by the City in collaboration with Hocking Heritage + Architecture, an award-winning practice specialising in architecture, heritage and conservation.

The extensive works have allowed the second floor of the mill, once used to grind flour and later as a sophisticated 'ladies lounge', to open to visitors for the first time in almost 20 years. The City celebrated the reopening of the historic building with a community event on 30 January 2021. Crowds enjoyed free tours of the Old Mill, lawn games, music and entertainment.

HISTORICAL SIGNIFICANCE

Built in 1835 and operating until 1859, the Old Mill is the oldest physical link to the pioneering days of the colony of Western Australia. The Old Mill produced 680kg of flour per day at its peak. It has also been used as a hotel, a residence, a wine saloon and a poultry farm.

The Old Mill is the second oldest building in the state and one of Perth's best known landmarks. The Old Mill has social value through its potential to contribute significantly to the understanding of early milling. It is also an educational resource providing insight into the early commercial endeavours in the colony and information about the people associated with the property since 1835.



PROJECT MILESTONES

SEPTEMBER
2020



Construction commences and the Old Mill is closed to the public. Termite infestation discovered

OCTOBER
2020



Unforeseen structural damage uncovered requiring further budget to be allocated to the project

JANUARY
2021



New sails installed as a replica of the original sails

JANUARY
2021



Old Mill reopens to the public with a community celebration

MAY
2021



New driverless RAC Intellibus® service starts allowing passengers to hop on and off at the Old Mill



PROJECT CHALLENGES

A number of unforeseen structural issues were discovered once rehabilitation works commenced. Subsidence, structural cracking, and a significant termite infestation were among the challenges faced. As a 186 year old building, these issues required immediate attention. Costs were presented to Council and an additional \$135k was approved to ensure the Old Mill could be preserved for future generations. While this meant the project took three months longer than planned to complete, we are confident that the rehabilitation has been completed to a high standard that will stand the test of time.



2020/21 EVENTS

The COVID-19 pandemic had a significant impact on the City's 2020/21 program of events and the City was required to maintain a flexible approach to managing the program. While uncertainty made event planning more challenging, we were fortunate to be able to hold a number of successful events and activities under State Government guidelines.

The 2020/21 program not only created positive experiences for community members during a difficult time but provided support to the arts community including musicians, entertainers and artists.



- JULY 2020**
- Evolve arts, skills and culture workshops
 - July school holiday program at libraries and George Burnett Leisure Centre

- AUGUST 2020**
- Evolve arts, skills and culture workshops
 - National Science Week
 - South Perth Young Writers Award

- SEPTEMBER 2020**
- Youth Week 2.0
 - September school holiday program at libraries and George Burnett Leisure Centre

- OCTOBER 2020**
- Youth Week 2.0
 - Night Bat Stalks
 - Native Bee workshops
 - Emerging Artist Award Exhibition
 - Halloween at Manning Hub

- NOVEMBER 2020**
- NAIDOC Week Flag Raising Ceremony and events
 - Remembrance Day Service
 - Native Bee workshops
 - Pet Microchipping Day
 - Ex-Bo at Manning



DECEMBER 2020

- Pet Microchipping Day
- Carols at Sunset
- Christmas at your Library



JANUARY 2021

- SouthSide Summer
- Reopening of the Old Mill celebration event
- Australia Day Morning Ceremony and Great Aussie Breakfast
- January school holiday program at libraries and George Burnett Leisure Centre

FEBRUARY 2021

- SouthSide Summer
- Sounds in the Park - Como
- Library Lovers Day



MARCH 2021

- Sounds in the Park - Manning
- Time for Stories at the Ferry Tram
- Inaugural Business Forum
- Business support workshops



APRIL 2021

- Intergenerational Easter Storytime
- Youth Week
- April school holiday program at libraries and George Burnett Leisure Centre
- RAC Imagine Day
- Box Gallery, Manning - new exhibition
- Sounds in the Park - Karawara

MAY 2021

- Australian Heritage Festival 2021
- Sustainability Series
- Pet Microchipping Day
- Food Sensations for Adults

JUNE 2021

- Sustainability Series
- Movies at Manning



OUR COUNCIL

MILL POINT
WARD

COMO
WARD

MORESBY
WARD

MANNING
WARD



ROLE OF LOCAL GOVERNMENT

Local government is the third tier of government in Australia. The three tiers work together 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 COUNCIL

The role of 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 performance.

ROLE OF COUNCILLORS

The role of 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 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.

Mike Bradford is the City's Chief Executive Officer. Mr Bradford commenced his role on Monday 1 February 2021.

Former CEO Geoff Glass concluded his five and a half year tenure with the City at the end of January 2021. In his time, Mr Glass oversaw a number of major projects and led an organisational cultural reform process. He also secured over \$20 million in government funding for City projects.

COUNCIL MEETINGS AND GOVERNANCE

Ordinary Council Meetings are generally held on the fourth Tuesday of each month at 6pm 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 agenda items. In accordance with the *Local Government Act 1995* and Local Government (Administration) Regulations 1996, all Council meeting dates are publicly advertised.

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.

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.

COMMUNITY INVOLVEMENT

Members of the public are encouraged to attend Council Agenda Briefings and participate by presenting deputations specific to an item on the agenda. They are also encouraged to attend Council meetings and raise questions relating to matters affecting the local government. Councillors are available to receive community feedback and their contact details are available on the City's website.





OUR MAYOR AND COUNCILLORS



MAYOR GREG MILNER

0447 024 264

mayormilner@southperth.wa.gov.au

City history: Elected Councillor in 2017 and Mayor in 2019.

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 15 years.

Interests: Mayor Milner has a strong interest in good governance, with an emphasis on responsible financial management, cost-efficiency, transparency and accountability. He is 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.

Memberships:

Chair - CEO Selection Committee

Chair - CEO Evaluation Committee

Deputy Chair - Property Committee

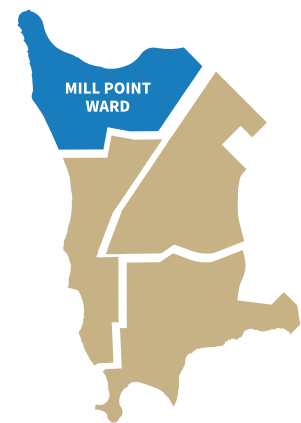
Committee Member - Audit, Risk and Governance Committee, Council Delegate - Rivers Regional Council, Rivers Regional Council CEO - Annual Performance Review Committee

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), graduate Australian Institute of Company Directors, WALGA Elected Member Skill Set, Emerging Leaders in Governance Program.

Current term: 2019-2023 (four years).



COUNCILLOR KEN MANOLAS
0406 456 149
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, CEO Selection 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

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 first-hand 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, CEO Selection Committee
 Delegate - Inclusive Community Advisory Group, Local Emergency Management Committee for Canning
 Deputy Delegate - Metro Inner-South 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).



COUNCILLOR STEPHEN RUSSELL
0432 876 203
crrussell@southperth.wa.gov.au

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

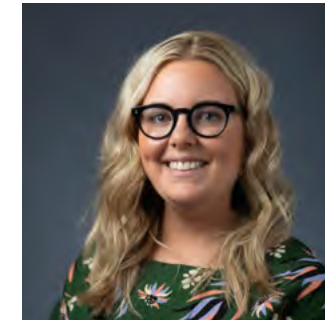
Background: A Kensington and Como local of 18 years, Cr Russell is an engineer by profession with over 25 years' experience in the marine, defence and oil and gas industries.

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:
 Committee Member - CEO Selection Committee
 Delegate - Metro Inner-South Joint Development Assessment Panel, Perth Airport Municipalities Group
 Deputy Delegate - Rivers Regional Council.

Qualifications: Master of Science Marine Technology, Bachelor of Engineering (Honours).

Current term: 2019-2023 (four years).



COUNCILLOR SAMANTHA BRADDER
0422 117 131
crbradder@southperth.wa.gov.au

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

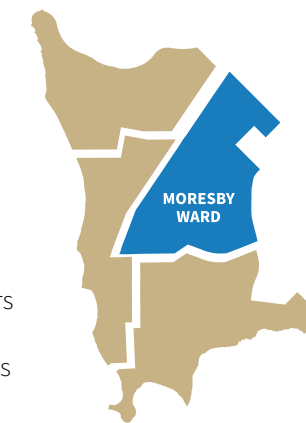
Background: A Moresby resident, Cr Bradder is passionate about representing her community. She is a board member of the Health Consumers Council and is the treasurer for the Public Health Association Australia WA Branch. She has experience working in local government, not-for-profit, charity organisations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



COMO WARD



COUNCILLOR BLAKE D'SOUZA

0450 435 065
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

Committee Member - CEO Selection 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

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

Background: Cr Brender-A-Brandis is a member of the Institute of Chartered Accountants currently holding senior finance and leadership positions with the State Government, and previously with 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 as Treasurer and Director for RSPCA (WA) and Free the Bears boards, volunteer for Youth Focus and counselling helplines. He is passionate about the City's community groups and its magnificent natural environment.

Memberships:

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

Delegate - Public Art Advisory Group.

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

Current term: 2019-2023 (four years).

COUNCILLOR GLENN CRIDLAND

0438 686 175
crcridland@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, CEO Selection 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

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.

Interests: Cr Celedin is an advocate for 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

Committee Member - Audit, Risk and Governance Committee

Delegate - 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 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).





COUNCIL MEETINGS

Council make informed decisions and receive 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 2020/21:

11 Ordinary Council Meetings	3 Special Council Meetings	1 Electors’ General Meeting
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RESPONSE TO COVID-19

The COVID-19 pandemic prompted the City to consider different methods of conducting Council business to ensure it could continue in a safe environment for Elected Members, City officers and members of the public.

Amendments to the *Local Government Act 1995* and the Local Government (Administration) Regulations 1996 were introduced to allow for the holding of council or committee meetings by telephone, video conference or other electronic means in a public health emergency or state of emergency.

All Council Agenda Briefings and Council Meetings were successfully held online using Zoom from July 2020 to December 2020 and again in April 2021 following a sudden lockdown.

Deputations at Council Agenda Briefings and Public Question Time at Council Meetings continued with members of the public registering and being connected online during the meeting to read these out and interact with the Councillors to answer questions.

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 three Special Council Meetings. The first was held online at 6pm, Tuesday 7 July 2020 to revoke the Adoption of the Annual Budget 2020/21, reconsider the Adoption of the Annual Budget 2020/21 and consider the State Underground Power Program. The second was held at 6pm, Monday 2 November 2020 in the Council Chamber to consider the appointment of a preferred candidate to the position of Chief Executive Officer. The third was held at 7pm, Monday 15 March 2021 to consider the Recreation and Aquatic Facility item and any reviews on the Business Case.

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 6pm, Monday 22 February 2021 in the Council Chamber. At that meeting, approximately nine members of the public attended and the Annual Report was accepted. The meeting was rescheduled twice (December 2020 and 8 February 2021) due to COVID-19 restrictions.

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. There were no Special Electors’ Meetings held in 2020/21.

CEO EVALUATION COMMITTEE

This Committee oversees the Chief Executive Officer’s (CEO) performance and conducts an annual performance review. The Committee consists of four 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.

CEO SELECTION COMMITTEE

This Committee was established to undertake the recruitment of a Chief Executive Officer and make a recommendation to Council on the preferred candidate and remuneration package. The Committee had delegated authority and met on 14 July 2020 and 29 October 2020 for the recruitment of the new CEO.

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 2020/21. The City’s audit programs are discussed in further detail on page 153.

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 four occasions during 2020/21.

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. During 2020/21 Councillors attended 54 briefing/workshop sessions.

On 27 June 2019, changes to the *Local Government Act 1995* required all council members to undertake a Council Member Essentials course within the first 12 months of being elected. Councillors also had the opportunity to attend conferences and undertake additional training and professional development such as the Diploma of Local Government (Elected Member).





PROFESSIONAL DEVELOPMENT OPPORTUNITIES UNDERTAKEN BY ELECTED MEMBERS			
ELECTED MEMBER	COURSE PROVIDER	COURSE NAME	ENROLMENT DATE
Mayor Greg Milner	LG Professionals	Integrated Planning and Reporting webinar	6/8/2020
		IPR and Community Engagement	12/10/2020
	LG Professionals	City of Perth Report - Lessons to be learnt	18/8/2020
	Tourism WA	Tourism Bound online	18/11/2020
	WALGA	Emergency Management Fundamentals	6/5/2020
		AIIMS Awareness	
		Integrated Strategic Planning - Policy	1/1/2021
		CEO Performance Appraisals Mentoring Program	14/1/2021
		Effective Community Leadership Mentoring Program	
		Infrastructure Asset Management Mentoring Program	
		Integrated Strategic Planning Essentials Mentoring Program	
		Integrated Strategic Planning Policy Mentoring Program	
		Diploma of Local Government Mentoring Program	
	LG Professionals	Webinar - Integrated Planning and Reporting for Elected Members	18/1/2021
	DLG SCI	State Infrastructure Strategy webinar	19/1/2021
Cr Blake D'Souza	WALGA	Effective Community Leadership	22/9/2020
		Integrated Strategic Planning - The Essentials	6/10/2020
		Integrated Strategic Planning - Policy	25/11/2020
Cr Samantha Bradder	WALGA	AIIMS Awareness	5/5/2020
		Emergency Management Fundamentals	
	LG Professionals	Integrated Planning and Reporting webinar	4/8/2020
	WALGA	Professionally Speaking	19/10/2020
Cr Carl Celedin	ECU	Graduate Certificate in Cyber Security	28/5/2020
	LG Professionals	City of Perth Report - Lessons to be learnt	18/8/2020
	WALGA	Information Systems Forum	25/8/2020
Cr Andre Brender-A-Brandis	AICD	Company Directors Course	20/3/2020
Cr Ken Manolas	LG Professionals	City of Perth Report - Lessons to be learnt	26/8/2020

Table includes courses that have continued into 2020/21 from 2019/20

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.

Delegates: Councillors Glenn Cridland and Stephen Russell

Deputy delegates: Councillors Mary Choy and Carl Celedin.

CANNING AND SOUTH PERTH LOCAL EMERGENCY MANAGEMENT COMMITTEE

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

Delegate: Councillor Mary Choy.

PERTH AIRPORTS MUNICIPALITIES GROUP

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

Delegate: Councillor Stephen Russell

Deputy delegate: Councillor Mary Choy.

RIVERS REGIONAL COUNCIL

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

Delegates: Mayor Greg Milner and Councillor Ken Manolas

Deputy delegates: Councillors Stephen Russell and Carl Celedin.

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.

Delegates: Councillors Samantha Bradder and Carl Celedin

Deputy delegate: Councillor Mary Choy.

ELECTED MEMBERS' FEES AND ALLOWANCES

The Salaries and Allowances Tribunal determines the fees, expenses and allowances to be paid or reimbursed to Elected Members to allow them to fulfil their duties.

The City is classified as a band two local government for the purposes of the *Local Government Act 1995* and has determined that it will remunerate its Elected Members as follows:

- Annual attendance fees in lieu of Council meeting, committee meeting and prescribed meeting fees
- Annual allowance for the Mayor and Deputy Mayor
- Annual allowance for Information and Communication Technology in lieu of reimbursement of expenses.

Council has adopted the following policies which set out the entitlements available to Elected Members:

- P667 Elected Member Entitlements
- P669 Elected Member Continuing Professional Development.

Details of Elected Members' Fees and Allowances is contained within the Annual Financial Report as well as on the City's website in accordance with recent changes to the *Local Government Act 1995*.

COUNCILLOR MEETING ATTENDANCE

	Ordinary Council Meetings	Council Agenda Briefings	Special Council Meetings	Special Electors' Meetings	Electors' General Meeting	Total	CEO Evaluation Committee Meetings	CEO Selection Committee Meetings	Property Committee Meetings	Audit, Risk and Governance Committee Meetings
NUMBER OF MEETINGS	11	11	3	NA	1	26	3	2	4	4
Mayor Greg Milner	11	11	3	NA	1	26	3*	2*	4*	4*
Cr Samantha Bradder	9	7	3	NA	1	20	1	2*	N/A	N/A
Cr André Brender-A-Brandis	11	10	3	NA	1	25	2*	N/A	4*	2*
Cr Carl Celedin	11	11	3	NA	1	26	1	N/A	4*	4*
Cr Mary Choy	10	10	3	NA	1	24	1	2*	1	2*
Cr Glenn Cridland	11	8	3	NA	1	23	3*	1*	2*	3*
Cr Blake D'Souza	11	10	3	NA	1	25	N/A	2*	1	4*
Cr Ken Manolas	11	11	3	NA	1	26	3*	2*	4*	4*
Cr Stephen Russell	10	9	3	NA	1	23	1	2*	N/A	N/A

*denotes Committee members

COUNCIL GOVERNANCE

The Local Government (Model Code of Conduct) Regulations 2021 (Regulations) was gazetted on 2 February 2021 and took effect on 3 February 2021 and repealed and replaced the Local Government (Rules of Conduct) Regulations 2007. The Regulations introduced a mandatory Model Code of Conduct for council members, committee members and local government candidates. The Council endorsed the City of South Perth Councillor Code of Conduct and Policy P699 Breaches of the Councillor Code of Conduct at the Council meeting held on 27 April 2021.

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 was one complaint made under Section 5.121 of the *Local Government Act 1995* during the reporting period.

REPORTING TO EXTERNAL OVERSIGHT AGENCIES

The oversight bodies for local government are the Corruption and Crime Commission and the Public Sector Commission.



ENGAGING WITH
OUR COMMUNITY

ENGAGING WITH
OUR COMMUNITY

ENGAGING WITH OUR COMMUNITY



This year we responded to
76,442
Customer enquiries



126,573
Facebook engagements



26,018
Customer Service contacts
received via email

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 we do this is through stakeholder engagement.

Stakeholder engagement is a core business of the City as a planned and purposeful process encompassing a variety of techniques and methods. We invite our stakeholders and community to contribute to decision-making, projects and plans where appropriate and where they have the opportunity to influence a decision. 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 formal stakeholder engagement activities have included workshops, drop-in and information sessions, a tour, meetings, surveys and online workshops, as well as numerous opportunities for stakeholders to get involved and provide feedback online.

Over 580 participants attended face to face engagement activities for the following projects:

- Innovate Reconciliation Action Plan
- Public Health Plan
- Public Art Masterplan
- Recreation and Aquatic Facility
- Strategic Community Plan Review
- Integrated Transport Plan.

YOUR SAY SOUTH PERTH

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

Over 4,700 completed feedback forms and surveys were received during 2020/21. Projects with the highest number of participants were:

- Library Survey
- Recreation and Aquatic Facility
- Strategic Community Plan Review
- Communications Survey
- Youth Plan.

This year's figures were higher than usual due to receiving over 1,600 completed surveys each for the Library and Recreation and Aquatic Facility engagement. The City is pleased with this level of feedback as it demonstrates the community's interest in these topics and that we have provided appropriate avenues for feedback.

COMMUNITY ENGAGEMENT SNAPSHOT

580

People gave feedback at face to face engagement activities

4,700

People completed a survey or feedback form online at Your Say South Perth

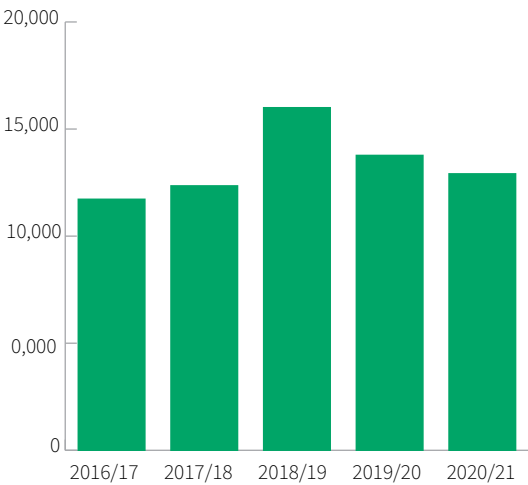


CUSTOMER
SERVICE

DIRECT ENQUIRIES VIA CUSTOMER SERVICE

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of contacts received over the phone	57,565	55,334	58,586	48,471	46,685
Number of contacts received by email	26,459	23,265	23,338	25,060	26,018
Number of contacts received in person	3,583	5,541	5,209	5,628	3,739
Total number of contacts received through the Customer Service Centre	87,607	84,140	87,133	79,159	76,442

REQUESTS FOR SERVICE VIA
INFRASTRUCTURE SERVICES



Requests for service via infrastructure services range from general enquiries to specific requests relating to road repairs, street tree pruning, waste, and building maintenance. In 2020/21 the five most common categories of requests were:

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

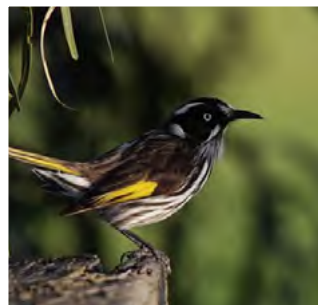
MARKETING AND COMMUNICATIONS

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

City communications are delivered through a variety of channels to provide relevant, timely information to our residents and broader community to ensure they can easily access information about the City.



@nadiaktheron



@queena_g



@padwatalent



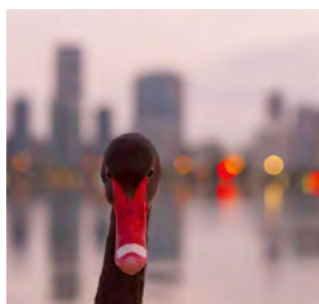
@cavoodlehoney



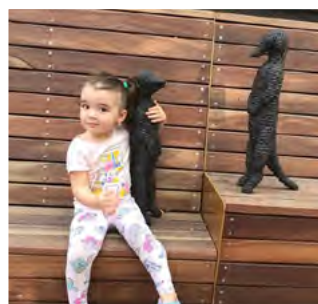
@tomproudfoot



@lisrookie



@veronicamcphail



@malisar_k



@paulletts

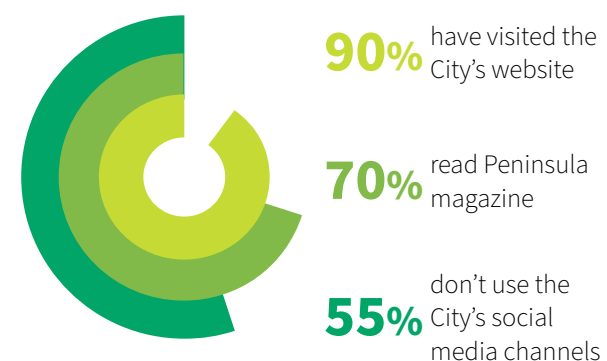
COMMUNICATIONS SURVEY

In July 2020 the City conducted its bi-annual communications survey to obtain up to date feedback on our communications. Survey data is used to guide communications activities to ensure we meet the changing communications needs of the community.

We asked what information the community is interested in receiving, how they prefer to receive information from the City, what they think of our current communications and what other topics they would like to know more about.

The survey was open to City of South Perth residents, ratepayers and visitors and was communicated via Peninsula magazine, the City's eNewsletter, the website and social media. Printed surveys were also available at the City's libraries and the Civic Centre.

SURVEY RESULT SNAPSHOT 234 PEOPLE TOOK PART IN THE SURVEY



EMAIL IS THE MOST POPULAR WAY TO GET INFORMATION FROM THE CITY

74% are very satisfied or extremely satisfied with the frequency of communication

64% read the eNewsletter

80% are very satisfied or extremely satisfied with the relevance of communication

WEBSITE

The website is our primary tool for providing the community with information about the City, services, events and programs as well as providing a gateway for online services, payments and other transactions.

The website is updated regularly to ensure information is accurate and up to date as the first point of reference for enquiries. The website is used as the call to action for the majority of communications issued by the City.

The website remained a key information source for COVID-19 related information this year, providing news updates, service change announcements, online programs and useful resources.

The City continues to monitor website analytics to make usability and feature improvements to ensure it continues to meet the growing demand for online information and services.

WEBSITE SNAPSHOT

336,726 users/visitors

1.2m page views

MEDIA

The media is one of the stakeholders the City works with to provide important information to the community. Media interaction this year has occurred across print, online, radio and TV.

The City maintains 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 also provide 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 the Recreation and Aquatic Facility, Mindeerup and the Connect South project, local planning issues as well as our arts and events programs.

All media releases and most statements are uploaded to the news section of the City's website.

Some of the subjects that attracted media coverage in 2020/21 included:

- The Recreation and Aquatic Facility - this project has attracted significant interest from the media over the past 12 months and the City has responded to a number of enquiries on this subject
- The arrival of the Ferry Tram drew interest from radio, TV and print media
- Verge swings - the introduction of a local law that could potentially allow swings on verges was a topic of interest throughout the year
- Rates - enquiries centred around rate increases and Gross Rental Value revaluation
- Community safety and crime prevention - coverage related to incidences of 'hooning' and the gathering of cars on streets in the City
- Preston Street Scheme Amendment 63 - media enquiries related to height limits proposed for this area in response to negative sentiment in the community.

There has been a significant change in editorial style in the local community newspaper over the past year and the distribution of newspapers to individual households has declined. This has resulted in fewer residents receiving a copy of the newspaper and fewer people reading it. The City no longer relies on this channel as much as in past years to communicate with the community.

PRINT COLLATERAL

PENINSULA MAGAZINE

In 2020/21 the City produced six editions of the bi-monthly Peninsula magazine which is distributed to 24,500 households and businesses in the City. The magazine features information about services, events, programs, projects and news.

Peninsula magazine continues to be the City's most widely read and effective communications channel.

Other print collateral coordinated by the Communications and Marketing team includes:

- Annual Report
- Waste guide
- Strategic Community Plan and Corporate Business Plan
- Newspaper advertising including monthly full page advertisement in the community newspaper
- Other corporate documents.

DIGITAL COMMUNICATIONS

The City focused on digital communications channels as a means of providing timely communication of fast changing information during the COVID-19 lockdowns.

Digital communications channels continue to be a popular and cost effective means of providing information to the community.

eNEWS

The City sends an email to a database of over 10,500 subscribers every fortnight.

Over the past year we have also carried out marketing campaigns focused on building this database, encouraging more people to sign up to receive eNews. This year subscribers increased by 14% compared with last year.

SOCIAL MEDIA

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

Facebook is the most popular social media tool in terms of engagement.

FACEBOOK		
10,516 Followers, 14.6% increase	502,129 People reached	501 Posts and Stories
212,381 Video views, 403.7% increase	126,573 Engagements, 44% increase	
INSTAGRAM		
4,665 Followers, 23% increase	12,377 Engagements, 35.7% increase	268 Posts and Stories
FACEBOOK/INSTAGRAM ADVERTISING		
184,563 People reached, 132% increase	700,790 Impressions, 119.8% increase	\$22.70 Cost per 1,000 people reached
TWITTER		LINKEDIN
1,744 Followers, 11% increase	89 Tweets, 128% decrease	2,087 Followers, 89% increase
		10,718 Engagements, 1,272% increase

The City monitors social media channels to measure communication outcomes. We have increased the delivery of digital, social media and online communications campaigns to best reach and engage target audiences this year.

OUR ORGANISATION

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 ORGANISATION

The City 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.

We have been on a cultural change journey over the past five years. We continue to embed our values - Respectful, Supportive, Unified and Accountable in our everyday work and we build on them through values-based behaviour activation programs and new starter values training sessions to help the newest members of the team better understand and apply the values.

Our Leadership Team comprises the Chief Executive Officer, three Directors and 12 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 and role modelling a positive culture throughout the organisation, as well as being responsible for implementing our cultural change.

In conjunction with the Elected Members, the Leadership Team is focused on delivering the City's vision.

Understanding that the past year has provided challenges to everyone around the world in relation to COVID-19, the City has made a dedicated effort to ensure we continue to support the physical, psychological and social health of employees. This is achieved through our popular health and wellbeing initiatives as well as new programs including the introduction of accredited Mental Health First Aid Officers.

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 the City and Council.

CHIEF EXECUTIVE OFFICER

Mike Bradford | Commenced in February 2021

Mike is an experienced CEO having worked in the public and private sector in Australia and overseas. He has strong strategic and operational management experience in small and large organisations and has established and managed effective governance practices to achieve improved organisational performance. During eight years as CEO of Landgate, Mike led the organisation, implementing innovative technology, enhancing service delivery and driving improved customer satisfaction for the benefit of the community. Before working in the WA public sector, he served as an officer in the Australian Army for more than 20 years in leadership and operational roles including managing military capability capital projects and working in support of developing nations. Mike has a Bachelor of Surveying and Master of Management Studies.

FORMER CHIEF EXECUTIVE OFFICER

Geoff Glass | Commenced in October 2015 - January 2021

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 and Infrastructure Management and more than 25 years' experience in local government, including 13 years as an Infrastructure Manager at the Cities of Melville and South Perth. Since 2013, 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, Civil Design and Construction and the 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 joined the Planning Institute of Australia (PIA) (WA) committee and in 2020 was elected President.

DIRECTOR CORPORATE SERVICES

Colin Cameron | Commenced in 2017

Colin has more than 19 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 was the WA Local Government Professionals WA nominee Director (Non-Executive) for WA Super. Colin has a Bachelor of Business (Accounting), Master of Leadership, Human Resource Management and Business Administration. He is a Fellow of CPA Australia and graduate of the Australian Institute of Company Directors. In August 2021 Colin will move to a new role as Chief Executive Officer at City of Subiaco.



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 2020/21 we maintained an even gender balance across many levels within our workforce.

WORKFORCE SNAPSHOT			
230.67 Full time equivalent (FTE)	50.8% Male employees	49.2% Female employees	1.8% City employees with a disability
42% Worked with the City for more than five years	0.8% From Aboriginal or Torres Strait Island backgrounds		10.2% Staff with culturally and linguistically diverse backgrounds

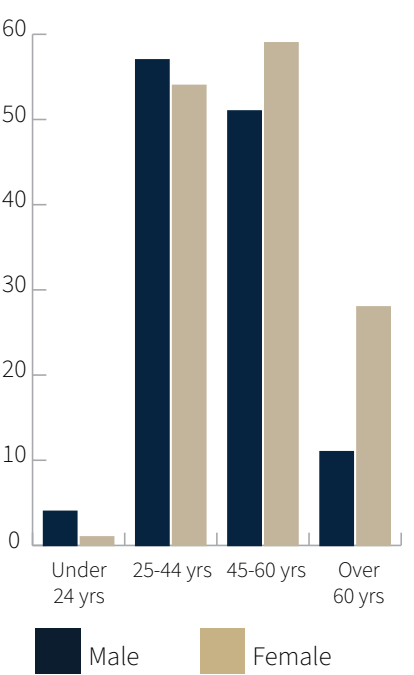
FULL TIME EQUIVALENT

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 2020/21. One FTE position represents 38.0 hours per week.

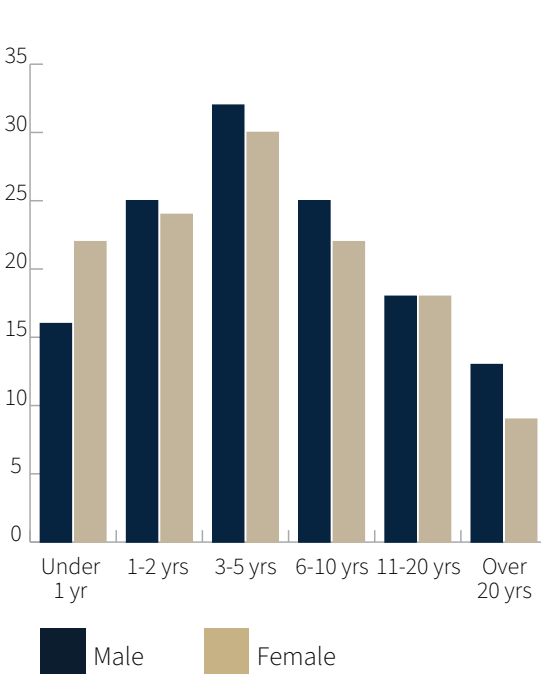
STAFF NUMBERS

Our staff headcount represents the actual number of employees directly employed by the City. This varies from our FTE figure because it takes into account factors including job share arrangements, part time workers etc. In 2020/21 the City's headcount was 254, consistent with our employee headcount in the previous year representing a stable workforce and commitment to delivery.

GENERATIONAL HEADCOUNT



LENGTH OF SERVICE



SALARIES IN EXCESS OF \$130,000.00	
	Number of Officers
\$130,000 - \$160,000	11
\$160,000 - \$190,000	0
\$190,000 - \$220,000	3
\$220,000 - \$260,000	0
\$260,000 - \$290,000	1

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. Recognising this, we are committed to creating a values driven, high performing culture where everyone is encouraged to thrive.

CHALLENGES AND ACHIEVEMENTS

2020/21 was another challenging year for workforces across the world with the uncertainty of COVID-19 continuing to impact the way we work. We were required to be flexible not only in the way services were delivered to our community, but also in how we maintain employee resourcing, maintain a strong workplace culture and support the mental, physical and social health of employees.

The City's human resources and occupational safety and health delivery models were evaluated and adapted to respond to COVID-19 and we approached the challenge as an opportunity for business improvement and enhancement. Despite the increase in workloads during periods of the pandemic and changes to how we operate, the City's full time equivalent (FTE) remained consistent throughout the year.

Each area of our workforce was evaluated and business processes amended. A rapid and efficient transition enabled employees to work from home where possible. Changes were made to how we service the community including fleet operations and we delivered timely and detailed employee communications, monitored employee leave and travel arrangements, provided additional assistance to vulnerable workers and implemented COVID-19 related leave processes.

Despite these challenges, the City's services and programs continued. For example, the City's eLearning offering was increased and the delivery of training programs was offered online where appropriate.

EQUAL EMPLOYMENT OPPORTUNITY

To ensure employees are aware of their responsibilities and the behaviours expected by the City, all new employees are required to complete training on the Employee Code of Conduct, as well as refresher training every year. In 2020/21, 217 employees completed the annual Employee Code of Conduct refresher training, representing over 85% of the workforce.

New employees receive training on the elimination of harassment and prevention of bullying in the workplace and 216 employees completed refresher training this year.

We are committed to equal employment opportunity practices and have policies and procedures in place to ensure transparent and equitable recruitment and fair employee management practices. This includes the effective management of conflicts of interest, having a diverse recruitment panel, and measures to ensure any required adjustments are accommodated for candidates. The City has implemented and reviewed management practices that ensure the equitable treatment of employees and we monitor diversity indicators to better understand our employees. This assists us in making informed decisions about the City's current and future workforce needs and the direction of future business planning.

The City aims to reflect the community we serve, and we are taking proactive steps to address diversity groups within the City's workforce where the representation may not equally represent the diversity of the community, for example youth and people with a disability.

WORK/LIFE BALANCE

The City recognises that balancing work and personal commitments is an important part of daily life. We provide an environment in which employees can adjust their work to meet their family and personal commitments by providing flexibility including the option for inside workers to work flexitime and outside workers to work a nine day fortnight.

During the year we implemented a phased retirement management practice to ensure employees have an opportunity to reduce their working hours and enable them to transition more easily from employment to retirement. This practice also allows for a variation in tasks where possible, adjusted start and finish times as well as the ability to work from home where possible. This opportunity is valued by older members of our workforce.

The City also offers flexible working and working from home arrangements to assist employees in reconciling their work and personal lives to facilitate effectiveness at work, as well as enhance and improve business delivery.

HEALTH AND WELLBEING

Our Health and Wellbeing program offers a range of options to help employees feel their best. This includes programs to encourage movement such as fitness and lifestyle challenges, small group health and nutrition coaching, and preventative programs such as flu vaccinations, skin screening, ergonomic assessments and health assessments.

Our SafeSpine Warm up for Work program for outside workers continued during 2020/21, aiming to reduce the risk of sprain and strain injury. New wellbeing programs this year included a series of ‘lunch and learn’ workshops on mental health, resilience, alcohol and drug awareness, men’s health, sleep and fatigue. A 10 week health and nutrition program by a local South Perth nutritionist continued in 2021 following positive feedback reported by participants in our annual employee health and wellbeing survey.

RECOGNITION

We were proud to be recognised for excellence in support for employee health and wellbeing at two prestigious award ceremonies this year. We achieved the Best Health and Wellbeing Initiative Award at the 2020 Australian Institute of Health & Safety awards, which celebrates organisations who demonstrate excellence and innovation in workplace health and safety. At the 2020 Institute of Public Administration Australia WA Achievement Awards, we proudly accepted a special commendation in the category of Best Practice in Health and Wellbeing. These achievements recognise the City’s commitment to maintaining a workplace environment and culture that supports healthy lifestyle choices.

HEALTH AND WELLBEING PROGRAM PARTICIPATION IN 2020/21					
12 Nutrition program participants	120 Corporate massages	72 10,000 Steps/Activity team challenge participants		25 Lunchtime yoga participants	97 Skin screenings
13 Ergonomic assessments	41 Mental Health for Leaders participants	123 Flu vaccinations	10 Outdoor Active fitness program participants	32 Health assessments	81 SafeSpine workshop participants

HR MANAGEMENT IMPROVEMENTS

During the past year, significant reviews and changes were made to the following policies and management practices:

- Work Health and Safety Policy
- Working from Home Management Practice
- Employee Reward and Recognition Management Practice
- Flexible Working Arrangements Management Practice
- Countering Bullying and Harassment in the Workplace Management Practice
- Employee Discipline Management Practice
- Employee Grievance Management Practice.

The following new management practices and policies were introduced:

- Phased Retirement Management Practice
- CEO Recruitment Performance and Termination Policy
- Employee Separation Policy
- Resignation and Termination Management Practice.

LEARNING AND DEVELOPMENT

A range of learning and development opportunities were offered during the year to further develop employee skills and improve workplace culture. Employees had the option to participate in individual training opportunities including workshops, training days and conferences, as well as in City-run training, workshops, and lunch and learn seminars.

In 2020/21 employee training included Leadership and Management Certificate IV, report writing, email and workload mastery, dealing with difficult customers, equipment and plant, mental health for leaders, customer service, work health and safety, and courses in Excel and the Microsoft Suite.

LEADERSHIP TRAINING

As part of the City’s ongoing commitment to develop employees, we commenced our second intake of Certificate IV Leadership and Management in late November 2020. 17 employees successfully graduated with a Diploma of Project Management in November 2020. These programs have been run alternately on an annual basis since 2017.

MENTORING PROGRAM

Over the past year, in partnership with the Cities of Perth, Subiaco, Vincent and the Town of Victoria Park, the City introduced a cross organisation Inner City Mentor Program. The program saw over 50 mentors and 50 mentees matched with someone from another local authority to build networks, undertake professional development and coaching. Feedback on the program was positive and we are working with the other local governments to offer the program again next year.

TRAINING FOR NEW EMPLOYEES

New starters complete the City’s 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, Employee Code of Conduct, work health and safety, and manual handling. This program extends to the first three months of employment, working through a number of milestones to ensure the new employee has the best foundation for their career with us.

ONLINE LEARNING

The City’s eLearning library was enhanced this year to provide alternative learning options for employees. We added four new eLearning modules: performance review process, performance management, managing poor performance and 1System requests. The eLearning library continues to be expanded with a new managing probation module and upgraded equal employment opportunity modules planned for the coming year.

OPTIMISING OUR CULTURE

Building on work that commenced in 2017/18 to redefine the City's values, we continued to ensure all employees understand why the City's values are important and how to embody them. Our 'Understanding and Living Our Values' workshop is run quarterly for 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 teams which focused on more specific team values and behaviours. These sessions focused on the team working effectively together, and how the team is demonstrating the City values to external and internal customers, and within their own team.

PAYROLL

The implementation of a payroll module in 1System has resulted in improvements to data capture and reporting as well as providing improved access for employees to their payroll information.

IMPROVED RECRUITMENT

In August 2020, the City went live with a new recruitment module within 1System. The eRecruitment module is used to manage end-to-end recruitment from raising a request to filling a vacancy to employee on-boarding. The module automates a large part of the recruitment process and ensures all applicants have a smooth and efficient experience when applying for positions. The recruitment panel can now access all recruitment, position and employee related information in one place. The module is fully automated and synchronised with the City's payroll and human resources modules, further improving data integrity and process efficiencies across the organisation.

WORK HEALTH AND SAFETY

Our goal is to achieve best practice in work health and safety by building a safety culture dedicated to minimising risk, preventing workplace hazards and injuries, and ill health to employees, contractors and volunteers. We work closely with the Cities of Stirling, Joondalup and Swan, and external partner LGIS via a memorandum of understanding (MOU), to share resources and collaborate on projects to further develop and sustain a safe and healthy working environment. Some key projects completed under the MOU in the past year include:

- A Safety Contractor Management project including a new process for effectively implementing and managing contractor safety risk in accordance with safety requirements
- Review of the Workplace Inspections project including improvements to how the City's leadership team engage the workforce on a regular basis to discuss safety
- Training for leaders about legal obligations in relation to safety and people management responsibilities at the City
- Analysis and mapping of the 1System work health and safety module
- Restructure of the City's Work Health and Safety Committee in line with new laws with new employee representatives elected including a director to ensure the committee has sufficient authority
- Nomination and training of six employees as Mental Health First Aid Officers. Accredited training was provided to equip the team with the skills and confidence to have supportive conversations with their co-workers and help guide others to professional help if needed
- Mental Health for Leaders Awareness workshops for all employees with people management responsibilities.

WORK HEALTH AND SAFETY LEAD INDICATORS

Work health and safety lead indicators are proactive and preventative measures that capture information about effective performance, activities and processes. The City has maintained status as a Gold Recognised Healthy Workplace through the Cancer Council Western Australia. This status recognises our commitment to improving the health and wellbeing of its employees in the following areas:

- Building and maintaining a workplace environment and culture that supports healthy lifestyle choices
- Increasing the number of employees who do at least 30 minutes of moderate physical activity five times or more per week
- Creating a well workforce by reducing avoidable illness in the workplace
- Reducing the incidence and cost of mental unwellness
- Reducing the incidence of musculoskeletal injuries
- Compliance with fitness for work practices.

WORK HEALTH AND SAFETY LAG INDICATORS

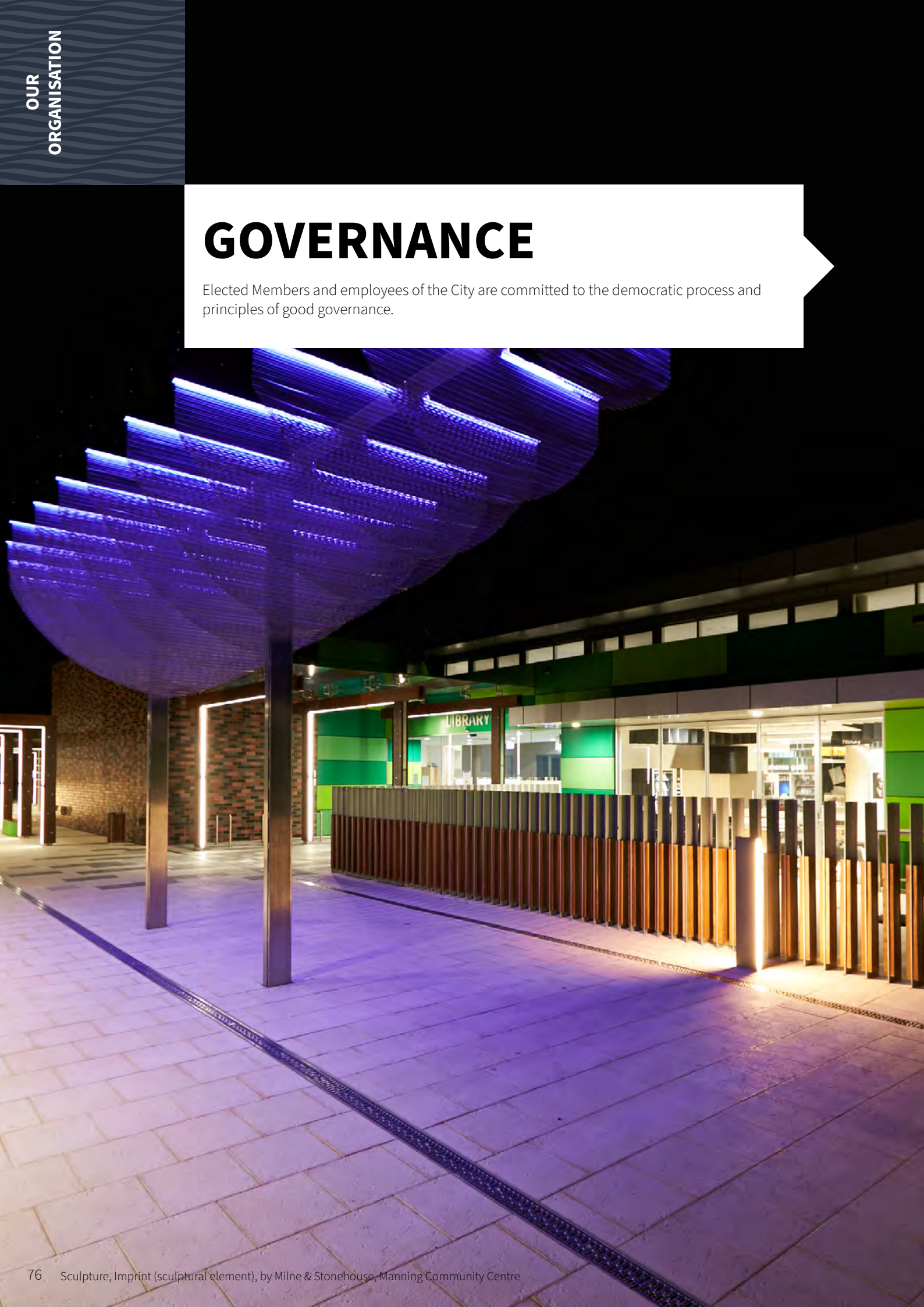
Lag indicators are the bottom-line numbers that demonstrate the overall effectiveness of safety initiatives and enable us to monitor incidents, injuries and workers compensation statistics to effectively measure our safety performance.

COST OF WORKER COMPENSATION CLAIMS	
2020/21	\$3,039
2019/20	\$7,459
2018/19	\$115,193
2017/18	\$160,582
2016/17	\$412,089

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

GOVERNANCE

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



GOOD GOVERNANCE

Good governance 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 REGISTERS

In accordance with the *Local Government Act 1995*, the City maintains and publishes the following registers on our website:

- Gift Register
- Disclosures of Interest
- Elected Members Fees, Expenses and Allowances
- Elected Member Professional Development
- Primary and Annual Returns.

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 2020 Compliance Audit Return covered the period 1 January to 31 December 2020 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 9 March and adopted by Council on 23 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 2020/21 financial year the City received seven requests for records under the Act, which were processed with an average turnaround time of 30 days.

FOI APPLICATIONS RECEIVED BY THE CITY						
Financial year	No. of applications received	No. of requests for internal review	Decision confirmed	Decision varied	No. of external reviews	Decision varied by OIC
2020/21	7	2	1	1	1	0
2019/20	19	2	2	0	2	0
2018/19	17	2	2	0	1	0
2017/18	27	6	2	4	2	0
2016/17	15	2	2	0	3	0

INTEGRATED PLANNING AND REPORTING FRAMEWORK

INTEGRATED PLANNING AND REPORTING

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

The framework and associated guidelines reflect a nationally consistent approach to integrated planning. The guidelines outline each component of the framework – its purpose, the process, the roles of the community, Council and administration – and how the components fit together.

Each party 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.

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.

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.

MANAGING RISKS

The City's risk management framework ensures sound risk management practices and procedures are fully integrated into strategic initiatives, projects and operational processes and day to day business practices. The framework includes a policy, strategy and risk register. Risks identified in the risk register have mitigation strategies which are updated on an ongoing basis, reviewed annually and where appropriate reported to the Audit Risk and Governance Committee.

The Audit, Risk and Governance Committee is responsible for the oversight of the risk management framework.

CONTINUOUS IMPROVEMENT

The City embraces a continuous improvement culture using the Australian Business Excellence Framework (ABEF).

We are continuing to see the improvement benefits stemming from the 1System project which aims to fully integrate and connect information from all core areas of the organisation, streamlining systems and creating a single source of truth. The latest integration has been a request management system to record comprehensive management information including customer service levels, which will be used to maintain and improve service levels and expedite service delivery. Management dashboards have also been developed to provide real-time customer analytics to enable improved decision-making.

OUR PERFORMANCE

A quarterly reporting process provides transparency and accountability in the delivery of our community's priorities as identified in the Strategic Community Plan.

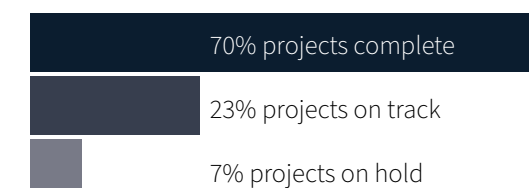
The Corporate Business Plan provides a progress report on the actions that have been identified for completion of the strategies in the Strategic Community Plan.

KEY PERFORMANCE INDICATOR RESULTS

This graph displays the status of our Key Performance Indicators (KPIs) detailed in the Corporate Business Plan 2020-2024 that will deliver on the City's Strategic Community Plan 2020-2030. Of the 88 projects and activities in the Corporate Business Plan 2020-2024, 62 projects are complete, 20 are on track as expected and 6 projects are on hold.

The challenges affecting the completion of these projects are detailed in the Strategic Directions section of this report from page 80.

CORPORATE PROJECTS/ACTIVITIES



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

82

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

110

ENVIRONMENT (BUILT AND NATURAL): Sustainable urban neighbourhoods

118

LEADERSHIP: A visionary and influential local government

142

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 using our Corporate Business Plan, 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 major review began in February 2021 with a high level community consultation campaign entitled Picture Your Future City of South Perth. After analysing feedback from the community, we are now in the process of updating the SCP.

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



176,932
visits to our libraries





1.1 CULTURE AND COMMUNITY

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

COVID-19 COMMUNITY RECOVERY INITIATIVES

The City kept up-to-date with changes to the COVID-19 pandemic in Western Australia by closely monitoring State Government health advice and responding accordingly to optimise community safety. Part of this process involved temporarily closing community facilities and ceasing or deferring community programs and services during lockdown periods.

We continued to implement our COVID-19 recovery initiatives, including food relief assistance, the Helping Hands program and community grants to ensure that the most vulnerable members of our community were cared for.

The City prepared a Business Continuity Plan to guide our operations in the case of a Federal or State Government called COVID-19 lockdown. This was used during lockdowns in February, April and June 2021.

Food relief, donation management and volunteering resources

The City provided funding to the following groups:

- 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
- Lifestreams Christian Church to provide mental health counselling (non-religious).

Helping Hands

The City's Helping Hands program was created to support our local community during the COVID-19 pandemic. 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.

PUBLIC TOILET PLAN

The City finalised its first Public Toilet Plan to provide safe, clean, accessible public toilets that are available for people of all ages, genders and abilities. The draft plan was advertised for community feedback in September before being finalised in November.

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

This year the City developed project designs to upgrade toilets at Manning and Como Bowling Clubs to meet accessibility standards and completed an assessment of toilet facilities at Comer Reserve and Sir James Mitchell Park near Hurlingham playground. We also undertook a site investigation at Sir James Mitchell Park near Coode Street to inform the planning and design of a new accessible toilet facility proposed for 2022/23. We are continuing to explore funding options for other projects outlined in the plan.

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

ARTS, EVENTS AND CULTURE PROGRAM

The City maintained a flexible approach to managing our program of arts, events and cultural activities this year, with COVID-19 lockdowns causing disruption to the arts community across the country. While uncertainty made event planning inevitably more challenging, we were fortunate to still hold a number of successful events and activities while adhering to State Government guidelines.

The 2020/21 program not only created positive experiences for community members during a difficult time but provided support to the arts community including musicians, entertainers and artists who experienced a decline in performance opportunities during the pandemic.

Usually one of the City's biggest events of the year, the Australia Day Celebration Zone at the foreshore was cancelled in 2021 due to COVID-19. The event takes place in line with Australia Day Skyworks, which were cancelled by the City of Perth based on State Government advice. The City's ANZAC Day service was also cancelled due to a snap lockdown in April.

Other key events were reconfigured to work with the uncertainty of COVID-19 and continued to deliver outcomes for the community. Examples included: localised Sounds in the Park concerts in lieu of the larger South Perth Sounds event; online delivery of art workshops; smaller Movies at Manning events instead of the Hello Manning festival; and the provision of gift hampers for local elders and pioneers in place of the usual annual Pioneers and Elders Luncheon.

The City continued to follow State Government advice in relation to COVID-19 and event attendees were required to sign in using the Safe WA app or contact register. Attendees were asked to follow the current State Government advice by maintaining social distancing, keeping up good personal hygiene and being COVID-19 safe. The City rolled out COVID-19 safe signage and equipment, including hand sanitiser machines, hand washing facilities, masks and gloves for attendees, staff and contractors to use. All of this added to the complexity of planning for and the cost of delivering the City's cultural programs and events, which the City managed successfully.

Evolve

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

The program creates opportunities for the community to learn from some of WA's most talented and experienced artists and offers a unique chance for people to get hands on, practical and theoretical advice from industry leaders and experts.

The 2020 Evolve program ran over three months throughout June, July and August, offering seventeen workshops online and in-person at an affordable price to the local community. Eight of the workshops sold out and more than 200 participants of all ages attended. The program included workshops such as 3D needle felt, beginners painting and ceramics, floral arranging, puppet making and watercolour techniques.



Emerging Artist Award

The City of South Perth's Emerging Artist Award provides upcoming artists and arts students with the opportunity to exhibit their work to the wider community, as well as a chance to share in a total prize pool of \$11,150 provided by the City of South Perth and our generous sponsors.

This year the City received more than 115 entries, with 63 artworks chosen by judges Jane King, Erin Coates and Ron Bradfield Jnr for the exhibition at the South Perth Community Hall in October. Winners were awarded in nine categories with Marla Bishop taking out the Open Award for their work titled *Emerge*. Artworks sold in record numbers this year, with 22 pieces sold and more than \$8,000 going into the pockets of artists in addition to prize money. It was a great result for artists at a difficult time, confirming the high quality of the exhibition and the positive reaction from our community.

Celebrating its 18th year in 2020, the City of South Perth's annual Emerging Artist Exhibition was open to the public from 16 October until 24 October 2020 in the South Perth Community Hall. The City planned a range of alternative formats for the Emerging Artist Award in case of COVID-19 restrictions, but fortunately it was able to go ahead with minimal changes.

One impact of COVID-19 on the Emerging Artist Award was that it was not possible to include tactile tours usually run by arts organisation DADAA for people with a disability or mental illness. These tours have become an important and inclusive part of the exhibition since 2018 and we look forward to reintroducing them next year.

The City purchased two artworks, *Swan Delight* by Veronica McPhail and *Anthropo(s)cenic 2020 – South Perth Playground* by Cindy Addison.

SouthSide Summer

SouthSide Summer is an activation event held at the pedestrian-friendly piazza at Mindeerup as part of the popular annual festival, FRINGE WORLD. Free Acoustic Friday and Family Fun Saturday sessions took place every week between 15 January and 13 February 2021. Unfortunately the final Family Fun Saturday of the event series was cancelled due to a five day COVID-19 lockdown.

Some adjustments to the event were made in line with COVID-19 restrictions, including the physical spacing of activities to avoid large crowds. This made it challenging to create the kind of atmosphere intended, however we were still able to provide a positive experience for attendees.

Sounds In The Park

With large-scale events unable to run for much of the year, the City adapted our usual large concert to provide three smaller neighbourhood concerts to the community. Sounds in the Park brought together friends, families and neighbours to enjoy live music at their local park with Saturday evening concerts in Como, Manning and Karawara. The concerts shone a light on WA artists, offering a platform to showcase local talent while bringing free entertainment to the community. With musicians among the first and hardest hit by COVID-19 restrictions, the City has made it a priority to provide opportunities for artists at local events.

The first concert was held on Saturday 27 February at Comer Reserve in Como, followed by Challenger Reserve in Manning on Saturday 27 March and George Burnett Park in Karawara on Saturday 17 April.

To ensure everyone could enjoy Sounds in the Park, each show was translated by Auslan interpreters. Ample ACROD parking was made available, as well as track matting to allow access for people using a wheelchair or pram. Feedback on these additions was positive.



CULTURAL PLAN

The City's Cultural Plan is our framework for arts and culture, encouraging new opportunities, enhancing existing cultural assets and allocating resources in line with community priorities and values. In 2020/21 we demonstrated the value and effectiveness of cultural planning and our review and evaluation process helped us deliver great outcomes for the community amidst the uncertainty of COVID-19.

We continued to implement the plan this year, including the aforementioned program of events and cultural activities. We also invited the community to apply for grants through our Community Funding Program, progressed our Reconciliation Action Plan and delivered inclusive events, services and facilities in alignment with our Disability Access and Inclusion Plan.

We celebrated local achievements including acknowledging local pioneers and elders and the work of volunteers and held citizenship ceremonies and workshops to enable personal and professional development. Cultural identity and history were a focus, including NAIDOC Week events and continued support for the South Perth Historical Society.

In partnership with Act-Belong-Commit, the City supported community wellbeing at a challenging time, encouraging participation and connections at events as well as through engaging with clubs and schools, building on community safety initiatives, and new partnerships such as My Community Directory. We also partnered with Lions Club, Rotary and the RSL on community initiatives.

Making space for culture project

The City entered a partnership with the City of Perth, the City of Vincent and the Town of Victoria Park on a joint study aimed to develop an understanding of what may influence creative and cultural professionals to live and/or work in inner city areas. The findings and recommendations from this study will be presented in early 2021/22, and will provide valuable data about the City's artistic community.

PUBLIC ART MASTERPLAN

A draft of our first ever Public Art Masterplan was completed in early 2021 and will be released for public comment in the new financial year. The delivery of the plan was challenged when our community consultation activities were put on hold due to the COVID-19 lockdown. Rescheduled community engagement took place in June and July 2020 and while the delay caused a setback, we were able to introduce new engagement activities including a bus tour of the City's public art and workshops with industry stakeholders.

Aligned with the Cultural Plan 2019-2023, the Public Art 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 City.

PUBLIC ART PROJECTS

The City continued to support and promote public art, celebrating the personality and vibrancy it brings our neighbourhoods. New artworks were added to the collection and we were proud to receive national recognition for public art at the piazza at Mindeerup.

Developer contributions to public art

The City requires developers to contribute to the vibrancy of our community through our Policy P316 - Developer Contributions to Public Art and Public Art Spaces. This year, 11 art projects progressed as part of the policy, with nine concepts approved and two still being reviewed in 2021/22.



New artwork at South Perth Foreshore

We partnered with RAC this year to bring an iconic new public artwork to South Perth Foreshore. Titled *R/evolve*, the artwork by Tony Jones Art Projects celebrates South Perth as a place for transport innovation and the home of the RAC Intellibus®, Australia's first public road trial of a driverless electric vehicle.

The concept for the artwork was inspired by classic futuristic designs from popular science fiction and automotive design, looking forward to the transformative advances that the RAC Intellibus® is paving the way for.

RAC is co-funding the commission with the City matching the contribution and managing the project. *R/evolve* will be installed at South Perth Foreshore early in the new financial year and will become an asset to the community and the City's Public Art Collection.

South Perth sculptures named best metropolitan art in Australia

Artworks at Mindeerup won the Gold Award for Best Metropolitan Art at the 2020 Australian Street Art Awards in March 2021. Four artworks collectively won the award:

- *Karl Kep Ngoornd-iny*, meaning Fire and Water Dreaming, a collaborative piece by Whadjuk Noongar artist Yondee Shane Hansen and Art+ (Art Coordination)
- *Yedi Waangki-ny*, meaning Songlines, by Yondee Shane Hansen and Art+ (Art Coordination)
- *Mends Street Mob*, ten meerkat sculptures by Mikaela Castledine
- *Promenading Emus*, a family of two adult birds and a chick sculpture by Russell Sheridan.

Public art is an important part of the Mindeerup piazza and the City's Connect South project, which is focused on improving public amenity via place activation, wayfinding, access to transport and greater economic opportunity. A traditional Noongar word meaning 'place of the shore', the name Mindeerup acknowledges the significance of this area in Noongar culture and heritage.

The judges were particularly impressed by how public art has been used at Mindeerup to place Aboriginal culture in a prominent position at the heart of this new tourism precinct.

Mural at South Perth Toy Library

Comer Reserve Pavilion, home to the much loved South Perth Toy Library, boasts a vibrant new look this year after the City carried out renovation works including a bright and engaging mural. The City worked closely with members of the South Perth Toy Library to commission a 36 metre artwork in a zoo and toy theme to enhance the appearance of the building and highlight the fun and colour that the toy library provides its members.

Created by artist Nick Zafir, the mural celebrates the idea of 'toys through the ages' and highlights some aspects relevant to South Perth.

CITIZENSHIP CEREMONIES

This year the City hosted two Citizenship Ceremonies to welcome 232 new citizens. This included the City's Australia Day Citizenship Ceremony where 165 people were welcomed as new Australian citizens. Due to COVID-19, Citizenship ceremonies scheduled for August and November 2020 were cancelled, and the Department of Home Affairs facilitated online ceremonies instead.

PARTNERSHIP EVENTS

The City successfully partnered with the South Perth RSL (sub-branch) to deliver Remembrance Day events, and with South Perth Lions Club to support Carols at Sunset. We partnered with the South Perth and Como Rotary Clubs on the Great Aussie Breakfast at the Australia Day Citizenship Ceremony.

While the ANZAC Day ceremony was cancelled due to the COVID-19 lockdown, the City encouraged residents to take part in the RSL dawn driveway service.

The City partnered with FRINGE WORLD to deliver SouthSide Summer, a series of events including live music and children's activities held at Mindeerup in South Perth through January and February.

DISABILITY ACCESS AND INCLUSION PLAN

In 2020/21 we completed nine actions of our Disability Access and Inclusion Plan (DAIP) including:

- AUSLAN interpreters at Sounds in the Park concerts
- Participation in This Bay is Someone's Day campaign to increase awareness of the misuse of ACROD parking
- An accessibility workshop about the proposed Recreation and Aquatic Facility
- Accessible information provided to customers who could not attend the Civic Centre
- A review of the Customer Service Charter to ensure consistency with the DAIP
- Additional feedback sought from the Inclusive Community Action Group on the City's community engagement projects to ensure the opinions of people from different backgrounds are heard
- Provided a wide range of options for people to participate in community engagement with printed and online surveys and our accessible Your Say South Perth website designed to Level AA Web Content Accessibility Guidelines
- Disability training provided to City employees in supervisory roles
- Committed to a goal of 5% of employees identifying as having a disability by 2025* in line with the WA state public sector target.

* As at May 2021, there were four employees who disclosed they have a disability, three full time and one part time, representing 1.8% of our workforce.

COMMUNITY DEVELOPMENT 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 Development Program as well as the Department of Sport and Recreation's KidSport program.

COMMUNITY DEVELOPMENT FUNDING

\$130,048 allocated to 25 diverse community groups

150 KidSport vouchers worth \$21,520 granted for local children aged five to 18 years

7 Individual Development Program grants worth \$1,400 awarded to residents selected to represent the state or country in interstate or international championships, competitions or significant cultural, academic or community service activities

COMMUNITY PARTNERSHIPS

The City partnered with organisations including Constable Care, 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

Senior Citizens Centres

Throughout the year South Perth and Manning Senior Citizens Centres facilitated a wide range of social, recreational and cultural activities for people 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.

All services, with the exception of essential services like podiatry ceased during lockdowns.

Collier Park Village

Located in Como, Collier Park Village offers 169 independent living, two bedroom self-contained units for people over 55 years of age. The City refurbished 20 units this year and 15 of these are now occupied under a 12 month agreement, helping to meet an increased demand for affordable housing for older adults.

Collier Park Village administration have been working closely with residents to assist them in identifying potential scams and fraudulent activities, providing education through notifications and the presentation of interactive information sessions. As seniors may be less inclined to report fraud, residents are encouraged to report potential scams to Village administration who are able to assist. Elder fraud is becoming an increasingly prevalent presence in the lives of the community and all efforts are being made to empower residents to make good decisions through ongoing support and education.

As a retirement village operator, the City participated in the State Government's proposed reforms to retirement village legislation by contributing to Consultation Regulatory Impact Statements 1-4.

YOUTH AND CHILDREN'S PROGRAMS

We provide programs and opportunities to support young people who live and attend school in the City of South Perth.

The City continued to support the South Perth Youth Network (SPYN) as our youth leadership team. This year, SPYN focused on creating opportunities for young people to come together after COVID-19 lockdowns and to give back to the community in a safe and fun environment. With the help of the City, SPYN members planned four youth-led volunteer events including community planting days at Milyu Nature Reserve and Lake Douglas, a gardening day at Manning Seniors Citizens Centre and clean-up day at South Perth Foreshore.

To ensure young people had a say on City projects, SPYN members volunteered their time to get the word out about community engagement opportunities including our first Youth Plan. The team also volunteered at City events and played an essential role in planning WA Youth Week activities.

LIBRARY SERVICE

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 free access to ideas and information in a variety of formats.

During the year our libraries had a combined visitation (door count) of 176,932 visits.

DIGITAL USE

4,879 WiFi logins

38,992 hours of WiFi use

13,843 library computer bookings

7,800 hours of computer use

The newer of our two libraries, Manning, has seen a 26% increase in visitors since opening in 2017. After receiving feedback from members, we made it easier to access Manning Library this year by constructing a new entry which allows visitors to enter directly from Manning Hub without the need to walk outside. Automatic return shelves were installed at the entry to save staff time and ensure books are checked in and made available quickly. We have already noticed an increase in the number of library visitors using the new entry, from 15% in April to 31% in June.

Library events and programs

Our libraries supported digital literacy by providing learning programs for those unfamiliar with technology. Grant funding from Good Things Foundation allowed us to purchase five new laptop computers this year for our digital literacy skills sessions. The program was attended by 153 people and covered topics including Apple and Android basics, Apple ID and iCloud, web forms and buying and selling online. In response to the pandemic, we also ran sessions on how to use Zoom and the SafeWA app, both of which were well attended. 21 residents attended our Scam Awareness session held at Collier Park Village.

Our digital literacy focus extended to our youth programs this year, with 283 people attending our STEAM (Science, Technology, Engineering, Art and Mathematics) programs. We invested in new coding and circuit technology resources this year which helped improve our STEAM offering and allowed us to trial new programs including our junior computer programming workshop, CoderDojo.

CHILDREN'S ACTIVITIES

1,641 children and 1,589 adults attended Time for Rhymes

1,079 children and 937 adults attended Time for Movement

1,031 children and 821 adults attended Time for Stories

620 students from the local school community attended Children's Book Week

A new local history walking tour, Mends Street After Dark, was trialed this year to showcase our City's fascinating past from a different point of view. The event proved popular, with 181 people attending across five evenings.



LIBRARY EVENT AND PROGRAM SNAPSHOT

170 South Perth Young Writers Award entries	1,669 people attended library events for adults	235 people attended Words with Wine events	945 people participated in knitting, scrabble and book clubs	135 people attended English as a Second Language group sessions
3,751 children attended Time for Stories, Rhymes and Movement	1,068 young people attended events for ages 10-25	194 people attended local history events	13,253 people attended lifelong learning and literacy events	153 people attended digital literacy sessions
50 people attended Ex-Bo art sessions	1,434 children attended school holiday programs	25 job seekers attended the Get Job Ready program	67 people benefitted from the Tax Help program	22 people attended our Stay on Your Feet session

Supporting young writers

The South Perth Young Writers Award (SPYWA) encourages excellence in creative writing and is open to students from year one through to year 12 who live in or attend school within the City of South Perth. Each year the entries are judged by a panel of librarians, writers and children's literature enthusiasts. In 2020 we received 135 entries. There were 69 fewer entries than 2019 which can be attributed to the disruption of COVID-19 on school communities.

On 27 August 2020, we recognised young writers at our annual SPYWA awards night with 15 students receiving awards. The standard of entries was high and topics included the COVID-19 pandemic and the bushfires on the east coast. The City will continue to support young talent through the SPYWA awards in 2021.

Library survey

More than 880 participants completed our survey about library services, programs and events. Responses enabled us to assess the value of our libraries, the role they play in our community and find ways to improve our services. We are pleased to report that overall customer satisfaction was 86%, however with a rating of 60% in digital connection it is clear that we need to focus on improving our technological services and digital literacy programs. 85% of respondents said our libraries are a safe and trusted space, 84% support our role in the community and 76% said they have learned something new at their library. Results indicate that our libraries provide a high standard of customer service and that our programs and events are of value to our community.

Books beyond the library

This year we expanded our library service beyond South Perth and Manning Libraries by introducing new programs designed to reach more people in the community. Time for Stories, the City's interactive early literacy program, was held on-board the newly restored Ferry Tram. The popular activity attracted 254 children and their families to enjoy transport-themed stories in a unique environment.

A Little Street Library was installed at the Old Mill, hand painted by one of our own librarians to look like a welcoming wooden cottage. Accessible at any time of day, the Little Street Library encourages passers-by to 'take a book, leave a book', inspiring reuse and the sharing of books to reduce waste and foster a sense of community around reading.

Libraries during lockdown

South Perth and Manning libraries closed during three COVID-19 lockdowns this year in line with State Government restrictions. We were able to respond swiftly and continue to offer many services to our members online.

Library fees were suspended, borrowing periods extended, and no re-registration was required during closures. Our online library, eLibrary, was available free of charge including books, audiobooks, newspapers, magazines, eLearning, research and streaming services. Our Home Reader Service was popular during lockdowns, with books and other resources delivered to members at home.

To assess the impact of COVID-19 on our libraries, we conducted a three year analysis of visitation and loans. Since 2018/19, there has been a 23% decrease in library visitors across the two library branches. Manning Library visitors increased while visitors to South Perth Library decreased, largely as a result of programs and events relocating to alternative locations due to venue limits.

While visitor numbers have decreased, there was a 34% increase in loans of books and other physical items. Perhaps unsurprisingly, digital resources have also increased in popularity, with a 31% increase in loans of items including eBooks, audiobooks and films. The film streaming service experienced the most significant increase with 183% more usage over the past three years.

LIBRARY FAST FACTS		2016/17	2017/18	2018/19	2019/20	2020/21
New members	South Perth Library	2,025	1,839	1,867	1,423	1,138
	Manning Library	969	1,018	820	514	477
Visitors (door count)	South Perth Library	143,557	191,332	178,589	118,587	114,425
	Manning Library	44,860	49,031	50,466	49,185	61,967
Physical items borrowed	South Perth Library	155,367	197,922	177,608	151,221	241,815
	Manning Library	55,848	99,856	78,796	63,591	102,486
Visits to library pages on the website		150,878	116,064	107,466	59,028	82,510
Digital items borrowed		29,868	37,465	45,659	51,329	73,511
Volunteer hours		N/A	1,509	1,661	1,034	1,138



COMMUNITY FACILITIES

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

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

During 2020/21, the City's active reserves had 2,337 bookings made by a total of 24 local clubs, schools and other groups.

Collier Park Golf

Located in Como, Collier Park Golf 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 worked on improving the marketability of the golf course, seeking to broaden the services it offers the community. With a number of public golf courses being forced to close in recent years, ongoing development of the golf course business to diversify service offerings and appeal is essential to safeguard its financial sustainability.

With a growing demand for more engaging, shorter format recreational activities, golf has been required to adapt. Traditional 18 hole golf, a key element of the current Collier Park Golf business, is a declining market. To remain relevant, there is a need to appeal to new players by broadening the golf offering. Diversification and the addition of mini golf was essential for the long-term financial viability of Collier Park Golf.

During the year the City installed new flood lighting at the course to allow golfers to tee-off at night. Starting in September 2020, lighting was installed at the driving range and car park area.

Collier Park Mini Golf

In April 2021 the City opened a new community facility, Collier Park Mini Golf. The mini golf complements Collier Park Golf's existing 27 hole golf course, café and pro shop facilities and provides a shorter format social game.

The project was delivered on time and within budget despite COVID-19 lockdowns impacting construction in the early stages.

Read more about the mini golf project under Major Projects on pages 22-23.

SPORT AND RECREATION

The City's Sport and Recreation service incorporates club development, George Burnett Leisure Centre, the hire of halls, pavilions and reserves, and strategic recreation project planning. This year we saw a decrease in the number of bookings made at community halls and facilities and an increase in bookings at reserves. This could be attributed to capacity limits placed on indoor venues due to COVID-19 and a preference to hold events in the open air.

George Burnett Leisure Centre

The Centre hires facilities for a wide range of community, health and wellbeing programs. A total of 4,082 bookings were made, which is a 23.6% increase from last year. The City ran programs during the school term including multisport, basketball and soccer with a 6.4% increase in participants this year. School holiday programs included soccer, multisport, cooking, art and basketball and saw a 5.9% increase in participation.

The increase in bookings and participation at George Burnett Leisure Centre can be attributed in part to a return to group activities as people adapted to life during the pandemic. We also increased our focus on marketing and scheduling programs that are most in demand. We employed coaches with specific skills in each sport to run our programs which has resulted in a better quality offering and improved return registrations.

George Burnett Recreation Precinct

Masterplan

The George Burnett Recreation Precinct Masterplan was temporarily put on hold until outcomes of the Recreation and Aquatic Facility (RAF) project are finalised.

CLUB DEVELOPMENT

The City 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. We also raise club profiles, networking opportunities and work to strengthen relationships between the City and clubs. In 2020/21 the Club Spirit eNewsletter was distributed to 100 clubs quarterly.

150 local children aged 5-18 received KidSport funding from Department of Local Government, Sport and Cultural Industries totalling \$21,520. 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

Implementation of the Sports Oval Floodlight Plan continued. The City received \$228,905 in grant funding from Department of Local Government, Sport and Cultural Industries towards the installation of sports oval floodlighting at Challenger Reserve in Manning and Bill Grayden Reserve in Como. Lighting at Challenger Reserve is planned to be installed by September 2021 and Bill Grayden Reserve in December 2021.

SPORT AND RECREATION FAST FACTS		2018/19	2019/20	2020/21	Change
George Burnett Leisure Centre	School term program participants	298	455	484	+6.4%
	School holiday program participants	223	254	269	+5.9%
Bookings	George Burnett Leisure Centre	3,087	3,303	4,082	+23.6%
	City halls and facilities	3,196	3,988	3,269	-18%
	Active reserves	3,554	2,337	3,057	+30.1%
	Passive reserves	6,644	2,663	2,937	+9.7%
	Community bus	92	46	38	-17.4%



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

ENVIRONMENT AND PUBLIC HEALTH PLANNING

It is the City's role to inspect public buildings and food premises and deal with waste and health related requirements. This includes handling noise complaints, providing advice for asbestos removal and mosquito management, along with a recreational water sampling program.

Public Health Plan

The City is committed to improving the health and wellbeing of our community. In September 2020, Council endorsed the City's inaugural Public Health Plan.

The Plan was developed to help identify priority areas for our community and implement objectives and actions to support better public health. The Plan is informed by data from State Government, the East Metropolitan Health Service and feedback gathered from the community and stakeholders.

This year the City completed the following actions from the Public Health Plan:

- Promoted the availability of free food safety training for registered food businesses
- Continued planning for the Recreation and Aquatic Facility
- Encouraged the local availability of fresh foods by supporting the local farmers market
- Proactively supported positive mental health promotion through our partnership with Act-Belong-Commit
- Ensured residents have access to leisure facilities that promote physical activity and wellbeing.

Food safety inspections

There are 262 registered food businesses located within the City of South Perth. During the year, the City undertook 544 onsite inspections of these businesses as required under the *Food Act 2008*. We issued 23 improvement notices for non-compliance with the Food Standards Code.

In response to COVID-19 lockdowns the City liaised with local food businesses to provide advice in relation to the latest State Government directions. We also checked that businesses had a COVID-19 contact register and SafeWA QR code in place as part of our routine visits.

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 to ensure a reasonable outdoor amenity for local residents during mosquito season.

This year, environmental conditions changed to La Niña which brings a more wet spring and summer that supports mosquito breeding. Tides were higher and more frequent, meaning the City was kept busy managing mosquito breeding outbreaks. We undertook regular wetland inspections for larvae, residual barrier treatments of bushland areas, and carried out nine helicopter larvicide treatments. We produced a video and other education campaigns during the year to keep the community informed about mosquito management.

Overall, given the change in environmental conditions, the low number of complaints and positive feedback, this year's mosquito management program was considered effective.

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

FERRY TRAM

A 120 year old tram that once rattled along Mends Street was restored and opened to the public on Thursday 22 October 2020. The affectionately named Ferry Tram transported passengers to and from the ferry at Mends Street Jetty from 1922 before being replaced by a bus service in 1950.

Before the restored Ferry Tram was returned home, the City built a custom Tram Barn at Windsor Park with a glass and masonry construction to provide protection and allow the tram to be viewed by passers-by at any time of day.

Although much of the work on site happened in 2020/21, the Ferry Tram project took place over a number of years. More information and project milestones can be found under Major Projects on pages 26-29.

OLD MILL

The Old Mill in South Perth is one of Perth's best known landmarks. It has stood proudly on the peninsula since 1835 as a historic place with considerable community and educational significance.

The Old Mill is free for visitors and staffed by volunteers. Guided tours are provided six days a week, and the Mill is available to the public for function hire.

Visitor numbers were impacted this year, due to a six month closure while significant conservation works took place.

OLD MILL FAST FACTS

2,642 people visited

296 attended a tour

Old Mill Conservation

In 2020/21 the City completed the second and final stage of a major project to rehabilitate the Old Mill. The works took place between August 2020 and January 2021. More information and project milestones can be found under Major Projects on pages 30-31.

Old Mill Masterplan

Work has begun on a Masterplan for the Old Mill to address a number of cultural aspects of the site as part of the South Perth Foreshore Strategy and Management Plan. We plan to undertake research and stakeholder engagement for the project over the next year.



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, combat isolation and loneliness, and increase social inclusion and community participation.

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

VOLUNTEER ACHIEVEMENTS

226 Justice of the Peace volunteer hours responding to 5,315 requests	165 hours volunteered at the Old Mill	760 volunteers rolled up their sleeves at 20 community planting days
153 hours volunteered for the Home Reader program	80 hours volunteered at English as a Second Language sessions	185 young people volunteered at youth events
673 hours volunteered stacking library shelves	18 hours volunteered for our Get Job Ready Program	South Perth Youth Network members volunteered at six community events

VOLUNTEER OF THE YEAR AWARDS

Volunteers and stakeholders throughout the City were recognised for the significant contribution they make to our local community at the annual Thank You Event at Mindeerup in South Perth on Thursday 3 December 2020.

2020 VOLUNTEER OF THE YEAR

Carl Daggers has a long history of volunteering and has been associated with the Salter Point Sea Scouts since 1978. He has been a scout leader since 1986 and has worked with approximately 700 young people, teaching them new skills during this time. Carl is highly respected on a state and national level, he is also the national team leader for training adult scout leaders. Carl has been a long-term participant in the City's Australia Day program, National Flag Raising Ceremony and ANZAC Day event, working with the local RSL club.



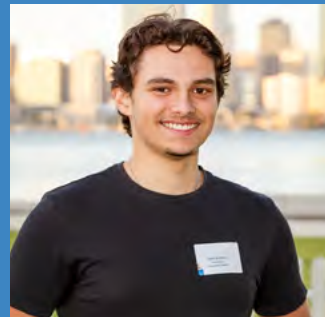
2020 JUNIOR VOLUNTEER OF THE YEAR

Sophie Smith, a 16 year old Kensington resident has been volunteering for six years. She has been involved with the Kensington Baha'i youth group, teaching at day camps, visiting local nursing homes, fundraising for charity and has been a member of the South Perth Youth Network (SPYN) since 2017. Sophie was involved in the creation of the Winter Hope Project, collecting blankets, beanies and sleeping bags for people in need. She also helps out with the Salvation Army's Red Shield Appeal and The Smith Family. Some of the events she has volunteered at include Australia Day, Youth Week, Hello Manning, Karawara Family Fun Day, Mends Street Market and Manning Farmers Markets.



2020 YOUTH VOLUNTEER OF THE YEAR

Dillon Monteiro, a year 12 student at Wesley College in South Perth has accrued 293 hours of community service over the last four years. He has been a volunteer with the South Perth Youth Network (SPYN), participated in the Relay for Life and the World's Greatest Shave for the last four years and helped out at Australia Day and the South Perth Sounds concert. Dillon is involved with the Wesley College community, organising a variety of community initiatives and events for students including tree planting.





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 with an estimated asset value of \$50 million. These facilities include sports spaces, recreation spaces, nature spaces, pavilions, leisure centre, community halls, library buildings, seniors centres, heritage and arts buildings, kindergartens and public toilets.

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

Challenger Reserve Masterplan

Challenger Reserve in Manning is home to tennis, bowls and soccer clubs. A draft Masterplan was developed for Challenger Reserve to make recommendations about proposed facility upgrades for the user groups and the wider community. Stakeholder engagement on the draft Masterplan took place towards the end of the financial year.

Challenger Reserve sports lighting

Work commenced on lighting upgrades at Challenger Reserve to allow sport to be played at night. The existing lights are being replaced with energy-efficient LED light operated by an intelligent lighting control system. Planning for the works took place in 2020/21 with construction expected to be complete by September 2021. The City secured funding for the upgrade from the Department of Local Government, Sport and Cultural Industries.

Manning Bowling Club upgrades

The bathrooms at Manning Bowling Club were upgraded to include a universal access toilet. Additional facility upgrades are planned for 2021/22 to improve the change rooms.

Como Bowling Club upgrades

Work began on a kitchen renovation in the Como Bowling club rooms. Additional facility upgrades are planned for 2021/22 to improve the change rooms and storage areas.

Bill Grayden Reserve sports lighting

A design for new sports lighting at Bill Grayden Reserve was completed this year. The procurement process was undertaken and Council resolved in May 2021 to accept the preferred tender submission for the project. The works will be carried out in 2021/22.

Play Space Plan

We are in the early stages of preparing the City's inaugural Play Space Plan. The Plan will include an audit of existing play spaces and provide recommendations about proposed future play spaces and upgrades. It will incorporate playgrounds, outdoor exercise equipment, outdoor sports courts.

STATE UNDERGROUND POWER PROGRAM

The State Underground Power Program is an initiative that replaces overhead power lines in established areas with underground power infrastructure. The Program is a partnership between the State Government, Western Power and local government, and is administered by Energy Policy WA.

The City was successful in securing State Government funding for the areas of Manning (bounded by Manning Rd, Kwinana Fwy, Hope Ave and Challenger Ave) and Collier (bounded by Canning Hwy, Ryrie Ave, Blamey Pl and South Tce) in 2017.

In September 2020 the Council accepted a \$2.2 million COVID-19 stimulus from Western Power. The package enables the City to ensure that the average cost to owners will be the same as that estimated in the August 2016 survey, despite an increase in actual project costs identified following completion of detailed design and tender. Western Power started construction in the project area known as Collier in December 2020. The Collier area is on track to be completed in early 2022 as projected. The Manning project construction phase will start in August 2021 and is expected to be complete in mid 2022.

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.

A 10 year Capital Works Plan was developed and priorities were set for 2021/22. Recommendations from management plans were added to the Capital Works Long-Term Financial Plan and priorities of projects were programmed for the next 20 years.

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

PROPERTY MANAGEMENT

Leases and licences

Four leases were renewed throughout the year to some of the oldest and longest serving sporting clubs within the City including the Manning Memorial Bowling Club and the Como Bowling and Recreation Club.

In addition to leases, the City also issued seven licences for commercial purposes on City owned or managed land. Licences were issued for food vendors 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. We have since selected an operator and on 22 September 2020 Council authorised the Chief Executive Officer to finalise the lease documentation with the trustees of the U & H Tinelli Family Trust. As part of this process the City sent a formal submission to the Department of Planning, Lands and Heritage for the proposed excision of portion of Reserve 33804 as this is required before any lease is entered into. We are now awaiting the outcome of this submission.

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

Following completion of the feasibility stage, the City continues to pursue funding opportunities for a Recreation and Aquatic Facility (RAF) for the City of South Perth.

The proposed RAF will be a premier health, fitness, wellness and recreation hub located at Collier Park Golf in the heart of the City of South Perth. Setting a new benchmark in health, wellness and leisure, the RAF will be a unique socially inclusive destination where physical activity and lifestyle experiences meet.

See the project milestones for 2020/21 under Major Projects on pages 19-21.



1.3 COMMUNITY SAFETY AND HEALTH

1.3.1 Facilitate and foster a healthy, connected and safe community

COMMUNITY SAFETY

The City aims to provide a safe, welcoming and enjoyable place for both residents and visitors. In 2020/21 we continued to implement our Community Safety and Crime Prevention Plan. The Plan includes actions to support community safety initiatives, address concerns raised by residents, and outlines the City's approach to encouraging social cohesion to maintain a sense of safety in our neighbourhoods. This year we achieved the following actions:

- Continued rollout of the Streets Meets Program, an initiative to help residents plan and run safe events in their street
- Installed five speed awareness signs to encourage safe driving near local schools. This initiative was funded by the Department of Infrastructure, Transport, Regional Development and Communications through their Road Safety Awareness and Enablers Fund and will continue next year

- Developed a policy and management practice to guide the installation of Closed Circuit Television (CCTV) and other monitoring technology in the City
- Hosted regular Community Safety and Crime Prevention Group meetings including representatives from Kensington Police, PCYC, Curtin University, Waterford Plaza and other key partners
- Participated in community safety networking meetings including Roadwise, the South Perth Victoria Park Belmont Local Drug Action Group, South East Metropolitan Local Governments Community Safety Group and Community Safety Networking Conference
- Assisted WA Police to increase community awareness and participation in various community safety programs including safe driving, bicycle safety and the 'Gone in Less than 60 seconds' campaign.

RANGER SERVICES

The City's Rangers are responsible for services including parking management, animal control, registration of dogs and cats, abandoned vehicle management and fire hazard inspections.

Rangers respond to a wide range of matters reported by local residents and businesses, and take a proactive approach through community education and advice. This service plays an important role in maintaining safe neighbourhoods throughout the City.

The Rangers also deliver educational programs to the community to help people understand and comply with legislation. They participate in school visits and community activities.

Rangers attend requests for assistance after hours including lost and found animals, wandering dogs, cars blocking access and dog attacks.

During lockdowns, Rangers patrolled local playgrounds that were closed to prevent public access. They also patrolled local shopping centres to monitor traffic congestion and illegal parking.

This year there was an increase in requests for Ranger services from the community. The increase can be attributed to a higher number of residents working from home as a result of COVID-19, this is particularly relevant to vehicles being reported in streets.

The increase in reports of people being displaced or homeless have been attributed to the current low rental vacancy rate.

RANGER SERVICE REQUESTS	2016/17	2017/18	2018/19	2019/20	2020/21
Abandoned vehicle complaints	411	422	389	305	407
Vehicles impounded	31	35	26	19	11
Illegal camping complaints	26	29	34	23	42
Fire break inspections	180	159	174	174	131
Litter investigations	69	36	46	66	49
Total service requests	1,987	2,167	2,265	2,356	2,784



Parking management

The City's Rangers use a number of parking management strategies to monitor and deter parking that is dangerous or inconsiderate to other motorists.

The City uses in-ground sensors to monitor compliance in bays with timed parking restrictions. We have 296 parking sensors eliminating the need for the traditional tyre chalking process. These sensors are operational 24 hours a day and provide information on the length of time a vehicle parks at a location and the occupancy rates for an area. The City uses this data to help plan for future parking needs.

During 2020/21, the City introduced new pay-by-plate ticket machines to facilitate one hour free parking in parts of the City. This complements the use of our pay-by-phone service allowing for greater flexibility and convenience and the option to increase the parking time if needed without having to be at a ticket machine. Pay-by-phone allows users to only pay for the time they actually use.

Rangers continue to explore technology advancements to help deliver a better, more reliable and efficient service to the community.

Animal Care Facility

The City's Animal Care Facility is located in Como. The City has service agreements with seven other local governments providing a mutual benefit for animal care and cost sharing.

The Animal Care Facility services include:

- 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 education to owners of impounded animals on responsible pet ownership
- Assisting with lost and found pets
- Updating new pet ownership details and registration requirements
- Adoptions and rehoming of stray pets with rescue groups.

The City also offers cat boarding to South Perth residents. Cats are fully catered for in a climate controlled room, with large play gym, high quality meals and bedding.

In May 2021, the Rangers held a microchip event at the City's Animal Care Facility offering free microchipping of pets to encourage responsible pet ownership. At this event, 55 animals were microchipped.

The City has an agreement with a number of other local governments for the shared use of the Animal Care Facility. For 2020/21, the Rangers impounded a total of 614 animals including 167 dogs, 447 cats and a rabbit which was adopted from the facility.

The increase in the dog and cat impounding figures from previous years is attributed to the total number of impounded animals held at the facility. This includes the impounding conducted by the City and the seven other local governments.

The City works with recognised rehoming organisations to find loving homes for animals when owners cannot be located.

The Animal Care Facility closed temporarily to members of the public during COVID-19 lockdowns. However, the facility still operated in an emergency capacity. The City's cat boarding service was closed during this period.

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.

We continued our 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.

In 2020/21 the City finalised its Local Emergency Management Arrangements (LEMA) Plan to provide future strategic direction on emergency preparedness, prevention, response and recovery tasks. The LEMA was reviewed by Council and the LEMC in October 2020 and noted by the State Emergency Management Committee in December 2020.

The City also increased public awareness of emergency management by adding information to our website about the LEMA Plan, local welfare evacuation centres and emergency preparedness for residents.

ANIMAL MANAGEMENT	2016/17	2017/18	2018/19	2019/20	2020/21
Dog registrations	1,161	1,136	1,246	1,110	1,168
Cat registrations	510	322	345	398	351
Dog barking complaints	63	141	108	64	41
Impounded dogs	109	116	74	63	167
Dogs returned to owners	64	87	49	42	133
Impounded cats	17	21	56	66	447
Cats returned to owners	3	2	7	6	45

*The City manages the impounding of dogs and cats for a number of other local government areas and these numbers are now incorporated into reporting as of this year.



MEASURES OF SUCCESS

1.1 CULTURE AND COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
1.1.1	Event attendee satisfaction	The number of people who respond that they are satisfied with the events held by the City	Maintain satisfaction rate above 80%	Target 80%	Achieved
				Result 80%	
	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	Target 20,000	Not achieved Some events cancelled or scaled back due to COVID-19
				Result 9,411	
	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	Target 240,363	Not achieved COVID-19 restrictions limited capacity
				Result 176,392	
	Library programs and events satisfaction rate	The ratio of people who respond that they are satisfied with library programs and events	Maintain satisfaction rate above 80%	Target 80%	Achieved
				Result 86%	
1.1.2	KidSport Funding	The number of funding vouchers and the amount of funding (\$) provided to eligible Western Australian children for club fees	Maintain funding provision of 100 KidSport vouchers, providing \$18,000 in funding per annum	Target 100	Achieved
				Result 100	
	Club Development Program	The number of local clubs participating at club development workshops	Maintain minimum number of 50% local club participation per annum	Target 50%	Achieved
				Result 50%	
	Club Development Program satisfaction	The number of local clubs who respond that they are satisfied with the Club Development programs and events offered by the City	Maintain satisfaction rate above 80%	Target 80%	Not achieved Lower satisfaction was mainly related to facilities not services
				Result 71%	

MEASURES OF SUCCESS

1.1 CULTURE AND COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
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	Target 100%	Achieved
				Result 100%	
	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%	Target 70%	Achieved
				Result 70%	
1.1.4	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	Target 95%	Not achieved Project plan under review
				Result 90%	
	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	Target 4,245	Not achieved Old Mill closed for several months due to renovation
				Result 1,951	
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	Target 100	Achieved
				Result 100	
	Community volunteering	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	Target 50	Achieved
				Result 63	



MEASURES OF SUCCESS

1.2 COMMUNITY INFRASTRUCTURE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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 City's Community Recreation Facilities Plan (completed/ planned)	Maintain ratio of 80% annual planned implementation action items	Target 80%	Not achieved
				Result 70%	8 of 10 projects were completed
1.2.2	Asset renewal funding ratio	The ratio of the net present value (NPV) of asset renewal funding in the Long-Term Financial Plan relative to the NPV of projected renewal expenditure identified in asset management plans for the same period	Maintain benchmark standard of ratio between 75% and 90%	Target 75% - 90%	Achieved
				Result 109%	
	Asset sustainability ratio	The ratio of asset renewal expenditure relative to depreciation for the year	Maintain benchmark standard of ratio between 90% and 110%	Target 90% - 110%	Achieved
				Result 103%	
	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)	Target 90%	Achieved
				Result 100%	
1.2.3	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	Target 95%	Achieved
				Result 95%	
	Recreation and Aquatic Facility (RAF) funding	The amount of funding advocated	Advocate for sufficient funding to cover 75% of the capital costs	Target 75%	Not achieved
				Result 38%	Business plan has now been adopted by Council and the City is prioritising advocacy for State Government funding

MEASURES OF SUCCESS

1.3 COMMUNITY SAFETY AND HEALTH					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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 City's Community Safety and Crime Prevention Plan (completed/ planned)	Maintain ratio of 80% annual planned implementation action items	Target 80%	Achieved
				Result 80%	
1.3.2	Local Emergency Management Arrangements	The amount that the City has progressed towards the creation of a Local Emergency Management Arrangements Plan and associated documents (such as a Local Recovery Plan)	100% completion of a Local Emergency Management Arrangements Plan	Target 100%	Achieved
		The ratio of the number of actions successfully implemented relative to the number of actions planned within the City's Local Response and Recovery Plan (completed/planned)	Maintain ratio of 80% annual planned implementation action items	Target 80%	
				Result 100%	Achieved

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 to the City

ECONOMIC DEVELOPMENT PLAN

The City developed a draft Economic Development Plan to support businesses, grow local employment, boost tourism and attract new investment in the area over the next four years. The draft Plan was developed with input from the local business community at our Business Breakfast Forum and informed by the City of South Perth Economic Development Report.

In June 2021, we asked the community for their thoughts on the draft Economic Development Plan. Drop in feedback sessions were held at local businesses and the community were invited to provide input online at Your Say South Perth. Consultation continued into the new financial year, closing 26 July 2021.

Next, the City will evaluate community feedback and make any adjustments to the Plan before presenting it to Council for adoption. 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 the Integrated Transport Plan.

SMALL BUSINESS FRIENDLY INITIATIVE

We reaffirmed our commitment to supporting local businesses this year by signing the Small Business Friendly Local Governments Charter. The Small Business Development Corporation initiative formally recognises local governments that are demonstrating, or working towards, 'better practice' in engaging with their small business community.

The City agreed to a number of actions to help businesses including making on-time payments to small businesses, offering enhanced customer service, having a process in place to handle disputes, and working to reduce red tape. We also put forward our own actions tailored to the City of South Perth community: enhancing our relationship and interaction with existing business, continuing to engage neighbouring local governments on common interest to maximise the regional benefits, promoting small businesses, and the development of an Economic Development Plan.

LOCAL BUSINESS FORUM

The City held its first ever Local Business Forum in March to bring the business community together. Owners and staff of more than 50 local businesses came together at South Perth Community Hall to connect with each other and hear from small business experts, Business Station. A varied cross section of industries were represented including professional services, retail, food and beverage, real estate agents and health and fitness industries. Attendees voted on topics they would like to see covered at upcoming business workshops and were invited to give input into the City's draft Economic Development Plan.

BUSINESS WORKSHOPS

To help local businesses build skills within their own teams, the City hosted a series of workshops in partnership with Business Station in March. Workshops were free or low cost, covering topics including Facebook, LinkedIn, Canva and copywriting for websites. 17 members of the local business community benefitted from the workshops.

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. 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.

On Saturday 30 January, the Intellibus® trial recommenced for the first time since the COVID-19 pandemic began in March 2020. A new service was trialed this year, offering passengers the option to hop off the Intellibus® at the newly restored Old Mill and explore the 185 year old landmark. Pre-registered passengers can then jump back onboard the Intellibus® subject to seating availability to return back to the Intellibus® Hub.

Between 30 January and 30 June 2021, 1,930 passengers took a ride on the RAC Intellibus® in South Perth. 135 of these passengers took the opportunity to hop off the Intellibus® and explore the Old Mill, and 96% of passengers rated their experience as being positive to extremely positive. A total of 2,210 driverless kilometres were travelled.

The RAC Intellibus® was one of the first publicly accessible autonomous vehicle trials in the world and the first, and now longest-running, in Australia.

Since launching in 2016, more than 21,756 passengers have experienced a ride on the driverless bus, which has travelled more than 29,615 kilometres in autonomous mode on public roads.

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

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

The Buy Local, Shop Local marketing campaign continued to help support local business as part of the City's focus on economic development. The campaign included blogs which spotlighted local businesses, 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. During the three COVID-19 lockdowns that took place this year, we used social media to encourage the community to support local businesses that were still operating.

INNER CITY GROUP

The City has a Memorandum of Understanding between five local governments, referred to as 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 the inner metropolitan area.

The Inner Perth Marketing Collective (IPMC) sub-group works 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 approximately 10,500 people in 2020/21. Events included our annual Australia Day Citizenship Ceremony and the Sounds in the Park community concerts. All events were run in accordance with COVID-19 safe practices. Further information about community events run this year can be found under the Our Community strategic direction from page 84.

AUSTRALIA DAY COMMUNITY EVENT

The City's Australia Day Celebration Zone event did not take place in 2021 following a decision by the City of Perth to cancel Skyworks due to health concerns relating to COVID-19.

In anticipation of this decision, we planned for Australia Day differently this year to minimise impact in the case of cancellation. Strategies included making plans for a scaled-back event or series of events that could comply with restrictions, working with suppliers to ensure contracts were flexible in case of cancellation and contracting an event manager on a part time basis rather than full time.

While the Celebration Zone could not go ahead, we were able to proceed with the Australia Day Citizenship Ceremony which took place on the morning of 26 January at South Perth Foreshore. We welcomed 165 people from 46 countries as they made the pledge to become Australian citizens. The Ceremony included a Welcome to Country, blessing of the flag and flag raising ceremony.

We also presented the honourable Auspire Community Citizen of the Year Awards and Ted Maslen Memorial University Exhibition Award. The Rotary Club of Como hosted the Great Aussie Breakfast with all profits donated back into the community.

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

CANNING BRIDGE ACTIVITY CENTRE PLAN

The Canning Bridge Activity Centre Plan 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.

On 22 September 2020 the Western Australian Planning Commission considered and approved modifications to the Canning Bridge Activity Centre Plan.

The modifications seek to deliver better designed buildings through alignment with the R-Codes and to reduce the impact of new development on existing properties.

SOUTH PERTH ACTIVITY CENTRE PLAN

The draft South Perth Activity Centre Plan sets out the City's strategic vision and statutory planning requirements for development in the area bounded by South Perth Peninsula, Richardson Park and Perth Zoo.

In March, the Western Australian Planning Commission requested a number of modifications and technical reports which we are now working on before the Plan is submitted for final approval.

The additional technical reports will help refine and support the South Perth Activity Centre Plan.

NEIGHBOURHOOD PRECINCT PLANS

The City commenced initial project planning for Neighbourhood Precinct Plans. The Plans will provide detailed guidance on how private land and the public realm can work together to deliver high quality neighbourhoods anchored by our neighbourhood centres.

Preparation of the full suite of Neighbourhood Precinct Plans relies upon the progression of Local Planning Scheme 7.

MANNING LANEWAY

Phase two of the Manning Hub project focused on connecting the commercial area to the community facility. A laneway extended the pedestrian street within the community facility through a former shop connecting the hub to the local shopping area. Streetscapes were updated along with the car park surrounding the Welwyn Avenue shops.

Works were undertaken in phases with the project completed in June 2021.

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

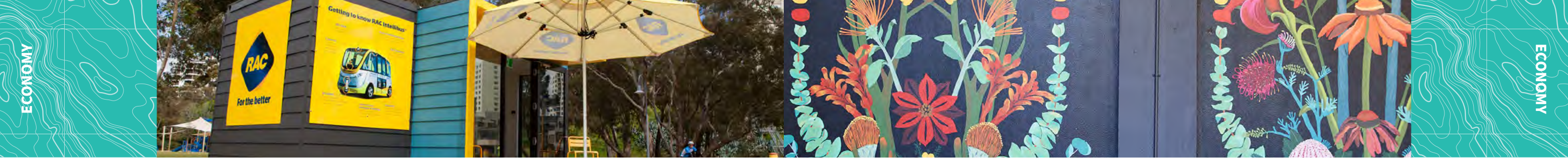
CONNECT SOUTH

Connect South has transformed the area around Mends Street Jetty, a high profile precinct in South Perth. The first stage of the \$7.5 million major project was completed in 2019, with the Piazza at Mindeerup now linking the foreshore to the Perth CBD and leading visitors up Mends Street to Perth Zoo and greater South Perth.

The second stage of the project will include an upgrade to the intersection of Mends Street and Mill Point Road. Detailed design was completed at the end of 2020 and approved by Main Roads Western Australia in early 2021. Construction planned for this year has been deferred to 2021/22 due to the Civic Heart Development currently underway in the area. The development has limited access and deferring stage two Connect South works will ensure the City can allow for safe delivery of the project.

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.

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.



MEASURES OF SUCCESS

2.1 LOCAL BUSINESS					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
2.1.1	Economic Development Plan completion	The amount that the City has progressed towards the creation of an Economic Development Plan	100% completion of an Economic Development Plan	Target 100%	Not achieved. Plan has been prepared and is awaiting Council endorsement
				Result 90%	
2.1.2	RAC Autonomous Vehicle Trial (Intellibus) satisfaction	The satisfaction of RAC (Royal Automobile Club of Western Australia) with their relationship with the City of South Perth	Maintain satisfaction rate above 80%	Target 80%	Achieved
				Result 100%	
2.1.3	Buy Local, Shop Local program	The number of local business listing applications submitted on the Buy Local, Shop Local web page that are actioned within five business days of receipt	Maintain action rate above 80%	Target 80%	Achieved
				Result 80%	

MEASURES OF SUCCESS

2.2 ACTIVATED PLACES					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
2.2.1	Australia Day event	The number of people who responded that they are satisfied with Australia Day event	Maintain satisfaction rate above 80%	Target 80%	Not achieved. Australia Day Celebration Zone cancelled due to COVID-19
				Result 0%	
2.2.2	Strategic Planning Engagement participation	The ratio of the number of people who attend key strategic planning engagement events, relative to the estimated number of attendees (actual attendees/ estimated attendees)	Achieve participant attendance of 70% of estimated numbers	Target 70%	Achieved
				Result 70%	
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%	



47 playgrounds

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



833
street trees planted



\$1.9m
spent rehabilitating
our roads



3.1 CONNECTED AND ACCESSIBLE CITY

3.1.1 Facilitate a safe, efficient and reliable transport network

ASSET MANAGEMENT AND MAINTENANCE

The City provides and manages public road networks, paths and cycleways, public spaces and buildings. 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 1System.

PATHWAYS AND BIKE PLAN

The following projects were constructed in 2020/21:

- Murray Street and Jackson Road bike path connection
- Thelma Street shared path connection
- Converted an existing footpath along Manning Road into a shared path from Centenary Avenue to Drogheda Way.

INFRASTRUCTURE ASSETS		
199km roads	115km stormwater pipes	279km pathways
165ha turf	18km river edge	156ha irrigation
64 bores	47 playgrounds	54 shelters
17 boat and boardwalk structures	1,667 furniture and lighting assets	43 drainage sumps
53 off-street car parks	179 buildings and facilities	5,894 stormwater structures

The City secured funding from the Department of Transport through the Safe Active Streets program to upgrade the cycle route from Canning Bridge Train Station to Curtin University in line with the Joint Bike Plan and the Department’s Long-Term Cycle Network. The City also secured further funding for the detailed design of a shared path between Pether Road and Waterford Plaza. Works on these projects will commence in the next financial year.

ROADS, PATHS AND DRAINAGE

Sweeping

The City continued to maintain the road and drainage network in accordance with established programs and schedules.

A regular street sweeping program ensures streets, car parks, footpaths and drainage infrastructure systems are kept tidy and clean. Removing litter and organic matter ensures that the receiving waters of rivers and estuaries are protected from excess nutrients carried within loose organic matter and from polluting hydrocarbons deposited by motor vehicles.

SWEEPING (DEBRIS COLLECTED ANNUALLY APPROXIMATELY)

Business districts	125m ³ swept seven days per week
Commercial districts	78m ³ swept two days per week
District wide residential streets	190m ³ swept three times per year
Car parks	14m ³ swept three times per year
Paths	54m ³ swept cycle paths, school frontages and small car parks

Drainage

Five drainage projects were completed this year on time and within budget. Projects included installation of drainage sumps, side entry gullies and storm water pipes.

Pathways

The City maintains 279km of pathways. This year we:

- upgraded 1.4km of traditional slab path network replacing with insitu concrete
- installed 368m of new concrete footpath to improve pedestrian path network
- completed 337 path maintenance projects.

Road rehabilitation and maintenance

The City of South Perth manages and maintains 199km of roads. This year we completed the following works to keep our roads safe with a total budget of \$1.9 million:

- 13 road renewal or rehabilitation projects
- 27,850m² (3,480 tonnes) of new asphalt laid
- 2.4km of new kerbing installed
- Regular road maintenance including repairs to road surfaces, kerb maintenance, traffic control signage and line marking to a value of approximately \$1.6 million.

Redmond Stairs

The Redmond Stairs are part of the path network that links Salter Point to the Canning River Foreshore. In 2020/21 the City completed the planning and design phase of a project to replace the stairs. There were a number of environmental and engineering challenges which had to be considered and resolved during the design phase before the project could proceed to contract and construction. A tender for construction was advertised in November and the stairs will be constructed in the 2021/22 financial year.

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.

This year we completed the first stage of an upgrade to the stormwater drain at Hayman Road and Dick Perry Avenue. The upgrade will add additional soak wells to increase the capacity of the drain and to prevent flooding.

The Neil McDougall Lake Water Sensitive Urban Design Project detailed on page 126 also forms part of the Integrated Drainage Catchment Management Plan.



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. A draft ITP was prepared and presented to Council in April. Community consultation followed between May and June with 142 submissions received.

The draft ITP addresses the changing needs of the City's growing population and introduces actions aimed to encourage the use of more sustainable transport modes over the next ten years.

Preparation of the draft ITP included a review of the City's Parking Strategy, Joint Bike Plan and other relevant strategies and plans.

The ITP 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, the Economic Development Plan and Integrated Transport 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.

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.

Thriving Neighbourhoods

The Thriving Neighbourhoods suite of projects is about planning for the future of our City's economic development, land use and transport.

Over the next 10-20 years the Greater Perth region will grow towards a population of 3.5 million people. We are planning for our share of this growth through place-based plans that will deliver lively, well-connected and environmentally sustainable neighbourhoods.

We're aiming to create attractive places with comfortable, safe and friendly streets which also support our local economy.

The planning we do now is essential to ensure that we can build on what makes our neighbourhoods so great. To do this we have developed the Integrated Transport Plan and Economic Development Plan, both of which will inform economy and movement in our new Local Planning Scheme 7.

Local Planning Strategy

In July 2020, Council adopted the City's Local Planning Strategy, the first step to establishing a plan to accommodate our growing City.

Following community consultation in 2019, the Strategy was sent to the Western Australian Planning Commission for final approval, which was granted in February 2021.

The Strategy will guide planning decision-making over the next 10 to 15 years and provide a high level strategic framework as we draft Local Planning Scheme 7. It will be reviewed periodically to ensure it remains up to date and is aligned to the Strategic Community Plan.

Local Planning Scheme 7

Following approval of the Local Planning Strategy, the City was in a position to progress our new local planning scheme. Local Planning Scheme 7 (LPS7) is guided by the Local Planning Strategy and applies to all land within the City of South Perth. It will ensure planning controls in the City are up-to-date and replace the current Town Planning Scheme 6.

The draft LPS7 was presented to Council at the May, July and August 2021 Council meetings.

Once LPS7 is endorsed it will be sent to the Western Australian Planning Commission for consent to advertise before the community is invited to have their say.

Planning scheme amendments

The City's Planning Scheme governs the development and use of land within the City of South Perth. The scheme is intended to be dynamic and is continuously updated to reflect our growing and changing community. A proposed change to the scheme - requested by landowners, State Government agencies or the City itself - is called an amendment.

Scheme amendments determined in 2020/21 include:

- Amendment 57 - Canning Highway (East)
- Amendment 63 - Preston Street Neighbourhood Centre.

Planning policies

Policies reviewed and adopted in 2020/21 include:

- P301 Advertising of Planning Proposals, adopted March 2021
- P309 Satellite Dishes, adopted September 2020
- P310 Telstra Infrastructure, adopted September 2020
- P350.13 Strata Titling of Dwellings Constructed Prior to TPS6, adopted February 2021.

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 Local Planning Scheme 7 in 2020/21, the City undertook an update and interim review of the local heritage survey.



SUSTAINABLE AND ACCESSIBLE BUILDINGS

The City continued to improve the accessibility of public buildings by installing new access ramps and fitting universal access toilets, while also improving energy use.

Como Bowling Club

The kitchen was upgraded to include new facilities and a wheelchair friendly counter. Plans to upgrade the toilets and add a universal access toilet were progressed and installation will take place next year.

Manning Bowling Club

A universal access toilet and shower were completed in April 2021.

South Perth Bridge Club

The City completed a concept design for a new universal access toilet in June. We were successful in securing funding towards the project from the Department of Communities and will begin construction in the new financial year.

Windsor Park

Modifications were made to the door of the public toilet at Windsor Park to provide accessibility for wheelchair users.

South Perth Tennis Club

Handrails were installed at South Perth Tennis Club in November to improve safety.

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.

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 as a result of new development.

BUILDING SERVICES

In addition to the 590 building permits and 79 demolition permits issued, the City administered:

- 75 permits to store materials on verges
- 220 crossing applications, some of which were constructed by the City
- 256 notice letters to address building site non-compliance.

BUILDING PERMITS	
Number issued	590
Total estimated value of building work	\$274,099,157
DEMOLITION PERMITS	
Number issued	79
Total estimated value of demolition work	\$1,256,903

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.

The *Planning and Development Act 2005* (as amended by the *Planning and Development Amendment Act 2020*), introduced a new Part 17 in 2020 that grants the Western Australian Planning Commission temporary decision-making powers to determine proposals over \$20 million in metropolitan Perth, and over \$5 million in regional areas which are considered to be of state or regional significance.

The State Development Assessment Unit (SDAU) supports the Western Australian Planning Commission to assess development proposals of state or regional significance.

Two development approvals within the City have been approved by the SDAU and a further two proposals are under consideration.

DEVELOPMENT APPROVALS	
Applications for development approvals	
Single houses/additions to single houses	288
Grouped dwellings/additions to grouped dwellings	104
Multiple dwellings/additions to multiple dwellings	6
Mixed developments/non residential	98
Total applications	496
Determination of applications for development approval	
Delegated approval	443
Delegated refusal	6
Approved by Council	11
Refused by Council	2
Approved by Development Assessment Panel	7
Refused by Development Assessment Panel	0
Total determinations	469



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 \$641,000 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.

Neil McDougall Lake water quality improvement

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. The design will improve aeration of the water and ensure the lake can filter out excess nutrients. Construction is planned for 2021/22.

Elderfield Wetlands restoration

Work began on a project to restore Elderfield Wetlands and drainage infrastructure at Sandon Park in Salter Point. The area encompasses 4ha of habitat of the Middle Canning foreshore, home to at least 74 bird species.

The City secured \$120,000 in grant funding from the Swan Canning River Recovery Project, supported by Perth NRM through funding from the Australian Government. The majority of funding was used to raise 60,000 native seedlings at the City's plant nursery in Como in preparation for planting by local volunteers and community groups.

Landscape designs for the project were completed in January 2021 and work started onsite in February 2021 with the removal of grass which is prone to winter flooding. The grass, which was relatively unused by visitors to the park, will be transformed into natural habitat.

Works will include linking three areas of wetland with vegetation, removal of existing grass, the creation of a nature play and interpretation node, improvement of the area surrounding Elderfield open stormwater drain, upgrade of the path network and installation of 12 habitat structures including bird and bat breeding boxes and a bird observation hide.

The three year project is scheduled for completion by 2023. Weed control will be undertaken quarterly to ensure the success of the habitat restoration.

The project was initiated in response to recommendations contained in the City's Clontarf-Waterford-Salter Point Foreshore Masterplan which was developed in 2019. The Masterplan provides a consolidated management strategy recognising the ecological, cultural and recreational values of the area.

Black Swan Habitat

The City started work on an important environmental project to repair damaged river walls and create a sheltered island for waterbirds to nest at South Perth Foreshore. The Black Swan Habitat 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 City secured \$700,000 in funding from the Parks and Wildlife Service at the Department of Biodiversity, Conservation and Attractions to support the \$1.5 million project.

Construction started in April 2021 and is expected to be complete in September 2021. During construction, the island and newly planted seedlings were tested by unusually heavy rains and high tides. In anticipation of this, the City acclimatised the plants to the salty river water while they were growing at our nursery. Despite being completely submerged shortly after planting, the seedlings have survived. Birds including Black Swans have already started taking up residence on the island.

WEED CONTROL	2016/17	2017/18	2018/19	2019/20*	2020/21
Systemic herbicide	225,121m ² *	180,097m ² *	200,100m ² *	4,724.06 ltrs	2,026.2 ltrs
Steam and hot water	N/A	73,012m ²	21,250m ²	48,864m ²	93,300m ²

*Weed control measurement transitioned in 2019/20 from physical area treated, to volume of product to better reflect usage. It is still appropriate to report on area treated for hot water and steam treatments.

Construction will be complete in 2021/22. More information can be found in the Major Projects section of this report on page 24.

Stormwater sumps

Stormwater sumps are an essential suburban utility that collect water runoff from our roads and footpaths. To improve safety, the City upgraded fencing and gates at stormwater sumps located on Monash Ave and Thelma St in Como. The works involved the removal and replacement of asbestos boundary fences which presented challenges and significant costs. Fencing was replaced with sturdy limestone block foundations and more attractive steel fence panels.

Weed control

The City uses a variety of techniques to control weeds in parks, streetscapes and natural areas. In 2020/21 we used a combination of systemic herbicide and steam and hot water to control weeds. After trialing the use of pelargonic acid, we discontinued its use as the treatment was found to be less effective and cost prohibitive.



3.3.2 Enhance the City’s urban forest

GREEN PLAN

The Green Plan aims to conserve existing bushland and rehabilitate natural areas. It focuses on internal linkages for wildlife and looks at ways to enhance biodiversity in our inner urban setting. It fits within the regional perspective of the State Government’s Bush Forever and the Perth Greenways Plan.

The Green Plan includes over 100 recommendations, a number of which were advanced in 2020/21:

- Annual street tree planting and natural areas revegetation
- Stormwater sump revegetation and water sensitive urban design investigation
- Landscape concept for Godwin Avenue stormwater sump, water sensitive urban design retrofit and revegetation
- Public parks hydro and eco zoning
- Environmental activities for our community including education talks, nature walks and planting days
- Annual planting to support school revegetation programs.

URBAN FOREST STRATEGY

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.

Despite a decrease in trees on private land, the City has managed to maintain an overall tree canopy cover of at least 20% by increasing trees on public land.

With current canopy coverage greater than the proposed target, planting of street trees and trees in parks and reserves is on track.

COLLIER PARK VILLAGE TREE ASSET MANAGEMENT PLAN

Located in Como, Collier Park Village offers independent and assisted living for those over 55 years.

The Collier Park Tree Asset Management Plan includes a register of all trees within the Collier Park Village grounds and identifies mature tree specimens both in communal areas and individual unit courtyards. In 2020/21 an action plan to mitigate the damage of fruit fly was developed and incorporated into the plan. The City also removed number of palm trees that were found to be diseased. Succession planting was undertaken and pruning or removal of trees was carried out as required.

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 2020/21 the City sourced trees from its own nursery as well as some external suppliers.

Grant funding

In June 2021 the City was proud to secure a grant from Water Corporation to plant an additional 300 trees to increase canopy cover in our most heat-affected parks and reserves.

The Urban Canopy Grant Program, funded by Water Corporation and administered by WALGA, provides local governments an opportunity to apply for funding to help achieve their tree planting targets. The City was awarded one of the top levels of funding, receiving \$65,000 to purchase trees and supporting equipment including tree stakes and fertiliser to promote healthy growth.

We used vegetation mapping tools to identify reserves most in need of additional shade. Trees will be planted at Challenger Reserve, Ryrie Reserve, Collins Reserve, Millers Pool on the South Perth Foreshore and Davilak Reserve in 2021/22.

CITY-WIDE PLANTING	2016/17	2017/18	2018/19	2019/20	2020/21
Native plant stock planted in natural areas	40,457	17,847	14,039	23,000	36,870
Street trees planted	618	1070	2182	983	833
Trees planted in parks and reserves	60	75	280	325	125
Trees planted in streetscapes	10	18	22	2,470	3,500
Shrubs planted	9,070	10,025	13,125	19,988	15,000



PLANT 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 was proud to achieve accreditation from Nursery Industry Accreditation Scheme Australia (NIASA) in 2020, demonstrating the highest standards in management practices at our nursery.

Production almost tripled at the City’s nursery this year, with a 72% increase in the number of plants and trees grown. The City has a reputation for producing the highest quality plant and tree stock and other local governments have started to take notice. We are receiving an increasing number of requests to supply stock to local governments looking to meet their tree planting and greening targets. A number of our own environmental projects also contributed to the increase, including the Black Swan Habitat and Elderfield Wetlands. Our challenge going forward is how we will manage demand within the space we have at our nursery.

NURSERY SNAPSHOT	2016/17	2017/18	2018/19	2019/20	2020/21
Tube plants grown for revegetation works	40,457	17,847	14,039	19,819	88,486
Plants grown in 140mm pots	9,070	10,025	13,125	21,198	15,583
Trees grown up to 45 litres in size	1,200	1,600	1,600	1,243	6,000
Sedge bags for riverbank revitalisation	0	435	107	310	240

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. This 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 they accommodate 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

Work began to install new lighting and expand CCTV coverage to improve public safety at Karawara Greenways. The works are jointly funded by the City and the Federal Government’s Local Roads and Community Infrastructure grant. Construction will continue in 2021/22.

Community amenity at parks and foreshores

As part of the strategy to improve the amenity 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 to ensure safety and street tree planting was completed.

COMPLETED CAPITAL WORKS FOR PUBLIC OPEN SPACES

Project	Location	Cost
Bore and pump replacement	Windsor Park, Canning Hwy, Challenger Reserve, Collier Reserve, Comer Reserve, James Miller Reserve, Mackie St Reserve and the City’s nursery	\$31,799
Hurlingham Playground replacement	Sir James Mitchell Park	\$25,105
Furniture replacement	Morris Mundy Reserve, Bill Grayden Reserve and Sir James Mitchell Park	\$34,517
Irrigation installation	Chica Ct, Karawara	\$30,603
Mainline replacement	Coode St, Sir James Mitchell Park	\$106,166
Foreshore restoration	Mt Henry Spit, Salter Point	\$39,330



Hurlingham Playground replacement

The aged playground located near Lake Hurlingham at Sir James Mitchell Park was removed and replaced with swings and rotating individual play items. The equipment was chosen to complement a new nature play area planned in the future however the City received feedback from the community asking for more accessible equipment in the mean time. To address this, additional funds have been allocated in 2021/22 to install equipment that is accessible by people who have limited mobility.

COLLIER PARK GOLF COURSE

The City maintains Collier Park Golf Course's greens, tees and fairways using a technically sophisticated irrigation system to ensure the course can be enjoyed year round. Careful environmental management and regular revegetation helped the lakes and sanctuary areas continue to thrive this year. Horticulturists on staff helped to maintain the clubhouse, car park and landscaped gardens. The weir in the irrigation lake was replaced this year, ensuring that there is sufficient and suitable quality water available to continue to irrigate the fairways and greens.

PARTNERSHIPS WITH STATE GOVERNMENT DEPARTMENTS FOR FORESHORE AND INFRASTRUCTURE MANAGEMENT

Relationships have been developed with Department of Transport, Public Transport Authority, Department of Biodiversity, Conservation and Attractions and Main Roads Western Australia to ensure positive outcomes for infrastructure management within the City.

During the year the City worked to implement actions from its Kwinana Freeway Foreshore (KFF) Management Plan and also promoted a design review and proposed refurbishment for the Mends Street Jetty in South Perth. The City continued its discussions with Main Roads WA in respect to the KFF Management Plan, specifically regarding coastal protection and drainage.

The City met with the Minister for Transport; Planning; Ports to discuss the proposal to upgrade the Mends Street Jetty and provided a submission to the Swan River Trust Board regarding the need to consider a full upgrade of the jetty rather than piecemeal enhancement.

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 foreshore and address current and future issues related to foreshore erosion, enhance environmental values and facilitate leisure and recreation.

Rehabilitation works were undertaken at Salter Point and the Sir James Mitchell Park foreshore.

SWAN AND CANNING RIVER FORESHORE MANAGEMENT

The City continued to work with the Department of Biodiversity, Conservation and Attractions (DBCA) and local environmental groups on conservation activities at the Swan and Canning Rivers.

The City undertook restoration and maintenance of natural areas and public open spaces along the Kwinana Freeway Foreshore in partnership with DBCA and Main Roads WA.

Additionally, the City worked with DBCA to deliver revegetation and foreshore rehabilitation projects at Sulman Ave in Salter Point, Redmond Reserve and the Clontarf-Waterford-Salter Point Foreshore as part of our masterplan for this area.

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.

Projects that progressed under the SPF Plan in 2020/21 included the Old Mill restoration works, the Black Swan Habitat Project and a café development at Millers Pool on the South Perth Foreshore. For more information on these projects see pages 24-31.

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.

The City is working with the developer of Civic Heart (Finbar) to progress the upgrade of the section of Mends Street between Mill Point and Labouchere Roads. The project is in early design phase and is anticipated to be rolled out in 2021/22.

Black Swan Habitat

The City started work on an important environmental project to repair damaged river walls and create a sheltered island for waterbirds to nest at South Perth Foreshore. Information about this project can be found under Major Projects on pages 24-25.



**CLONTARF-WATERFORD-SALTER POINT
FORESHORE MASTERPLAN**

The Clontarf-Waterford-Salter Point Foreshore (CWSP) is an area 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.

To progress implementation of the CWSP Masterplan the landscape design was developed for the Elderfield Wetlands and open stormwater drain revegetation and water sensitive urban design retrofit. A number of revegetation projects were completed at Cygnia Cove, Sandon and Bodkin Parks and Salter Point lagoon. Information and wayfinding signage was upgraded in Bodkin Park.

The Elderfield Wetlands Project will enhance 4ha of habitat of the Middle Canning foreshore and the adjacent Elderfield Wetlands and drainage infrastructure at Sandon Park in Salter Point. More information about this project can be found on page 126.

**KWINANA FREEWAY FORESHORE
MANAGEMENT PLAN**

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.

**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.

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.

During the year the City appointed a Programs Officer to implement actions from the Plan.

The following actions were implemented:

- A trial of recycling bins in Sir James Mitchell Park
- A partnership with Bikes for Humanity to re-use bikes that would otherwise be recycled as scrap metal
- Bottle top and hard plastic recycling made available at the Recycling Centre.

The next actions will focus on an investigation into the viability of a City subsidised composting scheme and a container deposit drop off point.

**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 2022. 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 CO² 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

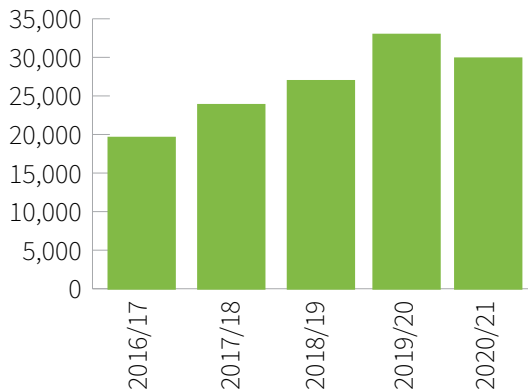
In 2020/21 there was a 9.3% decrease in the number of visitors to the Recycling Centre. This was in part due to the closure of the Recycling Centre during three COVID-19 lockdowns.

3,910 tonnes of waste was recycled from kerb side bins, verge side and Recycling Centre collections with a 425 tonne reduction in recyclable material on the previous year. The reduction in recyclable material could be attributed to the introduction of a state-wide Container Deposit Scheme which saw residents take bottles and cans to a drop off centre rather than placing them in their kerb side recycling.

14,084 tonnes of kerb side, verge side and Recycling Centre general waste collections went to landfill. This means that 7.8% less waste ended up in landfill this year compared to last year. 2.4% less waste was sent to landfill this year from household kerb side bins.

KERB SIDE COLLECTION (TONNES)	2017/18	2018/19	2019/20	2020/21	% change
General household waste to landfill	14,004	13,109	13,044	12,730	-2.4%
Recyclable materials diverted from landfill	3,454	3,863	3,562	3,402	-4.5%
Contaminated recyclable materials	588	564	746	712	-4.6%
VERGE SIDE COLLECTION (TONNES)					
General waste to landfill	581	518	470	496	+6%
Recyclable materials diverted from landfill	91	139	159	140	-11.9%
Verge side collected green waste recycled as mulch	658	649	800	625	-28%
RECYCLING CENTRE (TONNES)					
General waste to landfill	1,085	833	948	858	-9.5%
Recyclable materials diverted from landfill	405	437	486	368	-24%
Green waste to mulch	1,164	1,136	948	727	-23%

VISITORS TO RECYCLING CENTRE



WATER AND ENERGY MONITORING

The City undertakes ongoing 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. A number of water quality improvement recommendations were 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 2020/21 groundwater consumption was 38,395kl under the allocation. We also used 126kl less groundwater than allocated at Collier Park Golf and 120,445kl less at Sir James Mitchell Park.

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

The City has participated in the Water Corporation Waterwise Council program since 2010. The program assists local governments to improve water management sources for public open spaces and facilities. 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.

GROUNDWATER USE	Allocation (kl)	2016/17 (kl)	2017/18 (kl)	2018/19 (kl)	2019/20 (kl)	2020/21 (kl)
Collier Park Golf Course	432,000	443,125	428,232	431,242	405,074	431,874
Sir James Mitchell Park	225,000	135,105	101,848	108,915	156,638	104,555
All sites excluding Collier Park Golf and Sir James Mitchell Park	828,455	748,564	835,687	779,747	777,999	790,060
Total daily use (kl/day)	4,027	3,635	3,742	3,616	3,670	3,634
Total annual use (kl)	1,469,790	1,326,814	1,365,767	1,319,904	1,339,711	1,326,489

In February 2021 the City achieved Waterwise Council status for another year. This enabled the City to access funding from the Water Corporation to hold a Water Sensitive Cities Index Benchmarking workshop in March 2021. This workshop helped us rate the City's water sensitivity and benchmark the status that will help the City transition to more water sensitive sustainable practices.

The small decrease in energy and water consumption this year can be attributed to facility upgrades incorporating energy and water efficient appliances and public open space hydro zoning.

ENERGY USE AND COST (SUM OF ENERGY)		
	Annual energy use (GJ)	Annual energy cost (\$)
2020/21	25,818	1,466,290
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

SCHEME WATER USE AND COST			
	Annual water use (kl)	Daily water use (kl/day)	Annual cost (\$)
2020/21	61,605	169	113,431
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



3.4.2 Manage the risks associated with climate change and finite resource availability

CLIMATE CHANGE

The City continued to participate in the Cities Power Partnership Program, a network of 140 councils across Australia committed to taking action on climate change.

In 2020/21 we worked on a Greenhouse Gas Forecast and Carbon Reduction Roadmap to provide an understanding of the City’s carbon emissions. The roadmap will be presented to Council in the new financial year.

RENEWABLE ENERGY

The City installed solar PV power systems to help power the City’s Civic Centre, Operations Centre, Manning Community Facility and South Perth Library. Systems installed this year are the latest in modern solar technology and are in addition to solar panels already in operation.

The project will reduce the City’s energy bills by around \$47,000 annually and is expected to have paid for itself within five years.

Energy production will be monitored by the City using smart meter technology.

2020/21 SOLAR PROJECT			
Manning Community Centre	Civic Centre	Operations Centre	South Perth Library
New 30kW solar system - estimated 34 tonne reduction in emissions	33.67kW solar system - estimated 39 tonne reduction in emissions	30kW solar system - estimated 33 tonne reduction in emissions	34kW solar system - estimated 38 tonne reduction in emissions

FLOOD RISK ADAPTATION PLAN

To progress the Flood Risk Study, the City continued our 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. We will continue to work with the EMRC in future stages of this project.

BUSHFIRE MANAGEMENT PLAN

The draft Bushfire Management Plan was developed after input from internal stakeholders and presented to the Office of Fire Risk Management during 2020/21 for review. All City residential and non-residential properties at risk of fire were mapped and risk rated on the Department of Fire and Emergency Services Bushfire Risk Management System. The City’s key operational staff were trained in how to use the system.

MEASURES OF SUCCESS

3.1 CONNECTED AND ACCESSIBLE CITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
3.1.1	Footpath and cycle path community satisfaction	The number complaints about the City’s footpaths and cycle paths	Maintain complaints below 100 per annum	Target 99	Achieved
				Result 70	
3.1.2	Integrated Transport, Access and Parking Plan project deliverables	Compliance with the Integrated Transport, Access and Parking Plan project deliverables schedule	Maintain 70% schedule compliance of the project deliverables for the Integrated Transport, Access and Parking Plan	Target 70%	Achieved
				Result 70%	

3.2 SUSTAINABLE BUILT FORM					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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 90%	
	Scheme amendment compliance	The number of scheme amendments submitted to the City that are processed in accordance with Town Planning Regulations	Achieve 100% compliance with the Town Planning Regulations	Target 100%	Achieved
				Result 100%	



MEASURES OF SUCCESS

3.3 ENHANCED ENVIRONMENT AND OPEN SPACES					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
3.3.1	Natural area rehabilitation	The number of natural areas that are rehabilitated annually	Implement natural area revegetation at or above 0.5 hectares per annum	Target 0.5	Achieved
				Result 1.3	
	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	Target 10%	Achieved
				Result 7%	
3.3.2	Canopy cover	The percentage of canopy cover maintained across the City	Maintain or increase the canopy cover at 20%	Target 20% Result 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%	Target 100% Result 100%	Achieved
	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	Target 199	Not Achieved
				Result 256	
	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	Target 85%	Achieved
				Result 98%	
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%	Target 80%	Achieved
				Result 100%	

MEASURES OF SUCCESS

3.4 RESOURCE MANAGEMENT AND CLIMATE CHANGE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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	Target 65%	Not achieved Completion of the Waste to Energy Facility required for this to be achieved
				Result 16%	
	Waste Management Plan implementation ratio	The ratio of the number of strategies successfully implemented relative to the number of strategies planned within the City's Waste Management Plan (completed/planned)	Maintain ratio of 80% annual planned implementation schedule items	Target 80%	Not achieved however the appointment of a Program Officer will improve future results
				Result 35%	
3.4.2	Reduction in greenhouse gas (GHG) emissions	The number of new light vehicle replacements that comply with the green vehicle guide of Carbon emissions CO ² not exceeding 185 grams per kilometre	Achieve 100% compliance with the Green Vehicle Guide for new light vehicle purchases	Target 100%	Achieved
				Result 100%	
	Reduction in greenhouse gas (GHG) emissions	The number of renewable energy projects that the City has introduced to reduce GHG emissions	Introduce four solar power projects to reduce GHG emissions	Target 4	Achieved
				Result 4	



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

Effective stakeholder and community engagement enables us to make informed decisions.

The City values contribution from a wide range of stakeholders, including the community, for the planning and implementation of infrastructure projects such as the proposed Recreation and Aquatic Facility, as well as strategic plans such as the Strategic Community Plan and the Integrated Transport Plan.

In addition to engaging with stakeholders about specific projects, the City also facilitates various stakeholder groups including:

- Public Art Advisory Group
- Aboriginal Reference Group
- South Perth Youth Network
- Inclusive Community Advisory Group.

PARTNERSHIP AGREEMENTS

Our partnerships build and grow the City's vibrancy and accessibility.

During the year partnerships included:

- Rivers Regional Council - matters relating to waste management and specifically the Kwinana Waste to Energy facility partnership
- South East Economic Development Group to align on strategic outcomes to benefit the south east region as a whole
- Inner City Group, for the purpose of exploring collaboration opportunities on strategic issues impacting on local government
- Perth Water Vision Group.

The City also supports community groups including Constable Care, Southcare, Mentally Healthy WA (Act-Belong-Commit), South Perth Lions Club, Moorditj Keila, Millennium Kids and the RSL for the delivery of programs and services to the local community.

PERTH WATER PRECINCT PLAN

The City is a member of the Perth Water Vision Group comprising representatives from the Department of Biodiversity and Attractions (DBCA), Department of Transport, City of Perth, Town of Victoria Park, Development WA, 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.

The Perth Water Buneenboro Precinct Plan was endorsed in August 2020.

RECONCILIATION ACTION PLAN

The City worked 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 Innovate RAP will support the City's operations and activities and includes actions to drive our contribution to reconciliation both in our organisation and in the 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.

The RAP was developed following an extensive consultation and stakeholder engagement process involving the City of South Perth Aboriginal Reference Group, Reconciliation Australia, local residents, community groups, the City of South Perth Residents Association, schools, the community, and City Officers and Elected Members.

Council endorsed the draft Innovate RAP in June and we are now awaiting final approval from Reconciliation Australia.

4.1.2 Be agile to stakeholder, community and customer needs

STAKEHOLDER ENGAGEMENT PROJECTS

During the year we developed, implemented and evaluated stakeholder engagement for a number of projects. The Stakeholder Engagement team build capacity in the organisation by training and supporting staff to use the Stakeholder Engagement Guide and Toolkit.

Engagement activities included the Innovate Reconciliation Action Plan, Public Health Plan, Public Art Masterplan, Strategic Community Plan Review, Library Survey, Youth Plan and Integrated Transport Plan. These projects employed a number of different engagement techniques and methods including face-to-face engagement, a tour, drop-in and information sessions, surveys and online engagement through the City's Your Say South Perth engagement website.

A major engagement program was carried out in the first quarter for the proposed Recreation and Aquatic Facility (RAF). Analysis of the engagement and stakeholder feedback was completed and a report for Council produced to inform their decision-making.

RAF ENGAGEMENT

1,641 survey responses

5 face-to-face workshops held

80 online information session attendees

100 community information day attendees (approximately)

Stakeholder engagement participation

The City received a Highly Commended Award at the International Association for Public Participation (IAP2) Australasia 2020 Core Values Awards for the Connect South project in the category of Infrastructure Planning.

The City's Stakeholder Engagement team presented to Curtin University students on City stakeholder engagement projects including the proposed Recreation and Aquatic Facility.

This year we reviewed and investigated best practice for online engagement tools, implemented the Stakeholder Engagement Guide and Toolkit along with training to support staff in engagement. The Stakeholder Engagement Policy was also updated.

PARTNERSHIP WITH RAC

RAC Intellibus® Trial and Imagine Program™

The City continued to partner with the RAC and State Government on the trial of the RAC Intellibus® autonomous vehicle.

On Saturday 30 January the Intellibus® trial recommenced for the first time since it was temporarily put on hold due to COVID-19 in March 2020. More information about the Intellibus® can be found in the Economy section of this report on pages 110-117.

The RAC Imagine Program™ continues to provide 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. 36 RAC Imagine Program™ sessions were facilitated this year with 1,073 students attending. 98% of schools who participated rated the experience as extremely positive overall. A modified Millers Pool tour was run while the Old Mill and Cottage were closed due to conservation works.

R/evolve public art

The City partnered with the RAC to bring an iconic new artwork to South Perth Foreshore. More information on this project can be found on page 88 of this report.



MEMORANDUM OF UNDERSTANDING

The City maintains relationships with nearby local governments to progress strategic projects and share responsibilities for developments and opportunities. Working together as a group of neighbouring local governments enables stronger advocacy to elevate and empower the communities we represent.

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 work 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 quarterly during the year. Sub-committees - Corporate and Business Services, Infrastructure and Transport and Planning, Economic Development and Culture, Human Resources, and Marketing also met and agreed actions were progressed.

4.2 ADVOCACY

4.2.1 Advocate for public infrastructure improvements including a South Perth train station and ferry services

MENDS STREET JETTY

The City is advocating for the upgrade of the Mends Street Jetty which is owned and managed by the Department of Transport (DoT). The City has met with the Minister for Transport; Planning; Ports and the State Member for South Perth and a separate meeting was held with the Public Transport Authority and DoT to discuss upgrades to the jetty and to advocate for funding.

SOUTH PERTH TRAIN STATION

The City also continued to advocate for the development of a train station for South Perth. The Minister for Transport; Planning; Ports has written to the City expressing support to establish a working group to undertake initial investigations in relation to key planning elements concerning the proposed station. The working group is expected to commence its investigations in 2021/22.

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's corporate risk management program reflects the principles contained in AS/NZS ISO 31000:2018 (the Standard) and is committed to promoting an organisational culture where risk management is embedded in all business processes.

All risks identified are aligned to the Strategic Community Plan 2020-2030.

Strategic context

Effective risk management integrates with strategic and organisational planning. Strategic risks which could impact the City achieving the objectives of our Strategic Community Plan 2020-2030 are identified and managed in accordance with the principles in the Standard.

Operational context

Risk management processes are carried out in the context of the strategic directions of the Strategic Community Plan 2020-2030 and Business Unit Plans.

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 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 2020/21 the City's Business Units identified and reviewed operational risks affecting day to day activities and events.

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 assists Council in providing a transparent and independent process in its audit, risk and governance management and advises Council in relation to internal and external audit, compliance and risk management matters.

The Audit, Risk and Governance Committee is responsible for advising Council on all matters relating to:

- the City's annual financial statements
- the Audit Register and implementation of findings
- the City's risk management framework
- internal and external audits and
- compliance with legal and statutory requirements.

The Audit, Risk and Governance Committee met on four occasions during 2020/21. At those meetings the Committee considered and noted the following five internal audit reports and where required accepted and added the findings identified to the Audit Register:

- Leisure Services
- Library Services
- Customer Service
- Trust Fund and Reserves
- Building License Approvals.

In terms of audits, the Committee also regularly noted the progress against each item contained in the Audit Register and approved findings to be closed.

The following regular reports were submitted to the Committee noting their progress:

- 2020/21 Corporate Business Plan
- 1System Project Update.

The annual review of Council delegations and the Risk Management Strategy were referred to workshops for further consideration. The workshops did not take place in the 2020/21 financial year.

External audits

External audits on the annual Financial Statements and Information Systems were conducted by the Office of Auditor General and reported back to the Audit, Risk and Governance Committee where they included the findings in the Audit Register.

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, policies and internal procedures are reviewed regularly.

This year the City commenced a full review of Public Places and Local Government Property Local Law and reviewed and revised a number of policies.

At is Ordinary Council meeting held 23 March 2021 Council adopted the following policies with either no changes, minor amendments or major amendments:	
Minor amendments <ul style="list-style-type: none">• Community Funding Program• Stakeholder Engagement• Cultural Services and Activities• Use of City Reserves and Facilities• Access and Inclusion• Support of Community and Sporting Groups• Development of Properties Abutting River Way• Alfresco Dining• Investment of Surplus Funds• Management of City Property• Collier Park Village – Financial Arrangements• Pre-Qualified Supplier Panels• Capitalisation and Valuation of Fixed Assets• Related Party Transactions	Major amendments <ul style="list-style-type: none">• Purchasing• Tenders and Expressions of Interest No changes <ul style="list-style-type: none">• Public Art and Art Collections• Community Awards• Community Gardens• Equal Employment Opportunity• Occupational Safety and Health• Employee Separation Payments
At its meeting held 25 May 2021 Council adopted the following new policies and a revised policy with minor amendments:	
New policies <ul style="list-style-type: none">• Installation, Use and Management of CCTV• Library Services and Programs• Library Collection Development• City of South Perth Local History Collection	Revised policy with minor amendments <ul style="list-style-type: none">• Sustainability

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 submitted to Council at its meeting held 23 March 2021.

INTERNAL PROCESS IMPROVEMENTS

Internal processes were enhanced through the development of online services, electronic forms and integrated workflows to reduce data entry duplication.

Australasian Local Government Performance Excellence Program

The City is in the fourth year of a four year agreement with Local Government Professionals and PricewaterhouseCoopers. The agreement provides data as part of a benchmarking program for performance reporting across the local government sector.

Key findings of the 2020 benchmarking report

Compared to the Western Australian survey population, the City has:

- A staff turnover rate of 12.5%, just below the WA median of 12.6%. This has reduced significantly compared to the 2019 result of 16.4%
- More female staff in senior roles (managers and team leaders) and higher gender equality - 50% female workforce compared to 44%
- A workforce that takes less sick leave - 5.5 days compared to 6.2 days
- A budget that was approved in 86 days compared to 118 days, a significant improvement on the 2019 result where our budget was approved in 113 days
- Capital expenditure per resident of \$290 compared to \$340 in other councils
- More customer self-service options available online.

CIVIC SUPPORT

The Councillor Request system tracks requests for information from Elected Members. The City coordinates professional development, training, and registration for events, conferences and functions for the Mayor and Elected Members. Weekly Councillor Bulletins and Councillor Calendars are produced with subsequent calendar invitations for Elected Members.

INFORMATION SYSTEMS

The City remained agile in the way we managed information systems this year in the face of three COVID-19 lockdowns. While employees were already set up to access software and systems securely from outside City buildings, our biggest challenge came with the 'on again, off again' nature of lockdowns. With many employees still working from desktop computers, work stations were not mobile and required additional time and expertise to set up and pack down. There was also an increased risk of damage to equipment which is not built to be transported. To mitigate this, the City worked on a project to move from desktop computers to laptops with 65% of employees having access to a portable work station by the end of 2020/21.

Hardware infrastructure

A project to lay fibre optic cable between Mindeerup, Heritage House and the Ferry Tram was delayed to allow IT to prioritise the rollout of equipment required to work from home during lockdowns. Now planned for 2021/22, the project will allow CCTV footage captured from cameras at Coode Street and Mends Street to be delivered to secure City-managed storage devices.

1System digital transformation

The City is leading the way in Information Technology (IT) cloud based technology with our 1System digital transformation project. We are the first local government in Western Australia to roll out major elements of the TechnologyOne Ci Anywhere solution to fully integrate and connect information from core areas of the organisation. While the City traditionally used a number of specialised information technology systems, each operating in isolation or with limited integration, the 1System project is streamlining systems and creating one source of truth.

This year we achieved a major project milestone with the introduction of a request management module which will include a customer facing platform. Requests will be live on the City's website in August 2021 and enable customers to report issues or raise requests on any device at any time. It replaces the ReportIT application, which has now been retired.

The improvements and new features available in the Requests platform will support employees to deliver a high level of customer service and improve efficiency behind the scenes. On the customer side, Requests is an easier way to tell the City about an issue in the local area, request a service or information, or provide feedback. There are over 150 request types to choose, from bin collection problems to street tree requests and customers can attach a photo, document or pin the location of the issue on a map.

Next year we will focus on a property rating and compliance module and customer portal which will provide our customers with the ability to access all their City interactions in one place.

The digital transformation will see long-term benefits for the local community, with key business processes transformed and technology future-proofed.

Migration of applications and systems to the Cloud

This year we moved email storage from on-premise at the Civic Centre to Microsoft Azure as part of our project to provide secure access to employees wherever they are.

Microsoft 365 and Microsoft OneDrive were introduced to replace the desktop version of Microsoft 2016, enabling staff to access the suite of Microsoft Office products and their documents via a web browser anytime, anywhere and in a secure manner through Multi Factor Authentication.

System upgrades

The major system upgrade undertaken this year was our 1System Enterprise Resource Planning system from version 2019B to 2020B. Other systems received minor upgrades throughout the year.

4.3.2 Continue to build a high performance leadership culture to deliver community priorities

CORPORATE BUSINESS PLAN

The Corporate Business Plan (CBP) 2020-2024 outlines the focus of the City over 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.

STRATEGIC COMMUNITY PLAN

The ten year Strategic Community Plan (SCP) sets out the vision and direction of the City which is informed by community views and aspirations.

Through the four themes of community, economy, environment and leadership, the Council develops the strategies that will guide the next level of business planning and priorities. The SCP underwent a minor review in 2019. In 2020/21 we commenced a major review with stakeholder and community engagement from 15 February to 15 March to ensure that the aspirations and priorities set out in the SCP are still relevant.

This feedback informed the preparation of the draft Strategic Community Plan which is scheduled to be presented to Council in late 2021.

ANNUAL REPORT

The 2019/20 Annual Report was endorsed by Council in February 2020 at the Electors' General Meeting.

The theme of the report was 'supporting our community', to reflect the City's responsibility and commitment to maintain its ongoing community services 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.

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.

In 2019/20 the presentation of the Annual Report to Council and members of the public at the Electors' General Meeting was rescheduled twice due to COVID-19 pandemic.

ANNUAL BUDGET

Council adopted the 2020/21 Annual Budget on 7 July 2020. In framing the Annual Budget, 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. Continuity of quality service to the community remained a priority. Conscious of community expectations in relation to household budgets, Council resolved to adopt a -1% (average) rate reduction. Acknowledging that COVID-19 will impact our community and ratepayers, Council also adopted measures contained in the City of South Perth Local Community Response and Relief Package as part of the Budget. Policy P697 Financial Hardship Assistance remained in place.

LONG-TERM FINANCIAL PLAN

The 2020-2030 Long-Term Financial Plan was developed taking into account outcomes from a workshop held with Elected Members in August 2020. The workshop considered Council's strategies and objectives in determining long-term financial priorities. Long-term financial planning is a key element of the Integrated Planning and Reporting Framework developed to map and ensure the financial sustainability of the City. The ten-year rolling forecast informs the Corporate Business Plan to activating Strategic Community Plan priorities.

WORKFORCE PLAN

Work on the City's Workforce Plan 2018-2022 actions included leadership training, cultural awareness training, annual employee code of conduct training, succession planning initiatives, increasing capabilities within the areas of performance management and managing poor performance, equal employment opportunity refresher training as well as health and wellbeing programs. Year four actions were reviewed and are to be developed and implemented over the course of the coming year before becoming business as usual activities.

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 in the Audit Register. The ARGC has oversight of progress in relation to completing and then closing audit findings once improvements have been implemented. Closed items in the Audit Register are reviewed by the City's Internal Auditor to ensure improvements have been implemented. 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 Corporate Services Directorate 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. This year, the City's internal auditor finalised the audit of trust fund and reserves, customer services, leisure services, library services and building license applications. At each ARGC meeting, up to date audit registers and progress reports were presented to the committee.

External Audit Program

The final audit was completed and an Unqualified Audit Report was issued on 3 December 2020. Council adopted the Annual Financial Report including the Audit Report on 15 December 2020. The Annual Financial Report was presented to the Electors' General Meeting as part of the Annual Report on Monday 22 February 2021. This was later than usual as a result of late and retrospective amendments to the Local Government (Financial Management) Regulations 1996 that were gazetted on 6 November 2020 which presented challenges to the City and WA Auditor General. Additional preparation and audit work was required and it was challenging to schedule the later than usual Audit Risk and Governance Committee meeting due to availability of the WA Auditor General.

Regardless of the delays the City still complied with the legislative framework ensuring timely, accurate and accountable reporting providing the community with an open and accountable insight into how the City performed against the adopted Annual Budget, the short-term plan informed by the City's Strategic Community Plan 2020-2030.

LIBRARY PLAN

Research is underway to inform a five year Library Plan. The Library Plan will provide direction in library programs and services and ensure that library literacy and lifelong learning outcomes align to the City's strategic objectives. We will continue to develop the plan in 2021/22.

WORK HEALTH AND SAFETY MANAGEMENT

The City is proud to have maintained its status as a Gold Recognised Healthy Workplace in recognition of our commitment to improving the health and wellbeing of employees. 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.

This year we focused on the Contractor Occupational Health and Safety Management Project with key documents ready to be incorporated into the City's procurement processes. We continued to develop and implement our improved workplace and leadership inspection processes.

Human resources and occupational safety and health response

The City continued to respond to changes to human resources and work health and safety brought about by the global health pandemic. During three lockdowns, the City responded by communicating with the workforce immediately and looked to move employees to work from home where possible. Employees who were required to work onsite were supported to do so and provided the appropriate personal protective equipment to effectively carry out their work safely.

We continued to monitor and implement State and Federal directions. These included working from home arrangements, spot audits on employee's home workstation set up, daily and direct employee welfare checks for those unwell or seeking to be tested. Regular Employee Alerts were communicated to all employees covering a range of topics including maintaining physical distancing, wearing of masks, personal and general hygiene, travel restrictions, COVID-19 testing and vaccination centres, and access to mental health services, as well as pandemic information updates on the intranet. A dedicated Employee COVID-19 Hub was launched capturing additional resources to support the workforce during these challenging times.

PURCHASING, PROCUREMENT AND TENDERING

Purchasing is conducted in compliance with the requirements of the *Local Government Act 1995*, the Local Government (Functions and General) Regulations 1996, the City's Purchasing Policy, internal process and the City's Code of Conduct. The City manages procurement via a number of systems and a competitive quotations and tender process ensures value for money is achieved.

Quotations are required for all purchases with a value up to \$250,000. Quotations ranging between \$50,000 up to \$250,000 are undertaken as a robust formal Request for Quotation (RFQ) process, which closely resembles the City's tender process. 16 RFQs were undertaken during the 2020/21 financial year.

The purchase of goods and services for more than \$250,000 requires a public tender. In 2020/21 the City advertised 11 tenders including Provision of Waterbird Refuge, South Perth Foreshore (\$1,322,924 ex GST), Provision of Electrical Services (estimated value over five years, \$1,450,000 ex GST)) and Provision of Tree Pruning, Stump Grinding and Tree Removal within the Streets and Amenity Areas of the City of South Perth (estimated value over five years of \$6,127,273 ex GST).



COLLIER PARK VILLAGE LEGISLATIVE COMPLIANCE

The City was compliant in all aspects of financial reporting including presentation of first quarter operating and reserve financial statements to Collier Park Village residents in October 2020.

An Annual Resident Meeting was held to discuss matters relating to the presentation of the previous year's financial statements and auditor's report with City Finance Officers attending. A special resolution held under the Retirement Village Legislation guidelines formalised the decision to opt out of the requirement to provide an auditor's statement for the financial period 2021/22.

COVID-19 EMERGENCY RESPONSE

The City moved into recovery mode in July 2020 with the establishment of a COVID-19 recovery working group which met on a fortnightly basis. A review of the City's Business Continuity Plans was undertaken and regular COVID-19 response team meetings were held throughout the year at appropriate times. A pandemic desktop exercise was held in January to determine the level of the City's preparedness to the situation.

A state-wide 5 day lockdown was declared on 31 January which extended to 14 February during which time the City's COVID-19 Action Plan was initiated. COVID-19 team meetings were held daily during lockdown.

Financial Hardship Policy

We continued to manage the financial hardship policy and register put in place last year to assist members of our community directly impacted by COVID-19 and other factors. Applications for Financial Hardship Assistance are assessed based on individual circumstances and the criteria laid down by the City's Financial Hardship Policy. The City approved 13 out of 20 applications received.

Human resources and occupational safety and health response

We continued to respond to changes to human resources and health brought about by COVID-19.

During lockdowns the City responded quickly by enabling employees to work from home wherever possible. Employees who were required to work onsite were supported to do so and provided masks and the appropriate equipment to work safely.

The City communicated regularly with employees through Employee Safety Alerts. Updates included reminders to physically distance and wear masks, information on hygiene, travel restrictions and where to access mental health services. The employee intranet was kept up to date with the latest COVID-19 advice from the State Government.

CUSTOMER SERVICE DELIVERY

The City provides a high level of customer service to our community. This year we responded to 76,442 customer enquiries. More customer service statistics can be found in the Engaging with our Community section of this report on pages 52-61.

Customer service charter

Our Customer Service Charter defines how we work with our customers daily. It sets the commitment and standard of service our customers can expect. During 2020/21, the City commenced a process to develop a new Customer Service Charter. A number of workshops were held with employees and a consultant was engaged to assist in creating a values and principle based Charter. We look forward to launching our improved Customer Service Charter in the new financial year.

Customer service response to COVID

The customer service area was required to close during the COVID-19 lockdowns. The Customer Service team moved to a new system which allowed them to respond to phone calls and emails remotely to continue to provide customer service for our community.

4.3.3 Maximise and diversify non-rate income

GRANT FUNDING

The City seeks external grant funding opportunities where appropriate. During 2020/21 the City submitted applications for \$6,769,102 million of funding and was successful in securing \$25,263,569 million of grants. This includes a \$20 million grant for the Recreation and Aquatic Facility project. Grants awaiting outcome in 2021/22 total \$728,906.

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.

FUNDING BODY	FUNDING PROGRAM	PROJECT/EVENT	GRANT AMOUNT (EX GST)
Australian Football League	Australian Football Facilities Fund	Bill Grayden Floodlighting Project	\$33,000
Children's Book Council of WA	Book Week 2021	Children's Book Week - author talks and workshops	\$1,500
Children's Book Council of WA	Book Week 2020	Children's Book Week - author talks and workshops	\$1,100
Department of Biodiversity Conservation and Attractions	Riverbank Funding	Mount Henry Spit monitoring and maintenance	\$41,062
		Coode St Node 2 - River edge renewal	\$600,000
		Milyu South foreshore revegetation	\$11,100
Department of Communities	Youth Week WA Grants Programs 2020	City of South Perth Youth Week 2021	\$1,500
	Election Commitment Grants 2020/21	South Perth Bridge Club Toilet Refurbishment	\$63,000
Department of Health (WA)	Contiguous Local Authorities Group (CLAG) funding scheme	Mosquito treatment - Swan and Canning Rivers CLAG	\$6,952.50
Department of Health (Federal)	Female Facilities and Water Safety Stream	Recreation and Aquatic Facility (RAF)	\$20,000,000
Department of Infrastructure, Transport, Regional Development and Communications	Local Roads and Community Infrastructure Program - Phase One	Thelma St Bicycle Path	\$70,000
		Morris Mundy Reserve Sport Court	\$90,000
		Stage 2 Karawara Greenways CCTV	\$140,516



FUNDING BODY	FUNDING PROGRAM	PROJECT/EVENT	GRANT AMOUNT (EX GST)
Department of Infrastructure, Transport, Regional Development and Communications	Local Roads and Community Infrastructure Program - Phase Two	Waterford Triangle - ROW Construction	\$660,998
		McDougall Lake - Water Sensitive Urban Design	\$600,000
		Mends St Fibre Optic Cable Installation	\$90,000
	Roads to Recovery Program 2019-2024	Throssell St, Thelma St to Ryrie Ave, Como WA - Rehabilitation	\$59,212
		Bruce St and Saunders St intersection, Como WA - Rehabilitation	\$29,649
		Dyson St and View St roundabout, Kensington WA - Rehabilitation	\$63,004
		Unwin Cres, Welwyn Ave to Sulman Ave, Salter Point WA - Rehabilitation	\$63,457
		Ryrie Ave, Throssell St to Murray St, Como WA - Rehabilitation	\$47,092
		Ray St - Darley St to Cul-De-Sac	\$31,250
		Darley St - Mill Point Rd to Ray St	\$31,250
		Gwenyfred Rd - George St to Rathay St	\$90,000
		Thelma St - Labouchere Rd to Melville Pde	\$125,000
	CSRFF Annual Grants	Manning Bowling Club - UAT and Toilet Upgrade	\$164,407
		Como Bowling Club - UAT and Toilet Upgrade	\$122,766
Department of Planning, Lands and Heritage	Community Heritage Grants Stream	Local History Mobile App	\$20,000
Department of Transport	Safe Active Street (SAS) Program	Safe Active Street - Davilak Cres and Godwin Ave - Feasibility Study and Concept Design	\$25,000
	WABN Perth Bicycle Network Stream	Davilak Cres to Curtin University	\$50,000
Good Things Foundation	Building Digital Skills - Round 21	Click: Be Connected - Improving Course Accessibility	\$5,000

FUNDING BODY	FUNDING PROGRAM	PROJECT/EVENT	GRANT AMOUNT (EX GST)
Main Roads WA	2020/21 MRRG Rehabilitation Program	Coode St - 100m north of Walters St to South Tce	\$154,866.67
		Clydesdale St - Manning Rd to Paterson St	\$89,266.67
		Manning Rd east bound - 20m west Welwyn Ave intersection to intersection	\$62,266.67
		South Tce - Labouchere Rd (inc intersection) to Strickland St	\$179,000
		Angelo Street - Forrest St to Onslow St	\$161,000
	State Blackspot Project (67%) Grants	Intersection of Axford St and Brittain St. Construct roundabout and upgrade street lighting to AS1158	\$233,333
	2021/22 MRRG Rehabilitation Program	Barker Ave - Canning Hwy to 70m east of Brittain St	\$142,379
		George St - Douglas Ave to Dyson St	\$209,537
		Jackson Rd - Kent St to Walanna Dr	\$42,701
		Mill Point Rd - Douglas Ave to Coode St	\$260,539
		South Tce - Melville Pde to Labouchere Rd	\$83,027
National Australia Day Council	Australia Day Branding Program	Australia Day Event 2021	\$1,000
Perth NRM	Swan Canning River Recovery Project - Stage Three	Restoration of Elderfield Drain and Sandon Park	\$120,000
Public Transport Authority	Bus Shelter Subsidy Program (BSSP)	Installation of five bus shelters at various sites under the BSSP with 50/50 funding	\$23,503
		Installation of 11 bus shelters at various sites under the BSSP with 100% funding	\$103,826
WALGA	Urban Tree Canopy	Trees for the future of South Perth	\$59,508.80

MEASURES OF SUCCESS

4.1 ENGAGED COMMUNITY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
4.1.2	Partnership agreement actions	The ratio of the number of actions successfully completed relative to the number of actions planned within the City's Partnership Agreements (completed/planned)	Maintain ratio of 80% annual planned action items	Target 80%	Achieved
				Result 100%	
	Reconciliation Action Plan implementation ratio	The ratio of the number of actions successfully implemented relative to the number of actions planned within the City's Reconciliation Action Plan (completed/planned)	Maintain ratio of 80% annual planned implementation action items	Target 80%	Achieved
				Result 100%	
	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 99.95%	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 satisfaction survey	Maintain annual satisfaction rate above 80%	Target 80%	Achieved
				Result 100%	
	Partnership management	The number of committee meetings attended or hosted by the City within the Inner City Group	Participate at a minimum of two committee meetings per quarter (eight per year)	Target 8	Achieved
				Result 17	
	Partnership satisfaction	The number of our key stakeholder partners that respond they are satisfied with their relationship and interaction with the City	Maintain partnership satisfaction rate above 80%	Target 80%	Achieved
				Result 100%	
	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 25	

MEASURES OF SUCCESS

4.2 ADVOCACY					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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 13	

4.3 GOOD GOVERNANCE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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 Framework (IPRF)	Achieve 100% compliance with the IPRF 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 3 days from the meeting date	Achieve 100% compliance with Council meeting minute availability	Target 100%	Achieved
				Result 100%	
	Council meeting agenda availability	The number of meeting agendas that are available 72 hours prior to a meeting	Achieve 100% compliance with meeting agenda availability	Target 100%	Achieved
				Result 100%	



MEASURES OF SUCCESS

4.3 GOOD GOVERNANCE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	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% Result 92.6%	Achieved
	Current ratio	The ratio of current assets minus restricted assets relative to current liabilities minus liabilities associated with restricted assets (current assets/current liabilities)	Maintain benchmark standard of ratio greater than 1.0	Target 1.0 Result 0.86	Not achieved
	Customer call centre service satisfaction rate	The number of people who respond that they are satisfied with the customer service provided by the City's call centre	Maintain customer satisfaction rate above 80%	Target 80% Result 92.5%	Achieved
	Financial Health Indicator annual result	The Financial Health Indicator (FHI) annual result is calculated from the seven financial ratios that are required by WA Local Government regulation	Maintain a Financial Health Indicator (FHI) result of 70 or above per annum	Target 70% Result 71%	Achieved
	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% Result 89.5%	Achieved
	Internal audit completion	The number of internal audits completed relative to the number of audits planned in the Strategic Internal Audit Plan (SIAP) (complete/planned)	Maintain completion rate above 75%	Target 75% Result 50%	Not achieved 5 out of 10 planned audits completed
	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 Result 2	Achieved

MEASURES OF SUCCESS

4.3 GOOD GOVERNANCE					
Strategic Link	Operational KPI	KPI Description	Performance Measure	2020/21	Result Outcome
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 Result 2	Achieved
	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% Result 100%	Achieved
	Revenue other than rates	The amount of revenue obtained from grants, fees, charges and other revenue relative to the amount of revenue generated from rates (revenue other than rates/total revenue)	Maintain annual revenue other than rates greater than 25% of total annual revenue	Target 25% Result 35%	Achieved



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GLOSSARY

Black Swan Habitat
A project undertaken by the City in 2020/21 to enhance the foreshore reserve, create habitat for native waterbirds and protect the riverbank from erosion, while providing a retreat for bird watching, breeding, ecology, and learning.

Central Metropolitan Joint Development Assessment Panel (JDAP)
Consists of five panel members, three specialist members and two local government councillors. The DAP determines development applications that meet set type and value thresholds as if it were the responsible authority under the local planning scheme.

Compliance Audit
Annual audit focusing on high risk compliance areas.

Corporate Business Plan
The City’s four year project and service delivery plan. It is aligned to the City’s Strategic Community Plan, translating the strategic direction at an operational level.

Executive Management Team (EMT)
Comprising the Chief Executive Officer, Director Corporate Services, Director Infrastructure Services and Director Development and Community Services, the EMT provides strategic direction to City and Council.

Ferry Tram
A 120 year old tram that has been restored and returned to its original home in South Perth.

Freedom of Information
The *Freedom of Information Act 1992* provides a general right of access to documents held by the City.

Full Time Equivalent (FTE)
One FTE position represents 38 hours per week and may be made up of one or more staff.

Governance Framework
Ensures our compliance with all relevant legislation and the pursuit of best practice as a democratic local government.

Integrated Planning and Reporting Framework (IPR)
A local government framework for establishing local priorities linking this information to operational functions.

Integrated Transport Plan (ITP)
The City’s Integrated Transport Plan (ITP) will help facilitate a connected and accessible local transport network.

Intellibus®
A fully automated, electric shuttle bus on trial in South Perth. A joint partnership with RAC, WA State Government and the City.

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

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

Local Heritage Inventory
Identifies buildings and places within the City that are worthy of recognition for their heritage significance.

Local Planning Strategy (LPS)
The Local Planning Strategy will guide the growth of the City over the next 10-15 years. It sets out a framework for the preparation of a new local planning scheme to replace Town Planning Scheme 6.

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

Lost time injuries
The number of instances where one day/shift or more was lost in the financial year per 100 employees.

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

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

GLOSSARY

Perth and Peel@3.5 million

The State Government’s suite of land use planning and infrastructure frameworks.

Recreation and Aquatic Facility (RAF)

A world class health, wellness, fitness, recreation and education hub planned to be built at Collier Park Golf Course.

Rivers Regional Council (RRC)

The Rivers Regional Council has responsibility for planning long-term waste management strategy, identifying issues associated with waste management and lobbying on behalf of the seven member Councils (Cities of Armadale, Gosnells, Mandurah, South Perth and the Shires of Murray, Serpentine Jarrahdale and Waroona).

South Perth Activity Centre Plan

Sets out the long-term strategic vision and the statutory planning requirements for development in the area that stretches from the tip of South Perth Peninsula to Richardson Park and the Zoo over the next 10 years.

South Perth Station Precinct

It is hoped that the state government will construct a South Perth railway station at Richardson Street to service Perth Zoo, local businesses and residents. The South Perth Station Precinct is to be a vibrant, attractive business location featuring a rich choice of employment, public transport options, pedestrian friendly tree-lined streets, with reminders of South Perth’s heritage.

SPYN

The South Perth Youth Network (SPYN) is the City’s youth leadership team.

SPYWA

South Perth Young Writers Award.

Staff Headcount

Represents the actual number of employees directly employed by the City.

Strategic Community Plan (SCP)

The Strategic Community Plan 2020-2030 encapsulates our community’s vision for the future and in response outlines the Council’s strategic directions and priorities for the next 10-year period to deliver on this vision.

Strategic Directions

Community priorities and aspirations have been grouped into four broad categories to form the four strategic directions for the Strategic Community Plan 2020-2030, Community, Economy, Environment (built and natural) and Leadership.

Swan River Trust

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

Thriving Neighbourhoods

Thriving Neighbourhoods is about planning for our City’s future. It brings together Local Planning Scheme 7, the Economic Development Plan and Integrated Transport Plan.

Town Planning Scheme

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

State Underground Power Program (SUPP)

A State Government initiative administered by Energy Australia. Local governments can nominate areas to be converted to underground power. Each nomination is assessed against social, economic and technical criteria by the SUPP Steering Committee.

Values

The City’s values were redefined in April 2018 as Respectful, Supportive, Unified, Accountable.

Western Australian Local Government Association (WALGA)

WALGA is the peak industry body that advocates on behalf of the State’s 130 Local Governments and negotiates service agreements for the sector.

Western Australian Planning Commission (WAPC)

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

Your Say South Perth

The City’s online engagement website.

We hope you enjoyed reading our Annual Report for 2020/21 and invite you to provide feedback by emailing enquiries@southperth.wa.gov.au

The Annual Financial Report is supplied as a separate document.



USEFUL CONTACTS

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South Perth WA 6151

Fax 9474 2425

enquiries@southperth.wa.gov.au

southperth.wa.gov.au

Recycling Centre

9474 0970

Hayman Rd & Thelma St, Como
enquiries@southperth.wa.gov.au

Animal Care Facility

9474 0777

199 Thelma St, Como

Ferry Tram

9474 0777

Windsor Park, Cnr Mends St &
Mill Point Rd, South Perth
enquiries@southperth.wa.gov.au

George Burnett Leisure Centre

9474 0855

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leisurecentre@southperth.wa.gov.au

South Perth Library

9474 0800

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Manning Library

9474 0822

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spsc@bigpond.com

Manning Senior Citizens

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Collier Park Golf Course

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Collier Park Village

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