

# ATTACHMENTS

## Audit, Risk and Governance Committee Meeting

14 June 2022

# ATTACHMENTS TO AGENDA ITEMS

Audit, Risk and Governance Committee Meeting - 14 June 2022

## Contents

### **7.2 2021/22 CORPORATE BUSINESS PLAN 3RD QUARTER UPDATE**

Attachment (a): 2021/2022 CBP Progress Report - 3rd Quarter Update 3

Attachment (b): 2021/2022 CBP Measures of Success - KPI Report - 3rd Quarter Update  
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### **7.3 BUSHFIRE RISK MANAGEMENT PLAN 2022-2027**

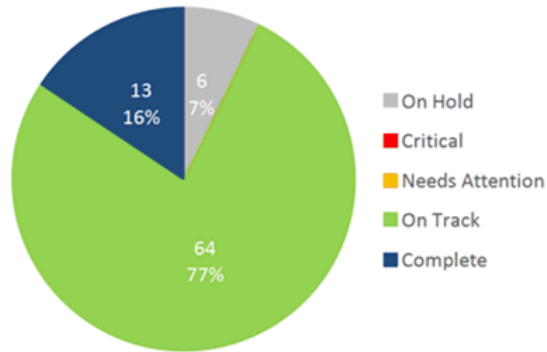
Attachment (a): Bushfire Risk Management Plan 2022-2027 49



# CORPORATE BUSINESS PLAN | COUNCIL REPORT

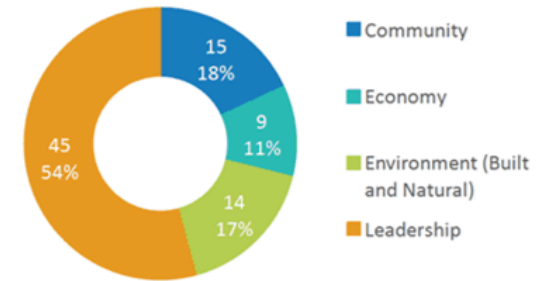
## Corporate Actions that we will deliver over 2021 / 2022 | Q3 Dashboard | Jan to Mar 2022

### STATUS SNAPSHOT

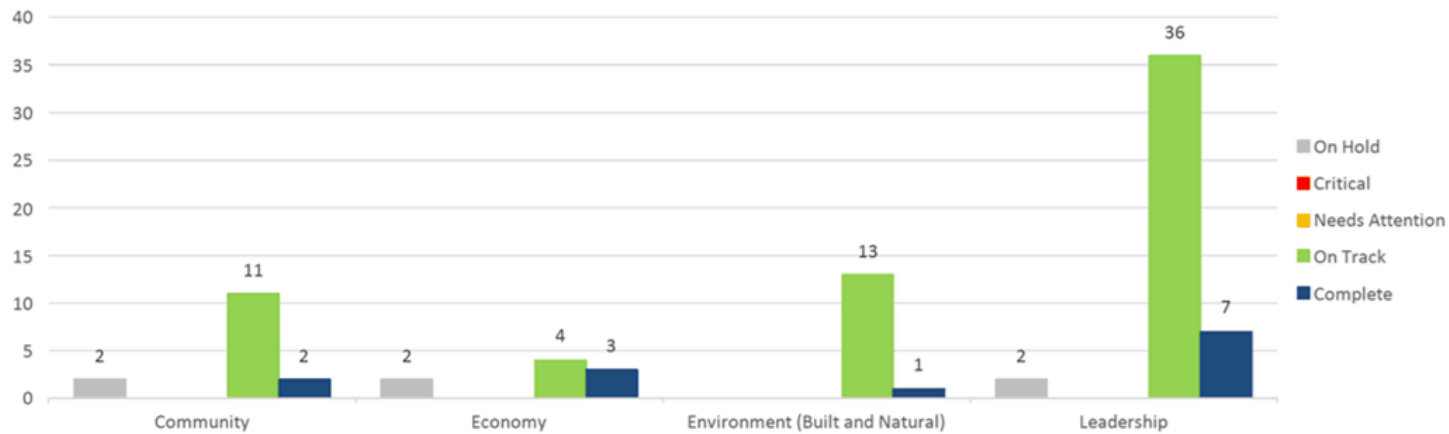


**83**  
**Corporate**  
**Project /**  
**Activities**  
**in Total**

### STRATEGIC DIRECTION SNAPSHOT



### STATUS TRACKING BY STRATEGIC DIRECTION



# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
1	Community	1.1 Culture and community	1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities	<b>COVID-19 Community Recovery Initiatives</b>	Ongoing	On Track	75 %	Implement, monitor and review the City's COVID-19 community recovery initiatives.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City continued to offer 'Local Community Response and Relief' to eligible applicants in response to the COVID-19 pandemic. This local-level assistance is provided alongside the relief plans already committed by the State and Federal Government.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The City continues to follow the State Government COVID-19 community recovery guidelines</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City has established a Local Community Response and Relief Package to provide immediate and ongoing support to our residents and businesses who may need it to assist with recovery from the COVID-19 pandemic. The package includes a number of initiatives and support measures including a Financial Hardship Assistance Policy to directly assist those impacted by the economic impact of the pandemic.</p>	
2	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	<b>Cultural Plan</b>	2019-23	On Track	75 %	Implement, monitor and evaluate the Cultural Plan.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City continued to implement its Cultural Plan actions during the quarter. Outcomes included community events, civic projects, and public art projects.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Continued implementation of Cultural Plan through the following actions; Delivery of community and cultural projects and events; promotion of community funding programs; cultural partnerships with local community groups; ongoing planning for FRINGE World Festival 2022; and public arts collection.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Continued implementation of Cultural Plan through the following actions; Delivery of community and cultural projects and events; promotion of community funding programs; cultural partnerships with local community groups; ongoing planning for FRINGE World Festival 2022; and public arts collection.</p>	
3	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	<b>Disability Access and Inclusion Plan (DAIP)</b>	2017-21	On Track	75 %	Develop a new Access and Inclusion Plan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Internal consultation has commenced for the development of a new access and inclusion plan, which is aimed to provide support for people with disabilities; people from diverse backgrounds; and people who are disadvantaged in the community.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Planning has commenced reviewing the City's Disability Access and Inclusion Plan. The revised plan will be an Access and Inclusion Plan (AIP) to widen the scope of the outcomes to optimise access for all people across the City e.g. the revised plan will also make provision for people from Culturally and Linguistically Diverse (CaLD) backgrounds etc.</p>	

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									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City's DAIP is overseen by the City will support from its Inclusive Community Advisory Group (ICAG). An ICAG meeting was held during the period. The City also undertook expressions of interest for nominations for the ICAG, which will recommence following the upcoming local government elections.</p> <p>Planning has also started on the development of the City's new Access and Inclusion Plan 2022-2027.</p>	
4	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	<b>George Burnett Leisure Centre (GBLC) Precinct Master Plan</b>	June 2022	On Hold	95 %	Implement, monitor and review the Masterplan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The GBLC Masterplan project is currently on hold until a decision is made on the associated Recreation Aquatic Facility (RAF) project.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The George Burnett Leisure Centre (GBLC) Master Plan project is currently on hold until a decision is made on the associated Recreation Aquatic Facility (RAF) project.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The George Burnett Leisure Centre (GBLC) Master Plan project is currently on hold until a decision is made on the associated Recreation Aquatic Facility (RAF) project.</p>	
5	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	<b>Sports Oval Floodlight Plan</b>	2018-23	Complete	100 %	Implement, monitor and evaluate the City's Sports Oval Floodlight Plan.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Challenger Floodlight Project - completed Bill Grayden Project - completed</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Challenger Reserve Sports Oval Floodlighting Upgrade Project - this project is now completed.</p> <p>Bill Grayden Reserve Sports Oval Floodlighting Upgrade Project - this project is 50% completed.</p> <p>James Miller Oval Sports Oval Floodlighting Upgrade Project - CSRFF funding application submitted to the Department for this project and the outcome is expected in November 2021.</p>	
6	Community	1.1 Culture and community	1.1.5 Foster volunteerism to build social capital in the community	<b>Volunteer Programs (Community, Culture and Recreation)</b>	Ongoing	On Track	75 %	Identify volunteering opportunities within the City. Support community to acknowledge and celebrate local volunteers. Ongoing monitoring and review of volunteer programs.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City continued to provide support to its local volunteers, including volunteers who assist at community events, programs and services. Support also continued for the City's young volunteers through interactions with the South Perth Youth Network (SPYN).</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The City continues to support and celebrate volunteering in the City. Volunteer of the year event completed in December.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Volunteer of the Year, Australia Day, food relief and South Perth Youth Network (SPYN) volunteer programs continue.</p>	



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7	Community	1.1 Culture and community	1.1.5 Foster volunteerism to build social capital in the community	<b>Volunteer Programs (Libraries)</b>	Ongoing	On Track	75 %	Identify volunteering opportunities within the City. Support community to acknowledge and celebrate local volunteers. Ongoing monitoring and review of volunteer programs	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City's Libraries and Old Mill had 68 active volunteers completing 276 hours of service. These included :</p> <p>Justice of the Peace – 12 volunteers ESL (English as a second language) – 7 volunteers Shelving- 18 volunteers HRS (Home Reader service)- 14 active volunteers Old Mill- 17 volunteers</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The City's Libraries and Old Mill had 77 Active volunteers completing 835 hours of service.</p> <p>ESL (English as a Second Language) Volunteers = 7 Home Reader Services Volunteers = 14 Shelving Volunteers = 23 Old Mill Volunteers = 21 Justice of the Peace = 12</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City's Libraries and Old Mill had 73 Active volunteers completing 358 hours of service.</p> <p>ESL (English as a Second Language) Volunteers = 5 Get Job Ready Volunteers = 5 Home Reader Services Volunteers = 15 Shelving Volunteers = 27 Old Mill Volunteers = 21</p>	
8	Community	1.2 Community infrastructure	1.2.1 Plan, develop and facilitate community infrastructure to respond to changing community needs and priorities	<b>Community Recreation Facilities Plan</b>	2019-33	On Track	75 %	Implement, monitor and evaluate the Community Recreation Facilities Plan.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Play Space Plan - plan has been completed. Hensman Park Precinct Master Plan - project has commenced. Consultant has been appointed. Challenger Reserve Master Plan - draft masterplan presented to Council briefing workshop in February 2022. Feedback from Councillors was incorporated into the final Masterplan. Implementation of the Masterplan will be subject to future Council approval of individual projects listed in the Masterplan. Manning Bowling Club toilets upgrade - progressing Como Bowling Club toilets upgrade - progressing South Perth Bridge Club UAT upgrade – progressing</p>	

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									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Play Space Plan - draft plan being developed.</p> <p>Hensman Park Precinct Master Plan - project is currently under review as part of the City's review of its community facility master planning project priorities.</p> <p>Challenger Master Plan - draft completed and being presented to Council briefing workshop in February 2022.</p> <p>Manning Bowling Club toilets upgrade - on track</p> <p>Como Bowling Club toilets upgrade - on track</p> <p>South Perth Bridge Club UAT upgrade - on track</p> <p>Manning Rippers Awning - completed</p> <p>Floodlight Projects- completed</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Play Space Plan - this project is currently on hold and is anticipated to resume in November 2021. The rationale is the City's executive team is participating in a project planning workshop in October 2021 to discuss and prioritise resourcing for City projects.</p> <p>Hensman Park Precinct Master Plan - this project is currently on hold and is anticipated to resume in November 2021. The rationale is the City's executive team is participating in a project planning workshop in October 2021 to discuss and prioritise resourcing for City projects.</p> <p>Challenger Master Plan - reduced scale master plan awaiting design from consultant</p> <p>Manning Bowling Club toilets upgrade - on track</p> <p>Como Bowling Club toilets upgrade - on track</p> <p>South Perth Bridge Club UAT upgrade - on track</p> <p>Manning Rippers Awning - on track</p>	
9	Community	1.2 Community infrastructure	1.2.1 Plan, develop and facilitate community infrastructure to respond to changing community needs and priorities	<b>Underground Power Program</b>	Ongoing	On Track	75 %	Implement the Underground Power program for Manning and Collier wards.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Collier and Manning UGP projects are tracking well. Collier is 100% complete, with some minor reinstatement works to occur. While Manning is 33% complete. Manning is expected to be completed in August 2022.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Collier and Manning UGP projects are tracking well. Collier is 90% asset completion, while Manning is 6%. More drilling rigs are being deployed in Manning to accelerate the program.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Collier &amp; Manning UGP program on track.</p> <p>Collier's zone 1 is scheduled to be completed in Q2.</p> <p>Manning UGP project has commenced.</p>	



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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
10	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	<b>10 Year Capital Program</b>	Annual (Q3)	Complete	100 %	Inclusion of developed projects into the Forward Works program Development of an effective 5 + 5 Year Forward Works program for the City"	<p><b>QTR 3   Jan to Mar 2022</b> Projects have been identified for the 5 + 5 years in the LTFP.</p> <p><b>QTR 2   Oct to Dec 2021</b> Have identified 95% of identified projects for the 5 + 5 Year LTFP. Communications had commenced with other Business Units prior to Christmas.</p> <p><b>QTR 1   Jul to Sep 2021</b> Currently gathering figures from Strategic Asset Management System (SAMS) to include in the Long Term Financial Plan (LTFP)</p>	
11	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	<b>Capital Projects Delivery</b>	Ongoing	On Track	62 %	Deliver the Capital Works Program in relation to the renewal and upgrade of buildings, roads, drainage, footpaths, parks, etc.	<p><b>QTR 3   Jan to Mar 2022</b> 62% of tasks were completed at the end of the third quarter. Project schedule and tasks have been adjusted as an outcome from the mid year budget review.</p> <p><b>QTR 2   Oct to Dec 2021</b> 39% of tasks were completed at the end of the second quarter. Projects have now been updated to reflect changes in programming and capital budget spend has been adjusted in the budget review.</p> <p><b>QTR 1   Jul to Sep 2021</b> Strong start to the financial year with the first quarter being 26% completed on schedule.</p>	
12	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	<b>Property Management</b>	Ongoing	On Track	75 %	Develop and capitalise on the City's land holdings.	<p><b>QTR 3   Jan to Mar 2022</b> A Property Committee meeting is scheduled to be held 10 May 2022 where the Committee will consider property related matters.</p> <p><b>QTR 2   Oct to Dec 2021</b> A Property Committee meeting was held 9 November 2021 where licence and lease agreements were considered for Hollywood Functional Rehabilitation Clinic, South Perth Bridge Club, Hensman Street Pre-School, South Perth Toy Library, SOCO Realty and South Perth Lawn Tennis Club.</p> <p><b>QTR 1   Jul to Sep 2021</b> A Property Committee meeting is scheduled to be held 9 November 2021 where members will consider property related matters.</p>	
13	Community	1.2 Community infrastructure	1.2.3 Plan for and promote the development of recreation and aquatic facilities to service City of South Perth needs	<b>Recreation and Aquatic Facility (RAF)</b>	Ongoing	On Hold	75 %	Progress concept, schematic and detailed design of the Recreation and Aquatic Facility (RAF)	<p><b>QTR 3   Jan to Mar 2022</b> Commencement of the project to design and delivery is on hold until State Funding confirmed and subsequent Council approval gained. This FY21 will continue with the following project items whilst State Funding is determined; Stage 1 Operator Tender Process, Land Tenure and/or Management Order works, Redbacks Business Case Options vs Original RAF Business Case, and Project Management engagement / Federal Milestone Reporting.</p>	<input checked="" type="checkbox"/>

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									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Design commencement is on hold until State Funding commitment confirmed - potentially in May 2022. The RAF Project Management Consultancy has been out to the market for tender, evaluation completed and awaiting Council approval to execute the engagement of their services. This engagement is linked (and will allow) the second Federal grant funding allocation of \$7M by 1st March 2022. RFQ's have been prepared for the Strategic Asset Advisory Consultant and the Consultant for Property Advisory - Land Tenure and Assets for the market, awaiting internal approval to issue.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Working through the Treasury Business Case with completion and submission for State funding to be submitted latest end of October 2021. Formal commitment to be requested by year end 2021. Complete binding agreements. If no funding forthcoming, will action determined exit strategy.</p> <p>Concept and Schematic Design is currently on hold pending Council Approval that is awaiting more formal confirmation of the position of the State Government regarding funding support.</p> <p>Tender documents and engagement of the Project Manager underway. Notification to Federal Government re the milestone for second funding drawdown (in December 2021) rescheduled to February 2021. Structured and completed preliminary contract documentation to engage the Operator, with the aim to bring on board prior to the commencement of Schematic Design or better Concept Design depending on the revised program to date and subject to Council approvals in December 2021.</p>	
14	Community	1.3 Community safety and health	1.3.1 Facilitate and foster a healthy, connected and safe community	<b>Community Safety and Crime Prevention Plan</b>	2019-21	On Track	75 %	Develop a new Community Safety and Crime Prevention Plan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City continued to implement a range of community safety and crime prevention initiatives during the period, as per its plan. The City also commenced the development of the new community safety and crime prevention plan.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The current Community Safety and Crime Prevention Plan has been reviewed and planning has commenced to renew the plan</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Expression of interest was advertised to join the Community Safety and Crime Prevention Group, which will recommence following the upcoming local government elections.</p> <p>The City also submitted a progress report to the Department of Infrastructure, Transport, Regional Development and Communications for its Speed Awareness Signage (SAS) project.</p> <p>Planning has also commenced for the Community Safety and Crime Prevention Plan 2022- 27.</p>	



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15	Community	1.3 Community safety and health	1.3.2 Develop and implement effective Emergency Management arrangements	<b>Emergency Management</b>	Ongoing	On Track	75 %	Assist with the coordination of the Local Emergency Management Committee in partnership with City of Canning	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Coordination of the Local Emergency Management Committee in partnership with City of Canning continued during the period. The City also continued with its planning to develop a Vulnerable People Plan.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The City continues to coordinate the Local Emergency Management Committee in partnership with City of Canning.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Local Emergency Management Meeting held 3 August 2021</p> <p>Vulnerable communities Plan as part of the City's Emergency Management documentation has commenced.</p> <p>Emergency Recovery and Storm Emergency Management training attended</p>	
16	Economy	2.1 Local business	2.1.1 Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City	<b>Economic Development Plan</b>	June 2022	Complete	100 %	Present outcomes of public consultation and recommendation to finalise documents. Council endorse EDP. Implement and monitor the plan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Complete.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Final Economic Development Plan draft approved at September 2021 OCM.</p>	<input checked="" type="checkbox"/>
17	Economy	2.1 Local business	2.1.2 Connect with the learning and innovation economy so that the City can stimulate relevant economic activities	<b>RAC Autonomous Vehicle Trial (Intellibus)</b>	June 2022	On Track	60 %	Update Memorandum Of Understanding (MOU) for Phase 3 Trial. Commence Phase 3 trials.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>City continues to authorise the continued operation of the Intellibus on the Phase One route along South Perth Esplanade for public and students.</p> <p>Trial Program disrupted due to COVID and not operational during February and March 2022</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>City continues to authorise the continued operation of the Intellibus on the Phase One route along South Perth Esplanade for public and students. Extended operating hours 4/12/2021 for Old Mill Christmas event. Closed over Christmas period.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>RAC Intellibus trials continuing with plans to progress to next phase still being considered.</p>	<input checked="" type="checkbox"/>
18	Economy	2.1 Local business	2.1.3 Facilitate economic development opportunities to enhance local business success	<b>Buy Local, Shop Local Program</b>	Ongoing	On Track	75 %	Maintain the Buy Local, Shop Local program, web page, and media. Continue to support and provide links to other relevant web sites promoting local business.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Ongoing delivery of Buy Local Shop Local campaign. Easter shopping campaign underway.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Ongoing delivery of the Buy Local Shop Local campaign.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Ongoing campaign, progressing across 2021/22.</p>	



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19	Economy	2.1 Local business	2.1.3 Facilitate economic development opportunities to enhance local business success	<b>Millers Pool Café Development</b>	2021/2022	On Hold	50 %	Deliver café at Millers Pool South Perth.	<p><b>QTR 3   Jan to Mar 2022</b> The City is still awaiting an outcome from the Department of Planning, Lands and Heritage.</p> <p><b>QTR 2   Oct to Dec 2021</b> The City's proposal for the ground lease and rent has been submitted to the Department of Planning, Lands and Heritage and is currently being considered by them.</p> <p><b>QTR 1   Jul to Sep 2021</b> A consultant has been engaged to assist with State Government negotiations to finalise the approval.</p>	
20	Economy	2.2 Activated places	2.2.1 Embrace and facilitate unique events and attractions around the City	<b>Australia Day Community Event</b>	Annual (26 Jan)	Complete	100 %	Deliver a modified Australia Day event, such as Citizenship Ceremony and presentation of awards.	<p><b>QTR 3   Jan to Mar 2022</b> The City's Australia Day community event has now been completed.</p> <p><b>QTR 2   Oct to Dec 2021</b> The City has commenced planning for its Australia Day Event, including the morning ceremony and essential services required for the evening fireworks (no Celebration Zone). Ongoing event liaison is occurring with the City of Perth, and Covid requirements are being monitored. Additional grant funding (\$30K) has been secured to support additional activities and materials for the morning ceremony.</p> <p><b>QTR 1   Jul to Sep 2021</b> The City has commenced planning for its Australia Day Event, including the morning ceremony and essential services required for the evening fireworks (no Celebration Zone). Ongoing event liaison is occurring with the City of Perth.</p>	
21	Economy	2.2 Activated places	2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses	<b>Canning Bridge - Activity Centre Plan (CBACP)</b>	Ongoing	On Track	75 %	Initiate major review with City of Melville to incorporate R-Codes Volume 2 and Design WA	<p><b>QTR 3   Jan to Mar 2022</b> CBACP ongoing monitoring being undertaken.</p> <p><b>QTR 2   Oct to Dec 2021</b> Officers continue to manage the ongoing implementation of the Canning Bridge Activity Centre Plan.</p> <p><b>QTR 1   Jul to Sep 2021</b> Officers continue to manage the ongoing implementation of the Canning Bridge Activity Centre Plan.</p>	☑
22	Economy	2.2 Activated places	2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses	<b>Neighbourhood Precinct Plans</b>	June 2022	On Track	50 %	Consider as part of Local Planning Scheme No 7. Prepare precinct based neighbourhood Plans.	<p><b>QTR 3   Jan to Mar 2022</b> Pending advertising and approval of LPS7.</p> <p><b>QTR 2   Oct to Dec 2021</b> Research for project plans continuing to understand the scope and appropriate planning instrument required under Local Planning Scheme 7 for each precinct.</p> <p><b>QTR 1   Jul to Sep 2021</b> Research for project plans is currently underway to understand the scope and appropriate planning instrument required under Local Planning Scheme 7 for each precinct.</p>	

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23	Economy	2.2 Activated places	2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses	South Perth - Activity Centre Plan (SPACP)	Ongoing	Complete	100 %	Endorsement of plan by WAPC. Implement and monitor the Plan	QTR 3   Jan to Mar 2022 Complete. QTR 2   Oct to Dec 2021 South Perth Activity Centre Plan approved by the Western Australian Planning Commission on 21 December 2021. Amendment 61 also approved by Minister for Planning. QTR 1   Jul to Sep 2021 Modifications to the Activity Centre Plan and supporting technical reports as directed by the Western Australian Planning Commission have been completed and the document resubmitted for final approval, which is anticipated to occur in late 2021.	<input checked="" type="checkbox"/>
24	Economy	2.2 Activated places	2.2.3 Reinforce the South Perth Peninsula as the City's primary activity centre by reinvigorating key assets and destinations	Connect South Project	June 2022	On Hold	25 %	Commence work on Mends Street and Mill Point Road intersection.	QTR 3   Jan to Mar 2022 Project deferred. QTR 2   Oct to Dec 2021 Project on hold due to the tender offer being significantly higher than the grant funding from MRWA. MRWA decided to take control of the project with the aim to start construction in August/September 2022 subject to contractors and funding availability. QTR 1   Jul to Sep 2021 Detail design completed. Project in tender phase, with construction due in Q3 of FY21/22.	<input checked="" type="checkbox"/>
25	Environment (Built and Natural)	3.1 Connected and accessible City	3.1.1 Facilitate a safe, efficient and reliable transport network	Pathways and Bike Plan	Ongoing	On Track	75 %	Review the funding model to inform changes to the Bike plan.	QTR 3   Jan to Mar 2022 Remaining on track QTR 2   Oct to Dec 2021 Projects for FY 22/23 identified for inclusion in Capital Works Program QTR 1   Jul to Sep 2021 Projects for FY22/23 identified for inclusion in Capital Works Program.	
26	Environment (Built and Natural)	3.1 Connected and accessible City	3.1.2 Develop and implement integrated transport and infrastructure plans	Integrated Transport, Access and Parking Plan	June 2022	Complete	100 %	Present to Council for consent to advertise. Present outcomes of public consultation and recommendation to finalise documents	QTR 3   Jan to Mar 2022 Complete. No further updates. QTR 2   Oct to Dec 2021 Complete. QTR 1   Jul to Sep 2021 Council endorsed the final Integrated Transport Plan at the September Ordinary Council Meeting.	
27	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	Local Planning Scheme No. 7	2021/2022	On Track	75 %	Present to Council for consent to advertise. Present outcomes of public consultation and recommendation to finalise documents	QTR 3   Jan to Mar 2022 Council endorsement to advertise received August 2021. LPS7 currently with DPLH for approval to advertise, anticipated June 2022. QTR 2   Oct to Dec 2021 LPS 7 currently with Department of Planning, Lands and Heritage for assessment and consent to advertise. QTR 1   Jul to Sep 2021 Council resolved to adopt Local Planning Scheme No.7 for advertising at the August 2021 Ordinary Meeting. A legal review has since been completed and the documents submitted to the Western Australian Planning Commission for consent to advertise.	



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## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
28	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	<b>Local Planning Strategy</b>	Ongoing	On Track	75 %	Implement and monitor Strategy.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Ongoing implementation and monitoring Strategy.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Officers continue to implement and monitor Local Planning Strategy. <input checked="" type="checkbox"/></p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Officers continue to implement the recommendations of the Local Planning Strategy. An Integrated Transport Plan was endorsed by Council in September, being a key action of the Strategy relating to Transport and Access.</p>	<input checked="" type="checkbox"/>
29	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	<b>Sustainable and Accessible Buildings</b>	Ongoing	On Track	75 %	Audit City buildings and install accessible ramps and toilets where required. Complete stage 1 solar renewable energy project	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Solar energy project (Civic Centre Admin, Civic Library/Hall, Manning Community centre and Operations Centre) is complete.</p> <p>3 Toilet projects (SP Bridge Club, Como Bowling and Manning Bowling Club) with installation of compliant universal access toilet are in progress. Improvement to Manning Tennis club to assist with sports wheelchair users under planning and awaiting contractor availability.</p> <p>Bldg &amp; Assets team met with CCR and contributed to the review and renewal of the City's Access and Inclusion plan.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Additional solar panels installed at Civic Centre Admin, Civic Centre Library &amp; Hall, Operations Centre and Manning Community Centre. Solar panels are fully functional as of 25 January 2022.</p> <p>Retrofitting of Universal Access Toilet (UAT) to South Perth Bridge Club scheduled to commence construction in February to April 2022.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>McDougall Kindy was installed with accessible ramp last August.</p> <p>Accessible/ Ambulant toilets designed and planned for Como Bowling Club, Manning Bowling &amp; South Perth (SP) Bridge Club. These projects are currently out for tender.</p> <p>Comer and Coode St. Toilet concept design inclusive of accessible and ambulant toilets also completed.</p> <p>Upgrade to LED lighting for South Perth Library and South Perth Seniors programmed and quotations received for evaluation.</p>	

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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
30	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.1 Maintain and improve ecosystem biodiversity in the City	<b>Maintain and Restore Natural Areas</b>	Ongoing	On Track	75 %	Restore and maintain natural areas of the City.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Maintained liaison with the Water Corporation to secure funding for WSUD component of the Godwin Avenue stormwater sump retrofit. Engaged a contractor to develop Godwin Avenue stormwater sump retrofit design for construction. Water Corporation approved proposed planting plan for revegetation of open stormwater drain at Elderfield reserve and committed to complete required dredging works in the drain and arm inlet in 2022/2023.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Discussed with the Water Corporation Concept design for Godwin Avenue stormwater sump WSUD and received advice regarding improvement of stormwater infiltration of the sump due to use of permeable materials. Submitted to the Water Corporation for review and feedback draft planting plan for revegetation of open stormwater drain at Elderfield reserve.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Completed Concept design for Godwin Avenue stormwater sump WSUD. Developing a draft planting plan for revegetation of open stormwater drain at Elderfield reserve.</p>	
31	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.2 Enhance the City's urban forest spaces	<b>Collier Park Village Grounds Management Plan</b>	June 2022	On Track	75 %	Continue to build and expand the plan to incorporate planned arborist works through inspection of grounds and in line with budget allocation. Monitor and review current practices	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Quarterly grounds inspection conducted in late December 2021. Arborist works were scheduled and completed in March 2022. Pathway inspections have identified a continuing issue with existing brick paving lifting due to excessive tree roots and a budget allocation included in the 2022-2023 financial year to replace this with concrete paths. Tree identification photographs are being incorporated into the the Grounds Management Plan next quarter.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Quarterly grounds inspection conducted in October 2021 identifying areas requiring attention. Works then scheduled and completed this quarter. Lower pond fountain now operational after sourcing replacement components. Reticulation audit and subsequent repairs undertaken. First quarter financials reviewed and on target. Preparation commencing for mid-year budget review. Planning for grounds in the second quarter undertaken specifically engaging arborist works to be done.</p>	

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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>Commenced incorporating data provided by the independent Asset Management Plan to include structures such as gazebos and BBQ areas into the Village Grounds Asset Management Plan.</p> <p>Commenced planning for arborists works required based on inspection and identification of potential hazards to building structures and the safety of residents and visitors.</p> <p>Quarterly monitor and review of budget expenditure conducted to ensure costs align with allocations for the period - on track.</p>	
32	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.2 Enhance the City's urban forest	<b>Tree Planting Program</b>	Ongoing	On Track	75 %	Implement the Urban Forest Strategy and the revised Street Tree Plan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Winter tree planting programme is currently being implemented.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Winter tree planting programme has been completed.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Spring plant production to support winter tree planting on schedule. Plants recently potted into larger containers.</p>	
33	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores	<b>Community Amenity - Parks and Foreshore</b>	Ongoing	On Track	75 %	Renew park furniture and install new exercise equipment. Increase tree and vegetation cover within public open spaces. Design and implement hydrozoned landscape and irrigation systems.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Park furniture has been renewed at Collier Reserve and Comer Reserve. Tree cover in POS has been maintained. The design of a new hydrozoned park has been completed and the installation has been completed.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Park furniture has been renewed at Collier Reserve and Comer Reserve. Tree cover in POS has been maintained. The design of a new hydrozoned park has been completed.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Parkland maintenance on schedule.</p>	
34	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores	<b>Partnerships with State Government Departments for Foreshore and Infrastructure Management</b>	Ongoing	On Track	50 %	Revise the Kwinana Freeway Foreshore management Memorandum of Understanding	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The Kwinana Freeway Foreshore MOU is currently being refined and is awaiting further input from all parties before finalisation</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The Kwinana Freeway Foreshore MOU is currently on hold awaiting further input from all parties.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City has been successful in receiving various federal and state government grants for renewal of asset projects, such as the Black Swan Habitat - for which DBCA contributed \$700k - that provides bird refuge and bird watching opportunities.</p>	



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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
35	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.4 Facilitate effective management of the Swan and Canning River foreshore	<b>Swan and Canning River Foreshore Management</b>	Ongoing	On Track	75 %	Maintain natural areas and public open space to restore and maintain riverine areas	<p><b>QTR 3   Jan to Mar 2022</b> Operational programmes are continuing to enhance POS and restore remnant vegetation on the Swan and Canning foreshores.</p> <p><b>QTR 2   Oct to Dec 2021</b> Operational programmes are continuing.</p> <p><b>QTR 1   Jul to Sep 2021</b> Spring natural area maintenance program progressing to schedule.</p> <p><b>QTR 3   Jan to Mar 2022</b></p>	
36	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.1 Promote and implement sustainable water, waste, land and energy management practices	<b>Waste and Resource Management Plan</b>	June 2022	On Track	75 %	Waste Plan Actions: Create formal Waste Project Officer Position Kerbside Collection Contract Procurement	<p>Waste Project Officer position FTE and budget approval subject to Council recommendation.</p> <p>Fees and Charges reviewed in line with user pays principles - submitted as part of budget</p> <p>Planning for Public Places Waste &amp; Recycling bin locations - options and issues to be presented for approval once suitable locations are evaluated.</p> <p>Department of Water and Environmental Regulation Waste Plan minor feedback comments requirements to be included in October report</p> <p>Recycling bin project at St James Mitchell Park progressing - educational material to reduce contamination is being installed funded from successful Waste Sorted Grant.</p> <p>Educational videos currently being formulated with marketing</p> <p>Kerbside Collection Contract extension for 6 months Exp Dec 2022.</p> <p>Bikes for Humanity project progressing - 350 bikes donated this financial year .</p> <p>Containers For Change involvement continuing - Met with Return-It and Recycling Waste Solutions to discuss options for inclusion at the Recycling Centre.</p> <p>Resident Composting program on hold pending FOGO business case. Further options being investigated</p> <p>Audit of bulk residential kerbside bins conclude - report submitted to B&amp;C Manager.</p> <p>Waste Program Officer attending Waste Education Network Group meetings - ongoing.</p> <p>Attending ongoing webinars on Electric vehicles and net zero emissions programs.</p> <p>Disposable face mask recycling initiative implemented - partnered with Terracycle</p> <p>Options for Vergeside collection modernisation being explored</p>	

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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Waste Project Officer position still not yet secured - further information requested by EMT to support the position. Meeting with Department of Water and Environmental Regulation for Waste Plan comments discussion - plan non compliant - further information requested. Recycling bin project at St James Mitchell Park progressing - further educational material to reduce contamination required. Waste Sorted Grant successful for educational materials for Public Places Recycling bins project Kerbside Collection Contract development in progress. Bikes for Humanity project progressing - 247 bikes donated this financial year . Containers For Change involvement continuing - Meeting with WARRL and service provider with options . Resident Composting program on hold pending FOGO business case. Audit of bulk residential kerbside bins conclude - report to be compiled. Waste Program Officer attending Waste Education Network Group meetings - ongoing. Attending ongoing webinars on Electric vehicles and net zero emissions programs. Hello initiative for mobile phone repurposing instigated and endorsed by EMT</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Waste plans submitted to Department of Water and Environmental Regulation for approval - comments received from Authority for discussion. Waste Project Officer position not yet secured - current options being investigated by Management and may require Council endorsement. Recycling bin enclosures (8) installed at St James Mitchell Park. General Waste bins (35) installed/replaced at St James Mitchell Park . Kerbside Collection Contract development in progress. Joint project with Bikes for Humanity established to recover unwanted bikes for repurpose to charity. Investigations into Containers For Change involvement commenced. Recycling program in City buildings has established a working group for roll-out. Resident Composting program on hold pending FOGO business case. Audit of bulk residential kerbside bins commenced with the intention to replace 1100ltr bins with 660ltr. Waste Program Officer attending Waste Education Network Group meetings. Mandalay reporting software updated and training provided to relevant staff. Attended Waste and Recycle conference (2 x Staff) and attending ongoing webinars.</p>	

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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
37	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.2 Manage the risks associated with climate change and finite resource availability	Climate Management Plan	Ongoing	On Track	75 %	Implement recommendations and actions from plan and periodically review Climate Management plan.	<p><b>QTR 3   Jan to Mar 2022</b> New Solar PV Power Systems were equipped with digital devices to monitor electricity production data to the AZILITY monitoring platform. Investigation of an additional Solar PV system and Electric Vehicle charging stations underway.</p> <p><b>QTR 2   Oct to Dec 2021</b> New Solar PV Power Systems were handed over to maintenance team. Procurement is underway for investigation of new additional Solar PV systems and Electric Vehicle charging stations.</p> <p><b>QTR 1   Jul to Sep 2021</b> Four new Solar PV Power Systems have been installed at South Perth Library, Manning Library, Civic Centre, and the Operations Centre. Flood Aware Be Prepared Community Awareness Campaign completed.</p>	
38	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.2 Manage the risks associated with climate change and finite resource availability	Integrated Drainage Catchment Management Plan	Ongoing	On Track	50 %	Implement the Actions from the Integrated Catchment Management Plan.	<p><b>QTR 3   Jan to Mar 2022</b> Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b> We have identified drainage improvement projects for next year.</p> <p><b>QTR 1   Jul to Sep 2021</b> Identified drainage issues locations around the City to be included in the future capital works program.</p>	
39	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	Major Infrastructure Projects	Ongoing	On Hold	50 %	Ensure appropriate levels of planning implementation is in place and Implement Key Major Infrastructure Projects	<p><b>QTR 3   Jan to Mar 2022</b> Project has been placed on hold pending advice from the State Government about funding.</p> <p><b>QTR 2   Oct to Dec 2021</b> Treasury Business Case completed and submitted to the state Government. Currently working on land tenure and operator procurement.</p> <p><b>QTR 1   Jul to Sep 2021</b> The concept and schematic design has been put on hold, pending further confidence in State Government funding. A Treasury Business Case and a formal request to State Government is being prepared for submission in Q2.</p>	☑
40	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	Partnership Agreements	Ongoing	On Track	75 %	Implement, monitor and evaluate partnerships to build and grow the City's vibrancy and accessibility	<p><b>QTR 3   Jan to Mar 2022</b> The City has partnership agreements in place with a range of entities including community groups, sporting clubs, and service organisations such as local rotary clubs, Southcare etc.</p> <p><b>QTR 2   Oct to Dec 2021</b> The City continues to implement, monitor and evaluate partnerships.</p> <p><b>QTR 1   Jul to Sep 2021</b> Partnership agreement acquittal request documentation sent. Southcare and Customer Care partnerships renewed.</p>	☑



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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
41	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	<b>Partnership: Southcare</b>	Ongoing	On Track	75 %	Support Southcare to deliver programs for disadvantaged people and groups in the local community. Review financial support each year.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Re-signed Community Partnership Agreement for 2021/22. City continues to deliver programs for disadvantaged people and groups in the local community through Southcare.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Re-signed Community Partnership Agreement for 2021/22. City continues to deliver programs for disadvantaged people and groups in the local community through Southcare.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Re-signed Community Partnership Agreement for 2021/22 to continue to deliver programs for disadvantaged people and groups in the local community.</p>	
42	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	<b>Reconciliation Action Plan (RAP)</b>	2019-21	On Track	75 %	Develop, implement, monitor and evaluate the Reconciliation Action Plan.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Reconciliation Action Plan actions are being implemented as per the plan.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Development of the City's Innovate Reconciliation Action Plan (RAP) is complete. The City continues to implement, monitor and evaluate the RAP.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Reconciliation Action Plan has received conditional endorsement from Reconciliation Australia</p>	
43	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	<b>Sponsorship Agreement: Perth Zoo</b>	Ongoing	On Hold	40 %	Review and update sponsorship agreement for a further three year period.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Ongoing discussions with Perth Zoo continuing, with Zoo undertaking Master Plan 2040 and tenders now open for new cafe and function centre.</p> <p>Meeting scheduled for CoSP and Zoo CEOs to meet to discuss new agreement proposal.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Discussions with Perth Zoo are continuing with Zoo undertaking Master Plan.</p> <p>Development Application submitted for cafe: proposal involves the construction of two new facilities as part of delivering its Master Plan 2040 towards achieving the future vision for the Zoo. The proposal is for two single storey buildings, being a Function Centre and a new Café.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Perth Zoo undertaking Master Plan. Discussions with zoo are continuing</p>	

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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
44	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	<b>Head of Agreement: RAC Vehicles of Change, public art project</b>	June 2022	Complete	100 %	Manage the agreement between RAC and the City to commission an enduring work of public art celebrating the South Perth Peninsula as the location of the RAC Intellibus passenger trials, the first passenger driverless vehicle in Australia.	QTR 3   Jan to Mar 2022 Complete. QTR 2   Oct to Dec 2021 Complete. QTR 1   Jul to Sep 2021 Sculpture Development completed, with Joint RAC/CoSP opening held 31 August 2021. Date selected to coincide with anniversary of first passenger driverless bus trip (31/08/2016) in South Perth.	☑
45	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	<b>Memorandum of Understanding (MOU): Curtin, Canning and Victoria Park</b>	Ongoing	On Track	75 %	Open dialogue and meetings with Curtin University, City of Canning and Town of Victoria Park to progress strategic projects and share responsibilities for developments and opportunities.	QTR 3   Jan to Mar 2022 Continued on-going dialogue. MOU signed 16/02/2022. Meeting held 21/2/2022. QTR 2   Oct to Dec 2021 Continued on-going dialogue. Meetings held 1/11/2021 and 9/11/2021. Discussion focussed on MOU renewal and RAP. QTR 1   Jul to Sep 2021 Continued on-going dialogue. New VC and COO on board. Meetings held 15/7/2021 and 14/9/2021. Discussion focussed on MOU renewal and RAP	☑
46	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	<b>Memorandum of Understanding (MOU): Inner City Working Group</b>	Ongoing	On Track	75 %	Open dialogue and meetings with Cities of Perth, Subiaco, Vincent and Town of Victoria Park for the purposes of exploring objectives for possible collaboration opportunities on strategic issues impacting on local government.	QTR 3   Jan to Mar 2022 Continuing dialogue with Inner City Group, with regular schedule of meetings held, and ongoing collaboration. Inner City and Mayors meeting held 30/3/2022. Inner City CEOs meetings held 11/3/2022 and 22/3/2022. HR group meetings on going with second mentor program underway. Inner City Transport and Infrastructure Advocacy Report circulated. Planning working group meeting scheduled. Community and Social Services group continued collaboration QTR 2   Oct to Dec 2021 Continuing dialogue with Inner City Group, with regular schedule of meetings held, and ongoing collaboration. Inner City and Mayors meeting held 1/12/2021. Inner City CEOs strategy meeting held 29/10/2021. HR group meetings held with launch of second mentor program. Planning working group meeting held 4/11/2021. Community and Social Services group continued collaboration QTR 1   Jul to Sep 2021 Quarterly meetings with Mayor and CEO Inner City Working Group scheduled. August 2021 meeting rescheduled to November 2021. HR mentor program completed with celebration event 22/07/2021. Proposal for continuation of mentor program. 4 CoSP staff attended Design thinking workshop hosted by City of Vincent (part of Planning, Economic Development) and Culture Working Group).	☑

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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
47	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	<b>Partnership Agreement: RAC Imagine Program™</b>	Ongoing	On Track	75 %	Review program with prospect of agreement renewal.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>RAC Imagine program agreement signed 7/7/2021.</p> <p>Jan-Mar 2022 Program schedule disrupted/cancelled Term 1 due to COVID. Provisional program dates scheduled for Term 2. Activities include Intellibus Ride, Old Mill Tour, RAC Rescue Experience.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>RAC Imagine program agreement signed 7/7/2021.</p> <p>Program October-December 2021 with schedule of dates for 21/22 year agreed. Activities include Intellibus Ride, Old Mill Tour, RAC Rescue Experience.</p> <p>Stats from launch to 20 Dec 2021                      Students 3,242                      School sessions 107</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>RAC Imagine program agreement signed 7/7/2021.</p> <p>Program restarted 7 September 2021 with schedule of dates for 21/22 year agreed. Activities include Intellibus Ride, Old Mill Tour, RAC Rescue Experience.</p>	<input checked="" type="checkbox"/>
48	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	<b>Stakeholder Engagement Participation</b>	Ongoing	On Track	75 %	Support in development, implementation and evaluation of project stakeholder engagement plans. Review and investigate best practice for online engagement tools. Embed/implement Stakeholder Engagement Guide and toolkit.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Work progressed on the Your Say South Perth upgrade to further engage stakeholders and the community by updating the portal and moving to a more contemporary, user-friendly design.</p> <p>Continued work on the review of the Stakeholder Engagement Guide and Toolkit.</p> <p>Regular meetings with other business units regarding joint working and best practice.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Work progressed on the Your Say South Perth upgrade to further engage the stakeholder and community by updating the portal and moving to a more contemporary, user-friendly design.</p> <p>Continued work on the review of the Stakeholder Engagement Guide and Toolkit.</p> <p>Regular meetings with other business units regarding joint working and best practices.</p>	



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No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>As part of our best practice and learning for online engagement tools, members of the Stakeholder Engagement team attended a training session by Engagement HQ (provider of our online engagement website, Your Say South Perth) about using tools and creative embeds. The team is working on upgrading the homepage of the site to a more contemporary, user-friendly design. Commenced the review of the Stakeholder Engagement Guide and Toolkit. Attended an IAP2WA event about Accessibility in Stakeholder Engagement to further upskill the team. Danielle Cattalini, Manager of Stakeholder and Customer Relations invited to present to WALGA State Council Strategic Forum on the process for the naming of Mindeerup.</p>	
49	Leadership	4.2 Advocacy	4.2.1 Advocate for public infrastructure improvements including a South Perth train station and ferry services	Mends Street Jetty	June 2022	Complete	100 %	Advocate for State Government funding for precinct.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>CEO &amp; Director of Infrastructure Services met with Minister Saffioti to discuss the State Government funding an upgrade to the Jetty. A prospectus has been completed for circulation to State and Federal representatives.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>CEO and DIS met with Minister Saffioti to discuss the State Government funding an upgrade to the Jetty. A prospectus has been completed for circulation to State and Federal representatives and candidates.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>No further work undertaken since original concept plans completed</p>	
50	Leadership	4.2 Advocacy	4.2.1 Advocate for public infrastructure improvements including a South Perth train station and ferry services	South Perth Foreshore River Wall and Swan Habitat	2021/2022	Complete	100 %	Advocate for external (public and private) funding for river wall replacement on the South Perth foreshore.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Black Swan Habitat project is now completed. Currently working with the DBCA to fund 50% of the latent conditions experienced in that project. Liaising with the DBCA on funding the next stage of the river wall replacement project on the South Perth foreshore between Coode and Ellam Streets</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Construction of Black Swan Habitat nearing completion, and includes shared path upgrade.</p>	
51	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	1System	June 2022	On Track	75 %	Deliver Phase 3B of the 1System Project. Continuous improvement of Phase 3A.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>1System Phase 3B is progressing on target for a go live in August 22, all modules Compliance, Animals, Infringements, ECR and ECM Connected Content will all go live together. Sundry Debtors has been added to Phase 3B and will go Live with all other modules. The 1System Contract Management Procurement only is being implemented by the Finance Business as Usual (BAU) Team and will Go-Live in June 22.</p>	<input checked="" type="checkbox"/>

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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Commenced configuring compliance, animals and infringements modules plus configuring the required ECM connected content and debtors components of the these modules. Commenced the project planning phase of the Rates and revenue modules, including the full implementation of ECM</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Requests post Go-Live reviewed, improvements actioned and closure completed. Solution live &amp; online for internal staff/external customers as planned. Property and Rating Release underway for Development Services applications and online portal.</p>	
52	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Australasian Local Government Performance Excellence Program (ALGPEP)</b>	Jan 2022	On Track	95 %	Manage data collection and result analysis for 2020 program.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The program report has been delivered by PricewaterhouseCoopers. A summary presentation is due to be given to the Leadership Team.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Report completed in the form of a draft Powerpoint presentation. Some editing required to complete the report. Presentation will be made at the next Leadership Group meeting.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Data collection completed and submitted on 6 October 2021. A request for extension to 6 October was to enable review by HR Manager, Finance Manager and Director Corporate Services. Finalisation of the submission is subject to the auditors completing their audit. After that Data Link will be closed for analysis by PricewaterhouseCoopers. The action will progress to 75% completion when Finance data is updated after the audit is complete and will be 100% in January when the report is received, analysed and communicated to the organisation along with a recommendation of any findings.</p>	
53	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Civic Support</b>	Ongoing	On Track	75 %	Maintain a functioning and responsive Councillor Request system. Maintain tracking for elected member training and attendance at events/functions. Produce weekly councillor bulletins and councillor calendars with subsequent calendar invites.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Number of Councillor Requests: 65 Also encouraging councillors to submit basic operational requests directly to Requests eg bins/pruning</p> <p>Number of Training enrolments: 9 (includes re-enrolled Cr Nevard face-to-face Essentials training )</p> <p>Number of event attendance, including meeting with residents, photo shoots (does not include Council meetings/briefings) : 28</p> <p>Councillor Briefings/meetings: 16</p> <p>Bulletin and Councillor Calendar prepared and distributed weekly</p> <p>Mayors diary and invitations/RSVPs maintained</p>	



# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Number of Councillor Requests: 57                      Number of Training enrolments: 1                      Number of event attendance, including meeting with residents, photo shoots (does not include Council meetings/briefings) : 78                      Bulletin and Councillor Calendar prepared and distributed weekly                      Mayors diary and invitations/RSVPs maintained</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Number of Councillor Requests: 71                      Number of Training enrolments: 4                      Number of event attendance, including meeting with residents, photo shoots (does not include Council meetings/briefings) : 58                      Bulletin and Councillor Calendar prepared and distributed weekly                      Mayors diary and invitations/RSVPs maintained</p>	
54	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Corporate Business Plan (CBP)</b>	Ongoing	On Track	100 %	Review and update the CBP annually according to the Integrated Planning and Reporting Framework guidelines and the annual business planning process. Report quarterly on progress to the Audit, Risk and Governance Committee (ARGC) and Council. Use progress for input to the annual report.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>All business plan actions have been updated and comment provided for Quarter 3.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>All Actions for Q2 have been submitted for reporting</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Quarter 1/FY22 updates are currently in progress.                      New Actions have been added to 1System for the current year.                      Completed Actions have been closed out by relevant Managers</p>	<input checked="" type="checkbox"/>
55	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>COVID-19 Information Systems Project Response</b>	Ongoing	On Track	75 %	Continue to respond to the Federal and State Government's restrictions imposed on Local Government from a technology perspective.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Two major projects being handled by ICT focus on business continuity and allow staff to work from home.</p> <p>1. Telephony Project, replacing the NEC PABX with Microsoft Teams Calling is progressing and on target to Go-Live in May.                      2. Contact Centre system (Touchpoint) is being migrated to their cloud version and integrated with the Microsoft Team Calling System and is on track to Go-Live in parallel with Teams in May.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>A new high secure VPN for WFH activities has been implemented and is now being teste within Information systems. It will be rolled out across the organisation in Q3</p>	

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## Corporate actions that we will deliver over the financial year

o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>40 Laptops have been ordered and configured for identified essential service staff to simplify the transition to Work From Home (WFH) during Lockdowns.</p> <p>Monitors for disposal (6 years or older) have been provided to 30 essential service staff to enable them to WFH during lockdown without having to transport equipment from the office to home on the announcement of a lockdown.</p> <p>Commenced a project to replace the City's on premise phone system with a cloud solution to enable staff to access City telephony when WFH, this will also enable the contact centre to provide phone services when WFH.</p>	
56	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>COVID-19 Infrastructure Response</b>	Ongoing	On Track	75 %	Continue to respond to the implications of changes from COVID-19 on Infrastructure Services.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The Business Continuity Plan and the Matrix for Infrastructure Services and various business units has been reviewed and is kept updated.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Business Continuity Plan and the Matrix for Infrastructure Services has been reviewed and updated</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Matrix for Infrastructure Services has been reviewed</p>	
57	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Desktop Replacement Program</b>	June 2022	On Track	80 %	Complete annual replacement of 25% of the City's desktop fleet.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p></p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>All ICT asset replacements works for 21/22 have now been completed.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Due to COVID the Information Services strategy has changed from having a fixed desktop to a laptop, we are planning to have 70% of staff working from a laptop by the end of this financial year and 100% by the end of 2022/23.</p> <p>Forty laptops have been ordered, delivered and configured to replace desktops this financial year. Rollout is expected to be completed by the end of November due to the uncertainty of COVID restrictions</p>	
58	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Hardware Infrastructure</b>	June 2022	On Track	95 %	Increase the City's fibre network by working collaboratively with Infrastructure Services on road, footpath and reserve projects by laying the required fibre during the works	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Waiting for TPG to connect connection, expected completion is May 2022</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Project was changed to deliver the Fibre to the toilet block/workshop at SJMP on Douglas Avenue instead of into Heritage House at a cost of \$35K instead of \$90k.</p> <p>All City work connecting the CCTV network on SJMP to the building has been completed. We are now waiting for TPG to connect the building to the City's data network via their carrier network. This is due for connection in April 2022.</p>	

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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>Planning is currently underway to have City owned Fibre Optic cable run up Mend Street to link Mindeerup, Heritage House and the Tram Station. Enabling the CCTV being captured at Mend And Coode Street to be delivered to the City's CCTV data storage Servers at Manning Hub.</p> <p>We are currently investigating the option and cost of installing fibre optic conduit under the proposed bike path between Mindeerup and The Old Mill.</p>	
59	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Information Services	June 2022	On Track	75 %	Complete the implementation roll out of ECM	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>All required Management Practices required to be developed and are in 1st draft stage and currently being reviewed, were on track to have them endorsed in Quarter 4.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>All completed management practices have been endorsed by EMT, currently developing the management practices that were highlighted for development in the 2020 OAG audit.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>ECM 1st release completed with Requests Go-Live.</p> <p>2nd release being planned for HR/P &amp; Finance content.</p> <p>3rd release to target Development Services (DS) documents/attachments with 1System project for these modules by EOFY (i.e. go-live dependent on 1System schedule/go-live for DS applications).</p>	
60	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Review Risk Management Framework	Ongoing	On Track	75 %	Complete quarterly monitoring and review of the Risk Management framework.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>An Audit, Risk and Governance Committee meeting was held 8 March 2022 where they endorsed the Strategic Risk Register and noted the Operational Risk Management report.</p> <p>A Risk Management Management Practice was endorsed by the Executive Management team and a process has now commenced to ensure risks are escalated to the appropriate level of authority.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Following endorsement of the Risk Management Framework in September 2021 implementation has now commenced.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The Risk Management Framework and Risk Management Policy was endorsed by Council at its meeting held 28 September 2021.</p>	



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## Corporate actions that we will deliver over the financial year

o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
61	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>System Upgrades</b>	Dec 2020	Complete	100 %	Complete the upgrade of 1System to 2021B.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>All upgrade issues resolved by TechOne. Change request logged and approved by Change-Advisory Board (CAB). Rollout of 2021B in 1System implemented, completing the project.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Subject Matter Expert (SME) testing complete. Rollout of 2021B delayed due to outstanding issues. Rollout to commence in quarter 3.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Project planning and management engagement sessions commenced. Subject Matter Expert (SME) testing and rollout to commence in quarter 2.</p>	
62	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	<b>Update Governance Framework</b>	Ongoing	On Track	75 %	Ongoing monitoring and review of the Governance Framework.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Ongoing review.</p> <p>An Audit, Risk and Governance Committee meeting was held 8 March 2022 where they considered reports relating to the Compliance Audit Return, Annual Review of Council Delegations and Policies, the Strategic Risk Register, Operational Risk Management, Audit Register Progress Report, 2021/22 Corporate Business Plan 2nd Quarter Update, Collier Park Village - Residents loan offset reserve unfunded shortfall and leasehold liability, Endorsement of the Internal Audit Plan and the 1System Project.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Ongoing review.</p> <p>An Audit, Risk and Governance Committee meeting was held 15 November 2021 where they considered reports relating to an Internal Audit on Regulation 5 Review, City of South Perth Annual Financial Report 2020/21, 1System Project, Audit Register Progress Report and 2021/22 Corporate Business Plan 1st Quarter Update.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Ongoing review.</p> <p>An Audit, Risk and Governance Committee meeting was held 14 September 2021 where they considered reports relating to the 1System Project Update, Audit Register - Progress Report, 2020/21 Corporate Business Plan 4th Quarter Update, Risk Management Policy and Framework, 2020/21 Annual Financial Statements (External) Audit - Interim Report, Internal Audit Report - Audit Register Review and Internal Audit Report - Regulation 17 Review.</p>	
63	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to	<b>Annual Budget</b>	Ongoing	On Track	75 %	Review and amend 2021/22 budget mid-year. Prepare and finalise 2022/23 budget for endorsement	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>2021/22 Budget review was adopted at the 22 February 2022 Ordinary Council Meeting and subsequently submitted to the DLGSC within the required timeframes. 2022/23 Budget development is well progressed and on track. At the end of March 1 out of 5 Budget Workshops with Council was complete.</p>	<input checked="" type="checkbox"/>

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## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
			deliver community priorities						<p><b>QTR 2   Oct to Dec 2021</b></p> <p>2021/22 Budget review part of Council Agenda Briefing 15 February 2022. 2022/23 Budget packs have been distributed with a return deadline of 18 March 2022</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>At the end of the 1st quarter of this financial year, planning for the midyear budget review is on track. Planning for the 2022/23 budget has commenced, with the aim of distributing the budget packs in December.</p>	
64	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Annual Report</b>	Ongoing	Complete	100 %	Prepare, complete and publish 2019/20 annual report.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Annual report 2020/21 completed and endorsed by Council in December 2021</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Annual report completed and adopted by Council in 2021.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Annual report has been drafted and is ready for graphic design.</p>	
65	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Cloud/Internet Based Telephone Software</b>	2021/2022	On Track	75 %	Ongoing contract and system maintenance, upgrades and training	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The telephony system is scheduled to be implemented by 20 May 2022. Work has commenced with Enghouse and Optus around the provisioning of Teams and TouchPoint call centre software,</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Following a review of the service and the City's requirements, IT is currently in the process of defining a new contract with Optus.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Working with IT to review full telephony requirements. The City's current NEC system will be not operational from May 2022 due to the disconnection of ISDN. A project plan will be developed with the intention to implement a cloud-based telephony system by March/April 2022.</p>	
66	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>COVID-19 Emergency Response</b>	Ongoing	On Track	75 %	Ongoing coordination, implementation, oversight and communication for the City's COVID-19 Emergency Response. Move from response to recovery, at a State level, to deliver a Local Community Strategic Recovery Plan with associated actions.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>The City's COVID response continued with regular meetings during the period, as required. Frequent updated advice provided to all staff, including updates on vaccination availability and mandates, and changes to lockdown rules and isolation requirements. City transitioned to split working arrangements (WFH/Office ) to facilitate business continuity during period of COVID spread. Procurement of Rapid Antigen Tests for staff use as required.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>The City's COVID response continued with regular meetings during the period, as required. Frequent updated advice provided to all staff, including updates on vaccination availability and requirements. Request for voluntary disclosure of vaccine status and continued promotion of City leave guidelines for COVID-19 vaccinations.</p>	



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## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City's COVID response continued with Perth/Peel lock down and transition to work at the start of July 2021. Regular meetings during the lockdown and transition phase were held, with frequent updated advice provided to all staff. Phased return to work procedures undertaken. Increased cleaning reintroduced with Eastern States COVID lockdowns. Promotion of City leave guidelines for COVID-19 vaccinations.</p>	
67	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>COVID-19 Human Resources and Occupational Safety and Health Response</b>	Ongoing	On Track	75 %	Continue to respond to the implications of changes from COVID-19 on Human Resources and Occupational Safety and Health.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Response to COVID-19 measures continue to be reviewed, monitored and implemented in line with Federal and State Government directions. The main focus this quarter was on reviewing and implementing hybrid/working from home/office arrangements, as well as following the State's directions with masks changes in the workplace and the close contact definition amendments. The City will continue to respond to Government directives and Work Health and Safety changes in a timely manner.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Response to COVID-19 measures continue to be reviewed, monitored and implemented in line with Federal and State Government directions. A number of activities to support directions include the coordinating of mandatory vaccinations for some areas of the workforce, coordinating voluntary disclosure of vaccination status for all employees, reviewing options for hybrid/working from home/office arrangements, Employee COVID-19 Alerts continuing, encouraging vaccinations, 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 COVID-19 information updates on the intranet. The City will continue to respond to Government directives and Work Health and Safety changes in a timely manner.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Response to COVID-19 measures continue to be reviewed, monitored and implemented in line with Federal and State Government directions. The City will continue to respond to Government directives and OSH/WHS changes in a timely manner.</p>	
68	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>COVID-19 Stakeholder and Customer Relations Response</b>	Ongoing	On Track	75 %	Continue to respond to the implications of changes from COVID-19 on direct customer contact areas and community engagement practices.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Following government mandates and continue to make required adjustments and have processes in place to ensure staff and customer safety including in this quarter review of signage, emails, and updates and attending COVID-19 meetings.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Attended all COVID-19 Team meetings; followed and communicated to the team any mandates, actions, and requirements; Discussed further SCR actions to ensure team and public safety and put into place a mechanism for public access with issuing of Australia Day permits</p>	

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## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<b>QTR 1   Jul to Sep 2021</b> Continued to attend COVID Leadership Team meetings and follow all City and WA State Government protocols. Employees checking in using the Safer WA app and customers to the front reception area and entering the City building asked to check-in/sign in and maintain social distancing and COVID hygiene processes.	
69	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Customer Service Delivery: Call Centre Services</b>	Ongoing	On Track	75 %	Provide high level of customer service and better customer experiences. Call centre and Front reception services. Oversee the Customer Service Charter.	<b>QTR 3   Jan to Mar 2022</b> A total of 17961 enquiries were received through the Contact Centre including: Telephone: 10864 calls, Emails: 5954 Cashier transactions: 1143 Front Reception area 298 for the month of March with the introduction of DXP. Requests: 9038 requests created in the 1System Request module (with 2683 resolved by the Customer Service Team at a Tier 1 level). <b>QTR 2   Oct to Dec 2021</b> A total of 18,492 enquiries were received through the Contact Centre including Telephone: 11,335 calls, Emails: 5821 Cashier transactions: 1336 Front Reception area: N/A (not able to provide data at this stage as we are not able to differentiate between requests raised via calls at the contact center against request raised at the Front counter. This issue would be addressed with the introduction of DXP). Requests: 7467 requests created in the 1System Request module (with 1614 resolved by the Customer Service Team at a Tier 1 level). <b>QTR 1   Jul to Sep 2021</b> A total of 20,899 enquiries were received through the Contact Centre including : Telephone: 12,487 calls, Emails: 6,482 Cashier transactions: 1930 Front Reception area: 329 (as Lagan has been decommissioned in August, these do not include the total number for this quarter) Requests: 5762 requests created in the 1System Request module (with 1573 resolved by the Customer Service Team at a Tier 1 level).	☑
70	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Customer Service Delivery: Customer Service Charter</b>	Ongoing	On Track	70 %	Ensure the City is committed to providing effective customer service to the community. Customer service charter and business improvements and updates as required. Support to internal and external customers.	<b>QTR 3   Jan to Mar 2022</b> Implementation of DXP has further supported effective service delivery to the community and has simplified data capture methods. 73.5% of incoming calls to the Customer Service Team meeting City call standard. This is a small drop from the previous reporting period and impacted due to staff shortages due to extended sick leave. Commenced working with Painted Dog Research for the development of a Customer Satisfaction Survey to further with baseline measures.	☑



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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 2   Oct to Dec 2021</b></p> <p>Implementation of Request Management put in place with controls to ensure all call details are captured. Improvements to system ongoing to support streamlining processes.</p> <p>74.2% of incoming calls to the Customer Service Team meeting City call standard. This is an improvement on the previous reporting period and impacted due to staff shortages during recruitment process and transition to a new request system.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Quality control of Lagan CRM and email enquiries ensuring Customer Service team are adhering to the Customer Service Model, Charter, and record-keeping practices;</p> <p>70.37% of incoming calls to the Customer Service Team meeting City call standard. This is a reduction from the previous quarter reporting, due to the adjustments and changes with the implementation of the Request module to replace Lagan.</p>	
71	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>External Audit Program</b>	Ongoing	On Track	75 %	Manage the annual financial audit interim and final (audit execution, queries, reporting and finalisation) and the relationship with the external auditor	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Planning and preparations for the interim and final annual financial audit is underway. The interim audit for the 2021/22 financial year is scheduled to commence Monday the 27 June 2022.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Annual financial audit completed, unqualified audit opinion was issued on 19 November 2021. Annual Financial Report, including Audit Report and Exit Brief presented to ARGC on 29 November 2021 and adopted a Council adopted OCM 14 December 2021.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Preparation for the annual audit is on track with the auditors commencing on site field work on the 4 October 2021.</p>	
72	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Financial Hardship Policy</b>	Ongoing	On Track	50 %	Ongoing management and assessment of applications received of the Financial Hardship Policy. Maintenance of the Register. Policy reviewed annually	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Financial Hardship applications are being assessed as and when received. 2 applications was received during this quarter.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Financial Hardship applications are being assessed as and when received. 1 application was received during this quarter. The policy has been reviewed and is up to date.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Financial Hardship applications are being assessed as and when received, in the 1st quarter of the 2021/22 financial year, the City only received two further applications for hardship. The Financial Hardship policy is up to date. The City also provided information as part of a survey and performance audit that the Office of the Auditor General (OAG) has been conducting to assess if local government (LG) entities provided effective financial hardship support to ratepayers. The report by the OAG was tabled to parliament on 15 October 2021.</p>	

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o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
73	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Integrated Planning and Reporting Framework (IPRF)</b>	Ongoing	On Track	100 %	Ensure integration of all core and informing strategies within the integrated planning and reporting framework (IPRF).	<p><b>QTR 3   Jan to Mar 2022</b> Current: The core and informing strategies are currently integrated within the IPR framework. Future: The Corporate Business Plan requires alignment to the revised Strategic Community Plan 2021-2031. This will take place in FY2022/2023 when the Corporate Business Plan is reset for the next four years. The revised Plan should aim to be ready for Q1 reporting in October 2022.</p> <p><b>QTR 2   Oct to Dec 2021</b> The Strategic Community Plan (SCP) 2021-2031 underwent a major review in 2021. It builds on our previous Strategic Community Plans 2017-2027 and 2013-2023, and has retained the same strategic directions of Community; Economy; Environment (Built and Natural) and Leadership. The changes in the new plan will be subsequently incorporated into 1System.</p> <p><b>QTR 1   Jul to Sep 2021</b> SCP - The SCP has been reviewed and will go out to advertising and then to Council for consideration at the 26 October OCM. 1System will be updated following adoption of the Plan. CBP - Integration into the CBP will take place following adoption of the SCP. KPI - The KPI (Key Performance Indicator) module will be rolled out to the organisation in time for Q2/FY22 reporting. Training is planned for last week in January 2022.</p>	<input checked="" type="checkbox"/>
74	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Internal Audit Program</b>	Ongoing	On Track	50 %	Manage the internal audit to ensure completion of annual program. Complete internal audits in accordance with the strategic internal audit plan (SIAP). Report quarterly to the Audit, Risk and Governance Committee (ARGC) on audit register progress. Undertake a RFT/RFQ for the provision of internal audit services.	<p><b>QTR 3   Jan to Mar 2022</b> New internal audit plan adopted. Audits to be carried out in May and June.</p> <p><b>QTR 2   Oct to Dec 2021</b> Revised strategic internal audit plan developed and ready for presentation to ARGC.</p> <p><b>QTR 1   Jul to Sep 2021</b> Met with internal auditors to determine scope and they are currently working on draft plan. Should have first draft by first week of November.</p>	
75	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Library Plan</b>	June 2022	On Track	75 %	Implement the Library Plan	<p><b>QTR 3   Jan to Mar 2022</b> Library Survey scheduled Tuesday, 26 April - Saturday, 28 May. Online, Hard copy surveys. Community Engagement day Friday, 18 May at Waterford Plaza.</p> <p><b>QTR 2   Oct to Dec 2021</b> Research. Preparation for 2022 Annual survey underway, review of questions. Work to continue on improved surveys across library programs, local history and digital literacy.</p> <p><b>QTR 1   Jul to Sep 2021</b> Annual Survey Evaluation Reports completed for 2019/20 and 2020/21. Comparison over time metrics now available in data dashboard. Proceed with further analysis of outcomes and feedback.</p>	



# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
76	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Long Term Financial Plan (LTFP)</b>	Mar 2022	On Track	75 %	Review and update the Long-Term Financial Plan, ensuring integration and alignment with Annual Budget and the Strategic Community Plan and Corporate Business Plan	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Work on updating the Long Term Financial Plan commenced, it is intended that this work proceeds hand in hand with the budget and will take in to account the newly approved Strategic Community Plan. As at the end of March 2022 Council had an update on the long term financial forecast delivered through the 1st Budget Workshop.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Work on updating the Long Term Financial Plan commenced, it is intended that this work proceeds hand in hand with the budget and will take in to account the newly approved Strategic Community Plan.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Subsequent to the adoption of the 2021/22 budget, work on updating the Long Term Financial Plan (LTFP) have commenced. We are currently gathering the required information and inputs to update the LTFP.</p>	<input checked="" type="checkbox"/>
77	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Occupational Safety and Health (OSH) Management</b>	Ongoing	Complete	100 %	Continue to develop and implement data management systems, processes and procedures to improve safety.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Complete.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The City's strategic Occupational Safety and Health (OSH) program continues this new financial year with various key milestones having been achieved. In preparation for the ISO 45001 accreditation audit, a number of OSH/WHS procedures have been reviewed and/or created and all operational procedures (SWMS) have been reviewed and updated. A WHS document management process was created and implemented in line with the applicable standards (ISO 45001 and ISO 9001). In line with the ISO 45001 requirements, a WHS Leadership Team Roles and Responsibilities training was delivered and the Annual Executive Safety Management System Review meeting was established and held. The employee evacuation emergency management process was reviewed, Fire Warden training was delivered and the fire drill evacuation exercise was undertaken. The review of the new WHS Bill was completed and the transition to the new WHS requirements continues. The WHS Committee meeting was held and all WHS Representatives were trained in the incident investigation process. The Health and Wellness initiatives that were held included the Skin Screening program, Health Assessment program, RU OK day, a lunch and learn Sleep and Fatigue session and a team based Activity/Walking Challenge. Employee WHS Alerts have been issued on a regular basis to communicate relevant COVID-19 updates and other relevant work health and safety information.</p>	<input checked="" type="checkbox"/>

# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
78	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Procurement / Tendering</b>	Ongoing	On Track	75 %	Manage the procurement function to ensure legislative requirements are adhered to. Provide support and education to staff to ensure best practice and implement and maintain 1System Advanced Sourcing	<p><b>QTR 3   Jan to Mar 2022</b> Procurement and tendering activities are on track, work on reporting and review of procurement activities is progressing (e.g. spend per vendor over the last three years and review of attachments to purchase orders). Configuration of the 1System Contracts module in the test system is currently underway.</p> <p><b>QTR 2   Oct to Dec 2021</b> Procurement and tendering activities are on track, work on reporting and review of procurement activities is progressing (e.g. spend per vendor over the last three years and review of attachments to purchase orders). The Contract Management - management practice was endorsed in December 2021.</p> <p><b>QTR 1   Jul to Sep 2021</b> Procurement and tendering activities are on track, we have also started work on reporting and review of procurement activities e.g. spend per vendor over the last three years and review of attachments to purchase orders. Work on the Contract Management - management practice is progressing.</p>	
79	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Retirement Village Legislative Compliance - Financial</b>	Ongoing	On Track	75 %	Village budget to be displayed no later than 1month before end of financial year (FY). Annual Budget Meeting to be held before end of FY. 1/4ly financial statements to be displayed no later than 1 month after the end of each 1/4 of a FY. Annual meeting to be held within 5 months after the end of each FY to present auditor's report (if any). Special Resolution to be conducted to opt out of the requirement that the annual financial statements of the Village require to be independently audited	<p><b>QTR 3   Jan to Mar 2022</b> Second quarter financials were displayed in the Community Centre, January 2022, in compliance with the Retirement Village legislative requirements. Proposed 2022-2023 Operational and Capital budgets submitted to Finance within stipulated timeframes. Preparations are scheduled next quarter for the Annual Budget Meeting to be held no later than the end of May 2022.</p> <p><b>QTR 2   Oct to Dec 2021</b> Annual meeting of residents held 26 November 2021 in compliance with Retirement Village legislation. Special resolution conducted and agreement to opt out of the requirement for auditing resulted. September quarterly financials were presented on display in October 2021 complying with legislation.</p> <p><b>QTR 1   Jul to Sep 2021</b> Quarterly report end of financial year June 2021 received, reviewed and appropriate comments made prior to displaying July 2021 in accordance with legislative requirements. Planning of the Annual Meeting commenced to be conducted in November 2021 including the incorporation of a special resolution to enable residents to "opt out" of the requirement to request the City to provide audited financials, an annual requirement under legislation. Forms 1 and 1A have been audited and comply with new legislative requirements incorporating Community Land Title amendments. Financial information has been updated in all documentation. Government Gazette and Department of Mines, Industry, Regulation and Safety advices have been reviewed and any identified changes or amendments to Retirement Village legislation have been implemented, tracked and recorded.</p>	



# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
80	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Stakeholder Engagement Projects</b>	Ongoing	On Track	75 %	Provide engagement assistance in the development, implementation and evaluation of stakeholder engagement in City projects. Assist in the stakeholder engagement component of project management plans and oversee Stakeholder engagement management with City officers.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>This quarter involved a number of major stakeholder and customer engagement projects including the Hurlingham Playground Expansion, Coode Street Foreshore project, and the Canning Bridge to Curtin Bike Link, involving seven face-to-face and three online activities. The feedback period for the draft Public Art Masterplan also commenced as the final stage of this engagement project. Engagement planning commenced for the Access and Inclusion Plan (AIP) and continued on the two community facilities projects. The Youth Plan was endorsed by Council in March 2022, following two rounds of stakeholder and community engagement.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>Major Engagement projects this quarter included the Strategic Community Plan Major Review, the Youth Plan, and 50 Dyson Street public feedbacks. Engagement planning continued for the Hurlingham playground expansion, the Safe Active Streets program, and the Public Art Masterplan. Assistance was provided to Assets and Design regarding the Coode Street raised crossings and the Mill Point and Mends St raised platform, and to CCR with a community facilities project. Stakeholder Engagement planning commenced for the SCP Node 2, Coode Street Foreshore Project. SE involvement in the South Perth Activity Centre Plan - Public Benefit Contribution Project List and the Play Space Plan was completed.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>Stakeholder Engagement took place this quarter for the South Perth Activity Centre Plan - Public Benefit Contribution Project List, the sporting clubs annual survey and the George Burnett Leisure Centre Term 3 survey. Engagement planning commenced for the Node 2: Coode Street project. Engagement planning continued for the Safe Active Streets program and Play Space Plan. Engagement work continued on the Recreation and Aquatic Facility project, Public Art Masterplan, Youth Plan and the Strategic Community Plan Review. SE involvement in the Integrated Transport Plan and Economic Development Plan was completed. Assistance was provided to Assets and Design regarding the Coode Street raised crossings, Hurlingham Playground replacement, Pennington Turnaround and the Mill Point and Mends St raised platform.</p>	

# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

No.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
81	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Strategic Community Plan (SCP)</b>	June 2022	Complete	100 %	Complete major review of 2020-2030 SCP with high level community engagement to produce the 2021-2031 SCP for Council endorsement.	<p><b>QTR 3   Jan to Mar 2022</b> Complete.</p> <p><b>QTR 2   Oct to Dec 2021</b></p> <p>This Strategic Community Plan 2021-2031 adopted in December 2021 builds on our previous Strategic Community Plans (SCP).</p> <p>The engagement program took place between Monday 15 February and Monday 15 March 2021 and comprised: a survey, intercept interviews at Manning Farmers Market and Mindeerup/Mends Street, a face-to-face community workshop, a business breakfast forum, a youth movie night, and an online community workshop.</p> <p>During the engagement, participants were asked to prioritise the existing priorities in each strategic direction and to add any others that they felt would help the City achieve its aspiration</p> <p>for each strategic direction. The draft SCP 2021-2031 was released for stakeholder and community feedback in late October 2021 and the final Strategic Community Plan 2021-2031 was updated to reflect the feedback received. The final SCP was presented to Council in December 2021 for adoption.</p> <p><b>QTR 1   Jul to Sep 2021</b></p> <p>The Strategic Community Plan (SCP) major review has taken place. It is going out for advertising and then to Council on 26 October for consideration to approve.</p> <p>Comment as at June 30 2021:</p> <p>The Research Solutions report was finalised in early May 2021 and detailed the stakeholder engagement undertaken for the 2020-2030 Strategic Community Plan (SCP). Research solutions presented their report and findings to the City's Executive Management Team (EMT) on Monday 10 May and to Elected Members in a Council briefing session on Monday 17 May. The Council briefing presentation provided an overview of the stakeholder engagement process and summarised the priorities of the community.</p>	<input checked="" type="checkbox"/>
82	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	<b>Workforce Plan</b>	Ongoing	On Track	75 %	Implement the City's Workforce Plan 2019-2023, Year 3 and ongoing actions.	<p><b>QTR 3   Jan to Mar 2022</b></p> <p>Work on the City's Workforce Plan for 2018-2022 year 4 actions continued this quarter. Activities that took place this quarter included (but were not limited to) mental health seminars via zoom for employees, and email mastery. The review and draft Workforce Plan that will come into effect from 1 July 2022 is taking shape with final draft to be presented to the Executive Management Team next quarter following feedback from the Management Team.</p>	<input checked="" type="checkbox"/>



# CORPORATE BUSINESS PLAN | 2021 / 2022 | QUARTER THREE REPORT

## Corporate actions that we will deliver over the financial year

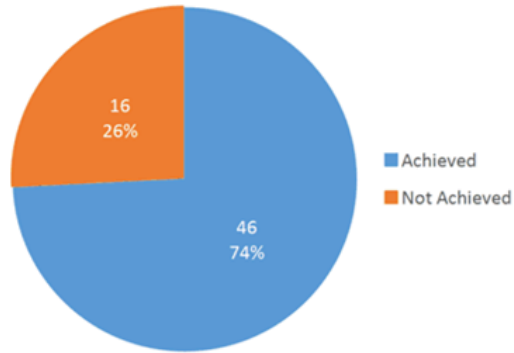
o.	Strategic Direction	Outcome	Strategy	Project / Activity	Timeframe	Status	% Complete	Action 21/22	Quarterly Updates	CEO KPI
									<p><b>QTR 2   Oct to Dec 2021</b> Work on the City's Workforce Plan for 2018-2022 year 4 actions continued this quarter. Activities that took place this quarter included (but were not limited to) the continuation of the Inner City HR Mentor Program, continuation of New Starter Values workshops, technical skills training (chainsaw, polesaw, Microsoft 365), work with Curtin as part of the CEPAR aging workforce group and legislation changes training for people leaders. Commencement of drafting the new Workforce Plan to come into effect from 1 July 2022 also took place.</p> <p><b>QTR 1   Jul to Sep 2021</b> Work on the City's Workforce Plan for 2018 – 2022 - Year 4 actions have commenced. Activities that took place during this quarter include (though not limited to) ongoing new starter values and team values and behaviour training, the completion of Certificate IV Leadership and Management, work to improve the City's eLearning library (1System Requests), succession planning and annual Performance Review processes, health and wellbeing initiatives such as lunch and learn programs, WHS representative training, skin checks, first aid training and health checks. Year 4 actions will continue to be reviewed, developed and implemented over the course of the year before becoming business as usual activities.</p>	
83	Leadership	4.3 Good governance	4.3.3 Maximise and diversify non-rate income	<b>Grant Funding</b>	Ongoing	On Track	75 %	Seek external grant funding opportunities and provide high level assistance to staff in the grant application process. Development, reporting and management of grants register and systems and provide training and support to staff	<p><b>QTR 3   Jan to Mar 2022</b> During Quarter Three: 10 grant applications were submitted, with a value of \$118,190; 6 grant applications were successful, with a value of \$149,565; 0 grant applications were unsuccessful; 19 grant applications are still awaiting an outcome by the end of the quarter (included those applied for in this quarter), with a value of \$1,108,490.</p> <p><b>QTR 2   Oct to Dec 2021</b> During Quarter Two: 12 grant applications were submitted, with a value of \$3,095,274; 13 grant applications were successful, with a value of \$3,104,960; 2 grant applications were unsuccessful, with a value of \$119,200; 7 grant applications are still awaiting an outcome by the end of the quarter, with a value of \$1,210,403.</p> <p><b>QTR 1   Jul to Sep 2021</b> During Quarter One: 10 grant applications were submitted, with a value of \$705,794; 6 grant applications were successful, with a value of \$147,549; 1 grant application was unsuccessful, with a value of \$28,947; 17 grant applications are still awaiting an outcome by the end of the quarter, with a value of \$1,309,284. Number of staff trained: 1</p>	



# CBP MEASURES OF SUCCESS | COUNCIL REPORT

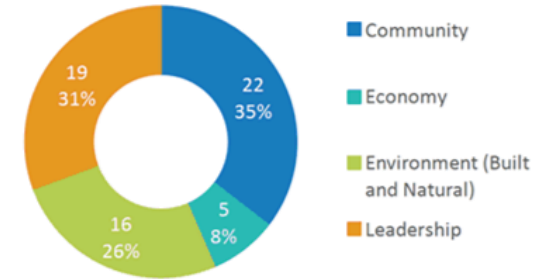
## Key Performance Indicator (KPI) Achievements over 2021 / 2022 | Q3 Dashboard | Jan to Mar 2022

### KPI ACHIEVEMENT SNAPSHOT

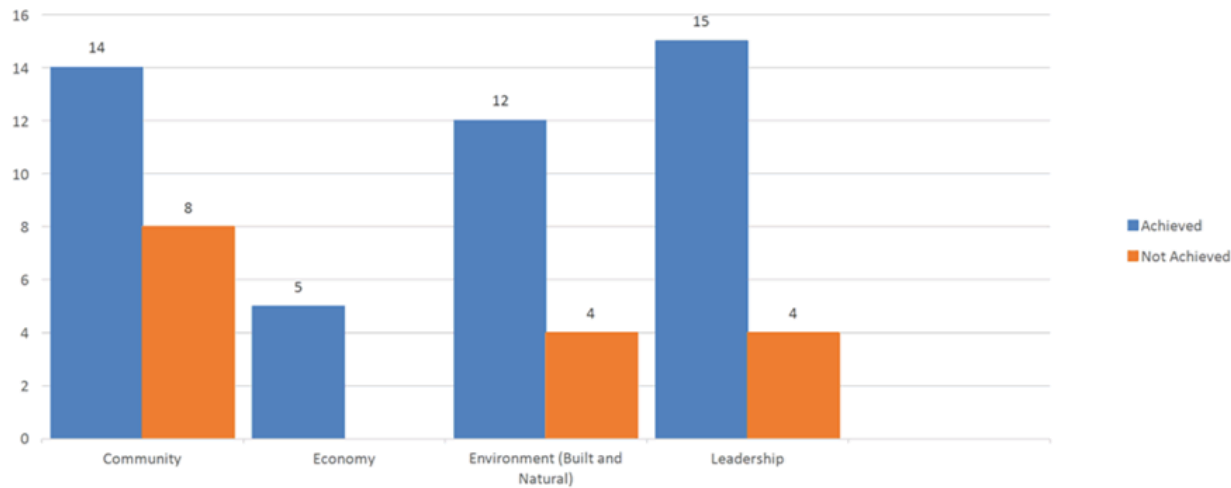


**62  
KPI  
results  
in total**

### STRATEGIC DIRECTION SNAPSHOT



### KPI ACHIEVEMENT TRACKING BY STRATEGIC DIRECTION



CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
1	Community	1.1 Culture and community	1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities	Event attendee satisfaction	Event attendee satisfaction - The amount of people who respond that they are satisfied with the events held by the City	Maintain satisfaction rate above 80%	80.00	93.00	Achieved	
2	Community	1.1 Culture and community	1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities	Event attendee targets	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	15000.00	3402.00	Not Achieved	Due to an increase in COVID-19 in 2021/22, the number of people attending community events decreased due to various factors, including state government restrictions, event cancellations/postponements.
3	Community	1.1 Culture and community	1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities	Library attendee targets	Library attendee targets - The number of people visiting or attending the City's two Library branches (Manning and South Perth)	Obtain the targeted number of visitors at the City's two Library branches of 176,392 persons per annum	132294.00	129788.00	Not Achieved	Library attendance targets impacted by WA State Gov COVID restrictions, capacity limits and program suspensions/cancellations.
4	Community	1.1 Culture and community	1.1.1 Develop and facilitate events, services and programs to respond to changing community needs and priorities	Library Programs and events satisfaction rate	Library Programs and events satisfaction rate - The ratio of people who respond that they are satisfied with the Library's programs and events offered by the City	Maintain satisfaction rate above 80%	80.00	92.00	Achieved	
5	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	Club Development Program	Club Development Program - The number of local clubs participating at club development workshops	Maintain minimum number of 50% local club participation per annum	50.00	44.00	Not Achieved	20/45 Clubs & Community groups registered YTD. No workshops have been conducted this quarter
6	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	Club Development Program Satisfaction	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%	80.00	80.00	Achieved	
7	Community	1.1 Culture and community	1.1.2 Facilitate and create opportunities for social, cultural and physical activity in the City	KidSport Funding	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	75.00	166.00	Achieved	

CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
8	Community	1.1 Culture and community	1.1.3 Encourage and educate the community to embrace sustainable and healthy lifestyles	Public Health Plan Completion	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	100.00	100.00	Achieved	
9	Community	1.1 Culture and community	1.1.3 Encourage and educate the community to embrace sustainable and healthy lifestyles	Sustainable Living Program Satisfaction Rate	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%	70.00	70.00	Achieved	
10	Community	1.1 Culture and community	1.1.4 Celebrate and support heritage within the City for present and future generations	Old Mill and visitor targets	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 2,346 persons per annum	1759.50	2357.00	Achieved	
11	Community	1.1 Culture and community	1.1.4 Celebrate and support heritage within the City for present and future generations	Old Mill Master plan	Old Mill Master plan - Compliance to the Old Mill Master plan project delivery schedule	Maintain 95% schedule compliance of the deliverables for the Old Mill Master plan project	95.00	0.00	Not Achieved	This project is on hold due to competing priorities for resources
12	Community	1.1 Culture and community	1.1.5 Foster volunteerism to build social capital in the community	Community volunteering	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	100.00	100.00	Achieved	
13	Community	1.1 Culture and community	1.1.5 Foster volunteerism to build social capital in the community	Community volunteering	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	50.00	75.00	Achieved	
14	Community	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 implementation Ratio	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	80.00	90.00	Achieved	



CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
15	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	Asset renewal funding ratio	Asset renewal funding ratio - The ratio of the net present value (NPV) of asset renewal funding in the LTFP 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%. Above 75% is achieved.	75.00	100.00	Achieved	
16	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	Asset sustainability ratio	Asset sustainability ratio - The ratio of asset renewal expenditure relative to depreciation for the year	Maintain benchmark standard of ratio between 90% and 110%	100.00	81.00	Not Achieved	This ratio is calculated at financial year end as a result the prior year result (2020/21) is static until financial year end.
17	Community	1.2 Community infrastructure	1.2.2 Manage the provision, use and development of the City's properties, assets and facilities	Property Maintenance	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 5 days (urgent) or within 10 days (remainder)	90.00	90.00	Achieved	
18	Community	1.2 Community infrastructure	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 funding	Recreation and Aquatic Facility funding - The amount of funding advocated	Advocate for sufficient funding to cover 75% of the Capital Costs	75.00	38.00	Not Achieved	Still awaiting decision from State. CEO meetings with local member and potential sporting tenants.
19	Community	1.2 Community infrastructure	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 Project Delivery	Recreation and Aquatic Facility Project Delivery - Compliance to the Recreation and Aquatic Facility project delivery schedule	Maintain 95% schedule compliance of the annual deliverables within the Recreation and Aquatic Facility delivery schedule	95.00	60.00	Not Achieved	Agreement with Federal Government to move milestone. Decision on Project Manager coming to Council in June.
20	Community	1.3 Community safety and health	1.3.1 Facilitate and foster a healthy, connected and safe community	Community Safety and Crime Prevention Plan implementation actions Ratio	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	80.00	75.00	Not Achieved	The majority of actions in the current Community Safety and Crime Prevention Plan have been completed.

CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
21	Community	1.3 Community safety and health	1.3.2 Develop and implement effective Emergency Management arrangements	Local Emergency Management Arrangements	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	100.00	100.00	Achieved	
22	Community	1.3 Community safety and health	1.3.2 Develop and implement effective Emergency Management arrangements	Local Emergency Management Arrangements	Local Emergency Management Arrangements - 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	80.00	90.00	Achieved	
23	Economy	2.1 Local business	2.1.1 Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City	Economic Development Plan Completion	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	100.00	100.00	Achieved	
24	Economy	2.1 Local business	2.1.3 Facilitate economic development opportunities to enhance local business success	Buy Local, Shop Local program	Buy Local, Shop Local program - The number of Local Business Listing applications submitted on the Buy Local, Shop Local webpage that are actioned within 5 business days of receipt	Maintain action rate above 80%	80.00	100.00	Achieved	
25	Economy	2.2 Activated places	2.2.1 Embrace and facilitate unique events and attractions around the City	Australia Day Event	Australia Day Event - The number of people who respond that they are satisfied with Australia Day event held by the City	Maintain satisfaction rate above 80%	80.00	100.00	Achieved	
26	Economy	2.2 Activated places	2.2.2 Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses	Strategic Planning Engagement participation	Strategic Planning Engagement participation - The ratio 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	70.00	100.00	Achieved	

CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
27	Economy	2.2 Activated places	2.2.3 Reinforce the South Perth Peninsula as the City's primary activity centre by reinvigorating key assets and destinations	Connect South Project Delivery	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	95.00	100.00	Achieved	
28	Environment (Built and Natural)	3.1 Connected and accessible City	3.1.1 Facilitate a safe, efficient and reliable transport network	Footpath and Cycle Path community satisfaction	Footpath and Cycle Path community satisfaction - The number of community member requests for service about the City's footpaths and cycle paths	Maintain requests for service below 100 per annum	74.25	184.00	Not Achieved	Check from the spreadsheet provided by Stefanie. Most of the requests are maintenance issues not design issues
29	Environment (Built and Natural)	3.1 Connected and accessible City	3.1.2 Develop and implement integrated transport and infrastructure plans	Integrated Transport, Access and Parking Plan Project deliverables	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	70.00	100.00	Achieved	
30	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	Building Permit Determination	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	100.00	100.00	Achieved	
31	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	Development Application Determination	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	85.00	96.00	Achieved	
32	Environment (Built and Natural)	3.2 Sustainable built form	3.2.1 Develop and implement a sustainable local planning framework to meet current and future community needs	Scheme Amendment Compliance	Scheme Amendment Compliance - The amount of scheme amendments submitted to the City that are processed in accordance with Town Planning Regulations	Achieve 100% compliance with the Town Planning Regulations	100.00	100.00	Achieved	
33	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.1 Maintain and improve ecosystem biodiversity in the City	Natural area rehabilitation	Natural area rehabilitation - The amount of natural areas that are rehabilitated annually	Implement natural area revegetation at or above 0.5 hectares per annum	0.50	0.55	Achieved	



CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
34	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.1 Maintain and improve ecosystem biodiversity in the City	Weed coverage management	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	10.00	0.00	Achieved	
35	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.2 Enhance the City's urban forest	Canopy cover	Canopy cover - The percentage of canopy cover maintained across the City	Maintain or increase the canopy cover at 20%	20.00	20.00	Achieved	
36	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores	Graffiti Removal Response	Graffiti Removal Response - The percentage of graffiti incidents that are responded to within 24 hours of reporting	Maintain response rate at 100%	100.00	100.00	Achieved	
37	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores	Public open space community satisfaction	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	149.25	189.00	Not Achieved	This is an annual target. It will be due in Q4.
38	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.3 Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores	Public open space management	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	85.00	85.00	Achieved	
39	Environment (Built and Natural)	3.3 Enhanced environment and open spaces	3.3.4 Facilitate effective management of the Swan and Canning River foreshore	Jetty and Boardwalk Maintenance Response	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%	80.00	80.00	Achieved	
40	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.1 Promote and implement sustainable water, waste, land and energy management practices	Diversion of Waste from landfill	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	65.00	35.00	Not Achieved	Not achieved due to delays in Waste to Energy Commissioning

## CBP MEASURES OF SUCCESS | 2021 / 2022 | QUARTER THREE REPORT

No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
41	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.1 Promote and implement sustainable water, waste, land and energy management practices	Waste management Plan implementation Ratio	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	80.00	50.00	Not Achieved	Ongoing staff shortages have had impact on availability to the performance measure - Waste Supervisor position advertised
42	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.2 Manage the risks associated with climate change and finite resource availability	Reduction in greenhouse gas (GHG) emissions	Reduction in greenhouse gas (GHG) emissions - The number of new light vehicle replacements that comply with the green vehicle guide of Carbon emissions CO2 not exceeding 185 grams per kilometre	Achieve 100% compliance with the Green Vehicle Guide for new light vehicle purchases	100.00	100.00	Achieved	
43	Environment (Built and Natural)	3.4 Resource management and climate change	3.4.2 Manage the risks associated with climate change and finite resource availability	Reduction in greenhouse gas (GHG) emissions	Reduction in greenhouse gas (GHG) emissions - The number of renewable energy projects that the City has introduced to reduce GHG emissions	Introduce 4 solar power projects to reduce GHG emissions	3.00	4.00	Achieved	
44	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	Partnership Agreement actions	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	80.00	100.00	Achieved	
45	Leadership	4.1 Engaged community	4.1.1 Engage with the community to contribute to the planning of activities in and around the City	Reconciliation Action Plan implementation Ratio	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	80.00	80.00	Achieved	
46	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	Accessible digital services	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%	99.95	100.00	Achieved	

CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
47	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	Collier Park Village Resident satisfaction	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%	80.00	98.00	Achieved	
48	Leadership	4.1 Engaged community	4.1.2 Be agile to stakeholder, community and customer needs	Stakeholder Engagement planning assistance	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	7.50	16.00	Achieved	
49	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Compliance Audit Return Responses	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	100.00	100.00	Achieved	
50	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Corporate Business Plan Quarterly reporting	Corporate Business Plan Quarterly reporting - The amount that progress on the Corporate Business Plan (CBP) is reported quarterly to the Audit, Risk and Governance Committee (ARGC) in accordance with the Integrated Planning and Reporting Framework (IPRF)	Achieve 100% compliance with the IPRF requirements for CBP quarterly reporting	100.00	100.00	Achieved	
51	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Council meeting minutes availability	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	100.00	100.00	Achieved	
52	Leadership	4.3 Good governance	4.3.1 Foster effective governance through quality decision-making	Meeting Agenda availability	Meeting Agenda availability - The amount of meeting agendas that are available 72 hours prior to a meeting	Achieve 100% compliance with meeting agenda availability	100.00	100.00	Achieved	
53	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Annual employee performance review completion	Annual employee performance review completion - The number of employees who have completed their annual performance review	Maintain completion rate of above 75%	75.00	0.00	Not Achieved	Not due until Q4



CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
54	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Current ratio	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	1.00	1.49	Achieved	
55	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Customer call centre service satisfaction rate	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%	80.00	0.00	Not Achieved	Waiting on completion of next Voice of the Customer to determine overall score currently scheduled for May 2022; also the Customer Satisfaction Survey conducted by Painted Dog Research result will be available in June
56	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Financial health indicator annual result	Financial health indicator annual result - The Financial Health Indicator (FHI) annual result is calculated from the seven financial ratios that are required by W.A. Local Government regulation	Maintain a Financial Health Indicator (FHI) result of 70 or above per annum	70.00	71.00	Achieved	
57	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Health and Wellbeing program satisfaction	Health and Wellbeing program satisfaction - The number of employees who are satisfied with the health and wellbeing program	Maintain satisfaction rate of above 75%	75.00	0.00	Not Achieved	Satisfaction survey currently underway. It will be completed at the end of May. The progress result will be reported in Q4.
58	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Internal Audit completion	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%	75.00	30.00	Not Achieved	2 of 7 audits completed
59	Leadership	4.3 Good governance	4.3.2 Continue to build a high performance leadership culture to deliver community priorities	Stakeholder Engagement staff training	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	1.50	3.00	Achieved	
60	Leadership	4.3 Good governance	4.3.3 Maximise and diversify non-rate income	Grant Application staff training	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	1.50	6.00	Achieved	

CBP MEASURES OF SUCCESS   2021 / 2022   QUARTER THREE REPORT										
No.	Strategic Direction	Outcome	Strategy	Operational Key Performance Indicator	KPI Description	Performance Measure	2021 /2022 Target	Result	Result Outcome	Result Comment
61	Leadership	4.3 Good governance	4.3.3 Maximise and diversify non-rate income	Grant Funding process	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	100.00	100.00	Achieved	
62	Leadership	4.3 Good governance	4.3.3 Maximise and diversify non-rate income	Revenue other than Rates	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	25.00	46.10	Achieved	



*City of South Perth*  
**Bushfire Risk Management Plan**

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**2022 – 2027**

*Office of Bushfire Risk Management (OBRM) BRM Plan reviewed 12/04/2022*

*City of South Perth Council BRM Plan endorsed DD/MM/YYYY*



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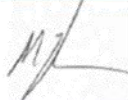
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## Document Control

<b>Document Name</b>	Bushfire Risk Management Plan	<b>Current Version</b>	1.2
<b>Document Owner</b>	City of South Perth CEO	<b>Issue Date</b>	14/03/2022
<b>Document Location</b>	W300752 (D-20-23574)	<b>Next Review Date</b>	14/03/2027

## Document Endorsements

The City of South Perth Council endorses that the Bushfire Risk Management Plan (BRM Plan) has been reviewed and assessed by the Office of Bushfire Risk Management as compliant with the standard for bushfire risk management planning in Western Australia, the *Guidelines for Preparing a Bushfire Risk Management Plan*. The City of South Perth is the owner of this document and has responsibility, as far as is reasonable, to manage the implementation of the BRM Plan and facilitate the implementation of bushfire risk management treatments by risk owners. The approval of the BRM Plan by the City of South Perth Council satisfies their endorsement obligations under *State Hazard Plan*.

Local Government	Representative	Signature	Date
City of South Perth	Mark Taylor, Director Infrastructure Services		14.03.2022

## Reviewing Officers List

Version	Date	Officer Name	Business Unit	Status
V 1.0	February 2018	David Fyfe, Infrastructure Planning Officer	Infrastructure Planning	Reviewed
V 1.1	May 2020	Yulia Volobueva, Environment Coordinator	Assets and Design	Reviewed
V1.1	May 2020	Patrick Quigley, Manager Community, Culture and Recreation	Community, Culture and Recreation	Reviewed
V1.1	May 2020	Mark Taylor, Director Infrastructure services	Infrastructure Services	Reviewed
V1.1	May 2020	Bernadine Tucker, Manager Governance	Governance	Reviewed
V1.1	May 2020	Steve Atwell, Manager Programs Delivery	Programs Delivery	Reviewed
V1.1	May 2020	Chris Jansen, Manager Asset and Design	Assets and Design	Reviewed
V1.1	May 2020	Dene Lawrence, Coordinator Ranger Services	Ranger Services	Reviewed
V1.1	May 2020	Lisa Williams, Marketing Coordinator	Governance	Reviewed
V1.2	November 2021	Yulia Volobueva, Environment Coordinator	Assets and Design	Reviewed
V1.2	November 2021	Paul Reed, Natural Areas Supervisor	Programs Delivery	Reviewed
V1.2	November 2021	Michael O'Regan, Coordinator Ranger Services	Ranger Services	Reviewed

Note: This BRM Plan has been reviewed and approved by above officers. The document review and approval workflow has been recorded in the document (D-20-48413).



## Publication Information

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## 1. Introduction

### 1.1 Background

Under the State Hazard Plan an integrated Bushfire Risk Management Plan (BRM Plan) is to be developed for local government areas with significant bushfire risk. Despite the City of South Perth's insignificant bushfire risk classification by DFES this BRM Plan has been prepared for the City as a duty of care in accordance with the requirements of *State Hazard Plan* and in accordance with the *Guidelines for Preparing a Bushfire Risk Management Plan 2020* (Guidelines) from the Office of Bushfire Risk Management (OBRM) within the Department of Fire and Emergency Services (DFES). The risk management processes used to develop this BRM Plan are aligned to the key principles of *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines* and those described in the *National Emergency Risk Assessment Guidelines* (NERAG 2015). This approach is consistent with State Emergency Management (SEM) policy and Mitigation Procedure 1.

This BRM Plan is a strategic document that identifies assets at risk from bushfire and their priority for treatment. The Treatment Schedule sets out a broad program of coordinated multi-agency treatments to address risks identified in the BRM Plan. Government agencies and other land managers responsible for implementing treatments participate in developing the BRM Plan and Treatment Schedule to ensure treatment strategies are collaborative and efficient, regardless of land tenure.

### 1.2 Aim and Objectives

The aim of the BRM Plan is to document a coordinated and efficient approach toward the identification, assessment and treatment of assets exposed to bushfire risk within the City of South Perth.

The objective of the BRM Plan is to effectively manage bushfire risk within the City of South Perth in order to protect people, assets and other things of local value. Specifically, the objectives of this BRM Plan are to:

- Guide and coordinate a tenure blind, multi-agency bushfire risk management program over a five year period
- Document the process used to identify, analyse and evaluate risk, determine priorities and develop a plan to systematically treat risk
- Facilitate the effective use of the financial and physical resources available for bushfire risk management activities
- Integrate bushfire risk management into the business processes of local government, land owners and other agencies
- Ensure there is integration between land owners and bushfire risk management programs and activities
- Monitor and review the implementation of treatments to ensure treatment plans are adaptable and risk is managed at an acceptable level.

### 1.3 Legislation, Policy and Standards

The following legislation, policies and standards were considered to be applicable in the development and implementation of the BRM Plan.

#### 1.3.1 Legislation

- Bush Fires Act 1954
- Emergency Management Act 2005
- Aboriginal Heritage Act 1972
- Biodiversity Conservation Act 2016
- Building Act 2011
- Bush Fires Regulations 1954
- Conservation and Land Management Act 1984
- Emergency Management Act 2005
- Emergency Management Regulations 2006
- Environmental Protection Act 1986
- Environmental Protection and Biodiversity Conservation Act 1999
- Fire Brigades Act 1942
- Fire and Emergency Service Act 1998
- Metropolitan Water Supply, Sewerage and Drainage Act 1909
- Planning and Development (Local Planning Scheme) Regulations 2015
- Wildlife Conservation Act 1950

#### 1.3.2 Policies, Guidelines and Standards

- AS/NZS ISO 31000:2009 - Risk Management – Principles and Guidelines
- AS 3959-2009 Construction of Buildings in Bushfire-Prone Areas (Standards Australia 2009)
- Building Protection Zone Standards (DFES)
- Bushfire Risk Management Planning Risk Assessment Tools 2020
- City Policy P207 – Natural Areas
- City Policy P695 – Risk Management
- City of South Perth Health Local Laws 2002
- City of South Perth Local Emergency Management Arrangements (LEMA) Plan 2020
- City of South Perth Local Planning Strategy 2021
- City of South Perth Risk Management Strategy
- City of South Perth Strategic Community Plan 2020-2030
- Clontarf - Waterford - Salter Point Foreshore Masterplan 2019
- Collier Park Golf Course Environmental Management Plan 2004
- Cygnia Cove Natural Areas Management Plan 2017
- Firebreak Location, Construction and Maintenance Guidelines (DFES)
- Green Plan 2002
- Guidelines for Planning in Bushfire Prone Areas 2015
- Guidelines for Plantation Fire Protection (DFES 2011)
- Guidelines for Preparing a Bushfire Risk Management Plan 2020 (DFES 2020)
- Kwinana Freeway Foreshore Management Plan 2014
- National Emergency Risk Assessment Guidelines (NERAG) (Second Edition 2015)



- State Emergency Management Policy 2.5 – Local Arrangements
- State Emergency Management Policy 3.2: - Emergency Risk Management Planning
- State Hazard Plan Fire (Westplan Fire)
- State Planning Policy 3.7: Planning in Bushfire Prone Areas
- State Planning Policy 3.4: Natural Hazards and Disasters
- Western Australian Emergency Risk Management Guidelines (Emergency Management WA 2005)

### 1.3.3 Other Related Documents

- A Guide to Constructing and Maintaining Fire Breaks (DFES 2018)
- A Guide to the Use of Pesticides in Western Australia (Dept. of Health 2010)
- Australian Disaster Resilience Handbook 10: National Emergency Risk Assessment Guidelines (Australian Institute for Disaster Resilience 2015)
- National Strategy for Disaster Resilience
- National Statement of Capability for Fire and Emergency Services (AFAC 2015)
- Public Service Circular No. 88 Use of Herbicides in Water Catchment Areas (Dept. of Health 2007)
- Code of Practice for Timber Plantations in Western Australia (Forest Products Commission 2006)
- Bushfire Risk Management Planning Handbook
- Bushfire Risk Management System (BRMS) User Guide v8.0 (August 2021)
- Overall Fuel Hazard Assessment Guide (2010)
- A Guide to Preventing and Suppressing Bushfires on Organic and Acid Sulphate Soils

## 2. The Risk Management Process

The risk management processes used to identify and address risk in this BRM Plan are aligned with the international standard for risk management, AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. This process is outlined in Figure 1 below.

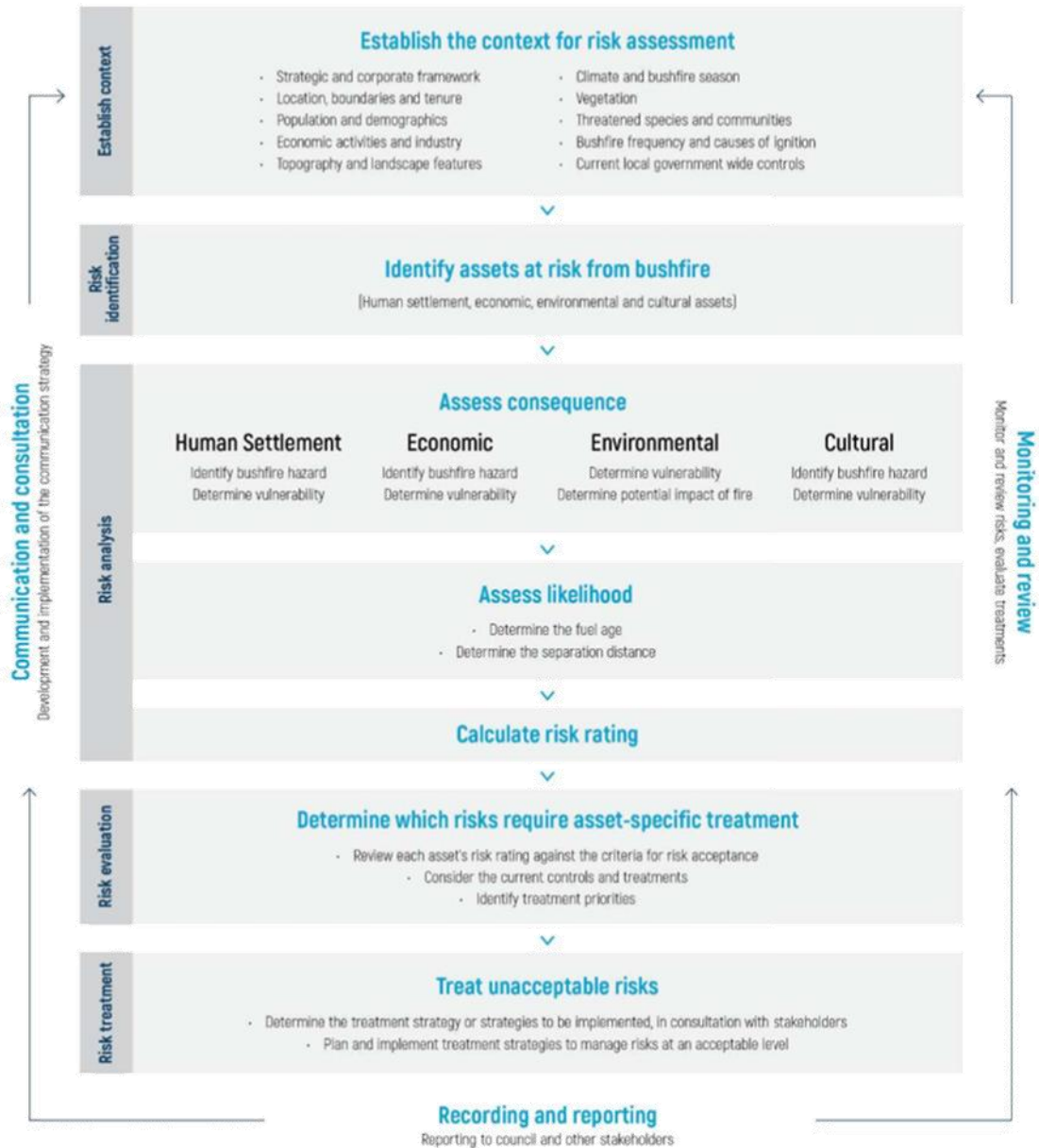


Figure 1 - An Overview of the Risk Management Process <sup>1</sup>

<sup>1</sup> Source: AS/NZS ISO 31000:2009, Figure 1, reproduced under SAI Global copyright Licence 1510-c081.

## 2.1 Roles and Responsibilities

The roles and responsibilities of the key stakeholders involved in the development of the BRM Plan are outlined in Table 1.

Table 1 – Roles and Responsibilities

Stakeholder Name*	Roles and Responsibilities
<b>Local Government</b>	<ul style="list-style-type: none"> <li>▪ As custodian of the BRM Plan, coordination of the development and ongoing review of the integrated BRM Plan</li> <li>▪ Negotiation of commitment from land owners to treat risks identified in the BRM Plan</li> <li>▪ As treatment manager, implementation of treatment strategies</li> <li>▪ As part of the approval process, submission of the draft BRM Plan to the Office of Bushfire Risk Management (OBRM) to review it for consistency with the Guidelines</li> <li>▪ As part of the approval process, submission of the final BRM Plan to council for their endorsement and adoption</li> </ul>
<b>Department of Fire and Emergency Services (DFES)</b>	<ul style="list-style-type: none"> <li>▪ Participation in and contribution to the development and implementation of BRM Plans, as per their agency responsibilities as the State Hazard Plan -Fire Hazard Management Agency for Bushfire</li> <li>▪ Support to local government through expert knowledge and advice in relation to the identification, prevention and treatment of bushfire risk</li> <li>▪ Facilitation of local government engagement with state and federal government agencies in the local planning process</li> <li>▪ Undertake treatment strategies, including prescribed burning on behalf of Department of Lands for Unmanaged Reserves and Unallocated Crown Land within gazetted town site boundaries</li> <li>▪ In accordance with Memorandums of Understanding and other agreements, implementation of treatment strategies for other landholders</li> </ul>
<b>Office of Bushfire Risk Management (OBRM)</b>	<ul style="list-style-type: none"> <li>▪ Under the OBRM Charter, to ensure bushfire risk is managed in accordance with AS/NZS ISO 31000 and reporting on the state of bushfire risk across Western Australia</li> <li>▪ Review BRM Plans for consistency with the Guidelines prior to final endorsement by Council</li> </ul>
<b>Department of Biodiversity Conservation and Attractions (DBCA)</b>	<ul style="list-style-type: none"> <li>▪ Participation in and contribution to the development and implementation of BRM Plans</li> <li>▪ Providing advice for the identification of environmental assets that are vulnerable to fire and planning appropriate treatment strategies for their protection</li> <li>▪ As treatment manager, implementation of treatment strategies on department managed land and for Unmanaged Reserves and Unallocated Crown Land outside gazetted town site boundaries</li> <li>▪ In accordance with Memorandums of Understanding and other agreements, implementation of treatment strategies for other landholders</li> </ul>
<b>Other State and Federal Government Agencies</b>	<ul style="list-style-type: none"> <li>▪ Assist the local government by providing information about their assets and current risk treatment programs</li> <li>▪ Participation in and contribution to the development and implementation of BRM Plans</li> <li>▪ As treatment manager, implementation of treatment strategies</li> </ul>



Stakeholder Name*	Roles and Responsibilities
<b>Public Utilities</b>	<ul style="list-style-type: none"> <li>▪ Assist the local government by providing information about their assets and current risk treatment programs</li> <li>▪ Participation in and contribution to the development and implementation of BRM Plans</li> <li>▪ As treatment manager, implementation of treatment strategies</li> </ul>
<b>Corporations and Private Land Owners</b>	<ul style="list-style-type: none"> <li>▪ As treatment manager, implementation of treatment strategies</li> </ul>

## 2.2 Communication & Consultation

As indicated in Figure 1, communication and consultation throughout the risk management process is fundamental to the preparation of an effective BRM Plan. To ensure appropriate and effective communication occurred with relevant stakeholders in the development of the BRM Plan, a Communication Plan was prepared. The plan is provided at Appendix 5.

## 3. Establishing the Context

The City recognises that it has a responsibility for the Prevention, Preparedness, Response and Recovery (PPRR) from a range of potential threats to the people, physical environment (both built & natural), economic and social fabric of the community, including the threat of bushfire. The City maintains a joint Local Emergency Management Committee (LEMC) with the City of Canning to oversee and advise the City in matters pertaining to Emergency Management, including Bushfire Risk Management.

### 3.1 Description of the Local Government and Community Context

#### 3.1.1 Strategic and Corporate Framework

The City of South Perth has developed a suite of Local Emergency Management Arrangements (LEMA) and this Bushfire Risk Management Plan that is an integral part of LEMA Plan 2020 that includes the Local Emergency Welfare Plan, Local Recovery Plan and Crisis Communications Plan.

The BRM Plan and Bushfire Risk Management System (BRMS) outputs will be utilised in the review and refinement of existing works programs that are designed to reduce bushfire risk in the local government area. The Local Emergency Management Committee (LEMC) and Bushfire Advisory Committee (BFAC) are encouraged to utilise the BRM Plan in addressing bushfire risk throughout the City of South Perth and are encouraged to reference the BRM Plan in Local Emergency Management Arrangements (LEMAs).

Responsibility for the Bushfire Risk Management Planning process rests with a number of business units in the City, each of which have contributed to the development of this plan. They include: Governance, Community and Culture and Recreation, Rangers, Urban Planning, Strategic Planning (land use planning), Infrastructure Planning, Asset and Design and Programs Delivery.

The natural areas maintenance team, of the Program Delivery business unit, is responsible for implementing treatments aimed at managing and reducing potential fuel loads in the City's managed nature reserves and public open spaces that have been identified in the Bushfire Prone Areas in Figures 2 and 3. The City's rangers deal with various response and recovery measures in case of bushfires, they also undertake fuels load assessments and are authorised to issue firebreak notices.



The City of South Perth is an inner urban local government and, as such, does not have as significant bushfire risk as more rural local governments. For this reason, there is perceived to be a low overall propensity of bushfires in the City. In accordance with the City's bushfire risk assessment approximately 324 residential properties, 2 private and 3 state education institutions, 3 retirement villages, 1 private and 3 state government institutions within the City are at risk of fire or designated as being in a bushfire prone area. However, it is likely that very few owners or occupiers of these properties and institutions are aware of this designation or fire risk levels, the implied threat that this recognises, or the impact and obligations imposed for future improvement or development of those properties. To address this issue the City commenced a bushfire risk awareness campaign via a direct engagement with the owners of affected properties and broad community education. The City delivers Bushfire risk messaging through the website and community sustainability education workshops.

### 3.1.2 Location, Boundaries and Tenure

The City of South Perth is an established, predominantly private residential Local Government Area in Western Australia. The City covers nearly 20 square kilometres and is situated two kilometres across the Swan River from the Perth Central Business District. Widely recognised for its aesthetic appeal and amenity, the City is bounded by the Swan and Canning Rivers, offering around 390 hectares of public open spaces. The City borders with the Town of Victoria Park and the City of Canning to the east. Major attractions include the Canning and Swan Rivers, Sir James Mitchell Park, Perth Zoo, Royal Perth Golf Club, Collier Park Golf Course, Como Beach, George Burnett Park, Milyu Nature Reserve, Neil McDougall Park, the Mindeerup piazza, Mends Street, Angelo Street and Preston Street precincts, and the Waterford Plaza Shopping Complex. The City of South Perth covers the suburbs of South Perth, Kensington, Como, Manning, Karawara, Waterford and Salter Point.

While the area is primarily residential in nature, there is a large commercial area found along the Canning Highway as well and substantial parkland areas and foreshore reserves throughout the City.

The BRM Plan area is divided into four planning areas for the purposes of the BRM Plan, as seen in Appendix 1.

The BRM Plan area is comprised of numerous land owners and managers including, but not limited to, the City of South Perth, state government departments and agencies, infrastructure managers, property developers, private land owners and corporations. Appendix 5 identifies key stakeholders and land owners to be involved in the development and/or implementation of the BRM Plan.

A brief overview of the percentage coverage of various land managers is presented in Table 2

Table 2: Overview of Land Tenure and Management within the BRMP Area

Land Owners and Land Managers	% of BRM Plan Area
Private and Other	69.52
Department of Biodiversity, Conservation and Attractions (DBCA)	0.01
State Housing Authority	1.16
City of South Perth	16.15
Crown Land	1.14
Water Corporation	0.06
Main Roads WA	11.96
<b>Total</b>	<b>100</b>

Source: City of South Perth IntraMaps Online Mapping



The City manages both freehold and reserve lands that are used for specific purposes, leased to community associations, or are unallocated.

Although the City is predominantly rated as a low bushfire risk there are a number of areas considered to be prone to bushfire risk, including areas along the southern foreshore in Salter Point, Manning and Waterford, in areas adjacent to the Technology Park and adjacent to smaller areas of remnant bushland, such as Davilak reserve, Curtin and Manning Primary Schools bushlands (Manning), Hogg reserve (Salter Point) and Goss reserve (Karawara). In some of these Bushfire Risk Prone areas residential and non-residential dwellings are located in a very close proximity to a heavily vegetated zone. Therefore, the City’s Local Planning Strategy provides a mechanism to minimise the development in areas considered to be bushfire prone. This includes limitation or prevention of any increases in residential density codes in areas considered to be affected by bushfires.

Bushfire risk and management are influenced by the land tenure and location. All land tenures and property location come under the scrutiny when assessing bushfire risk and identifying asset ownership. The City’s role is to identify and assess the bushfire risk within the City’s municipality, inform land owners about their bushfire risk ratings and propose risk treatments to eliminate or reduce risk of bushfire on their property. The land owner carries the risk and in charge of risk management. The City is responsible for treating bushfire risk only on its managed land.

### 3.1.3 Population and Demographics

The City of South Perth is home to approximately 44,100 residents from a diverse range of ages and cultural backgrounds with a population density of 2,224 persons per square km. It is expected that the City’s population will grow beyond 65,000 in the coming years.

Table 3 provides a detail on where this future additional population is likely to be located up to 2031.

Table 3: Projected Population by Suburb (2016-2031)

Suburb	2016	2031	Additional (2016-2031)
South Perth	12,857	16,517	+3,660
Como	15,098	18,899	+3,801
Waterford	2,387	3,543	+1,156
Kensington	4,455	5,147	+692
Manning	4,142	4,695	+553
Salter Point	3,011	3,395	+384
Karawra	2,151	2,086	-65
<b>Total</b>	<b>44,100</b>	<b>54,282</b>	<b>+10,182</b>

Source: City of South Perth Local Planning Strategy 2021

With expected population growth the City anticipates that the number of dwellings within the City will increase by approximately 4,784 between 2016 and 2031.



Table 4 outlines expected dwelling growth to 2031 by suburb areas.

Table 4: Projected Dwelling Growth by Suburb (2016-2031)

Suburb	2016	2031	Additional (2016-2031)
Como	7,598	9,431	+1,833
South Perth	6,812	8,571	+1,759
Waterford	843	1,256	+413
Kensington	1,688	2,029	+341
Manning	1,628	1,882	+254
Salter Point	1,029	1,196	+167
Karawra	688	705	+17
<b>Total</b>	<b>20,286</b>	<b>24,070</b>	<b>+4,784</b>

Source: City of South Perth Local Planning Strategy 2021

The City’s suburbs such as Salter Point, Waterford and Manning of a particular concern in terms of future dwelling growth as there are already a number of residential properties at risk because they are prone to ember attack from bushfires or may directly be impacted by flames where interfacing with bushland reserve or the foreshore reserve. Therefore a future urban expansion in these suburbs in particular along the urban bushland interface will require a close attention when assessing bushfire risk.

The City of South Perth is an inner urban community where a residential sector dominates over non-residential that includes small to medium sized businesses, healthcare, age care and social services providers and education institutions.

There are two private boarding schools Aquinas and Clontarf Colleges within the designated bushfire prone areas. The land ownership on which these schools are located is vested with various private organisations that are responsible for land management. The student population of these schools are vulnerable in a major bushfire event as they have limited ability to evacuate, are reliant on others for their decision making and may not be familiar with the area and don’t understand the bushfire risk. Therefore the City will liaise with these schools to ensure administration staff and land owners are aware of the risk and encourage them to have and exercise bushfire response plans.

The Manning and Curtin Primary State Schools have pockets of bushland that pose a bushfire risk to staff, students, buildings, and structures. Therefore the City will deal with the Department of Education and schools’ management teams to inform them about the risk and ensure that adequate fuel reduction measures are undertaken and bushfire plans are in place and implemented.

There is a high student population in the areas near Curtin University, including foreign students with English as a second language. The City acknowledges that these people can be at high risk during fire events due to limited experience with bushfire and language barriers. This is something the City will consider in its planning and the work of the LEMA.

There is a number of age care facilities located in the bushfire prone areas such as Meath Care Retirement Village in Como, Alexandra Village in Kensington and Baptistcare Riverside Village in Salter Point. The City considers residents of these age care facilities as a vulnerable population that has limited mobility and relies on the facility administration during evacuation. Therefore the City will work with the facility managers to inform them about the identified bushfire risk and encourage them to develop and implement a “Prepare Act Survive Plan”.

Given the urban setting it is likely that few residents and organisations recognise the presence of a bushfire threat. This is a major challenge for the City as residents are unlikely to prepare and have a bushfire plan as they don't identify with the risk. The City will undertake a bushfire awareness campaign to help address this gap in understanding of the risk particularly targeting affected residents and organisations.

### **3.1.4 Economic Activities and Industry**

The City is predominantly residential but also accommodates around 15,289 employees each day at small to medium sized businesses, specialised service providers and educational institutions. An analysis of the jobs held by the local workers in the City of South Perth in 2019/20 indicates that Healthcare and Social Assistance represents the largest industry in the City of South Perth's non-residential sector employing 2,935 people or 19.2% followed by the Professional, Scientific and Technical Services (1,993 people or 13%) and Educational and Training (1,868 people or 12.2%). In combination these three fields accounted for 6,796 people in total or 44.5% of the local workers.

Of the 15,289 local workers in the City 30 % also live in the area and approximately 80 % of the City's resident workers travel outside of the area to work. This indicates that there may be reduced occupancy levels for residential dwellings during normal working hours and dwellings may be left unattended during a bushfire. As a result, individuals may attempt accessing their dwelling during a bushfire fire or not being present to defend against a bushfire or suitably evacuate (e.g. removal of belongings and evacuation pets). The City's bushfire awareness campaign will focus on the property owner and occupiers to ensure that they are aware of potential risks and prepared to respond safely.

The bushfire risk poses a threat to operation of four educational institutions, three age care facilities, Ngala Family Resource Centre/sleep clinic, School of Dental Therapy and Technology Park Western Precinct. The City understands that closure of these facilities will cause a disruption of services to a wider community as these services are used not only by the City's local residents. Therefore, the City will liaise with property owners and managers to ensure that they understand the risk and their responsibility to manage this risk.

Southern part of the Kwinana Freeway is within designated bushfire prone area and closure of this major transport route will cause a significant impact to regional/state and district level of traffic flows. Therefore, the City will lead negotiations with affected land managers and land owners to ensure that adequate bushfire risk management and response plans are in place.

The City also identified Perth Zoo as a minor bushfire threat not only to the zoo staff, animals, buildings and structures but also to some of adjacent residential properties, despite not being mapped in the DFES's bushfire prone area mapping. The closure of the zoo will disrupt delivery of services to a wider community. The City will liaise with Perth Zoo administration to advise them about potential bushfire risks and levels of their responsibility to manage this risk.

## **3.2 Description of the Environment and Bushfire Context**

### **3.2.1 Topography and Landscape Features**

The City of South Perth is situated between the Swan River, to the north and the Canning River to the west and shares common land borders with the Town of Victoria Park and City of Canning.



The topography generally ranges from 0 to 5 m AHD along the Swan and Canning River foreshore areas, 5 to 15 m AHD over much of the central City area, with some elevated areas to approximately 30 m AHD in the northern part (JDA and Ecoscape, 2004). Most of the City's suburbs are located on the sandy and relatively flat Swan Coastal Plain, which lies between the Darling Scarp and the Indian Ocean. The soils of this area are quite infertile. The City is on generally flat, rolling land - largely due to the high amount of sandy soils and deep bedrock.

The main soil types of the Swan Coastal Plain within the City are grey Bassendean soils and yellow Karrakatta soils in the western part of the municipality. Vasse soils are found adjacent to the rivers (City of South Perth 2002).

The unique elevation profiles, slopes, soil types and broad vegetation types associated with each mapped bushfire prone zone and adjacent areas can influence a fire's rate of spread (ROS), intensity and also create limitations when implementing treatments to manage the risk of bushfire and limit suppression activities (firefighting equipment access). Particular area of concern within the City's bushfire prone area is River Way residential zone in Salter Point with foreshore reserve interfacing due to very steep up to 15 degrees downslope because this landscape feature and subsiding upper river embankment pose an access challenge and strongly affect the rate of spread and intensity of a bushfire.

### 3.2.2 Climate and Bushfire Season

Perth receives moderate though highly seasonal rainfall, making it the fourth wettest Australian capital city after Darwin, Sydney and Brisbane. Summers are generally hot and dry, lasting from December to late March, with February generally being the hottest month of the year. The bushfire season is considered to run from 1 December to 30 April each season.

The highest temperature recorded in Perth was 46.2°C on 23 February 1991. On most summer afternoons a sea breeze, known locally as the "Fremantle Doctor", blows from the southwest, providing relief from the hot north-easterly winds. Temperatures often fall below 30°C a few hours after the arrival of the wind change. In the summer, the 3 pm dew point averages at around 12°C. The rainfall pattern has changed in Perth and southwest Western Australia since the mid-1970s. A significant reduction in winter rainfall has been observed with a greater number of extreme rainfall events in the summer months.

The bushfire season for the southwest of Western Australia, including the Perth Metropolitan area runs from 1 November to 30 April the following year. The hottest month during this period, as mentioned previously, is February. Perth experiences an average of 12.8 days per season of temperatures of 37°C degrees or above and an average of 3.6 days where the temperature reaches 40°C degrees or above.

### 3.2.3 Vegetation

The City of South Perth's original vegetation was predominantly Banksia/Jarrah woodlands. The majority of this vegetation has been cleared, with remnants of Jarrah (*Eucalyptus marginata*) still occurring on higher ground and *Eucalyptus rudis*/*Melaleuca preissana* stands remaining on pale grey Bassendean sands (JDA and Ecoscape, 2004). Heavy peaty soils of the remaining wetlands support vegetation communities of Swamp Paperbark (*Melaleuca rhaphiophylla*), Flooded Gum, (*Eucalyptus rudis*), saltmarsh (*Sarcocornia quinqueflora*) and (*Suaeda australis*), sedgeland (*Juncus kraussii*) and grassland (*Cynodon dactylon*).



The City’s vegetation classifications are made up of five vegetation types occurring within the City of South Perth. Vegetation types are grouped on the basis of patterns in soil and geomorphology. These five vegetation types and their locations within the BRM Plan area are briefly summarised in Table 5 below. Each vegetation type will influence potential fire behaviour based on its unique vegetation structure, fuel loading and the slope under the vegetation.

Table 5 – Vegetation types

Vegetation Type	Description	City of South Perth Owned or Manged Natural Areas	State and Private Owned or Manged Natural Areas	Fuel Loads and Fire behaviour
Low Woodland	Low trees and shrubs 2-10 metres high; foliage cover less than 10%. Dominates by Eucalyptus and Acacias. Often have a grassy understory of low shrubs.	Salter Point Lagoon to Sea Scout Hall; foreshore side of Andrew Thompson Conservation Reserve, Cygnia Cove foreshore reserve and constructed wetland, Redmond Street reserve.	Curtin and Manning Primary Schools’ bushland.	High fuel loads consist of dry vegetation material with a spread of fine fuel from the bottom to the top layer and near surface fuel. Elevated and near surface fuels contribute significantly to the rate of spread of fire.
Woodland	Trees 10-30 metres high; 10-30% foliage cover dominated by Eucalyptus; understory low trees to tall shrubs typically Acacia and Casuarina	Hogg reserve, North and South parts of Goss reserve, parts of Cygnia Cove foreshore, Cloisters foreshore, Mount Henry Peninsula, parts of Clontarf foreshore reserve.	Clontarf Aboriginal College Cats Island managed by Indigenous Land and Sea Corporation,  Mt Henry Peninsula remnant bushland managed by Aquinas College on behalf of Trustees of the Christian Brothers and Trustees of Edmund Rice Education Australia,  Dental Therapy School and Clinic remnant bushland managed by the Department of Health.	High fuel loads consist of dry vegetation material with a spread of fine fuel from the bottom to the top layer and near surface fuel. Elevated and near surface fuels contribute significantly to the rate of spread of fire.
Low Shrubland	Shrubs <2 metres high; grater that 30% foliage cover.	Andrew Thompson Conservation Reserve;		High fuel loads consist of dry vegetation material

	Understory can contain grasses, Acacia and Casuarina often in the arid and semi-arid zones.	Cygnia Cove foreshore reserve.		with a spread of fine fuel from the bottom to the top layer and near surface fuel. Elevated and near surface fuels contribute significantly to the rate of spread of fire.
Open Scrub	Shrubs greater than 2 metres high, 10-30% foliage cover with a mixed species composition.	Parts of Goss reserve, Davilak reserve, Mount Henry Spit.		Medium fuel loads consist of dry vegetation material with a spread of fine fuel from the bottom to the top layer and near surface fuel. Elevated and near surface fuels contribute significantly to the rate of spread of fire.
Closed Scrub	Found in wet areas or areas affected by poor soil fertility or shallow soils >30% foliage cover.	Cygnia Cove foreshore reserve, Andrew Thompson Conservation reserve, Clontarf foreshore reserve.		Fuel loads consist of minimal dry vegetation material with most of fine fuel at the top of the layer and limited near surface fuel. Elevated fuels contribute to patchy increases in the flame height and the rate of spread of fire.

Majority of the dryland reserves listed in the above table are made up of mature Eucalyptus species and Casuarinas with a mid-story of acacia and banksia species and a reach understory of native grasses and herbs. These reserves have high fine fuel loads with deep leaf litter and large amounts of dry dead fuels, which will contribute to easy fire start and quick spreading into a nearby residential and non-residential zones. Fires in these reserves may quickly reach the canopy due to the horizontal distribution of fuels creating high intensity fires which may not be suitable for direct attack.

Some Paperbark trees in the foreshore reserves have fine fibrous lose bark which easily ignites and can be blown by the winds creating a large number of embers which are carried towards adjacent residential dwellings, private education institutions and age care facilities, this is a risk as many of the building are older and not built to a standard to withstand embers. An escarpment topography, strong

winds, difficult access and high fuel load of the Redmond Street reserve slope can contribute to a very intense and fast-moving fires towards close by River Way residential properties in Salter Point and City's infrastructure.

The City of South Perth has categorised three classes of bushfire vegetation risk in the City and considers each category to be a discrete planning area for asset identification and risk assessment. They are:

- Riverine and wetland scrub bordering the Canning River system on the southern and south-western boundaries of the City
- Preserved natural bush areas and pockets of remnant pine plantation at several locations within the City and two in adjoining local government areas that may impact on the City of South Perth residents, ratepayers or infrastructure
- Grasses on vacant blocks and stormwater drainage sumps at various locations throughout the City.

### 3.2.4 Threatened Species and Communities

The remnant vegetation of the City is largely confined to State foreshore reserves, poorer Bassendean soil areas and wetland areas which have survived early drainage and urban development. Foreshore fringing vegetation has a significant role in foreshore stability. Saline wetlands and samphire flats fringing the estuary are key waterbird feeding areas and provide important bank and foreshore stabilisation, as well as habitats of very high ecological value.

There are two Bush Forever Sites within the City of South Perth:

- Canning River Foreshore, Salter Point to Wilson, site 333

The foreshore is part of the Swan-Canning Estuary which is listed as a wetland of national importance in the Directory of Important Wetlands in Australia and is subject to protection under the Commonwealth EPBC Act, 1999 (Government of Western Australia, 2000).

- Mount Henry Bushland, Salter Point, site 227

This site contains the most inland vegetated knoll and area of Spearwood Dunes on the Swan-Canning Estuary and is of a particular value in providing fauna habitat (Government of Western Australia, 2000)

The state and federal database searches as well as the flora survey of the Cygnia Cove foreshore area have confirmed the presence of a Threatened Ecological Community - Subtropical and Temperate Coastal Saltmarsh at southern foreshore in Salter Point and Waterford. This community is protected under the EPBC Act and is placed in vulnerable category. The community is classed as a Priority 3 vegetation community at the state level (Syrinx, 2017).

In 2018 a healthy population of Carter's Freshwater Mussel (*Westralunio carteri*), which is native to South-Western Australia was spotted hiding from predators within the sedges of Bodkin Park leaving stream in Waterford. These mussels are red-listed as 'vulnerable' by the International Union for Conservation of Nature (IUCN) and are the primary food source of the red-listed native mammal Rakali (*Hydromys chrysogaster*). The finding of the mussels may indicate that the Rakali's population, which has been sighted further west at Redmond Reserve, also extends into the Bodkin Park Living Stream.

Also spotted thriving in the living stream was the native Western Pygmy Perch (*Nannoperca vittata*), another species that due to reducing habitat is threatened and has been placed on the IUCN Red List. The Western Pygmy Perch is native to South-Western Australia and can tolerate fresh to brackish



water, preferring to live amongst vegetation in relatively shallow water. A primary food source of the Western Pygmy Perch is mosquito larvae and is essential to keeping numbers in check.

Bushfires can have a positive or negative effects on plants and animals. Appropriate bushfire management activities can minimise the ecological impact on wildlife and vegetation.

Positive effects of the bushfires are:

- heating the soil, cracking seed coats and triggering germination
- triggering woody seed pods held in the canopy to open, releasing seed onto a fresh and fertile ash bed
- clearing thick understorey and reducing competition for seedlings
- encouraging new growth that provides food for many animals
- creating hollows in logs and trees that can be used by animals for nesting and shelter.

Negative effects of the bushfires are:

- burning and damaging vegetation communities, that take many years to recover (for example threatened saltmarsh communities at Salter Point and Waterford foreshore reserves can be affected by the fire)
- killing or injuring individual plants or animals
- causing erosion and subsequent sedimentation of creeks and wetlands
- impacting on water quality of the local waterways due to formation of excessive ash and sediment after fires (for example populations of vulnerable and threatened fauna such as Carter's Freshwater Mussel, Western Pygmy Perch and Rakali can be impacted due to reduced water quality).
- opening up areas to the impacts of weed and feral animal invasion as well as human access and vandalism.

To manage bushfire risk the City follows DFES's established standards and guidelines for urban bushfire management activities such as mechanical hazard reduction and bushfire suppression operations. However, the protection of human life and properties remains the City's primary focus.

In the City's urban setting prescribed burning is prohibited by the local law. However, the City will be seeking an expert advice to change its local law to allow controlled burns in the large nature reserves with a focus to reduce significantly fuel load and minimise environmental impacts.

#### **3.2.4 Bushfire Frequency and Causes of Ignition**

The City's records indicate that there have been 6 bushfires within the City since 2008 at Cloisters and Andrew Thompson Conservation foreshore reserves, Hogg and Mt Henry Peninsula remnant bushlands. It is believed that they have all been carelessly lit by juveniles. In addition, in February 2015, there was a significant bushfire in the Kensington Bushland adjoining the City in the Town of Victoria Park. This fire resulted in a Bushfire Alert for residents in parts of Como and Kensington. It is believed this fire was started by a discarded cigarette butt by students from a nearby school. For the past 10 years the City's ranges and natural areas maintenance team increased policing of the foreshores and inland reserves to reduce the risk of arson or accidental ignitions. This approach resulted in removal of illegal foreshore campers, cabby structures and furniture and flammable items

such as gas bottles, petrol canisters and drug paraphernalia (bongs) before any fires started. The City's rangers monitor littering under the Litter Act 1979 and can impose on-the-spot fines for offenders. The Department of Water and Environmental Regulation investigates and prosecutes for illegal dumping under the Environmental Protection Act.

The City's fire history data influences the decision-making process by identifying potential areas where fires are more likely to start and why, contributing to the implementation of appropriate treatments and delivery of the targeted education and prevention campaigns in the BRM Plan areas where, for example, an arson and or accidental ignitions are occurring most.

### **3.2.5 Current Bushfire Risk Management Activities**

The intent of the WA Government's Bushfire Prone Planning Policy is to implement effective risk based land use planning and development to preserve life and reduce the impact of bushfire on property and infrastructure. The State Planning Policy 3.7 – Planning for Bushfire Prone Areas ensures bushfire risk is given due consideration in all future planning and development decisions. This policy does not apply retrospectively, however the BRM Plan can help address this risk for existing development and establishing an effective treatment plan to manage the broader landscape and any unacceptable community risks. The City of South Perth Bushfire Prone Area is delineated in pink colour in Figures 2 and 3.

According to DFES 2016 and 2021 mapping there are a number of the natural areas considered to be prone to bushfire risk, including areas of southern foreshore in Salter Point and Waterford, southern parts of Kwinana Freeway Foreshore, smaller areas of remnant bushland, such as Davilak and Goss Reserves and Manning Primary School bushland in Manning and Hogg Reserve and adjacent school of dental therapy bushland in Salter Point. The City should seek to minimise the development pressure existent in areas considered to be bushfire prone (see Figures 2 and 3). This could include limiting or preventing any increases in residential density codes in areas considered to be affected by bushfire risk and adjacent areas. This is a way that the City continues to work to manage the Bushfire Risk but not increasing the exposure of people and property to this risk.



Figure 2 - City of South Perth Bushfire Prone Area Mapping by DFES in 2016





Figure 3 - City of South Perth Bushfire Prone Area Mapping by DFES in 2021

As a measure for preventing the outbreak of a bushfire, or for preventing the spread or extension of a bushfire which may occur the City of South Perth issues an annual Fire Break Notice. The notice requires all owners and occupiers to undertake property preparations to reduce bushfire risk before the commencement of fire restrictions. The requirements are specific to the size and risk of the land but aim to ensure that all properties have undertaken appropriate preparations.

The City of South Perth has in place a range of controls that are broadly applied across the City to manage bushfire risk that do not target protection of specific assets. The effectiveness of these control measures and their ability to manage bushfire risk at an adequate level has been considered during risk evaluation. If current controls are inadequate to manage identified risk, then asset specific treatments will be undertaken to further reduce the risk to the asset as part of implementation of the Risk Treatment Schedule.

The Table 6 demonstrates a range of maintenance activities that are already undertaken by the City in the normal course of business that contribute to the mitigation of non- asset specific bushfire risk.

Table 6 – Current Bushfire Risk Management Activities and Wide Controls

Activity	Program	Goal or Outcome	Responsible Business Unit	KPI for the City's Annual Report Items
Weed mapping	Annually	To locate and identify non-indigenous weed & plant species with no environmental value and which contribute to potential fuel load	Programs Delivery	Weed mapped area (ha)
Weed control	As required but not less than annually	Remove unwanted weeds and fuel load. May be chemical, mechanical or manual removal	Programs Delivery	Weed treated area in bush fire prone zone (ha)
Dry debris and leaf litter removal	Annually	Removal of fuel load	Programs Delivery	Approximate volumes of removed material from bush fire prone zone (tonne)
Plant selection	During regular maintenance and annual revegetation works	Planting of fire resistant vegetation	Programs Delivery	Quantity of plants and revegetated area (sq m)
Application of fire-resistant mulch in the City's reserves and natural areas	As required	Reduced fire risk in the City's POS	Programs Delivery	Mulched area (sq m)
Review, monitoring and enforcement	As required but not less than annually	Property owners served with notices under the Bush Fires Act 1954 section 33, requiring occupiers to clear any inflammable materials and maintain cultivated lawns to a height of under 50mm	Ranger Services	Number of issued notices and number of properties



Activity	Program	Goal or Outcome	Responsible Business Unit	KPI for the City's Annual Report Items
Fire breaks	Annually prior to the bushfire season	Creation and maintenance of fire breaks where required	Ranger Services	List areas where fire breaks were maintained or created
Application of Total Fire Bands to reduce ignition risk	All year around	In accordance with the City's Health Local Laws 2002, burning off is not permitted	Ranger Services	Number of warning notices issued
Minimise the development pressure existent in bushfire prone area (see Figures 2 and 3)	During planning approval and development assessment processes	Planners to limit or prevent any increases in residential density codes in areas considered to be affected by bushfire risk	Strategic and Statutory Planning	Number of approved development cases that resulted in decreased density approvals
Community awareness program	Annually	To raise community bushfire risk awareness and resilience	Asset and Design  and Ranger Services	Number of conducted community education workshops and information sessions

Further information about the City's broad bushfire risk controls and how they will support the treatment of bushfire risk can be found in section 6.1 Local Government Wide Controls.

## 4. Asset Identification and Risk Assessment

### 4.1 Planning Areas

The City of South Perth BRM Plan area has been divided into four planning areas including Mill Point, Como, Moresby and Manning. These planning areas boundaries are based on the City's ward boundaries that are depicted in Appendix 1 ward boundary map.

The Planning Area Assessment Tool was applied to each planning area to determine the priorities for asset identification and assessment. Using the tool, each planning area was rated against six risk factors, with the highest scoring planning area being the first priority for asset identification and risk assessment.

### 4.2 Asset Identification

Asset identification and risk assessment has been conducted at the local level using the methodology described in the Guidelines using BRMS. Identified assets are categorised into the following categories and subcategories provided in Table 7:



Table 7 – Asset Categories and Subcategories

Asset Category	Asset Subcategories
<p><b>Human Settlement</b></p>	<p><b>Residential areas</b> Residential properties, including flats, adjoining bushfire prone vegetated areas</p> <p><b>Places of temporary occupation</b> Commercial and industrial areas, mining sites or camps and other locations where people may work or gather</p> <p><b>Special risk and critical facilities</b> Locations and facilities where occupants may be especially vulnerable to bushfire for one or more of the following reasons:</p> <ul style="list-style-type: none"> <li>• Occupants may have limited knowledge about the impact of bushfires;</li> <li>• Occupants may have a reduced capacity to evaluate risk and respond adequately to bushfire event</li> <li>• Occupants may be more vulnerable to stress and anxiety arising from a bushfire event or the effects of smoke</li> <li>• There may be significant communication barriers with occupants</li> <li>• Relocation and/or management of occupants may present unique challenges or difficulties, such as transportation, or providing alternative accommodation, healthcare or food supplies or</li> <li>• Facilities that are critical to the community during a bushfire emergency</li> </ul> <p>(e.g. Aged care &amp; nursing homes, schools and childcare facilities)</p>
<p><b>Economic</b></p>	<p><b>Commercial and industrial</b> Major industry, waste treatment plants, mines (economic interest), mills, processing and manufacturing facilities and cottage industry (e.g. Parts of Technology Park Western Precinct)</p> <p><b>Critical infrastructure</b> Power lines and substations, water pumping stations tanks/bores and pipelines, gas pipelines, telecommunications infrastructure, railways, bridges port facilities and waste-water treatments plants.</p> <p><b>Tourist and recreational</b> Tourist attractions, day-use areas and recreational sites that generate significant tourism and/or employment within the local area. These assets are different to tourist accommodation described as a Human Settlement Asset (see above).</p> <p><b>Commercial forests and plantations</b> Plantations and production native forests.</p> <p><b>Drinking water catchments</b> Land and infrastructure associated with drinking water catchments.</p>
<p><b>Environmental</b></p>	<p><b>Protected</b> Flora, fauna and ecological communities that are listed as a:</p> <ul style="list-style-type: none"> <li>• Critically Endangered, Endangered or Vulnerable species under the Environmental Protection and Biodiversity Conservation Act 1999 (Cth) (EPBC Act 1999) (including associated critical habitat)</li> <li>• Critically Endangered, Endangered or Vulnerable species under the Biodiversity Conservation Act 2016</li> <li>• Critically Endangered, Endangered or Vulnerable ecological community under the EPBC Act 1999 (Cth)</li> <li>• Critically Endangered, Endangered or Vulnerable Threatened</li> </ul>

Asset Category	Asset Subcategories
	<p>Ecological Community (TEC) endorsed by the Minister for Environment (WA)</p> <ul style="list-style-type: none"> <li>• Fauna protected under international conventions and</li> <li>• Ramsar wetlands of international importance</li> </ul> <p>(e.g. Rare and threatened flora and fauna, ecological communities and wetlands)</p> <p><b>Priority</b> Flora, fauna and ecological communities that are a:</p> <ul style="list-style-type: none"> <li>• Priority species listed on the Priority Flora or Priority Fauna Lists held by DBCA (Priority 1-5).</li> <li>• Priority Ecological Community (PEC) (Priority 1-5); and</li> <li>• Wetlands of national or state importance.</li> </ul> <p>(e.g. Fire sensitive species and ecological communities)</p> <p><b>Locally important</b> Species, populations, ecological communities or habitats that the local community or independent scientific experts consider important for the area and for which there is some scientific evidence that protection would be beneficial. Wetlands of local importance. Sites being used for scientific research. (e.g. Nature conservation and research sites, habitats, species and communities, areas of visual amenity)</p>
<p><b>Cultural</b></p>	<p><b>Aboriginal heritage</b> Places of indigenous significance identified by the DPLH or the local community</p> <p><b>European heritage</b> Non-Indigenous heritage assets afforded legislative protection through identification by the National Trust, State Heritage List or Local Planning Scheme Heritage List</p> <p><b>Local heritage</b> Assets identified in a Municipal Heritage Inventory or by the local community as being significant to local heritage</p> <p><b>Other</b> Other assets of cultural value, for example community halls, centres, churches, clubs and recreation facilities.</p>

### 4.3 Assessment of Bushfire Risk

The City's bushfire risk assessment was guided by the process set in the DFES's Bushfire Management Plan 2020 Preparation Guidelines. The City also considered DFES 2016 and 2021 Bushfire Prone Areas mapping during the bushfire risk assessment process. Risk assessments have been undertaken for each asset or group of assets identified as been at bushfire risk using the methodology described in the Guidelines.

The Asset Risk Register in Appendix 2 shows the consequence and likelihood ratings assigned to each asset or group of assets identified and the subsequent risk rating.

The percentage of assets at risk from bushfire within the City of South Perth in each asset category at the time of BRM Plan endorsement is shown in Table 8.



Table 8 – Asset Category Proportions

Asset category	Percentage of identified assets
Human Settlement	77%
Economic	11%
Environmental	9%
Cultural	3%

#### 4.3.1 Likelihood Assessment

Likelihood is described as the chance of a bushfire igniting, spreading and reaching an asset. The approach used to determine the likelihood rating is the same for each asset category: Human Settlement, Economic, Environmental and Cultural.

There are four possible likelihood ratings: almost certain, likely, possible, and unlikely. Table 9 below shows a description for each likelihood rating.

Table 9 – Likelihood Ratings

Likelihood Rating	Description
<b>Almost Certain</b> (Sure to Happen)	<ul style="list-style-type: none"> <li>Is expected to occur in most circumstances</li> <li>High level of recorded incidents and/or strong anecdotal evidence, and/or</li> <li>Strong likelihood the event will recur, and/or</li> <li>Great opportunity, reason or means to occur</li> <li>May occur more than once in 5 years</li> </ul>
<b>Likely</b> (Probable)	<ul style="list-style-type: none"> <li>Regular recorded incidents and strong anecdotal evidence, and /or</li> <li>Considerable opportunity, reason or means to occur</li> <li>May occur at least once in 5 years</li> </ul>
<b>Possible</b> (feasible but < probable)	<ul style="list-style-type: none"> <li>Should occur at some stage, and/or</li> <li>Few, infrequent, random recorded incidents or little anecdotal evidence, and/or</li> <li>Some opportunity, reason or means to occur</li> </ul>
<b>Unlikely</b> (Improbable, not likely)	<ul style="list-style-type: none"> <li>Would only occur under exceptional circumstances</li> </ul>

#### 4.3.2 Consequence Assessment

Consequence is described as the outcome or impact of a bushfire event. The approach used to determine the consequence rating is different for each asset category: Human Settlement, Economic, Environmental and Cultural.

There are four possible consequence ratings: minor, moderate, major and catastrophic. Table 10 below shows a description for each consequence rating.

Table 10 – Consequence Ratings

Consequence Rating	Descriptions
<b>Minor</b>	<ul style="list-style-type: none"> <li>No fatalities</li> <li>Near misses or minor injuries with first aid treatment possibly required</li> <li>No persons are displaced</li> <li>Little or no personal support (physical, mental, emotional) required</li> </ul>



Consequence Rating	Descriptions
	<ul style="list-style-type: none"> <li>• Inconsequential or no damage to an asset, with little or no specific recovery efforts required beyond the immediate clean-up</li> <li>• Inconsequential or no disruption to community</li> <li>• Inconsequential short-term failure of infrastructure or service delivery (Repairs occur within 1 week, service outages last less than 24 hours)</li> <li>• Inconsequential or no financial loss. Government sector losses managed within standard financial provisions. Inconsequential business disruptions</li> </ul>
<b>Moderate</b>	<ul style="list-style-type: none"> <li>• Isolated cases of serious injuries, but no fatalities. Some hospitalisation required, managed within normal operating capacity of health services</li> <li>• Isolated cases of displaced persons who return within 24 hours</li> <li>• Personal support satisfied through local arrangements</li> <li>• Localised damage to assets that is rectified by routine arrangements</li> <li>• Community functioning as normal with some inconvenience</li> <li>• Isolated cases of short to mid-term failure of infrastructure and disruption to service delivery (repairs occur within 1 week to 2 months, service outages last less than 1 week)</li> <li>• Local economy impacted with additional financial support required to recover. Government sector losses require activation of reserves to cover loss. Disruptions to businesses lead to isolated cases of loss of employment or business failure</li> <li>• Isolated cases of damage to environmental or cultural assets, one-off recovery efforts required, but with no long term effects to asset</li> </ul>
<b>Major</b>	<ul style="list-style-type: none"> <li>• Isolated cases of fatalities</li> <li>• Multiple cases of serious injuries. Significant hospitalisation required, leading to health services being overstretched</li> <li>• Large number of persons displaced (more than 24 hours duration)</li> <li>• Significant resources required for personal support</li> <li>• Significant damage to assets, with ongoing recovery efforts and external resources required</li> <li>• Community only partially functioning. Widespread inconvenience, with some services unavailable</li> <li>• Mid to long-term failure of significant infrastructure and service delivery affecting large parts of the community. Initial external support required. (Repairs occur within 2 to 6 months, service outages last less than a month)</li> <li>• Local or regional economy impacted for a significant period of time with significant financial assistance required. Significant disruptions across industry sectors leading to multiple business failures or loss of employment</li> <li>• Significant damage to environmental or cultural assets that require major rehabilitation or recovery efforts</li> <li>• Localised extinction of native species. This may range from loss of a single population to loss of all of the species within the BRM Plan area</li> </ul>

Consequence Rating	Descriptions
	(for a species which occupies a greater range than just the BRM Plan area)
<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>• Multiple cases of fatalities</li> <li>• Extensive number of severe injuries</li> <li>• Extended and large number requiring hospitalisation, leading to health services being unable to cope</li> <li>• Extensive displacement of persons for extended duration</li> <li>• Extensive resources required for personal support</li> <li>• Extensive damage to assets that will require significant ongoing recovery efforts and extensive external resources</li> <li>• Community unable to function without significant support</li> <li>• Long-term failure of significant infrastructure and service delivery affecting all parts of the community. Ongoing external support required. (Repairs will take longer than 6 months, service outages last more than 1 month)</li> <li>• Regional or State economy impacted for an extended period of time with significant financial assistance required. Significant disruptions across industry sectors leading to widespread business failures or loss of employment</li> <li>• Permanent damage to environmental or cultural assets</li> <li>• Extinction of a native species in nature. This category is most relevant to species that are restricted to the BRM Plan area, or also occur in adjoining areas and are likely to be impacted upon by the same fire event. 'In nature' means wild specimens and does not include flora or fauna bred or kept in captivity</li> </ul>

The methodology used to determine the consequence rating for each asset category is based on the following:

- **Consequence Rating - Human Settlement and Cultural Assets**  
The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the threat posed by the hazard vegetation and the vulnerability of the asset.
- **Consequence Rating - Economic Assets**  
The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the level of economic impact and the recovery costs.
- **Consequence Rating - Environmental Assets**  
The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the vulnerability of the asset and the potential impact of a bushfire or fire regime.

#### 4.3.3 Assessment of Environmental Assets

Using available biological information and fire history data, environmental assets with a known minimum fire threshold were assessed to determine if they were at risk from bushfire, within the five year life of the BRM Plan. Environmental assets that would not be adversely impacted by bushfire within the five year period have not been included and assessed in the BRM Plan. The negative impact



of a fire on these assets (within the period of this BRM Plan) was determined to be minimal and may even be of benefit to the asset and surrounding habitat.

#### 4.3.4 Asset Risk Summary

A risk profile for the City of South Perth is provided in Table 11. This table shows the proportion of assets at risk from bushfire in each risk category at the time the BRM Plan was endorsed.

Table 11 – Asset Risk Summary

Asset Category	Risk Rating				
	Low	Medium	High	Very High	Extreme
Human Settlement	3%	11%	23%	9%	31%
Economic	0%	3%	0%	5%	3%
Environmental	0%	3%	0%	0%	6%
Cultural	0%	0%	0%	3%	0%

## 5. Risk Evaluation

### 5.1 Evaluating Bushfire risk

The purpose of evaluating risk is to:

- Confirm that the risk ratings for each asset are appropriate
- Identify treatment priorities
- Identify which assets require treatment.

The risk rating for each asset has been assessed against the likelihood and consequence descriptions to ensure:

- The rating for each asset reflects the relative seriousness of the bushfire risk to the asset
- Likelihood and consequence ratings assigned to each asset are appropriate
- Local issues have been considered.

### 5.2 Treatment Priorities

The treatment priority for each asset has been automatically assigned by BRMS and recorded in the Treatment Schedule (Appendix 3), based on the asset’s risk rating. Table 12 shows how likelihood and consequence combine to give the risk rating and subsequent treatment priority for an asset.

No organization has limitless resources to deal with adverse risk. It is therefore necessary to define priorities. The bushfire risk ratings determined were used to prioritise the risk treatment, i.e. areas of extreme risk were considered first for treatment, then very high, then high, then medium, then low. It was also necessary to prioritise within the risk levels, i.e. determining which of the higher priority risks was the most serious. This was done on the basis of the consequence and likelihood ratings and the type of asset at risk (i.e Human Settlement, Economic, Cultural or Environmental).



Table 12 – Treatment Priorities

Consequence \ Likelihood	Minor	Moderate	Major	Catastrophic
Almost certain	3D (High)	2C (Very High)	1C (Extreme)	1A (Extreme)
Likely	4C (Medium)	3A (High)	2A (Very High)	1B (Extreme)
Possible	5A (Low)	4A (Medium)	3B (High)	2B (Very High)
Unlikely	5C (Low)	5B (Low)	4B (Medium)	3C (High)

### 5.3 Risk Acceptability

It is not possible, or practical to treat all bushfire risks. Some risks may be acceptable without the need for specific treatment. Assets with a low to moderate risk rating are likely to be adequately managed through routine wide controls, so committing resources to further reduce the risk may not be justifiable but regular monitoring for any significant change in risk is required. Extreme and very high risk rated assets will require additional resources for site specific treatments to reduce the risk to acceptable level.

In most circumstances risk acceptability and treatment will be determined by the land owner, in collaboration with the City and fire agencies. However, as a general rule, the following courses of action have been adopted for each risk rating. These risks are not transferable to the City and all risks and required treatments remain the responsibility of the land holder.

Table 13 – Criteria for Acceptance of Risk and Course of Action

Risk Rating	Criteria for Acceptance of Risk	Course of Action
Extreme (Priorities 1A, 1B, 1C)	Only acceptable with excellent controls. Urgent treatment action is required. Treatment plans to be explored and recommended.	Routine controls are not enough to adequately manage the risk. Immediate attention is required as a priority. Asset owners need to be informed about risk status and understand their responsibilities in risk treatment process. Specific action is required in the first year of the plan. These assets and treatments are to be reviewed biannually for any significant changes.
Very High (Priorities 2A, 2B, 2C)	Only acceptable with excellent controls. Treatment action is required.	Routine controls are not enough to adequately manage the risk. Specific action is required during the period covered by the plan. These assets and treatments are to be reviewed annually for any significant changes.

Risk Rating	Criteria for Acceptance of Risk	Course of Action
<b>High</b> (Priorities 3A, 3B, 3C, 3D)	Only acceptable with adequate controls. Treatment action may be required.	Routine controls are not be enough to adequately manage the risk. Specific action is required during the period covered by the plan. These assets and treatments are to be reviewed annually for any significant changes.
<b>Medium</b> (Priorities 4A, 4B, 4C)	Acceptable with adequate controls. Treatment action is not required, but risk must be monitored regularly.	Specific action may be required. Risk may be managed with routine controls and monitored periodically throughout the life of the BRMP.
<b>Low</b> (Priorities 5A, 5B, 5C)	Acceptable with adequate controls. Treatment action is not required, but risk must be monitored.	Need for specific action is unlikely. Risk will be managed with routine controls and monitored as required.

## 6. Risk Treatment

The purpose of risk treatment is to reduce the likelihood of a bushfire occurring and/or the potential impact of a bushfire on the community, economy and environment. This is achieved by implementing treatments that modify the characteristics of the hazard, the community or the environment.

There are many strategies available to treat bushfire risk. The treatment strategy (or combination of treatment strategies) selected will depend on the level of risk and the type of asset being treated. Not all treatment strategies will be suitable in every circumstance.

Table 14 – Hierarchy of Controls for Bushfire Risk Mitigation Treatments

Bushfire Risk Mitigation Treatments Hierarchy of Control	
<b>Eliminate</b>	Land clearing Sub-division development Removal of non-approved children’s play & camp sites from bushland areas
<b>Substitute</b>	Plant selection (fire resistant vegetation) Fire resistant materials & infrastructure
<b>Engineering Controls</b>	Weeding (chemical, mechanical, manual) Dry debris & leaf litter removal Plant selection (fire resistant vegetation) Spacing of plants Fire safety zones Maintenance of safety zones around habitable buildings Fire breaks Controlled burn fuel reduction Controlled or restricted access to bushfire prone vegetation areas Public open space & reserve reticulation & sprinkler systems Building codes DFES Bushfire response Ensure adequate available water sources for fire fighting Ensure adequate access for fire fighting vehicles Safe residential storage of chemicals
<b>Administrative Controls</b>	Appointment of a Chief Bush Fire Control Officer (Coordinator Ranger Services)



<b>Bushfire Risk Mitigation Treatments</b> <b>Hierarchy of Control</b>	
	Appointment of a Deputy Bush Fire Control Officer (Senior Ranger) Declaration and management of prohibited burning times, restricted burning times and total fire bans State-wide arson prevention plans developed in conjunction with WA Police & DFES BRMP performance monitoring and reporting annually Weed Mapping Land use planning Building planning & permit processes Bushfire Attack Level assessments (BAL's) Fire break inspection & enforcement Bush Fire Mitigation planning Bushfire Response planning Public education programs & Bushfire Ready Groups Individual bushfire action plans Fire Chat web site Bushfire alerts & warnings, fire bans, vehicle movement bans, hot work bans Fire fighter training Bushfire ready community groups

The City of South Perth is justifiably proud of its public open spaces, natural area reserves and riverine wetlands. The natural area reserves and riverine wetlands are recognised as environmentally significant and support threatened or endangered species. Elimination of bushfire threat in these areas by removal of the existing native vegetation or substitution with different non-native vegetation is not supported. Nor is controlled fuel reduction burns considered to be a viable or realistic strategy to reduce bushfire risk within the City. The City, in accordance with the Health Local Laws 2002, does not permit burning off.

A range of risk mitigation treatment strategies have been identified to reduce and mitigate the risk of bushfire within the City's specific assets. These strategies are listed in Appendix 3.

### 6.1 Local Government-Wide Controls

Local government-wide controls are activities that reduce the overall bushfire risk within the City of South Perth. These types of treatment activities are not linked to specific assets and are applied across all or part of the local government as part of normal business or due to legislative requirements. The following controls are currently in place across the City of South Perth:

- Bush Fires Act 1954 Section 33 notices, including applicable fuel management requirements, firebreak standards and annual enforcement programs
- Declaration and management of Prohibited Burn Times, Restricted Burn Times and Total Fire Bans for the local government
- Public education campaigns and the use of DBCA and DFES state-wide programs, tailored to suit local needs
- State-wide arson prevention and awareness programs developed in conjunction with WA Police and DFES
- State planning framework and local planning schemes, implementation of appropriate land subdivision and building standards in line with DFES, Department of Planning and Building



Commission policies and standards (includes Fire Management Plans and BAL Assessments and compliance with these)

- Monitoring performance against the BRM Plan and reporting annually to the local government council and OBRM
- City of South Perth's Local Planning Strategy 2021 where, in accordance with strategy text, the City is planning to develop appropriate provisions through the Scheme and/ or policies to ensure development allows for the impact of flood risk, high water tables and bushfire risk
- The City of South Perth's Programs Delivery team annual works programs such as mechanical, chemical and manual weed control (e.g. slashing, chemical application, mechanical and manual clearing and firebreaks)
- The City of South Perth's rangers' team routine tasks (such as property compliance inspections, enforcing fire restrictions, issuing of the notices under the Bush Fires Act 1954)
- The Department of Fire and Emergency Services (DFES) is responsible for the management of fire prevention on Unallocated Crown Land and Unmanaged Reserves within gazetted town site boundaries under a memorandum of understanding with the Department of Planning, Lands and Heritage.
- Water Corporation Bushfire Risk Mitigation Program (Water Corporation sites due to be assessed within the City of South Perth by Water Corporation staff. Risk mitigation works on 'High' to 'Extreme' risk sites will be communicated to City of South Perth once complete).

A multi-agency work plan has been developed and included in Appendix 4. The plan details work to be undertaken as a part of normal business, to improve current controls or to implement new controls to better manage bushfire risk across the City of South Perth.

## 6.2 Asset-Specific Treatment Strategies

Asset-specific treatments are implemented to protect an individual asset or group of assets, identified and assessed in the BRM Plan as being at risk from bushfire. There are six asset specific treatment strategies:

- **Fuel management** - Treatment reduces or modifies the bushfire fuel through manual, chemical and prescribed burning methods
- **Ignition management** - Treatment aims to reduce potential human and infrastructure sources of ignition in the landscape
- **Preparedness** - Treatments aim to improve access and water supply arrangements to assist firefighting operations
- **Planning** - Treatments focus on developing plans to improve the ability of firefighters and the community to respond to bushfire
- **Community Engagement** - Treatments seek to build relationships, raise awareness and change the behaviour of people exposed to bushfire risk
- **Other** - Local government-wide controls, such as community education campaigns and planning policies, will be used to manage the risk. Asset-specific treatment is not required or not possible in these circumstances.

## 6.3 Development of the Treatment Schedule

The treatment schedule is a list of bushfire risk treatments recorded within BRMS. The treatment schedule will evolve and develop throughout the life of the BRM Plan. The City of South Perth will be focusing on developing a program of works that identifies treatment activities to be undertaken within

the first year of BRM Plan implementation. The initial treatment schedule (first year) is presented in Appendix 3 and includes treatments of assets rated at Extreme and Very High risk.

This treatment schedule was developed in broad consultation with land owners and other key stakeholders including DFES, Water Corporation and DBCA.

Land owners are ultimately responsible for treatments implemented on their own land. This includes any costs associated with the treatment and obtaining the relevant approvals, permits or licences to undertake an activity. Where agreed, another agency may manage a treatment on behalf of a land owner. However, the onus is still on the land owner to ensure treatments detailed in this BRM Plan's treatment schedule are completed.

## **7. Monitoring and Review**

Monitoring and review processes are in place to ensure that the BRM Plan remains current and valid. These processes are detailed below to ensure outcomes are achieved in accordance with the Communication Strategy (see Appendix 5) and Treatment Schedule (see Appendix 3).

### **7.1 Review**

A comprehensive review of this BRM Plan will be led by the City's rangers and undertaken in collaboration with other key staff (see reviewing officer list on page 4) at least once every five years, from the date of Council endorsement. Significant circumstances that may warrant an earlier review of the BRM Plan include:

- Changes to the BRM Plan area, organisational responsibilities or legislation
- Changes to the bushfire risk profile of the area
- Following a major fire event.

### **7.2 Monitoring**

The City's rangers in partnership with the Programs Delivery staff will use Bushfire Risk Management System (BRMS) to monitor the risk ratings for each asset identified in the BRM Plan and record the treatments implemented. Risk ratings will be reviewed on an annual basis as described in Table 13 – Criteria for Acceptance of Risk and Course of Action. New assets will be added to the Asset Risk Register when they are identified.

### **7.3 Reporting**

The City of South Perth rangers in consultation with relevant Programs Delivery staff will submit an annual report to OBRM and the City's Council each year, summarising progress made towards implementation of the BRM Plan and provide the status on bushfire risk mitigation treatment activities included in Appendix 3.

## 8. Glossary

<b>Asset</b>	A term used to describe anything of value that may be adversely impacted by bushfire. This may include residential houses, infrastructure, commercial, agriculture, industry, environmental, cultural and heritage sites
<b>Asset Category</b>	There are four categories that classify the type of asset – Human Settlement, Economic, Environmental and Cultural
<b>Asset Owner</b>	The owner, occupier or custodian of the asset itself. Note: this may differ from the owner of the land the asset is located on, for example a communication tower located on leased land or private property
<b>Asset Register</b>	A component within the Bushfire Risk Management System used to record the details of assets identified in the Bushfire Risk Management Plan
<b>Asset Risk Register</b>	A report produced within the Bushfire Risk Management System that details the consequence, likelihood, risk rating and treatment priority for each asset identified in the Bushfire Risk Management Plan
<b>Bushfire</b>	Unplanned vegetation fire. A generic term which includes grass fires, forest fires and scrub fires both with and without a suppression objective <sup>2</sup>
<b>Bushfire Management Plan</b>	A document that sets out short, medium and long term bushfire risk management strategies for the life of a development <sup>3</sup>
<b>Bushfire risk management</b>	A systematic process to coordinate, direct and control activities relating to bushfire risk with the aim of limiting the adverse effects of bushfire on the community
<b>Bushfire Threat</b>	The threat posed by the hazard vegetation, based on the vegetation category, slope and separation distance
<b>Consequence</b>	The outcome or impact of a bushfire event
<b>Draft Bushfire Risk Management Plan</b>	The finalised draft Bushfire Risk Management Plan (BRM Plan) is submitted to the OBRM for review. Once the OBRM review is complete, the BRM Plan is called the 'Final BRM Plan' and can be progressed to local government council for endorsement
<b>Emergency Risk Management Plan</b>	A document (developed under <i>State Emergency Management Policy 2.9</i> ) that describes how an organisation(s) intends to undertake the activities of emergency risk management based on minimising risk. This plan helps inform the ongoing development of Local Emergency Management Arrangements (LEMA) and Westplans

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<sup>2</sup> Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne.

<sup>3</sup> Western Australian Planning Commission 2015, *State Planning Policy 3.7: Planning in Bushfire Prone Areas*, WAPC, Perth.



<b>Geographic Information System (GIS)</b>	A data base technology, linking any aspect of land-related information to its precise geographic location <sup>4</sup>
<b>Geographic Information System (GIS) Map</b>	The mapping component of the Bushfire Risk Management System. Assets, treatments and other associated information is spatially identified, displayed and recorded within the GIS Map
<b>Land Owner</b>	The owner of the land, as listed on the Certificate of Title; or leaser under a registered lease agreement; or other entity that has a vested responsibility to manage the land
<b>Likelihood</b>	The chance of something occurring. In this instance, the chance of a bushfire igniting, spreading and reaching the asset
<b>Locality</b>	The officially recognised boundaries of suburbs (in cities and larger towns) and localities (outside cities and larger towns)
<b>Planning Area</b>	A geographic area determine by the local government which is used to provide a suitable scale for risk assessment and stakeholder engagement
<b>Priority</b>	See Treatment Priority
<b>Recovery Cost</b>	The capacity of an asset to recover from the impacts of a bushfire
<b>Responsible Person</b>	The person responsible for planning, coordinating, implementing, evaluating and reporting on a risk treatment
<b>Risk acceptance</b>	The informed decision to accept a risk, based on the knowledge gained during the risk assessment process
<b>Risk analysis</b>	The application of consequence and likelihood to an event in order to determine the level of risk
<b>Risk assessment</b>	The systematic process of identifying, analysing and evaluating risk
<b>Risk evaluation</b>	The process of comparing the outcomes of risk analysis to the risk criteria in order to determine whether a risk is acceptable or tolerable
<b>Risk identification</b>	The process of recognising, identifying and describing risks
<b>Risk Manager</b>	The organisation or individual responsible for managing a risk identified in the Bushfire Risk Management Plan; including review, monitoring and reporting
<b>Risk Register</b>	A component within the Bushfire Risk Management System used to record, review and monitor risk assessments and treatments associated with assets recorded in the Bushfire Risk Management Plan
<b>Risk treatment</b>	A process to select and implement appropriate measures undertaken to modify risk

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<sup>4</sup> Landgate 2015, *Glossary of terms*, Landgate, Perth

<b>Rural</b>	Any area where in residences and other developments are scattered and intermingled with forest, range, or farm land and native vegetation or cultivated crops <sup>5</sup>
<b>Rural Urban Interface (RUI)</b>	The line or area where structures and other human development adjoin or overlap with undeveloped bushland <sup>6</sup>
<b>Slope</b>	The angle of the ground's surface measured from the horizontal
<b>Tenure Blind</b>	An approach where multiple land parcels are consider as a whole, regardless of individual ownership or management arrangements
<b>Treatment</b>	An activity undertaken to modify risk, for example a prescribed burn
<b>Treatment Objective</b>	The specific aim to be achieved or action to be undertaken, in order to complete the treatment. Treatment objectives should be specific and measurable
<b>Treatment Manager</b>	The organisation, or individual, responsible for all aspects of a treatment listed in the Treatment Schedule of the Bushfire Risk Management Plan, including coordinating or undertaking work, monitoring, reviewing and reporting
<b>Treatment Priority</b>	The order, importance or urgency for allocation of funding, resources and opportunity to treatments associated with a particular asset. The treatment priority is based on an asset's risk rating
<b>Treatment Schedule</b>	A report produced within the Bushfire Risk Management System that details the treatment priority of each asset identified in the Bushfire Risk Management Plan and the treatments scheduled
<b>Treatment Strategy</b>	The broad approach that will be used to modify risk, for example fuel management
<b>Treatment Type</b>	The specific treatment activity that will be implemented to modify risk, for example a prescribed burn
<b>Vulnerability</b>	The susceptibility of an asset to the impacts of bushfire

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<sup>5</sup> Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne

<sup>6</sup> Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne

## 9. Common Abbreviations

APZ	Asset Protection Zone
BRMP	Bushfire Risk Management Planning
BRMS	Bushfire Risk Management System
CALD	Culturally and Linguistically Diverse
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services
ERMP	Emergency Risk Management Plan
FFDI	Forest Fire Danger Index
FMP	Fire Management Plan
GFDI	Grassland Fire Danger Index
GIS	Geographic Information System
HSZ	Hazard Separation Zone
JAFFA	Juvenile and Family Fire Awareness
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG	Local Government
LMZ	Land Management Zone
OBRM	Office of Bushfire Risk Management
P&W	Parks and Wildlife (Department of)
SEMC	State Emergency Management Committee
SLIP	Shared Land Information Platform
WAPC	Western Australian Planning Commission



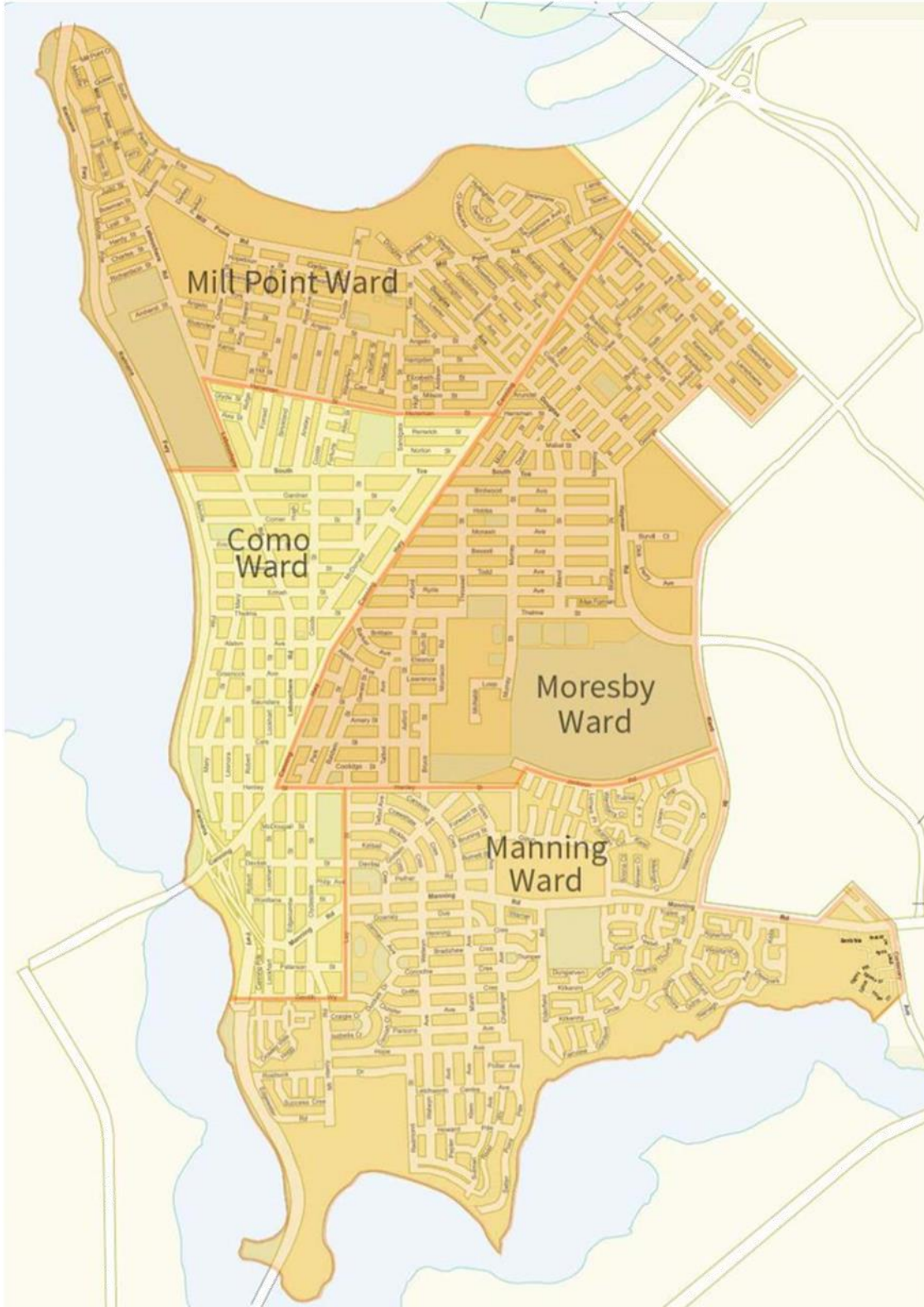
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## Appendices

### 1 Planning Area Map

City of South Perth Ward Boundaries



## 2 Asset Risk Register

**Note: Special risk and critical facility assets are not assessed as low vulnerability. This is due to the nature of the occupants that reside at, or temporarily occupy, such facilities, including schools, hospitals and aged care facilities.**

Table 15 – Asset Risk Register

Asset ID	Asset Category	Asset Sub Category	Asset Name	Location Description	Planning Area	Likelihood	Consequence	Risk Rating	Priority
STHCOM0007	Human Settlement	Residential	Residential Properties	[REDACTED]	COM	Possible	Minor	Low	5A
STHCOM0008	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	COM	Likely	Catastrophic	Extreme	1B
STHCOM0010	Human Settlement	Residential	Residential Properties	[REDACTED]	COM	Likely	Major	Very High	2A
STHCOM0012	Economic	Critical Infrastructure	[REDACTED]	[REDACTED]	COM	Almost Certain	Major	Extreme	1C
STHCOM0012	Environmental	Locally Important	[REDACTED]	[REDACTED]	COM	Almost Certain	Minor	High	3D
STHCOM0013	Human Settlement	Residential	Residential Properties	[REDACTED]	COM	Almost Certain	Catastrophic	Extreme	1A
STHCOM0013	Environmental	Locally Important	Residential Properties	[REDACTED]	COM	Almost Certain	Minor	High	3D
STHMAN0001	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MAN	Possible	Moderate	Medium	4A



Asset ID	Asset Category	Asset Sub Category	Asset Name	Location Description	Planning Area	Likelihood	Consequence	Risk Rating	Priority
STHMAN0009	Human Settlement	Special Risk and Critical Facilities	[Redacted]	[Redacted]	MAN	Likely	Catastrophic	Extreme	1B
STHMAN0011	Human Settlement	Residential	[Redacted]	[Redacted]	MAN	Possible	Major	High	3B
STHMAN0014	Human Settlement	Special Risk and Critical Facilities	[Redacted]	[Redacted]	MAN	Possible	Major	High	3B
STHMAN0015	Human Settlement	Residential	Residential Properties	[Redacted]	MAN	Possible	Major	High	3B
STHMAN0016	Human Settlement	Special Risk and Critical Facilities	[Redacted]	[Redacted]	MAN	Possible	Major	High	3B
STHMAN0017	Economic	Tourist and Recreational	[Redacted]	[Redacted]	MAN	Almost Certain	Moderate	Very High	2C
STHMAN0018	Cultural	Other	[Redacted]	[Redacted]	MAN	Almost Certain	Moderate	Very High	2C
STHMAN0019	Human Settlement	Residential	[Redacted]	[Redacted]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMAN0019	Environmental	Locally Important	[Redacted]	[Redacted]	MAN	Almost Certain	Minor	High	3D
STHMAN0020	Human Settlement	Residential	Residential Properties	[Redacted]	MAN	Likely	Moderate	High	3A
STHMAN0021	Human Settlement	Residential	Residential Properties	[Redacted]	MAN	Possible	Moderate	Medium	4A

Asset ID	Asset Category	Asset Sub Category	Asset Name	Location Description	Planning Area	Likelihood	Consequence	Risk Rating	Priority
STHMAN0022	Economic	Commercial and Industrial	[REDACTED]	[REDACTED]	MAN	Likely	Minor	Medium	4C
STHMAN0023	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Likely	Moderate	High	3A
STHMAN0024	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Likely	Moderate	High	3A
STHMAN0025	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMAN0026	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Major	Extreme	1C
STHMAN0027	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMAN0028	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Likely	Moderate	High	3A
STHMAN0029	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMAN0030	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMAN0031	Human Settlement	Residential	Residential Properties	[REDACTED]	MAN	Almost Certain	Catastrophic	Extreme	1A
STHMBY0032	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MBY	Possible	Moderate	Medium	4A

Asset ID	Asset Category	Asset Sub Category	Asset Name	Location Description	Planning Area	Likelihood	Consequence	Risk Rating	Priority
STHMBY0002	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MBY	Possible	Moderate	Medium	4A
STHMBY0003	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MBY	Almost Certain	Moderate	Very High	2C
STHMBY0004	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MBY	Almost Certain	Major	Extreme	1C
STHMBY0005	Economic	Critical Infrastructure	[REDACTED]	[REDACTED]	MBY	Likely	Major	Very High	2A
STHMP0006	Human Settlement	Special Risk and Critical Facilities	[REDACTED]	[REDACTED]	MP	Likely	Minor	Medium	4C
STHMP0006	Economic	Tourist and Recreational	[REDACTED]	[REDACTED]	MP	Likely	Minor	Medium	4C
STHMP0006	Environmental	Locally Important	[REDACTED]	[REDACTED]	MP	Likely	Minor	Medium	4C



### 3 Treatment Schedule

The purpose of risk treatment is to reduce the likelihood of a bushfire occurring and/or the potential impact of a bushfire on the community, economy and environment. This is achieved by implementing treatments that modify the characteristics of the risk, the community or the environment.

A range of risk mitigation treatment strategies have been identified and initiated to reduce and mitigate the risk of bushfire within the City.

Table 16 – Bushfire Risk Management Plan Treatment Schedule

Priority	Asset ID	Treatment Strategy	Treatment Type	Treatment Objective	Treatment Manager	Date Scheduled	Season	Year of Works
1A	STHCOM0013	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	29/11/2022	Spring	2022/2023
1A	STHMAN0019	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	27/02/2023	Summer	2022/2023
1A	STHMAN0025	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	30/08/2022	Winter	2022/2023
1A	STHMAN0027	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	29/11/2022	Spring	2022/2023
1A	STHMAN0029	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	[redacted] [redacted] [redacted]	30/12/2022	Summer	2022/2023
1A	STHMAN0030	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	30/10/2022	Spring	2022/2023
1A	STHMAN0031	Fuel Management	Chemical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	30/08/2022	Winter	2022/2023
1B	STHCOM0008	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted]	Local Government	29/11/2022	Spring	2022/2023

Priority	Asset ID	Treatment Strategy	Treatment Type	Treatment Objective	Treatment Manager	Date Scheduled	Season	Year of Works
1B	STHMAN0009	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	[redacted]	29/09/2022	Spring	2022/2023
1C	STHCOM0012	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted]	Department of Health	30/10/2022	Spring	2022/2023
1C	STHMAN0026	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	Local Government	29/11/2022	Spring	2022/2023
1C	STHMBY0004	Fuel Management	Chemical Works	To reduce the overall bushfire risk to the [redacted]	[redacted]	30/08/2022	Winter	2022/2023
2A	STHCOM0010	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted] residential properties.	[redacted]	17/12/2022	Summer	2022/2023
2A	STHMBY0005	Fuel Management	Chemical Works	To reduce the overall bushfire risk to the [redacted] properties.	Department of Biodiversity, Conservation and Attractions	30/08/2022	Winter	2022/2023
2C	STHMAN0017	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted]	Local Government	30/01/2023	Summer	2022/2023
2C	STHMAN0018	Fuel Management	Mechanical Works	To reduce the overall bushfire risk to [redacted]	Water Corporation	30/08/2022	Winter	2022/2023
2C	STHMBY0003	Community Engagement	Non Specific Community Engagement Activity	To communicate to [redacted] associated with bushfire risk.	[redacted]	29/09/2022	Spring	2022/2023

Priority	Asset ID	Treatment Strategy	Treatment Type	Treatment Objective	Treatment Manager	Date Scheduled	Season	Year of Works
4A	STHMAN0001	Fuel Management	Mechanical Works	Lower the overall bushfire risk to the [REDACTED]	Department of Education	30/11/2022	Summer	2022/2023



## 4 Local Government-Wide Controls, Multi-Agency Treatment Work Plan

Table 17 – Multi Agency Treatment Work Plan

Target	Process	Responsibility
Public Education	Fire Chat web site DFES web site	Department of Fire & Emergency Services (DFES)
Fire break notices and enforcement	Compliance & Inspection	Ranger Service, CoSP
Planning and building permits, BAL's	Compliance & Inspection	Statutory Planning, CoSP
Building Codes	Compliance & Inspection	Statutory Planning, CoSP
Schools (student) education program	Engagement	DFES
Special risks	Engagement	DFES Ranger Service, CoSP
Bushfire prone properties	Engagement & awareness	DFES, Ranger Service, CoSP

Control		Action or Activity Description	Led Agency	Other Stakeholder (s)	Notes and Comments
1	City of South Perth Bushfire Risk Management Plan 2022 - 2027	BRM Plan Extreme and Very High risks priority for treatment	DFES & Local Government	DFES and landowners/managers	Implementation of risk mitigation treatments
		Maintain and refine BRM Plan	Local Government	DFES and landowners/managers	Maintenance of BRM Plan and BRMS. BRM Plan performance monitoring and reporting progress to local government council and OBRM
2	Bushfire prone private properties	Issue separate treatment plans to property owners to reduce risk and increase awareness	Local Government	Cygnia Cove residential estate, Aquinas College, Clontarf College, Alexandra and Baptistcare Riverside Retirement Villages, Waterford residential zone near Andrew Thompson Conservation Reserve, Salter Point foreshore residents, Redmond Street Reserve residential zone	Implementation of treatments, ensuring compliance, monitoring risk, reporting on progress
3	Bush Fire Act 1954	Annual Firebreak Notice published	Local Government	-	Ensuring compliance with Annual Fire Control Notice, Fire Management Plans and other required works (i.e. issuing of infringement notices, work orders, abatement notices and education letters)
		Review of Annual Firebreak Notice		-	Review the effectiveness of the Annual Fire Control Notice
		Annual inspection target		-	Implementation of any changes to increase effectiveness and volume of inspections
		Total fire bans, prohibited and restricted burning times		DFES	Enforcing restrictions where required or deemed necessary

Control	Action or Activity Description	Led Agency	Other Stakeholder (s)	Notes and Comments
4	City of South Perth Local Planning Strategy 2021	Local Government and Land Managers	-	In accordance with scheme text, property owners can implement strictly defined types of bushfire mitigation on their property based on zoning
5	State Planning Policy 3.7: Planning in Bushfire Prone Areas Planning and Development (Local Planning Scheme) Regulations 2015 Australian Standard 3959 – Construction of Buildings in Bushfire-Prone Areas	Local Government	WAPC	State planning framework and local planning schemes, implementation of appropriate subdivision and building standards in line with DFES, WAPC and Building Commission policies, guidelines and standards
6	City of South Perth Programs Delivery Services annual works	Local Government	-	Include the reduction of fuels through various annual works programs such as slashing, clearing, or chemical application. The installation of firebreaks
7	Department of Biodiversity, Conservation and Attractions annual mitigation works	DBCA	DFES, LG	No formal plan exists however, works are completed as required, upon request or when identified
8	Water Corporation Bushfire Risk Management Program	Water Corporation	DFES, LG	Risk areas are identified and treatments planned
9	Western Power annual asset inspection and	Western Power, Private Landowners	DFES, LG	Risk areas are identified and treatments planned



Control		Action or Activity Description	Led Agency	Other Stakeholder (s)	Notes and Comments
	vegetation management program	identifies and prioritises areas for bushfire risk reduction treatments to be implemented Tree and power line safety information			
10	Telstra annual asset inspection and vegetation management program	Telstra is the custodian of a Bushfire Risk Management Plan that identifies and prioritises areas for bushfire risk reduction treatments to be implemented	Telstra	DFES, LG	Risk areas are identified and treatments planned
11	Main Roads WA	Main Roads WA have road 'Design Objectives', 'Design Requirements' and 'Design Considerations' that incorporate management objectives for landscaping and revegetation zones	Main Roads WA	DFES, LG	The management objectives for Main Roads landscaping and revegetation zones includes removal of hazards, maintaining clearances to utilities, weed control and fire control. All of which may be acknowledged and utilised when implementing bushfire risk reduction strategies
12	State-wide arson prevention programs	Police infringement and reward schemes to prevent arson. Also various awareness campaigns and available information packages	DFES, WAPOL	DFES, WAPOL	Utilisation of the <i>Bush Fire Act 1954</i> , Criminal Code 444 & 554. Programs developed by DFES and WAPOL such as Bushfire season 'Are You Ready?' Campaign and Bushfire Action Month. Prepare Act Survive information package
13	Plant Guide within the Building Protection Zone for the Swan Coastal Plain of Western Australia, to guide revegetation and planting where relevant	Reduce spread of fire to assets	Local Government	-	Landscaping considerations for the LG and private developments to incorporate the guide

## 5 Bushfire Risk Management Communication Plan

### Document Control

Document Name	Bushfire Risk Management Communication Plan	Current Version	1.2
Document Owner	City of South Perth CEO	Issue Date	14/03/2022
Document Location	W300752 (D-20-23574)	Next Review Date	14/3/2027

### Related Documents

Title	Version	Date
Bushfire Risk Management Plan	1.2	March 2022

### Amendment List

Version	Date	Author	Business Unit
V 1.0	July 2021	Yulia Volobueva, Environment Coordinator	Asset and Design

### Reviewing Officers List

Version	Date	Officer Name	Business Unit	Status
V1.0	May 2020	Patrick Quigley, Manager Community, Culture and Recreation	Community, Culture and Recreation	Reviewed
V1.0	May 2020	Mark Taylor, Director Infrastructure services	Infrastructure Services	Reviewed
V1.0	May 2020	Bernadine Tucker, Manager Governance	Governance	Reviewed
V1.0	May 2020	Steve Atwell, Manager Programs Delivery	Programs Delivery	Reviewed
V1.0	May 2020	Chris Jansen, Manager Asset and Design	Assets and Design	Reviewed
V1.0	May 2020	Dene Lawrence, Coordinator Ranger Services	Ranger Services	Reviewed
V1.0	May 2020	Lisa Williams, Marketing Coordinator	Governance	Reviewed

Note: This BRM Communication Plan has been reviewed and approved by above officers. The document review and approval workflow has been recorded in the document (D-20-48413).

## 1. Introduction

The Bushfire Risk Management Plan (BRM Plan) is a strategic document that outlines the approach to the identification, assessment and treatment of assets exposed to bushfire risk within the City of South Perth. This Communication Plan accompanies the BRM Plan for the City of South Perth. It documents the communication objectives for the BRM Plan, roles and responsibilities for communication, key stakeholders, target audiences and key messages at each project stage, communication risks and strategies for their management, and communication monitoring and evaluation procedures.

## 2. Communications Overview

### Communication Objectives

The communication objectives for the development, implementation and review of the BRM Plan for the City of South Perth are as follows:

1. Key stakeholders understand the purpose of the BRM Plan and their role in the bushfire risk management planning process
2. Stakeholders who are essential to the bushfire risk management planning process, or can supply required information, are identified and engaged in a timely and effective manner
3. Relevant stakeholders are involved in decisions regarding risk acceptability and treatment
4. Key stakeholders engage in the review of the BRM Plan as per the schedule in place for the local government area
5. The community and other stakeholders engage with the bushfire risk management planning process and as a result are better informed about bushfire risk and understand their responsibilities to address bushfire risk on their own land.

### Communication Roles and Responsibilities

The City of South Perth is responsible for the development, implementation and review of the Communication Plan. Key stakeholders support local government by participating in the development and implementation of the Communications Strategy as appropriate. An overview of communication roles and responsibilities follows:

- CEO, City of South Perth, responsible for the endorsement of the BRM Communication Plan
- Director, Infrastructure Services and Director Development and Community Services, City of South Perth, responsible for monitoring and reporting on the BRM Plan and Communications Strategy
- Coordinator Ranger Services, City of South Perth, responsible for operational-level communication between the City and Stakeholders
- Coordinator Ranger Services, City of South Perth, responsible for communication between City departments and external stakeholders
- Coordinator Ranger Services and Senior Ranger, City of South Perth, responsible for communicating BRM Plan to Bushfire Brigades
- Marketing Coordinator, Coordinator Ranger Services, City of South Perth, responsible for external communication within the local government area.



## Key Stakeholders for Communication

The following table identifies key stakeholders in bushfire risk management planning. These are stakeholders that are identified as having a significant role or interest in the planning process or are likely to be significantly impacted by the outcomes. Stakeholders can be added to the table over time.

Stakeholder	Role of Interest	Level of Impact of Outcomes	Level of Engagement
<b>Major Landholder/ Manager</b>			
Department of Biodiversity, Conservation and Attractions	Major landholder, environmental assets	Medium	Inform, Collaborate
Department of Planning, Lands and Heritage	Major landholder, environmental assets	Medium	Inform, Collaborate
DFES	Major landholder	Medium	Inform, Collaborate
State Housing Authority	Major landholder	Medium	Inform, Collaborate
Main Roads Western Australia	Major landholder, critical infrastructure	Medium	Inform, Collaborate
Private Developers	Major landholder	Medium	Inform, Educate, Collaborate
Telstra	Major landholder, critical infrastructure	Medium	Inform, Collaborate
Atco Gas	Major landholder, critical infrastructure	Medium	Inform, Collaborate
NBN Ltd	Major landholder, critical infrastructure	Medium	Inform, Collaborate
Water Corporation	Major landholder, critical infrastructure	Medium	Inform, Collaborate
Western Power	Major landholder, critical infrastructure	Medium	Inform, Collaborate
<b>Community</b>			
Private Land Owners (Residential, Special Residential and Commercial)	Landholder,	High	Inform, Educate, Collaborate
<b>Education Institutions</b>			
Aquinas College	Land manager	High	Inform, Educate, Collaborate
Clontarf College	Land manager	High	Inform, Educate, Collaborate
Manning Primary School	Land manager	High	Inform, Educate, Collaborate
Curtin Primary School	Land manager	High	Inform, Educate, Collaborate
School of Dental Therapy	Land manager	High	Inform, Educate, Collaborate
<b>Community Groups and Community Interest Groups</b>			

Mount Henry Peninsula Conservation Group	Private land manager and interested party	High	Inform, Educate, Collaborate
City of South Perth Environment Association (COSPEA)	Interested party	Low	Inform, Educate, Collaborate
Salter Point Community Group (SPCG)	Interested party	Low	Inform, Educate, Collaborate
<b>Local Government</b>			
City of South Perth	Project Owner, major land owner and manager	High	Inform
City of Canning	Neighbouring LGA	Medium	Inform
City of Melville	Neighbouring LGA	Low	Inform
City of Perth	Neighbouring LGA	Low	Inform
Town of Victoria Park	Neighbouring LGA	Medium	Inform
<b>Bushfire Brigades and Bushfire Ready Volunteer Groups</b>			
Kensington Fire Station Brigade	Interested party	Medium	Inform, Collaborate



Communication Plan

Timing of Communication	Stakeholder (s)	Communication Objective (s)	Communication Method	Key Message or Purpose	Responsibility	Identified Risk to Communication	Strategy to Manage Risks	Monitoring and Evaluation Method
<b>Development of the BRM Plan</b>								
What is the timeframe or date for this communication?	Who is the stakeholder(s) or target audience?	Which communication objective(s) does this activity support or achieve?	How are you communicating (e.g. email, meetings) and how often? What resources are required?	What is the key message or purpose that needs to be undertaken?	Who is responsible for planning and undertaking the communication activity?	What could reduce the effectiveness of the communication?	What will be done to reduce the likelihood of this happening?	How will you know if your communication was successful?
During 2019-2022	City of South Perth CEO, Senior Leadership Team and Staff	All (1-5)	Emails Meetings City Website	Informed, consulted, accountable or responsible. Review and input into Plan	Marketing Coordinator, and Coordinator Ranger Services	Time constraints, No clear message, Incorrect audience	Careful planning and time management	Feedback, questions and level of support received
During 2019-2021	Bushfire Advisory Committee (BFAC)	All (1-5)	Meetings (Quarterly) Face to Face (presentation to executive management team)	Engaged in process of BRM Plan Treatment Schedule and Risk Analysis	Coordinator Ranger Services and Senior Ranger	Plan not complete, Treatments not negotiated, Time constraints	Prepare presentation for each BFAC Give updates as required	Feedback, treatments negotiated and supported by committee
During 2020-2022	Land Owners Land Managers & Interest groups or businesses	1 and 2	Emails City Website Face to face meetings	Inform of the BRM Plan process Identify valued Assets, Identify existing controls	Marketing Coordinator; Coordinator Ranger Services and Senior Ranger	Website not reaching majority, Face to face meetings could get abstracted by other agendas	Website details, Chair meetings with strict agenda and purpose	Engaged throughout process, Feedback received, Success of outcomes.
During 2020-2022	State Agencies, Service providers and other Stakeholders (WP, WC, etc.)	All (1-5)	Emails Face to Face Meetings Telephone	Inform of BRM Plan process Identify assets at risk Identify existing controls/programs	Coordinator Ranger Services, Manager Program Delivery, Director Infrastructure Services, City's communications team	Time constraints and travel Level of interest and engagements in process	Select appropriate channel of communication; Prepare materials and good planning	Selected appropriate channel of communication; Prepared materials and good planning
<b>Implementation of the BRM Plan</b>								
Life of Plan	City of South Perth CEO, Senior Leadership Team and Staff	All (1-5)	Emails Meetings (Quarterly) City Website and Intranet	Informed, consulted, accountable or responsible. Review and input into Plan.	Coordinator Ranger Services, Senior Ranger	Time constraints Availability Lack of understanding Budget (for LG mitigation)	Careful planning and time management; Clear purpose; Clear communication and regular updates	Feedback, questions and level of support received
Life of Plan	Bushfire Advisory Committee (BFAC)	All (1-5)	Meetings (Quarterly) Face to Face (presentations in council chambers)	Report on progress to plan; Report issues/constraints	Coordinator Ranger Services, Senior Ranger	Poor communication from stakeholders and LG on completion of works	Collate data and report on success to plan; Compliance to plan	Feedback, treatments negotiated and supported by committee
Life of Plan	Stakeholder group	All (1-5)	Emails Website Telephone	Informed, consulted, accountable or responsible. Review and input into Plan.	Coordinator Ranger Services, Senior Ranger	Availability Located out of local/district area Commitment lost	Well planned and executed sharing of information. Negotiations conducted	Good feedback received on works



Review of the BRM Plan		Progress to plan						
Yearly (City) 5 Yearly (City, DFES and OBRM)	City of South Perth CEO, Councillors and Staff OBRM and DFES	All (1-5)	Meetings Emails	Review, Monitor and Reporting Endorse plan Compliance to plan and acceptance of risk	Coordinator Ranger Services	Poor reporting and recording of information Review not completed by the City and OBRM	Coordinator Ranger Services and Programs Delivery relevant officers to record data and information Approved by OBRM for the City's endorsement Discuss with CEO and Director Infrastructure Services Clear objectives set	Feedback from Council received; Work completed as a result of plan; Good reporting
Annual	City of South Perth	All (1-5)	City's annual report	Report on actions and key performance indicators for BRM Plan process	Coordinator Ranger Services	Objectives not clearly set out Key actions not identified	Good reporting and feedback from CEO and Director Infrastructure Services on work completed	