



City of
Melville



City of Melville

Community Annual Report
2019-2020

Part A



Event-goers at Highway to Hell, a once-in-a-generation art, music and entertainment event, delivered in partnership with Perth Festival, City of Fremantle and Town of East Fremantle.

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Sustainable and Connected			

Part B

The 2019-2020 Community Annual Report Part B is available online at:

www.melvillecity.com.au/annualreport

'Coming of the Colours' by artist Sohan Ariel Hayes, located at the roundabout on Riseley Street and Willcock Street, Ardross.



Welcome

We are pleased to present the 2019-2020 Community Annual Report Part A.

The information contained highlights the key achievements and challenges of the 2019-2020 financial year, and we hope you find it to be both insightful and informative in providing details of how we work as an organisation towards achieving sustainable community outcomes for our residents, ratepayers and businesses.



WA Brass, one of the performers at Highway to Hell.

Acknowledgement to Country

We acknowledge the Bibbulmun people as the Traditional Owners of the land on which our City stands today and pay our respect to the Whadjuk people and Elders both past and present.

Nyungar Statement

City of Melville nagolik Bibbulmen Nyungar ally-maga milgebar garduk-ung naga boordjar-il narnga allidja yugow yeye wer ali kaanya Whadjuk Nyungar wer netingar quadja wer burdik.

Marie Taylor Whaduck Balardong Nyungar Birdiyia

Introduction

Our 2019-2020 Community Annual Report Part A outlines the progress made towards achieving our vision of 'Working together to create community wellbeing for today and tomorrow' and the aspirational outcomes taken from our *Strategic Community Plan 2016-2026*.

Through the development of our *Strategic Community Plan 2016-2026* our community identified six aspirations which embody their vision for the future. These six aspirations, combined with external factors and other informing data, come together as organisational outcomes that contribute towards achieving wellbeing for our community.

These outcomes are our top indicator against which we measure the realisation of our community's aspirations and are captured in both our Corporate Business Plan and Strategic Community Plan.

Together these strategic plans inform all of our organisational strategies for the future, underpinned by principles of business excellence.

Through this strategic planning approach, the different roles we undertake as a local government, and the diversity of the many products and services we deliver, are recognised as an agile response to meeting the ever changing needs of our community, businesses, State Government and many other key stakeholders.

Importantly, we track our progress against the community's aspirations regularly, using community reporting dashboards, which are available on our website. These dashboards allow us to continually measure, review and refocus our roles, products and services in line with the community's priorities over time.

City staff planting trees as part of our ReLeaf Melville initiative.



Our City

The 2019-2020 financial year was another busy year and one of great change.

In October 2019, I was elected to Council as Mayor, along with three newly elected and three re-elected Councillors. As a new look Council, our focus from the outset was to strengthen the Council's relationship with the community and to seek out more opportunities to engage and work with our residents and ratepayers, local businesses and all of our diverse community groups.

This year, we took a significant step to progress our outcome of a **Clean and Green** City, with the successful roll-out of the Food Organics, Garden Organics (FOGO) 3-bin system across the City, with FOGO being the State Government's preferred approach to waste management to achieve a target of 65% of all waste diverted from landfill by 2020. Community recycling stations were also installed at selected community centres and libraries. The Urban Forest Strategy Part A was progressed further which saw the number of trees and other vegetation increased on public land, and our street tree expansion program commenced in an effort to help mitigate the urban heat island effect in our suburbs.

Our commitment to **Growth and Prosperity** continued through the year, with a variety of face-to-face and online activities that provided hundreds of businesses with information, education, access

to resources and in particular, critical assistance as COVID-19 unfolded. We continued our placemaking work at Canning Bridge to engage with locals about their vision for the precinct. Work continued on our Carawatha revitalisation project, and work on both the Melville City Centre Master Plan and Canning Bridge Activity Centre Plan progressed to support the evolution of both these major centres.

Another outcome we contribute to as a local government is **Healthy Lifestyles**. This year, we finished work on our Active Reserves Infrastructure Strategy, a 20-year plan for the future use of key sporting reserves. We also finalised the detailed design for the Shirley Strickland Reserve redevelopment and continued to work on the redevelopment of Tompkins Park. While COVID-19 again had a significant impact on our LeisureFit Centres and Active in the Park program, we adapted quickly and rolled-out an online LeisureFit@Home program to ensure our community could access free programs to support their physical and mental health.

A **Safe and Secure** City is always a top priority for our community, and by working with key partners, such as the WA Police Force, we play an active role in helping to reduce crime, preventable injuries and road crashes. Our Community Safety Service (CSS) continued to information share and work closely with the police this year, and we developed a new dashboard to identify crime and safety trends.

Performers at Highway to Hell.



Our City

A new online safety resource for local businesses, Your Guide to a Safer and more Secure Business, was also launched. A number of other road safety improvement projects were completed, and community education about what they can do to improve their own safety and security was deployed.

Melville's **Sense of Community** was strengthened this year, through the delivery of a rich schedule of cultural events and programs. The new Heathcote Museum & Gallery Project Space exhibitions program commenced and a number of library upgrades commenced or were completed. Work also progressed on our Heathcote Cultural Precinct lower lands project, aiming to realise the potential of the site and to reconnect the precinct with the lower lands. A number of events were held through the year including Highway to Hell, a once-in-a-generation art, music and entertainment event, delivered in partnership with Perth Festival, City of Fremantle and Town of East Fremantle. Most significantly, as part of our response to the pandemic, we developed and launched the State's first virtual community centre to help our community combat social isolation and loneliness during COVID-19. The concept was so successful it inspired similar initiatives at other local governments.

Efforts to ensure our City has a **Sustainable and Connected Transport** network continued with a focus on optimising key road networks, promoting safe active streets through non-motorised transport, and showcasing alternative transport options to cars. Significantly, a shared path was completed along Murdoch Drive from Leach Highway to South Street.

Council endorsed the construction of our first ever Safe Active Street that will link Westfield Booragoon Shopping Centre and Riseley Street Activity Centre, two significant car park renewals at Bicton Baths and Len Shearer Reserve were completed and a variety of parking initiatives were also introduced at Deep Water Point Reserve and Riseley Activity Centre as we continue to grapple with parking management challenges as population increases.

With many key projects underway and the added backdrop of a global pandemic, 2019-2020 was a challenging and unique year for us all as a community. I congratulate our council, CEO and staff for their hard work and commitment this year. It has certainly been unprecedented on many levels.

Looking forward, we welcome the opportunities in the future to connect, engage and work with our community over the year ahead.

Hon. George Gear JP
City of Melville Mayor
Elected October 2019



Our Organisation

Achieving community wellbeing, now and for future generations, is at the heart of everything we do as a local government. This year our wellbeing has been challenged by the sudden and disruptive impacts of the COVID-19 pandemic that hit us in the second half of the financial year.

The 2019-2020 budget was delivered under these extraordinary circumstances with the pandemic heightening the challenge for us a local government to balance economic, social and environmental impacts while minimising rate burdens on our ratepayers.

While this is particularly difficult, with many of the City's ageing assets (worth \$722 million in replacement value) reaching their end of life this decade, we also recognise the critical need to support our community and businesses through this difficult time.

We were pleased to be able provide a flat rate concession of \$200 to every residential household (despite the rate in the dollar increasing), meaning that 98.9% of residential ratepayers will benefit from reduced rates in 2020-2021 with a total cost to the City of \$10,065,736.

Adding to the efforts of both Federal and State Governments relief and stimulus efforts, our 2020-2021 budget will see \$8.5 million in capital projects brought forward to provide an additional economic boost to our local and regional economy. In total our Community Stimulus Package has equated to over \$23.5 million, placing our community support at the forefront of local governments and receiving Council's full support and endorsement.

While we must always work hard to balance our community's needs and priorities, which can sometimes be conflicting, COVID-19 additionally demanded that we change the way we think about and deliver our products and services to support our community through the challenges of the pandemic.

I am so proud of what was achieved by our staff through this challenging time who were able to maintain the essential services that are critical for the wellbeing of our community while also innovating and creating new ways to connect with our community, many of whom who were in isolation and/or had reduced access to products and services.

Our commitment to business excellence has continued this year with a high priority given to customer service, opportunities for improvement and ensuring our organisational values are reflected in everything we do.

I look forward to continuing to work with our Council as we work towards our new Corporate Business Plan and our strategic direction for the future, which we will only achieve by working with our local State and Federal members, our partners and key stakeholders and most of all, our residents, ratepayers and businesses as we strive for the best possible sustainable community outcomes.

Marten Tielemen
Chief Executive Officer



A Year in Review 2019/20

July

3-bin Food Organics, Garden Organics (FOGO) roll-out

We commenced the successful roll-out of the 3-bin FOGO system to 32,745 properties.



Deep Water Paid Parking for Car Bays Postponed

Acknowledging community and stakeholder feedback the proposed introduction of paid parking for cars at Deep Water Point was postponed, awaiting further direction from Council.



Murdoch Share Path from Leach Highway to South Street Opens

This project was identified as a key priority from many residents expressing a desire for more safe and connected walking options throughout the City.



Free Online Resources for Local Businesses Launched

Reducing business crime was a key priority identified in the Safer Melville Plan 2017-2021, and an online interactive resource was created to help assist and provide information to local businesses.

August

September



Young Sporting Stars Receive Scholarships

Twenty of the City's brightest sporting stars were awarded a Youth Sports Scholarship to help make their sporting dreams a reality.

October

Melville has a New Look Council

The Hon. Mayor George Gear and three newly elected councillors; Cr Fitzgerald, Cr Sandford and Cr Barber, were elected to the Melville Council following the October 2019 elections.

Art Awards Winners Announced

Our 2019 Art Awards returned in September for its 43rd year with 260 artworks submitted and thirteen winners sharing in a prize pool of \$16,000.



New Recycling Stations Launched

We introduced new household hazardous waste community recycling stations at our Blue Gum and Willagee Community Centres, and AH Bracks Library + Creative Space.

November



Point Walter Concert Wins State Award

Our much-loved Point Walter Concert was awarded the WA Best Small Event award at the 2019 Australian Event Awards and Symposium.



Kidchella Attracts Thousands

Kidchella 2.0 saw thousands of little hands and little feet descend on Attadale Foreshore for our free, bohemian-inspired festival for children aged up to 12.

January



New Year New Beginning – Our 2020 Vision

2020 marked the start of a new decade and an exciting opportunity for the City to enhance its approach to community engagement and strengthen its partnerships with State and Federal Governments and agencies.



Limestone Concerts Rock

We kicked off our annual events season with our beloved Limestone Concerts Series, this year celebrating some of the biggest legends of rock and roll.

February

Talking Trash the Melville Way – National Winner

We received the Communication Engagement Success of the Year Award for our 3-bin FOGO roll-out at the Waste and Resource Recovery 2019 awards.



Melville School Kids Work to Protect our Urban Forest

We provided a \$10,000 grant to Millennium Kids so Melville school kids could attend a two-day Green Lab workshop on how we can work together to protect and increase our urban forest now and into the future.

December

March

City Closes Facilities Due to COVID-19

In response to COVID-19 directives, we closed our facilities to the public in late March.

May



Small Business and Creative Digital Grants Launched

We offered grants to local businesses and creatives to help improve their digital literacy so they could move their businesses online through COVID-19.



Libraries re-open

We re-opened four of our five libraries in what was the first step of a progressive re-opening of our services and facilities.

\$14.9 Million COVID-19 Community Stimulus Package Approved

We offered support to our residents, ratepayers and businesses to provide some relief from the impacts of COVID-19.

One2One Program Launched

To ensure we understood the challenges our residents faced during COVID-19, we established the One2One program where we contacted more than 7,000 residents via phone and email to check-in and see how we could support them.

Virtual Community Centre Launched

We were the first local government in WA to launch a virtual community centre to help keep people connected while in social isolation.

April

Safer Melville Plan 2017-2020 Minor Review

We commenced a minor review of our community's injury and safety priorities to ensure we direct our resources and actions to where they are most needed.



Webber Reserve Clubroom Upgrade Commences

We commenced a \$1.48 million upgrade of the club rooms at Webber Reserve to bring them up to modern standards and increase female participation in sport.

Creative Producer Appointed

We are one of the first local governments to appoint a creative producer, who will help us deliver on our cultural plan, Creative Melville 2018-2022.



Works on Willagee Library Façade Commence

The new façade will incorporate a new public artwork that celebrates the adjacent park's namesake, Noongar-boxer and former Willagee Resident, George Humes.

June

The Year Ahead

In preparation for the review of our *Corporate Business Plan 2016-2020*, Elected Members were involved in an interactive workshop at the beginning of 2020, using our recently completed community outcome dashboards, where they reviewed our corporate priorities, role/s and product and service mix to help further increase community wellbeing by making informed decisions using community and internal data. The community outcome dashboards can be viewed online at **www.melvillecity.com.au/outcomes**

Event-goers at Highway to Hell.



Working together to achieve community wellbeing for today and tomorrow

Did you know you interact with the City of Melville every day? Whether it's through visiting your local library, going for a walk at your local park, putting rubbish in your bin or even on your commute to work, you use products or services that the City provides and you contribute to these through your annual rates payments or fees and charges.



About Our City

Fast Facts



Land Area
52km²



Secondary Schools
9



Residents Speak a Language Other than English at Home
19.8%



Median House Valuation
\$767,868
\$302,556 higher than median for WA



Bushland
281ha



Residents as at 30 June 2020
102,307



Households with a Mortgage
32%



Residents Working Locally
31%



Footpaths
468km



Residential Dwellings
42,130



Preschools
21



33% of residents have university qualification



No Mortgage
32%



Foreshore
18km



TAFEs and Universities
2



Residents Identify as Aboriginal or Torres Strait Islander
0.7%



Renting
21%



Public Open Space
837ha



Born Overseas
34%



Population Density
19.29 ppha



Primary Schools
24



Gross Regional Product
\$6.33 billion



Median Age
41



Waste Diverted from Landfill
55%



Street Trees
34,000



Local Jobs
45,420



Median Weekly Household Income
\$1,828



Registered Businesses
10,575



Unemployment
6.8%



25% medium and high density housing



1,329 Roads
542km



15 aged persons' housing estates
33%



Parks and Reserves
204

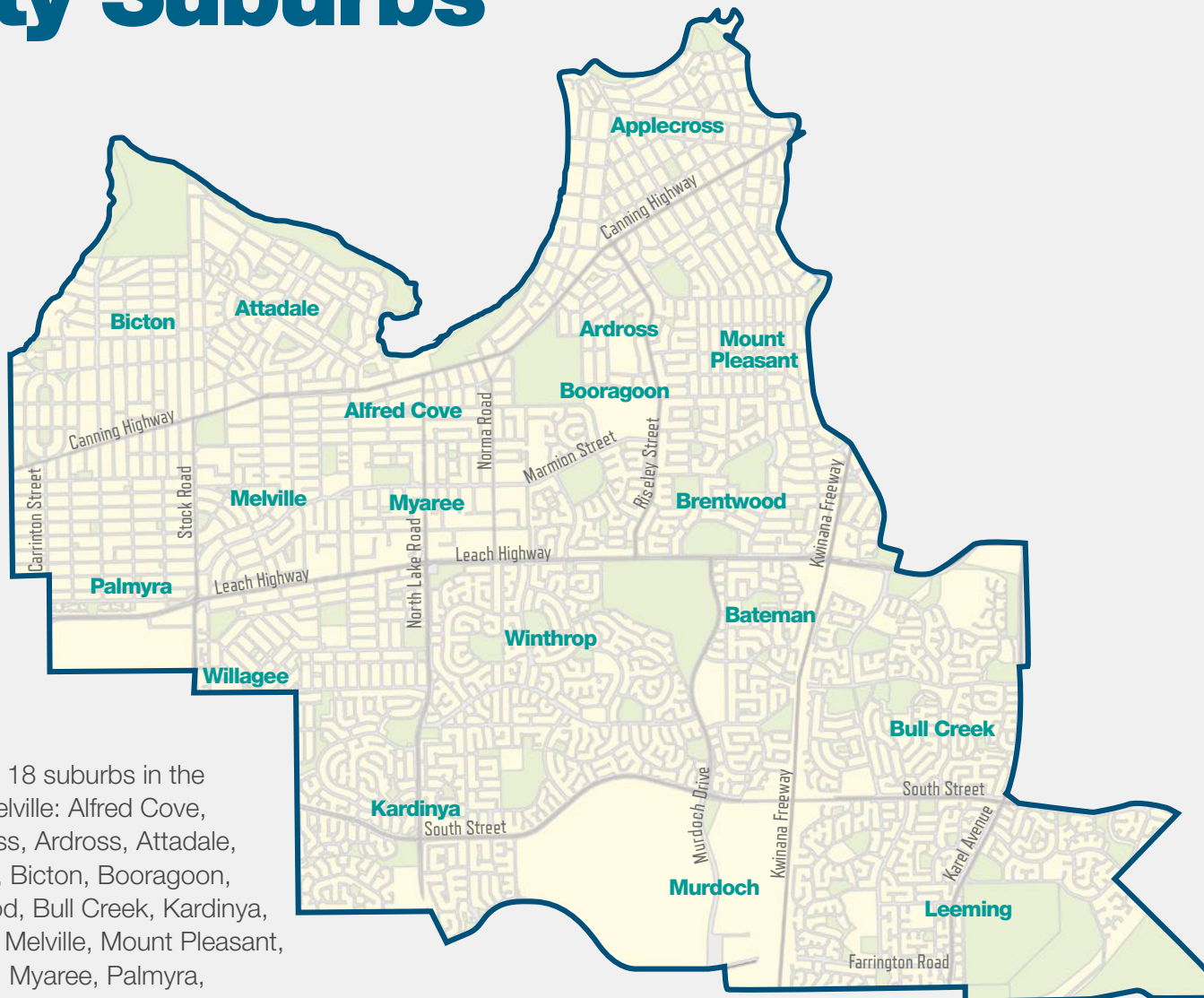


Median Weekly Rent
\$414

Sources

- ID Profile
profile.id.com.au/melville
- Internal data sources

City Suburbs



There are 18 suburbs in the City of Melville: Alfred Cove, Applecross, Ardross, Attadale, Bateman, Bicton, Booragoon, Brentwood, Bull Creek, Kardinya, Leeming, Melville, Murdoch, Myaree, Palmyra, Willagee and Winthrop.

Organisation History

The City of Melville was established as a Roads Board on 5 June 1901, and became a Shire in 1961, a Town in 1962, and a City in 1968. In 1913, the Melville Roads Board's Council Chambers were built on the corner of Stock Road and Canning Highway, Palmyra. The City of Melville Civic Centre on Almondbury Road, Booragoon was officially opened on 1 May 1968.



Community Perception Survey Results 2020

Achieving community wellbeing is at the heart of everything we do as a local government.

It all starts with our Strategic Community Plan, when we ask our community to tell us what their aspirations are for the future and the things that are important to their wellbeing.

The community has given us six aspirations to focus on and these flow down into our Corporate Business Plan and become our organisational outcomes.

Through our Annual Organisation Plan we then determine what our role is, and ensure the range of products and services we deliver contribute to achieving these outcomes.

Listening to our community

Importantly, we check back in with our community regularly and in a number of different ways, to see if their aspirations and priorities have

changed and to ask how satisfied they are with our performance through our delivery of products and services.

Our community's priorities

In 2019 we conducted a wellbeing survey, in which 401 participants told us which outcomes were priorities for them.

In June 2020 we asked the community again through a survey on Melville Talks and the 655 people who participated indicated there were some minor changes in the community's priorities.

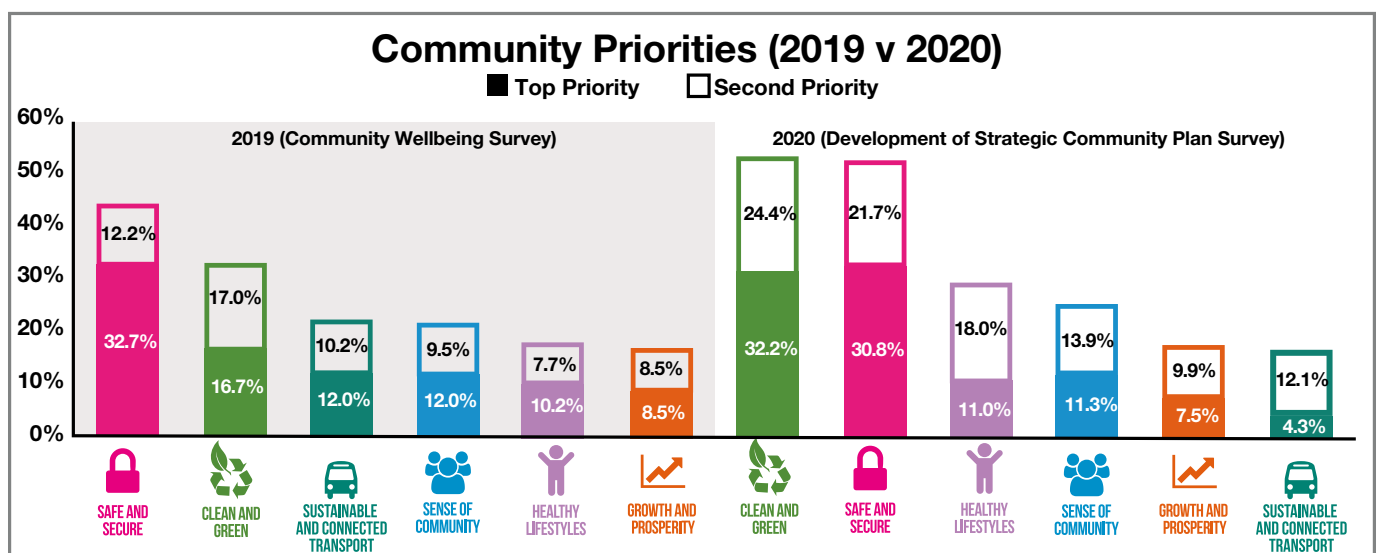
Specifically, our community told us that Clean and Green is now their most important priority, followed by Safe and Secure and Healthy Lifestyles.

They also told us their least important priorities, which were Growth and Prosperity and Sustainable and Connected Transport. Interestingly, Sustainable

and Connected Transport was our community's third more important priority when we conducted our wellbeing survey in 2019.

Analysis of the feedback provided additional insights which could be linked to changes in priority since COVID-19 and included:

- The rediscovery of community living and connectivity
- The intention to make more of the opportunities (including support for local business)
- Family time in the great outdoors.



Strategic Community Plan Review Survey Results 2020

The Community's Priorities

The community want us to focus on the following priorities, and as we develop our Strategic Community Plan and Corporate Business Plan for 2020 and beyond, we'll be ensuring these priorities guide us in our decision making.



General waste collection



Housing diversity and design



Parks and public open space



Traffic



Streetscapes

What our community think of our products, services and their priorities

In addition to the community wellbeing survey, every two years we ask our residents and businesses to tell us what they think about our products and services and the priority we give them.

This year, 10,000 Melville households were invited to score our performance with more than 1,013 responding to the opportunity.

How our community scored us

To view our complete Community and Business Scorecards, visit www.melvillecity.com.au/scorecard2020.

Overall, our community scored us the highest compared to other large-size local governments.

Our most improved areas included:

- our overall governance and Council's leadership;
- the way we preserved and promoted our history and heritage, and;
- our efforts to address climate change.

The highest scores were given to our library services, FOGO waste services and our river foreshore management.

Councillors Karen Wheatland and Nicole Robins.



Elected Members

The City of Melville Council consists of a Mayor, 12 Councillors/Elected Members, including a Deputy Mayor, who represent the community in one of the six wards shown below. The community elects the Mayor and Councillors every four years and Elected Members elect the Deputy Mayor each year. The Mayor speaks on behalf of the City and liaises with the Chief Executive Officer on the affairs and performance of the organisation.

The Council operates on an Agenda Briefing Forum/Ordinary Meeting of Council structure to conduct its meetings. The Agenda Briefing Forum is for Elected Members and interested residents to become more informed on matters prior to formal consideration and decision on the matter at the Ordinary Meeting of Council. The forums encourage dialogue between Elected Members, officers and members of the public and allow Elected Members to gain insight and understanding of issues prior to presentation at the Ordinary Meetings of the Council.

The Agenda Briefing Forums were generally held on the first Tuesday of each month and the Ordinary Meetings of the Council were generally held on the third Tuesday of each month. No meeting was held in January.

Elected Members are also involved in the Financial Management, Audit, Risk and Compliance Committee (FMARCC), and are represented in the Governance Committee.

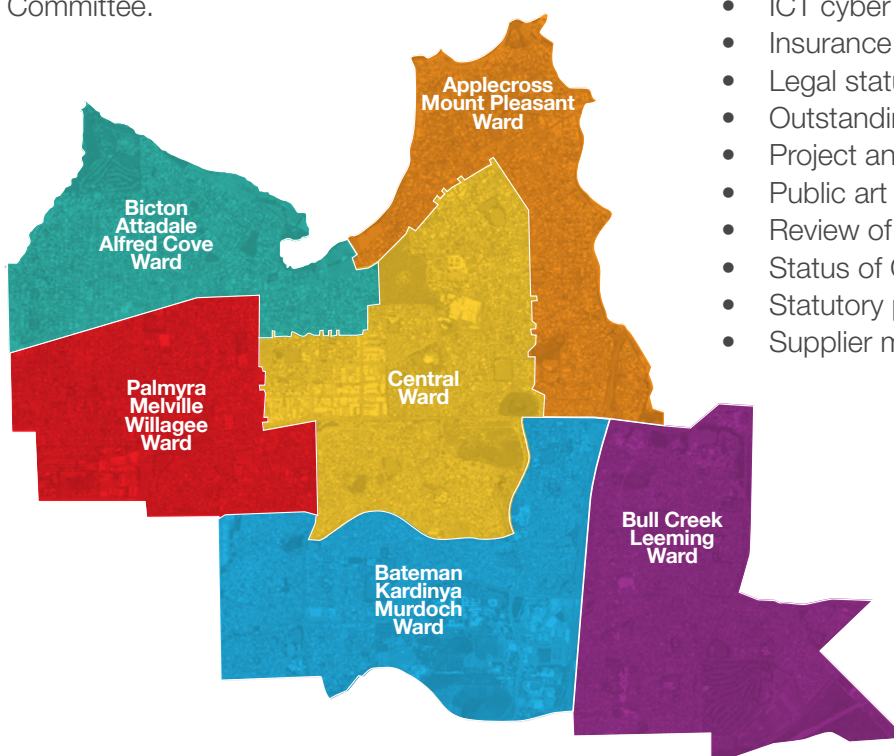
About the Governance Committee and FMARCC

The Governance Committee is a non-statutory committee which provides guidance and assistance to the Council on matters of corporate governance in order to promote excellence in governance within our City. The Governance Committee meets on an as needs basis and met four times in 2019-2020 to consider the following matters:

- Chief Executive Officer performance review
- Independent review
- Elected Member reimbursement request

The FMARCC is an audit committee which assists Council in carrying out its responsibilities in regard to risk management, internal control, legislative compliance, and internal and external audit reporting. The FMARCC meets at least four times a year and in 2019-2020, met four times and received the following reports:

- Building approvals
- Compliance audit return
- Contaminated sites
- Financial management review
- Financial statement audit
- Freedom of information activities
- Gifts register
- Governance and compliance activities
- ICT cyber security
- Insurance and risk management
- Legal status
- Outstanding audit recommendations
- Project and contract management
- Public art contributions
- Review of internal audit plan
- Status of Council resolutions implemented
- Statutory planning
- Supplier master files



Elected Member Attendance at Council Meetings 2019-2020

	Ordinary Meeting of Council	Special Meeting of Council	Agenda Briefing Forum	Annual General Meeting of Electors	FMARCC Committee*	Governance Committee**
Total meetings held	11	11	11	1	4	4
Mayor Gear	7 of 7	11 of 11	7 of 7	1 of 1	3 of 3	4 of 4
Cr Barber	7 of 7	5 of 11	6 of 7	1 of 1	3 of 3	N/A
Cr Barton	11 of 11	11 of 11	11 of 11	1 of 1	1 of 1 (+1)	4 of 4
Cr Fitzgerald	6 of 7	11 of 11	6 of 7	1 of 1	N/A (1)	4 of 4
Cr Kepert	10 of 11	10 of 11	9 of 11	0 of 1	N/A (2)	4 of 4
Cr Macphail	11 of 11	9 of 11	10 of 11	1 of 1	4 of 4	N/A
Cr Mair	10 of 11	11 of 11	10 of 11	1 of 1	N/A (1)	N/A (2)
Cr Pazolli***	11 of 11	10 of 11	11 of 11	1 of 1	4 of 4	4 of 4
Cr Robartson	11 of 11	10 of 11	10 of 11	1 of 1	N/A	4 of 4
Cr Robins	9 of 11	9 of 11	10 of 11	1 of 1	N/A (1)	2 of 4
Cr Sandford	7 of 7	11 of 11	7 of 7	1 of 1	N/A (2)	4 of 4
Cr Wheatland	11 of 11	10 of 11	10 of 11	1 of 1	4 of 4	N/A (1)
Cr Woodall	11 of 11	11 of 11	7 of 11	1 of 1	4 of 4	N/A
Former Elected Members						
Mayor Aubrey	5 of 5	0 of 0	4 of 4	0 of 0	1 of 1	0 of 0
Cr Barling***	5 of 5	0 of 0	4 of 4	0 of 0	1 of 1	0 of 0
Cr Phelan	5 of 5	0 of 0	4 of 4	0 of 0	N/A	0 of 0
Cr Wieland	5 of 5	0 of 0	4 of 4	0 of 0	N/A	0 of 0

Elected Members from 1 July 2019 to 19 October 2019

N/A – where an Elected Member was not a member of a committee. If a number is shown in brackets after a N/A, that means the Elected Member attended as an observer.

* Financial Management, Audit, Risk and Compliance Committee Members (FMARCC)

External Member Mr Lindsay Hay (from December 2018)

From October 2019

Mayor Hon George Gear, Cr Glynis Barber, Cr Duncan Macphail, Cr Katy Mair, Cr Nicholas Pazolli, Cr Karen Wheatland,

Cr Matthew Woodall

Up to October 2019

Mayor Russell Aubrey, Cr Tim Barling, Cr June Barton, Cr Duncan Macphail, Cr Nicholas Pazolli, Cr Karen Wheatland, Cr Matthew Woodall

** Governance Committee Members From October 2019

Mayor Hon George Gear, Cr June Barton, Cr Tomas Fitzgerald, Cr Steve Kepert, Cr Nicholas Pazolli, Cr Clive Robartson, Cr Nicole Robins, Cr Margaret Sandford

Up to October 2019

Mayor Russell Aubrey, Cr Tim Barling, Cr Steve Kepert, Cr Katy Mair, Cr Patricia Phelan, Cr Clive Robartson, Cr Nicole Robins, Cr Guy Wieland

*** Deputy Mayor

Cr Barling – Deputy Mayor November 2018 to October 2019

Cr Pazolli – Deputy Mayor November 2019 to October 2020

Your Elected Members

Applecross–Mount Pleasant Ward



Cr Nicholas Pazolli

Term of office expires
October 2023



Cr Steve Kepert

Term of office expires
October 2021

Bicton–Attadale–Alfred Cove Ward



Cr Glynis Barber

Term of office expires
October 2023



Cr June Barton, OAM, JP

Term of office expires
October 2023

Bull Creek–Leeming Ward



Cr Matthew Woodall

Term of office expires
October 2023



Cr Clive Robartson, AM

Term of office expires
October 2021

Central Ward (Ardross–Booragoon–Myaree–Winthrop)



Cr Margaret Sandford

Term of office expires
October 2023



Cr Katy Mair

Term of office expires
October 2021

Palmyra–Melville–Willagee Ward



Cr Karen Wheatland

Term of office expires
October 2021



Cr Tomas Fitzgerald

Term of office expires
October 2023

Bateman–Kardinya–Murdoch Ward



Cr Duncan Macphail

Term of office expires
October 2023



Cr Nicole Robins

Term of office expires
October 2021

For more information and contact details of Elected Members,
visit www.melvillecity.com.au/electedmembers

The Organisation

Employees (total number of employees on the payroll system as at 30 June 2019):

Full-time: **401** employees

Part-time: **188** employees

Casual: **13** employees

Total: **602** employees (Labour Force Establishment – LFEs)

Total number of full-time equivalents (FTEs) at 30 June 2019: **477** employees.

Members of our Reconciliation Action Plan Working Group at a recent meeting.



The Organisation

Marten Tieleman

Chief Executive Officer

- **Louis Hitchcock**
Executive Manager
Governance & Legal Services
- **Kylie Johnson**
Executive Manager
Organisational Development
- **Bruce Taylor**
Manager Governance
and Property
- **Dean McAuliffe**
Manager People Services



Steve Cope

Director Urban Planning

- **Gavin Ponton**
Manager Strategic
Urban Planning
- **Peter Prendergast**
Manager Statutory Planning
- **Gerard Russell**
Manager Building &
Environmental Health Services



Mick McCarthy

Director Technical Services

- **Jeff Bird**
Manager Natural Areas and Parks
- **Kimberly Brosztl**
Manager Engineering
- **Paul Molony**
Manager Resource Recovery & Waste
- **Mario Murphy**
Manager City Buildings



Christine Young

Director Community
Development

- **Todd Cahoon**
Manager Healthy Melville
- **Leeann Reid**
Manager Cultural Services
- **Leanne Hartill**
Manager Neighbourhood Development
- **Brodie Dawkins**
Manager Neighbourhood Amenity



Alan Ferris

Director Corporate Services

- **Debbie Whyte**
Manager Financial Services
- **Malcolm Duncan**
Manager Information, Communication and
Technology



Our Role and Products and Services

The role of local government is to provide infrastructure, facilities, governance, products and services to its residents now and into the future. We play various roles and provide many products and

services to enhance community wellbeing, promote connected neighbourhoods and provide opportunities for our residents to be involved or make decisions regarding their City, lifestyle and family.

Our Roles

In analysing current and trending community and internal data, we are able to adopt an agile approach to what role we play in helping to deliver our vision of 'working together to achieve community wellbeing for today and tomorrow'.

Although our role as a local government changes as we respond to the changing needs of our community, we are also bound to provide certain products or services or meet State and legislative requirements as required by legislation.

Our different roles:

- **Provider** – primarily provided by the City
- **Partner** – working together with others
- **Funder** – funding others to provide products and services
- **Regulator** – statutory responsibility to regulate activities as required
- **Monitor** – gathering information and checking progress and status over time



Event-goers at Kidchella 2.0.

Our Products and Services

We provide many products and services to help achieve community wellbeing, including:

- Access and inclusion advocacy
- Age-friendly services
- Arts and events
- Community centres
- Community Safety Service (CSS)
- Community grants and funding
- Early years and youth programs
- Environmental protection and education
- Foreshore and environmental management
- Libraries
- Graffiti management and removal
- Museums and galleries
- Parks, reserves and natural areas
- Planning and building approvals and local area planning
- Ranger services
- Recreation facilities and programs
- Road, footpaths, drainage and maintenance
- Waste, recycling and FOGO management and verge collection and drop off services

Tailoring our service delivery, underpinned by our organisational vision and a continued focus on improving service delivery through efficiency creation,

Our Community Safety Service (CSS) work closely with the police to help keep our community safe and secure.

community consultation and benchmarking, helps support us to achieve our community aspirations and corporate outcomes.

When reviewing service delivery we apply a public benefit test and undertake a value for money audit, which is reported to the Financial Management, Audit, Risk and Compliance Committee. Recurrent savings are tracked and reported to the same committee and strong financial governance is seen in aspects like rigour in staff levels and increases in efficiencies while maintaining service delivery outcomes for the community.

Products and services are delivered with a dedication to achieving consistently high standards and community needs are regularly assessed through surveys, evaluations and consultation.

Through our community and business perception and wellbeing surveys we are able to gauge community priorities in relation to the products and services that we deliver. View survey data and more information at www.melvillecity.com.au/surveys



Our Vision and Values

Our Vision

*‘Working together, to achieve community wellbeing,
for today and tomorrow’*

Our Values

Relationships

Excellence

Vibrancy

Wellbeing

Our Outcomes Informed by our Community’s Aspirations



Our Goals / Tactical Priorities

Through our strategic planning process, goals have been identified for each outcome area and are tracked and reported on regularly.

Through workshops with Elected Members and our Executive Management Team, our vision and values are being reviewed to ensure they reflect our future strategic direction as a local government. This work will be completed next year to coincide with the review of our Strategic Community Plan and Corporate Business Plan.

Realising our Vision

'Working together for community wellbeing for today and tomorrow'

Our annual report shows our progress against key priorities from our *Corporate Business Plan 2016-2020* and any challenges envisioned or realised while aiming to achieve our community's aspirations. These aspirations were developed in consultation with the community in 2016 and documented in our *Strategic Community Plan 2016-2026* and are currently under review.

Our annual budgeting process is informed by our Strategic Community Plan, Corporate Business Plan and other key plans, including our Asset Management Plan, issue specific plans, Long Term Financial Plan and workplace plans.



Strategic Community Plan and Corporate Business Plan Integration

Our Purpose The City of Melville Vision: "Working together, to achieve community wellbeing, for today and tomorrow"

What we try to achieve

Community wellbeing, as influenced by the community's aspirations and priorities as detailed in the Strategic Community Plan, 2016 - 2026.

QUALITY OF LIFE



clean and green



sustainable and connected transport



safe and secure



healthy lifestyles



sense of community



growth and prosperity

Business Excellence

To achieve this the organisation must also be successful and sustainable across the "quadruple bottom line" considerations: financial, social, environmental and governance.



Australian Business Excellence



Quality Assurance

How we contribute to community wellbeing (our approach)

Key aspiration specific plans:

Environmental Improvement Plan
Foreshore Restoration Strategy
Natural Areas Asset Management Plan

Parking Strategy
Bike Plans
Transport Management Strategy

Safer Melville, Community Safety and Crime Prevention Plan

Health and Wellbeing Strategy
Public Open Space Strategy

Neighbourhood Plans
Cultural Vitality Plan
Directions from Young People
Directions from Seniors
Aboriginal Reconciliation Plan
Accessibility Access and Inclusion Plan
Strategic Plan for Libraries and Museums

Local Economic Development Strategy
Local Commercial and Activity Centres Strategy
Local Planning Scheme 6
Structure Plans

- Internal Business Management System which is externally audited against and internationally accredited / certified to:
 - ISO 9001: Quality Management System
 - ISO 14001: Environmental Management System
 - AS/NZS 4801 Occupational Health and Safety Management Systems
 - ICCS 2015-2020: International Customer Service Standard
- City of Melville Frameworks

Underpinned by:

- Delivery of over 200 products and services, as listed on page 17 or see A-Z of City of Melville Services on the website
- Management of assets to ensure, fit for use, appropriate infrastructure into the future (as according to capital works and asset management plans for: buildings, fleet, furniture, IT assets, jetties, lighting, natural areas, parking meters, parks, paths, public art, recreation equipment and roads)

Our Priorities and Challenges

Our Corporate Business Plan 2016-2020 outlines the key priorities we will focus on and any challenges envisioned or realised while aiming to achieve our community's aspirations.

Priorities / Challenges	Key Strategies	Status 30 June 2020
Priority 1: Restricted current revenue base and increasing/changing service demand	Explore opportunities for increased residential density and commercial investment in strategic locations, aligned to local planning objectives and coupled with the exploration of special area rating	<p>Guided by our Local Planning Strategy, Local Planning Scheme 6 and our various activity centre plans the following was progressed or achieved:</p> <ul style="list-style-type: none"> Continued work on various minor scheme amendments associated with residential density increases in strategic locations. Commenced the preparation of an Economic Place Activation Strategy to optimise the development and function of key centres. Completed a parking policy review with a view to enhance the long-term commercial viability of activity centres. Continued to explore and implement activity centre streetscape, placemaking and public realm improvement opportunities. Continued implementation of the Murdoch Activity Centre, with an additional focus on the Murdoch Health and Knowledge Precinct, centre promotion and master planning.
	Create greater revenue from our current and potential land, property and facility holdings	<p>Guided by our Land Asset Plan and our Long Term Financial Plan, we progressed or completed the following:</p> <ul style="list-style-type: none"> Commenced works for a major strategic property project at the Carawatha site in Willagee. Implemented initiatives including requests for proposal for key sites as per an opportunity analysis of our strategic properties. Continued preparation of two key City-owned sites for ongoing income generation. Continued work on concept plans for our Melville City Centre Master Plan, which explores land opportunities and guides optimal use and functionality of City land
	Pursue productivity and efficiency improvements	<ul style="list-style-type: none"> Continued to focus on continuous improvement approaches such as Lean Six Sigma. Completed journey mapping and customer experience testing to identify improvements to user experience. Continued to work with our outcomes dashboards to help create an agile, community-responsive organisation. Continued to partner with Murdoch University on a smart microgrid project for sustainable energy management.

**Priority 2:
Meeting
the demand
to provide
fit for use/
appropriate
infrastructure
into the
future (in
areas like
buildings,
paths, roads
and parks**

Optimise facilities to achieve 'fit for use' facilities for current and future users. Includes amalgamation of like groups into hubs and shared use of facilities

- Continued planning work on the Shirley Strickland Reserve redevelopment, which will become a multi-purpose sports precinct and community hub.
- Continued planning work with the Mount Pleasant Bowling Club and Tompkins Park Community and Recreational Association on the redevelopment of Tompkins Park with works scheduled for the next financial year.
- Completed work on an Active Reserve Infrastructure Strategy, delivering a 20-year strategic plan to provide sustainable, fit-for-purpose, multi-use, quality and inclusive community sporting reserves and facilities for our residents that support their sporting and recreational needs now and in the future.
- Progressed a number of significant upgrades to sporting infrastructure as part of a 20-year, \$12.7 million upgrade program.
- Completed upgrades to the LeisureFit Centres including the installation of a new swim wall in the pool.

Review the standards and management model that we assess our asset gap against (technical standards and from a customer perspective regarding their expectations)

- Continued to review our asset management plans for roads, paths, parks and buildings in line with our community and business plans, in regard to goals, functionality, capacity and utilisation changes particularly in light of the COVID-19 pandemic.
- Used data from asset management plans to build a Capital Works and Maintenance Plan in line with the Long Term Financial Plan and allowing for the capital works project brought forward unexpectedly as part of the City's stimulus package response to the COVID-19 pandemic to help boost the economy.

Ensure sufficient funding is available to replace assets at their end of life

- We commenced the process for the review of our Long Term Financial Model and Plan, which will be finalised next year and will inform the City budget for 2020-2021.
- Asset management is a significant input into the model and the plan. An independent review of our asset management processes, including any gaps in our approach, was conducted this year in preparation for the review of the model and plan. New working groups were convened, emphasising fit for use, whole of life costs and customer priorities as key areas, while development work on major assets provide focus on specific areas.

**Priority 3: Urban
development
creates
changes
in amenity
(positive and
negative)
which are
not well
understood**

Facilitate higher density developments in strategic locations, consistent with the local planning framework and structure plans, design guidelines for interface areas and ensuring measured change in established areas and consideration of parking and traffic issues

- Completed a parking policy review with a view to enhance the long-term commercial viability of activity centres.
- Engaged with the community on a proposed amendment to the Canning Bridge Activity Centre.
- Continued investigations into the community benefit provision that allows developers to apply for bonus heights, with work continuing on a draft local planning policy.
- Continue a review of the Murdoch Activity Centre Plan and investigate opportunities for centre promotion.

Enhance amenity, vibrancy and community safety through streetscapes, public art, pedestrian and cycle paths, placemaking and creating well designed, attractive public spaces

- Continued on our Carawatha revitalisation project, with the works on a new high-quality, sustainable residential development commencing in August 2019.
- Continued work on concept plans for the Melville City Centre Master Plan.
- Continued giving additional priority to the importance of streetscape and public realm improvements through the roll out of initiatives such as design guidelines, rates per hectare project and place planning.
- Completed work on the Murdoch Drive shared path project, which provides a new link between activity centres for pedestrians and cyclists.
- Continued to deliver on our Public Arts Strategy and Masterplan, installing 17 new public artworks, including 10 through our Percent for Art Scheme.

Priority 4: Degradation of natural resources within the City

Holistic and integrated strategies for protection of the City's natural resources (includes urban forest, foreshore protection, public open space and streetscapes)	<ul style="list-style-type: none"> Continued implementing our Urban Forest Strategy Part A with more than 17,000 seedlings, 2,000 mature stock and 1,900 trees planted on City land. Continued to support and work collaboratively with 'Friends of' groups and local schools. Continued to implement our Natural Areas Asset Management Plan. Continued to implement our Foreshore Restoration Strategy. Continued to implement our Water Quality Improvement Program. Continued to hold sustainability educational workshops at our Piney Lakes Environmental Education Centre.
Ameliorate loss of vegetation from private property	<ul style="list-style-type: none"> Continued to promote the benefits of trees to residents and encourage them to retain trees and increase tree canopy on their property. Continued our popular, free native plant giveaway. With over 6,000 free native plants to residents and 1,000 to local schools. Continued to promote our free verge tree program for residents. Commenced our street tree expansion program on all City-managed land, including residential verges. Continued our tree succession program.
Explore with current and potential partners the next generation waste treatment technology and implement	<ul style="list-style-type: none"> In partnership with the South Metropolitan Regional Council (SMRC), and following an earlier trial of 7,000 households, we rolled out our 3-bin Food Organics, Garden Organics (FOGO) trial across the City to 32,745 properties. As part of the SMRC, we continued to investigate waste to energy solutions for waste currently going to landfill. Continued to investigate the launch of FOGO to local businesses, as well as on-demand verge waste collection and skip bin services.

Priority 5: The challenge of meeting community expectations regarding community engagement

Improve communication mechanisms to make information easy to access regarding community engagement, including improving website, addressing misinformation in the community and optimising use of social media	<p>Continued to make improvements to our digital communications channels and online engagement platforms, which led to an increase in the number of people interacting with us online.</p> <p>Key stats include:</p> <ul style="list-style-type: none"> 586,000 people visited more than two million page views on our website. Reached more than 43,000 subscribers across our various eNews. Reached more than 21,000 followers across our various Facebook pages. 40,943 people visited our online engagement platform, Melville Talks, an increase of 27.5% from the previous year. 7,331 contributions were received for 31 community engagement projects, including 4,288 survey responses, 2,007 form submissions, 690 forum comments, 158 interactive map pins, 142 ideas shared, and 46 Q&A submissions. Sent 102,373 direct emails to the community inviting them to participate in, or stay informed about, 31 engagement projects. <p>Key achievements:</p> <ul style="list-style-type: none"> Continued our focus on maintaining a user-friendly and easily searchable website through the completion of customer experience testing by local businesses. Completed online business journey mapping and customer experience which now informs website improvements. Completed the incorporation of Melville Talks, our engagement platform into our core website. Conducted 31 community engagement projects with over 40,943 people visiting our engagement webpages. Continued to work toward achieving the goals outlined in our stakeholder engagement strategy. Began using Melville Talks as part of the community engagement process for major development applications.
Continue participatory budgeting that involves the community (such as Project Robin Hood)	<ul style="list-style-type: none"> Commenced planning for our fifth round of Project Robin Hood with a pool of \$100,000 of funding.

Priority 5:

Improve engagement with the business community

- Continued to communicate with local businesses through a bi-monthly business eNews to nearly 3,000 subscribers.
- Completed our place assessment of Riseley Centre which involved face to face consultation with community and business owners.
- Continued our placemaking work at Canning Bridge, engaging with local residents and businesses about their vision for the precinct.
- Continued to promote economic development, business growth and skilled employment opportunities by hosting business events in partnership with key agencies.
- Continued with our commitment to the Small Business Friendly Local Government Charter, a State Initiative by the Small Business Development Corporation.
- Launched an interactive map showing the location and services of local Melville businesses for the community.
- Introduced the online Business Care webinar series through the height of the COVID-19 in partnership with the Melville Cockburn Chamber of Commerce.
- Included a commercial rates concession, a stop on all interest charges from 1 March to 30 June 2020, and a freeze on all fees and charges for 2020-2021 as part of the \$15 million Melville Community Stimulus Package in response to COVID-19.
- Engaged an independent facilitator to assist local businesses to work towards better consistency across privately-owned parking bays, which make up 70% of parking in the Riseley Centre area.

Our Future Priorities

At the start of 2020, Elected Members, key staff and management commenced a review of our Corporate Business Plan, taking into account information from our community outcome dashboards, community survey results and current and emerging community trends/issues.

Following the review, we will have a revised strategic direction for our City for the next four years, which is aligned with our community's aspirations as documented in our Strategic Community Plan.

Looking to the year ahead, high-level highlights of what we will be working on for the 2020-2021 financial year have been included within each outcome area to provide an indication of immediate future priorities.

Our libraries play a key role in helping cultivate a sense of community within our City.



Key Items of Capital Expenditure

Visitors browsing the stalls at the Perth Makers Market, held at Heathcote Cultural Precinct.



The 2019-2020 budget provided for **\$90.2m** in capital expenditure. Key items included:

- **\$55.9m** for works on City owned buildings; including **\$36m** for the new library/cultural centre, **\$11.1m** for the Tompkins Park redevelopment, and **\$815k** for change room refurbishments at Morris Buzacott Hockey Club
- **\$9m** for streetscapes/precinct improvements; including **\$7.7m** for the Shirley Strickland redevelopment
- **\$4.3m** for parks, foreshores and bushland; including **\$1.9m** for jetty and riverwall renewals
- **\$1.6m** for drains; including **\$500k** for a drainage pipe relining program
- **\$9.8m** for roads; including **\$476k** for Hulme Court, **\$500k** for intermediate road remediation and **\$678k** for Karel Avenue
- **\$305k** for lighting
- **\$2.4m** for paths; including **\$350k** for accessibility upgrades and **\$200k** for bike plan implementation works
- **\$3.4m** for irrigation including **\$496k** for a irrigation in-field renewal program and **\$350k** for an irrigation bore renewal program
- **\$1.8m** for replacement of plant and vehicles
- **\$1.4m** for furniture and equipment including information technology hardware and software.

Note: The Tompkins Park redevelopment project and new library/cultural centre project were put on hold subsequent to budget adoption.

We are reliant on grants to assist funding our capital program. Our 2019-2020 Annual Budget included funding from both state and federal government programs, including Roads to Recovery, Main Roads Regional Grants, State Black Spot Program, Recreational Boating Facilities Scheme and Lotterywest.

Our Outcomes and Goals

Our strategic focus and core purpose as a local government, as defined by the *Local Government Act 1995* (WA), is to use our best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancements and economic prosperity.

Our strategic vision is to realise our community's aspirations through working towards goals under each of our six outcome areas listed below.

Our Outcomes	Our Goals
Clean and Green 	<ul style="list-style-type: none"> • Greening the City • Reduce carbon emissions • Sustainable energy management • Sustainable waste management • Sustainable water management
Growth and Prosperity 	<ul style="list-style-type: none"> • Achieve economic resilience • Create local job opportunities for locals • Location of choice for a diverse range of businesses
Healthy Lifestyles 	<ul style="list-style-type: none"> • A safe and healthy urban environment • Healthy eating • Increase physical activity • Mentally healthy community • Reduce alcohol and other drugs use
Safe and Secure 	<ul style="list-style-type: none"> • Being prepared for an emergency • People feel safe and secure in all places at all times • Reduce business crime • Reduce household crime • Reduce preventable injuries • Reduce transport crashes • Safe and secure places and environments
Sense of Community 	<ul style="list-style-type: none"> • Lifelong learning and creativity • Participation and inclusion • Place activation and liveability • Sense of identity through collective memory • Social connectedness and belonging
Sustainable and Connected Transport 	<ul style="list-style-type: none"> • Appropriate infrastructure • Balancing transport priorities • Diverse choice and use of transport options • Prioritising urban development near transport nodes and in activity centres • Ease of movement

We track our progress against our community's aspirations using our community reporting dashboards, which are available at www.melvillecity.com.au/outcomereporting. These dashboards allow us to be agile and refocus and align our role/s, and products and services as community requirements change over time. They also help inform our overarching strategic documents, our Corporate Business Plan and Strategic Community Plan which are due to be adopted and approved in September 2020.

Sustainable Development Goals

We are committed to aligning to the United Nations Sustainable Development Goals. These international, interconnected goals promote prosperity while protecting the planet, and work towards a more sustainable future for current and future generations. For more information on these goals, visit www.un.org/sustainabledevelopment



Clean and Green

Working together to create clean and green spaces and places



By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help to achieve our clean and green goals.

Internal related plans

Urban Forest Strategy Part A
Public Open Space Strategy
Environmental Improvement Plan
Corporate Environmental Strategic Plan
Natural Areas Asset Management Plan
Foreshore Restoration Strategy
Parks Asset Management Plan
Water Quality Improvement Plan

External related plans

Sustainable Living Manual 2007
Sustainable Residential Design Policy Guidelines 2007
Waste Avoidance and Resource Recovery Strategy 2030
Building Code of Australia Energy Efficiency Provisions
Strategic Energy Initiative - Energy 2031
Australia 2050: Conversations about our future

Our partners

State and Federal governments, community groups, friends of groups, not for profit groups, schools, volunteers, businesses, suppliers and subcontractors

Goals

Greening the City

Reduce carbon emissions

Sustainable energy management

Sustainable waste management

Sustainable water management

Promoting sustainable environment

Products and services

- Air quality monitoring
- Environmental subsidies and rebates
- E-waste recycling and household hazardous waste drop-off days
- Foreshore management and restoration
- Landscape design and construction
- Litter and illegal dumping management
- Maintenance of natural areas and parks
- Piney Lakes Environmental and Education Centre programs
- Priority bin service and bin hire options
- Public bin collections
- Stormwater construction, maintenance and management
- Streetscape design and maintenance
- Urban forest management
- Verge collections
- Waste, recycling and FOGO collection and management

Highlights

We planted more than 17,000 seedlings, 2,000 mature stock and 1,900 trees in public spaces

- Planted more than **17,000** seedlings, **2,000** mature stock and **1,900** trees in our public spaces.
- Gave away **6,000** free native plants to residents and **1,000** to local schools in our annual native plant giveaway.
- Held **31** sustainability workshops for **697** participants at our Piney Lakes Environmental Education Centre.
- Diverted **55%** of waste from landfill across all our waste streams, including residential and commercial waste collections, bulk verge collections and public drop-off days.
- Collected a total of **40,788** tonnes of residential waste and recycling, comprising of **18,700** tonnes of Food Organics, Garden Organics (FOGO) waste, **11,372** tonnes of general waste and **10,716** tonnes of recycling.
- Collected **2,102** tonnes of commercial waste and **416** tonnes of commercial recycling.
- Collected **2,091** tonnes of bulk verge waste, **30** tonnes of whitegoods, **5.4** tonnes of e-Waste, **3,617** tonnes of garden organics, and **2,695 (61.5 tonnes)** of mattresses during bulk verge collections.
- Collected **461** tonnes of waste from **60,000** street and park bins, and supplied more than **3.45** million doggie bags.
- Responded to **22,583** waste-related requests, an increase of **74%** from last year.
- Recycled **13.41** tonnes of e-Waste through our E-Waste and Recycling Drop Off Days.
- Delivered **65,490** new bins as part of the Food Organics, Garden Organics (FOGO) 3-bin roll out.
- Conducted **2,015** general waste bin audits, with **1,177** successful and **838** unsuccessful.
- Avoided **30,000** tonnes of greenhouse gas emissions through landfill diversion.
- Celebrated our **10th** year as a Waterwise Council.
- Continued to support and work collaboratively with more than **21** 'Friends of' groups and local schools.
- Responded to **118** complaints regarding dust, smoke and odours.
- Responded to **780** calls for illegal dumping and issued **2** infringements for littering.
- More than **5,322** residents participated in the 2019 Garage Sale Trail.



Key Achievements/Projects

We are exceptionally proud of the many green parks, reserves, natural areas and other open spaces that are a feature of our City, and take seriously our responsibility to protect these natural assets for the benefit of our community and future generations.

We also play an important role in demonstrating environmental leadership to our community, and believe we need to lead the way in environmental sustainability by actively exploring opportunities to reduce greenhouse emissions and better manage our water, energy and waste.

This year, we took a significant step in improving the management of waste through the successful roll-out of the Food Organics, Garden Organics (FOGO) 3-bin system to 32,745 properties, which was supported by one of the largest behavioural change, communications and engagement programs our City has ever done.

To help get our residents ready for FOGO, we hosted 16 community information sessions, a highly visible information stall at Westfield Booragoon, and deployed

a detailed marketing and communications campaign featuring both traditional print and digital advertising.

We also developed a new function for our website that allowed residents to input their address to find out exactly when their new bins would arrive, and when their new waste collection days would be. Tapping into the concept of gamification and how game mechanics can engage, entertain and educate, we developed an innovative online game which allowed residents to test their knowledge of what goes in what bin.

Our communications and engagement program for FOGO was recognised with the Communication Engagement Success of the Year Award at the 2019 Waste and Resource Recovery (WARR) awards. These awards celebrate the latest innovations and achievements in the waste industry, highlighting the best in waste management projects, resource recovery and innovation.

The award also recognised our commitment to finding solutions for households who experienced difficulties

Chief Executive Officer Marten Tieleman, local residents Noel and Joan Lombardo and the Hon City of Melville Mayor George Gear JP celebrating our WARR award win.



adapting to the new system. We have always recognised that a one-size-fits-all approach may not work for everyone, and we offered, and continue to offer, free larger recycling bins and a bigger red bin if, following a bin audit, there is a genuine issue with capacity.

As part of the FOGO 3-bin roll-out and our ongoing waste education program, we also commenced a bin-tagging program to provide feedback to residents on the correct use of the FOGO system. Through the program, which is coordinated and delivered by the South Metropolitan Regional Council, we provided tailored, individual feedback to residents using bin tags with a smiley or sad face.

The FOGO 3-bin roll-out was a significant milestone for our City, as we were the first metropolitan local government to roll out this system. It has been endorsed by the State Government's Waste Authority as the preferred approach to waste management, as it is the only system that will achieve the State Government's target of 65% of all waste diverted from landfill by 2020.

As can be expected with any new system, there were some teething issues with the processing of the FOGO bin contents, and unfortunately our overall diversion rate from landfill fell to 55% for this financial year. This diversion rate is still higher than that of a 2-bin or 3-bin garden organics only system, however it was well below our expected 65%. These issues have now been resolved and as of July 2020, our diversion rate is 65.5%. This is expected to further increase to over 70% when we begin taking our general waste to an 'energy from waste' facility in 2021.

To help further divert waste from landfill, we launched new community recycling stations at our Blue Gum and Willagee Community Centres, and AH Bracks Library + Creative Space. These stations allow residents to dispose of their old household batteries, ink cartridges, mobile phones and chargers, and household light globes and fluorescent tubes safely.

We also continued to offer our E-Waste and Recycling Drop-Off Days, which allow residents to drop off their unwanted electronic goods and any extra recyclables to our Operations Centre. During December, we also offer additional Recycling Drop-Off Days to help our residents with excess recycling due to the holidays.

In the lead up to the container deposit scheme being introduced in Western Australia in late 2020, we worked with WALGA to host our own one-off

container deposit stall at our 2019 Kidchella event. Our community were able to recycle their containers, cans and glass bottles in return for 10c per item.

In recognition of the significant value of trees, we continued to progress work on our Urban Forest Strategy Part A and increasing the number of trees and other vegetation on public land. This year, we commenced our street tree expansion program, which aims to help mitigate the Urban Heat Island effect in our suburbs.

The Urban Heat Island effect is where city areas are significantly hotter than surrounding rural areas, due to hard surfaces, such as concrete and roads, trapping and retaining heat. Trees can help mitigate this effect and our street tree expansion program will result in trees planted on all City-managed land, including residential verges. This is a multi-year project and we are taking a targeted approach, focusing on suburbs with more extreme urban heat, such as Bull Creek and Leeming.

We also continued our tree succession program, which aims to ensure we replace mature trees that have come to the end of their life span. Tree succession is extremely important as it ensures a young tree can grow to a substantial height before the mature tree dies or has to be removed due to safety reasons.

Notwithstanding our tree expansion program, which may eventually result in trees being planted on every single residential verge, we also offer residents the opportunity to opt-in for a tree on their verge. This year, we received 367 requests for a free street tree.

We recognise we do not operate in isolation and an important part of improving environmental sustainability is community education. Our Piney Lakes Environmental Education Centre plays a key role in this endeavour, providing regular workshops for both the community and local schools. We also have an urban forest engagement officer, who helps educate the community on our urban forest strategy and how we can work together to increase tree canopy on private and public land.

This year, we also provided funding to Millennium Kids to host Green Lab workshops at ten local schools. These workshops focused on issues relating to climate change and the importance of trees to help mitigate the impacts of a warming and drying climate.

To help protect our natural environment and improve the water quality in our wetlands, we continued to implement our Water Quality Improvement Program.

We conducted water quality monitoring at 14 sites in the Bull Creek catchment. Monitoring began in 2007 to guide our response within the catchment, and allows us to assess current water and sediment quality, identify pollution hotspots, identify changes over time and implement treatment options as required.

We continued to implement our Natural Areas Asset Management Plan, and completed two new strategic reserve management plans for Bassendean and Karrakatta soils, and updated two existing strategic reserve management plans for estuarine and north-west reserves. We also continued our feral animal control and dieback management programs, and in collaboration with Friends Group volunteers and local schools, planted approximately 17,000 seedlings and 2,000 advanced plants across our City.

We continued to implement our Foreshore Restoration Strategy, and carried out major foreshore projects at Blackwall Reach Parade, incorporating footpath realignment and revegetation of the riverbank, and Melville Beach Road foreshore, where we planted native sedge species and closed unauthorised beach access tracks to help restore the foreshore as part of a Department of Biodiversity, Conservation and Attractions 'Community Rivercare Program' funded project. We also planted mature trees and sedge stock at Bateman Foreshore as part of Stage 2 of

a Department of Biodiversity, Conservation and Attractions 'Riverbanks Grants' funded woody weed removal project.

We continued to partner with Murdoch University on a number of projects, including a smart microgrid project which will deliver a monitoring system that will provide valuable insights into energy and water consumption patterns at some of our sites. This will allow us to identify potential opportunities to improve energy and water management at these sites. Other projects included research into wetland management, energy security and climate change adaption.

Through our Canning Bridge Activity Centre Plan, we continued to facilitate residential apartment buildings to achieve a five star green rating. This year, one development at 20-22 Kintail Road, Applecross was approved that has a condition imposed which requires them to be certified as five star, and another development at 109-141 Somerville Boulevard was approved with a condition that requires it to be constructed to the equivalent of a four star green rating.

The Green Star rating is independently awarded based on assessment of buildings against a range of environmental impact categories including energy and water use, emissions, innovation and environment quality.

Fremantle Men's Shed Deputy President, Terry Scudder, South Metropolitan Regional Council CEO, Tim Youe, Waste Recycling Education Network Chair, Isabelle Gagnon, and City of Melville Mayor, the Hon George Gear JP with one of the new community recycling stations.

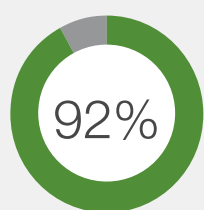


Year Ahead – Key Initiatives

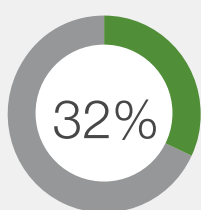
- Continue to improve the environmental sustainability of our major events.
- Commence significant foreshore restoration projects at Blackwall Reach, Waylen Bay and Bateman Bay, to restore riparian vegetation, improve ecological linkages and water quality, stabilise the foreshore from erosive pressures, and promote sustainable recreational use of the foreshore.
- Commence review of the streetscapes in the Riseley and Canning Bridge Activity Centres, with a view to creating revitalised and pedestrian-friendly spaces.
- Complete a new Climate Watch Trail at Piney Lakes Environmental Education Centre by closing off and planting out informal tracks and laying new surface. The trail will contribute to a national program that helps scientists inform Australia's response to climate change.
- Re-level John Creaney Reserve.
- Roll-out the FOGO 3-bin system to all remaining retirement villages and high-density, multi-use developments.
- Investigate the feasibility of offering a 'food only' and/or the FOGO system to commercial properties.
- Introduce more community recycling stations, focusing on City buildings, multi-use developments and retirement villages.
- Commence refresher FOGO education sessions to re-engage with the community after roll-out and help residents with identified issues.
- Introduce a token system to provide compostable kitchen caddy liners.
- Develop and deploy a holistic and collaborative environment and sustainability education program.
- Conduct a review of our waste services.

Key Performance Indicators

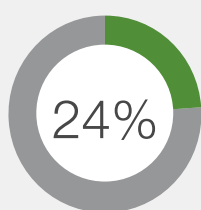
We evaluate our performance in a number of different ways, some of which are listed below:



Residents feel their local area is a clean and green environment (2019)



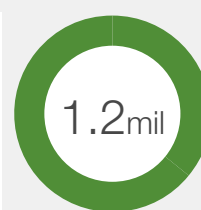
Residents would like a focus on clean and green as a top priority (2019)



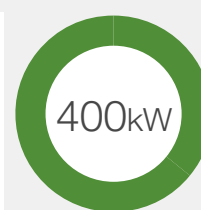
Tree canopy coverage across the City (2016)



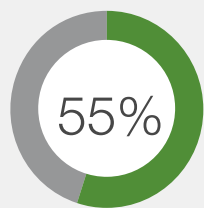
Five-star Green Star Developments approved (2019)



tCO₂e GHG emissions by the community (2016)



Renewable energy generation capacity across City facilities (2019-20)



Residential waste diverted from landfill (2019-20)



Water consumed by the City (2019-20)

Growth and Prosperity

Working together to attract local businesses to grow and prosper



By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help achieve our growth and prosperity goals.

Internal related plans

Local Planning Strategy
Local Commercial and Activity Centres Strategy

Joint local and state government plans

Murdoch Activity Centre Structure Plan
Canning Bridge Activity Centre Plan

External related plans

SPP4.2 Activity Centres Policy Directions 2021 and Beyond
Perth and Peel @3.5 million
Industrial Land Strategy 2009: Perth and Peel
Moving Freight and Moving People
Jandakot Airport Master Plan 2014

Our partners

State and federal governments, community groups, not for profit groups, schools, businesses, suppliers and subcontractors

Goals

Achieve economic resilience

Local job opportunities

Location of choice for a diverse range of business

Products and services

- Activity centre planning
- Building renewal planning
- Business events, activities and online business hub
- Business Foundations
- Commercial recreation applications and permits
- Facility and venue hire
- Friendship programs / Sister Cities
- Grants and funding
- Library education programs
- Local development plan
- Major projects
- Melville Cockburn Chamber of Commerce
- Melville Volunteer Resource Centre
- Planning and building services
- Project Robin Hood
- Public art in developments
- Small Business Friendly Local Government Initiative
- Strategic urban planning
- Subdivision clearance requests and referrals
- Town Team facilitation
- Underground Power Scheme

Highlights

- Dealt with **913** development applications, with a total construction value of **\$735 million**.
- Referred **9** development applications to the Metro Inner-South Joint Development Panel, with a total construction value of approximately **\$415 million**.
- Completed **2** underground power projects.
- Issued **2,151** building permits.
- Progressed **301** capital projects.
- Hosted **26** business events and webinars.
- In response to COVID-19, brought forward **\$570k** of planned projects to help keep local businesses working.
- Processed **83** stallholder, trader and alfresco dining permits.
- Issued **18** commercial recreation permits.

Key Achievements/Projects

We continued to place a strong focus on attracting and encouraging local businesses to grow and prosper within our City, as we recognise how important they are for creating local jobs, providing essential goods and services and helping create attractive, liveable communities.

Working together with the Melville Cockburn Chamber of Commerce, we continued our popular Business Breakfast series, hosting three workshops throughout the year focusing on business strategies, networking and relationships, and creating a high performance culture.

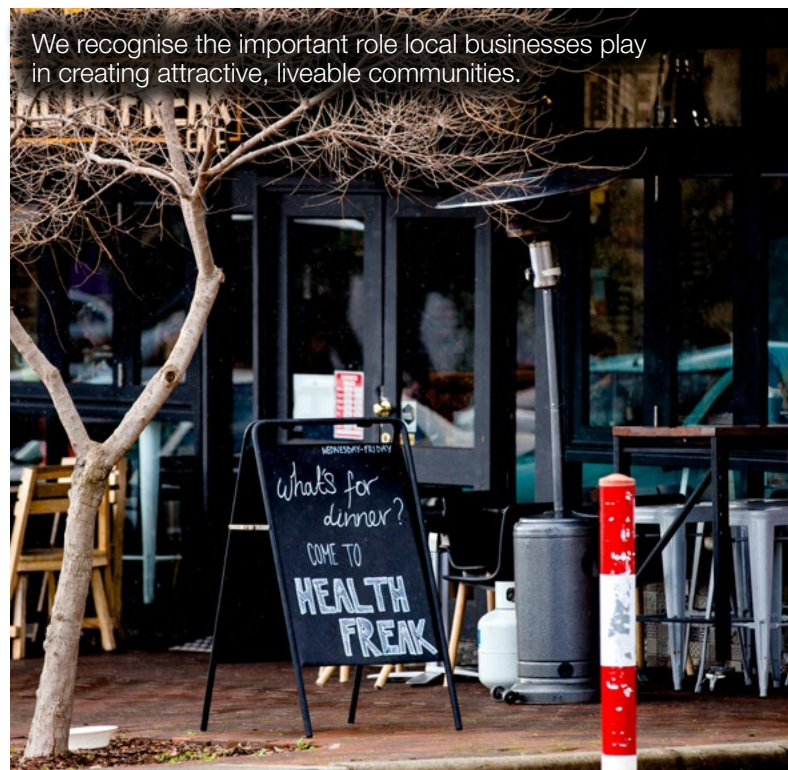
We also continued our more informal Business over Coffee series, in partnership with the City of Canning, which are short, one-hour sessions that enable local businesses to access business advisors in an informal Q&A style setting. This year, we hosted a 'women in business' series, working in partnership with Behind Brands.

Late in 2019, we hosted a special Coffee with the Commissioner event giving local businesses the opportunity to meet the Commissioner, David Eaton, in a personal, intimate setting. Participants also learnt about the invaluable assistance the Small Business Development Corporation can offer local businesses.

As COVID-19 unfolded, we responded quickly to support our local businesses struggling as a result of the pandemic.

As part of our \$15 million community stimulus package, we offered a 10% reduction in commercial rates, based on 2019-2020 valuations. We stopped all interest charges from 1 March to 30 June 2020 for all outstanding payments to the City, and introduced first hour free parking in all City-managed parking bays.

We recognise the important role local businesses play in creating attractive, liveable communities.





We are committed to attracting and encouraging local businesses to grow and prosper within our City.

To help upskill our local businesses, we developed and launched an online webinar series, Business Care, in partnership with the Melville-Cockburn Chamber of Commerce. These free webinars covered a wide range of topics aimed at supporting local small business to work through their recovery from COVID-19.

We also hosted a number of other webinars, including an address and Q&A with Ben Morton MP, the Assistant Minister to the Prime Minister and Cabinet and Federal Liberal Member for Tangney, and a session facilitated by psychologist Tracey McGrath, on helpful strategies and actions during uncertain times.

We also partnered with Business Foundations to offer free, one-on-one business advisory services and offered grants of \$3,000 to local small businesses and creatives to help them pivot and transition to online and digital platforms.

To help encourage our community to support local business, we created an interactive map showing the location and services of local Melville businesses. Anyone could add a business to the map and this year, more than 100 listings were submitted by community members.

As part of our ongoing focus on placemaking and working together with our community to create public

spaces that foster health, happiness and wellbeing, we finalised our place assessment of Riseley Centre and are working on a number of quick wins to be implemented next year.

We continued our placemaking work at Canning Bridge, and partnered with placemaking and planning consultancy, Element WA, to engage with locals about their vision for the Canning Bridge Precinct and how we could best utilise our newest community space, Cirque Community Space.

Growth in dwelling numbers continued towards the State Government infill target of 18,500 new dwellings between 2010 and 2050. At June 2020, the proportional target to reach 18,500 dwellings in this period was 4,630 dwellings. New dwelling completions at June 2020 were tracking at 9% of this target, and focused within activity centres and along key transport corridors.

Our Canning Bridge Activity Centre Plan continued to support the evolution of this precinct into a unique, mixed-use vibrant centre. This year, we engaged with the community on a proposed amendment to the Plan to limit approved bonus heights to a maximum of five storeys in M10 and M15 zones. We also continued investigations into the community benefit provision that allows developers to apply for bonus heights, with work continuing on a draft local planning policy.



We continued to work with Western Power to ensure the security and reliability of power supply in our suburbs, and this year, underground power projects in Alfred Cove East and Melville North were completed, with more than 500 wooden power poles removed across these areas. As part of the Alfred Cove East project, more than 400 LED lights were also installed, which allow for greater power reliability and safety while adding to the aesthetic value of the areas.

We continued work on our Economic Development and Place Activation Strategy, which will identify, promote and facilitate opportunities to support the development, vibrancy and function of our centres and places.



Work continued on our Carawatha revitalisation project, with the works on a new high-quality, sustainable residential development commencing in August 2019. This development provides a variety of housing choices which complement the local character and natural surroundings of the area, and is the final stage in realising our Willagee community's vision for this project.

We continued work on concept plans for our Melville City Centre Master Plan, which explores land opportunities and guides optimal use and functionality of City land. As part of this, we are also progressing options to create a new high street as the focal point of the Melville City centre.

We continued preparation of two key City-owned sites for ongoing income generation. We prepared and advertised a statutory business plan for a ground lease proposal at 13 The Esplanade, Mt Pleasant, and we finalised negotiation and final preparation of ground lease agreements for an aged care development at our Stock Road, Melville site, for final endorsement by council next year.

Consultant from Element engaging with the community at our Street Soiree at Canning Bridge.

Year Ahead – Key Initiatives

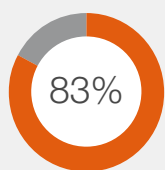
- Commence a review of the Canning Bridge Activity Centre Plan.
- Continue work on our Economic Development and Place Activation Plan.
- Coordinate and assess a third-party proposal for a Kardinya Activity Centre Plan.
- Continue a review of the Murdoch Activity Centre Plan and investigate opportunities for centre promotion.
- Commence visioning work for a Petra Street Activity Centre Plan.
- Work with the South West Group to investigate options for the South Street public transport corridor.
- Progress opportunities to align the regulatory content of our activity centre plans with the Residential Design Codes (R-Codes).
- Look at ways to improve online applications for planning, building and environmental health, in order to enhance customer satisfaction and reduce red tape.
- Bring forward an additional \$8.5 million of planned projects to provide an additional economic boost to our local and regional economy.



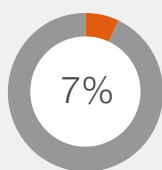
City staff dealt with 913 development applications this year.

Key Performance Indicators

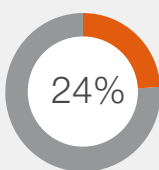
We evaluate our performance in a number of different ways, some of which are listed below:



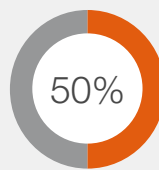
Residents feel the City is a place of growth and prosperity (2020)



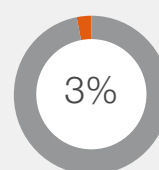
Residents would like a focus on growth and prosperity as a top priority (2020)



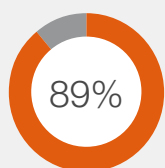
Businesses satisfied with the City's understanding of issues & challenges they face (2020)



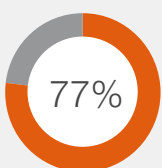
Businesses satisfied with how they are consulted about local issues (2020)



Unemployment rate (2019)



Businesses satisfied with the City as a place to operate a business (2020)



Businesses satisfied with the City as a governing organisation (2020)

Healthy Lifestyles

Working together to create a healthy Melville

By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help achieve our healthy lifestyles goals.



Internal related plans

Healthy Melville Plan 2019-2023
Active Reserve Infrastructure Strategy
Public Spaces Strategy

External related plans

Living for All – A Framework for Physical Activity in WA 2012-2016
WA Health Promotion Strategic Framework
WA Mental Health, Alcohol and Other Drug Services Plan 2015-2025
WA Mental Health Commission – Suicide Prevention 2020
WA Sport and Recreation Industry Strategic Direction
Public Health Act 2016
State Public Health Plan for Western Australia 2019-2024

Our partners

State and federal governments, healthcare providers and practitioners, community groups, not for profit groups, schools, businesses, suppliers and subcontractors

Goals

A safe and healthy urban environment

Healthy eating

Increase physical activity

Mentally healthy community

Reduce alcohol and other drug use

Products and services

- Activelink
- Community centres
- Contaminated site monitoring
- LeisureFit Centres and programs
- Environmental health services
- Food safety inspections
- Free Active in the Park exercise classes
- Health Services
- Kidsport
- Leisure planning
- Liquor licencing
- Mosquito management
- Noise control
- Playgrounds
- Rat bait program
- Youth Drop-In service
- Youth Sport Scholarships
- Underground Power Scheme

Highlights

- **8,909** registered team players played sport in our parks and reserves.
- Prior to COVID-19, our LeisureFit Centres achieved record membership numbers of **3,911**.
- Prior to COVID-19, we offered a record number of **168** fitness classes a week across our Leisurefit centres.
- Our LeisureFit Centres also achieved **record attendance** at our over 50's program at LeisureFit Melville, and achieved a record number of competition swim members.
- Held **62** free fitness classes through our Active in the Park program.
- Created **500** videos for LeisureFit@Home.
- Completed **8** playground renewals throughout the year.
- Conducted **63** audits of light industrial premises to check for potential groundwater contamination.
- Completed **738** food premises inspections, and scored **98.2%** of 'Scores on the Doors' participants as three stars or more for food safety.
- Inspected **35** beauty and hairdressing businesses to check they are clean, well-maintained and comply with relevant legislation.
- Completed **46** inspections of public buildings, to ensure they are safe for our community to use.
- Responded to **786** complaints about noise.
- **22,220** rounds of golf were played at Point Walter Golf Course.
- Awarded **20** Youth Sports Scholarships, providing recipients with a free one year membership to our LeisureFit Centres.
- Provided **39** Youth Sport Grants throughout the year.
- Provided financial support to **70** members of the community with Activelink grants.
- Swapped out unhealthy food and drink options in vending machines at our LeisureFit Centres.
- Partnered with Injury Matters to launch their latest Stay on Your Feet campaign, Move your Body, at LeisureFit Melville.

Key Projects/Achievements

As a local government we play a key role in helping keep our community mentally and physically healthy, through providing places and spaces for our community to exercise and keep active, and by helping raise awareness within our community of the importance of keeping active, eating well, taking care of your mental health, and reducing drug, tobacco and alcohol consumption.

This year, we finished work on a significant strategic document, our Active Reserves Infrastructure Strategy (ARIS), which is our 20-year plan for the future use of key sporting reserves to help ease overuse and address decreasing usage of certain sports. Following on from work in the previous year, we presented the draft ARIS to the community for comment, and following the review of results and subsequent

amendments to the strategy, presented the final draft ARIS to Council in June 2020. The strategy was noted by Council as a key strategic document to guide future active reserve infrastructure development in the City.

We progressed a number of significant upgrades to sporting infrastructure, including a \$1.48 million upgrade of the Webber Reserve clubrooms. These upgrades will bring the facility up to today's standards, ensuring it is fit-for-purpose and caters for the growing number of sports teams, particularly female teams. The upgrade was the first of a 20-year, \$12.7 million program to upgrade all our change room facilities to improve capacity and functionality to meet current and future community needs.



Our personal trainers provided a free trainer call-back service during the height of the pandemic.

We also finalised the detailed design for the Shirley Strickland Reserve redevelopment, which will include a new two-storey pavilion, improvements to the playing fields, redesign of the reticulation systems, a new nature play space, outdoor exercise equipment, new half-court basketball court, extensive landscaping and new path network.

We continued to work with the Mount Pleasant Bowling Club and Tompkins Park Community and Recreational Association on the redevelopment of Tompkins Park, and in March 2020, Council resolved to commence \$3.6 million of essential maintenance and improvement works at the Tompkins Park facility. These works will take place next financial year.

At our LeisureFit Centres we completed a number of upgrades, including a transition to a new booking software, new cardio equipment and a larger gym floor space with dedicated stretching area and balance barre at our group training studio at LeisureFit Melville, and 20 new SMART+ bikes for our cycle studio at LeisureFit Booragoon.

We also installed a new swim wall at LeisureFit Booragoon to give us greater flexibility when it comes to timetabling for our swim programs. The wall lets us split our 50m pool into two 25m halves.

Prior to COVID-19, our Active in the Park program

continued to grow, with more than 4,000 attendances at our four different outdoor fitness classes. We also trialled a new fitness class, Active with a Bark, where participants were able to exercise with their dog.

As was inevitable, COVID-19 had a significant impact on our LeisureFit Centres and Active in the Park program, as restrictions forced us to close our doors and pause our outdoor fitness programs. To help keep our community active during this time, we developed and rolled-out a LeisureFit@Home program, which provided free workout videos that could be completed at home, and free trainer-call back, where our team of personal trainers developed free personalised exercise programs for LeisureFit members.

We also turned on the lights at five of our parks during twilight hours to give residents more options and space to exercise safely outdoors, as we saw more people out and about in our parks, reserves and on our footpaths during the height of COVID-19 restrictions.

When we were able to re-open our LeisureFit Centres in mid-June, we were delighted to re-hire 100+ of our staff and rebuild our teams and programs to adapt to COVID-19, with extra hand sanitising stations, anti-bacterial wipe dispensers installed, and more regular and thorough cleaning of high traffic and contact areas.

To help raise awareness with young girls about the importance of exercise, we launched our 'Real Girls' campaign, which encouraged school-aged girls to put down their phones, connect in real life and get active together. The campaign centred around a short video,

Excited members of the Willagee Bears Rugby Club with Councillor, Karen Wheatland.



depicting a number of ways young girls can have fun through exercising together.

We also raised awareness of the importance of healthy masculinities, through a photo competition held during Men's Health Week in June. We asked our community to share images of men displaying healthy masculinities, which are characterised by equality and respect, non-violence, reflection and self-awareness, emotional expression, vulnerability and accountability. Overall, we received 27 photo entries with five entrants receiving a \$50 JB HiFi voucher.

As part of our focus on improving mental health within our community, we commissioned a blue tree on Honour Avenue at Point Walter. The tree aims to remind our community that it is okay to feel 'blue' occasionally and that there is support available for those struggling with mental health issues.

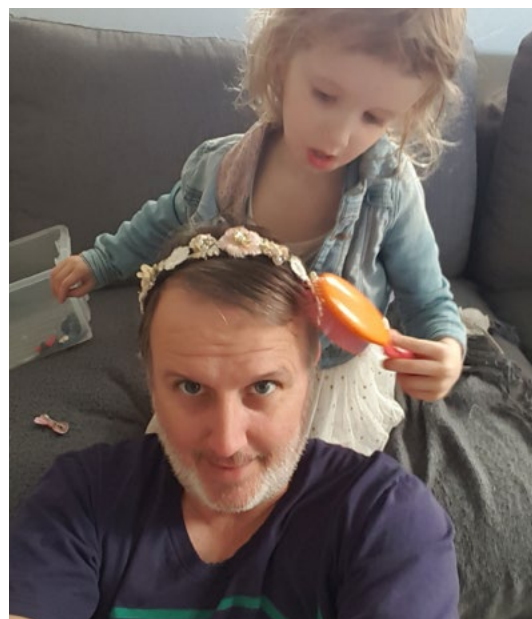
As part of our approach to ensuring our key recreational water sites are safe for our community, our environmental health team continued our water

sampling program at Bicton Baths, Point Walter, Cunningham Street, Waylen Bay and Deep Water Point during the warmer months, where we check bacterial levels in the water.

They also continued to audit industrial premises, to check if they have adequate precautions in place to prevent possible groundwater contamination. Since 2015, compliance rates have increased from 43% to 95% of businesses visited, with most businesses wanting to do the right thing.

We continued to operate our opt-in 'Scores on the Doors' program, which awards businesses that meet and exceed food safety requirements with a rating from one to five stars. This year, 98.2% of participants achieved a score of three stars or more, meaning they demonstrate very good or excellent food safety practices. There was only one prosecution for food safety this year, but that was discontinued as the business closed down.

Some of the photo entries from our healthier masculinities photo competition in June.



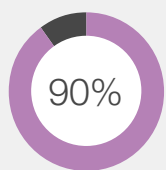
Year Ahead – Key Initiatives

- Offer more healthy food options and active activities at our major events.
- Commence works on the new Shirley Strickland Reserve redevelopment. As part of the works, we will plant 7,222 shrubs and ground cover plants, as well as 43 trees. The pavilion will also cater for a record number six clubs at one facility.
- Commence essential maintenance and improvement works at Tompkins Park.
- Commence actions from our ARIS Strategy, including:
 - Research and development of a tennis strategy
 - Preparations for a master plan for Webber Reserve
 - Upgrades of the Marmion Reserve and Winthrop Park change rooms.
- Continue our \$12.7 million change rooms renewal program, with the clubrooms and change rooms at Marmion Reserve and Winthrop Reserve set for renewal next year.

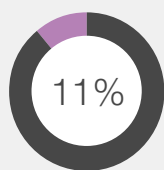


Key Performance Indicators

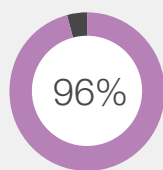
We evaluate our performance in a number of different ways, some of which are listed below:



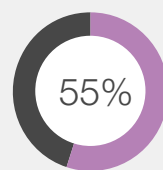
Residents believe they have a healthy lifestyle (2019)



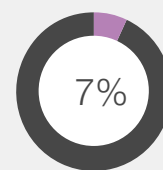
Residents would like a focus on healthy lifestyles as a top priority (2020)



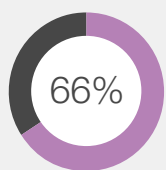
Residents feel there is access to sufficient range of open spaces for leisure activities



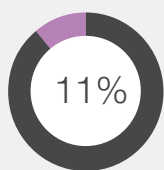
Residents eat two serves of fruit daily (2015-16)



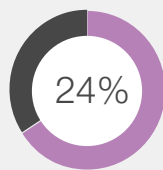
Residents eat five serves of vegetables daily (2015-16)



Residents are sufficiently physically active (2015-16)



Residents experience mental health issues (2015-16)



Residents drank alcohol at risky / high-risk level (2015-16)

Safe and Secure

Working together to create a City which is safe and secure at all times for all people



By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help achieve our safe and secure goals.

Internal related plans

2017 - 2021 Safer Melville Plan

External related plans

Western Australia Police Force - Strategic Direction

International Safe Communities Model

Local Emergency Management Arrangements & Recovery Plan

Our partners

State and federal governments, community groups, not for profit groups, schools, businesses, Safer Melville Advisory Committee, suppliers and subcontractors

Goals

Being prepared for an emergency

People feel safe and secure in all places at all times

Reduce business crime

Reduce household crime

Reduce preventable injuries

Reduce transport crashes

Safe and secure places and environments

Products and services

- Animal and feral wildlife control
- Business safety resources
- Community safety education programs and resources
- Community Safety Service (CSS)
- Constable care performances
- Crime prevention
- Cyber / online safety programs
- Dog and cat control
- Emergency management
- Fire breaks
- Graffiti removal
- Holiday watch patrols and home safety programs
- Parking management
- PHAZE urban art programs
- Pool applications and fencing requirements
- Ranger services
- State Emergency Service (SES)
- Street lighting
- Vandalism and abandoned vehicle response

Highlights

- Completed **3** Black Spot projects, which aims to reduce road crashes at high-risk road locations.
- Completed **1,578** graffiti removals, **1,421** swimming pool compliance inspections and dealt with **154** building compliance matters.
- Our Community Safety Service (CSS) conducted **36,388** targeted patrols based on information from the community or police.
- CSS also conducted **50,249** checks of **814** properties through holiday watch patrols, dealing with **35** issues found during these patrols.
- CSS responded to **10** calls from police for assistance. They also provided police with **503** intelligence reports, dealt with **77** issues pertaining to vandalism and assisted with **13** jobs regarding missing persons.
- Rangers responded to **6,161** requests throughout the year. This included **1,508** for illegally parked vehicles, **450** for abandoned vehicles and **422** for barking dogs.
- We reunited **170** lost dogs and cats with their owners.

Key Projects/Achievements

A safe and secure City always features at the top of our community's priorities, and we play an active role in helping reduce crime, preventable injuries and road crashes within our community, and ensuring our places and spaces are safe for everyone.

We also recognise that other authorities, such as the police, play a significant role and it is by working together that we can help create a City that is safe and secure.

This year, we signed a new Memorandum of Understanding (MOU) with the police, signifying our ongoing commitment to work together to achieve our common community safety goals. This MOU forms the basis for our very close relationship with the local police.

As we do every year, we continued to work very closely with the Murdoch and Palmyra police stations, exchanging information on a daily basis. Our Community Safety Service (CSS) plays a key role in this endeavour, and supplied 503 intelligence reports to police to help with their investigations. They also responded to 10 direct calls from the police for assistance.

Information sharing is not one-way and intelligence from the Palmyra and Murdoch police stations helps us conduct targeted 'hot spot' patrols of problem areas. This year, our CSS conducted 36,368 targeted patrols based on information supplied by the police and our community.



We signed a new MOU with the police this year, signifying our ongoing commitment to work together.

Our CSS also continued to offer our popular holiday watch patrols service, where residents register their home with us and the CSS will patrol it regularly while they are away. This year, 814 homes were registered for a holiday watch patrol, and our CSS dealt with 35 issues that they found during these patrols.

During COVID-19, our CSS further assisted police and the public in 171 incidents relating to social distancing concerns. They also increased patrolling in areas where businesses were shut as a result of COVID-19, conducting 25,961 patrols of 876 areas.

Using data from the police and the community, we also deployed our new mobile CCTV trailer to 22 locations throughout the City. This trailer is used to

monitor activity and gather evidence which is used by the police in investigations.

As part of a project to improve our response to graffiti, we established a centralised approach to graffiti management, which now allows staff to identify trends in graffiti removed down to a suburb level. A team of staff from across the City now meet monthly to discuss trends and opportunities to address graffiti at hotspots.

To ensure we keep our finger on the pulse and can respond to community needs, we completed a minor review of our community's injury and safety priorities in February 2020, to ensure we are directing our resources and actions to where they are most needed. We do acknowledge these priorities may have changed now due to COVID-19, so we will be revisiting a number of data sources towards the end of 2020.

We also changed our approach to safety and security during COVID-19, and placed a number of proactive safety projects on hold. Our revised approach focused on monitoring crime and safety issues, responding within our role as a local government, and reassuring the community.

To this end, we developed a dashboard containing data from the police and CSS, and used this to identify crime and safety trends. This dashboard identified an increase in domestic-related incidents during COVID-19, and we responded by hosting a community appeal for donations to support women accessing the Zonta House Refuge Association.

As part of our focus on improving business safety, we launched a new online safety resource for local businesses, Your Guide to a Safer and more Secure Business, which featured key business safety information, crime prevention tips and contact numbers, giving business owners quick access to the information they need to help keep their business safe and secure.

Our rangers play a key role in helping keep our City safe and secure, and they continued to assist with animal control, parking and bushfire control, littering and responding to reports of illegal signs, dumping and off-road vehicles.

They also spearheaded a new digitisation project, completing a start-to-end review of the cat and dog registration process and implementing a number of improvements. These included the introduction of electronic animal renewal notices, additional payment options and revised website content and online forms, to make it easier for our community to notify us of any changes to their pet's registration.

To help reduce transport crashes, we were successful in obtaining \$228,667 of federal and state Black Spot Program funding, and completed the following works throughout the year:

- Canning Beach Road and Kintail Road median closure
- Leach Highway and Rome Road intersection modification
- Leach Highway and Moolyean Road intersection modification

We also completed a number of other road safety improvement projects, including a trial traffic treatment at Stock Road north of Page Street, installation of a new intersection traffic island at the Stock Road and Zenobia Street intersection, and new pedestrian refuge islands on Murray Road and on Fifth Street, adjacent to Melville Plaza.

We also completed essential works on the Canning Bridge river wall, to help address significant structural issues. These works included various upgrades to neighbouring amenities, including new lighting for under the bridge, renewed landscape and improvements to the rock revetment to the south of the bridge.

We recognise a key aspect of improving community safety is community education on what they can do to improve their safety and security, and the behaviours they can adopt to help reduce their risk of being a victim of crime. To this end, we celebrated Safer Melville Month in October 2019, by hosting a South of the River Seniors Safety Forum, a youth event at Melville Reserve, first aid sessions for seniors, a first aid story time for children at our libraries, drop in sessions for youth in Willagee and Brentwood, and a community appeal for items to support women involved in the Wandoo Rehabilitation Program.

We continued to engage with our youth through our PHAZE Urban Art program, and held 6 sessions in Melville, Bull Creek, Leeming and Myaree for 108 participants. Through PHAZE, young people aged 12-25 develop their spray painting skills with a professional urban artist. We also provided funding and support to the Department of Education for a student support officer at Caralee Community School. This role works with 'at risk' young people and hosts a homework club after school in the Willagee Library and has been successful in supporting these students and improving school attendance strategies.



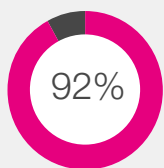
City staff handing over community donations to Zonta House Communications and Engagement Officer Ella Kent (centre).

Year Ahead – Key Initiatives

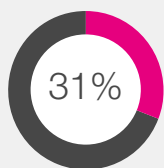
- Conduct a post COVID-19 review of the community's safety and injury priorities.

Key Performance Indicators

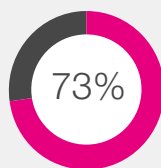
We evaluate our performance in a number of different ways, some of which are listed below:



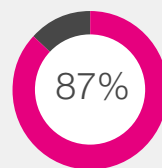
Residents feel safe being out in public in their local community (2019)



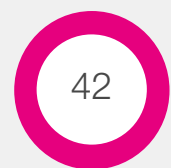
Residents would like a focus on safety and security as a top priority in 2020



Residents feel prepared in the event of an emergency (2019)



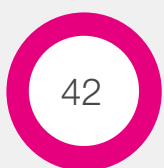
Residents and businesses satisfied with safety and security (2020)



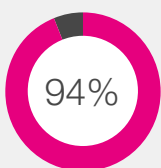
Falls resulting in deaths (2014-2018)



People injured from a fall (2014-2018)



People killed or seriously injured in transport crashes (2019)



Residents satisfied with graffiti removal services (2020)

Sense of Community

Working together to create a real sense of community



By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help achieve our sense of community goals.

Internal related plans

Neighbourhood Plans
Creative Melville – Cultural Plan 2018-2022
Directions from Young People
Age Friendly Melville Plan 2017-2021
Directions from the Aboriginal Community
Stretch Reconciliation Action Plan 2017-2021
Disability Access and Inclusion Plan 2017-2022
Wireless Hill Vision 2020
Heathcote Vision and Place Plan 2025
Public Art Strategy and Master Plan

External related plans

Vision 2025 and Framework for Strategic Action - Public Library Services in Western Australia
Standards and Guidelines for Australian Public Libraries

Our partners

State and federal governments, community groups, not for profit groups, schools, businesses, suppliers and subcontractors

Goals

Lifelong learning and creativity

Participation and inclusion

Place activation and liveability

Sense of identity through collective memory

Social connectedness and belonging

Products and services

- Art Awards
- Art exhibitions
- Capacity development for community organisations and not-for-profits
- Citizenship ceremonies
- Communications and stakeholder engagement
- Community centres
- Disability access and inclusion planning
- Events, grants and funding
- Financial counselling
- Children and early years services
- Libraries
- Melville Age Friendly Accessible Businesses Network
- Melville Volunteer Resource Centre
- Museums and local history
- Place activation and town team facilitation
- Public art
- Reconciliation planning
- Senior services
- Youth services

Highlights

- Our **Point Walter Concert** was awarded the WA Best Small Event award at the 2019 Australian Event Awards and Symposium. These awards celebrate and recognise the best events across the country.
- Record-breaking attendance at **Kidchella**, our festival for children under 12 and their families, for a second year in a row, as well as at the first of our Limestone Concerts, this year celebrating '60s and '70s rock.
- Held our second annual **Vinylpalooza Record Fair** at Wireless Hill, with more than **350** people attending to buy and swap records and music memorabilia.
- Installed **17** new public artworks, including **10** through our Percent for Art Scheme.
- One of our new developer-funded public artworks, Lacefence by Paul Hart at Woolworths in Mt Pleasant, was **nominated for an international CODAaward**.
- Acquired **6** new artworks for our public art collection.
- Completed approximately **75** upgrade and renewal projects and **3,200** maintenance requests across City-owned properties.
- Held six citizenship ceremonies for **441** conferees. Ceremonies were put on hold due to COVID-19 restrictions.
- Provided support to more than **200** older residents through our Age Friendly Assistance Fund.
- Held **4** South of the River Forum seniors information sessions, with around **55** people attending each session.
- Partnered with Melville Cares to provide a community bus service, which provided transport for **2,831** people throughout the year.
- Provided financial support to **70** members of the community with Activelink grants.
- **160** young people participated in our youth drop in service, and more than **50** young people participated in our PHAZE urban art program.
- Awarded **32** Mayor's Valued Citizen, Mayor's Youth Citizenship and Mayor's Community Champion Awards. These awards recognise community champions who have made a significant contribution to their community through volunteering.
- The Melville Volunteer Resource Centre connected **5,831** people to volunteer positions and organisations, supported **180** volunteers within our City and supported **170** volunteer organisations with volunteer recruitment.
- Our customer relations team answered an average of **7,000** calls, **1,500** emails, **400** live chat enquiries and **900** online requests each month. Conversations on live chat have increased **55%** from last financial year.
- Approved **23** applications for Community Partnership Funding and Youth Development Funding. This program was put on hold during COVID-19 restrictions.
- Completed community engagement on **30** projects, and sent **102,373** direct emails to residents and ratepayers with engagement updates or asking them to participate.
- **7,331** contributions were received for our **31** community engagement projects, including **4,288** survey responses, **2,007** form submissions, **690** forum comments, **158** interactive map pins, **142** ideas shared, and **46** Q&A submissions.
- **40,943** people visited our online engagement platform, Melville Talks, an increase of **27.5%** from the previous year.
- Our libraries loaned **782,930** physical items and **122,786** digital items to more than **36,000** members.
- Our libraries had more than **529,677** visits, with **5,066** children attending Storytime, **5,570** babies attending Baby Rhyme Time, and **2,700** people attending adult events and programs.
- Our financial counselling service helped **485** residents throughout the year.
- Wireless Hill Museum volunteer Trevor Kelly was nominated as a **finalist in the 2020 WA Heritage Awards**, for his outstanding volunteer contributions to preserving Western Australian heritage.

Key Achievements/Projects

A sense of community is extremely important as it unites us, helps us feel connected to each other, and gives us a sense of belonging. We play a key role in helping build a sense of community in our City, by offering a diverse range of services and organising events and activities that bring people together.

This year, we commenced and/or completed a number of upgrades at our libraries, including a minor upgrade of the façade at Willagee Library, to create a more welcoming exterior which opens up onto the adjacent George Humes Park. Works include a new front façade, front windows, external lighting, furniture and external power points, as well as resurfacing of the pavement area at the front of the building.

As part of the upgrade, we commissioned artists Kambarni and Matthew McVeigh to create a vibrant, contemporary mural celebrating the adjacent park's namesake, Noongar-boxer and former Willagee resident, George Humes.

Following on from major renovations at AH Bracks Library + Creative Space last year, we opened a new outside reading lounge at the facility, featuring a group study/meeting space, WiFi and power access, and outdoor event and program space. We also received funding from the Federal Government to expand our digital training program, with new and creative technologies, such as virtual reality, coding and

makerspace programs included in training programs.

Incorporating more art and arts programming within our library was a key focus this year, and we hosted four artists through a new artist residency program at AH Bracks Library + Creative Space. Through the program, artists created and installed a temporary public artwork in the library's creative lab, and gave a talk to the public on the artwork through the library's workshop program.

We also commissioned artist Jenessa King to create a unique artwork, incorporating local flora and fauna, for our library cards and other library promotional materials.

Based out of our AH Bracks Library + Creative Space, our local history service continued to collect and preserve historical information and artefacts for the benefit of future generations. This year, work continued on the upload of our entire local history collection to the library's online database, to allow our community to access and view the collection from the comfort of their own home.

We also hosted four displays in our 'Cabinet of Curiosity' local history cabinet at AH Bracks Library + Creative Space, as well as a pop-up local history display at the entrance of Heathcote Museum and Gallery.

Recipients of the 2019 Mayor's Valued Citizen, Mayor's Youth Citizenship and Mayor's Community Champion Awards with City of Melville Deputy Mayor, Councillor Nicholas Pazolli (5th from left, centre row).



We also finalised a review of our Local Heritage Survey and Local Heritage List, which documents the buildings and places in our City with cultural heritage significance and helps tell our City's stories. Following the review, four new places were added to the survey.

Our galleries and museums continued to offer diverse and exciting programming for our community, with our Wireless Hill Museum opening their 2020 exhibition, *Transmission*, on Wednesday, 10 June. *Transmission* celebrates the unique story of the Very High Frequency Amateur Radio Club of WA, who have resided onsite at Wireless Hill Park since 1972.

Our Wireless Hill Museum's 2019 exhibition, *Picture Palaces of Perth*, an exhibition in partnership with the Pictures in Motion Museum of film and television, closed in November 2019 after an extensive public program of talks, activity and technology days, and outdoor cinema movie night.

Our Wireless Hill Museum also hosted our annual Murdoch Lecture in collaboration with the Melville History Society. This year's topic was Ambon Island in World War Two, which was a Japanese-run prisoner of war camp located in the East Indies.

Following on from extensive renovations last year, our Heathcote Museum & Gallery commenced their new Project Space exhibitions program, effectively doubling the exhibitions schedule for the gallery. They also continued showcasing the City's art collection in the new Collections Gallery, and secured high-profile artists for their headline 2020 and 2021 TILT exhibitions.

Heathcote Cultural Precinct continued their annual exhibitions program in the Main Gallery, holding 7 exhibitions featuring innovative, high-quality art from more than 44 artists. They also introduced Sunday sessions, with the precinct open late on the last Sunday of every month in September, October and November. Visitors were able to see the latest Heathcote exhibition, listen to live music from acoustic artists, check out a range of pop-up stalls and food trucks, or just enjoy an afternoon out at the idyllic location.

Led by a multi-disciplinary team comprising of staff from across the organisation, we progressed work on our important Goolugatup Heathcote Lower Lands Project, which aims to realise the potential of this significant cultural and heritage place by rejuvenating the area's natural environment, creating a passive recreational space and reconnecting Heathcote Cultural Precinct with the lower lands.

We continued to deliver our beloved annual events, including our annual children's festival Kidchella, Limestone Concert Series, and this year, our Highway to Hell event, delivered in partnership with Perth Festival, City of Fremantle and Town of East Fremantle.

Highway to Hell was a once-in-a-generation art, music and entertainment event which celebrated Perth's connection to late, great AC/DC front man, Bon Scott. Held on Sunday, 1 March 2020, more than 100,000 descended on Canning Highway to see diverse local and international acts performing AC/DC songs from stages on the backs of slow-moving trucks.

In the lead up to Highway to Hell we also presented High Voltage Hill at Wireless Hill, a week-long program of pub-culture themed events, workshops and performances exploring the rise and demise of pub rock in the '70s and '80s. This event series culminated in approximately 1,600 attending our Saturday night Live Wire concert.

Following the success of Highway to Hell, we appointed a new creative producer Pete Stone to help further our cultural plan, Creative Melville 2018-2022. Pete came to us directly from Perth Festival, where he was lead producer on the Highway to Hell event. We are one of the first local governments in Western Australia to appoint a creative producer, which demonstrates our genuine commitment to a strong arts and cultural program.

Pete will drive the implementation of our new events strategy and draft creative directions strategy, which were developed this year to ensure all events and creative activities are aligned with our cultural plan, Creative Melville 2018-2022.

In recognition of the importance art plays in helping create a sense of place, and how it can help enhance public spaces and celebrate our cultural identity, we continued to deliver our strong arts program. This year, approximately 1,000 people attended our annual Art Awards exhibition, exploring more than 260 artworks on display by professional and hobby artists, and more than 3,400 people visited 35 artists and art organisations who opened their studio doors to the public in our annual Open Studios and Exhibitions Art Trail.

Demonstrating how art can not only add vibrancy to our communities, but also help combat graffiti, we worked with artists Mikaela Miller and Andrew Fraser to install four murals on sump walls located in

Palmyra, Bicton and Willagee.

We continued to deliver on our Public Arts Strategy and Masterplan, and installed a new, significant public artwork, *Coming of the Colours*, at the Riseley Street roundabout. This artwork, by artist Sohan Ariel Hayes, stands 6 feet high and takes its inspiration from the nearby Banksia Woodlands in Wireless Hill. We also commissioned a significant mural by highly-regarded Western Australian artists, Kyle Hughes-Odgers, for AH Bracks Library + Creative Space.

In recognition of the fact that we have an ageing population, and in the future there will be a greater number of older people than children in our City, we continued to implement our Age Friendly Melville 2017-2021 Plan and deliver a number of programs through our Age Friendly Melville program.

This year, we celebrated the third birthday of our Memory Café, which provides a safe, supportive and inclusive environment for people living with dementia and their carers. We also supported Hawaiian's Melville, a member of our Melville Aged Friendly Accessible Business network, to launch a 'Quiet Hour' initiative, where lights and music is turned off to provide a low-sensory shopping experience for those who need it.

Our seniors South of the River Forums continued to be successful and well-attended, with more than 200 people attending our five forums held throughout the year on topics such as transports and independence, seniors and safety, navigating the aged care system, and downsizing.

We also partnered with Alzheimer's WA and Attitudinal Healing to host renowned speaker and educator, Michael Verde, for a series of free talks on how to live life fully with dementia. More than 200 people attended these sessions, with an additional 50 people also joining Michael for a literary discussion on Ernest Hemingway's *The Sun Also Rises*. We also assisted with the launch of his documentary *Love is Listening* at Hoyts Garden City.

Our Melville Volunteer Resource Centre, which is partially funded by the Department of Communities, continued to promote local volunteer opportunities, provide training and help link up potential volunteers with community groups needing assistance. They also worked together with other local governments to host events that celebrate volunteering.

As part of our approach to working together with our community to improve our places, we continued

to facilitate the development and support a growing number of town teams in our City. This year, we welcomed and helped establish three new town teams; Friends of Attadale and Bicton, Applecross Town Team and Pally6157.

As part of our focus on strengthening our community engagement processes and approach, we integrated our online community engagement portal, Melville Talks, onto the City's website. This will not only help reduce costs but also help raise awareness of opportunities for our community to have their say and participate in decision making.

We also started advertising Joint Development Assessment Panel (JDAP) applications on Melville Talks, to help improve the openness and transparency of these consultative processes as these applications are generally of significant interest to our community. We are striving to ensure all online community engagement is facilitated through Melville Talks, so that our community can find all community engagement opportunities in one place.

Our Disability Action Inclusion Plan 2017-2022 and the Stretch Reconciliation Action Plan 2017-2021 continued to see some great projects come to fruition. Read more from page 64.

In 2020, COVID-19 had a significant impact on our core services, events and activities as restrictions came into play and we were required to close our libraries, community centres, galleries and museums to the public to help stop the spread.

We were very cognisant of the impact these closures would have on our community, and to ensure our residents could keep connected during this time, we developed and launched the State's first virtual community centre to help our community combat social isolation and loneliness during COVID-19. Through the virtual centre, we offered a book club, art group, writers group, singing group and Tai Chi. The concept was so successful it inspired similar initiatives at other local governments.

To ensure we could provide key information to the community about changes to our services and facilities as a result of COVID-19, we also developed and launched an online COVID-19 hub. The hub contained key information about our community stimulus package and support available to residents and ratepayers during this time.

We recognised that COVID-19 was not just a health crisis, but an economic and social crisis as well, and to support our community during this time, we developed and launched our \$15 million Community Stimulus Package. Key aspects of the package included a rates concession of \$200 for residential households, a stop on all interest charges from 1 March to 30 June 2020, and a freeze on all fees and charges for 2020-2021.

We also started a number of new programs and initiatives, which included a happiness stimulus package, which funded ideas that would bring happiness and joy to our community. Through the initiative we funded a pop-up community art trail, as well as online parenting sessions through our Virtual Community Centre and free native plant packs for local schools.

The pop-up community art trail, Happiness Appears, was extremely popular with our community, with fourteen artists creating temporary artworks across our City. As part of the event, we asked residents to vote for the artwork that brought them the most happiness, with Jesus Zielger's 'cheesy' bus stop taking out the top prize. We will be retaining some of the artworks and installing them permanently next year.

To ensure we understood the challenges our residents faced during this time, we established the One2One program where we contacted more than 3,000 residents via phone and 4,300 via email to check-in and see how we could support them.

To help support artists during COVID-19, our Heathcote Cultural Precinct launched a new national award for digital art. This award aims to encourage visual artists to create contemporary, visual art that is wholly digital and made for the screen. Nearly 150 artists applied for the award, with the Arts Law Australia giving us the highest grade possible for the useability and fairness of the awards terms and conditions.

Our libraries responded quickly and innovatively to COVID-19, transitioning our Storytime, Baby Rhyme Time and select adult programming online, so members could participate in these programs from the comfort and safety of their home. Our Storytime and Baby Rhyme Time videos were viewed more than 28,000 times, and 1,559 people participated in our online adult programs.

Our libraries also expanded their home delivery

service, allowing members to have physical items delivered direct to their door stop, and introduced a new 'click and collect' service.

The work of our libraries during COVID-19 was recognised nationally, and they were interviewed and profiled by the ABC on the role of public libraries during the pandemic. They were also invited to showcase our innovative new library program, Biblio Bops, at the State Library's Better Beginnings Early Literacy Forum, and to speak at the international conference LibraryNext, on our programs and initiatives at Willagee Library for vulnerable Indigenous youth in our community.

Following on from engagement with our community about the programs and services they want to see in our libraries post COVID-19, we commenced a review of our library hours to ensure we can meet the changing needs of our community. This review will lead to tweaks to the opening hours at our AH Bracks Library + Creative Space, Canning Bridge Library, Willagee Library and Civic Centre library, which will take effect in late 2020.

In response to social distancing requirements and for the health and wellbeing of our staff, Elected Members and the community, we transitioned all Council meetings and Agenda Briefings Forums online in March 2020. We are continuing to offer live-streaming to the public although meetings have returned face-to-face as of June 2020.

Event-goers at Live Wire Night at Wireless Hill.

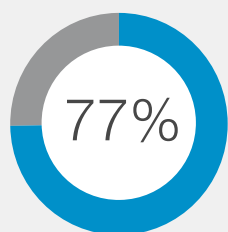


Year Ahead – Key Initiatives

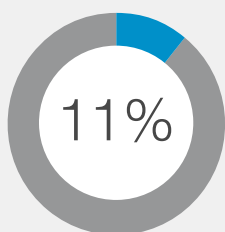
- Continue work on our Goolugatup Heathcote Lower Lands Project, and take back repossession and management of the historic Murray House at Heathcote Cultural Precinct.
- Complete the commission of a number of new key public artworks, including new artworks for Shirley Strickland Reserve and Bull Creek library, and a new mural for Riseley Street.
- Complete renewals of both the Willagee Community Centre and Bull Creek Community Centre, to help provide refreshed community spaces for various community groups and organisations that utilise the spaces.
- Continue to deploy our Disability Access and Inclusion Plan City-buildings improvements project, refurbishing multiple City-owned buildings to the latest disability and access inclusion standards.
- Develop a Vision from the Heart and corresponding Aboriginal cultural learning strategy.
- Complete a comprehensive review of our Directions from Young People.
- Complete internal refurbishments at our Civic Square and Willagee Libraries.
- Commence construction of the new Bob Gordon premier play space.

Key Performance Indicators

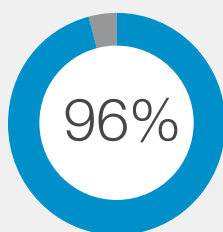
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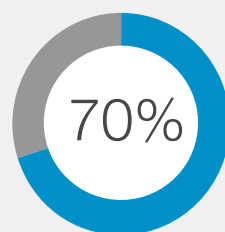
Residents feel there is a sense of community in their local area (2019)



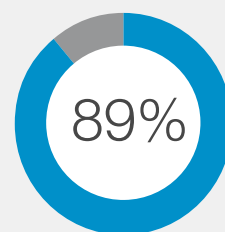
Residents would like a focus on sense of community as a top priority (2020)



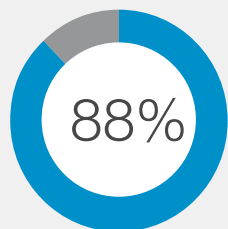
Residents satisfied with library services (2020)



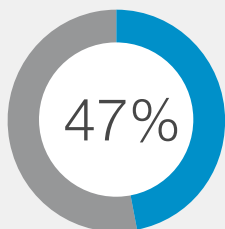
Residents satisfied with opportunities to have a say on things happening in their local areas (2019)



Residents satisfied with festivals, events and cultural activities (2020)



Residents satisfied with how local history and heritage is preserved and promoted (2020)



Residents satisfied with opportunities to meet people (2017)

Sustainable and Connected Transport

Working together towards a City with sustainable and connected transport and travel options for all people



By partnering with various key stakeholders and working towards internal and external related plans, we play various roles and deliver the following primary products and services to help achieve our sustainable and connected transport goals.

Internal related plans

Transport Management Strategy
Bike Plan 2012
Parking Management Strategy

External related plans

WA Bicycle Network Plan
2012 – 2021
Moving Freight and
Moving People
Perth 2031 Public Transport Plan

Our partners

Federal and state governments,
community groups, private
sector, Travel Smart / Road
Safety Working Group

Goals

Appropriate infrastructure

Balancing transport priorities

Choice and use of transport options

Prioritising urban development near transport nodes and in activity centres

Ease of movement

Products and services

- Advocate for high quality transport options at State and Commonwealth levels
- Bus shelters
- Bike paths construction and maintenance
- Advocate for Black Spot funding for priority areas
- Crossover construction
- Footpath construction and maintenance
- Parking management
- Road construction and maintenance including stormwater systems
- Road safety programs
- Public access way maintenance
- Traffic management upgrades
- Road safety upgrades
- TravelSmart programs

Highlights

- Inspected and cleaned **3,500** drainage pits.
- Swept and maintained **545km** of road, and **469km** of footpaths.
- Maintained **15,000** stormwater pits, and **353km** of stormwater pipe
- Maintained **13** jetties and boardwalks, and **3** boat ramps.
- Resurfaced more than **10km** of road.
- Received the **Sarkis Petrossian Award for Innovation in Traffic Management**, for our Your Everyday Speed (YES) Signs Program.



Artist impression of the proposed
Safe Active Street.

Key Achievements

Working towards sustainable and connected transport, we are focused on optimising key road networks, promoting safe active streets through non-motorised transport and showcasing alternative transport to cars.

To help break down barriers to participation and improve access for people with a disability, we introduced free parking at all City-owned paid parking bays for ACROD permit holders.

Following on from the introduction of paid parking at Riseley Activity Centre last year, we extended free parking in City-owned bays from one to three hours. We also engaged an independent facilitator to assist local businesses to work towards better consistency across the privately-owned parking bays, which make up 70% of parking in the area.

We also commenced a review of parking at Deep Water Point Reserve, with the aim to develop a parking management plan for the area. The strategies in the plan will focus on achieving optimal use of the existing available parking in the area through contemporary, best-practice parking management approaches.

As part of our approach for creating more safe and connected options for people to travel throughout our City, we completed construction of the Murdoch Drive shared path from Leach Highway to South Street in Murdoch. This path runs on the western side of Murdoch Drive, passing by Corpus Christi and Yidarra Catholic Primary School and connecting up with existing shared paths on South Street.

We also received Council endorsement to begin construction of our first ever Safe Active Street, linking Westfield Booragoon Shopping Centre and Riseley Street Activity Centre. This follows on from extensive community engagement the previous year.

The Safe Active Street will travel along Links Road, Collier Road south of Millington Street, Millington Street east of Collier Road, Hope Road north of Millington Street, and Willcock Street, providing a safe and comfortable route for people walking or riding bikes. It is a \$2.2 million project, partially funded by a \$850,000 grant from the Department of Transport's Safe Active Streets Pilot Program.

We also completed two significant car park renewals, one at Bicton Baths and another at Len Shearer Reserve. Both projects incorporated water sensitive urban design principles, and involved resurfacing and upgrades of the stormwater draining. At Bicton Baths, we also upgraded the lighting, replaced the retaining wall and installed a new path on the river side of the car park.

We commenced or completed a number of footpath projects throughout the year, including works on stage one of the Black Wall Reach Parade path upgrade, where we widened and upgraded the path from concrete to red asphalt. We also completed 12 discrete path renewal projects, and installed four new footpaths across the City.

We also continued our annual road resurfacing program, and resurfaced 27 sections, equivalent to 10kms, of road across the year.

Community members utilising the new Murdoch Drive shared path.

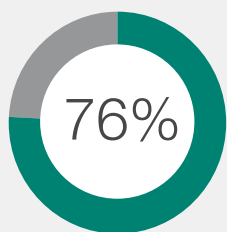


Year Ahead – Key Initiatives

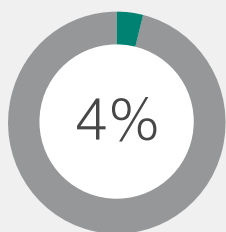
- Commence and complete construction of our Safe Active Street.
- Complete a Black Spot project at the intersection of Canning Highway, Dunkley Road and Norman Road.
- Commence a \$1 million, multi-year stormwater condition inspection and renewal project.

Key Performance Indicators

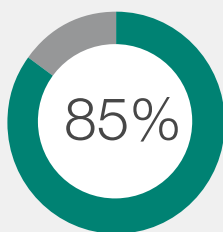
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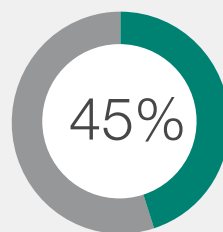
Residents feel there is sustainable and connected transport in the City (2019)



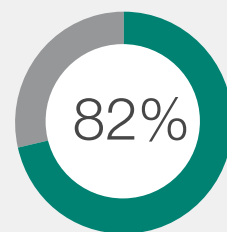
Residents would like a focus on sustainable and connected transport as a top priority (2020)



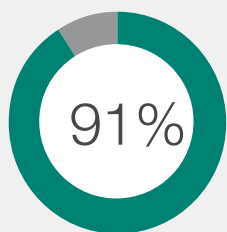
Residents satisfied with footpaths and cycleways (2020)



Roads have a footpath (2019-2020)



Residents satisfied that public transport meets their needs (2019)



Residents feel they can travel around easily within the City (2019)



Paths in the City (2019-20)

Disability Access and Inclusion Plan (DAIP)

Our Disability Access and Inclusion Plan 2017-2022 outlines a series of actions to ensure people with a disability have the same opportunities as other people to access our services, events, facilities and information, and that they are able to participate in community engagement and decision-making.

A disability access and inclusion plan is a requirement under the *Disability Services Act 1993* (WA) and each year we report back to the Department of Communities – Disability Services on how our plan is progressing.

Key Achievements

The following is a summary of the key achievements and initiatives this year from our Disability Access and Inclusion Plan 2017-2022:

- Developed a business case to increase the budget available for building upgrades to City-owned buildings over a five year period, in order to go 'over-and-above' the accessibility requirements mandated by the Building Code of Australia.
- Completed a number of access audits throughout the year, including our pool at LeisureFit Booragoon and the Civic Centre main hall, with findings informing future design and refurbishment for these facilities.
- Incorporated a number of access audit recommendations from the Willagee Library into the design of the building's new façade, which will undergo construction in July 2020.
- Designed, developed and installed accessible facilities and equipment in various parks and reserves, including Deep Water Point Reserve where we incorporated sensory and peripheral play elements into the overall design of the new play space near the Dome café, and Kadidjini Park and AH Bracks Library + Creative Space, where we installed accessible outdoor tables and seating.

- Continued to facilitate the Access Advisory Panel, comprising of community representatives who are older or have a disability and representatives from the disability and aged care sector. The panel provides feedback on a number of development projects to ensure accessibility requirements are considered.
- Provided work experience opportunities for eight local students with a disability. These students completed six week placements in a variety of teams, including streetscapes (horticulture), fleet and at our libraries.
- Conducted training for building and facility staff on access legislation and universal design to ensure accessibility considerations inform all planning, design, development, maintenance and upgrades of City buildings.
- Installed unisex accessible toilets at John Connell Reserve, George Humes Park and Point Walter Reserve and commenced upgrades at Webber Reserve and Bill Elson Reserve change rooms.
- Introduced free parking in all City-owned paid parking bays for ACROD permit holders. This applies both when the permit holder is a driver or a passenger.

City staff preparing library books for home delivery.





Some of the bunting that was prepared at the pre-Kidchella artmaking party.

- Worked with Perth Festival to champion accessibility for Highway to Hell, a free, family-friendly event held in partnership with Perth Festival, City of Fremantle and Town of East Fremantle. Accessible measures included audio description and Auslan interpreters, a multilingual augmented reality mobile phone app, and wheelchair viewing platform and ACROD parking at the Tompkins Park zone. Perth Festival identified Highway to Hell as one of their top ten accessible events, with the measures ensuring the event was inclusive and could be enjoyed by all AC/DC fans in the community.
- Hosted a pre-Kidchella artmaking party with Western Australian artist Minaxi May. This workshop provided an inclusive, quiet, autism-friendly environment for children to decorate bunting with their own designs and messages. This bunting was installed at our art tent at Kidchella.
- Delivered library books to approximately 1,500 homes during the height of the COVID-19 pandemic, with priority given to those unable to leave their home during this period.
- Hawaiian's Melville, a member of our Melville Age Friendly Accessible Business (MAFAB) network, commencing a pilot 'Quiet Hour' initiative, where lights and music is turned off to provide a low-sensory shopping experience for those who need it.
- Hosted disability awareness training and social inclusion training for volunteer organisations and community groups. These sessions were delivered by external facilitators and coincided with International Day of People with Disability.
- Delivered the 'Invisibilia' (Latin for 'invisible things') workshop series, which aimed to increase staff awareness of invisible disabilities by challenging staff perceptions and understanding of the nature of disabilities. These sessions were delivered by external facilitators, including Alzheimer's WA, Autism Association of Western Australia, and Development Disability Western Australia.
- Launched a cooking program for people with a disability, in partnership with UnitingCare West. Through the program, participants and their support workers meet each week as a group at Blue Gum Community Centre, and from there decide as teams what they want to cook. Then they buy their ingredients from the local IGA and prepare the meal, which they share together.
- Hosted various mental health related sessions at our libraries, including a talk by Joe Williams on his book 'The Enemy Within'. Three consecutive sessions were also coordinated by us at Melville Senior High School.
- Supported Cycling without Age to take older people and those with various accessibility needs out on bike rides at Deep Water Point and Point Walter. Cycling without Age uses specially-built trishaw bikes, piloted by volunteer cyclists.
- Produced a series of online videos exploring the sensory experience of a range of parks and reserves across the City.
- Produced an Auslan-interpreted video of local community member and children's books author Tracey Hicks reading her book 'Don't Guffaw at the Dinosaur'. This video was launched to coincide with International Day of People with Disability.
- Continued to offer our publications to residents in alternate formats upon request.

Stretch Reconciliation Action Plan (RAP)

We are proud to have been on the journey to reconciliation for a number of years, having developed our first Reconciliation Action Plan (RAP) in 2013 and having been the first local government in Western Australia to embark on a Stretch RAP in 2017 with our Stretch Reconciliation Action Plan 2017-2021.

Key Achievements

The following is a summary of the key achievements and initiatives this year from our Stretch Reconciliation Action Plan 2017-2021:

- Continued our partnership with the Department of Education and Carey Training, providing 16 Aboriginal and Torres Strait Islander students the opportunity to gain their Certificate II in Construction with 11 achieving their Statements of Attainment. Through the program, students created a community seating area and garden, now known as Wilgee Mia, as well as four concrete seating blocks for Kaya Lane next to Willagee Community Centre.
- Continued to install dual-name signage at places of Aboriginal heritage significance. One sign was installed at Wireless Hill (Yagan Mia), another sign was installed at Blackwall Reach (Jenalup) and two signs were installed at Point Walter (Dyoondalup).
- In collaboration with Marissa Verma of Bindi Bindi Dreaming and Mark Tucker of Tucker Bush, hosted a community planting day at the new Wilgee Mia site for 80 students from Caralee Community School and Melville Senior High School. Students (and teachers) helped plant native, edible plants and sampled traditional bush tucker.
- Increased the number of Aboriginal and Torres Strait Islander staff from seven to 11, and placed three Aboriginal students in school-based traineeships at our Willagee Library.
- Reviewed the way our cultural services team approaches Aboriginal engagement, with the South West Aboriginal Land and Sea Council and Whadjuk Working Party now involved in development projects.
- Engaged with site informants and the Whadjuk Working Party on a significant landscaping and interpretation development project of the Goolugatup/Healthcote lower lands.
- Partnered with Perth NRM to deliver the 2019 Connecting through Country and Culture seminar at our Blue Gum Community Centre. Approximately 45 attendees heard from Gina Williams and Guy Ghose on the themes of Koort (heart), Moort (family and community), Boodja (land) and Koorlangka (children and legacy). Perth NRM also shared an update on their work and we shared an update on our youth engagement initiatives.
- Appointed artists Kambarni and Matthew McVeigh to paint a new mural for Willagee Library, celebrating local Willagee identity, George Humes. Some of the themes within the artwork include strength, reconciliation and family, for which Humes is well remembered.



This year we placed three Aboriginal students in school-based traineeships at our Willagee Library, including Amy (pictured).

- Celebrated National Reconciliation Week 2020 with videos of Dr Noel Nannup sharing his thoughts on reconciliation. These videos were filmed at our very own Yagan Mia/Wireless Hill, which is a site of significance for local Noongar people.
- Delivered cross-cultural awareness training to 21 staff across the organisation.
- Celebrated NAIDOC Week 2020 with a community event at Willagee Community Centre. Activities included art activities with artist Sally Anne Gamble as well as a performance from Joel Davis.
- Recorded one local Whadjuk story at our staff NAIDOC Week event.
- Celebrated Children's Book Week with ten Noongar language author talks by Noongar woman, Kerry-Ann Winmar. More than 500 primary school children attended one of these talks.
- Created two online Baby Rhyme Time videos which featured Noongar language content. These videos were viewed more than 1,000 times.
- Celebrated the 2019 International Year of Indigenous Languages with our interactive Language Nest at our Willagee Library, as well as various social media posts.
- Hosted numerous internal presentations on the City's RAP journey, with Community Development Officer – Aboriginal Engagement, Leanne Woods, also presenting at a WALGA conference on aboriginal engagement.
- Continued to convene our RAP Continuous Improvement Team meetings, which brings together staff from across the organisation to action items from our reconciliation action plan.
- Continued to coordinate networking meetings for people working in Aboriginal engagement within Perth metropolitan area local governments.

For more information and to read our Stretch Reconciliation Action Plan 2017-2021, visit www.melvillecity.com.au/RAP

City staff recording a special Baby Rhyme Time featuring Noongar language content.



Business Excellence

Business excellence in our organisation is centred on improving community outcomes and organisational performance through a system and structure of sustainable performance and continuous improvement. We have been applying the principles of the business excellence for more than 20 years and it underpins everything we do.

This year, we continued to strengthen our approach towards evidence-based decision making and performance reporting using our community outcome dashboards, which we launched last year to help us understand our community needs and plan for the future. These dashboards provide a holistic, organisational view of what we are doing to achieve our community's aspirations, and track our performance against our outcome areas and goals using key performance indicators. We developed an online, interactive version of these dashboards for our website, so our community can continually review our progress and performance.

We continued to strengthen our use of data by using advanced analytics to streamline business performance management and improvement. We continued to investigate ways we can use smart technology to improve our operations where it results in better outcomes for our residents and ratepayers and our City.

To keep our finger on the pulse and understand what our community thinks about our products and services, we commissioned our bi-annual community and business scorecard. The results showed our community are most happy about library services, FOGO waste collections and our river foreshores, while they would like us to focus on general waste collections, housing diversity and design, streetscapes, traffic management and our parks and public open spaces.

To ensure we have a clear direction and mutually agreed plans, we commenced a review of our strategic community plan, which sets out our aspirations for the future and acts as a guiding document for the City when setting priorities and reviewing products and services. We are now working on our new strategic community plan and corporate business plan which will be presented to Council for approval next year.

The nine principles of business excellence

1. **Clear direction and mutually agreed plans**
2. **Understanding what customers and other stakeholders value**
3. **Outcomes are improved when you work on the system and its processes**
4. **Engage peoples enthusiasm**
5. **Innovation and learning influences agility and responsiveness**
6. **Effective use of facts, data and knowledge for informed decision making**
7. **Variation impacts predictability, profitability and performance**
8. **Sustainable performance should deliver value for all stakeholders**
9. **Leaders determine the culture and value system of the organisation**

We continued to partner with Murdoch University on a number of projects, including a smart city project which will deliver a smart microgrid system to provide valuable insights into energy and water consumption patterns at some of our sites. This will allow us to identify potential opportunities to improve energy and water management at these sites. Other projects in discussion include research into wetland management, smart street lights, energy management systems and climate change adaptation.

Another way we focus on business excellence is through improvement and transformation projects driven by cross-functional improvement teams. These teams bring together staff from across the organisation to allow us to harness people's enthusiasm and diverse backgrounds and experiences to help solve organisational problems or improve existing processes or systems.

This year, a process improvement team reviewed the City's performance development plan process, delivering a new online form that significantly streamlines and improves the performance review process. Another process improvement team

looked at the City's reward and recognition process, understanding that recognition is a significant aspect of employee satisfaction.

An improvement team was also formed to review and improve the contractor induction process, by removing non-value actions while still achieving compliance to legislation requirements. Our arboriculture team also initiated an improvement team for reviewing our tree maintenance, planting and water end-to-end processes, with a view to streamlining the process to prevent double handling. We also convened a planning, building and environmental health transformation team, which is looking to transform the user experience and reduce red tape for local businesses.

The above are just some of the many continuous improvement projects we undertake each year. We also operate an 'opportunities for improvement' system, where we encourage staff to suggest ways we can improve our processes, products or services.

Since October 2010, we have maintained an externally certified safety, health, environment and quality management system. In 2018, we were recertified to AS/NZS 4801:2001 Occupational Health and Safety Management Systems, ISO 9001:2015 Quality Management Systems (revised), and ISO 14001:2015 Environmental Management Systems (revised). This external review of the appropriateness and effectiveness of our systems and procedures in regard to risk management, internal control and legislative compliance aligns with requirements of the Local Government (Audit) Regulations 1996.

We continued to focus on enhancing customer relations and maintained certification against the following international standards:

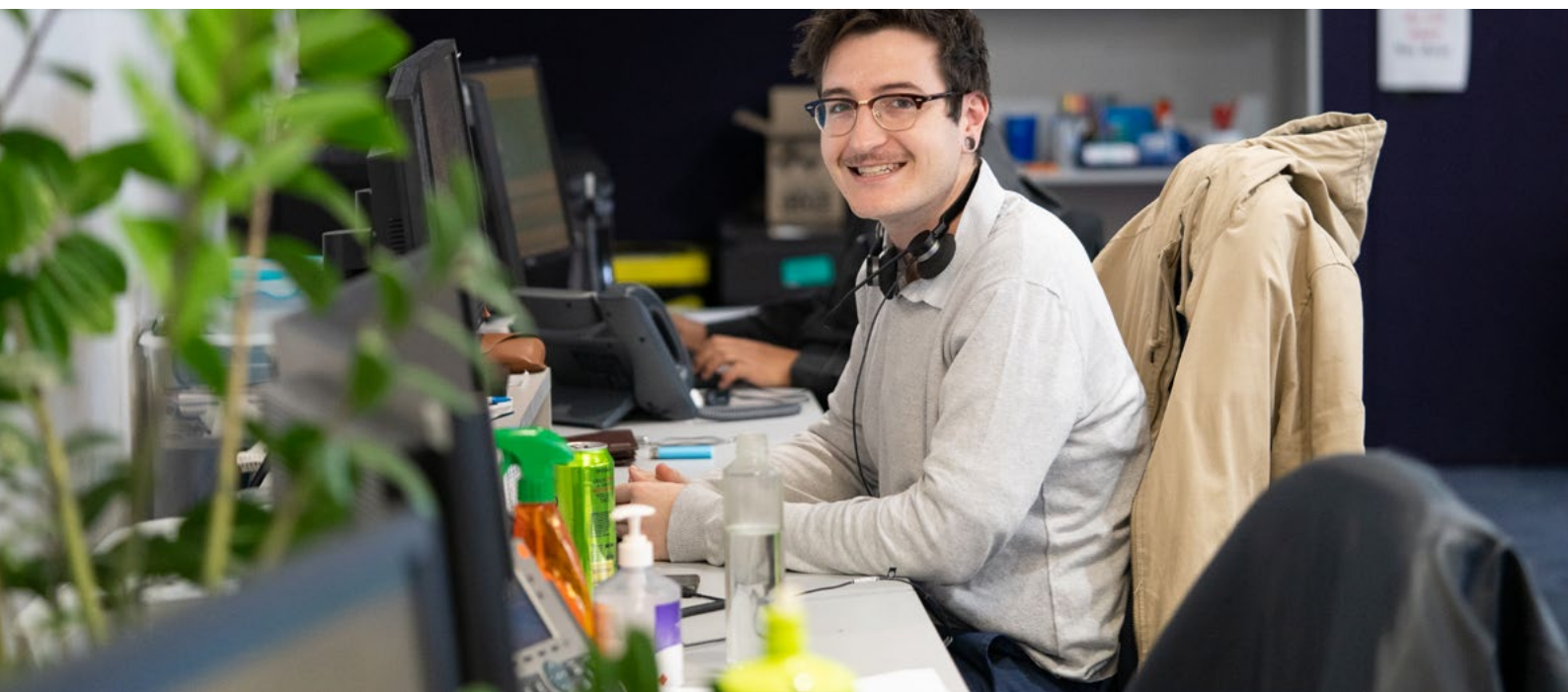
- Customer Service Standard ICSS 2015:2020
- Customer Service Institute Australia's Complaints Handling Framework

To help measure satisfaction with our customer relations approach, we continued to survey customers after they finished an interaction with our Civic Centre customer relations team, whether through phone, email or live chat. Overall, our Civic Centre customer relations team continued to perform well, with an average score of 2.1 out of 7 (lower the better).

We continued our mystery shopper program, with annual visits conducted at our Civic Centre, LeisureFit centres and libraries. All three exceeded all national and international competitors in the first quarter of 2019-2020, with our Civic Centre customer relations team ranked 21st against similar sized councils across Australia, with an average score of 81.8%.

We also appointed an external consultant to review our complaints processes, which has led to the development of a new customer feedback council policy, to be presented to Council in August 2020. We will also review all customer related policies and procedures in the next financial year. We are pleased to report that complaints have reduced by 68% from last financial year.

We are committed to delivering exceptional customer service to our community.



Our Measures

Key Effectiveness and Efficiency Indicators

The key effectiveness and efficiency indicators outline below are the measures put in place by the organisation to ensure that the City is continually improving and working towards our outcomes.

City of Melville Outcomes	Key Effectiveness Indicator
1 Clean and Green	92% of residents feel their local area is clean and green 32% of residents would like a focus on clean and green as top priority 24% tree canopy coverage Six five-star Green Star Developments 1.2mil tCO ₂ e GHG emissions by the community 400kW of renewable energy generation capacity across City facilities 55% of residential waste diverted from landfill 2.3M kL water consumed by the City
2 Growth and Prosperity	83% residents feel the City is a place of growth and prosperity 7% of residents would like a focus on growth and prosperity in the City as top priority in 2020 24% of businesses satisfied with City's understanding of issues & challenges they face 50% of businesses satisfied with how they are consulted about local issues 3% unemployment rate 89% of businesses satisfied with City as a place to operate a business 77% of businesses satisfied with the City as a governing organisation
3 Healthy Lifestyles	90% of residents believe they have a healthy lifestyle 11% of residents would like a focus on healthy lifestyles as a top priority 96% of residents feel there is access to sufficient range of open spaces for leisure activities 55% of residents eat two serves of fruit daily 7% of residents eat five serves of vegetables daily 66% of residents are sufficiently physically active 11% of residents experience mental health issues 24% of residents drank alcohol at risky / high risk level
4 Safe and Secure	92% of residents feel safe being out in public in their local community 31% of residents would like a focus on community safety and security as a top priority 73% of residents feel prepared in the event of an emergency 87% of residents and businesses satisfied with safety and security 42 falls resulting in deaths between 2014-2018 5,440 people injured from a fall between 2014-2018 42 people killed or seriously injured in transport crashes 94% of residents satisfied with graffiti removal services in 2020
5 Sense of Community	77% of residents feel there is a sense of community in their local area 11% of residents would like a focus on sense of community as a top priority 96% of residents satisfied with library services 70% of residents satisfied with opportunities to have a say on things happening in their local areas 89% of residents satisfied with festivals, events and cultural activities 88% of residents satisfied with how local history and heritage is preserved and promoted 47% of residents satisfied with opportunities to meet people
6 Sustainable and Connected Transport	76% of residents feel there is sustainable and connected transport 4% of residents would like a focus on sustainable and connected transport as a top priority 85% of residents satisfied with footpaths and cycleways 45% of roads in the City have a footpath 82% of residents satisfied with public transport meeting needs 91% of residents feel they can travel around easily within the City 472km paths in the City

Key Performance Indicators

The key organisational performance indicators outlined below are an additional level of measurement at a more operational level, ensuring we are benchmarking our performance against previous performance and industry standards.

Operational KPI	Means of Measurement	Target	Actual	Comments
How our community perceives their wellbeing (quality of life)	Community Wellbeing Survey	N/A	96% report a positive quality of life (wellbeing) 98% are optimistic about their future 92% agree their area is clean and green 92% feel safe being out in public 90% believe they have a healthy lifestyle 83% agree that Melville is a place of growth and prosperity 76% agree there is sustainable and connected transport 77% agree there is a sense of community View the full survey report: www.melvillecity.com.au/survey2019	Every two years we conduct a community wellbeing survey to learn how our residents perceive their wellbeing and which outcome areas are important to their sense of wellbeing.
Area: Asset Management				
Asset Sustainability Ratio (ASR)	Measures whether assets are being replaced/renewed at the rate they are wearing out.	1.10	1.00	We are in between providing sufficient sustained capital investment and not providing enough. We are almost at an 'early warning' stage. We will need to try and improve our level of renewal/replacement if we hope to maintain the level of service potential of our capital infrastructure.
Asset Consumption Ratio (ACR)	Measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.	0.60	0.51	We are investing in asset renewal to a level where we will have difficulty maintaining the 'aged' condition of our assets.
Asset Renewal Funding Ratio (ARFR)	Measures the extent of investment in asset renewal to the degree that offsets the current consumption of assets (1.00) and provides for the effect of inflation.	0.95	1.00	We are investing in asset renewal that offsets the current consumption of our assets (1.00) and provides for the effect of inflation.

Operational KPI	Means of Measurement	Target	Actual	Comments
Area: Financial Management				
Rates Coverage Ratio (RCR) (%) (Autonomy Rate)	Formula: $\frac{\text{Net rate revenue}}{\text{Operating revenue}}$	1.00	0.73	The RCR assesses Council's dependence on revenue from rates to fund its annual budgets. Revenue from rates was 73% for 2019-2020.
Current Ratio (%) (Liquidity Ratio)	Formula: $\frac{\text{Current assets minus restricted current assets}}{\text{Current liabilities minus liabilities associated with restricted assets}}$	1.00	1.10	We are in a solvent position and have the ability to meet our liabilities (obligations) as and when they fall due out of unrestricted funds.
Debt to Equity Ratio (%)	Formula: $\frac{\text{Total liabilities}}{\text{Total equity}}$		0.04	Measures the relative proportion of our equity and debt used to finance our assets. A very small proportion of our assets are funded by debt.
Outstanding Rates (%)	Formula: $\frac{\text{Rates outstanding}}{\text{Rates collectible}}$	96%	92.7%	We collected 92.7% of all residential rates, resulting in 7.3% remaining unpaid for the 2019-2020 financial year.
Debt Service Cover Ratio (DSCR)	Annual operating surplus before interest and depreciation $\frac{\text{Principal and interest}}{\text{Principal and interest}}$	5.00	65.61	We have the ability to pay our debts when they are due.
Operating Surplus Ratio	Formula: $\frac{\text{Operating revenue minus operating expenses}}{\text{Own source operating revenue}}$	0.15	0.06	We are below the target for operating surplus ratio where we are in danger of slipping into a level where we will have difficulty maintaining both operational costs and asset capital funding.
Own Source Revenue Coverage Ratio	Formula: $\frac{\text{Own source operating revenue}}{\text{Operating expense}}$	0.90	1.02	We have the ability to cover our own operating expenses from our own source revenue.
Area: People Management				
Staff Turnover	Formula: $\frac{\text{Total number of resignations for the period (ex contracts)}}{\text{Total number of employees at the beginning}} \times 100$	12%	8.21%	
Staff Satisfaction	Survey results	85%	80% (2018)	The staff satisfaction survey was deferred to 2020-2021.
Lost Time Injury Frequency Rate (LTIFR)	Formula: $\frac{\text{Number of lost time incidents for the period} \times 1,000,000}{\text{Number of total hours worked for the period}}$	7%	9.11%	We continue to work on the actual LTIFR through proactive education and reporting.

Operational KPI	Means of Measurement	Target	Actual	Comments
Staff Non-Availability	Formula: $\frac{\text{Work hours}}{\text{Work hours plus all leave hours}}$	15%	8.24%	Annual leave plans and regular engagement with employees and monitoring has continued to aid in managing non-availability.
Area: Environmental Management				
Diversion of Waste from Landfill	Percentage of total waste diverted from landfill.	65% by 2020	55%	See explanation on page 36.
Energy Efficiency	The City's total energy consumption (kWh).	N/A	61,129 GJ (includes street lights but excludes fuel used in vehicles and equipment)	
Water Efficiency	The City's total scheme water consumption (kL).	N/A	98,677kL	
Area: Governance				
Department of Local Government Compliance Audit Score	Audit results	100%	98%	
Business Excellence Score	Audit results	630/1,000 (higher is better)	812/1,000	
Audit Plan Implemented	Formula: $\frac{\text{Number of audits planned}}{\text{Number of audits completed}}$	15	15	15 internal audits were planned and completed.
Accreditation to International and National Standards	- ISO 9001:2015 Quality Management Systems - ISO 14001:2015 Environmental Management Systems - AS/NZS 4801:2001 Occupational Health & Safety Management Systems - ICCS 2003:2006 International Customer Service Standards (Certification)	Achieve accreditation	Accreditation/Certification achieved	Since October 2010, we have maintained externally certified safety, health, environment and quality management systems.

Mayor the Hon George Gear JP interacting with the community during one of his Conversations with the Mayor sessions.



Extract from Annual Financial Statements

Access Advisory Panel members Minoo Fozdar, David Vosnacos, Len Dibben, Gemma Blagrove and Adam Hewber (front) at a local ACROD parking bay.



Statement of Comprehensive Income

By nature or type for the year ended 30 June 2020

	2019-2020 Actual \$	2019-2020 Budget \$	Restated 2018-2019 Actual \$
Revenue			
Rates	90,792,911	89,200,956	87,861,920
Operating grants, subsidies and contributions	4,811,165	4,436,852	4,438,548
Fees and charges	14,782,651	16,412,672	16,652,108
Service charges	5,719,697	5,669,939	5,319,221
Interest earnings	4,456,949	4,477,000	5,684,190
Other revenue	3,352,465	1,199,261	2,530,689
	123,915,839	121,396,679	122,486,676
Expenses			
Employee costs	(49,335,799)	(48,869,405)	(46,432,292)
Materials and contracts	(33,255,455)	(32,257,552)	(32,785,049)
Utility charges	(3,927,646)	(4,283,928)	(3,862,335)
Insurance expenses	(1,028,851)	(1,081,310)	(1,050,466)
Depreciation on non-current assets	(22,244,753)	(22,511,827)	(20,641,637)
Interest Expenses	(127,076)	(139,749)	(142,302)
Other expenditure	(5,528,849)	(5,852,781)	(6,565,914)
	(115,448,429)	(114,996,551)	(111,479,995)
Non-operating grants, subsidies and contributions	2,405,809	18,305,085	4,143,782
Profit/(loss) on asset disposals	(1,208,224)	4,250	(1,033,861)
Share of net profit/(loss) of equity accounted investment in associates	1,095,976	-	(694,705)
Share of net profit/(loss) of equity accounted joint arrangements	(146,464)	-	-
	2,147,097	18,309,335	2,415,216
Net result for the year	10,614,508	24,709,463	13,421,897
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Changes on revaluation of non-current assets	-	-	43,612,292
Revaluation of local government house unit trust holding	-	-	20,503
Share of investment in associates on revaluation of non-current assets	1,949,571	-	(371,373)
Total other comprehensive income	1,949,571	-	43,261,422
Total comprehensive income for the year	12,564,079	24,709,463	56,683,319

Statement of Comprehensive Income

By program for the year ended 30 June 2020

	2019-2020 Actual \$	2019-2020 Budget \$	2018-2019 Actual \$
Revenue			
Governance	31,849	0	11,489
General purpose funding	98,837,652	100,521,766	97,180,328
Law, order, public safety	2,781,373	2,549,172	2,697,681
Health	292,473	303,313	345,498
Education and welfare	254,532	239,895	244,362
Housing	109,270	114,475	116,827
Community amenities	4,759,916	3,957,404	4,177,609
Recreation and culture	7,206,861	8,755,894	8,739,613
Transport	1,659,429	1,599,343	1,796,317
Economic services	7,210,042	3,038,466	6,553,004
Other property and services	772,442	316,951	623,949
	123,915,839	121,396,679	122,486,676
Expenses			
Governance	(5,223,408)	(6,152,018)	(4,539,798)
General purpose funding	(936,328)	(5,215,735)	(990,962)
Law, order, public safety	(4,054,344)	(4,080,799)	(4,017,653)
Health	(1,045,857)	(1,128,413)	(1,087,627)
Education and welfare	(2,883,194)	(3,067,314)	(2,813,429)
Housing	(92,250)	(96,906)	(94,734)
Community amenities	(27,817,583)	(26,222,531)	(26,283,367)
Recreation and culture	(35,933,213)	(35,909,914)	(34,814,520)
Transport	(18,716,889)	(17,962,135)	(17,409,450)
Economic services	(6,433,479)	(2,347,582)	(7,934,095)
Other property and services	(12,184,807)	(12,673,457)	(11,352,058)
	(115,321,352)	(114,856,802)	(111,337,693)
Finance costs			
Recreation and culture	(127,076)	(139,749)	(142,302)
	(127,076)	(139,749)	(142,302)
Non-operating grants, subsidies and contributions	2,405,809	18,305,085	4,143,782
Profit/(loss) on asset disposals	(1,208,224)	4,250	(1,033,861)
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Changes on revaluation of non-current assets	-	-	43,612,292
Revaluation of local government house unit trust holding	-	-	20,503
Share of investment in associates on revaluation of non-current assets	1,949,571	-	(371,373)
Total other comprehensive income	1,949,571	-	43,261,422
Total comprehensive income for the year	12,564,079	24,709,463	56,683,319

Statement of Financial Position

For the year ended 30 June 2020

	2019-2020 Actual \$	Restated 2018-2019 Actual \$	Restated 2017-2018 Actual \$
Current assets			
Cash and cash equivalents	179,275,996	170,776,611	154,604,464
Trade and other receivables	14,823,143	9,735,528	9,681,447
Other financial assets	398,612	313,467	-
Inventories	128,627	105,538	106,964
Contract assets	562,500	-	-
Other assets	994,283	640,089	857,717
Total current assets	196,183,161	181,571,233	165,250,592
Non current assets			
Trade and other receivables	2,301,814	1,551,857	1,504,787
Other financial assets	23,509,325	15,087,446	18,039,746
Property, plant and equipment	398,052,139	411,111,598	414,720,457
Infrastructure	403,800,155	398,031,912	347,639,250
Investment property	62,634,219	69,721,708	69,841,123
Total non current assets	890,297,652	895,504,521	851,745,364
Total assets	1,086,480,813	1,077,075,754	1,016,995,955
Current liabilities			
Trade and other payables	15,232,306	11,904,639	6,606,451
Other financial liability	2,320,941	1,289,048	1,569,242
Contract liabilities	1,326,969	-	-
Borrowings	398,612	313,467	317,022
Employee related provisions	8,627,118	7,500,361	7,430,499
Total current liabilities	27,905,946	21,007,515	15,923,214
Non current liabilities			
Trade and other payables	453,903	293,873	241,855
Other financial liability	2,673,553	4,652,982	5,966,047
Borrowings	1,739,889	1,769,557	2,083,024
Employee related provisions	799,600	703,761	817,066
Other provision	4,213,000	4,213,000	4,213,000
Total non current liabilities	9,879,946	11,633,173	13,320,993
Total liabilities	37,785,892	32,640,688	29,244,207
Net assets	1,048,694,921	1,044,435,066	987,751,749
Equity			
Retained surplus	317,352,530	319,510,300	317,580,435
Reserves - cash backed	168,603,501	157,885,446	146,393,416
Revaluation surplus	562,738,890	567,039,320	523,777,898
Total equity	1,048,694,921	1,044,435,066	987,751,749

Statement of Changes in Equity

For the year ended 30 June 2020

	2019-2020 Actual \$	Restated 2018-2019 \$
Reserves cash backed		
Balance at beginning of year	157,885,446	146,393,416
Transfer from accumulated surplus	(37,449,454)	(28,356,251)
Transfer to accumulated surplus	48,167,509	39,848,281
Balance at end of reporting period	168,603,501	157,885,446
Revaluation reserve		
Balance at beginning of year	563,854,320	520,592,898
Prior year adjustment	3,185,000	3,185,000
Restated balance at beginning of the year	567,039,320	523,777,898
Change in accounting policies	(6,250,000)	-
Other comprehensive income	1,949,571	43,261,422
Balance at end of reporting period	562,738,890	567,039,320
Retained surplus		
Balance at beginning of year	319,510,299	321,793,435
Prior year restatement	-	(4,213,000)
Restated balance at beginning of year	319,510,299	317,580,435
Effects of change in accounting policy	(2,054,223)	-
Comprehensive income:		
Net result for the period	10,614,508	13,421,897
Other comprehensive income	-	-
Total comprehensive income	10,614,508	13,421,897
Transfer from reserves	37,449,454	28,356,251
Transfer to reserves	(48,167,509)	(39,848,281)
Balance at end of reporting period	317,352,530	319,510,299
Total equity	1,048,694,921	1,044,435,066

Statement of Cash Flows

For the year ended 30 June 2020

	2019-2020 Actual \$	2019-2020 Budget \$	2018-2019 Actual \$
Cash flows from operating activities			
Receipts			
Rates	85,602,870	89,200,956	86,000,858
Fees and charges	14,172,170	15,357,930	16,780,364
Service charges	5,719,697	5,669,939	5,319,221
Interest received	4,456,949	3,198,506	5,684,190
Operating grants, subsidies and contributions	4,811,165	4,436,852	4,438,548
Goods and services tax received	5,409,709	200,000	6,072,345
Other revenue	3,102,550	999,261	3,717,655
	123,275,110	119,063,443	128,013,180
Payments			
Employee costs	(47,806,216)	(47,470,783)	(46,455,366)
Materials and contracts	(31,387,590)	(32,231,898)	(27,453,787)
Utility charges	(3,927,646)	(4,283,928)	(3,862,335)
Insurance paid	(1,028,851)	(1,081,310)	(1,050,466)
Interest expenses	(127,076)	(139,749)	(142,302)
Goods and services tax paid	(5,793,938)	(200,000)	(6,044,719)
Other expenditure	(5,204,325)	(5,852,781)	(6,248,893)
	(95,275,642)	(91,260,449)	(91,257,867)
Net cash provided by operating activities	27,999,469	27,802,994	36,755,314
Cash flows from investing activities			
Proceeds from sale of property, plant & equipment	320,949	435,500	637,397
Non-operating grants, subsidies and contributions	2,405,809	16,205,085	4,143,782
Payments for purchase of property, plant and equipment	(5,738,411)	(25,174,570)	(8,184,543)
Payment for construction of infrastructure assets	(9,464,121)	(24,822,882)	(9,987,371)
Payment for work in progress	(6,942,688)	-	(7,193,078)
Net cash provided by (used in) investing activities	(19,418,462)	(33,356,867)	(20,583,814)
Cash flows from financing activities			
Repayment of borrowings	(324,523)	(313,468)	(317,022)
Proceeds from self supporting loans	242,900	313,593	317,669
Net cash provided by (used in) financing activities	(81,624)	125	647
Net increase / (decrease) in cash held	8,499,384	(5,553,747)	16,172,147
Cash at beginning of year	170,776,611	161,254,792	154,604,464
Cash and cash equivalents at end of year	179,275,996	155,701,045	170,776,611

Reconciliation of Cash

For the purpose of preparing the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2019-2020 Actual \$	2018-2019 Actual \$
Cash - restricted funds	167,906,208	156,771,337
Reserve funds - unspent grant restricted	697,293	1,114,109
Bonds and deposits held - restricted	7,506,041	978,562
Cash - unrestricted funds	3,166,454	11,912,603
Cash and cash equivalents at the end of year	179,275,996	170,776,611
Reconciliation of net cash provided by operating activities to net result		
Net result	10,614,508	13,421,897
Non-cash flows in net result		
Depreciation on non-current assets	22,244,753	20,641,637
(Profit) / loss on sale of assets	1,208,224	1,033,861
Grants & contributions for the development of assets	(2,405,809)	(4,143,782)
(Increase) / decrease in equity - investment in associates	(1,095,976)	694,705
(Increase) / decrease in equity - Joint Arrangements	146,464	-
Changes in assets & liabilities		
(Increase) / decrease in accrued income	347,179	1,287,006
Increase / (decrease) in accrued expenses	306,989	20,369
Increase / (decrease) in accrued income payable	-	-
(Increase) / decrease in current receivables	(5,438,315)	(1,655,202)
(Increase) / decrease in non-current receivables	(720,289)	266,397
(Increase) / decrease in contract assets	-	-
Increase / (decrease) in current creditors	4,137,716	5,274,337
Increase / (decrease) in non-current creditors	(901,531)	(261,523)
(Increase) / decrease in contract assets	(1,289,754)	-
(Increase) / decrease in inventory	(23,089)	1,426
Increase / (decrease) in provision for employee entitlements	1,222,594	(43,443)
(Increase) / decrease in prepayments	(354,194)	217,628
Net cash provided by operating activities	27,999,469	36,755,314

Rate Setting Statement

For the year ended 30 June 2020

	2019-2020 Actual \$	2019-2020 Budget \$	2018-2019 Actual \$
OPERATING ACTIVITIES			
Net current assets at start of financial year - surplus	1,913,097	-	4,503,203
Revenue from operating activities (excluding rates)			
Governance	31,849	-	11,489
General purpose funding	8,044,741	8,082,694	9,318,408
Law, order, public Safety	2,781,373	2,549,172	2,697,681
Health	292,473	303,313	345,498
Education & welfare	254,532	239,895	244,362
Housing	109,270	114,475	116,827
Community amenities	4,817,680	3,957,404	4,177,609
Recreation and culture	7,007,533	8,755,894	8,505,965
Transport	1,659,429	1,599,343	1,796,317
Economic services	7,210,042	6,276,583	6,553,004
Other property and services	671,106	321,201	1,234,632
	32,880,028	32,199,973	35,001,792
Expenditure from operating activities			
Governance	(5,223,408)	(6,152,018)	(4,539,798)
General purpose funding	(936,328)	(948,282)	(990,962)
Law, order, public safety	(4,054,344)	(4,080,799)	(4,017,653)
Health	(1,045,857)	(1,128,413)	(1,087,627)
Education & welfare	(2,883,194)	(3,067,314)	(2,813,429)
Housing	(92,250)	(96,906)	(94,734)
Community amenities	(27,817,583)	(26,222,531)	(26,978,072)
Recreation and culture	(35,882,230)	(36,049,663)	(34,639,800)
Transport	(18,716,889)	(17,962,135)	(17,409,450)
Economic services	(6,433,479)	(6,615,035)	(7,934,095)
Other property and services	(14,210,860)	(13,471,984)	(13,083,698)
	(117,296,422)	(115,795,080)	(113,589,317)
Operating activities excluded			
Non-cash amounts excluded from operating activities	23,923,182	22,828,507	22,264,918
Amount attributable to operating activities	(58,580,115)	(60,766,600)	(51,819,403)
INVESTING ACTIVITIES			
Non-operating grants, subsidies and contributions	2,405,809	18,305,085	4,143,782
Proceeds from disposal of assets	320,949	435,500	637,397
Purchase of property, plant and equipment	(5,738,411)	(59,174,570)	(8,184,543)
Purchase of Infrastructure assets	(9,464,121)	(31,028,602)	(9,987,371)
Movement in work in progress	(6,942,688)	-	(7,193,078)
Amount attributable to investing activities	(19,418,462)	(71,462,587)	(20,583,814)

Rate Setting Statement (continued)

For the year ended 30 June 2020

	2019-2020 Actual \$	2019-2020 Budget \$	2018-2019 Actual \$
FINANCING ACTIVITIES			
Repayment of borrowings	(324,523)	(313,468)	(317,022)
Proceeds from self-supporting loans	242,900	313,593	317,669
Funds to be set aside	(44,681,032)	(38,259,227)	(35,741,985)
Funds to be set aside investment earnings	(3,486,477)	(3,100,000)	(4,106,296)
Funds to be used	37,449,454	84,387,333	28,356,251
Amount attributable to financing activities	(10,799,679)	43,028,231	(11,491,382)
Surplus / (deficit) before imposition of general rates	(88,798,257)	(89,200,956)	(83,894,599)
Total amount raised from general rates	90,792,911	89,200,956	87,861,920
Surplus/(deficit) after imposition of general rates	1,994,655	-	3,967,320

Employee Remuneration Details

Number of employees of the Council, in bands of \$10,000, entitled to an annual salary of \$100,000 or more.

Salary Range	2019-2020 No. of employees
\$100,000 - \$109,999	30
\$110,000 - \$119,999	10
\$120,000 - \$129,999	4
\$130,000 - \$139,999	4
\$140,000 - \$149,999	1
\$150,000 - \$159,999	0
\$160,000 - \$169,999	2
\$170,000 - \$179,999	4
\$180,000 - \$189,999	12
\$190,000 - \$199,999	1
\$200,000 - \$209,999	2
\$210,000 - \$219,999	0
\$220,000 - \$229,999	0
\$230,000 - \$239,999	4
\$240,000 - \$249,999	0
\$250,000 - \$259,999	0
\$260,000 - \$269,999	0
\$270,000 - \$279,999	0
\$280,000 - \$289,999	0
\$290,000 - \$299,999	0
\$300,000 - \$309,999	0
\$340,000 - \$349,999	1

The Chief Executive Officer was paid \$312,696 in 2019-2020.

Financial Risk Management

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Financial risk management			
Risk	Exposure Arising From	Measurement	Management
Market Risk - Interest Rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit Risk	Cash and cash equivalents, trade receivables and financial assets	Aging analysis Credit analysis	Diversification of bank deposits, credit limits, investment policy
Liquidity Risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the City's financial services team under policies approved by the Council. The team identifies, evaluates and manages financial risks in close co-operation with operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest Rate Risk

Cash and Cash Equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost and are reflected in the table below.

	Weighted Average Interest Rate %	Carrying Amounts \$	Fixed Interest Rate \$	Variable Interest Rate \$	Non interest Bearing \$
2020					
Cash And Cash Equivalents	1.01%	179,275,996	172,369,681	6,899,964	6,350
- Term Deposits	1.41%	172,369,681	172,369,681	-	-
2019					
Cash and Cash Equivalents	2.39%	170,776,611	167,866,141	2,902,520	7,950
- Term Deposits	2.46%	167,866,141	167,866,141	-	-

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2020 \$	2019 \$
Impact of a 1% movement in interest rates on profit and loss and equity*	1,792,760	1,707,766

*Holding all other variables constant

(b) Credit Risk**Trade Receivables**

The City's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be paid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover property rates and services charges debts as a secured charge over the land – that is, the land can be sold to recover the debt. Whilst the City was historically able to charge interest on overdue rates and annual charges at higher than market rates, which further encourage payment, the effect of COVID-19 has been considered. Financial assistance provided to ratepayers is expected to adversely affect the City's cash flows.

The level of outstanding receivables is reported to the Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the 'AASB 9 Financial Instruments' simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss from rates are based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2019 or 1 July 2020, respectively, and the corresponding historical losses experienced within this period. Historical credit loss from rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables. Housing prices and unemployment rates have been identified as the most relevant factor in repayment of rates, and accordingly adjustments are made to the expected credit loss rate based on these factors. Re-negotiation of repayment terms is expected due to the COVID-19 pandemic.

The loss allowance as at 30 June 2020 for rates receivable was determined as follows and takes into account the waiver of penalty interest due to the impact of COVID-19:

	Current	More than 1 year past due	More than 2 year past due	More than 3 year past due	Total
30 June 2020					
Rates Receivable					
Expected Credit Loss	0.00%	0.00%	0.00%	0.00%	
Gross Carrying Amount	6,912,476	-	-	-	6,912,476
Loss Allowance	-	-	-	-	-
30 June 2019					
Rates Receivable					
Expected Credit Loss	0.00%	0.00%	0.00%	0.00%	
Gross Carrying Amount	5,024,914	-	-	-	5,024,914
Loss Allowance	-	-	-	-	-

The loss allowance as at 30 June 2020 and 30 June 2019 was determined as follows for trade receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2020					
Sundry Receivable					
Expected Credit Loss	0.00%	0.00%	0.00%	42.26%	27.40%
Gross Carrying Amount	29,599	161,618	255,261	823,088	1,269,566
Loss Allowance	-	-	-	347,831	347,831
1 July 2019					
Sundry Receivable					
Expected Credit Loss	0.00%	0.00%	0.00%	55.26%	34.93%
Gross Carrying Amount	104,924	57,920	13,133	302,387	478,364
Loss Allowance	-	-	-	167,109	167,109

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

(c) Liquidity Risk**Payables and Borrowings**

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities arranged if required.

The contractual undiscounted cash flows of the City's payables, borrowings and other financial liability are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year \$	Due between 1 & 5 years \$	Due after 5 years \$	Total contractual cash flows \$	Carrying values \$
2020					
Payables	15,232,306	453,903		15,686,209	15,686,209
Borrowings and Other Financial Liability	2,716,107	3,597,211	722,831	7,036,149	7,036,149
Contract Liabilities	1,326,969			1,326,969	1,326,969
	19,275,382	4,051,114	722,831	24,049,327	24,049,327
2019					
Payables	11,904,639	293,873	-	12,198,512	12,198,512
Borrowings and Other Financial Liability	1,683,475	5,916,274	816,903	8,416,652	8,025,055
	13,588,114	6,210,147	816,903	20,615,164	20,223,567

Enabling Legislation and Regulatory Reporting Requirements

Local government authorities operate in a complex legislative environment. We must ensure that we adhere to more than 300 acts and regulations in addition to numerous standards and legislative guidelines.

Listed below is our performance against some of the most prominent legislative requirements.

Local Government Act 1995 (WA)

As a local government authority, we are required to conduct business in accordance with appropriate legislation.

This Community Annual Report Part A, together with the Community Annual Report Part B, complies with the requirements of Section 5.53(1) of the Local Government Act 1995 (WA) to prepare an annual report for each financial year.

Both annual reports can be accessed online at www.melvillecity.com.au/annualreport

Elected Members Conduct

In the financial year ended 30 June 2020, three complaints regarding an Elected Member's conduct under Section 5.121 of the *Local Government Act 1995* (WA) were upheld. Each of the three complaints was determined by the Local Government Standards Panel and reviewed by the State Administrative Tribunal. The Elected Member was required to provide a public apology in each instance.

A total of \$4,325.93 was spent by us on Standard Panel costs for hearing complaints against five Elected Members.

Local Government (Financial Management) Regulations 1996 (WA)

We are required to undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures regularly (not less than once in every three financial years) and report to the local government the results of those reviews. Such a review was finalised in July 2019 and a report was tabled at the August Financial Management, Audit, Risk and Compliance Committee meeting. The next review will be undertaken during 2022.

State Records Act 2000 (WA)

We are required under the *State Records Act 2000* (WA) to provide an annual report, as outlined in our Record Keeping Plan.

Our record keeping plan was first approved by the State Records Commission in July 2004 and a comprehensive five-yearly review was undertaken and completed in April 2020, when it was approved by the State Records Commission. The City's record-keeping systems are continuously reviewed and developed to improve efficiency, reliability and meet new requirements. The core system provides centralisation for all corporate documents and increases efficiency in document retrieval, storage and retention.

As a part of the staff induction program, staff are informed of their record-keeping obligations during an information session. They are also provided with a record keeping guidelines and policy handbook.

Training sessions for our electronic document-management system are performed on a regular basis, complemented by recordkeeping work instructions and guidelines, in accordance with the course outline. The effectiveness and efficiency of the recordkeeping program is reviewed and audited annually by the senior information officer and evaluation forms are completed at the end of each training session. Elected Members receive training in their record keeping obligations and the associated process at the commencement of their term of office. Regular updates are provided to Elected Members through their normal communication channels.

Freedom of Information Act 1992 (WA)

The *Freedom of Information Act 1992* (WA) through the objectives in s 3(2), creates, among other things, a general right of access for residents to state and local government documents. This is a legally enforceable right to access records (which are not otherwise exempt) held by state and local government agencies.

We assist customers in the application process and customers can apply using a pre-formatted PDF form, or an online form. Where the online form is used, the required payment is included.

Further information can be found in our FOI Statement on our website.

Food Safety Standards

The *Food Act 2008* (WA) became effective 23 September 2009 and was applied to all food premises within the City, based on the Australian and New Zealand Food Standards Code and a risk assessment approach to food safety. All registered food businesses are given risk classifications (high, medium, and low). The frequency of inspections will vary depending on the individual business risk classification and compliance standards.

Aquatic Facilities Standards

All public swimming pools and spas within the City are inspected regularly. To ensure an adequate safety level for the prevention of infections and disease, water samples are taken to determine water treatment and microbiological quality. Results for the past year indicate a very good standard of water quality in these facilities.

Health (Miscellaneous Provisions) Act 1911 (WA)

The *Public Health Act 2016* (WA) passed through Parliament in 2016 and is being introduced in stages. Regulations under the *Health (Miscellaneous Provisions) Act 1911* are under review and new regulations under the *Public Health Act 2016* (WA) will be introduced during stage five of implementation of the Act.

Equal Opportunity

We have procedures that support and adhere to the *Equal Opportunity Act 1984* (WA) to eliminate discrimination, sexual and racial harassment, and to promote equality. There is also an extensive contact and grievance officer network in place throughout the organisation.

Occupational Safety and Health

We have a comprehensive safety system that has been accredited against AS/NZS 4801:2001 and meets the requirements of the *Occupational Safety and Health Act 1984* (WA). We pride ourselves on promoting a positive and safe workplace that is free of hazards and bullying, discrimination and harassment. There is also an extensive safety and health representative and contact and grievance officer network in place across the organisation.

Review of Local Laws

Section 3.16 of the *Local Government Act 1995* (WA) requires that local laws of a local government must be reviewed within an eight-year period after their commencement to determine if they should remain unchanged or be repealed or amended. We continue to review local laws and recommend amendments as required.

In the coming year, we will continue to consider the amendments to the *Local Government Act 1995* (WA) and continue to review and refine our existing local laws to ensure they address contemporary business and community needs.

Freedom of Information Activity Report					
	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
FOI Requests received*	42	63	53	47	25
Average processing time (days)	46	38.7	26.2	18	22
Outcome					
Access in full	7	15	23	16	9
Edited access	30	30	19	22	9
Application withdrawn	1	2	2	2	1
Access deferred	0	1	0	0	0
Access refused**	2	6	8	5	6
Requests in Progress at 30 June 2019	13	11			
Total	54	54	53	45	25

* All applications received were for release of non-personal information. No requests received were for release of personal information.

** Please note that if information does not exist, it is deemed to be a refusal in accordance with the *Freedom of Information Act 1992* (WA). Legislation requires that all requests are responded to within 45 days.

Appendix

Glossary

THE 'COUNCIL'

In this document, 'The Council' refers to the Mayor and Councillors.

THE 'ORGANISATION'

In this document, the 'organisation' refers to the City of Melville Chief Executive Officer and staff.

THE 'CITY OF MELVILLE'

In this document, the 'City of Melville' generally refers to the Council and organisation as a whole.

i.e. the corporate entity. It may also describe the geographical area of the City.

THE 'CITY'

In this document, the 'City' refers to the district, our geographical boundaries or our municipality.

Artwork by Shavaurn Hanson, 'Signs of the Times' as part of our Happiness Appears Art Trail.

