

# City of Melville - Outcomes for our Community

**2008 – 2018 A DECADE IN REVIEW**



**SAFE AND  
SECURE**



**SENSE OF  
COMMUNITY**



**CLEAN AND  
GREEN**



**HEALTHY  
LIFESTYLES**



**SUSTAINABLE  
AND CONNECTED  
TRANSPORT**



**GROWTH AND  
PROSPERITY**

**Working Together to Achieve Community Wellbeing  
for Today and Tomorrow**

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## Message from the Mayor

This year we have been celebrating 50 years since the Shire of Melville officially became a City in May 1968.

Over the last fifty years many things have changed including the products and services we provide as a local government, the amenities our community enjoy across the suburbs, the way we manage our environment, parks, reserves and public open spaces and also the way we do business.

What has not changed in fifty years is the focus and priority we always place on ensuring that everything we do contributes towards the wellbeing and satisfaction of our community.

Today the City of Melville has a clear vision - ***Working together for community wellbeing, for today and tomorrow***, which aligns with our purpose and mission as a Local Government to support the needs of current and future generations through integration of environmental protection, social advancement and economic prosperity. To achieve this we focus on key outcome areas that were identified as the community's aspirations in the Strategic Community Plan People, Places Participation 2016-2026.

Over the last decade in particular, everything we do has been focused towards realising our community's aspirations, so it seems especially fitting that as we mark our fifty years as a City, we reflect back on the last ten years.

We hope you enjoy this Decade in Review 2008 – 2018 which truly highlights the vast range of products and services that local governments provide to their communities, with all their diverse, complex and often competing needs.



**Russell Aubrey**  
**City of Melville Mayor**

## Message from the Chief Executive Officer

The last decade 2008 – 2018 has been one of restructuring the City to ensure ongoing sustainability. When I started at Melville in March 2008 the City was in the middle of the Global Financial Crisis which adversely affected the City's reserves. It is pleasing to note that now the City is one of the leading Local Governments in the State for Financial Sustainability – currently at 98%, previously 99% for the previous two years.

Notwithstanding this great achievement, the City in the last decade is arguably the top Local Government in the State against any benchmark as evidenced by:

- Top local government with a population over 80,000 residents in community/customer and business satisfaction;
- One of the lowest 'rate in the dollar' Cities in the State - (Industry Benchmark) with this year's rate increase at 0.9%;
- Top local government in the State in Planning;
- Top government organisation nationally in Service Excellence;
- Top – Prize Level, government organisation nationally in Business Systems;
- First in the State with Safe City Status;
- Gold Status in Organisational Safety Performance;
- First in State with Age Friendly Status;
- Australasian Champions in Community Consultation Processes;
- Six Performance Ratio's above Department standards;
- Triple accreditation to International Standards – Quality, Environment and Safety;
- Gold - most liveable City (<200,00 population) – (United Nations); and
- Gold - most sustainable City, all categories – (United Nations).

All this bodes well for the future if the City maintains its focus and continues to provide products and services that meet or exceed your expectations.



**Dr Shayne Silcox, PSM**  
**City of Melville Chief Executive Officer**



**People feel safe and secure at all times, wherever they are and whatever they are doing**

**2009 Developed a Memorandum of Understanding (MOU) with WA Police**

The MOU formalised a working relationship with the City and WA Police towards improved crime prevention, including information sharing.

**2009 Developed and Re-launched the Safer Melville Brand**

This created a theme for safety projects and initiatives including safety and security tips to the community.

**2009 The City introduced a Dedicated Resource to Manage Graffiti Removal**

This resulted in a dramatic improvement across all graffiti measures.

**2009-2010 Safety workshops for the community**

Delivered targeted workshops - Women's Safety, Party Safety, Home Safety, Seniors Safety, Cyberbullying, Save a Mate (for youth, delivered at high schools).

**2011 Hosted the City's first Community Safety Month (October)**

Now an annual event and opportunity to raise the profile of all things safe and secure in the community.

**2014 Community Safety Workshop**

Facilitated by the Injury Control Council of Western Australia.

**2016 Secured over \$90,000 in funding from the Department of Justice**

Funding secured to implement programs for 'at risk' young people in the community and help promote key safety messages.

**2017 Review of the Community Safety Service (CSS)**

Updated how information is shared with WA Police and the use of this information to direct our 24/7 CSS patrols.

**2017 Melville first in WA to receive Pan Pacific Safe Community (PPSC) Accreditation**

A PPSC is a livable community where people can go about daily activities in an environment without fear, risk of harm or injury.

**CITY OF MELVILLE BENCHMARKING RESULTS**

**SAFE AND SECURE**

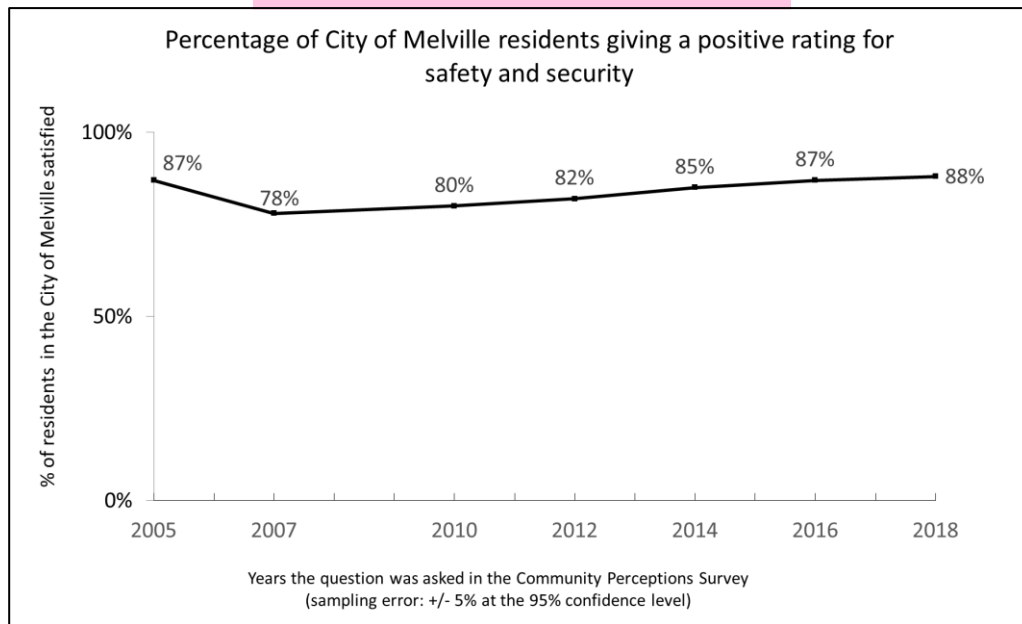
Pan Pacific Safe Community	Pan Pacific Safe Community (PPSC) accreditation (2017) The City is the first in WA to receive this accreditation. A PPSC is a livable community, where people can go about daily activities in an environment without fear, risk of harm or injury.	International
Injury Control Council WA Outstanding Achievement Award	Highly Commended (2010) For Safer Melville for community safety	State



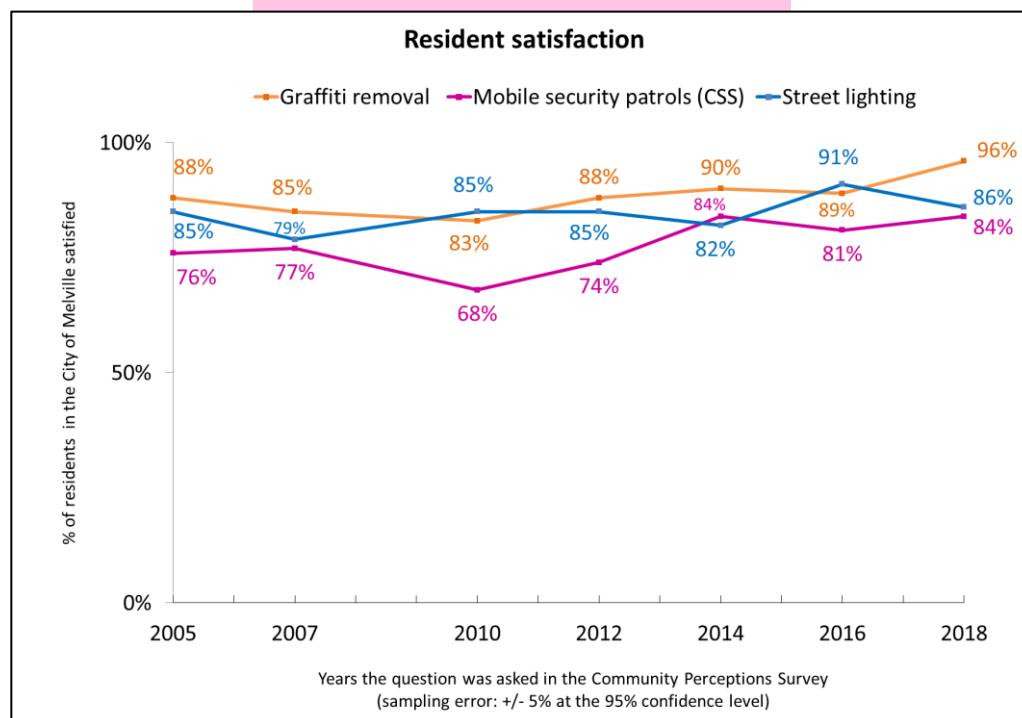


## SAFE AND SECURE

### Data from residents OUTCOME MEASURES



### MEASURES FOR GOODS AND SERVICES SUPPORTING OUR OUTCOME

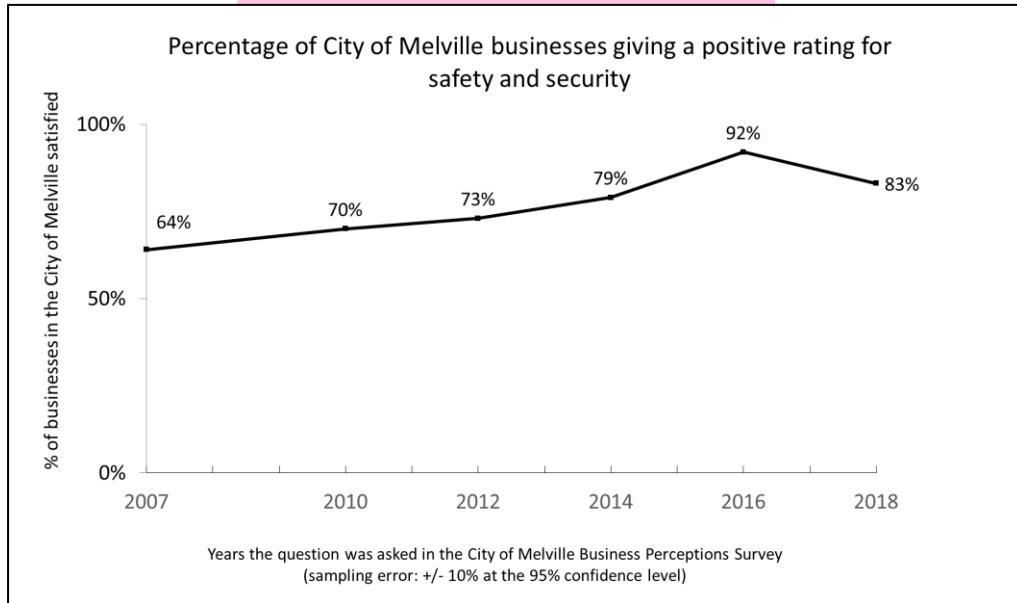




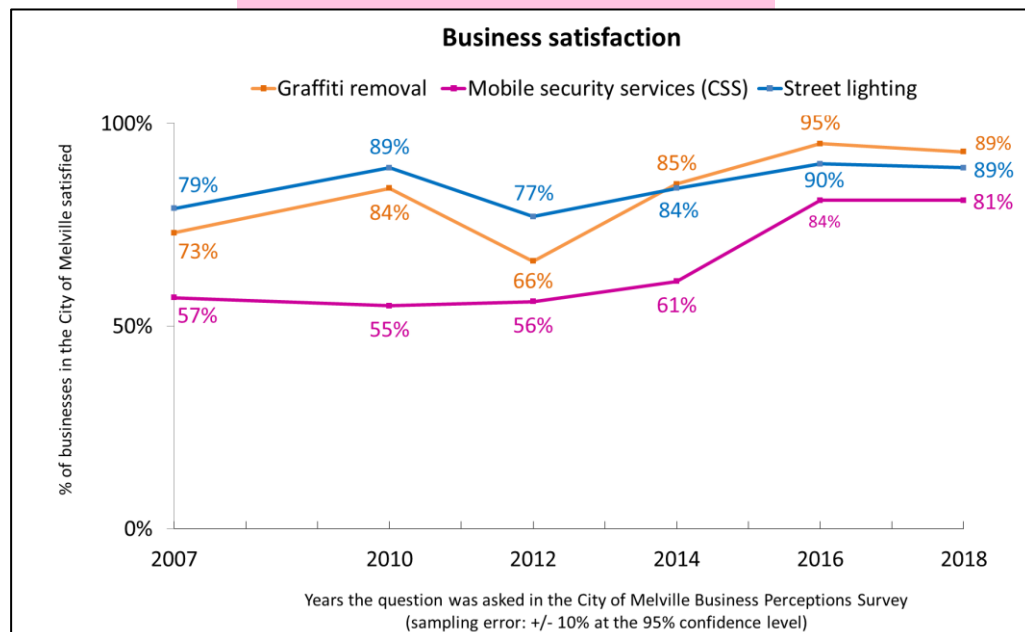
## SAFE AND SECURE

### Data from businesses

#### OUTCOME MEASURES



## MEASURES FOR GOODS & SERVICES SUPPORTING OUR OUTCOME





**Clean and well-maintained parks, reserves, natural areas and public open spaces where everyone can socialise, be active and be safe**

The City has been awarded \$730,000 in external grants for natural area projects over the past ten years.

An independent assessment by the University of Western Australia's Public Open Space (POS) Tool at [www.postool.com.au](http://www.postool.com.au), calculated that public spaces occupy 25.8% of the City's total area. In addition to this are other public spaces, such as club pay-for-use facilities. **The City has more available public space than most comparable, inner-urban local governments in Perth.**

#### **2008 Heathcote Cultural Precinct**

The State Government handed over management of the 2.5 hectare site to the City of Melville to develop as public open space. The City engaged consultants to undertake a number of studies into the Heathcote Lower Land, following a previously held community workshop. Studies into the Indigenous and colonial history of the site as well as environmental, hydrographic and amenity issues were submitted to the Department of Indigenous Affairs for the approval of proposed works.

#### **2008 Old Carawatha Primary School Site Redevelopment**

The City prepared an outline development plan and urban design guidelines for the redevelopment of the former Carawatha Primary School site in Willagee. The City purchased the site, on the corner of North Lake Road and Archibald Street, from the State Government for \$5.18 million in 2006 to meet a shortfall in local public open space and create a community hub.

#### **2009 Green Procurement**

The City integrated sustainability and environment clauses into tenders for purchasing products and services, as well as appropriate questions regarding potential environmental impacts.

#### **2012 Ogilvie Road Reserve in Mount Pleasant**

Land on the corner of Ogilvie Road and Clive Street, was purchased from the Water Corporation to add to the public open space available to the community in the suburb of Mount Pleasant.

#### **2012 Bicton Substation Purchased for Public Open Space**

The City purchased the former Bicton sub-station, located between Fifth Street and Murray Road, from Western Power for \$2.7million to ensure the land remained as public open space for the community.



### **2012-2013 Foreshore Protection**

Council agreed to prohibit dinghies on the foreshore, effective from June 2014, to reduce damage to the shoreline vegetation, risk of riverbank erosion and improve the general amenity and public access to foreshores.

### **2014 Waterwise LeisureFit**

LeisureFit Booragoon achieved 'Waterwise Approved' status through the Water Corporation – just one of four aquatic facilities in the Perth metropolitan area to achieve this.

### **2014 Diverting Waste from Landfill to Recycling**

The City achieved 65% diversion of waste from landfill through the Regional Resource Recovery Centre.

### **2015 e-Waste and Mattresses Recycling Initiatives**

The City established an e-Waste drop off service for City's residents at its Operations Centre. The City also commenced recycling of mattresses collected during bulk verge collections.

### **2015 Davis Lawlor Park**

On the corner of Davis and Lawlor Roads in Attadale, this small park was developed to include play equipment, native plants and artwork in the form of a seat.

### **2016 Improving Disposal of Refrigerator Waste**

The City commenced separation of refrigerators from bulk verge collection for de-gassing.

### **2016 Platinum Award for Water Management**

The Water Corporation presented the City with a Platinum Award for its water management efforts at Heathcote Reserve, Applecross.

### **2016 and 2017 Garage Sale Trail a Success**

The City was rated the best performing Local Government in the State, in the top five nationally, and was awarded the Outstanding Achievement award for its marketing and communication efforts in the October 2016 and 2017.

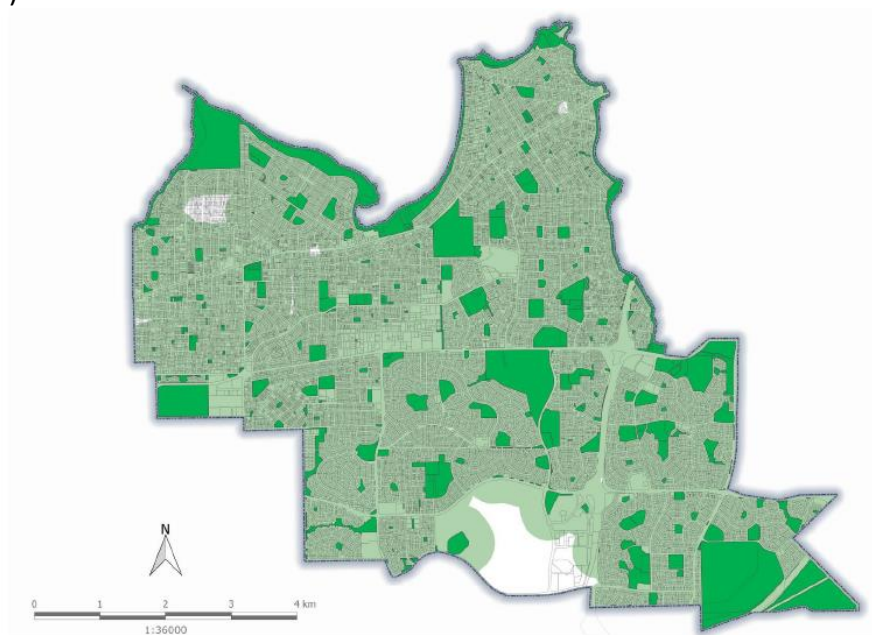
### **2017 - 2018 FOGO Trial a Winner**

The City announces its 3-Bin Food Organics, Garden Organics (FOGO) trial to begin in late 2017. Trial participants surveyed in April 2018 saw 79% wanting the 3-Bin system to continue.

### **2017 Urban Forest**

The first of three parts of the Urban Forest Strategic Plan was approved and adopted by Council.

As at 2017, nearly all City of Melville residents are within 400 metres of public space (see Map 1).



Map 1 The dark green areas indicate public space and the light green areas indicate a 400m catchment area around public space.

## CITY OF MELVILLE BENCHMARKING RESULTS

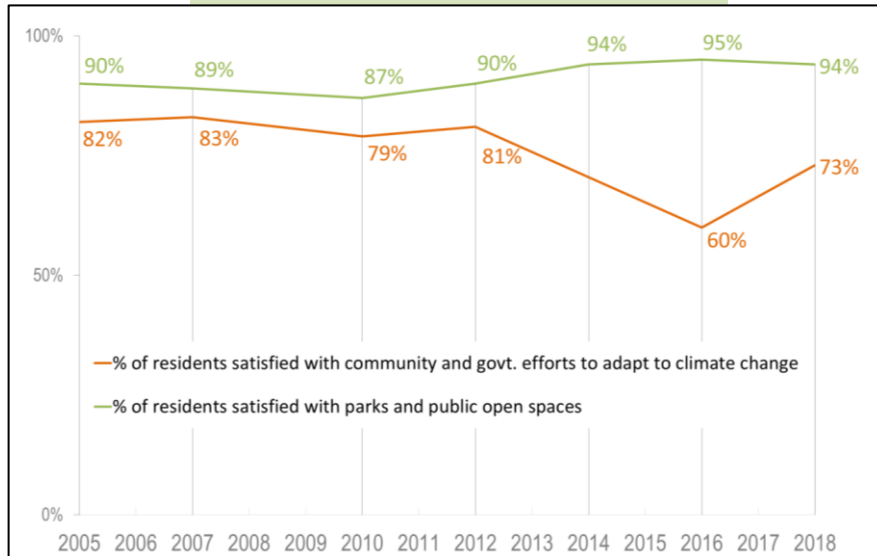
### CLEAN AND GREEN

Garage Sale Trail	Winner – Excellence in Communications (2017) Outstanding Council led communications and marketing campaign which delivered exceptional registration results Outstanding Achievement (2016)	State
Water Corporation: Waterwise / water reduction awards	Best “Water Efficiency Management Plan” Level, for Heathcote Cultural Precinct (2017) Waterwise Aquatic Centre Award (2014) Silver Recognition for Leisurefit Booragoon achieving savings between 25% and 35% (2015) Waterwise Aquatic Centre Level (2014) Gold Award: Melville Aquatic Fitness Centre (2012) Platinum Award: Waterwise Business (2011) Waterwise Council Award (2010)	State
International Council for Local Environmental Initiatives	Water Campaign Milestone 1 Award (Community) (2013) Water Campaign Milestone 5 Award (Corporate) (2012)	State
Planet Footprint	Silver Recognition Award – Greenhouse Gas Management	National
Department of Environment and Conservation	Keep Australia Beautiful Clean Beach Awards for Litter Prevention (2011)	State

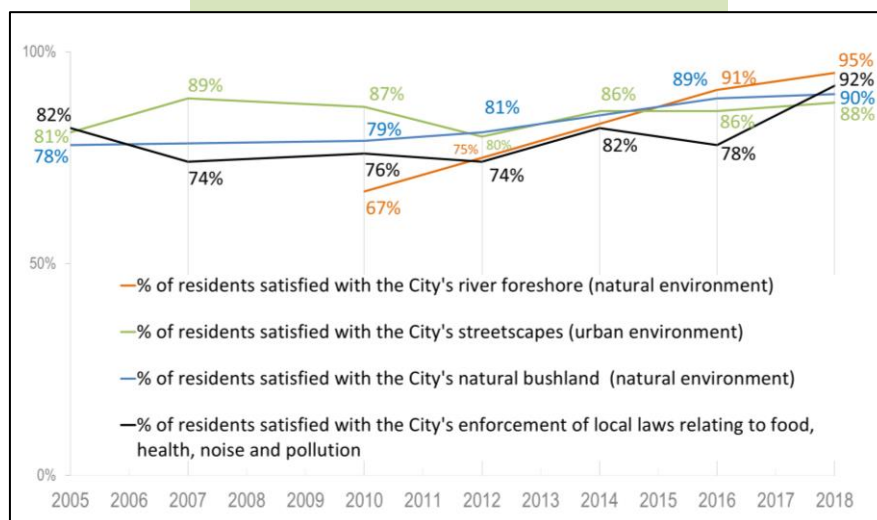


## CLEAN AND GREEN

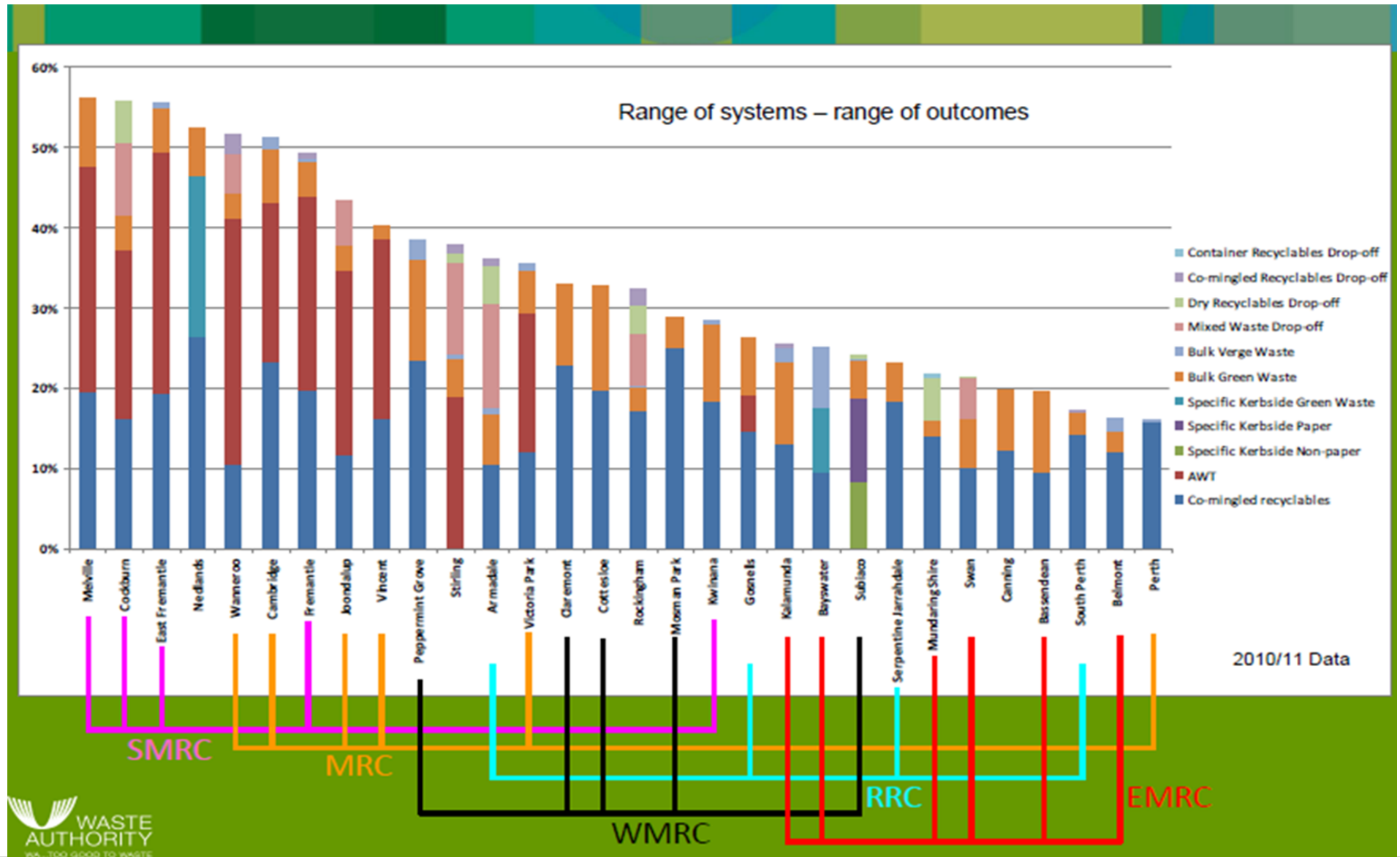
### Data from residents OUTCOME MEASURES



### MEASURES FOR GOODS & SERVICES SUPPORTING OUR OUTCOME



## 2010-2011 Waste Diversion from Landfill – Melville Top Performing Local Government





**Opportunities for healthy activities both indoors and out and about in local parks and suburbs walking, running, cycling and exercising individually or in groups**

Life expectancy for City of Melville residents is **five years above the State average.**  
(City of Melville resident life expectancy: 85.3yrs for males and 89.9yrs for females)

*(Dept. of Health mortality data, 2013 to 2015)*

### **2008 The '6' DVD**

Through discussions with male students at high schools in the municipality, the City recognised there was a gap in health education services for young men. As a result, a resource was created, which included a series of six short films dealing with young men's health issues such as self-esteem, relationships, suicide, sexuality, crime and drink-driving. The City secured \$116,000 funding from Lotterywest, the Department of Health, Roadwise and the Men's Advisory Network. We developed the DVD in close collaboration with students from Melville and Applecross senior high schools. The resulting DVD follows the stories of six young men through six stories so young viewers can really get to know the characters and relate to them. More than 2,500 copies were sold to schools and other organisations across WA and Australia and the resource is still being purchased across Australia.

### **2008 Activelink Program Award**

The City won Local Government category of the Disability Services Commission's *Count Us in Awards* for the Activelink program. Activelink supports eligible City of Melville residents of all abilities to participate in sport, recreation, leisure and other activities (such as creative art classes, library activities, programs or dance classes). It provides support to those who face challenges, difficulties or barriers to participate. This may include language and cultural barriers, financial difficulties, feeling isolated or having a disability (or different ability). In the form of a voucher system, Activelink encourages greater social participation and aims to improve the health, self-confidence and skills of our residents.

### **2010 Kadidjiny Park Opens**

The City purchased and developed the old Melville Primary School site to create a spectacular park. The area is almost four hectares and includes an amphitheatre, BBQs, wetland area, outdoor exercise equipment and Dr. Seuss children's playground.

### **2011 The Gathering Educational Resource is launched**

In consultation with local high school students, the City created an educational resource to raise awareness of the harms of teen binge drinking. Linked to the educational curriculum the DVD based resource provides strategies to help teens prevent and minimize alcohol related harm. Free copies of the resource were sent to all local high schools in Melville and over 2,000 copies of the resource have been purchased by schools throughout Australia.

### **2013 LeisureFit Booragoon Redevelopment (formally known as Melville Aquatic Fitness Centre (MAFC))**

The City reopens LeisureFit Booragoon after an exciting \$5 million redevelopment which transformed an already award winning centre into a multi-purpose recreation facility.

### **2014 The Writings on the Wall**

The City launched The Writings on the Wall, a pilot educational resource to help young people understand the underlying causes of unhealthy risk taking behaviour.

### **2015 Carawatha Park Opens**

Carrawatha Park in Willagee has options for all abilities and is indeed a one-of-a-kind accessible park, catering to all age groups, older children, teens and young adults who are often left out of park designs.

### **2015 Healthy Melville and the RoadStars are launched**

The City launched its mobile health promotion initiative. Funded through local business partnerships, the service provides an outreach health promotion service to engage the community in discussions and activities that support healthy lifestyles.

### **2015 Healthy Lifestyle Expo**

LeisureFit Melville hosts a free expo for over 55's, a joint initiative between the Cities of Cockburn, Fremantle and Melville. This expo exhibited 65 stall holders from various senior service providers, local businesses and not for profit organisations who showcases information as well as activities that older people can get involved in.

### **2016 Smiles for Healthy Melville's Active Kids**

The City's popular Healthy Melville initiative Active in the Park commenced its PlayFit classes, provided for free, weekly for primary school children and received a nomination in the Department of Sport and Recreation Industry Awards.

### **2016 Get Active in the Park**

The City's free Active in the Park outdoor fitness classes were a huge hit with over 2,500 residents participating in a variety of activities at various locations.

### **2016 Melville Age-Friendly Accessible Business Network (MAFAB)**

MAFAB is a partnership between the City of Melville, AMP (Garden City Shopping Centre) and other local businesses to implement Age-Friendly and accessible initiatives to support older people, including those living with dementia and people with disabilities.

### **2017 \$700,000 Grant Funding Received for Tompkins Park**

The City received \$700,000 from the State Government to contribute to the Tompkins Park Sporting Hub redevelopment.

### **2017 Ensuring the Future Fitness of Melville**

The City announces a number of key service and renovation upgrades over the coming months for the LeisureFit recreation centres.

### **2017 Upgrades at Deep Water Point**

Works are underway at Deep Water Point starting with the upgrade of the change rooms.



## 2018 'Fit for Life' Discounts for Senior LeisureFit Memberships Introduced

To support a healthy aging community, LeisureFit are offering a scaled discounted membership for seniors. The discounts increase as a person gets older to encourage seniors to keep fit, healthy and independent for as long as possible. The City's Fit for Life campaign encourages everyone to become active, helping people identify free and low cost activities in the City. The cornerstone of the project is a 90-second Fit for Life video created with the local community. The campaign is a finalist in the Institute of Public Administration Awards in the Health and Wellbeing category.

CITY OF MELVILLE BENCHMARKING RESULTS		
HEALTHY LIFESTYLES		
Institute of Public Administration	Finalist for the Healthy Lifestyles Award (2018) For the City's 'Fit for Life' campaign.	State
Children's Environment and Health Awards (Local Government)	Children's Consultation Award (2015)	State
Children's Environment and Health Awards (Local Government)	Commendation – Injury Prevention Category (2015) This recognised the City's community based consultation, in line with the Injury Control Council of WA, to create community priorities surrounding injury prevention and safety promotion.	State
Constable Care Child Safety Awards	Recognition (2015) For 'Writings on the Wall' educational resource	State
Institute of Public Administration	Organisational Achievement - Best Practice for Health and Well Being Lifewise Resources Project (2014)	State
Constable Care Child Safety Awards	Finalist (2013) For 'The Gathering': protecting children from harm and creating child-safe environments and communities	State
McCusker Centre for Action On Alcohol and Youth Awards	Finalist for 'Government In Action' (2013) For initiatives that have made a significant contribution to reducing harms from alcohol among young people in WA	State
Australian Medical Association WA and Healthway Healthier WA Awards	Finalist (2012) For the City's educational resource DVD: 'The Gathering'	State
Australian Teachers of Media (ATOM) Award	Best Secondary Educational Video Resource (2011) For the City's educational resource DVD: 'The Gathering'	National
Dr Louisa Alessandri Award for Excellence.	Winner in recognition of disability excellence (2011) For connecting individuals living with disability with sport and recreational activities	State
Fitness Australia	WA Fitness Business of the Year (2011) National Finalist (2011)	National
Australian Medical Association WA and Healthway Healthier WA Awards	Finalist (2010) For the City's CoM Young Men's Lifeskills Program	State
Suicide Prevention Australia Awards	Winner in Public Sector category (2010) For the City's Young Men's Lifeskills Program	National

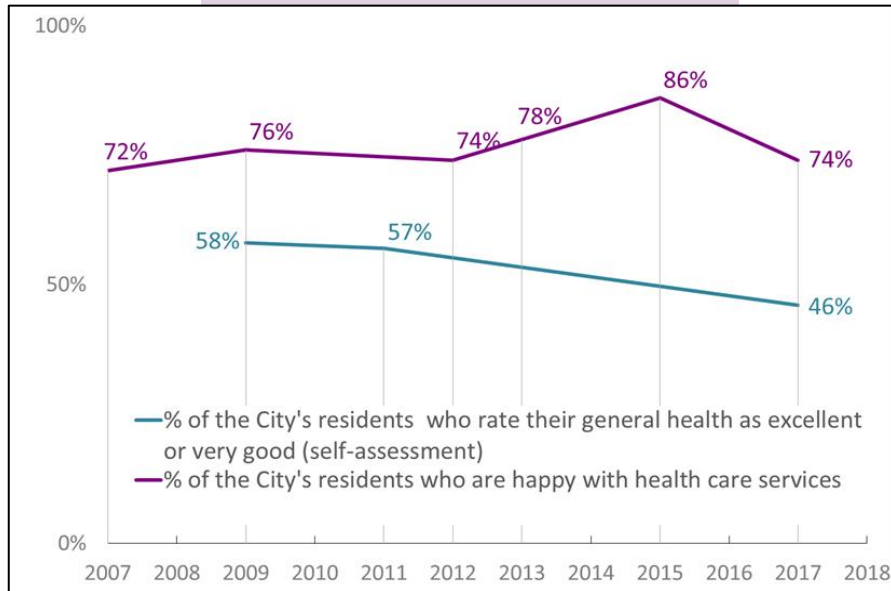
Rangers Association	Runner up for the State Rangers Team of the Year Award (2010)	State
Department of Sport and Recreation	Commitment to Professional Development Industry Award (2009)	State
Living Longer Living Stronger (Council Of The Ageing)	Gold Excellence Award (2009) For City of Melville Lifestyle Services	State



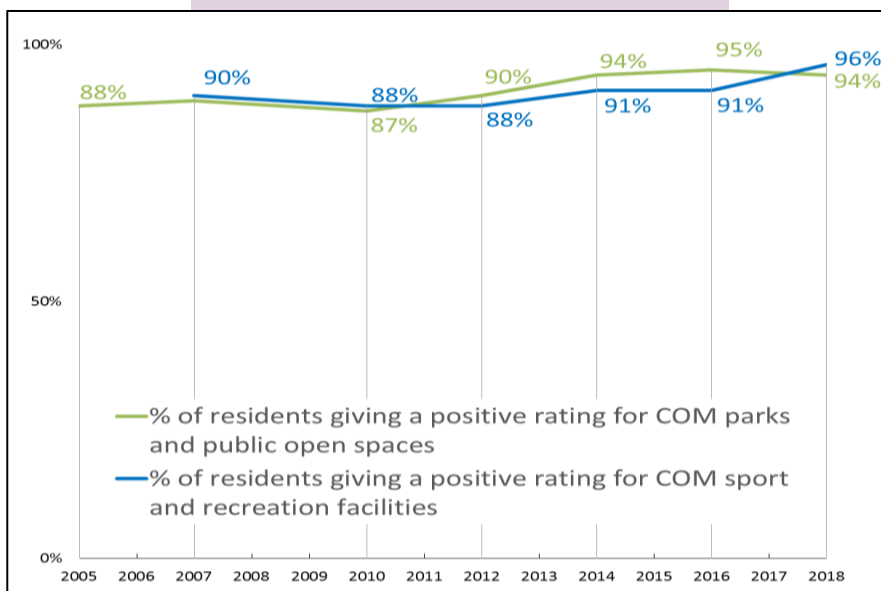
## HEALTHY LIFESTYLES

Data from residents

### OUTCOME MEASURES



### MEASURES FOR GOODS & SERVICES SUPPORTING OUR OUTCOME





## **Better public transport, cycling and walking infrastructure and responsive traffic management**

### **2008 Railway at Canning Bridge and Murdoch**

The opening of the Perth to Mandurah Railway in December 2007 presented a need and opportunity for the City to look at transport and development around station precincts, including Canning Bridge and Murdoch.

### **2008-2009 Improving Bus Stops**

The City of Melville worked with the Public Transport Authority (PTA) in locating bus stops where 'walkability' to the bus stop could be improved.

### **2010 Riseley Centre Planning Analysis**

Analysis of urban and traffic components of the Riseley Centre was completed. This work fed into the Riseley Centre Vision.

### **2010 Murdoch Activity Centre**

The City starts work with the WA Planning Commission preparing the Murdoch Activity Centre Structure Plan Part B. This Plan includes the area surrounding Fiona Stanley Hospital and Murdoch bus and rail interchange and will integrate all studies and actions impacting upon this significant precinct.

### **2010 Canning Bridge Precinct**

A memorandum of understanding was made which established a partnership between the Cities of Melville and South Perth and the Department of Planning in relation to the Canning Bridge Precinct.

### **2012-2013 Canning Bridge Precinct**

Investigation and agreement achieved on the traffic modeling scenarios (the traffic modelling informed the Canning Bridge Plan being developed between the Cities of South Perth and Melville, and the State Government).

### **2013 City of Melville Bike Plan**

The City adopts and commences implementation of its first Bike Plan.

### **2014 Car Parking Strategy adopted by Council**

This strategy recognises that it is more effective, easier and cheaper to better manage parking rather than attempting to fully satisfy demand for parking facilities. The strategy provides a framework to guide decision-making on, and the management of, car parking in the City of Melville.

### **2014 Bikeweek Celebrations**

As part of 'Cycle Instead' Bikeweek Celebrations for 2014, the City Of Melville partners with the Perth Integrated Health Cycling Group for the annual 'Bike To Work' breakfast.

### **2016 Melville's first Let's Glow Riding Event Draws Crowds**

Over 100 people got involved with Melville's first Let's Glow Riding event, encouraging families, children and older people to decorate their bikes with lights and neon and enjoy a night time ride around Melville's iconic foreshore.

### **2017 Murdoch Centre's Future Secured**

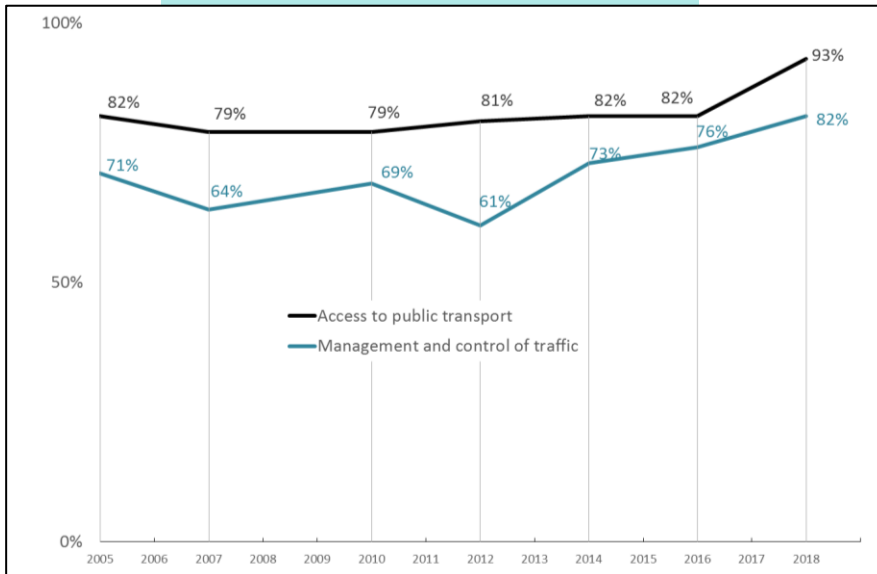
The Federal Governments budget announcement ensures a southern access to and from the Murdoch Activity Centre.

CITY OF MELVILLE BENCHMARKING RESULTS		
SUSTAINABLE AND CONNECTED TRANSPORT		
Department of Transport and West Cycle	People's Choice – The 'Best and Biggest' Bike Week breakfast (2015)	State
Dept. of Transport and Dept. of Environment and Conservation	"Build" Travelsmart Award (2012)	State

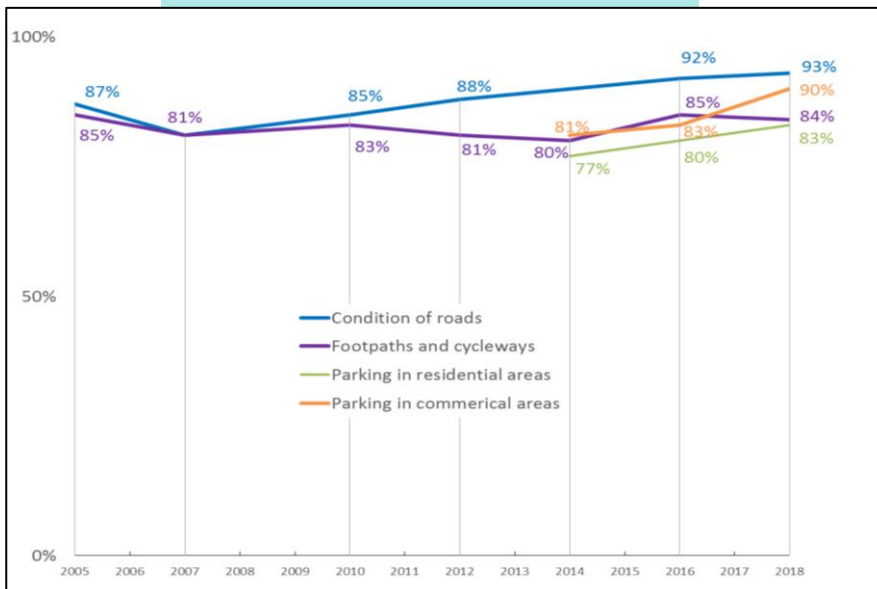


## SUSTAINABLE AND CONNECTED TRANSPORT

### Data from residents OUTCOME MEASURES



### MEASURES FOR GOODS & SERVICES SUPPORTING OUR OUTCOME

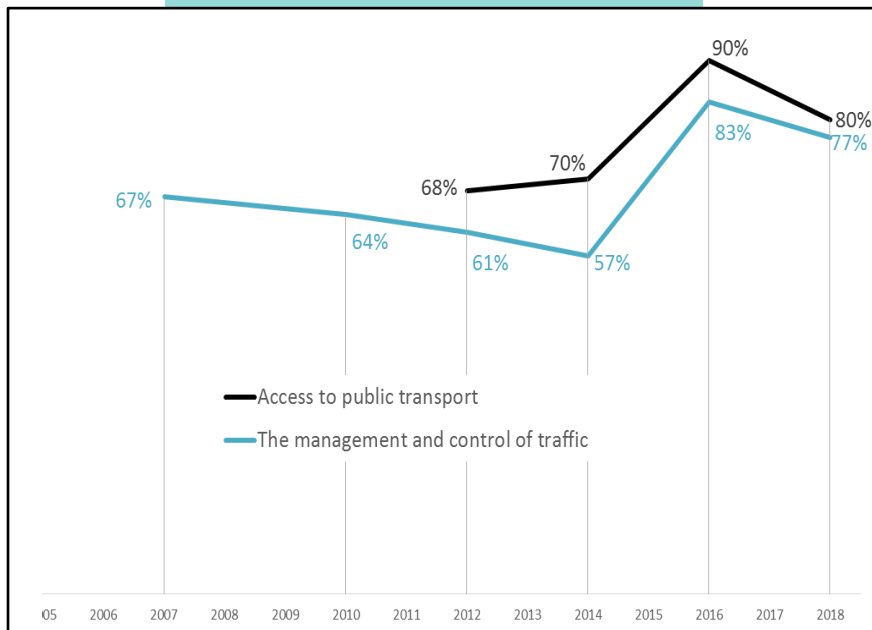




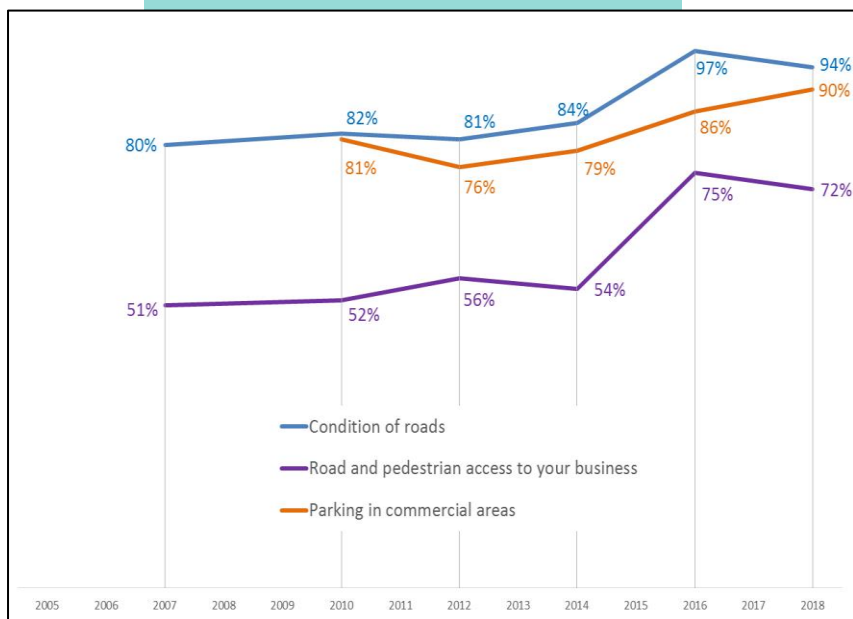


## SUSTAINABLE AND CONNECTED TRANSPORT

Data from businesses  
OUTCOME MEASURES



## MEASURES FOR GOODS & SERVICES SUPPORTING OUR OUTCOME





**A range of local community services, events and cultural activities throughout the year for people to get to know one another and do things together**

The number of 'Friends of' community groups working with the City's natural areas has increased from 11 to 22 registered groups over the past ten years.

### **2008 Age Friendly Melville Strategy launched**

The City launched the Age-Friendly Melville Strategy: Directions for Seniors in October 2007, which provides a snapshot of what we have done and what we will do to make the municipality accessible to, and inclusive of, older people. The strategy was developed through the City's participation in World Health Organisation (WHO) Age-Friendly Cities Project in partnership with the WA Office for Seniors Interests and Carers. The City of Melville was one of only two cities in Australia to participate in this project. The project involved the City conducting research with local residents.

### **2009 Development of Melville Primary School site**

The City received \$2.7 million in Federal Government Funding to put towards the \$3.6m development costs of Kadidjiny Park on former Melville Primary school land. The City purchased the land from State Government in 2006 for \$5.5 million to ensure it was retained for use by the community. The project resulted in the acclaimed Dr Seuss Park and the old library was upgraded for use as a community building.

### **2009 Greater Opportunities for People with Disabilities to Engage in Arts**

The City partners with Disability in the Arts, Disadvantage in the Arts Australia (DADAA) to provide opportunities for people with disabilities to engage in art practices with the wider community.

### **2013 Project Robin Hood launches**

The City proudly awarded funding to 12 projects as part of Project Robin Hood, a pilot participatory budgeting project, and the first of its kind in Western Australia, which asked the community to choose how to spend \$100,000. The success of this project has seen it continue and Project Robin Hood is now in its fourth round.

### **2013 Blue Gum Community Centre**

The City resumed management of the Blue Gum Community Centre on the 1 October 2013, to create more opportunities for people to meet and feel connected.

### **2014 Civic Square Library**

On Monday, 9 June the Civic Square Library opened its doors to a redesigned and refurbished, modern, vibrant community space.

### **2014 WA Seniors Awards**

City of Melville is a finalist in the Department of Local Government and Communities for the WA Seniors Awards.

### **2014 Development of the City's (Heritage) Inventory**

A Local Government Inventory (formerly known as a Municipal Heritage Inventory) is a book that refers to buildings and places which have cultural heritage significance to capture culturally significant stories about places and associated people and activities.

### **2015 Friendly Neighbourhood Awards**

The City announces its first ever Friendly Neighbourhood Award Winners.

### **2015 PHAZE Urban Art Project**

As part of PHAZE, Blue Gum Community Centre had its toilet block transformed into a modern urban artwork by young local artists.

### **2015 Brentwood Celebrates 60 Years**

The City celebrated Brentwood's 60th Anniversary with a special community event and photography competition.

### **2015 Little Hands a Big Attraction**

More than 2,500 people attended the 2015 dinosaur themed Little Hands Festival.

### **2015 Another Super Circuit Success**

LeisureFit Melville's popular Super Circuit event, raised \$1,786.00 for the Cure Brain Cancer Foundation.

### **2016 Art Awards Celebrate the Big 4-0**

The 2016 Art Awards marked the 40th year of the City showcasing thousands of Western Australian artists.

### **2016 Heartfelt Thanks to Volunteers**

More than 260 volunteers were thanked at the City's annual Volunteer Recognition Function.

### **2016 First Instagram Competition Winner**

The winner of the City's Cat and Dog Registrations Instagram competition #furbabyrego2016 was announced.

### **2016 City's new War Memorial**

A new war memorial was installed at the iconic Wireless Hill Park and was officially dedicated at the 2016 Anzac Day service.

### **2017 First Stretch Reconciliation Action Plan (RAP) in WA**

As described by Justin Mohamed, Reconciliation Australia's Chief Executive Officer, the implementation of the City's Stretch RAP 2017-2021 'signifies that the City of Melville is a leading advocate for reconciliation, and is demonstrating a deep dedication to making

progress across the key pillars of the RAP program – respect, relationships, and opportunities’.

### 2017 Hand to Heart Project

Funded through the City of Melville and the Department of Communities, Hand to Heart helps people that might experience social isolation connect to local services, activities and groups to live a happier, healthier and safer life.

### 2017 Memory Café

A partnership between the City of Melville, AMP (Garden City Shopping Centre), Coffea and members of the community. An informal monthly place where people living with dementia and their carers can come together. A staff member from Alzheimer’s WA also attends these events.

### 2018 Point Walter Concert

The City’s 23<sup>rd</sup> annual Point Walter Concert was the biggest and best yet, with over 12,000 people of all ages coming together to enjoy festivities at the iconic Point Walter Foreshore for music, dancing, activities and a grand fireworks finale to celebrate 50 years as a city.

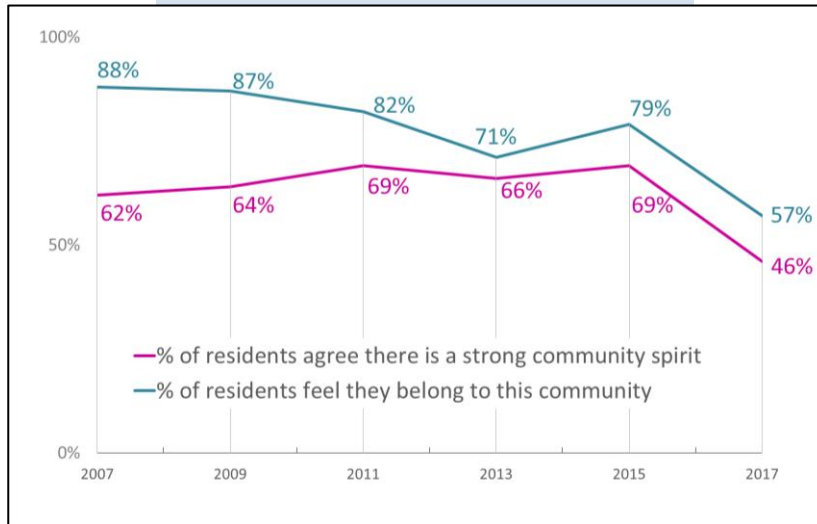
CITY OF MELVILLE BENCHMARKING RESULTS		
SENSE OF COMMUNITY		
National Awards for Local Government, sponsored by Dept. of Communication & Arts	Highly commended in the ‘Arts Animates’ award (2015). For excellence in community engagement and participation category for the City’s PHAZE program.	National
International Observatory on Participatory Democracy (IOPD, Brazil)	‘Best Practice in Citizen Participation’ Award (2014) For Project Robin Hood	International
Institute of Public Administration	Organisational Achievement - Best Practice in Corporate Social Values (2014) For Project Robin Hood	State
Children’s Environment and Health Awards (Local Government)	Recognised in the Children’s Consultation category (2014) This acknowledges the City’s commitment to engaging with children and young people by facilitating regular, hands-on consultation projects throughout the year.	State
Heritage Council Awards	High Commendation (2013) In the category of Outstanding Interpretation of a Heritage Place for the City’s exhibition A Centenary of Wireless Hill	State
WALGA Banners in the Terrace	Best Community Group-Nonprofessional (2012)	State
International Association of Public Participation (IAP2)	Core Values Award (2014) Winner of the IAP2 Australasian Organisation of the Year, Community Engagement Core Values Award (2012)	Australasia
Disability Services Commission Count	Gold (2011) Local Govt Category (2007)	State

Me In Awards	In recognition of projects which create more welcoming and more accessible communities for people of all abilities.	
World Health Organisation	Accredited with 'Age Friendly Status' (2010)	International
UN-endorsed International Liveable Communities (LivCom) Awards	Gold Whole of City (75,000 to 100,000 population) category (2009)	International
UN-endorsed International Liveable Communities (LivCom) Awards	Community Sustainability award across all population categories (2009)	International

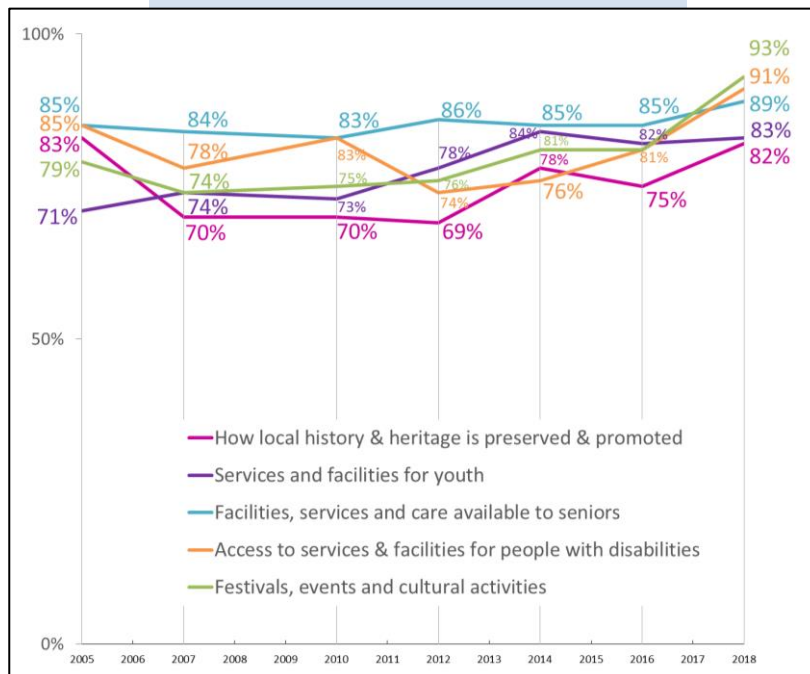


## SENSE OF COMMUNITY

### Data from residents OUTCOME MEASURES



### MEASURES FOR GOODS & SERVICES SUPPORTING THE OUTCOME





## Encourage development of small businesses in our suburbs and local communities



The City of Melville was a top performer for timeliness of determinations:

- Building applications 99.7%
- Planning applications 93.6 % (industry average is 86.6%)

*(WALGA Local Government Performance Monitoring, Dec 2017)*

### **2008 Murdoch Activity Centre**

The Murdoch Activity Centre Structure Plan Part A was endorsed by the WA Planning Commission (WAPC) and supported by the City of Melville. The City continued working with the WAPC in the preparation of Murdoch Activity Centre Structure Plan Part B. This included the area surrounding the Fiona Stanley Hospital and Murdoch bus and rail interchange.

### **2008 Riseley Centre (corner Canning Highway and Riseley Street)**

The City recognised there were opportunities to improve and develop the area into a vibrant district centre through improvements in public amenity, the interface between pedestrians and cars and the consolidation of car parking areas. However, several issues could affect the viability of the centre, including pedestrian accessibility, road safety and a lack of destination 'feel'. Consultants were engaged to undertake a planning analysis and develop a place plan for the Riseley Centre to develop a sustainable 10-year vision for the precinct.

### **2008-2009 Melville City Centre Plan**

The Melville City Centre Plan was partially endorsed by the WAPC, subject to re-consideration pending the outcome of the WAPC State Planning Policy on Activity Centres.

### **2009-2010 Draft Canning Bridge Precinct Vision**

This joint project was commissioned by the Cities of Melville and South Perth, and the Department of Planning (on behalf of the WAPC) as a response to the provision of the Perth-Mandurah rail line and the new station at Canning Bridge. The Draft Canning Bridge Precinct Vision was released for community comment and feedback in February 2010.

### **2012-2013 Melville Digital Hub**

The City used federal funding to launch the Digital Hub at Canning Bridge Library Lounge and held training sessions on the National Broadband Network and the latest computer technologies. Wireless Internet was also made available at all the City's Libraries.

### **2013 Willagee Structure Plan (WSP)**

The WSP was adopted by Council in December 2013. The scheme amendment was supported by Council for final approval in March 2015 and subsequently approved by WAPC.

#### **2014 Riseley Centre Structure Plan (RCSP)**

A key objective of the City's Local Planning Strategy is to concentrate population growth and development in Activity Centres and along transport corridors. The Riseley Centre was identified as an important town centre for the area. The purpose of the RCSP is to create a clear vision and town planning requirements for the future developments of the area to create a vibrant and sustainable centre that will be a great place to live, work, socialise and shop.

#### **2014 Murdoch Specialised Activity Centre Structure Plan (MSACSP)**

This area has the potential to become WA's Health and Knowledge Precinct and one of the largest areas of employment outside of Perth's CBD. The Plan provides for the creation of around 1,000 dwellings and 33,000 square metres of commercial floor space. Supported by Design Guidelines, the Plan aims to ensure development in the precinct achieves high standards in terms of appearance, form, functionality and innovation.

#### **2015 Melville City Centre Activity Centre Plan (MCCACP)**

The MCCACP is completed and operational provided the framework for assessment of the application to redevelop the Garden City Shopping Centre in December 2015. MCCACP has facilitated other significant developments including the TRG apartment development in Davy Street approved in October 2015. MCCACP also presents opportunities for the City's landholdings such as the library and future Cultural Centre and enhancement of parking.

#### **2015 Canning Bridge Activity Centre Plan (CBACP)**

The CBACP was approved by Council in March 2015 and by WAPC in April 2016. The Plan has stimulated growth in the centre and facilitated the approval of a number of apartment/mixed use developments. Construction of a number of projects (Cirque, The Precinct) is well advanced.

#### **2015 Planning Scheme Review (LPS 6) and Local Planning Strategy**

The Scheme and Strategy were adopted by Council in 2015 and forwarded to the WAPC. The Scheme was considered by the WAPC and was approved by the Minister with modifications. LPS6 was gazetted in May 2016. LPS6 remains only one of few to align with the State's new format for local planning schemes. Fine tuning and amendments to LPS6 were completed through 2017.

#### **2016 Gazettal of Local Planning Scheme 6**

Melville was the first Local Government to have its scheme gazetted under the new State Government Planning Reform legislation.

#### **2016 Your Business - Our Future Forum**

The City and the Melville Cockburn Chamber of Commerce held their first business community forum.

#### **2016 Future Plan for Willagee**

Willagee received a major boost with the Gazettal of Scheme Amendment No. 71, changing zoning and density codes.

#### **2016 My Future Melville Speaker Series**

The City held the first of five sessions about the City's 20-year vision, the Local Planning Strategy (LPS), and how it will transform our City.

### **2016 City Recognised by Property Council Survey**

Melville has been recognised as the top City for Planning Performance by the Property Council of Australia at 94%, and customer satisfaction at 87%.

### **2017 Small Business Friendly Local Governments Charter**

The City of Melville committed to the Small Business Friendly Local Governments Charter 2017-2018. This ensures participation in the State Governments' Small Business Friendly Local Governments (SBFLG) initiative and outlines what the City agrees to do in support of small business within the City of Melville.

### **2017 Local Housing Strategy**

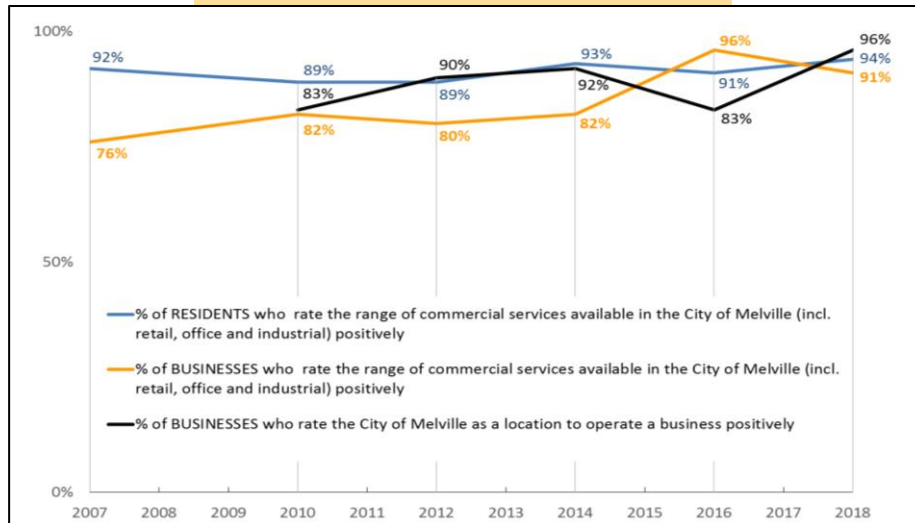
The final draft of the Local Housing Strategy was advertised for public feedback in December 2017. Following review of submissions, the Strategy will be presented to Council for final approval.

<b>CITY OF MELVILLE BENCHMARKING RESULTS</b>		
<b>GROWTH AND PROSPERITY</b>		
Property Council of Australia	Top performing Local Government in the State (2016) Determined across best practice local planning framework: strategic planning, statutory planning, delegation of approvals to planning officers and timeliness of approvals.	State
Planning Institute of Australia (PIA) Award for Planning Excellence	Commendation for public engagement and community planning (2013) For the Willagee Structure Plan	State
Planning Institute of Australia (PIA) Award for Excellence: Best Planning Idea	Joint recipients with project partners City of South Perth and GHD Pty Ltd (2011) For the Canning Bridge Precinct Vision	State

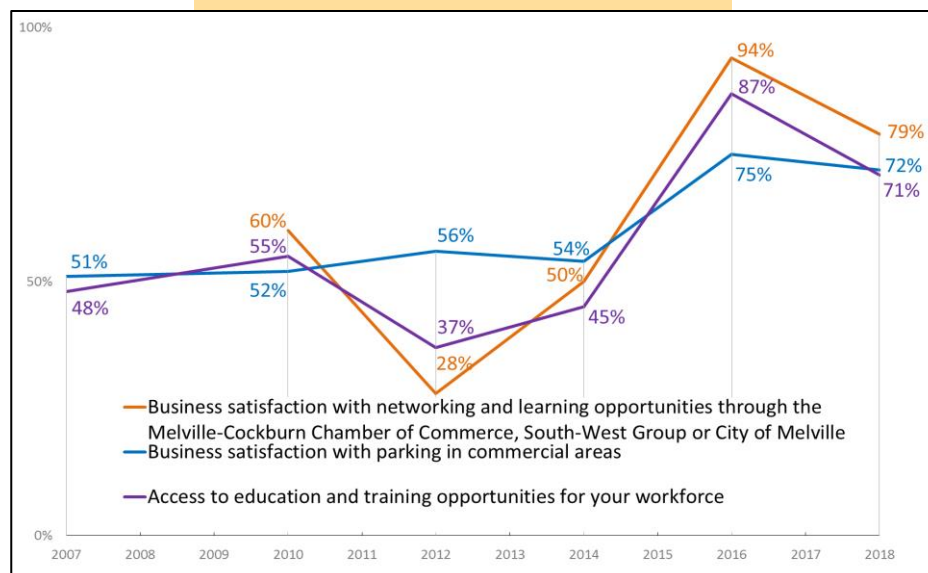


## GROWTH AND PROSPERITY

### Data from residents & businesses OUTCOME MEASURES



### MEASURES FOR GOODS & SERVICES SUPPORTING THE OUTCOME





# GOVERNANCE

## Efficiency measure:

The City of Melville has 4.6 full time employees per 1,000 residents, compared to an average for the industry of 5.5 full time employees per 1,000 residents.

*(Source: The Australasian LG Performance Excellence Program FY17)*

## Safety measure:

The City of Melville has only 2 lost time injury days per 100 employees, compared to an average for the industry of 99 lost time injury days per 100 employees.

*(Source: The Australasian LG Performance Excellence Program FY17)*

### **2007 Development of a Strategic Community Plan: People, Places, Participation**

The community and City collectively and progressively wrote the People, Places, Participation – a Community Plan for the City of Melville 2007-2017 through various consultative processes involving more than 10,000 participants that captured the City's many cultures, ideas and perspectives. This Community Plan was the forerunner for the Department of Local Government's Integrated Planning and Reporting Framework.

The results of the community consultation underlying People, Places, Participation – a Community Plan for the City of Melville 2007-2017 helped the City to better understand community aspirations, measure community perceptions and identify performance gaps and improvement opportunities. The Plan recognises the role of the community in determining its own future and guides the City of Melville's business planning and service delivery.

### **2007 Customer Service Team**

A new centralised approach to Customer Service and establishment of a customer contact centre at the City's Civic Centre was implemented, including the formation of a dedicated team to provide a consistent approach to customer contacts and customer service. This required the implementation of a corporate knowledge system, broadening of staff skill sets, implementation of an integrated phone call management system (IPCC), re-evaluation of email storage and response and developing an online customer request system. Counter space at the Civic Centre was rationalised to provide a greater focus on counter service and a single point of customer contact.

### **2008 'Mosaic' launched**

The City of Melville's community magazine "Mosaic" was launched with a vibrant look and a range of content tailored to all ages and interests within the community.

### **2008 Energy Audits**

The City carried out an energy audit of the City of Melville buildings to determine where energy could be saved around the organisation in areas such as lighting and air-conditioning.

### **2009 Review of Council-owned Land and Buildings**

An audit of community facilities was completed, providing a picture of current usage, which was part of a larger project to create a strategic plan to ensure the most appropriate use and mix of facilities in the future.

### **2009 Online Lodgement for Planning and Building Applications**

The City of Melville implemented a new system for online lodgement of building and planning applications.

### **2010 The City is accredited to ISO9001, ISO 14001 and AS/NZS4801**

The City of Melville developed a Business Management System to capture all internal processes in one central, easily searchable location. This included identifying, writing and capturing processes. An external audit of the City's systems, processes and actions resulted in the City receiving triple accreditation, meeting the following International and Australian Standards: ISO9001 – Quality Management Systems, ISO 14001 – Environmental Management Systems and AS/NZS4801 – Occupational Health and Safety Management Systems.

### **2012-2013 Long Term Financial Plan Developed and Adopted**

A long term (ten year) Financial Plan was adopted to better understand the financial sustainability of current practices and provide improved decision making guidance for the future provision of services and assets.

### **2012-2013 Value for Money Audit**

Strong financial management and cost controls were implemented through the adoption of a value for money audit.

### **2013 AIM WA West Business Pinnacle Awards**

The City received the award for Human Resources Management Excellence at the AIM WA West Australian Business Pinnacle Awards.

### **2014 Institute of Public Administration Australia Awards**

The City was recognised by IPA, receiving three coveted awards for best practice in the areas of Health and Wellbeing, Corporate Social Values and Local Government Leadership.

### **2015 Bull Creek Library**

Bull Creek Library reopened after installation of the new self-service RFID technology allowing customers to check books in and out.

### **2015 Gold Winner for Business Excellence**

The City received Australia's highest national business excellence award – the Australian Organisational Excellence Award Gold Award.

### **2016 Outstanding Customer Service Recognised at Melville**

The City received an 'outstanding rating' with its reaccreditation for the International Customer Service Standard ICSS: 2015-2020.



### 2016 Australian Service Excellence Government Award

The City was announced as winner of the Australian Service Excellence Government award for its customer service at the 15th Annual Australian Service Excellence Awards.

### 2017 Melville Receives Highest Award for Business Excellence

The City received the Australian Organisational Excellence Foundation's Excellence Prize Award in October 2017, becoming the third Australian organisation to ever achieve this level of recognition for Business Excellence in 30 years.

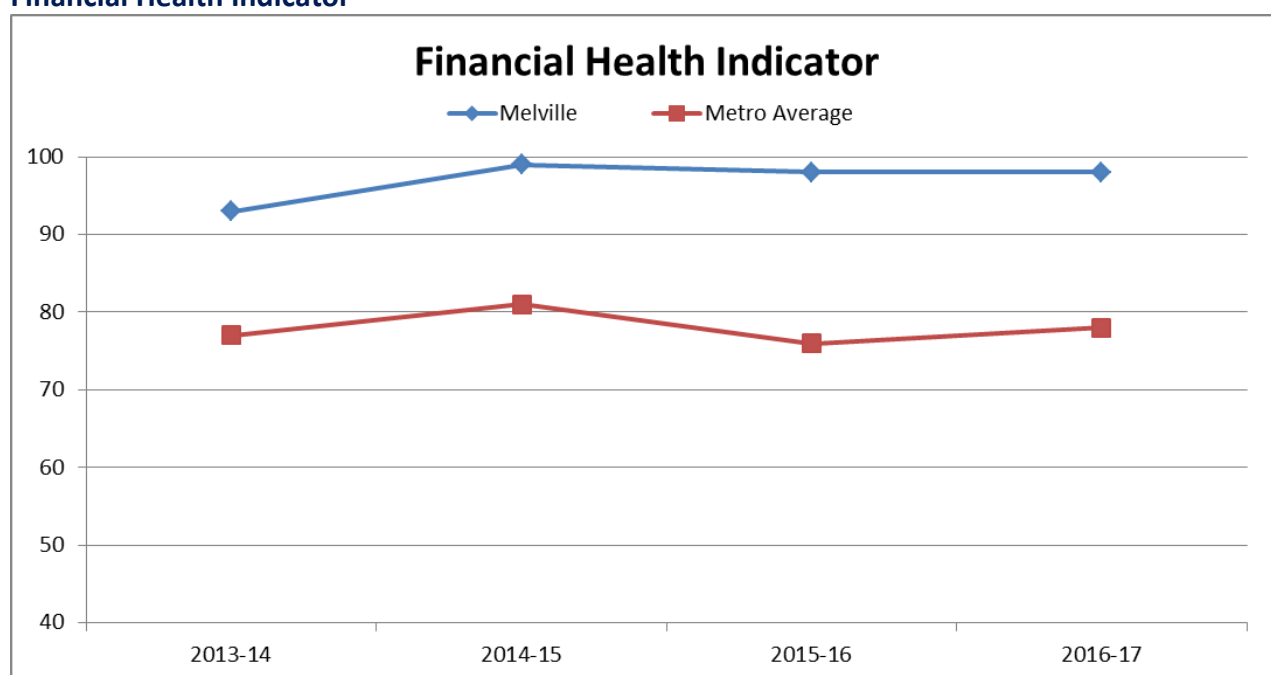
The prize was a result of a rigorous external assessment that had been conducted by an international evaluation team over a six month period against the Australian Business Excellence Framework (ABEF).

Previously, the City received a Silver Award in 2012 and a Gold Award in 2015 as part of the Australian Business Excellence Awards which recognise outstanding achievement by leading Australian organisations on the journey to excellence against a set of internationally recognised and rigorous criteria, demonstrating a commitment to sustainable results, systems and processes.

CITY OF MELVILLE BENCHMARKING RESULTS		
GOVERNANCE		
Australian Organisational Excellence Foundation	Excellence Prize Level (2017) Gold Level (2015) Silver Level (2012) For an integrated approach to leadership and management using proven elements essential to sustainable organisational excellence.	National
ISO Standards (International Organization for Standards)	Accreditation (2017) to; - ISO 9001 Quality Management Systems - ISO 14001 Environmental Management Systems - AS/NZ 4801 Safety and Health Management Systems	International
Local Government Insurance Services	Tier 3 GOLD Diligence in Safety (2017)	State
National Government Contact Centre	Runner up in Best Government Contact Centre with 30 FTE or less for Government Contact Centre Excellence Level (2015)	National
Customer Service Institute of Australia (CSIA)	Service Excellence Level – Government. Best Performing Government Body in Australia (2016) National winner (2014) State winner (2014) National winner (2012) National winner (2011) State winner (2011) Highly Commended (2010) State winner (2010)	National and State
Australian Institute of Management	Recognised in Human Resources Management Excellence (2013)	State

LGMA Challenge	National Finalist in recognition of management and leadership (2013)	National
Metropolitan Local Government Review Panel assessment of the financial position of 30 local governments throughout metropolitan Perth ( <i>Financial Position Review</i> )	In 2012, the City of Melville was ranked second in the State for financial sustainability.	State
Department of Local Government, Sports and Cultural Industries Financial Health Indicator	<p>Since 2014/15, the City of Melville has been ranked in the top two for financial health out of all local governments in Western Australia.</p> <p>These independent results demonstrate clearly that the City is in a strong fiscal position which has been achieved through an ongoing focus to deliver value for money and sustainable outcomes for our residents.</p>	State
Supportive Employer by Defence Reserves	Gold in the Local Government category (2011)	State
Local Govt. Insurance Services (LGIS) Workcare AS4801	Gold (2011) For 'Excellence in Occupational Safety & Health Management system'	State
Planning Institute of Australia (PIA)	<p>Award for Excellence: Improved Planning Processes and Practices (2011)</p> <p>For the City's online electronic lodgment and processing of planning and building applications.</p>	State
Local Government Reform Review	Level 1 (top level) ~ LGD (2010)	State
Australian Organisational Excellence Foundation	People Category (2009)	National

#### Financial Health Indicator \*

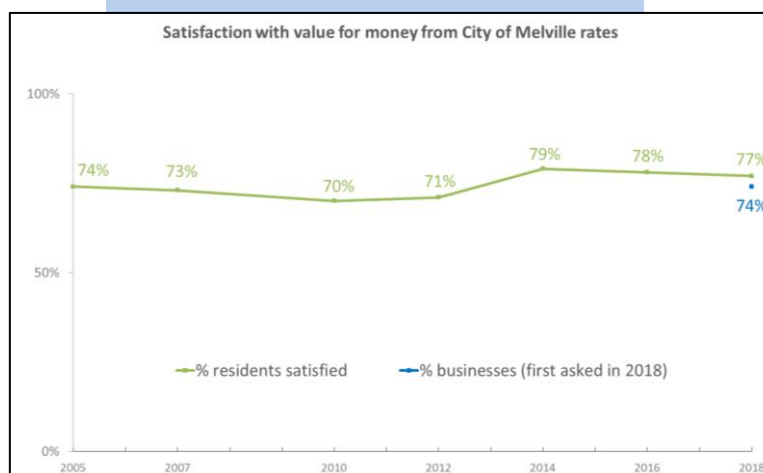
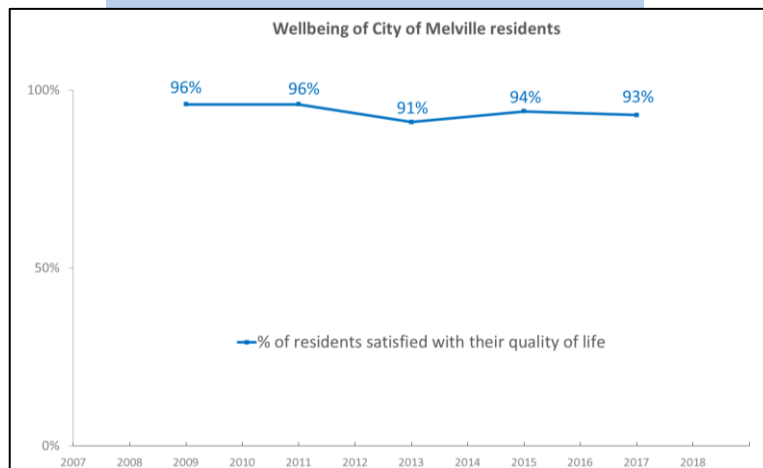
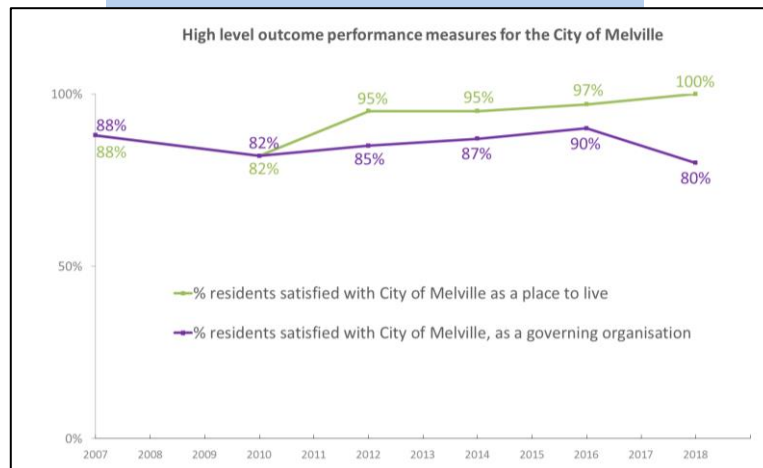




## GOVERNANCE

### Data

#### HIGH LEVEL OUTCOMES FOR THE WHOLE OF ORGANISATION

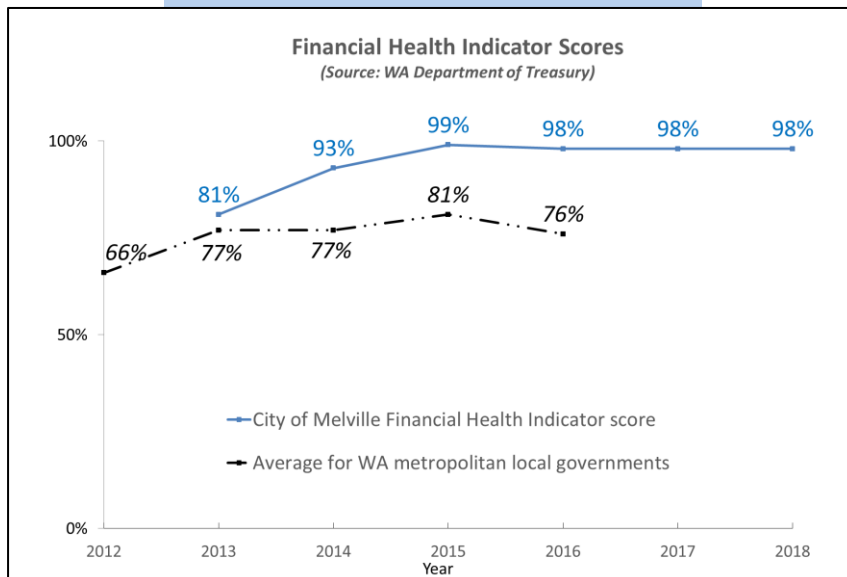
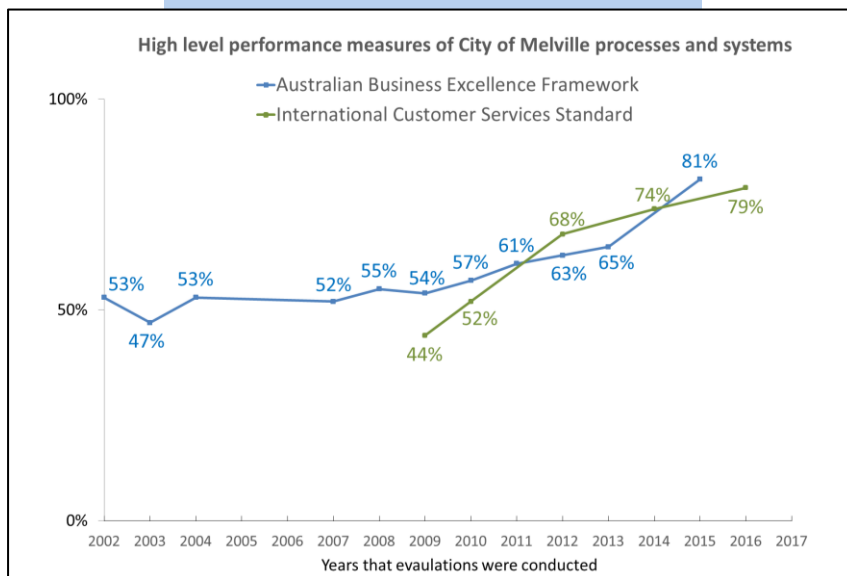




## GOVERNANCE

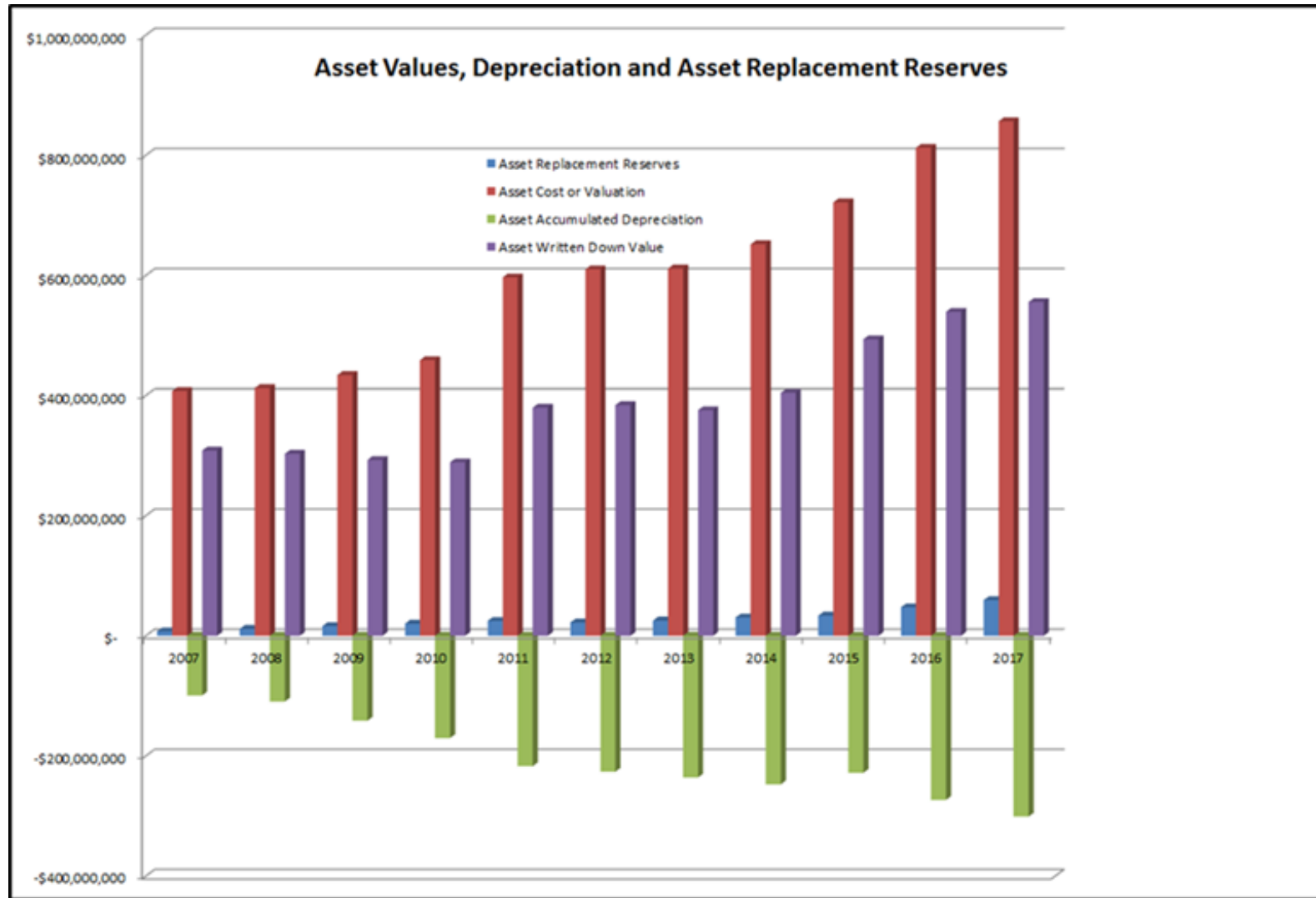
### Data

#### MEASURES FOR THE CITY'S PROCESSES AND SYSTEMS WHICH SUPPORT THE OUTCOME



## Key Organisational Performance Indicators

The Key Organisational Performance Indicators outlined below are an additional level of measurement at a more operational level, ensuring the City is benchmarking its performance within these fields, against its previous performance and Department of Local Government (DLG) standards.



Area: Asset management	Means of measurement	DLG minimum standard	City of Melville Actual (as at 30 June 2017)	Comments
Asset Sustainability Ratio (ASR)	The ratio of asset renewal expenditure relative to depreciation for the year.	1.10	1.28	The City is investing in asset renewal/ replacement to the degree that offsets the current consumption of its assets and provides for the effect of inflation.
Asset Consumption ration (ACR)	The depreciated replacement cost (written down value) of the City's depreciated assets relative to their 'as new' (replacement) value.	0.60	0.65	The City is investing in asset renewal to a level where a high percentage of the depreciable assets remain in an 'as new' condition.
Asset Renewal Funding Ratio (ARFR)	Ratio of net present value (NPV) of asset renewal funding in 10 year long term financial plan relative to NVP of projected renewal expenditure identified in asset management plans for same period.	0.95	1.00	The City is investing in asset renewal that offsets the current consumption of its assets (1.00) and provides for the effect of inflation.

Area: Financial management	Means of measurement	DLG minimum standard	City of Melville Actual (as at 30 June 2017)	Comments
Rates Coverage Ratio (RCR) (%) (Autonomy Rate)	Formula: <u>Net rate revenue</u> Operating revenue	1:1 – i.e. maximum 70 per cent of total revenue should come from general rates (lower is better).	0.70	The RCR assesses Council's dependence on revenue from rates to fund its annual budgets. Revenue from rates was 70 per cent for 2016-2017.
Current Ratio (%) (Liquidity ratio)	Formula: Current assets minus restricted current assets	1.00 (higher is better)	1.49	
Debt to Equity Ratio	Formula: <u>Total Liabilities</u> Total Equity	0.3	0.01	Measures the relative proportion of the City's equity and debt used to finance its assets.  A very small proportion of the City's assets are funded by debt.
Debt Service Cover Ratio (DSCR)	Measures the ability to service debt out of its uncommitted or general purpose fund available for its operations.	5.00	73.07	The City has the ability to pay for its debts when they are due.

## Financial Ratios

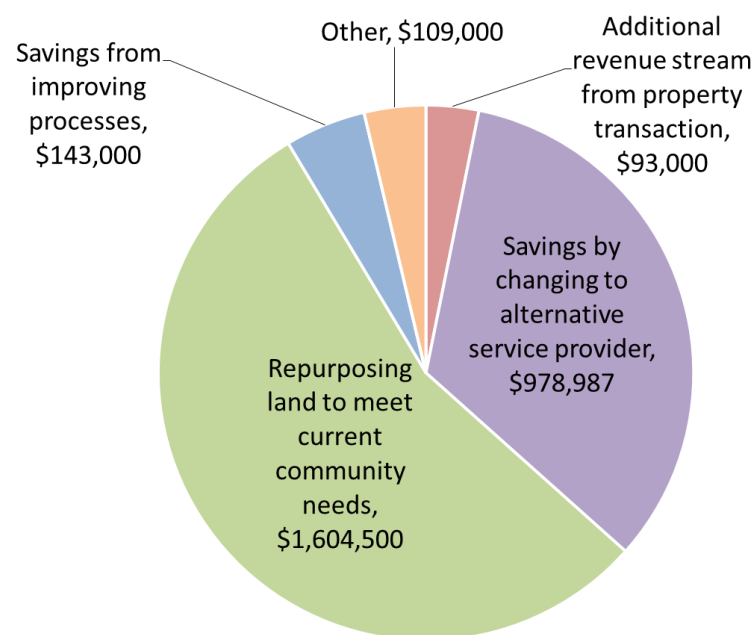
Ratio	Description	Formula	DLG Recommended minimum standard	Means DLG Standard Achieved										Comments
				2016- 2017	2015- 2016	2014- 2015	2013- 2014	2012- 2013	2011- 2012	2010- 2011	2009- 2010	2008- 2009	2007- 2008	
Current ratio	Ability to meet short-term financial obligations out of unrestricted current assets.	Current assets minus restricted current assets	1.00	1.49	1.46	1.7	1.224	1.15	1.52	1.59	1.56	1.32	1.31	The City is in a solvent position and has the ability to meet its liabilities (obligations) as and when they fall due out of restricted funds.
		Current liabilities minus liabilities associated with restricted assets												
Asset Consumption ratio	Measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.	Depreciated replacement cost of assets	0.6	0.65	0.66	0.68	0.619	0.613						The City is investing in asset renewal to a level where a high percentage of the depreciable assets remain in 'as new' condition.
		Current replacement cost of depreciable assets												
Asset renewal funding ratio	Measure the extent of investment in asset renewal to the degree that offsets the current consumption of its assets (1.00) and provides for the effect of inflation.	NPV of planned capital renewals over 10 years	0.95	1.0	1.04	1.00	0.998	1.0						The city is investing in asset renewal that offers the current consumption of its assets (1.00) and provides for the effect of inflation.
		NPV of required capital expenditure over 10 years												

Asset Sustainability Ratio	Measures whether assets are being replaced/renewed at the rate they are wearing out.	Capital renewal and replacement expenditure	1.10	1.28	1.35	1.45	1.195	0.816	1.138					The City is investing in asset renewal/replacement to the degree that offsets the current consumption of its assets and provides for the effect of inflation.
		Depreciation Expenses												
Debt Service cover ratio	Measures the ability to service debt out of its uncommitted or general purpose fund available for its operations.	Annual operating surplus before interest and depreciation	5.00	73.07	66.05	76.16	44.224	38.367	44.236					The City has the ability to pay for its debts when they are due.
		Principal and interest												
Operating surplus ratio	Measures the ability to cover its operational costs and have revenues available for capital funding or other purposes.	Operating revenue minus operating expenses	0.15	0.16	0.17	0.18	0.123	0.029	0.167					The City has the ability to provide a strong operating surplus which will give flexibility in relation to future operational costs and capital funding.
		Own source operating revenue												
Own source revenue coverage ratio	Measures the ability to cover operating expenses from own source revenue.	Own source operating revenue	0.90	1.12	1.10	1.14	1.080	0.997	1.096					The City has the ability to cover its own operating expenses from its own source revenue.
		Operating expense												



The City conducts regular service reviews across the organisation which importantly helps identify where the largest savings could be made. An investigation and review will consider the City's practices against new technologies, supplier offerings and benchmarking against best practice in public and private practice. Efficiency savings are achieved through such reviews and are reported to the City's Financial Management and Audit Risk Committee.

## One-off savings and one-off income received as a result of efficiency reviews



**Total one-off savings/one-off income  
in the period March 2011 to June 2017  
is \$2.9 million (\$2,928,487)**

### Examples of savings achieved by changing to alternative service providers

The City successfully applied to the Department of Health for new roads within the Fiona Stanley hospital precinct to be maintained by State Government rather than the City for a period of years, thus reducing the additional potential cost burden from this State facility

### Example of savings achieved by repurposing land

The City had five child health centres (for immunisations etc), which following a review of actual usage levels was reduced to four centres. The surplus building was demolished and a new public open space created for the benefit of the wider community.

**Recurring savings/additional income received by the City as a result of efficiency reviews (i.e. these savings/income are received every year)**

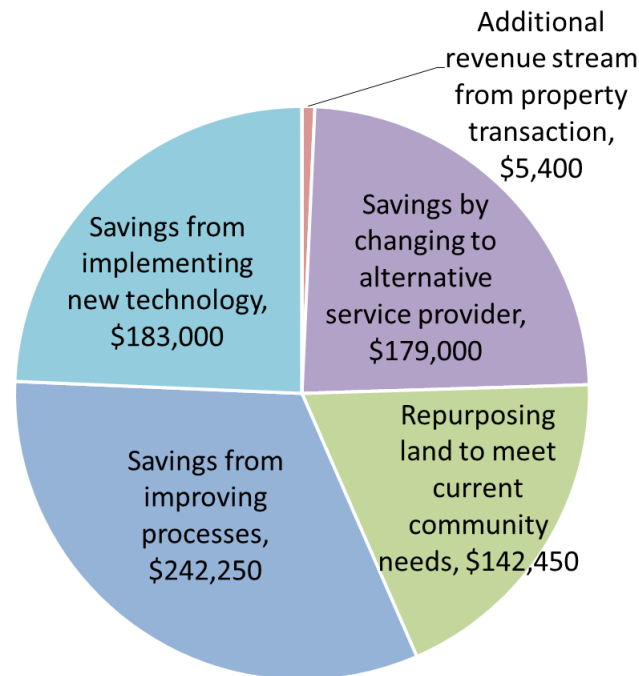
**Cumulative savings for recurring savings/additional income over the period Nov 2010 to June 2017 is \$2.2 million (\$2,222,100)**

**Examples of savings achieved by implementing new technology**

Installed solar heating to heat the water in swimming pools at LeisureFit Booragoon instead of gas.

Installed solar panels to reduce electricity consumption at the City of Melville Civic Centre.

Implemented Radio Frequency Identification (RFID) self-service loan kiosks at the City's libraries.



**Examples of savings achieved by changing to alternative service providers**

'Meals on Wheels' and podiatry services are no longer funded by the City's ratepayers as the City transitioned these services to specialist service providers.

The City sourced an alternative supplier for coin collection of parking meters at a more economical rate.

**Example of savings achieved by improving processes**

Improved and streamlined processes have created time and cost savings, fewer safety incidents for City employees, resulting in significantly cost reductions in relation to workers compensation insurance.

*The City of Melville had 2 lost time injury days per 100 employees, compared to an average for the industry 99 lost time injury days per 100 employees.*  
(Source: The Australasian LG Performance Excellence Program FY17)

**Example of savings achieved by repurposing land**

Local government used to provide early childhood services. This evolved into State Government provided pre-primaries, meaning the City then owned and leased the land to the State Government at community rates. A review of land holdings identified that ratepayers were subsidising State Government's provision of these services, which resulted in the Education Department relocating the pre-primaries onto primary school sites. The City was then able to convert the land into public open space.

**General Enquiries:**

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**W** [www.melvillecity.com.au](http://www.melvillecity.com.au)

**Street Address** 10 Almondbury Road, Booragoon WA 6154

**PO Box** Locked Bag 1, Booragoon WA 6954

**National Relay Service** (hearing/speech impaired)

**Tel** 133 677 (TTY) 1300 555 727 (speech relay)  
**www** [relayservice.gov.au](http://relayservice.gov.au)

**Translating and Interpreting Service (TIS)**

**Tel** 131 450 (Melville client code: 131450)  
**www** [tisonational.gov.au](http://tisonational.gov.au)

**City of Melville Civic Centre Opening Hours**

Monday to Friday, 8.30am to 5.00pm

Make an online request, enquiry or payment at:

**[www.melvillecity.com.au/oneservices](http://www.melvillecity.com.au/oneservices)**

For rates information visit **[www.melvillecity.com.au/rates](http://www.melvillecity.com.au/rates)**

View online community engagement opportunities at

**[www.melvilletalks.com.au](http://www.melvilletalks.com.au)**

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**y** [youtube.com/cityofmelville](https://youtube.com/cityofmelville)

