



City of
Melville

2020 2021

COMMUNITY **ANNUAL REPORT** 2020-2021 PART A

Acknowledgement of Country

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

Nyungar Statement

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

Marie Taylor Whaduck Balardong Nyungar Birdiyia

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Part B

The 2020-2021 Community Annual Report Part B (Financial Report) is available online at www.melvillecity.com.au/annualreport



Event-goers at our
2021 Kidchella festival.



Cover: Community members at our National Reconciliation Week event listening to Dreamtime stories told by Noongar Leader Shaun Nannup.

Message from the Mayor

With the COVID-19 pandemic hitting the world in early 2020, the start to the 2020-2021 financial year was unlike any other, with economic, social and health challenges at the forefront of our work and service delivery to the community.

A unique stimulus budget, set against the backdrop of the pandemic, was adopted for 2020-2021, delivering our ratepayers a flat rates concession of \$200 for every residential household. Fees and charges were also frozen, to broaden our support for sporting and community groups, businesses and not-for-profit organisations in our City.

In September 2020, Council adopted a new *Corporate Business Plan 2020-2024*, responding to a major review and adoption of the *Strategic Community Plan 2020-2030* earlier in the year. The Corporate Business Plan outlines our strategic direction for the next four years and introduced a new vision, mission and values, which together guide our decisions and interactions with the community.

Following through on our new organisational vision to engage with our diverse community, we quickly established our first ever Community Feedback Panel, made up of residents and ratepayers from across the community. The panel meets regularly, allowing us to test ideas and approaches, and to benefit from members' feedback on a range of projects, strategies and issues.

In June 2021, Council declared a climate emergency and committed to developing a draft climate action plan within the next two years. Council also committed to achieving net zero carbon emissions from City operations by December 2030. These significant targets will undoubtedly contribute significantly to our vision of a sustainable future.

Despite the backdrop of COVID-19, many other key achievements and progress were made this year across every key outcome area. I mention only a few here.

In 2020-2021, we continued to increase our tree planting numbers, which we will do each year until 2036. We planted more than 11,200

seedlings, 1,000 mature stock and 3,200 trees in our public spaces. This commitment recognises the significant value of trees and other vegetation in contributing towards a Clean and Green City.

Council endorsed a \$6.3 million project to replace the City's 8,598 streetlights with Smart LED lights over a two-year period. The program has the potential to reduce our current annual carbon emissions by 65% and achieve an energy saving of 40% to 50%.

With a key focus on the Growth and Prosperity of our community and City, an important review of the Canning Bridge Activity Centre Plan continued this year. Council also adopted a new planning policy for the activity centre, providing greater clarity regarding bonus heights. A third-party prepared activity centre plan for the Kardinya District Centre was reviewed and revised by staff, in consultation with the community, and endorsed by Council and is now with the Western Australian Planning Commission for their approval. We also reviewed and updated a number of policies and plans to align with State Government changes to planning legislation, regulations and Residential Design Codes (R-Codes).

The small business community represents over 98% of registered businesses in Melville, and was a strong focus this year. A shop local campaign and initiative was launched to encourage residents to shop for local products or services. We participated in the State Government's Small Business Friendly Approvals Program to reduce red tape for small businesses and we also began work on a Economic Development Strategy, which will be important in guiding our economic direction over the next five years.

A number of key sporting infrastructure upgrades occurred in 2020-2021, ensuring our community has access to fit-for-purpose, accessible and inclusive sports and recreation facilities to support Healthy Lifestyles. A major \$1.48 million upgrade at Webber Reserve clubrooms and construction of a new amenity building at Bert Jeffrey Reserve were both completed. An \$8 million redevelopment of Shirley Strickland Reserve began, and Stages 1 to 3 of a \$3.6 million redevelopment of Tompkins Park were also delivered.

We were recognised with a Best Playspace Award at the 2020 Parks and Leisure Australia National Awards of Excellence for a new playground at Deep Water Point and continued our work to deliver quality playgrounds across our suburbs. As well as outdoor play for children and families, we further supported Healthy Lifestyles with our ever-popular outdoor Active in the Park outdoor fitness classes, with various programs aimed at all ages, from toddlers to seniors.

Feeling Safe and Secure has always been a top priority for our community, and this year we again worked with a range of key partners to keep our community safe. Our diverse and vital ranger services continued, taking care of animal, parking and bushfire control and responding to littering and reports of illegal signs, dumping and off-road vehicles. Our Safer Melville Advisory Committee also carried on with its work of providing advice and sharing information with us to improve and promote safety, and help reduce injury in the community.

We were successful in securing approximately \$12,000 funding for a youth outreach project and have this year also committed to becoming a child safe organisation, a long term approach towards promoting child wellbeing and preventing harm to children and young people. Work will progress on these projects throughout the 2021-2022 financial year as we continue to 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.

Recognising the impact COVID-19 had on people's Sense of Community, which helps to connect people and give us a sense of belonging, the diversity, quality and quantity of our arts, culture and events program was even richer than in previous years, setting the scene for Melville to become known as a cultural hub. Thousands of people visited and enjoyed our galleries and museums, and approximately 1,300 people attended our annual Arts Awards and Exhibition, which displayed 252 works by professional and hobby artists. No doubt many of these artists were impacted by the pandemic.

We also continued to deliver our Public Arts Strategy and Masterplan, including the completion of 12 mural projects across the City, and our libraries reviewed and updated their services, converting Canning Bridge Library into the State's first ever self-serve express library in response to the community's needs and feedback.

We provided \$40,000 in funding to businesses and organisations through our Night Time Activations Grants and we launched our fifth round of Project Robin Hood, which provided \$95,000 for the community to design, develop, vote and deliver on projects independently of the City.

Work continued on optimising key road networks, providing better public transport, cycling and walking infrastructure, and showcasing alternative transport to cars to ensure our City offers Sustainable and Connected Transport for everyone who lives in, travels in and visits our City.

A parking management plan for Deep Water Point was progressed, and construction began on our first ever Safe Active Street, which will provide a safe and comfortable route for people walking or riding bikes between Westfield Booragoon Shopping Centre right through to the Riseley Street Activity Centre. We began preparations for a new pedestrian and bike plan, and importantly, we also began a \$1 million multi-year stormwater project to help ensure our drainage systems are fit-for-purpose and can handle excess storm water run-off.

Despite continuing to be challenged by the COVID-19 pandemic, I congratulate our Council, CEO and staff for all they have achieved this year. There is much to be positive about and the resilience shown by all has demonstrated what can be done when we are clear about our purpose and when we work with our residents, ratepayers and businesses and other key agencies to get the job done.

Hon. George Gear JP
City of Melville Mayor



City of Melville Mayor the Hon. George Gear JP

Message from the CEO

In 2020-2021, Council set a new strategic direction for our City, delivering a new Corporate Business Plan in alignment with our community's aspirations, introducing a new vision, mission and values and setting six clear priority areas for the organisation.

Over the last year, we worked very closely with our Council and developed the City's 2021-2022 budget in line with our long term priorities and community needs.

The 2021-2022 budget focuses strongly on sustainability and key community projects, embracing the direction set by Council. It carries over some COVID-19 measures valued at nearly \$1 million as part of the Melville Community Stimulus Package in 2020-2021, and includes \$41.7 million committed to capital works, which will see the City continue the rapid pace of works fast-tracked in the last financial year to provide an economic boost in response to the pandemic.

Balancing our community's diverse needs and often competing priorities is always a challenge in local government; however, we have learnt greatly from our experience with the pandemic about our resilience and ability to adapt. We have also taken the opportunity provided by the new Corporate Business Plan to review and challenge the way we do business while also ensuring we are sustainable and future proofed as an organisation.

Our commitment to business excellence continues, and we have given particular focus to understanding how we can reduce red tape for our businesses, improve the customer experience at all touch points and improve our working and information systems so they can take us into the next decade.

We'll be working with Council in the 2021-2022 financial year to review our long term financial plan, which will allow us to align

current community and business requirements in consideration of the environmental, social, cultural and economic needs we anticipate for the future.

The climate emergency declaration made by Council in June 2021 and the setting of carbon neutral targets will require fundamental changes in the way we conduct our operations and closer collaboration with our community and stakeholders.

Finding the best solutions and our achievements and successes are only made possible by working with many partners. I acknowledge our state and federal governments, our local state and federal members, our many community, sporting, cultural, environmental and not-for-profit partners and agencies and our incredible volunteers. Thank you of course to our residents, ratepayers and businesses who make the Melville community what it is. Our direction for the future is stronger than ever and we want to ensure it is an inclusive, vibrant, and above all, sustainable one.

Marten Tieleman
Chief Executive Officer



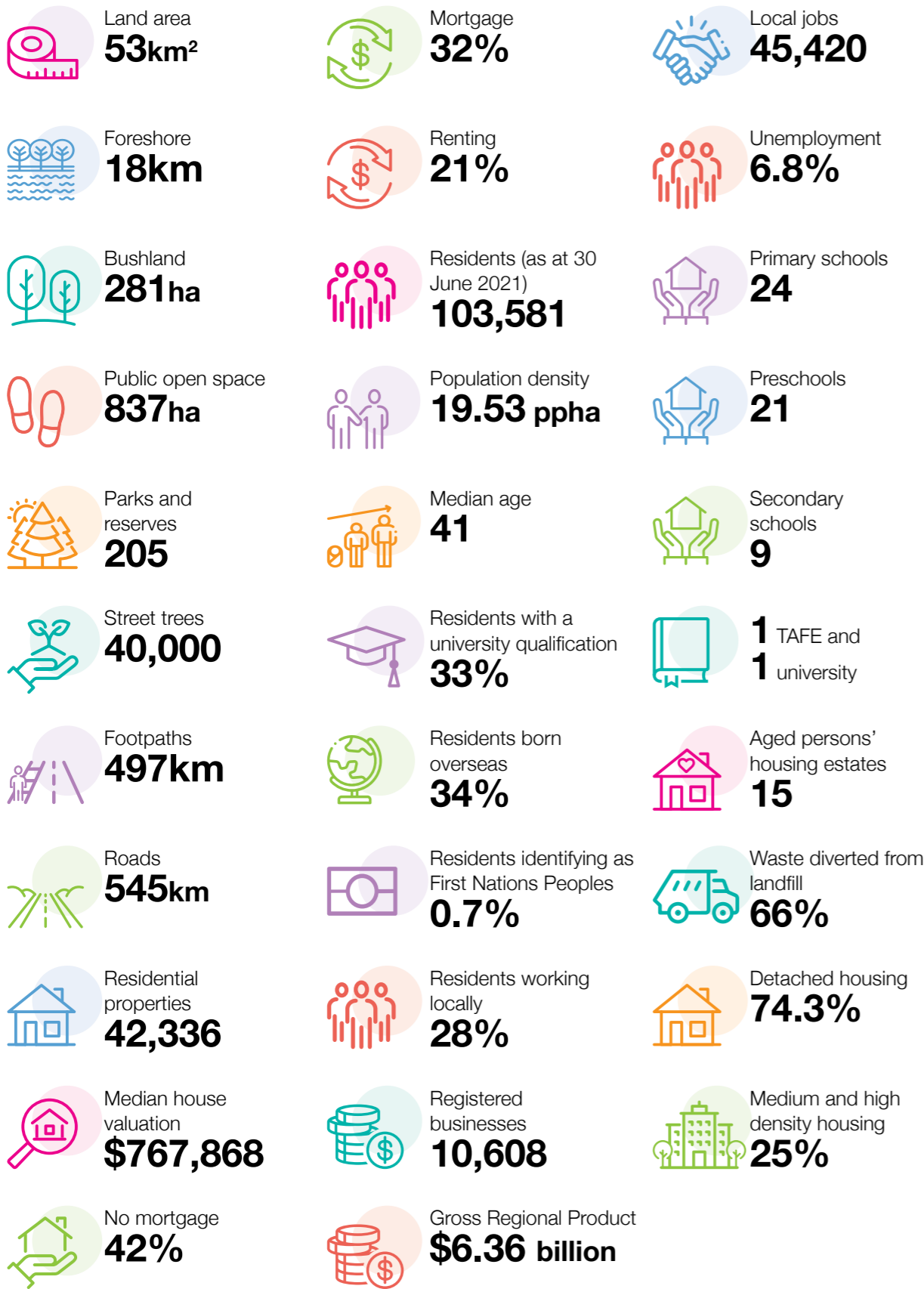
City of Melville Chief Executive Officer Marten Tieleman



Young Sienna enjoying reading at our AH Bracks Library + Creative Space.

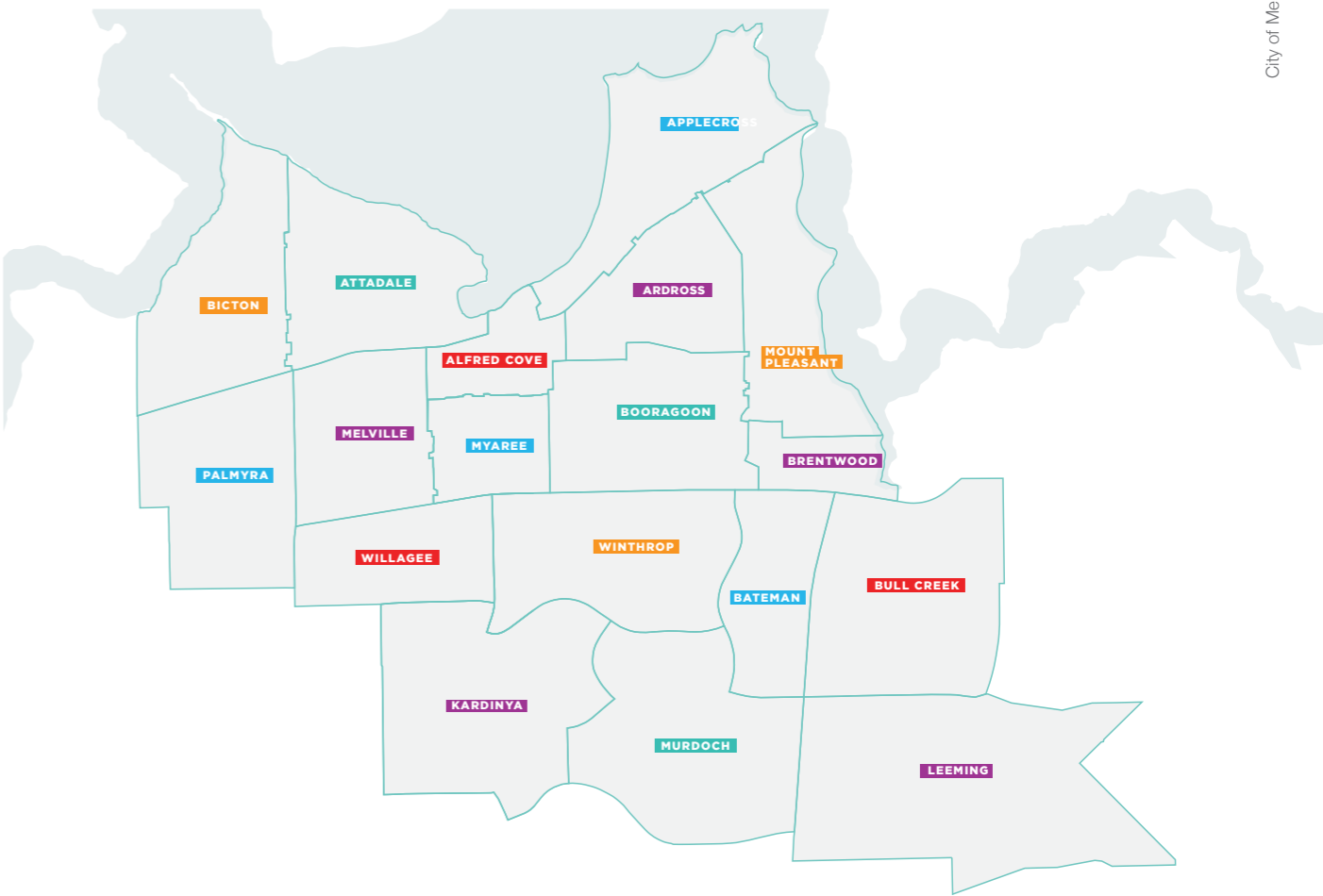


Fast Facts



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, Mount Pleasant, 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 in Booragoon was officially opened on 1 May 1968.



Our Vision

Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future

The City of Melville's purpose is set out in Section 1.3(3) of the *Local Government Act 1995* (WA):

'In carrying out its functions, a local government is to use its best endeavours to meet the needs of current and future generations [in its district] through an integration of environmental protection, social advancement and economic prosperity.'

Our Mission

To provide good governance and quality services for the City of Melville community

Our Values

In everything we do, we seek to adhere to our values that guide our behaviours.

Excellence

- Striving for the best possible outcomes

Participation

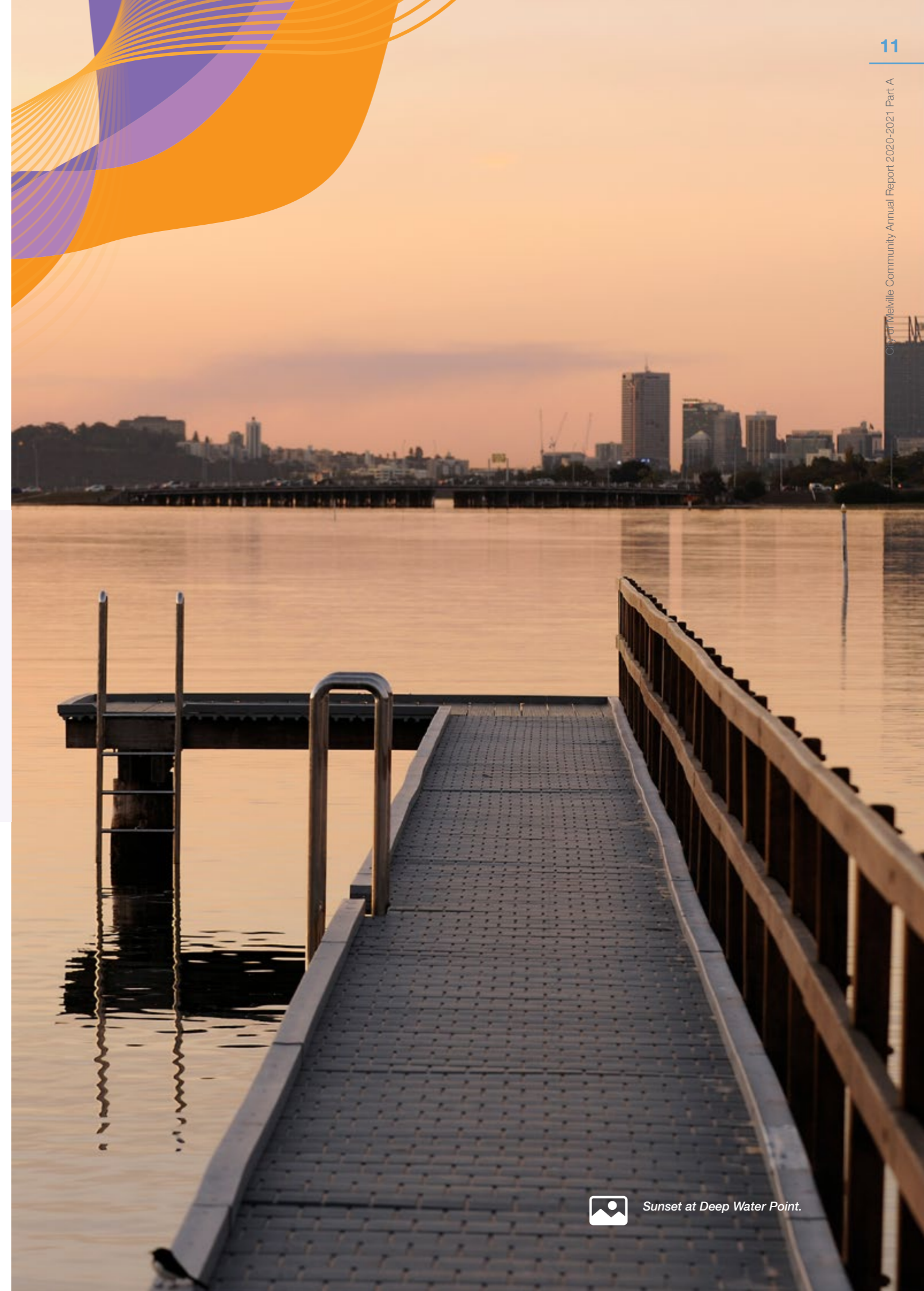
- Involving, collaborating and partnering

Integrity

- Acting with honesty, openness and with good intent

Caring

- Demonstrating empathy, kindness and genuine concern



Sunset at Deep Water Point.

Our Leadership Team



Marten Tieleman
Chief Executive Officer

Louis Hitchcock
Executive Manager Governance and Legal Services

Kylie Johnson
Executive Manager Organisational Development

Bruce Taylor
Manager Governance and Property



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



Mick McCarthy
Director Technical Services

Jeff Bird
Manager Natural Areas and Parks

Kimberly Brosztl
Manager Engineering

Paul Molony
Manager Resource Recovery and Waste

Mario Murphy
Manager City Buildings



Alan Ferris
Director Corporate Services

Debbie Whyte
Manager Financial Services

Malcolm Duncan
Manager Information, Communication and Technology

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 and Environmental Health Services

Our People

Employees (total number of employees on the payroll system as at 30 June 2021)



Employee remuneration details

Number of employees of the Council entitled to an annual salary of \$130,000 or more in 2020-2021

Salary range	Number of employees
\$130,000-\$139,999	0
\$140,000-\$149,999	1
\$150,000-\$159,999	0
\$160,000-\$169,999	0
\$170,000-\$179,999	2
\$180,000-\$189,999	14
\$190,000-\$199,999	0
\$200,000-\$209,999	4
\$210,000-\$219,999	0
\$220,000-\$229,999	4
\$230,000-\$239,999	0
\$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-\$309,000	0
\$310,000-\$319,000	1
\$320,000-\$329,000	0
\$330,000-\$339,000	0
\$340,000-\$349,000	0
\$350,000-\$359,000	0



Arif from our friendly customer relations team.

The Chief Executive Officer was paid \$312,696 in 2020-2021

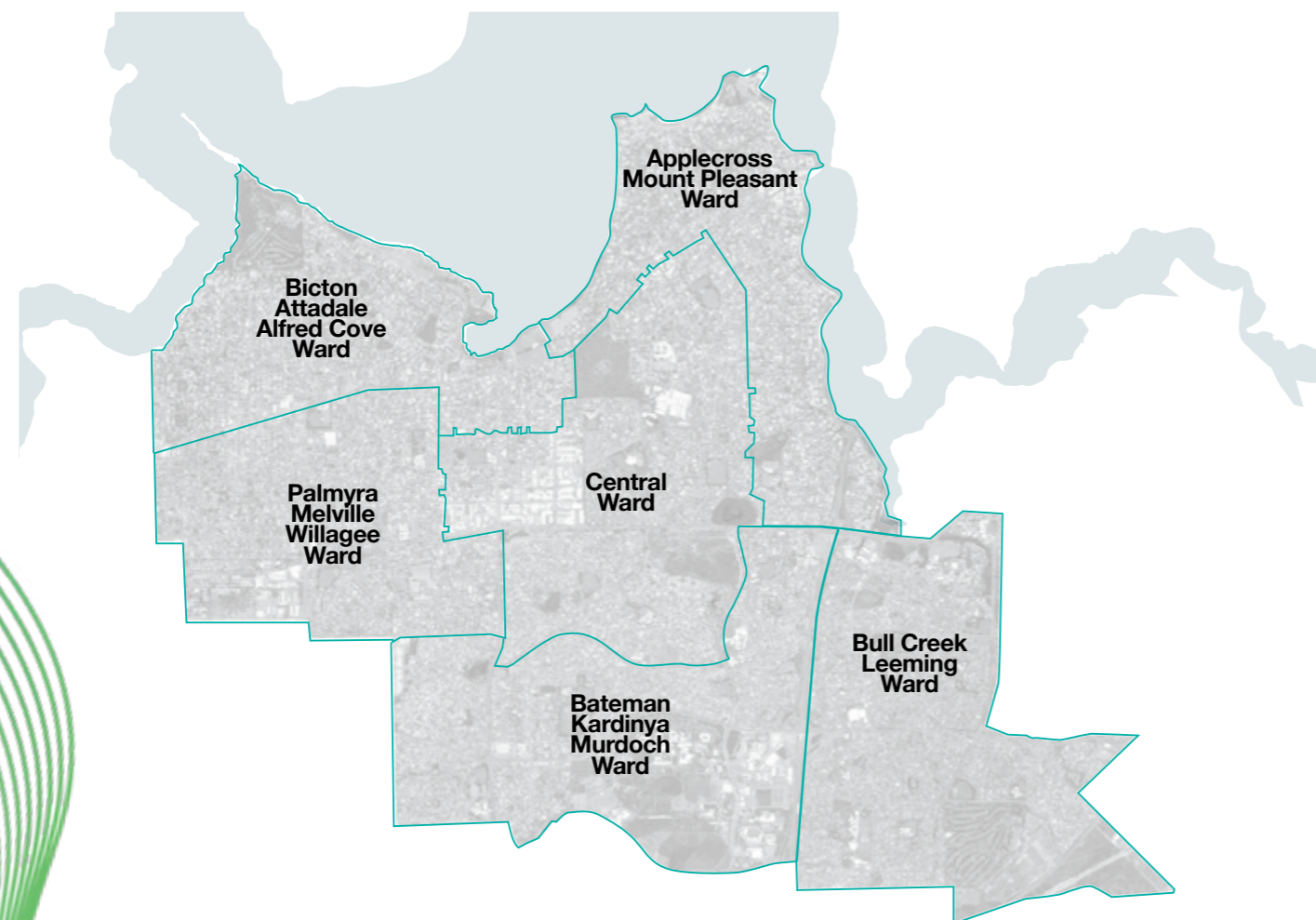
About Council

The City of Melville Council consists of a Mayor and 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 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.

Agenda Briefing Forums are generally held on the second Tuesday of each month and the Ordinary Meetings of the Council are generally held on the third Tuesday of each month. Please note, no meeting was held in January 2021.

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



About the Governance Committee and FMARCC

The Governance Committee is a non-statutory committee that 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 six times in 2020-2021 to consider the following matters:

- Chief Executive Officer performance review
- Complaint management
- Elected Member reimbursement request
- Independent review
- Organisational review
- Policy creation and amendment.

The FMARCC is an audit committee that assists Council in carrying out its responsibilities with regard to risk management, internal control, legislative compliance and internal and external audit reporting. The FMARCC met four times during 2020-2021 and discussed and received the following reports:

- Annual Financial Report 2019-2020
- Asset Valuation Manual update
- Building approvals
- Community Annual Report 2019-2020 Part A
- Compliance audit return
- Consumer food safety – internal audit report
- Contract extensions and variations – internal audit report
- Freedom of Information activities
- ICT cyber security
- Insurance and risk management
- Legal status
- Pool and spa inspection charges – internal audit report
- Review of internal audit charter – internal audit report
- Safety, health, environment and quality management system – external audit
- Status of Council resolutions implemented – internal audit report
- Statutory planning – internal audit report
- Supplier master files – internal audit report
- Waste services – internal audit report.

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 2021

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

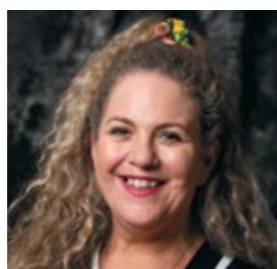
Term of office expires
October 2021

Palmyra–Melville–Willagee Ward



Cr Tomas Fitzgerald

Term of office expires
October 2023



Cr Karen Wheatland

Term of office expires
October 2021

Bateman–Kardinya–Murdoch Ward



Cr Duncan Macphail

Term of office expires
October 2023



Cr Nicole Robins

Term of office expires
October 2021

Elected Members Attendance

	Ordinary Meeting of Council	Special Meeting of Council	Agenda Briefing Forum	Annual General Meeting of Electors	FMARCC Committee*	Governance Committee**
Total meetings held	12 (2 in December)	7	11	1	4	6
Mayor Gear	10	6	11	1	2	6
Cr Barber	11	7	11	1	4	N/A
Cr Barton***	12	7	11	1	2	6
Cr Fitzgerald	12	7	11	1	N/A	4
Cr Kepert	11	6	10	1	N/A (1)	6
Cr Macphail	10	6	11	1	3	N/A
Cr Mair	12	7	10	1	4	N/A
Cr Pazolli***	12	7	11	1	4	6
Cr Robartson	12	6	9	1	N/A (1)	3
Cr Robins	10	6	10	1	1 (Deputy)	5
Cr Sandford	12	6	8	1	N/A	5
Cr Wheatland	11	4	8	0	3	N/A
Cr Woodall	10	5	8	0	3	N/A

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

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

External Member Mr Lindsay Hay (since December 2018)

Mayor the Hon. George Gear JP, Cr Glynis Barber, Cr Duncan Macphail, Cr Katy Mair, Cr Nicholas Pazolli, Cr Karen Wheatland and Cr Matthew Woodall

** Governance Committee Members

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

*** Deputy Mayor

Cr Nicholas Pazolli – Deputy Mayor from November 2019 to October 2020
Cr June Barton – Deputy Mayor from November 2020 to October 2021



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

Achieving our Vision

Strategic Community Plan and Corporate Business Plan

Our Strategic Community Plan and Corporate Business Plan together form a plan for the future of our City.

Our Strategic Community Plan is our highest-level strategic document, and sets out our community's aspirations, priorities and vision for the future. It helps us understand what matters most to our community and guides the way we plan for the future and deliver services and facilities. To see our community's aspirations, go to page 20.

The Strategic Community Plan is a living document and is regularly reviewed and updated to reflect changing community priorities, with a major review every four years. The last major review took place in June 2020 and resulted in the development of our new *Strategic Community Plan 2020-2030*. There were no changes to the community's aspirations from our last major review in 2016.

Our Corporate Business Plan is Council's response to the Strategic Community Plan and outlines our strategic direction for the next four years. It is designed to align with the community's aspirations, as documented in the Strategic Community Plan, by identifying key priorities critical to achieving the aspirations. It also integrates with a range of other key plans to inform our annual budget. To see our key priorities, go to page 22.

The Corporate Business Plan is broadly reviewed every year with a major review every two years. The last major review took place in June 2020, at the same time as the review of the Strategic Community Plan, and resulted in the development of our new *Corporate Business Plan 2020-2024* and six new key priorities. Our new Corporate Business Plan also introduces our new vision, mission and values, which guide our and Council's decisions and how we interact with the community. To see our vision, mission and values, go to page 10.

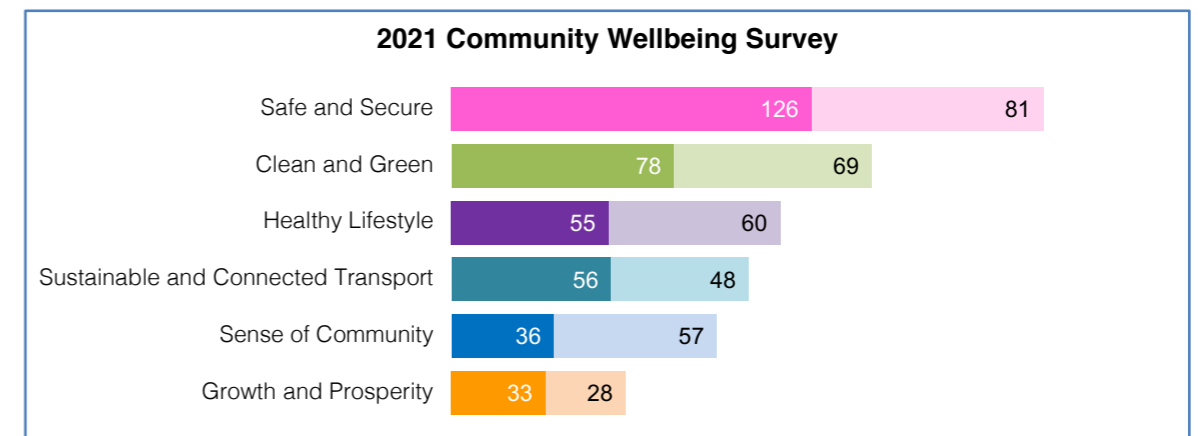
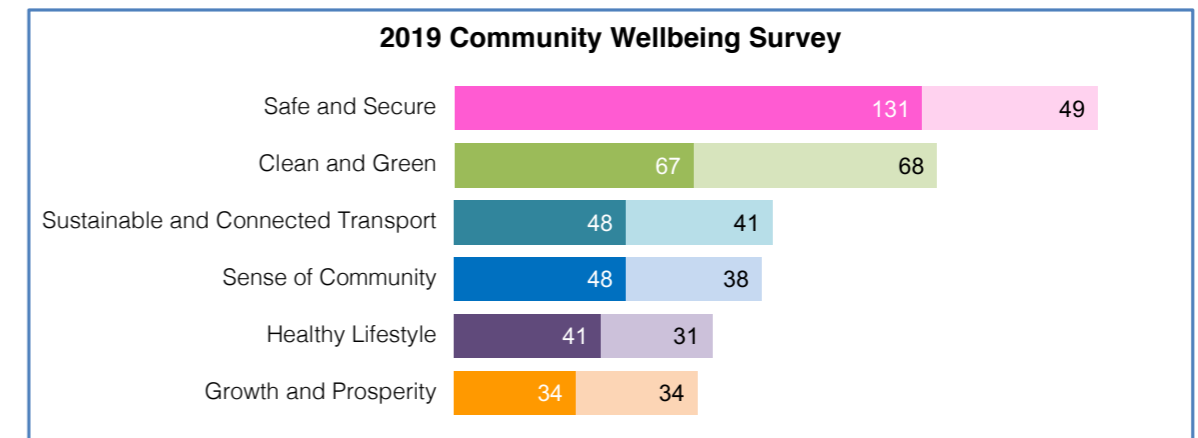
Both plans are informed and influenced by external factors, such as megatrends and state and federal government legislation, policies, plans and projects. They are also aligned to the UN Sustainable Development Goals (SDGs).

We report back to the community on our progress against the Strategic Community Plan and Corporate Business Plan in this annual report.



Community Wellbeing Survey

Our Strategic Community Plan also informs our biennial Community Wellbeing Survey, which measures our community's perception of their quality of life (wellbeing). Our last community wellbeing survey took place in March 2021, with 93% of residents reporting having a positive quality of life. In this survey, we also ask residents to rank the aspirations in order of priority. In 2021, our community ranked Safe and Secure as the top priority, followed by Clean and Green, Healthy Lifestyles, Sustainable and Connected Transport, Sense of Community and then Growth and Prosperity. This represents a minor shift since the last survey in 2019.



To access the full survey results, visit
www.melvillecity.com.au/wellbeingsurveys

Our Community's Aspirations

Clean and Green



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

Goals

- Greening the City
- Reduce carbon emissions
- Sustainable energy management
- Sustainable waste management
- Sustainable water management
- Promoting sustainable environment.

Growth and Prosperity



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

Goals

- Achieve economic resilience
- Local job opportunities for locals
- Location of choice for a diverse range of businesses.

Healthy Lifestyles



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

Goals

- A safe and healthy urban environment
- Healthy eating
- Increase physical activity
- Mentally healthy community
- Reduce alcohol and other drug use.

Safe and Secure



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

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.

Sense of Community



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

Goals

- 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



Better public transport, cycling and walking infrastructure and responsive traffic management.

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.

For further information on the community's aspirations, read our *Strategic Community Plan 2020-2030* on our website: www.melvillecity.com.au/strategiccommunityplan

You can also track our progress in achieving the community's aspirations through our outcomes dashboards on our website: www.melvillecity.com.au/outcomereporting

Our Key Priorities and Strategies

Priority 1 Ensure the improvement and sustainability of our environment

Key Strategies to Address

Protect and improve our natural assets to enhance our environment.

Utilise technological opportunities to efficiently enhance the sustainability of the environment through monitoring and reporting.

Advocate and utilise the National and State level policies to protect and enhance the biodiversity of our environment and natural assets.

Priority 2 Improve the approach for diverse and sustainable urban development and infrastructure

Key Strategies to Address

Implement innovative, efficient and appropriate initiatives that support community centred infrastructure with integrated transport solutions.

Enhance amenity and vibrancy through placemaking and creating well designed and attractive public spaces.

Optimise the capability and liveability of activity centres with consideration to the expectations of our community.

Enhance regulatory and approval frameworks to ensure sustainable building infrastructure.

Priority 3 Empower the voices of our diverse community by strengthening engagement

Key Strategies to Address

Increase co-design approaches that engage stakeholders in upfront designs and support issue resolution activities.

Improve the mechanisms to make information flow easier to access and share, including optimising digital communications.

Improve engagement with the business community.

Enhance opportunities for civic engagement and building community capacity.

Strengthen online service delivery and respond to the digital divide by supporting improvements in digital literacy.

Priority 4 Support healthy lifestyles and wellbeing

Key Strategies to Address

Invest strategically in local infrastructure and built environments that support physical activity and healthy lifestyles.

Increase advocacy and partnerships for identified needs relating to community health, safety and security.

Empower inclusive participation and support for sports and community groups.

Support National, State and community efforts to assist people in need.

Priority 5 Ensure long term financial sustainability

Key Strategies to Address

Undertake efficiency improvements to maximise cost effectiveness.

Advocate at National and State levels to maximise funding.

Identify opportunities for appropriate alternative revenue streams.

Priority 6 Encourage local economic development

Key Strategies to Address

Encourage opportunities for increased private sector commercial and residential development in strategic locations.

Support opportunities for not-for-profit and social enterprise.

For further information on our key priorities, read our *Corporate Business Plan 2020-2024* on our website: www.melvillecity.com.au/corporatebusinessplan

Our Role in Achieving our Community's Aspirations

As a local government we play a key role in achieving our community's aspirations and our vision of an inclusive, vibrant and sustainable future.

Although we are ideally placed to understand and respond to the changing needs of our community, we understand that some areas are outside our direct control or expertise and we need to work with and have the commitment and actions of others, such as state and federal governments, business, community organisations and residents.

We aim to be agile and regularly track our progress in achieving our community's aspirations to see if we need to refocus and realign the roles we play and services and facilities we provide.

Different roles we play



Regulator

we have a statutory obligation to regulate a specific area of activity.



Monitor

we gather information and check progress over time.



Facilitator

we bring together and encourage others to achieve goals.



Advocate

we promote the interests of our community to other decision-making organisations, such as state and federal governments.



Funder

we provide funding to others to provide services and facilities.



Partner

we work collaboratively with others to deliver services and facilities.



Provider

we are responsible for service and facility delivery.



Members of the public enjoying our 2020 Art Awards Exhibition.



Our Services and Facilities

The services and facilities we provide help achieve our community’s aspirations as outlined in our *Strategic Community Plan 2020-2030* and are informed by our key priorities in our *Corporate Business Plan 2020-2024*.

To ensure our services and facilities continue to meet community needs and expectations, we review and benchmark them on a regular basis through our biennial Community and Business Scorecard surveys, and through program-specific evaluation and consultation.

We also conduct regular public benefit testing, value for money auditing and look for efficiencies and cost savings to ensure our services and facilities are an economic, efficient and effective use of ratepayer money. We try not to inappropriately duplicate any state, federal or private services or facilities.

Although what we provide responds to the needs of our community, we are also required to provide certain services or facilities under state legislation.



Clean & Green

- Air quality monitoring
- Environmental subsidies and rebates
- E-waste, recycling and hazardous household 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 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



Growth & Prosperity

- Activity centre planning
- Building renewal projects
- 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 plans
- Major projects
- Melville Cockburn Chamber of Commerce
- 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 facilitation



Healthy Lifestyles

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



Safe & Secure

- Animal and feral wildlife control
- Business safety resources
- Community safety education, programs and resources
- Community Safety Service (CSS)
- Constable Care performances for primary schools
- 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



Sense of Community

- 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 and activity
- Events, grants and funding
- Financial counselling
- Kids and early years services
- Libraries
- Melville Age Friendly Accessible Businesses network
- Museums and local history
- Place activation and town team facilitation
- Pop-up community services
- Public art
- Reconciliation activity
- Programs and activities for younger and older people



Sustainable & Connected Transport

- Advocate for high-quality transport options at state and federal levels
- Advocate for Black Spot funding for priority areas
- Bus shelters
- Bike paths construction and maintenance
- 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

Community and Business Scorecards

To measure community and business satisfaction with the products and services we offer, we commission biennial Community and Business Scorecards. Our last scorecards were done in early 2020, with our community scoring us the highest for libraries, FOGO waste collections and our foreshore.

To access the scorecards, visit www.melvillecity.com.au/scorecards

A Year in Review 2020-2021



Key Priorities Update

Our Corporate Business Plan 2020-2024 outlines six key priorities that are crucial in achieving our community’s aspirations

Priority	Key strategies	Status as at 30 June 2021
Priority 1 Ensure the improvement and sustainability of our environment	Protect and improve our natural assets to enhance our environment.	<ul style="list-style-type: none">Continued to implement:<ul style="list-style-type: none">» Urban Forest Strategy Part A.» Natural Areas Asset Management Plan.» Foreshore Restoration Strategy.» Water Quality Improvement Plan.» Parks asset management plans.» Weed, feral animal and dieback maintenance programs.Continued to deliver environmental education programs at Piney Lakes Environmental Education Centre.Continued to support and work collaboratively with ‘Friends of’ groups and local schools.For specific projects in 2020-2021, see our Clean and Green report on pages 38-43.
	Utilise technological opportunities to efficiently enhance the sustainability of the environment through monitoring and reporting.	<ul style="list-style-type: none">Continued to partner with Murdoch University on a smart microgrid project.Signed a MOU with Murdoch University to increase opportunities to collaborate on smart city data collection.Continued to utilise electronic reporting across our reserve and streetscape teams.Continued to update our outcomes dashboards.
	Advocate and utilise national and state level policies to protect and enhance the biodiversity of our environment and natural assets.	<ul style="list-style-type: none">Sought community feedback on a Cat Management Plan to help protect native wildlife.Partnered with five local governments and the South West Group to launch a community education program to encourage responsible cat ownership.

Priority	Key strategies	Status as at 30 June 2021
Priority 2 Improve the approach for diverse and sustainable urban development and infrastructure	Implement innovative, efficient and appropriate initiatives that support community centred infrastructure with integrated transport solutions.	<ul style="list-style-type: none">Began construction of our first Safe Active Streetalong Links Road, Collier Street, Millington Street and Hope Road in Ardross.
	Enhance amenity and vibrancy through placemaking and creating well-designed and attractive public spaces.	<ul style="list-style-type: none">Continued to work closely with the local communities in the Canning Bridge and the Riseley Centre areas to create attractive, well-designed places and spaces. Highlights this year include:<ul style="list-style-type: none">» Working with the Rise Up Riseley town team and Applecross Senior High School to create colourful bollards along Teneriffe Lane.» Working with young people to create a bright new mural at the corner of Kearns Crescent and Chortis Lane.» Consulting with the local community and Applecross Town Team on a community development and place activation plan for Canning Bridge, as well as streetscape and accessibility improvements at Tivoli Theatre.Upgraded the façade of Willagee Library to provide external spaces for study, reading, Wi-Fi use and relaxation.Continued renovations at Willagee Community Centre, with reopening set for July 2021.Continued planning for the Bull Creek Community Centre renovations, with work scheduled to commence in July 2021.Completed renewal works at Roy Neal Reserve and Emily Main Park.Renewed 14 park benches in our parks, reserves and public open spaces with funding from the Local Roads and Community Infrastructure Program.Installed bespoke dog drinking facilities and carved seating at John Creaney Reserve.
	Optimise the capability and liveability of activity centres with consideration to the expectations of our community.	<ul style="list-style-type: none">Continued to apply our activity centre plans, which help ensure our activity centres evolve into exciting, liveable and well-connected places.Continued our review of the Canning Bridge Activity Centre Plan in collaboration with the community.Assessed the proposed Kardinya Activity Centre Plan.

Priority

Key strategies

Status as at 30 June 2021

Priority 2

Enhance regulatory and approval frameworks to ensure sustainable building infrastructure.

- Continued to apply our activity centre plans, which include provisions for enhancing sustainable development.
- Continued to roll out the new R-Codes, which help improve the sustainability of residential development.

Priority 3
Empower the voices of our diverse community by strengthening engagement

Increase co-design approaches that engage stakeholders in upfront designs and support issue resolution activities.

- Continued to work with the Rise Up Riseley town team, a Local Whadjuk Elder and consultants to develop a brand identity and vision for Riseley Centre.
- Worked with young people and peer researchers to co-design the engagement and communications activities for our new Young People Strategy.

Improve the mechanisms to make information flow easier to access and share, including optimising digital communications.

- Consultation on major developments was streamlined and moved to our online engagement platform, Melville Talks.
- Began advertising all development applications on the website, as required by recent legislative changes.
- Introduced the option to provide feedback over the phone and in-person for all projects seeking community input.
- Continued to make improvements to our website to improve the user experience.
- Continued to improve the customer experience via digital channels, including through live chat which has become a popular way for customers to contact us for quick answers.
- Continued to seek feedback from customers and make it easier for the community to give us feedback so we can improve our services.
- Continued to enhance our social media content.

Improve engagement with the business community.

- Conducted one-on-one interviews with small businesses to inform improvements to the business approvals process.
- Convened an Economic Development Strategy Working Party to help inform our new Economic Development Strategy.
- Completed consultation for our Economic Development Strategy.
- Continued to hold business events in collaboration with key agencies.
- Continued to communicate with local businesses through our fortnightly business eNews.

Priority

Key strategies

Status as at 30 June 2021

Priority 3

Enhance opportunities for civic engagement and building community capacity.

- Convened our first-ever Community Feedback Panel to provide feedback on strategies, plans, policies and projects.
- Completed round five of our Project Robin Hood participatory budgeting program, which saw the community create, vote and realise \$100,000 worth of community projects.

Strengthen online service delivery and respond to the digital divide by supporting improvements in digital literacy.

- Continued to enhance our digital channels so customers can self-serve online.
- Continued to enhance accessibility on our digital channels.
- Introduced a new mobile phone app that allows customers to access the library catalogue from their phone or tablet.
- Continued to offer free technology and digital literacy programs at our libraries.
- Majority of library staff have now completed training on online government services (e.g. myGov, My Health Record) to allow them to offer training to the public. Planning for community training sessions is currently underway.

Priority 4
Support healthy lifestyles and wellbeing

Invest strategically in local infrastructure and built environments that support physical activity and healthy lifestyles.

- Commenced redevelopment of Shirley Strickland Reserve.
- Completed stages 1-3 of the redevelopment of Tompkins Park.
- Completed construction of a new amenities building at Bert Jeffery Park.
- Completed upgrade of Webber Reserve change rooms.
- Completed the schematic design and continued work on the detailed design for the refurbishment of the pools at LeisureFit Booragoon.

Increase advocacy and partnerships for identified needs relating to community health, safety and security.

- Established a Child Safe Organisation working group.
- Continued to facilitate bi-monthly meetings of the Safer Melville Advisory Committee.
- Continued to meet weekly with the local police to discuss and share information about community safety and crime.

Empower inclusive participation and support for sports and community groups.

- Continued to implement our Active Reserves Infrastructure Strategy.
- For specific projects in 2020-2021, see our Healthy Lifestyles report on pages 50-54.

Priority	Key strategies	Status as at 30 June 2021
Priority 4	Support National, State and community efforts to assist people in need.	<ul style="list-style-type: none">Secured funding from the Department of Communities to produce a series of community education videos about the experiences of people living with dementia.Secured funding from the Western Australia Police Force to hold a series of events and activities for young people at risk of engaging in antisocial behaviour.
Priority 5 Ensure long term financial sustainability	Undertake efficiency improvements to maximise cost effectiveness.	<ul style="list-style-type: none">Continue work on an organisational review that will provide recommendations on the effectiveness of the City's structure to deliver against our outcomes.Develop and deploy a digital strategy that will improve the customer experience and deliver operational savings from reduced staff time.Continued to focus on continuous improvement approaches such as Lean Six Sigma.
	Advocate at national and state levels to maximise funding.	<ul style="list-style-type: none">Continued to apply for funding at both national and state levels. In 2020-2021, we received:<ul style="list-style-type: none">Federal funding for roads maintenance through the Roads to Recovery program.Federal funding for roads and community infrastructure through the Local Roads and Community Infrastructure Program (In 2020-2021, total funding was approximately \$2.3 million).State funding for local infrastructure projects from the Department of Local Government, Sport and Cultural Industries.Secured three Riverbank Grants from the Department of Biodiversity, Conservation and Attractions to help fund foreshore projects.
	Identify opportunities for appropriate alternative revenue streams.	<ul style="list-style-type: none">Commenced a review of our Long Term Financial Plan, which will inform the extent to which alternative revenue sources are required for financial sustainability.

Priority	Key strategies	Status as at 30 June 2021
Priority 6 Encourage local economic development	Encourage opportunities for increased private sector commercial and residential development in strategic locations.	<ul style="list-style-type: none">Continued work on the development of our Economic Development Strategy, which includes a focus on growth and opportunities in our strategic centres.Continued to implement our Local Planning Strategy which encourages strategically located development in activity centres and along transport corridors.
	Support opportunities for not-for-profit and social enterprise.	<ul style="list-style-type: none">Launched our new My Community Grants program, providing 47 applicants with funding or in-kind support.Launched a one-off Night Time Activation Grants funding round, with nine applicants provided with funding.Continued to work and support local champions, community groups and town teams with place making projects and grant applications.Continued to support grant recipients to implement their programs, activities and events.Continued to liaise with not-for-profit user groups on accessibility upgrades for City-owned buildings.Collaborated with Cockburn Integrated Health to deliver a healthy outreach program in Willagee and our LeisureFit Centre.Provided two capacity building workshops for community groups and not-for-profit groups

Our Future Priorities

The six key priorities outlined above will remain our focus for the 2021-2022 financial year.



Key Items of Capital Expenditure

In 2020-2021, \$33.9m was incurred as capital expenditure and included stimulus projects that were brought forward or fast-tracked as part of our response to the COVID-19 pandemic. Key items of capital expenditure included:

- **\$9m** for works on City-owned buildings, including \$1.7m for the Tompkins Park redevelopment, \$1.8m for change room upgrades and renewals, \$682k for internal upgrades at Willagee Community Centre, and \$509k for the Bert Jeffery amenities building.
- **\$5.3m** for streetscape and precinct improvements, including \$3m for Shirley Strickland Reserve and \$311k for John Creaney Reserve.
- **\$1.8m** for parks, foreshores and bushland, including \$697k for jetty renewals.
- **\$1.9m** for drainage, including \$438k for a gross pollutant trap on Blackwall Reach Parade.
- **\$9m** for roads, including \$1.3m for renewal work on Stock Road (Canning Highway to Leach Highway), \$491k for Le Souef Drive and \$488k for Links Road (Alexander Road to Almondbury Road).
- **\$172k** for lighting.
- **\$2m** for paths, including \$319k for Beach Street.
- **\$430k** for irrigation.
- **\$2.6m** for replacement plant and equipment.
- **\$1.2m** for furniture and equipment, including IT hardware and software.

Our 2020-2021 capital works program was partly funded by state and federal governments, including through the Local Roads and Community Infrastructure Program, Roads to Recovery Program and Main Roads Regional Grants Program.



Members of the Willagee Bears Rugby Club with Councillor Karen Wheatland.

Clean and Green

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



Goals

- Greening the City
- Reduce carbon emissions
- Sustainable energy management
- Sustainable waste management
- Sustainable water management
- Promoting sustainable environment

Highlights

- Planted more than **11,200** seedlings, **1,000** mature stock and **3,200** trees in our public spaces.
- Gave away **5,770** free native plants to residents and **2,100** to local schools in our annual native plant giveaway.
- Held more than **56** sustainability workshops for **1,421** participants at our Piney Lakes Environmental Education Centre.
- Diverted **66%** 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 **40,423** tonnes of residential waste and recycling, comprising **20,524** tonnes of food organics, garden organics (FOGO) waste, **9,901** tonnes of general waste and **9,998** tonnes of recycling.
- Collected **1,730** tonnes of commercial waste and **424** tonnes of commercial recycling.
- Collected **2,406** tonnes of bulk verge waste, with **955** tonnes diverted from landfill. Also collected **15** tonnes of whitegoods, **3.37** tonnes of e-waste, **2,760** tonnes of garden organics, and **4,349** (109 tonnes) of mattresses during bulk verge collections.
- Collected **380** tonnes of waste from **60,000** street and park bins, and supplied more than **3.12** million doggie waste bags.
- Responded to **11,617** waste-related requests, a decrease of **51%** from the previous year.
- Recycled **19.72** tonnes of e-waste through our e-waste and recycling drop-off days.
- Conducted **960** general waste bin audits, with **779** successful and **181** unsuccessful.
- Avoided **33,605** tonnes of greenhouse gas emissions through landfill diversion rates.
- Reduced our emissions by **450** tonnes through solar panels on our facilities.
- Celebrated our **11th** year as a Waterwise Council.
- Continued to support and work collaboratively with more than **20** 'Friends of' groups and **21** local schools.
- Responded to **110** complaints regarding dust, smoke and odours.
- Responded to **725** calls about illegal dumping.
- More than **3,340** residents participated in the 2020 Garage Sale Trail.

Key achievements/projects

The preservation and enhancement of our natural areas, parks, reserves and public open spaces is extremely important to us and our community. It is our responsibility to help protect these natural areas for the benefit of our community now and for future generations.

In demonstrating our environmental and sustainability leadership we are continually looking at international best practice methods and solutions to help reduce greenhouse gas emissions, deliver sustainable waste management and reduce energy and water consumption, so we can reduce our carbon footprint.

This year we continued our multi-year partnership with Murdoch University and signed a Memorandum of Understanding (MOU) with them to provide continued collaboration opportunities around smart city data gathering.

We also continued to work with Murdoch University on our smart microgrid project, which allows us to monitor real-time energy and water consumption patterns across some of our sites. This project allows us to better identify irregularities in consumption and provide smarter and truer invoices for tenants of these facilities, as well as estimates for how many solar panels are needed for these facilities to run only on solar power.

Our smart microgrid project was nominated for an Innovation in Energy Efficiency Award at the National Climate Awards, and was highly commended by the Smart Cities Council ANZ for alignment with the United Nations Sustainable Development Goals.



We continued to implement our Urban Forest Strategy Part A and increased tree planting numbers across the City.

We continued to implement our Water Quality Improvement program and completed water quality checks at 14 sites across the City.



In recognition of the significant value of trees, we continued to progress work on our Urban Forest Strategy Part A, which focuses on maintaining and increasing our urban forest canopy on City-controlled land. This year, we continued to increase tree planting numbers and will do so until 2036, with a particular focus on residential verges that don't have a tree.

We continued work on a street tree database so we can track the location, profile and condition of all our street trees. This project has been ongoing over the last four years as it requires a significant amount of data capture on more than 40,000 street trees across the City. Once the database is complete and we've finessed the process for data capture and management, we will look at a similar database for trees in all our parks, with the goal of inspecting every tree in the City once every five years.

We continued our tree succession program, which aims to ensure we replace mature trees that have come to the end of their life span, and our tree expansion program, which may eventually result in trees being planted on all residential verges. We also continued to offer our free street trees to our residents, and received 207 requests for a verge tree this year.

Our urban forest engagement officer, who helps educate the community on our urban forest strategy, ran a number of community workshops on climate change adaptation gardening, as well as on practical building alternatives

that incorporate green space, tree retention, sustainable materials and passive solar design. She also organised events to celebrate National Tree Day and continued to participate in the WALGA-led Urban Forest Working Group.

To ensure we integrate the protection of our urban forest into our planning approvals process, we continued to assess all development applications that impact an existing verge tree, and through this process retained a number of trees through negotiations with property owners and developers on the property design, in particular the location of crossovers.

We also began reviewing a number of our tree policies as a result of changes to the Residential Design Codes (R-Codes), which will require all single developments to plant a minimum of one tree on the site, with each tree required to have a 2m x 2m planting zone, free from any roof cover.

To help protect our natural environment and improve water quality in our wetlands, we continued to implement our Water Quality Improvement Program and completed ongoing water quality monitoring at 14 sites in the Bull Creek catchment. We also completed ongoing revegetation of our wetlands areas and continued work on our Fred Baldwin Smart Wetland Project in partnership with Murdoch University.

We continued to implement our Natural Areas Asset Management Plan, and this year updated both our Bull Creek and Ken Hurst management plans,

and continued our feral animal control, weeds and dieback management programs. We also completed significant re-levelling of John Creaney Reserve to make it more appropriate for future sporting activities, and completed renewal works at Roy Neal Park and Emily Main Park.

We continued to implement our Foreshore Restoration Strategy, and completed foreshore restoration projects at Attadale Dog Beach, Melville Beach Road, Bicton and Bateman foreshores, and completed designs for Point Heathcote and Bicton foreshore projects. This year we successfully applied for three Department of Biodiversity, Conservation and Attractions Riverbank Grants for works at Point Heathcote and Attadale.

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 completed stage 1 of a new Climate Watch Trail at Piney Lakes, which helps inform scientists about climate change.

We could not achieve as much as we do in our natural areas without the help of our 'Friends of' groups. We currently have around 20 of these groups working in our bushland and foreshore areas carrying out weeding, planting, monitoring and other important activities that assist in keeping these areas in good condition.

Following the successful roll out of the FOGO 3-bin system last year, which has now been delivered to 98% of residents, we were successful in receiving additional funding of \$623,805 from the Waste Authority's Better Bins Plus: GO FOGO program for events and programs to help embed the behaviour change needed for the success of the FOGO 3-bin system.

We continued to exceed the State's Government's target of 65% of waste diverted from landfill by 2020, and this year achieved 66% diversion across all waste streams including residential, commercial, bulk verge collections and public drop-off days, an increase of 11% from last year.

We also developed, and Council endorsed, our new Waste Plan 2021-2025, which details how we will achieve the objectives and targets set out in the State Government's Waste Avoidance and Resource Recovery Strategy 2030, and were recognised by the Auditor General in a report to Parliament as one of only three metropolitan local governments on track to meet the objectives of the State's waste strategy.

Our commitment to innovative waste management continues to be recognised year-on-year, and this year the South Metropolitan Regional Council (SMRC), of which we are a member, was recognised with the WA Waste Authority's 2021 WA Waste Award for outstanding commitment to community waste reduction, recycling and reuse over two decades.



This year we diverted 66 percent of waste from landfill, an 11% increase from last year.

We were also a finalist in the WA Waste Authority's 2020 Infinity Awards for our community recycling hubs, delivered in partnership with the SMRC, the Cities of Kwinana and Fremantle, the Town of East Fremantle, the Fremantle Men's Shed, and the Waste Recycling Education Network.

Finally, in June 2021 Council declared a climate emergency and approved the commencement of work on a draft climate action plan, to be finalised within the next two years. The plan will identify actions we can take to mitigate climate change,

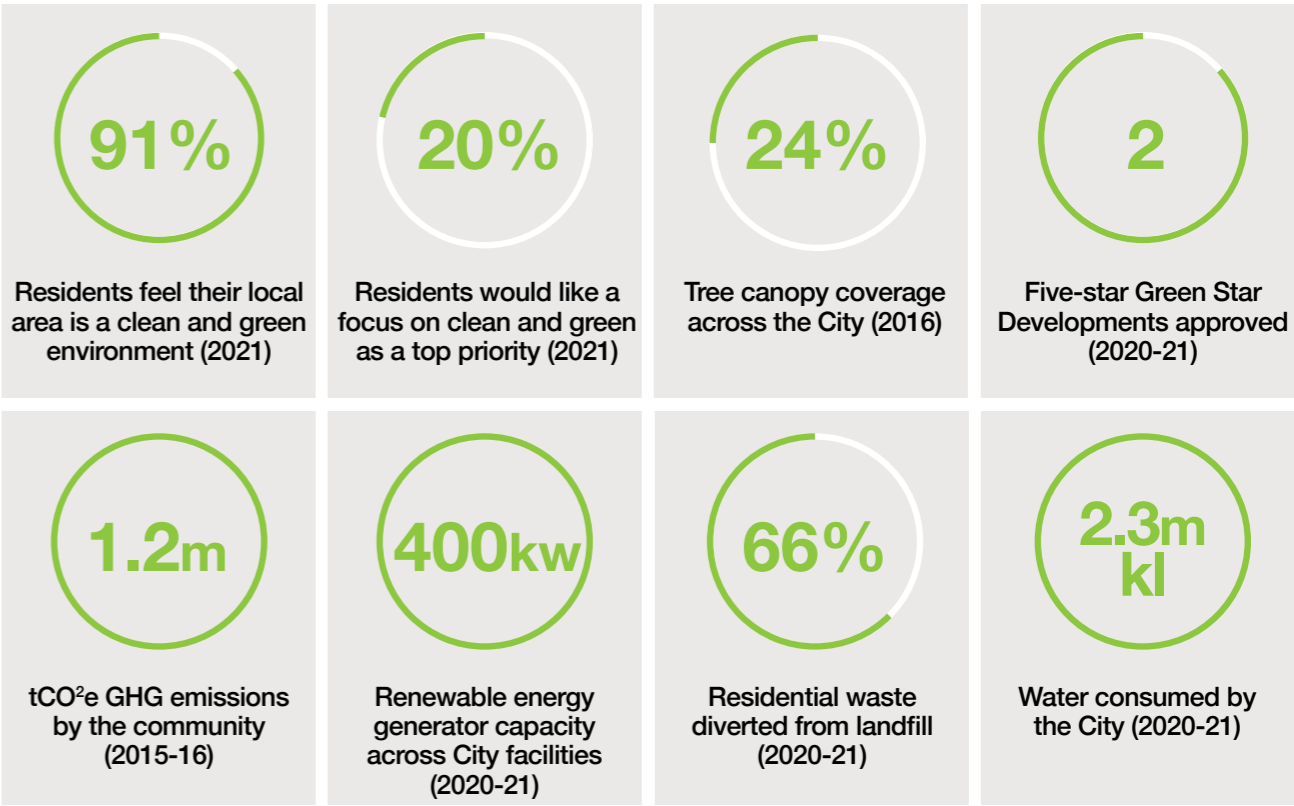
as well as the resourcing needed to implement the actions and opportunities to advocate at state and federal government levels for policies consistent with a climate emergency.

Council also committed to net zero carbon emissions from City operations by December 2030, and endorsed a \$6.3 million project to replace our existing 8,598 streetlights with Smart LED luminaries over a two-year period. Once completed, this will reduce our emissions by 1,500 tonnes of CO²-e annually.

Year ahead – key initiatives

- Begin developing a draft climate action plan.
- Begin replacing all existing streetlights with smart LED luminaries.
- Install solar panels at a number of locations around the City, with a capacity of approximately 350kW.
- Roll out the FOGO 3-bin system to remaining City facilities, retirement villages and high-density properties, and offer the system to commercial properties.
- Complete foreshore projects at Heathcote, Blackwall Reach Parade and Melville Beach Road.
- Complete stage 2 of the Climate Watch Trail and create an interactive education area at Piney Lakes.
- Install a new irrigation system at Point Walter Golf Course and continue to incorporate hydro zone principles in irrigation designs to further improve water efficiency and management.
- Develop and implement new waste education events and activities.
- Increase alternatives to landfill for residents to recycle and dispose of unwanted items and materials.
- Complete a review of our verge collections and our Parks Asset Management Plan.
- Undertake water quality improvement projects at Fredrick Baldwin Lake.
- Launch pilots and new programs through our Smart Sustainable Communities program.

Key performance indicators



Growth and Prosperity

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



Goals

Achieve economic resilience

Local job opportunities for locals

Location of choice for a diverse range of businesses

Highlights

- Dealt with **1,374** development applications, with a total construction value of approximately **\$290** million.
- Referred **9** development applications to the Metro Inner-South Joint Development Panel, with a total construction value of approximately **\$44.5** million.
- Completed **2** underground power projects.
- Issued **2,590** building permits.
- Progressed **110** capital projects.
- Hosted **4** business events and webinars.
- Processed **64** stallholder, trader and alfresco dining permits.
- Issued **13** 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.

This year our focus was on supporting our community, especially local businesses, through the COVID-19 pandemic. To this end we provided a 10% discount on commercial rates for the 2020-2021 financial year, reduced interest charges to 2% for all outstanding payments to the City, and froze fees and charges at 2019-2020 rates. We also continued to offer first-hour-free parking in all City-managed bays.

To provide an additional boost to our local economy, we also completed \$40.6 million of capital works projects, and received \$2,328,375 in Local Roads and Community Infrastructure Program funding.

We also continued to host events specifically for local businesses, and in partnership with the Melville Cockburn Chamber of Commerce hosted three webinars and one networking event through our Your Business, Our Future Program. These events equipped business owners with the skills they need to succeed in business.

In the lead-up to Christmas, we further supported local businesses by running a #YourLocalMelville campaign to encourage the community to shop local.



Bateman resident Anita Yelash and staff from Crescendo Music, the winners of our #YourLocalMelville campaign.

Residents who spent \$10 or more at a local business were eligible to enter a draw to win \$1,000 for themselves and \$1,000 for the business they purchased from. We received more than 200 entries for 88 local businesses, with Bateman resident Anita winning \$1,000 for herself and \$1,000 for Crescendo Music in Myaree.

Following the campaign, we continued to promote the #YourLocalMelville message through profiling businesses on our social media channels and through our Business eNews and City-wide eNews. We now actively encourage local businesses to share their stories with us via a form on our website and consider all submissions for promotion on our digital channels. We will continue to explore additional ways to promote the #YourLocalMelville message in the 2021-2022 financial year.

As part of a larger project to improve the customer experience for people seeking information on approvals needed for residential building and renovation works, we convened a cross-functional working group that reviewed and rewrote all relevant planning, building and environmental health website content to make it clearer, simpler and easier to understand.

At the same time, we were also successful in our application for Small Business Friendly Approvals Program funding, which aims to support local governments to cut red tape by providing funding and support to streamline the processes for obtaining business licences and trading permits. As part of this program, a consultant conducted one-on-one interviews with local small businesses about their experiences with our various approvals processes.

In June 2021, the final report and action plan were finalised and a cross-functional team will work to implement this plan in the upcoming financial year. We anticipate that this program will completely transform our planning, building and environmental health approvals processes, not only saving time for local businesses but also generating significant internal efficiencies.

To further encourage economic growth in our City, we commenced work on an Economic Development Strategy to help guide our economic direction and growth over the next five years. The strategy will set out a whole-of-City approach and focus on key economic themes, each supported by a number of strategies and actions.

This year we completed initial engagement with the community and local businesses, with more than 70 people providing feedback on their current challenges and aspirations, and how we might best support local business. We also established a working group comprised of local businesses who will continue to provide feedback and advice to help shape the strategy.

Work also continued on the review of the Canning Bridge Activity Centre Plan, with external consultants Hatch RobertsDay appointed to work with the community to ensure the plan meets their needs now and into the future. As part of the engagement process, we surveyed the community and held a number of workshops including a Place Design Forum and an Open House where options were further developed and refined. In June 2021 we finalised the report, which will inform the development of a new Canning Bridge Activity Centre Plan, with work to commence in the new financial year.

Separate to the above process, Council adopted a new planning policy that provides additional clarity on the process for awarding bonus heights under the current Canning Bridge Activity Centre Plan. The policy was developed by an external consultant following extensive community engagement and workshops with Elected Members. Council also resolved to make an amendment to the southern boundary of the Canning Bridge Activity Centre Plan so that it follows the carriageways of Helm Street, Sleat Road and Wren Street to Ullapool Road, in response to community concerns about the boundary's current location.

We also assessed a third-party prepared activity centre plan for Kardinya District Centre, which was submitted by the owners of the Kardinya Park Shopping Centre subsequent to a development application for the proposed redevelopment of the centre. As part of the assessment, we engaged with the community on the proposed modifications to the plan, which were endorsed by Council. We have now referred the plan to the Western Australian Planning Commission for final determination, which is expected in the upcoming financial year.

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 continued development of a place brand for the Riseley Activity Centre and co-designed two concepts in collaboration with the local town team and a local Whadjuk Elder, Marie Taylor.

The designs were then put to the community, who were given the opportunity to vote for their preferred design. More than 700 votes were received and we are now working on a plan to roll out the design around Riseley Activity Centre in the upcoming financial year.

This year the State Government made a number of changes to planning legislation, regulations and the Residential Design Codes (R-Codes), and as a result we reviewed and updated a number of policies and activity centre plans to ensure they align with these changes.

We also developed a new short term accommodation planning policy in response to a growing number of community concerns about residential properties being used for this purpose. The policy aims to protect the amenity of the community by ensuring appropriate location and management of short term accommodation and by providing a clear framework for the identification, assessment and determination of short term accommodation applications.

The State Government has set us an infill target of 18,500 new dwellings between 2010 and 2050. Since 2010, approximately 1,700 new dwellings have been constructed, representing 9% progress towards the 2050 target. Opportunities for more housing in our activity centres and along key transport corridors will see additional dwellings completed as we move towards 2050.

Year ahead – key initiatives

- Continue our review of the Canning Bridge Activity Centre Plan.
- Finalise our Economic Development Strategy.
- Commence a review of our Local Planning Scheme 6.
- Implement the actions from our Small Business Friendly Approvals project.
- Continue to deliver events, workshops and network opportunities in partnership with the Melville Cockburn Chamber of Commerce and Business Foundations Network.
- Expand our #YourLocalMelville shop local approach.
- Continue the roll-out of our activity centre plans pending Council prioritisation.
- Further investigate opportunities for our strategic landholdings.

Our 2020-2021 budget included a 50% discount on health application annual fees for local businesses.



Health Freak Café assistant, Mirinal Banerjee, and owner of Health Freak Café, Dimple Banerjee, helping encourage the community to vote on a new place brand for Riseley Activity Centre.

Key performance indicators



Healthy Lifestyles

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



Goals

A safe and healthy urban environment

Healthy eating

Increase physical activity

Mentally healthy community

Reduce alcohol and other drug use

Highlights

- 9,865** registered team players played sport in our parks and reserves.
- Our LeisureFit Centres had **3,587** members (excluding juniors).
- Our LeisureFit Centres recorded approximately **703,000** attendances.
- Held **124** free fitness classes through our Active in the Park program.
- Completed **19** playground renewals throughout the year.
- Conducted **38** audits of light industrial premises to check for potential groundwater contamination.
- Completed **908** food premises inspections, and scored **97%** of Scores on the Doors participants as three stars or more for food safety.
- Inspected **107** beauty and hairdressing businesses to check they are clean, well-maintained and comply with relevant legislation.
- Completed **145** inspections of public buildings, to ensure they are safe for our community to use.
- Responded to **743** complaints about noise.
- Completed **25** audits of public swimming pools, with **460** samples taken and **99%** being satisfactory.
- 46,598** rounds of golf were played at Point Walter Golf Course.
- Awarded **19** Youth Sports Scholarships, providing recipients with a free one-year membership to our LeisureFit Centres.
- Provided **18** Youth Sport Grants throughout the year.
- Opened a new mini golf course at Point Walter Golf Course.
- Our Active Reserves Infrastructure Strategy (ARIS) was a state finalist in the Strategic Planning Category at the Parks and Leisure Australia Awards.

Key achievements/projects

As a local government we play a key role in keeping 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, good mental health, and reducing drug, tobacco and alcohol consumption.

Following on from completion of our Active Reserves Infrastructure Strategy (ARIS) last year, we progressed a number of sporting infrastructure upgrades to ensure we have fit-for-purpose, accessible and inclusive sports and recreation facilities for our community.

This year we started and completed construction of a new amenity building at Bert Jeffery Reserve, featuring two change rooms, a kitchenette, universally accessible toilet and an awning out the front. This building will be available to the community for bookings in the upcoming financial year.

We commenced redevelopment of Shirley Strickland Reserve, an \$8 million project that will deliver a new two-storey community pavilion and various other open space improvements, including a new nature play space, a significant amount of landscaping, outdoor exercise equipment, refreshed memorial plaque and new memorial tree, barbecues, seating, a half-court basketball area, path network and verge treatments.

This project is supported by funding from the Department of Local Government, Sport and Cultural Industries' Community Sport and Recreation Facility Fund (\$800,000) and Lotterywest (\$710,000), and is expected to be completed in early 2022.

We completed stages 1-3 of a \$3.6 million redevelopment of Tompkins Park, including maintenance and upgrade works of the river room and kitchen, installing new energy-efficient LED sports floodlighting, and upgrades to the change rooms and installing new air-conditioning. Further upgrades are planned for the next financial year.

We also completed a \$1.48 million upgrade of the change rooms at Webber Reserve, bringing the facility up to today's standards and ensuring it is fit-for-purpose and caters for the growing number of sports teams, particularly female teams; and completed detailed designs for change room upgrades at Winthrop Park, Marmion Reserve and Melville Reserve.

To ensure we protect our parks and reserves for future generations, our planning team conducted a review of what parks/reserves in our City are zoned as Residential to identify whether any should be rezoned as Public Open Space, as directed by Council. Following this review and community consultation, 21 parks/reserves were rezoned in March 2021.



Shirley de la Hunty's (née Strickland) daughter Barbara de la Hunty, CEO Marten Tieleman, Mayor the Hon. George Gear JP, Councillor Margaret Sandford and Shirley de la Hunty's (née Strickland) son Matthew de la Hunty at the turning of the sod ceremony for the Shirley Strickland Reserve redevelopment.



This year we started and completed construction of a new amenity building at Bert Jeffrey Reserve.

We also commenced a review of dog exercise areas across the City, in response to informal feedback from the community and observations from our rangers about dog access at some parks and reserves. Following engagement with the community, recommendations for a handful of changes to dog access will be going to Council in the new financial year.

Acknowledging that a large number of our residents have dogs and are concerned for their safety when exercising them in our parks and reserves, we continued research into a suitable location for a fenced dog exercise area in the City. Following extensive engagement with the community, Piney Lakes was identified and endorsed by Council as the most appropriate location, with construction of the facility anticipated in the upcoming financial year.

Although the COVID-19 pandemic had an impact on membership at our LeisureFit Centres this financial year, we are pleased to report that membership numbers have bounced back and are only 2% lower than our peak prior to the pandemic. We also saw low cancellation rates and an increase in senior participation in programs.

To help encourage physical activity in our community, we continued our free Active in the Park fitness classes, extending them through autumn and winter by bringing them under floodlighting or indoors. We also conducted an Active Ageing survey to understand what motivates or stops people aged 45 and older exercising, so we can plan programs and activities to support them to stay healthy and independent for as long as possible.

As part of our focus on raising awareness about the importance of talking about mental health, we ran a Blue Trees in the Burbs campaign during Mental Health Week in October where we asked the community to create their own blue tree and upload their images to our website. We also held a yoga class adjacent to our blue tree at Point Walter.

We are always striving to deliver great quality playgrounds for families in our community, and were pleased to receive the Best Playspace Award (less than \$500,000) at the 2020 Parks and Leisure Australia National Awards of Excellence for our new playground at Deep Water Point, the same award we won in 2018 for our Piney Lakes Sensory Playground.

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 bacteria levels in the water. They also continued to audit industrial premises, to check they have adequate precautions in place to prevent groundwater contamination.

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, 97% of participants achieved a score of three stars or more, meaning they demonstrate very good or excellent food safety practices.

Year ahead – key initiatives


- Complete redevelopment and hold a grand opening for Shirley Strickland Reserve.
- Complete stages 4 and 5 of the Tompkins Park redevelopment.
- Commence change room upgrades at Winthrop Park, Marmion Reserve and Melville Reserve.
- Complete major refurbishment of the pools at LeisureFit Booragoon.
- Complete construction of a fenced dog play park at Bob Gordon Reserve.
- Begin construction of a premier play space at Bob Gordon Reserve.
- Create master plans for Webber and John Connell Reserves.
- Commence detailed designs for change room upgrades at John Connell, Len Shearer and Morris Buzacott Reserves.
- Develop a Tennis Strategy.
- Investigate additional health and fitness programs for seniors.
- Continue to remove asbestos from numerous buildings across the City.



Landscape Architect Coordinator Janine Ahola, Landscape Architect Nikki Stringer and Director Technical Services Mick McCarthy at the award-winning Deep Water Point playground.

Key performance indicators



 Participants at our free Active in the Park yoga classes.



Safe and Secure

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



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

Highlights

Completed **1,253** graffiti removals, **3,789** swimming pool compliance inspections and dealt with **90** building compliance matters.

Our Community Safety Service (CSS) conducted **59,033** targeted patrols based on information from the community or police.

CSS also conducted **20,829** checks of **560** properties through holiday watch patrols, and dealt with **8** issues found during these patrols.

CSS responded to **12** calls from police for assistance. They also provided police with **398** intelligence reports, dealt with **38** calls pertaining to vandalism and assisted with **13** jobs regarding missing persons.

Rangers responded to **3,330** requests throughout the year. This included **1,743** for illegally parked vehicles, **438** for abandoned vehicles, **725** for illegal dumping and **394** for barking dogs.

Provided funding for **41** Constable Care performances at local primary schools.

We reunited **92** lost dogs and cats with their owners.

Key achievements/projects

As indicated in our recent Community Wellbeing Survey, safety and security is a top priority for our community 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 only by working closely with them that we can create a community that is safe and secure.

This year, as we do every year, we worked closely with the Murdoch and Palmyra police stations, exchanging information on a daily basis. Our CSS plays a key role in this endeavour, and supplied 398 intelligence reports to police to help with their investigations. They also responded to 12 direct calls from the police for assistance.

Using intelligence from the police and our own community, our CSS also conducted 27,993 hot spot patrols of problem areas, and deployed our mobile CCTV trailer to 22 locations throughout the community. They also continued to offer holiday watch patrols, and this year conducted 20,829 patrols of 560 houses. This is a decrease from last year however is not unexpected due to a reduction in travel due to COVID-19.

We also continued to work closely with and support our local Neighbourhood Watch Committee, which hosted 14 information stalls at various events and shopping centres throughout the year.

Our rangers continued to play a vital role in keeping our community safe and secure through their normal duties of animal control, parking and bushfire control, and responding to reports of littering, illegal signs, dumping and off-road vehicles.

What was evident this year was that the COVID-19 pandemic impacted the community in a variety of ways, including in regard to community safety and crime. Following on from engagement with our community on their safety, crime and injury priorities we developed a 12-month action plan which was circulated and subsequently supported by the Safer Melville Advisory Committee.

The Safer Melville Advisory Committee is made up of representatives from various state government agencies, community-based organisations, local police stations and community and business groups and meets bi-monthly to provide advice and work with us on improving and promoting safety and injury reduction in the community.

One trend identified through the review was the increase, not just locally, of reported incidents of family and domestic violence. In response, we supported the WA Government's 16 Days in WA to Stop Violence Against Women campaign and

This year our CSS deployed our mobile CCTV trailer to 22 locations throughout the City.



installed a purple bench in Canning Bridge to raise awareness and show support for the victims of domestic and sexual violence.

We also identified an opportunity to raise awareness of our CSS and the work they do, and ran a successful marketing and communications campaign on social media and updated our CSS page on the website to include interactive statistics on the type and number of jobs they have completed.

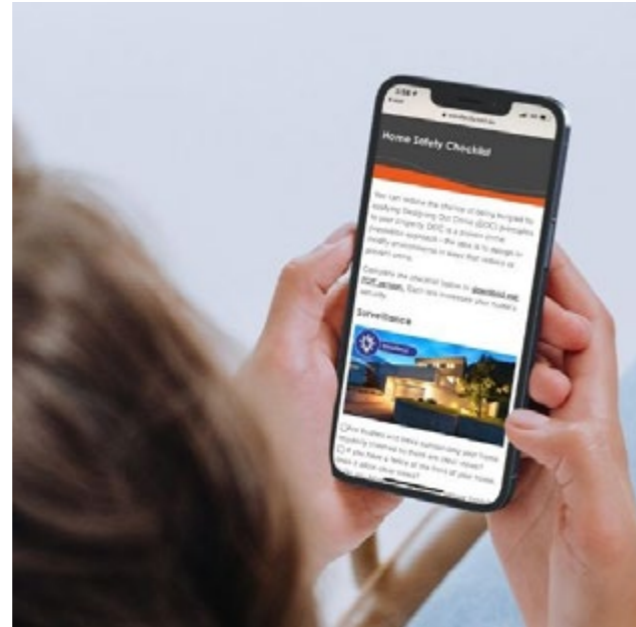
Acknowledging the importance of engaging positively with young people, we continued our PHAZE Urban Art program, and held painting sessions in Leeming, Melville, Myaree and Bull Creek for 92 participants. Through PHAZE, young people aged 12-25 develop their spray painting skills with a professional urban artist.

We also continued to provide 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.

Pleasingly, this year we were also successful in securing approximately \$12,000 for a youth outreach project, and will begin planning and implementing this project next financial year.

We recognise a key aspect of improving community safety is educating the community 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. With this in mind we reviewed and relaunched our home safety checklist, which can be completed online from a desktop, tablet or mobile device or

This year we developed an online home safety checklist to help our community assess how secure their house is.



a hard copy downloaded from our website.

We also continued to use social media to rapidly communicate safety and crime trends to our community and continued to send out our bi-monthly Safer Melville eNews (electronic newsletter).

Finally, we committed to becoming a child safe organisation, and convened a working group made up of representatives from across the organisation to help us put this into action. A child safe organisation is one that creates a culture, adopts strategies and takes action to promote child wellbeing and prevent harm to children and young people. Work will continue on this project throughout the next financial year.

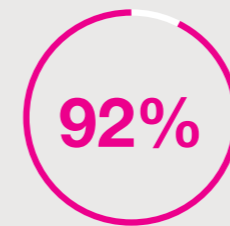
Year ahead – key initiatives

- Develop a Cat Management Plan.
- Complete a review of where dogs can be on-lead, off-lead or are prohibited.
- Implement the remaining actions from the minor review of our Safer Melville priorities.
- Implement initiatives to prevent and respond to family and domestic violence.
- Continue funding and support for the Neighbourhood Watch Committee, Constable Care Child Safety Foundation Program and the student support officer.
- Plan and implement the youth outreach project.
- Continue planning and implementation of the child safe organisation project.

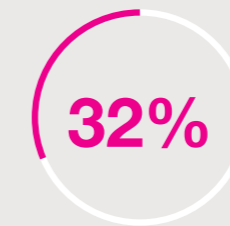
One of our PHAZE murals completed this year. This one is located at Riseley Activity Centre.



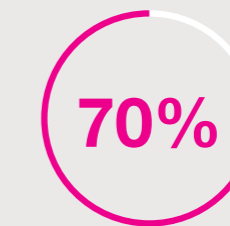
Key performance indicators



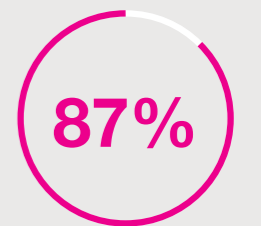
Residents feel safe being out in public in their local community (2021)



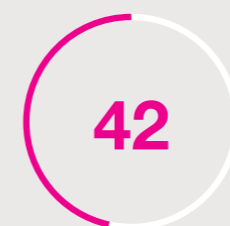
Residents would like a focus on safety and security as a top priority (2021)



Residents feel prepared in the event of an emergency (2021)



Residents and businesses satisfied with safety and security (2020)



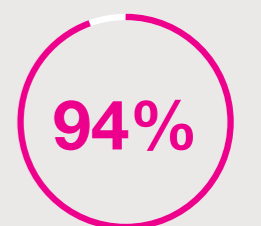
Falls resulting in deaths (2014-18)



People injured from a fall (2014-18)



People killed or seriously injured in transport crashes (2020)



Residents satisfied with graffiti removal services (2020)

Sense of Community

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



Goals

Lifelong learning and creativity
Participation and inclusion
Place activation and liveability
Sense of identity through collective memory
Social connectedness and belonging

Highlights

- Installed **12** new public artworks, all funded through our Percent for Art Scheme.
- Acquired **22** new artworks for our public art collection.
- Completed approximately **61** upgrade and renewal projects and **2,921** maintenance requests across City-owned properties.
- Held **11** citizenship ceremonies for **730** conferees.
- Provided support to more than **83** older residents through our Age Friendly Assistance Fund.
- Held **15** events for older people, with around **547** people attending across all events.
- Partnered with Melville Cares to provide a community bus service, which provided transport to **1,296** people during the year.
- Provided financial support to **87** members of the community through Activelink grants.
- Saw **348** attendances at our Youth Drop-In service.
- Presented **4** Auspire Community Citizen of the Year Awards, which recognise individuals and organisations who make a positive difference through volunteering.
- The Melville Volunteer Resource Centre connected **4,891** people to volunteer positions and organisations, supported **186** volunteers within our City and supported **168** volunteer organisations with volunteer recruitment.
- Our customer relations team answered an average of **5,783** calls, **1,400** emails, **546** live chat enquiries and **814** online requests each month.
- Approved **47** applications for My Community Grants.
- Launched community engagement on **44** projects, and sent **60,951** direct email invitations to community members inviting them to participate. A total of **12,672** people participated in community engagement activities this year.

92,279 people visited our online engagement platform, Melville Talks, an increase of **125%** from the previous year.

Our libraries loaned **950,026** physical items and **146,893** digital items to more than **35,000** members.

Our libraries had more than **482,680** visits, with **3,537** children attending Storytime, **4,150** babies attending Baby Rhyme Time, and **2,250** people attending adult events and programs.

Our financial counselling service helped **377** residents throughout the year.

Donated **\$50,000** to the Lord Mayor's Disaster Relief Fund to support victims of the Woorooloo and Hills bushfires and **\$20,000** to support victims of Tropical Cyclone Seroja.

Peer researchers from the WA Youth Affairs Council who are helping us develop our new Young People Strategy.



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.

Following the appointment last year of Pete Stone as our new Creative Producer, our arts, culture and events team was restructured so we could increase the diversity, quality and quantity of arts, culture and events programming throughout the City. This year our new team delivered several new programs and events to help position Melville as a cultural hub that attracts audiences from the wider Perth area.

The first was our Melville Contemporary Architecture and Sounds Sessions in October and November 2020, which showcased our City's rich and diverse architecture story. Five houses were selected and each session included a house tour, guest talk and discussion and live acoustic music.

We also held two new free family events at our stunning Dyoondalup (Point Walter) foreshore. The first event, Songs for Freedom, was delivered in collaboration with Big hART and the Ieramugadu (Roebourne) Community. It captured the joy of living on Country and featured an ensemble of prominent Ieramugadu and Western Australian musical artists. The second event, Melville Midwinter, was an evening of connection and reflection and featured nine musical, theatrical and spoken word performances by talented poets, artists, musicians and local Aboriginal Elders, followed by a dip in the river for those brave enough to partake.

As well as new programming, we continued to hold our annual Limestone Concert Series, which this year was expanded to five performances, and held our much-loved Kidchella children's festival, which this year was postponed until January due to COVID-19 restrictions.

We also continued to support a number of other events held in our City, including Perth Festival's Witness Stand on the banks of the Swan River at Deep Water Point, Applecross Rotary's Jacaranda Festival on Ardross Street in the heart of Applecross Village, and the Perth Makers Market at Goolugatup Heathcote.

Our galleries and museums continued to offer diverse and exciting programming for

our community, with more than 7,000 people visiting Goolugatup Heathcote Gallery (formerly Heathcote Cultural Precinct) over the past year to see innovative, high-quality works from 90 artists across 12 exhibitions, and more than 9,000 children and adults attending art classes run by a number of our talented creatives on site.

We also launched a new cutting-edge contemporary music program, Goolugatup Sounds, which appears alongside each exhibition opening at the Goolugatup Heathcote Gallery. Curated by Lyndon Blue, the program supports artistic and experimental music performance and our first session featured a new ambient collaboration of Dominic Simper from Tame Impala and Nick Allbrook from Pond.

We also launched two new art prizes at Goolugatup Heathcote. The first, our Digital Art Prize, provided for \$15,000 across multiple categories for contemporary visual art that was wholly digital and viewable in a web browser. Our second new prize, Melville Contemporary, is a biennial, acquisitive art prize and this year attracted 188 entries with a selection of works to be exhibited in July 2021.

Following major site works to improve accessibility we re-opened Wireless Hill Museum in May 2021 with our 2021 exhibition, Signals, Cyphers and Stories: A Stitched History of Telecommunications. This embroidery exhibition, delivered in partnership with Innovative Stitches, responds to the site history of Wireless Hill and the history of telecommunications.

The 2020 exhibition, Transmission, finished in November 2020 following an extensive program of public talks. We also held a number of other standalone events at Wireless Hill, including our popular Vinylpalooza, a vintage film night and a number of other public talks.

To help improve the accessibility of exhibitions at Wireless Hill, both Transmission and Signals, Cyphers and Stories are available online as a virtual tour, which we plan to continue for all future exhibitions. We also uploaded five of our museum collections to the Collections WA website so the public can access the images and information at any time.

To ensure our libraries continue to meet the needs of our community now and into the future, we completed a review of opening hours and usage across our five libraries. As a result of the review

Event-goers at Goolugatup Sounds, our new cutting-edge contemporary music program at Goolugatup Heathcote.



and feedback from the community, we converted Canning Bridge Library into the State's first self-serve express library, where members can access a boutique collection of popular titles, return their items, pick up holds, and access free Wi-Fi and spaces to study, read or relax. This change meant we could direct funding to more programs and events at our busier branches while still offering services that respond to the needs of our community.

We also completed an upgrade of the Willagee Library façade to provide external library spaces for library programs and for customers to study, read or relax. Works included new front windows, external lighting, furniture and external power points, as well as resurfacing the pavement area at the front of the building. As part of the project we commissioned artists Kambarni and Matthew McVeigh to create a vibrant, contemporary mural artwork on the east and west facing walls and canopy, which was completed in late 2020.

These upgrades have revitalised Willagee Library, creating a modern and inviting space for our community, which has led to an increase in visitation and exceedingly positive feedback.

Next door to Willagee Library, we began an internal upgrade of Willagee Community Centre, which will include a refreshed basketball court and meeting rooms, sound dampening, a new floor mural and new carpet. These works are anticipated to be complete by July 2021 and in the interim, we have relocated community groups to our other facilities so they can continue to meet.

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 1,300 people attended our annual Arts Awards and Exhibition, which displayed 252 works by professional and hobby artists. Our Open Studios weekend also saw 31 local art audios open to the public, featuring the work of 100 artists.

We continued to deliver on our Public Arts Strategy and Masterplan, and this year installed 12 public artworks across Applecross, Palmyra, Bicton, Bull Creek, Mount Pleasant, Ardross, Melville, Murdoch and Willagee. Works ranged in value from \$18,000 to \$120,000, with all funds coming from the City's Percent for Art Schedule, which asks developers to contribute to the cost of design and installation of works as part of particular developments.

We also purchased 22 artworks for our art collection from entries to our Art Awards and Exhibition and Goolugatup Heathcote's Digital Art Prize, along with a piece from our 2020 TILT exhibition by Erin Coates, and pieces from local artist Katie Glasking and WA artist Judy Rogers. Our collection is growing in significance and a selection of works can be seen on display in the Collections Gallery at Goolugatup Heathcote.

We also completed 12 mural projects across the City in the suburbs of Kardinya, Willagee, Palmyra, Bull Creek, Booragoon, Melville, Attadale, Ardross and Mount Pleasant.

We undertook a five-year review of the Age Friendly Melville Plan, and engaged directly with people aged over 55, family members, carers, service providers and the wider community to determine the top four priority goals to guide the plan. We also reviewed and re-launched our Age Friendly Melville Fund, and brought administration of the fund back in-house.

We also continued to hold well-attended activities and events for older people, including sessions about transport and independence, seniors safety, navigating the aged care system, and downsizing as part of our South of the River series. More than 200 people attended our Man Cave event, hosted during Seniors Week, which showcased opportunities for men to get involved in their communities.

Thanks to funding from the Department of Communities, we produced a series of short videos to raise awareness and highlight the experiences of people living with dementia. Produced by RT Films and featuring actors from the Melville Theatre Company, these videos will be launched in 2021-2022.

Understanding that young people are the future of our City, we commenced a review of our Young People Strategy, and recruited eight peer researchers from the Youth Affairs Council

of WA to design the engagement process and provide advice on communicating with younger people. Work on the strategy will continue into the upcoming financial year.

We also engaged extensively with young people on a proposed new mountain bike facility for Point Walter Reserve, holding a community design event in April 2021 and a pop-up event at Webber Reserve in May 2021.

To help support local not-for-profits, community groups, creatives and small businesses, we launched our new community grants program, My Community Grants, in October 2020. This program replaced our previous Community Partnership Funding program, and this year we provided 47 grants for events, programs and activities that activate places and encourage participation in community life.

A sub-set of this grants program was our one-off Night Time Activations Grants funding round, which provided \$40,000 in funding to businesses and organisations for night time events and activities to support our local night time economy and activate our communities.

We also launched our fifth round of Project Robin Hood, which provided \$95,000 in funding for six projects that are designed, developed and delivered by the community, including a new sensory playground and sound garden, new nature play space, interactive signage for Blue Gum Lakes Reserve, rejuvenation of bushland and a nature circuit.

Members of the Embroiders' Guild of WA who worked with us on our Signals, Cyphers and Stories exhibition at Wireless Hill Museum.



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 potential volunteers with community groups needing assistance. They also worked with other local governments to host events that celebrate volunteering.

As part of our focus on strengthening community engagement, we established our first Community Feedback Panel, which will help us test new ideas and give feedback on strategies, plans, policies and projects. This year members met five times to discuss topics such as cat management, economic development, sustainability and the City's brand narrative.

As part of our approach to working together with our community to improve our places, we continued to support a number of town teams in our City, including Rise up Riseley, Applecross Town Team, Pally 6157, and Brentwood Village Town Team.


Our *Disability Access and Inclusion Plan 2017-2021* and *Stretch Reconciliation Action Plan 2017-2021* continued to see some great projects come to fruition. Read more on pages 72-75.

Year ahead – key initiatives

- Commence refurbishment of Bull Creek Community Centre and the interior of Willagee Library, and upgrade the RFID technology at our libraries.
- Begin construction of the Karlup Ceramics Studio (Atwell House) and a major extension of the Melville Woodturners facility at Kardinya Hall.
- Continue to improve accessibility of City-owned buildings.
- Relocate our annual Art Awards and Exhibition to Wireless Hill Museum and introduce a major, original exhibition for Wireless Hill in Summer 2021-2022.
- Re-brand our Limestone Concert Series as Free Summer Music and launch two new music series and a writers festival.
- Deliver a major public art road mural in Riseley Activity Centre.
- Collaborate with Fremantle Biennale to deliver public arts and events in the City.
- Develop a new Cultural Infrastructure Strategy and finalise the Wireless Hill Vision and Activation Plan.
- Develop a Stakeholder Engagement Framework and review our Stakeholder Engagement Policy and Strategy.
- Continue to increase engagement outreach opportunities at events, farmers markets and shopping centres.
- Finalise and launch our new Young People Strategy.
- Develop a Vision from the Heart and corresponding Aboriginal Cultural Learning Strategy (delayed from last year).
- Conduct engagement and review our *Disability Action Inclusion Plan 2017-2021* and *Stretch Reconciliation Action Plan 2017-2021*.
- Deploy our new digital and customer first strategies.

Key performance indicators



 Members of the public enjoying our 2020 Open Studios.



Sustainable and Connected Transport

Better public transport, cycling and walking infrastructure and responsive traffic management.



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

Highlights

- Inspected and cleaned **3,590** stormwater drainage pits and pipes.
- Swept and maintained **545km** of road, and **497km** of footpaths.
- Maintained **13** jetties and boardwalks, and **3** boat ramps.
- Resurfaced more than **15.64km** of road.
- Completed **5.49km** of new and renewed footpaths.

Key achievements/projects

Working towards sustainable and connected transport, we are focused on optimising key road networks, providing better public transport and cycling and walking infrastructure, and showcasing alternative transport to cars.

This year work continued on the preparation of a parking management plan for Deep Water Point, and we engaged an external consultant to undertake a number of parking surveys and conduct research into parking challenges in the area. As part of this process we engaged heavily with the community, and a draft report and recommendations were prepared by the consultant and went back out to the community for comment in June 2021.

Key recommendations in the plan include the increase in 'trailer only' bays from 15 to 22, the transition of the loading zone to both a loading zone and pick-up/drop-off bay, modification of the car park flow to one way, paid parking with two hours free at the Deep Water Point car park and along The Esplanade for all vehicles including boat trailers, and improvements to accessibility for people living with a disability.

We also commenced construction of our first ever Safe Active Street, which will provide a safe and comfortable route for people walking or riding bikes between Westfield Booragoon Shopping Centre and Riseley Street Activity Centre. Work took place on Links Road, Collier Street, Millington Street and Hope Road, with construction anticipated to be finished by the end of 2021. This project is partially funded by an \$850,000 grant from the Department of Transport's Safe Active Streets Pilot Project.



This year we continued work on a parking management plan for Deep Water Point.

We continued to implement our Bike Plan 2012, and this year completed the design for a new shared path along Jeff Joseph Reserve and the design for a new shared path along Murdoch Drive between South Street and Farrington Road. Both projects received WA Bicycle Network Grants Program funding, and construction is anticipated to begin next financial year.

As our Bike Plan 2012 is now 10 years old, we also began preparations for a new pedestrian and bike plan, and work will continue on this over the 2021-2022 financial year.

We commenced or completed 32 footpath projects throughout the year, which included renewals of existing footpaths and installing new footpaths. We also continued our annual road

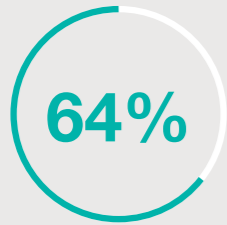
resurfacing program and resurfaced 23 roads, equivalent to 15.64 km, and completed two road rehabilitation projects on Farrington Road and Stock Road throughout the year.

We also commenced a \$1 million multi-year stormwater drain condition inspection and renewal project to help ensure our stormwater drainage systems are fit-for-purpose and can handle excess stormwater run-off. As part of this we use a new method, pipe relining, where instead of replacing broken stormwater pipes, we reline the pipe with a strong resin. No digging is required, helping save ratepayer money while also protecting the environment.

Year ahead – key initiatives

- Complete construction and activate our first Safe Active Street.
- Complete a Black Spot project at the intersection of Canning Highway, Dunkley Road and Norma Road.
- Through our My Community Grants program, launch a one-off funding round for projects and programs that encourage active transport.

Key performance indicators



Residents feel there is sustainable and connected transport in the City (2021)



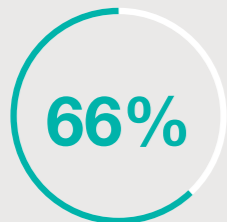
Residents would like a focus on sustainable and connected transport as a top priority (2021)



Residents satisfied with footpaths and cycleways (2020)



Roads have a footpath (2020-2021)



Residents satisfied that public transport meets their needs (2021)



Residents feel they can travel easily within the City (2021)



Paths in the City (2020-2021)



This year we completed a road rehabilitation project along Stock Road between Canning Highway and Leach Highway to provide a safer environment for road users.

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 access to our services, events, facilities and information as other people, 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 some of the key achievements and initiatives this year from our *Disability Access and Inclusion Plan 2017-2022*:

- Completed an audit of all City-owned buildings that require access upgrades, identifying 51 buildings that require changes to meet legislative standards. As a result, we committed \$4 million over the next five years to complete these upgrades and commissioned an architectural firm specialising in access and heritage refurbishments to start works on priority buildings. These priority buildings were selected due to use and include:
 - » the heritage-listed Tivoli Theatre
 - » various halls used by Scouting and Girl Guide groups
 - » Mount Pleasant Bowling Club
 - » Blue Gum Community Centre.
- Completed a number of accessibility upgrades throughout the year, including at Yagan Mia (Wireless Hill), Bull Creek Library, Bull Creek Community Centre, Willagee Community Centre and Bert Jeffrey Reserve. Upgrades included new unisex accessible toilets (UAT), new paths and ramps, additional ACROD parking, and internal and external upgrades to allow better access to facilities and UATs.
- Along with 25 other local governments, we took part in the National Disability Service's This Bay is Someone's Day campaign, which aims to encourage the appropriate use of ACROD parking bays. As part of this campaign, our rangers and Community Safety Service officers were provided training and now carry information regarding fines for the misuse of ACROD bays. We also commenced a program to upgrade the City's ACROD bays to the new national standard as carparks are refurbished. All new bays will be recorded and mapped to help communicate the locations to ACROD users.
- Motivated by the shutdown of the Department of Communities' Access WA You're Welcome website, we started a project to map all our UATs, changing places and ACROD parking bays. This information will eventually be available on our website so residents and visitors can plan their journeys and check for accessible services and venues.



This year we were proud to support the National Disability Service's This Bay is Someone's Day campaign.

- Refreshed our approach to our Access Advisory Panel to ensure quality proposals and plans are made available to the panel in a timely manner for review and discussion. The panel is made up of community representatives who are living with a disability, seniors and representatives from the disability and aged care sectors. The panel provides feedback on development projects to ensure all accessibility requirements are considered and a universal design approach is taken. This panel continues to be recognised by other WA local governments as leading the way in stakeholder engagement on this topic.
- Offered work experience to two people living with a disability as part of our continued focus on creating an inclusive and diverse workforce. They completed placements in our community development administrative team, with simplified job descriptions developed to enable satisfying roles to be rolled out.
- Our rangers, Community Safety Service team and customer relations teams commenced planning for training with our Social Justice Advocate on communication options for customers with hearing, sight, verbal and cognitive differences. Training is scheduled for the next financial year.
- Started developing an Easy Read (Easy English) brochure to help people with lower levels of English comprehension or reading skills to understand our different customer service channels and how they can contact us. The brochure will be available in 2021-2022.
- Organised disability awareness training for 20 community centre volunteers, provided by Rocky Bay. The training aimed to provide volunteers with a sense of confidence in their abilities and was inspired by the need for a shared understanding of inclusive language and practices. Feedback from the volunteers showed they appreciated being upskilled and felt more empowered and confident when working with people with disability.
- Organised certified Mental Health First Aid Training for 20 front-facing staff to enable them to recognise and better serve customers who may be experiencing poor mental health.
- Our customer relations team updated their Translating and Interpreting Service (TIS) membership to ensure it remains accessible to their staff.
- Continued to offer our publications to residents in alternative formats upon request.



For more information and to view a copy of our *Disability Access and Inclusion Plan 2017-2022*, visit www.melvillecity.com.au/DAIP

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 some 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 17 First Nations students the opportunity to complete their Certificate II in Civil Construction, with four completing the full course and nine receiving credits for partial completion.
- Increased the number of First Nations staff from 11 to 16, and placed three Aboriginal students in school-based traineeships at Willagee Library, our Operations Centre and our Civic Centre.
- Continued to work on dual-naming sites of Aboriginal heritage significance, and started work on a collaboration with Community Arts Network (CAN) WA and Moodjar Consulting on this project.
- Received Landgate approval to rename the Heathcote Lowerlands to Goolugatup Lowerlands. The name 'Goolugatup' features prominently at the Heathcote site with Heathcote Cultural Precinct also renamed Goolugatup Heathcote this year.
- Formally adopted the name 'Karlup' for Karlup Ceramic Studio following engagement with heritage site informants and Aboriginal Elders at Atwell House.
- Partnered with Big hART and the Roebourne Community to hold Songs for Freedom, a free family concert at Point Walter foreshore celebrating peace and country.
- Commissioned two Aboriginal artists, Melissa Spillman and Dannielle Arnold, to develop artworks to be permanently displayed on our waste trucks. Melissa's artwork is also now displayed on our Community Safety Service (CSS) vehicles.
- Finished our new mural at Willagee Library created by artists Kambarni and Matthew McVeigh. The mural celebrates local Willagee identity George Humes, with key themes of the artwork including strength, reconciliation and family.
- Celebrated NAIDOC Week with a number of events, including a special performance from Gina Williams and Guy Ghouse during our Limestone Concert Series, a community film night showing the documentary *In*



A sand mural created by the community at our Songs for Freedom event.



My Blood It Runs at George Hume Park in Willagee, and a community BBQ and artist talk with Melissa Spillman at Willagee Library.

- Celebrated National Reconciliation Week with our Nyin, Ni, Koorliny – Sit, Listen and Walk event. More than 100 people joined us at Dyoondalup (Point Walter) to hear Dreamtime stories from Whadjuk Elder Auntie Marie Taylor and Noongar Leader Shaun Nannup and to take a walk along the Jenna Bidji Yorga Trail from Jennalup (Bicton Baths) to Dyoondalup, listening to Noongar stories via the Geotourist app.
- Welcomed new tenants, the Western Australian Indigenous Tourism Operators Council (WAITOC) and Wisdom in Your Life, at Goolugatup Heathcote.
- Held a turning of the sod ceremony at Shirley Strickland Reserve to mark the beginning of construction of the new pavilion, which includes a textual narrative and translation of a poetic text created for this project by Whadjuk Elder Auntie Marie Taylor.
- Commissioned Aboriginal artist Seantelle Walsh to create a mural at John Creaney Reserve.
- Purchased two artworks by First Nations artists for the City's art collection. The first artwork, *Kungka Kunpu (Strong Women)* by the Iwantja Young Women's Film Project was submitted to the Digital Art Prize at Goolugatup Heathcote. The second, *Adam Goodes* by Greg Barrs was submitted to the City's 2020 Art Awards and Exhibition.
- Held hip hop workshops at Willagee Library with Noongar artist, Joshua Eggington.
- Recorded one new oral history, taking the total number of Aboriginal stories to 10.
- Installed an additional flag pole at the City of Melville Civic Centre to fly the Torres Strait Islander flag alongside the Aboriginal flag. Both flags are also now in the City of Melville Civic Centre conference room.
- Installed an Acknowledgement of Country plaque and Aboriginal flag at the Point Walter Golf Course.
- Updated the panoramic sign at the top of the anchor block at Wireless Hill to include the First Nations names from the Yagan's Genuunny walk at the site.
- Collaborated with the City of Cockburn to deliver a series of workshops for staff to help them develop a greater understanding of the impact of racism, and to show staff how they can become allies to First Nations staff in the workplace.
- Reclassified and renamed the job titles of our two Community Development Officers – Aboriginal Engagement to First Nations Engagement Advisor and First Nations Community Development Officer, to better reflect the focus of the positions and tangibly recognise cultural load.
- Began planning for the review of our Stretch RAP in 2022.
- Hosted numerous internal and external presentations on the City's RAP journey.
- Continued to convene our RAP Continuous Improvement Team meetings, which brings together staff from across the organisation to action items from our Stretch RAP.
- Continued to work alongside WALGA 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

Business Excellence

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



This year we continued to strengthen our approach towards evidence-based decision making and performance reporting using our community outcome dashboards. These dashboards are regularly updated with the latest data and 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 continued to strengthen our use of data by using advanced analytics to streamline business performance management and improvement. Work continued on investigating ways we can use smart technology to improve our operations to create better outcomes for our community and City.

To keep our finger on the pulse and ensure we understand what our community values, we commissioned our biennial Community Wellbeing Survey to measure our community's perception of their wellbeing as well as how they prioritise their aspirations. For more information, see page 19.

To ensure we have a clear direction and mutually agreed plans, we completed reviews of our Strategic Community Plan and Corporate Business Plan, new versions of which were adopted by Council in September 2020. For more information on these documents, see page 18. As part of this process, we also worked with Elected Members to redefine our vision, mission and values, which can be found on page 10.

Another way we continue to focus on business excellence is through improvement and transformation projects driven by cross-functional 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 challenges or improve existing processes or systems.

An improvement team continued to review and improve the contractor induction process by transforming the manual contractor induction process into a streamlined online process. Our arboriculture team continued work on improvements to the end-to-end processes for the maintenance, planting and watering of trees, and have started piloting using tablets to record tree maintenance data in our systems. Our planning, building and environmental health transformation project continued and this year we delivered new website content that better explains the approvals processes for small, residential building and renovating projects.

We also received funding from the Small Business Friendly Approval Program for a project to transform the user experience and reduce red tape for local businesses.

We also ran performance measurement workshops throughout the year to review operational measures for effectiveness and efficiency of our services.

The above are just some of the many continuous improvement projects we undertake each year. We also operate an 'opportunities for improvement' system that encourages staff to innovate and suggest ways we can improve our processes, services and facilities throughout the year.

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 (WA) 1996.

We continued to focus on enhancing customer service and this year Council approved a new customer feedback council policy. To help embed this new policy and deliver great customer service, we are planning to launch a new Customer First Strategy next year.

To help measure satisfaction with customer service, we continued to survey customers after they interacted 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 1.81 out of 7 (lower is better). We put our mystery shopper program on hold due to the continuing uncertainty of COVID-19.

So we can better serve our customers, we introduced a new customer liaison position, who welcomes, helps and directs customers on entry to our Civic Centre, and we upgraded our phone system and our internal knowledge system (or 'wiki').

Unfortunately, complaints slightly increased in 2020-2021 from 330 to 355 (a 7% increase) from the 2019-2020 financial year.

The nine principles of business excellence

Clear direction and mutually agreed plans

Understanding what customers and other stakeholders value

Outcomes are improved when you work on the system and its processes

Engage people's enthusiasm

Innovation and learning influences agility and responsiveness

Effective use of facts, data and knowledge for informed decision making

Variation impacts predictability, profitability and performance

Sustainable performance should deliver value for all stakeholders

Leaders determine the culture and value system of the organisation

Our Measures

Key Effectiveness and Efficiency Indicators

The key effectiveness and efficiency indicators outlined below are measures we put in place to ensure we are continually improving and working towards our outcomes.

Outcome Key effectiveness indicator

Clean and Green

91% of residents feel their local area is clean and green
20% of residents would like a focus on clean and green as top priority
24% tree canopy coverage
2 five-star Green Star Developments
1.2M tCO2e GHG emissions by the community
400kW of renewable energy generation capacity across City facilities
66% of residential waste diverted from landfill
2.3M kL water consumed by the City

Growth and Prosperity

81% of residents feel the City is a place of growth and prosperity
8% of residents would like a focus on growth and prosperity in the City as top priority in 2020
24% of businesses satisfied with the City's understanding of issues and challenges they face
50% of businesses satisfied with how they are consulted about local issues
4.2% unemployment rate
89% of businesses satisfied with the City as a place to operate a business
77% of businesses satisfied with the City as a governing organisation

Healthy Lifestyles

86% of residents believe they have a healthy lifestyle
14% of residents would like a focus on healthy lifestyles as a top priority
92% 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

Safe and Secure

92% of residents feel safe being out in public in their local community
32% of residents would like a focus on community safety and security as a top priority
70% 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
5,440 people injured from a fall
32 people killed or seriously injured in transport crashes
94% of residents satisfied with graffiti removal services

Sense of Community

76% of residents feel there is a sense of community in their local area
9% of residents would like a focus on sense of community as a top priority
96% of residents satisfied with library services
64% 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
85% of residents feel there are enough opportunities to interact with people

Sustainable and Connected Transport

64% of residents feel there is sustainable and connected transport
14% of residents would like a focus on sustainable and connected transport as a top priority
85% of residents satisfied with footpaths and cycleways
52% of roads in the City have a footpath
66% of residents satisfied with public transport meeting needs
88% of residents feel they can travel around easily within the City
497km of 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	93% report a positive quality of life (wellbeing) 91% are optimistic about their future 91% agree their area is clean and green 92% feel safe being out in public 86% believe they have a healthy lifestyle 81% agree that Melville is a place of growth and prosperity 64% agree there is sustainable and connected transport 76% agree there is a sense of community View the full survey report: www.melvillecity.com.au/wellbeingsurveys	Every two years we conduct community wellbeing survey to learn how our residents perceive their wellbeing and which outcome areas are important to their sense of wellbeing.

Operational KPI	Means of Measurement	Target	Actual	Comments
Area: Asset Management				
Asset Sustainability Ratio (ASR)	Formula: Capital renewal and replacement expenditure Depreciation expense	1.1	1.48	We are investing in asset renewal/replacement to a degree that offsets current consumption and provides for the effect of inflation.
Asset Consumption Ratio (ACR)	Formula: Depreciated replacement cost of assets Current replacement cost of depreciable assets	0.6	0.51	We are investing in asset renewal/replacement to a level where we are in danger of slipping into a level where we will have difficulty maintaining the 'aged' condition of our assets.
Asset Renewal Funding Renewal (ARFR)	Formula: Net present value of planned capital renewals over 10 years Net present value of required capital expenditure over 10 years	0.95	1.00	We are investing in asset renewal/replacement to a level that offsets current consumption and provides for the effect of inflation.

Operational KPI	Means of Measurement	Target	Actual	Comments
Area: Financial Management				
Financial Health Score	MyCouncil Financial Health Indicator (FHI)	70	76	Our FHI for 2020-2021 scored lower than previous years, due to the rates concession applied to residential households as part of our COVID-19 Community Stimulus Package. Without the rates concession our FHI would have been 96.
Rates Coverage Ratio (RCR) (%)	Formula: Net rate revenue ----- Operating revenue	N/A	0.75	The RCR assesses Council's dependence on revenue from rates to fund its annual budgets. Revenue from rates was 75% for 2020-2021.
Current Ratio (%) (Liquidity Ratio)*	Formula: Current assets minus restricted current assets ----- Current liabilities minus liabilities associated with restricted assets	1.0	1.20	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: Total liabilities ----- Total equity	N/A	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: Rates outstanding ----- Rates collectible	94.6%	94.4%	We collected 94.4% of all residential rates, resulting in a 5.6% remaining unpaid for the 2020-2021 financial year.
Debt Service Cover Ratio (DCR)*	Formula: Annual operating surplus before interest and depreciation ----- Principal and interest	5.0	45.25	We have the ability to pay our debts when they are due.
Operating Surplus Ratio*	Formula: Operating revenue minus operating expenses ----- Own source operating revenue	0.15	0.003	We are below our target for operating surplus ratio and 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: Own source operating revenue ----- Operating expense	0.9	0.96	We have the ability to cover our own operating expenses from our own source revenue.

* These ratios were affected by the rates concession applied to residential households as part of our COVID-19 Community Stimulus Package, which reduced operating revenue (reduced rates revenue) and increased operating expenses (increased penalty and interest charge waivers).

Operational KPI	Means of Measurement	Target	Actual	Comments
Area: People Management				
Staff Turnover	Formula: Total number of resignations for the period (ex contracts) ----- Total number of employees at the beginning x 100	12.74	12.27	While the slightly higher than the previous financial year, turnover is within a healthy range.
Staff Satisfaction	Survey results	85% (2018)	80% (2018)	The staff satisfaction survey was deferred until 2021-2022.
Lost Time Injury Frequency Rate (LTIFR)	Formula: Number of lost time incidents for period x 1,000,000 ----- Number of total hours worked for the period	2.37	8.05	We continue to work on reducing lost time injuries through proactive education and reporting.
Staff Non-Availability	Formula: Work hours ----- Number of total hours worked for the period	15	8.24	Staff non-availability remains in a healthy range.
Area: Environmental Management				
Diversion of Waste from Landfill	Percentage of total waste diverted from landfill	N/A	66.11%	Improvement from last financial year which was 55.26%.
Energy Efficiency	The City's total energy consumption (GWh)	N/A	5.63GWh	Energy consumption has increased from last year, which was 5.48GWh.
Water Efficiency	The City's total scheme water consumption (kL)	N/A	96,756kL	Water consumption has decreased from last year, which was 104,000kL.
Area: Governance				
Department of Local Government Compliance Audit Score	Audit results	100%	95%	
Audit Plan Implemented	Number of audits	7	7	
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	Achieve accreditation	Achieve accreditation/certification	Since October 2010 we have maintained externally certified safety, health, environment and quality management systems.

Enabling Legislation and Regulatory Reporting Requirements

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

Local Government Act 1995 (WA)

As a local government authority, we are required to conduct business in accordance with the *Local Government Act 1995* (WA).

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 Act 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 2021, one complaint regarding an Elected Member's conduct under Section 5.121 of the *Local Government Act 1995* (WA) was upheld. The complaint was determined by the Local Government Standards Panel and reviewed by the State Administrative Tribunal. The Elected Member was required to undertake training.

In the 2020-2021 financial year, \$18,395.98 was paid to the Local Government Standards Panel to hear complaints against our Elected Members.

Local Government (Financial Management) Regulations 1996 (WA)

We are required to review the appropriateness and effectiveness of our financial management systems and procedures not less than once in every three financial years.

The last review was finalised in July 2019 and the report was tabled at the Financial Management, Audit, Risk and Compliance Committee meeting in August 2019. The next review will be undertaken in March 2022.

State Records Act 2000 (WA)

The *State Records Act 2000* (WA) requires us to produce 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. We continuously review and develop our record-keeping systems to improve efficiency and reliability and meet new requirements. The core system centralises all corporate documents and increases our efficiency in document retrieval, storage and retention.

As part of the staff induction program, staff are informed of and trained in their record keeping obligations. Training sessions for our electronic document management system are scheduled regularly, and are complemented by work instructions and guidelines. The effectiveness and efficiency of the record keeping program is reviewed and audited annually with evaluation forms completed at the end of each training session by all participants.

Elected Members receive training in their record keeping obligations and the associated process when they commence their term of office. Regular updates are provided to Elected Members through their normal communication channels.

Freedom of Information Act 1992 (WA)

The objectives under Section 3(2) of the *Freedom of Information Act 1992* (WA) create, 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 FOI 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 at www.melvillecity.com.au/FOI

Freedom of Information activity report

	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017
FOI requests received*	59	42	63	53	47
Average processing time (days)	51	46	38.7	26.2	18
Outcome					
Access in full	6	7	15	23	16
Edited access	41	30	30	19	22
Application withdrawn	4	1	2	2	2
Access deferred	0	0	1	0	0
Access refused**	6	2	6	8	5
Requests in Progress at 30 June	12	13	11	0	0
Total	59	54	54	53	45

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

** 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.

Food Act 2008 (WA)

The *Food Act 2008* (WA) became effective on 23 September 2009 and applies to all food premises within the City. This legislation is based on the Australian and New Zealand Food Standards Code and includes a risk assessment approach to food safety. All registered food businesses are given risk classifications (high, medium, and low). The frequency of inspections varies 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 at these facilities.

Health (Miscellaneous Provisions) Act 1911 (WA) and Public Health Act 2016 (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* (WA) 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 Act 1984 (WA)

Our equal opportunity management plan and procedures are compliant and 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 Act 1984 (WA)

Our comprehensive safety system 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. We also have an extensive safety and health representative network 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 (revoked) or amended. We continue to review local laws and recommend amendments as required.

During 2020-2021 we:

- Repealed the City of Melville Local Law relating to Firebreaks
- Repealed the City of Melville (Eating Houses) Local Law 2001
- Amended the City of Melville Local Law relating to Street Numbering.

During 2020-2021 we also commenced comprehensive reviews of the:

- City of Melville Meeting Procedures Local Law
- City of Melville Local Law relating to Dogs.

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 local laws to ensure they address contemporary business and community needs.

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 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.



Applecross Village.

**Street Address**

10 Almondbury Road
Booragoon WA 6154

**PO Box**

Locked Bag 1,
Booragoon WA 6954

**Telephone**

1300 635 845 | 9364 0666

**Website**

www.melvillecity.com.au

National Relay Service

(hearing/speech impaired)

Telephone

133 677 (TTY)
1300 555 727 (speech relay)

Website

www.relayservice.com.au

**Copies of this document
are available in alternative formats upon
request.**

Please call **1300 635 845 | 9364 0666**
and quote the publication name.

