

7.6 ANNUAL REPORT 2022/23

- Attachments:**
1. **DRAFT Annual Report 2022/23**
 2. **CEO KPI report 2023**

RECOMMENDATION:

That Council:

1. Pursuant to Section 5.54(1) of the *Local Government Act 1995*, **ACCEPTS BY AN ABSOLUTE MAJORITY** the City of Vincent Annual Report for the 2022/23 Financial Year included as Attachment 1;
2. Pursuant to Section 5.27 of the *Local Government Act 1995*, **CONVENES** an Annual Meeting of Electors of the City of Vincent to be held at 7pm on Thursday 1 February 2024 at the City of Vincent Administration and Civic Centre, to present the City of Vincent Annual Report for the 2022/23 Financial Year; and
3. **NOTES** that:
 - 3.1 the City of Vincent Annual Report may be subject to further formatting and styling, to be determined by the Chief Executive Officer prior to publication. The 2022/23 Financial Statements will be presented to Council as part of the recommendations of the Audit Committee and will be included in the Annual Report following adoption by Council;
 - 3.2 pursuant to Sections 5.29 and 5.55 of the *Local Government Act 1995*, the Chief Executive Officer will give local public notice of the Annual Meeting of Electors to be held on 1 February 2024, and of the availability of the City of Vincent Annual Report for the 2022/23 financial year, and will make the report available on the City of Vincent website within 14 days.

PURPOSE OF REPORT:

For Council to accept the 2022/23 Annual Report and to convene the Annual General Meeting of Electors on 1 February 2024.

BACKGROUND:

Each year Council is required to accept the City of Vincent Annual Report and the Annual Financial Statements and Auditor's certification of the account.

Following the acceptance, the Annual Report will be presented at the Annual General Meeting of Electors. The Annual Report will also be available via the City's website and in hardcopy format at the City's Administration and Library. Subject to Council approval the AGM will be held at 7pm Thursday 1 February 2024 at the City's Administration Centre.

DETAILS:

The City of Vincent Annual Report is an important statutory document through which the City communicates with its ratepayers, residents and community stakeholders. The report outlines progress made towards strategic objectives set out in the City's guiding strategic documents.

The financial statements have been accepted by the Audit Committee and will be included in the report prior to publication.

The Annual Report for 2022/23 is included as **Attachment 1**. The attached version of the Annual Report may be subject to formatting and styling changes to be determined by the Chief Executive Officer (CEO) prior to publication.

The Annual Report incorporates the CEO KPIs agreed each year between Council and the CEO.

The CEO's KPIs are made publicly available each year and are incorporated into the annual update of the City's Corporate Business Plan.

The State Government's local government reform package will mandate this in the future as well as publishing the results report of performance against the KPIs.

In advance of this forthcoming requirement, we will publish the CEO KPI results report at **Attachment 2** on the City's website alongside the Annual Report for the same reporting year.

CONSULTATION/ADVERTISING:

The AGM will be advertised via local public notice as required by section 5.29 of the *Local Government Act 1995*.

Within 14 days of the Annual Report being accepted by Council, a copy will be uploaded to the City's website.

LEGAL/POLICY:

Section 5.53(1) of the *Local Government Act 1995* requires a Local Government to prepare an Annual Report for each financial year. Section 5.53(2)(f) of the *Local Government Act 1995* specifies that the Annual Report is to contain the financial report of the financial year and Section 5.53(2)(h) specifies that it must contain the Auditor's report for the financial year.

In accordance with Section 5.54(1) of the *Local Government Act 1995*, an Annual Report for the financial year is to be accepted by the Local Government no later than 31 December after that financial year.

Section 5.27 of the *Local Government Act 1995* requires an Electors' General Meeting to be held once every financial year on a day selected by the local government but not more than 56 days after the local government accepts the annual report.

Section 5.55 of the *Local Government Act 1995* requires that the CEO is to give public notice of the availability of the annual report as soon as practicable after the report has been accepted by the local government. The CEO is to publish the annual report on the local government's official website within 14 days after the report has been accepted by the local government.

RISK MANAGEMENT IMPLICATIONS

Low: It is low risk for Council to adopt the 2022/23 Annual Report and ensures the compliance with the requirements of the *Local Government Act 1995*.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2022-2032*:

Innovative and Accountable

Our community is aware of what we are doing and how we are meeting our goals.

SUSTAINABILITY IMPLICATIONS:

This does not contribute to any specific sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024*.

FINANCIAL/BUDGET IMPLICATIONS:

There are no finance or budget implications.



CITY OF VINCENT

ANNUAL REPORT

2022/23





Acknowledgement of Country

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pays our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

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MAYOR'S MESSAGE

The 2022/23 financial year marked a return to normality for Vincent, after a few COVID-19-impacted years.

It was a joy to see our community members heading out to dine and shop in our town centres, attending our popular family-friendly events and socialising in our parks without any restrictions.

A return to a stronger economic climate also meant that we could focus on delivering more key projects, community and sporting facility upgrades and playground improvements.

We took a massive step forward with our once-in-a-generation underground powerproject with Western Power.

After securing underground power in three project areas in 2021/22, we locked in another five project areas.

The project will see all of our residential streets and town centres having underground power and brighter, energy-efficient LED lights rolled out over the next decade.

This will also help achieve our 10-year Strategic Community Plan vision for Vincent to be a leafy and vibrant 24-hour city synonymous with quality design and sustainability.

To make our neighbourhoods even safer, we received the green light from Main Roads WA to drop the speed limit to 40km/h in 40 per cent of our Local Access Roads. This was part of our long-term bid for all local, residential streets in Vincent to be posted at 40km/h.

Slower speed limits will ensure that our kids feel safe walking and riding to school, people can get around safely without relying on a car and our streets are calmer.

Another key goal we reached was achieving smoke-free areas in town centres as part of our Public Health Plan 2020 – 2025, three years ahead of schedule.

Parts of North Perth, Mt Hawthorn, Leederville, William Street and Beaufort Street became smoke-free in November after the launch of our Fresh Air – You're Welcome: the Smoke-Free Town Centres project.

Our entertainment precincts are now free from second-hand smoking and vaping. People can also enjoy alfresco dining in fresh air.

We also worked on an exciting new project to transform two City-owned car parks in Leederville into high-quality transit orientated development by progressing a Request for Proposals process.

Community and sporting facilities play a huge role in our local neighbourhoods. They are places where locals unite, create memories and history together.

We installed new floodlights at Britannia Reserve, Charles Veryard Reserve and Forrest Park Croquet Club thanks to funding from the Australian and State governments.

The brighter lights support our ever-growing sporting clubs along with dog walkers and community members who can now feel safer when they visit their local parks in the evening.

Together with Floreat Athena Football Club, we secured a \$3 million grant from the Australian Government to construct a multi-sports changeroom facility at the former grandstand site at Litis Stadium.

Once the upgrades are complete, the stadium will become an even better community hub that is not only used by sporting clubs, but also local groups and residents.

The upgrades will also go a long way to increasing female participation in sports in the area.

Beatty Park Leisure Centre achieved a one million visitor milestone for the first time and a record number of 2800 students enrolled in its swim school.

We also celebrated the Centre's 60th anniversary with members, locals and people who have fond memories at Beatty joining us over two-days of celebrations.

Playgrounds are always a key feature of our annual capital works program as they are loved by local families.

Phase one of our new Haynes Street Reserve in North Perth made its debut. It is home to nature play equipment including an all-abilities swing, a bench, shelter and greenery.

In a Vincent-first, we hosted the WAFL Grand Final at Leederville Oval which attracted 16,000 people.

The festivities flowed into the Leederville Village Square for the Footyville activations with alfresco dining filling up the streets.

We also saw the return of St Patrick's Day in Leederville after a three-year pause due to COVID-19 and what a reception it got from both locals and the Irish community!

The Mt Hawthorn community had something to cheer about with the return of the popular Mt Hawthorn Hawkers Market at Axford Park, starting with a pop-up in April ahead of the full season from September 2023.

Activating our high streets continued to be a priority, with the trial of the Grosvenor Road Pedestrian Space, just off Beaufort Street, and the pedestrianisation of Washing Lane, off William Street.

We also started preparing for the FIFA Women's World Cup™ – the biggest football tournament Perth has ever seen.

HBF Park was selected to host five matches from July to August 2023, while Dorrien Gardens was selected as a training site for international teams

and attracted funding for facility upgrades and the commission of a fantastic 80m mural in honour of the world game.

We launched our latest Innovate Reconciliation Action Plan, and this time with strong cultural guidance, leadership and endorsement from our Boordiya Reference Group. Windows at the Administration Building and doors in our Community Centre are home to meaningful artwork celebrating the Noongar Six Seasons by artist Darryl Bellotti, who is an Aboriginal man of Yamatji and Noongar descent.

Over the past 12 months, Council has focused on delivering the projects, events and initiatives that matter most to our community.

I would like to thank my Council colleagues, the City's CEO and staff for their dedication and contributions throughout the year. And thank you to the Vincent community for your support and engagement along the way. Together, we strive to make Vincent the best it can be.

EMMA COLE
MAYOR



CEO'S MESSAGE

The results and outcomes outlined in this year's Annual Report demonstrate the benefit of a strong focus on planning for the future.

Council adopted a new 10-year Strategic Community Plan which included the City's commitment to providing underground power in all residential streets.

This will have a transformative, greening and cooling effect throughout our streets and suburbs.

Delivering this program will be a strong focus for the organisation and will involve close engagement with our residents.

An updated Long Term Financial Plan places the City in a strong position to support the underground power program.

We continue to refine and improve our approach to project management, contract management, risk management and community engagement.

This is keeping our portfolio of strategic projects on time, on budget and on scope.

We won the 2022 National Award for Local Government in the Waste Management Category for FOGO – one of our biggest projects which was exceptionally well managed by our staff.

The City was pleased to host the 2022 WAFL Grand Final at Leederville Oval in partnership with the Western Australian Football Commission.

It showcased the potential of the venue and our ability to deliver major events.

In particular, people attending really enjoyed the great community atmosphere we helped create in the Leederville Town Centre and at the game.

We had some big wins on advocacy including on grants and transport issues such as the extension of our 40km/h speed zones on local roads.

The benefits of our participation in the Small Business Friendly Approvals program are now being realised.

We have been able to reform and improve how we support small businesses to turn their dreams into reality.

We also renewed our collaborative agreement with the Perth Inner City Group including the City of Perth, City of Subiaco, City of South Perth and the Town of Victoria Park.

The City works hard to be an exemplar of good governance and delivering great services to the community. This requires strong alignment between the community and Council.

This Annual Report shows that we are getting the balance right between continuity and change.

Collaboration between teams is a key driver of success at Vincent.

Our staff often work together to deliver major strategic projects and the plans that matter most to the community.

We are protecting and promoting the important heritage, character and close community connections we have throughout Vincent.

At the same time, we are working to maintain the vibrancy in our town centres and ensuring we renew and upgrade our parks, reserves and facilities to the standard our community expects.

This report outlines many achievements from a dedicated and hard-working Council and staff here at Vincent – I thank them all for their efforts.

DAVID MACLENNAN
CEO



COUNCILLORS



Mayor Emma Cole
Elected (Mayor) 2017 – 2023

- Committees:
- Chair of the CEO Performance Review Panel
 - Metropolitan local government representative Western Australian Planning Commission (WAPC)
 - WAPC Executive, Property and Finance Committee
 - Deputy Chair of the State Emergency Management Committee

SOUTH WARD

NORTH WARD



Cr Susan Gontaszewski
Deputy Mayor
*Elected (Deputy Mayor)
2017 – 2023*

- Committees:
- City of Vincent Audit Committee
 - Metro Inner-North Joint Development Assessment Panel
 - CEO Performance Review Panel
 - DevelopmentWA Midland Land Redevelopment Committee (alternate)



Cr Jonathan Hallett
Elected 2017 – 2025

- Committees:
- Tamala Park Regional Council (alternate)
 - Metro Inner-North Joint Development Assessment Panel (alternate)
 - Sustainability and Transport Advisory Group
 - Reconciliation Action Plan Working Group



Cr Ashley Wallace
Elected 2019 – 2023

- Committees:
- Member representative of the Western Australian Local Government Association
 - Tamala Park Regional Council
 - Metro Inner-North Joint Development Assessment Panel
 - City of Vincent Audit Committee
 - Chair of the Safer Vincent Advisory Group



Cr Ross Ioppolo
Elected 2021 – 2025

- Committees:
- Deputy Chair of the City of Vincent Audit Committee
 - CEO Performance Review Panel



Cr Alex Castle
Elected 2017 – 2025

- Committees:
- Mindarie Regional Council
 - CEO Performance Review Panel
 - Arts Advisory Group
 - Chair of the Children and Young People Advisory Group



Cr Ron Alexander
Elected 2021 – 2025

- Committees:
- Children and Young People Advisory Group
 - City of Vincent Audit Committee



Cr Suzanne Worner
Elected 2021 – 2023

- Committees:
- Reconciliation Action Plan Working Group
 - Chair of the Arts Advisory Group



Cr Dan Loden
Elected 2015 – 2023

- Committees:
- Metro Inner-North Joint Development Assessment Panel (alternate)
 - Deputy Chair of the Reconciliation Action Plan Working Group
 - Chair of the Sustainability and Transport Action Group

EXECUTIVE MANAGEMENT COMMITTEE



David MacLennan
Chief Executive Officer



Lisa Williams
Chief Communications Officer



Nathan Stokes
Chief People Officer



John Corbellini
Chief City Planner



Peter Ferguson
Chief Information Officer



Tara Gloster
Chief Urban Designer



Peter Varris
Chief Operations Officer



Rhys Taylor
Chief Financial Officer



Joslin Colli
Chief Governance and
Audit Officer

STRATEGIC COMMUNITY PLAN VISION

Our Strategic Community Plan (SCP) 2022
– 2032 sets out a vision for the City.

“In 2032, the City
of Vincent is a leafy
and vibrant 24-hour city
which is synonymous
with quality design and
sustainability. Its diverse
population is supported
in their innovative
endeavours by a
Council that says YES!”

OUR VALUES



Engaging
Listening, understanding and communicating is the key to our success.



Accountable
We work openly and transparently to earn our community's trust.



Making a Difference
Our work improves our community and the lives of our residents.

OUR PRIORITIES

Established through the Strategic Community Plan 2018 – 2028 and reinforced by community feedback when developing the Strategic Community Plan 2022 – 2032. They continue to be a focus for the community now and into the future. No one priority is more substantial than another; each works in conjunction with the others to deliver on our community's overall vision.





Enhanced Environment

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.



Accessible City

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.



Connected & Healthy Community

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.



Thriving Places

Thriving Places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.



Sensitive Design

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identify and respond to specific local circumstances.



Innovative & Accountable

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

CITY OF VINCENT PROFILE



POPULATION OF 38,433
AS AT 30 JUNE 2022
(Source: ABS ERP 2022)



MEDIAN AGE 36 YEARS
(Source: ABS 2021)



**180KM ROADS &
260KM FOOTPATHS**



**TOTAL AREA OF
PARKS & GARDENS
106.4HA**



**257 COUNCIL
EMPLOYEES (FTE)**



**9 ELECTED MEMBERS
MAYOR AND 8 COUNCILLORS**

● SUBURBS
● LOCALITIES PART OF



TOP PROJECTS FOR 2022/23



**STRATEGIC
COMMUNITY PLAN
2022-2032**



**VINCENT
UNDERGROUND
POWER PROGRAM**



**LEEDERVILLE
CARPARKS REQUEST
FOR PROPOSAL**



**BEATTY PARK
2062**



**ACCESSIBLE
CITY STRATEGY
IMPLEMENTATION
AND 40KM/H
TARGET**



**ROBERTSON PARK
DEVELOPMENT
PLAN**



**BANKS RESERVE
MASTER PLAN
IMPLEMENTATION**



**MT HAWTHORN
YOUTH SKATE
SPACE**



**HAYNES STREET
RESERVE
DEVELOPMENT AND
TRANSITION PLAN**



**W AFL GRAND
FINAL**



**PREPARATION FOR
FIFA WOMEN'S WORLD
CUP 2023™**



**SMOKE-FREE
TOWN CENTRES**

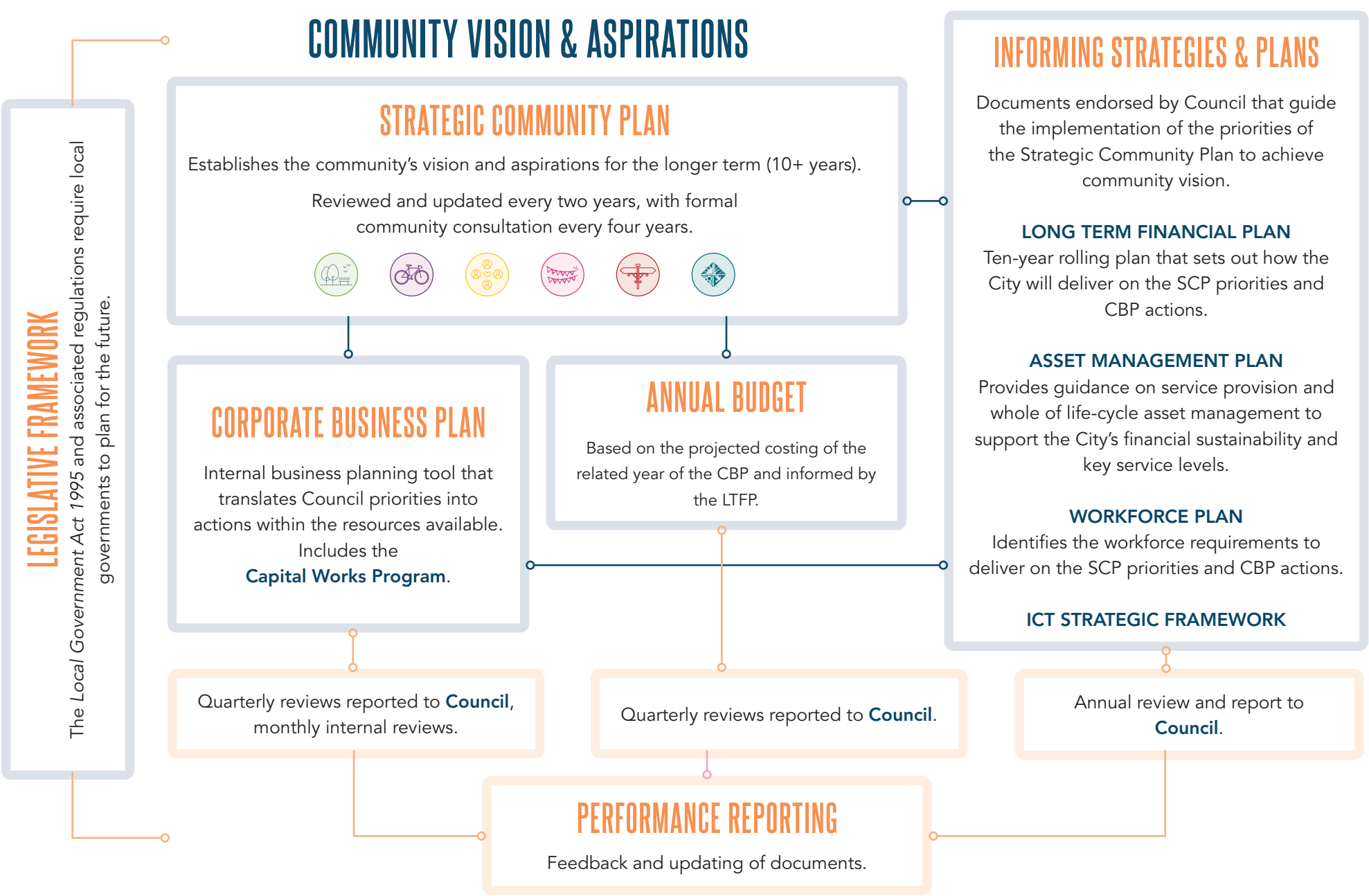


**SMALL BUSINESS
FRIENDLY APPROVALS
PROGRAM**

STRATEGIC PROJECTS AT A GLANCE

NO.	STRATEGIC PROJECT	DESCRIPTION	SUMMARY
1	Strategic Community Plan 2022 – 2032	The SCP outlines the community's long-term vision, values, aspirations and priorities. It takes into consideration other local government plans, information and resourcing capabilities.	Received Council approval in May 2023 following a major consultation process.
2	Vincent Underground Power Program	Convert distribution power lines to underground power, delivering reliable and safe power while improving street appeal and allowing the tree canopy to flourish.	Signed a second Memorandum of Understanding with Western Power for a further five project areas.
3	Leederville Carparks Request for Proposal	Redevelopment of The Avenue and Frame Court carparks.	Selected a preferred proponent from a shortlist of three developers.
4	Beatty Park 2062	Develop a long-term approach to preserve and protect the history of the 1962 heritage grandstand and other major elements of the site.	Repaired and maintained the heritage grandstand. Developed a long-term asset management program to guide the efficient maintenance and operation of the facility.
5	Accessible City Strategy Implementation and 40km/h target	Implement the Accessible City Strategy to guide future movement within Vincent. Seek approval for permanent 40km/h speed zones on all local roads.	Received approval from Main Roads WA to make an existing trial area and parts of North Perth permanent 40km/h speed zones.
6	Robertson Park Development Plan	Implement the plan to guide future use, management and development of Robertson Park.	Completed a detailed design for the multi sports courts and entrance.
7	Banks Reserve Master Plan	Implement key outcomes of the Banks Reserve Master Plan.	Delivered new public toilets and landscaping. Secured funding for an Interpretation Node.
8	Mt Hawthorn Youth Skate Space	Develop a youth skate space at Britannia Reserve.	Appointed Skate Sculpture to deliver the project. Completed detailed design.
9	Haynes Street Reserve Development and Transition Plan	Convert three lots of land in North Perth into public open space.	Implemented Stage One of the development plan. Demolished existing buildings at 31 Sydney Street and installed nature play elements and benches.
10	WAFL Grand Final	Successful bid to host the 2022 WAFL Grand Final at Leederville Oval.	Commissioned Up Beat Events to run town centre activations. Promoted the event and managed parking and traffic.
11	Preparation for FIFA Women's World Cup 2023™	Five matches played at HBF Park with training sessions held at Dorrien Gardens.	Helped with planning, communications, promotions, traffic and parking management for the event.
12	Smoke-Free Town Centres	Implement smoke-free areas.	Rolled out signage in town centres, communications, marketing and education and awareness campaigns.
13	Small Business Friendly Approvals Program	Act on reforms developed by the Small Business Development Corporation.	Launched new webpages and a fast-track planning approval program to better support small businesses.







UNDERGROUND POWER

In 2022/23, the City of Vincent expanded its vision for underground power to include the whole of Vincent.

A second Memorandum of Understanding (MOU) was signed with Western Power in December 2022, adding a further five underground power project areas to the three included in the first MOU signed in May 2022.

Close to 16,000 properties will be connected to the new underground power network at completion.

Undergrounding power will transform Vincent's neighbourhoods, allowing tree canopy to flourish and making streets cooler and more walkable. New light posts and LED street lighting will also be installed as part of the change.

The first three project areas will be delivered under Western Power's Network Renewal Undergrounding Program (NRUP). This program targets areas with a high density of ageing distribution overhead

assets that need to be replaced. This includes parts of Mt Hawthorn, North Perth, Mt Lawley, Perth and Highgate.

- All three projects made good progress, with the design for the first project area (North Perth/ Mt Hawthorn) recently completed.
- Design commenced for the next two project areas (North Perth/Mt Lawley and Perth/Highgate).
- The first three projects are expected to provide underground power to around 5500 properties by 2027.
- The remaining five project areas will be delivered under the Targeted Underground Power Program and Retrospective Undergrounding Projects. The first of these five projects is expected to start construction in 2027.





TEAM FUNCTIONS & STRATEGIES

STRATEGY & DEVELOPMENT

DEVELOPMENT & DESIGN
URBAN DESIGN & STRATEGIC PROJECTS
PUBLIC HEALTH & BUILT ENVIRONMENT
CORPORATE STRATEGY & GOVERNANCE

DEVELOPMENT & DESIGN

Key Functions

- Development applications
- Building permit referrals
- Design Review Panel processes
- Subdivision applications
- State Administrative Tribunal appeals

Highlights

- Approved 272 development applications, with an average processing time of 81 days.
- Provided recommendations to the State Government on 84 subdivision applications to create new lots for development.
- Processed 15 Joint Development Assessment Panel Form 1 applications, including nine approvals, through to determination for large-scale developments including apartments, mixed-use buildings and commercial developments. This number increased by four in comparison to the previous financial year.
- Determined 43 small business development applications as part of the Small Business Fast Track Approvals stream. The average processing time for approvals was 27 days, a decrease from 73 days in the previous financial year.
- Improved website information, forms and checklists relevant to small business to make it easier for businesses to start, grow and thrive. Simplified information that resulted in 80 per cent of small business development applications being complete when lodged, which was an increase from 19 per cent from the previous financial year.
- Completion of two large-scale mixed-use developments. These developments brought a total of 56 new apartments, eight retail tenancies, five office tenancies and one childcare centre to the Leederville and Mt Lawley town centres.



URBAN DESIGN & STRATEGIC PROJECTS

Key Functions

- Strategic planning
- Place planning
- Landscape architecture
- Sustainability & innovation

Highlights

- Reviewed and updated the Strategic Community Plan which received absolute majority Council endorsement in May 2023.
- Progressed the Britannia North West Reserve Development Plan, including securing a \$3 million Australian Government grant. Detailed design of the changerooms was completed and the existing grandstand was demolished in preparation for the new changerooms.
- Completed Banks Reserve toilet block and surrounding landscaping improvements. Funding secured and detailed design commenced for the Interpretation Node.
- Implemented Stage One of the Haynes Street Reserve Development Plan.
- Public electric vehicle charging station installed at Beatty Park Leisure Centre.
- Solar PV system installed at Leederville Early Childhood Centre.
- Delivered the Laneway Revitalisation Project in the Beaufort Street Town Centre, including urban design upgrades and new murals.
- Mural commissioned with Tourism Western Australia for the FIFA Women's World Cup 2023™ at one of the official training facilities, Dorrien Gardens.
- Completed a review of Local Planning Policy – Percent for Art. This included changes to artist eligibility, public artwork type eligibility and the assessment criteria.
- Commenced implementation of the Wayfinding Signage Plan.
- Vision and design engagement commenced and drafted for the Pickle District, North Claisebook and North Perth Planning Frameworks, including vision and design work in consultation with the community.





STRATEGIC COMMUNITY PLAN

The Strategic Community Plan (SCP) outlines the community's long-term vision, values, aspirations and priorities. It takes into consideration other local government plans, information and resourcing capabilities. The SCP is not a static document and must undergo a minor review every two years and a major review every four years.

A major review of the SCP commenced in September 2021, and three months of community engagement was held in March, April and May 2022. A total of 843 submissions were received. The responses were workshopped with a community panel, which provided additional recommendations.

Council approved community consultation for the draft SCP 2022 – 2032 at its 13 December 2022 Ordinary Council Meeting. Community consultation was undertaken for 26 days between 22 February and 20 March 2023.

A total of 61 survey submissions were received which influenced the wording of the Mission Statement, Vision and Priorities and Outcomes.

Highlights

- Draft SCP advertised in early 2023 with a total of 61 survey submissions received.
- Received absolute majority Council endorsement in May 2023.

LOCAL PLANNING STRATEGY AND SCHEME

All local governments in Western Australia are required to have a Local Planning Strategy and Scheme. The strategy sets out the long-term land use planning direction and vision for the City, while the scheme sets out the rules for development that align with this direction and vision.

The Western Australian Planning Commission (WAPC) determined the City's Report of Review of the Local Planning Scheme and Strategy and stated that the scheme and strategy would be satisfactory following amendment.

The report of review outlined several relevant planning issues which needed research and community engagement to determine potential solutions. The WAPC outlined that these elements, along with alignment with State planning legislation would need to be undertaken.

The City commenced investigation into these items and has also started to reform the Local Planning Strategy to ensure it integrates with the Strategic Community Plan and all other major strategies and plans endorsed by Council.

As our town centres evolve, so does our approach to the increased development. We want to make sure we have a collection of clear frameworks that guide development that is appropriate to the place in both existing town centres and those that are emerging. We have commenced creating bespoke town centre planning frameworks for the Pickle District, North Claisebrook and North Perth.

The planning frameworks have been developed in four parts:

1. Where are we now – strengths, weaknesses, opportunity and threat analysis.
2. Where do we want to be – visioning and design through community engagement.
3. Drafting and testing – responding to the engagement by creating the documents.
4. Have we got it right? – formal community engagement.

Council will consider the community engagement feedback to determine whether to proceed with the frameworks.

Highlights

- Report of review determined by the WAPC in August 2022.
- Commenced vision and design engagement and the drafting of the Pickle District, North Claisebrook and North Perth Planning Frameworks.



SUSTAINABLE ENVIRONMENT STRATEGY 2019 – 2024

The City’s Sustainable Environment Strategy includes bold but realistic targets across five key focus areas – energy, transport, water, waste and urban greening and biodiversity.

The City remains on track to achieve its overarching net zero emissions target by 2030. We are transitioning our operational energy use to 100 per cent renewables and investigations are under way into Scope 3 emissions auditing, reporting and offsetting.

Highlights

- Installed a Public electric vehicle (EV) charging station at Beatty Park Leisure Centre.
- Commenced planning for a fast-charging EV station in partnership with Evie Networks, with implementation scheduled for the Chelmsford Road carpark in 2023/24.
- Installed a Solar PV system at Leederville Early Childhood Centre.
- Commenced planning for a solar PV system at Department of Local Government, Sport and Cultural Industries, with implementation scheduled in 2023/24.
- Held a sustainable building design masterclasses for Perth Design Week.
- Held community sustainability workshops at the Library to encourage uptake of solar PV.
- Performed water audits at large City facilities to detect water leaks.
- Real-time energy monitoring equipment installed at the depot to increase corporate energy efficiency.



PUBLIC OPEN SPACE STRATEGY

The City of Vincent has a unique blend of parks, reserves, and civic spaces within its boundaries. These public spaces provide our community with spaces to exercise, socialise and participate in recreational activities.

Our Public Open Space Strategy provides a guiding framework to help the City plan and prioritise investment, development and improvements to our public open spaces. The strategy has 32 key actions.

The strategy has 11 short term key actions and the majority of these have been completed or commenced. The City is now completing the remaining short term key actions and moving on to the short-medium and medium term actions.

Highlights

- Progressed the Britannia North West Reserve Development Plan. A \$3 million Australian Government grant was secured. Detailed design of the changerooms was completed and the existing grandstand was demolished in preparation for the new changerooms.
- Banks Reserve toilet block and surrounding landscaping improvements completed. Funding secured and detailed design commenced for the Interpretation Node.
- Implemented Stage One of the Haynes Street Reserve Development Plan.
- Council endorsed implementation of the Western Australian Planning Commission Development Control Policy 2.3 – Public Open Space in Residential Areas from 1 July 2023.
- Detailed design of Robertson Park Development Plan Stage 1a completed.



ACCESSIBLE CITY STRATEGY

The Accessible City Strategy (ACS) explores the current provision for transport and compares this infrastructure to the current and future needs of the community across all transport modes, to support the long-term success and viability of Vincent. The ACS has the vision of 'The City of Vincent puts people first. Getting around is safe, easy, environmentally friendly and enjoyable'. The vision is supported by objectives, plans and actions which seek to create a more liveable, sustainable, healthy, equitable and prosperous Vincent through placing emphasis on walking, cycling and public transport.

Highlights

- Drafted the City of Vincent Bike Network Plan 2023-2028.
- Adoption of the Vincent Wayfinding Signage Plan in November 2022. This plan aims to deliver a comprehensive and coordinated signage system that creates connectivity, walkability and legibility for all. Stage One commenced in 2022/23 and focused on town centres and three key connecting routes. It is due to be completed in 2023/24.
- Advocacy for additional transport infrastructure along corridors. This included Vincent's position on the Wanneroo Road Urban Corridor and METRONET Mid-Tier Transport Planning Working Groups.
- Endorsement of a submission on the proposed Charles Street Planning Study which led to the project being abandoned and retained the opportunity for Charles Street to become a future high frequency public transport corridor.
- Commencement of the Link and Place Guidelines due to be completed in 2023/24.
- Opened expressions of interest for the e-scooter share system trial.
- Completion of the precinct parking management plan review including future recommendations.
- Implementation of parking restriction changes to ensure better management of on street parking.
- Submitted a request to Main Roads WA to permanently reduce the speed limit on all remaining local roads in Vincent to 40km/h.

Council received its second implementation update of the strategy in May 2023. Updates will be carried out annually.

ARTS PLAN

Our draft Arts Plan 2023-2028 (Arts Plan) is the successor to the Arts Development Action Plan 2018-2020 and will deliver the overall strategic direction for arts in Vincent with the overarching vision to 'Embed creativity in everything we do to make the City of Vincent the Arts Capital of Perth' supported by key objectives and action items.

The review of the Arts Plan commenced in October 2021. The first phase of engagement involved the Arts Advisory Group (AAG). The second phase took place from March to June 2022. The Arts Plan was approved for formal advertising in May 2023.

Highlights

- Reviewed the Local Planning Policy – Percent for Art, which included changes to artist eligibility, public artwork type eligibility and the assessment criteria.
- Installed canopy artwork by Paula Hart at parklet on Scarborough Beach Road, Mt Hawthorn (COVID Arts Relief project). The pattern shown in the laser cut aluminium canopy was developed by Paula Hart in workshops she facilitated at a local women's shelter.
- Provided four \$7000 grants as part of the City of Vincent Film Project 2023.
- Completed the Laneway Revitalisation Project in the Beaufort Street Town Centre which combined urban design upgrades with new mural artworks. A new mural titled Nostalgia Lane by Queensland artist Leans was created in Lois Lane. This complemented the new bench, planting, shade structure and lighting.
- Kaadadjiny Lane was revitalised with a 30m long collaborative mural called A Whadjuk Tale by J.D. Penangke, Kambarni, Jarni Creative, Jack Bromell, Honeys Mural Co and lighting artist Christian Lovelady.
- Mural commissioned with Tourism Western Australia for the FIFA Women's World Cup 2023™ at official training facility Dorrien Gardens. Titled Boorloo Wirin (Perth Spirit), the 80m long mural by Seantelle Walsh (Kardy Kreations) and Sioux Tempestt celebrates women in sport and Aboriginal culture.
- Co-funded a new mural by Luke O'Donohoe in Electric Lane, Leederville.
- Patched up mural artwork by Matthew Wong on benches at North Perth Common.

Council received its second implementation update of the strategy in May 2023. Updates will be carried out annually.



THRIVING PLACES STRATEGY

Our draft Thriving Places Strategy 2023 – 2028 (TPS) is the successor to the Economic Development Strategy 2011 – 2016 and the Town Centre Wide Place Plan. The TPS has been developed to provide a blueprint to achieve thriving places outcomes. Thriving places in Vincent are defined as:

- Local and small businesses that are supported.
- Town centres and gathering spaces that are safe, easy to use, and attractive places where pedestrians have priority.
- Public and private spaces that host innovative businesses, social enterprises and imaginative uses.
- Assets in the public realm that are efficiently managed and maintained.
- Art, history, and our community's living cultures that are evident in the public realm.

We are a leader in adopting a place-led approach to all aspects of service, support and planning for our community.

Vincent's most significant assets are diverse town centres and precincts that foster local economic, social, and cultural activity. The TPS will guide the future review and implementation of place plans and planning frameworks.

Highlights

- Completed the Pickle Park upgrade, which included landscaping and picnic benches.
- Mt Hawthorn Youth Skate Space concept plan approved by Council for delivery in 2023/24.
- Trialled a pedestrian space and shared street at Grosvenor Road in conjunction with RAC through the RAC Reconnect Program. The trial included the construction of a raised continuous footpath at the intersection of Grosvenor Road and Beaufort Street to provide better amenity for pedestrians. Findings from this trial will inform the next phase of the project.
- Acquired RAC Reconnect grant for the delivery of a trialled pedestrian space at the View Street carpark in North Perth in November 2023.
- Replacement of the Beaufort Street Art Deco lights.
- Delivered lighting improvements in the Leederville Town Centre.

PUBLIC HEALTH & BUILT ENVIRONMENT

Key Functions

- Development compliance investigations
- Implementation of the Public Health Plan
- Swimming pool barrier monitoring
- Food safety, noise, environmental and public health hazards surveillance and compliance
- Building approvals
- Events health and safety assessment and approvals

Highlights

- Launched and delivered the Smoke-Free Town Centres project, with an ongoing support rate of 78 per cent amongst our community.
- Continued delivery of core services to maintain environmental and public health standards, building standards and development compliance services.
- Reviewed and redesigned the Building Services content on the website to have a small business and customer friendly focus.
- Completed 267 planning and building compliance investigations, with more than 4500 tasks performed by the team to execute these matters.
- Processed a total of 506 building applications and completed 465 inspections of private swimming pool barriers.
- Became a key stakeholder in the formation of a Local Drug Action Group, in collaboration with the Cities of Perth and Subiaco.
- Completed 442 investigations into customer service requests relating to environmental and public health hazards such as noise, odour, asbestos and dwellings unfit for habitation.
- Processed more than 100 new food business applications and 100 environmental noise approvals.
- Two successful prosecutions relating to food safety and development compliance.



SMOKE-FREE TOWN CENTRES

The Fresh Air – You’re Welcome: Smoke-Free Town Centres Project, a major initiative of the Public Health Plan 2020 – 2025, was launched on 22 November 2022 at Mary Street Piazza.

Our town centres are our cultural and entertainment precincts. They have a mix of retail, restaurants, bars and parks. The project aims to reduce residents, workers and visitors’ exposure to environmental tobacco smoke and aerols from e-cigarettes (vapes) in these areas and create healthy, safe and accessible streets and public open spaces.

This project will continue to be delivered into 2024 and beyond. We aim to inspire other local governments to prioritise tobacco and e-cigarette control and expand smoke-free public places for the benefit of communities, creating healthy environments for all to enjoy.

Highlights

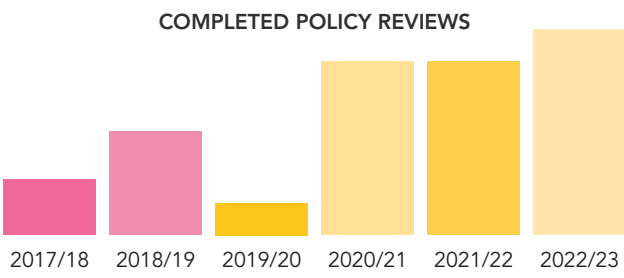
- In partnership with Healthway, North Metropolitan Health Service, Cancer Council WA and Australian Council on Smoking and Health, the City demonstrated public health leadership, becoming the first WA Local Government to include smoke and e-cigarette (vape) free areas within their Local Law.
- Worked with local youth services to educate young people and staff about the project and the risks of smoking and vaping.
- Provided local businesses with direct advice to manage the transition of the footpaths outside their businesses becoming smoke-free.
- Rolled out education and awareness of the smoke and vape-free areas through signage, engagement, advocacy and public awareness campaigns.
- Embedded the principles of the project into the Local Government Property Local Law, which resulted in authorised officers being able to take enforcement action as a last resort for repeat offenders.

CORPORATE STRATEGY & GOVERNANCE

- Key Functions**
- Corporate governance
 - Council administration
 - Land and property management

- Highlights**
- Reviewed the Risk Management Framework, delegations and authorisations and Fraud and Corruption Prevention Plan.
 - Facilitated the relocation of artists from Halvorsen Hall to the North Perth Community Centre.
 - Approved a lease with a telecommunications provider for a telecommunications tower at Britannia Reserve.
 - Started the first year of an internal audit, with four audits being completed.
 - Prepared the Corporate Business Plan with adoption at the June Ordinary Council Meeting.
 - Reviewed and updated 15 policies.
 - Reviewed and repealed 11 policies.
 - Named five laneways.

POLICY REVIEW OUTPUT	
DATE	COMPLETED POLICY REVIEW
2017/18	7
2018/19	13
2019/20	4
2020/21	22
2021/22	22
2022/23	26





FRAUD AND CORRUPTION PREVENTION PLAN

The Fraud and Corruption Prevention Plan ensures the City of Vincent remains a leader in good governance, transparency and accountability. This is achieved through strong engagement with the community on the budget process and transparent decision making.

Since Council adopted the first Governance Framework in 2020, the City has continued to implement and update the framework as part of an annual review which includes:

- Developed a Fraud and Corruption internal webpage for staff which highlighted the key integrity responsibilities of public sector employees.
- Developed and implemented mandatory online training for Fraud Awareness and Accountable and Ethical Decision Making.
- Continued the review and update of the Corporate Risk Register.

SMALL BUSINESS FRIENDLY APPROVALS PROGRAM

The City of Vincent launched easy-to-understand webpages and a fast-track planning approval program to better support small businesses and real estate agents.

Vincent participated in the Small Business Friendly Approvals Program run by the Small Business Development Corporation.

The small business innovators team developed 33 reforms from more than 300 ideas, business feedback and baseline data assessments.

Reforms were grouped into three categories – better information, business support and streamlining processes.

The new webpages – Before you sign a commercial lease, Information for real estate agents to support small business and Step by step approval process – are a direct outcome of a reform needed as part of the program, with Vincent being the first local government to achieve this.

Highlights

- Implemented a fast-track planning approval stream for low-risk applications.
- Launched three new webpages with easy-to-understand information, interactive tools and frequently asked questions.
- Developed a self-assessment tool that customers could use to better understand the type of approval that may be required to get their business started.
- Developed an eight-step guide to all the approvals and processes associated with small business.
- Consolidated and centralised permits for public space activation.

INFRASTRUCTURE & ENVIRONMENT

RANGER SERVICES

ENGINEERING

PARKS

WASTE & RECYCLING

COMMUNITY FACILITIES

LIBRARY & LOCAL HISTORY CENTRE

CITY BUILDINGS & ASSET MANAGEMENT

RANGER SERVICES

Key Functions

- Public amenity management
- Community safety
- Parking and traffic management
- Animal control

Highlights

- Implemented actions from the Accessible City Strategy.
- Rolled out actions from the Safer Vincent Plan.
- Encouraged the growth of the EasyPark parking system.
- Council approved the adoption of a new Animal Local Law.

Total animals registered in the City of Vincent	8208
Animals registered in 2022/23	1174
Dog complaints issued and dealt with by rangers	444
Parking revenue	\$7,579,317
Parking infringements issued	34,052
Residential parking permits issued	1888
Road and/or footpath obstruction permits issued	437



SAFER VINCENT PLAN

The Safer Vincent Plan 2019 – 2022 was endorsed in August 2019 following extensive collaboration with the community, business, non-government organisations and the WA Police Force.

The plan aims to make Vincent a safer place to live, work, trade and visit and draws on the three key themes of:

1. Safer spaces
2. Community connection
3. Crime prevention

Highlights

- Ongoing collaboration with the WA Government's Office of Homelessness, WA Police Force, specialist service providers and other local governments through the Safe Perth City Initiative to ensure a coordinated approach to managing and supporting those experiencing, or at risk of homelessness.
- Continued partnership with Nyoongar Outreach Services, which offered and/or provided support to at-risk Aboriginal people on 4299 occasions.
- Ongoing partnership with the Constable Care Foundation which has delivered road safety, cyber safety and protective behaviours programs to 1546 participants in Vincent.
- Delivery of internal staff community safety training and development initiatives supported by Department of Communities and Crime Stoppers WA.
- For a third year, the City supported Curtin University's Crime and Built Environment unit through presentations and providing the opportunity for students to conduct Crime Prevention Through Environmental Design audits within Vincent.

ENGINEERING

Key Functions

- Drainage design
- Pavement design
- Footpath design
- Geometric road design
- Signage and line marking design
- Contract management
- Project delivery
- Management of light fleet
- Maintenance works
- Development and building approvals
- Sustainable traffic and active transport
- Strategic transport
- Road safety

Highlights

- Main Roads WA approval to implement a 40km/h speed limit on 40 per cent of Local Access Roads within the City of Vincent.
- Adoption of the 2023 – 2028 Bike Plan.
- Maintenance and renewal works on 144km of roads and 260km of footpaths.
- Maintenance of 1128 speed humps, 2689 pram ramps and 94 bus shelters.
- Maintenance and renewal of 8500 drainage pits and 122km of drainage pipes.
- Maintenance and renewal of 64 street lights.
- Maintenance of six bridges.
- Maintenance and renewal of 26 carparks.



PARKS

Key Functions

- Parks maintenance and upgrades
- Horticultural operations
- Tree management
- Weed control
- Road reserve maintenance
- Bore, reticulation and pump maintenance programs
- Irrigation efficiency
- Community programs, events and initiatives

Highlights

The City of Vincent maintains 106.55 hectares of public open space comprised of 49 parks and reserves, town centre streetscapes and more than 13,000 street trees. Several projects were delivered to completion or near completion in 2022–23, including:

- Les Lilleyman Reserve in-ground irrigation renewal to improve efficiency and reduce groundwater usage.
- Renewal of the light poles in Hyde Park.
- Playground softfall and equipment renewal at Lynton Street Reserve and Ivy Park.
- Replacement and renewal of wooden nature play elements at Braithwaite Park and Oxford Street Reserve.
- Implementation of the Haynes Street Reserve Development Plan, creating 0.15 hectares of new public open space including a nature playground, parks infrastructure and turf and garden areas.
- Renewal of the perimeter bollard fencing at Forrest Park.
- Planted more than 420 new trees as part of the Greening Plan delivery and residential requests for verge trees.
- Commenced the detailed assessment and mapping of all street trees within Vincent to improve future management of our urban forest.
- April and August Native Plant Sales provided approximately 14,000 native plants and trees to residents at subsidised prices.
- Assisted 68 residents to convert turfed or weedy verges into waterwise native gardens through the Adopt a Verge program.



GREENING PLAN

The Greening Plan 2018 – 2023 is a pathway to delivering on our responsibility to protect, enhance and effectively manage our natural and built environment. It focuses on opportunities on both public and privately owned land to increase overall tree canopy cover, create more liveable neighbourhoods and foster biodiversity.

The plan identifies the following five key areas with specific targets and actions:

1. Increase canopy cover on public land
2. Enhance habitat and promote biodiversity
3. Greening the town centres
4. Greening private land and new development
5. Greening the community

Greening Vincent is a key focus for the City, given the higher percentage of active and passive spaces compared to other similar local governments. The City invests significantly in maintaining these spaces for the benefit of the community, spending \$268 per resident compared to the WA median of \$199 per resident (based on 2022 financial year data).

Highlights

- Planted 421 trees including 164 park trees and 257 street and verge trees.
- Converted more than 6000 square metres of underutilised turfed area into native garden through the eco-zoning program at Charles Veryard Reserve and Vincent/Bulwer Street Reserve.
- Planted more than 5000 native plants in garden areas within parks, reserves and streetscapes through the Parks Replanting Program.

WASTE & RECYCLING

Key Functions

- Domestic waste and recycling collections, including Food Organics and Garden Organics (FOGO)
- Street and parks public waste collection
- Street and precinct cleaning
- Illegal dumping management
- Verge bulk green waste
- Pre-booked bulk hard waste service – Verge Valet™ Vincent
- Bin infrastructure delivery, repairs and maintenance
- Alternative waste and recycling drop-off sites and collections
- Graffiti management
- Waste education, engagement and advocacy

Highlights

- In 2022/23, the City improved resource efficiency and waste management services to become more sustainable, increase diversion from landfill and pursue cleaner resource recovery in line with its Waste Strategy and the WA Waste Avoidance and Resource Recovery Strategy 2030.
- Carried out waste education programs such as bin tagging and a tailored Multi-Unit Dwellings education campaign to engage with the community on the use of FOGO.
- Continued with the trial of the pre-booked verge collection system Verge Valet™ Vincent after achieving great recovery rates and receiving positive feedback from the community.
- Further progressed graffiti management programs.
- Investigated potential alternative waste treatment options.
- Delivered engaging waste avoidance workshops including an inaugural Sustainable Fashion Workshop and Clothes Swap event attended by 88 people.



WASTE STRATEGY

Each year, the City of Vincent collects around 14,000 tonnes of waste and spends about \$6.5 million on its waste collection and recycling services.

The City's Waste Strategy 2018 – 2023 is aligned with The WA Waste Avoidance and Resource Recovery Strategy 2030, and focuses on Waste Avoidance, Resource Recovery and a move towards a circular economy.

In 2022/23, more than 4500 tonnes of FOGO material was collected for processing into a high quality compost product, with an impressive recovery rate averaging 97 per cent.

Highlights

- Rolled out a seven-week bin tagging program for 2200 households in partnership with WALGA, thanks to a Waste Authority grant.
- Tailored education campaign carried out at select multi-unit dwellings involving waste audits, doorknocking engagement and delivery of a new Waste in my Apartment flyer and compostable caddy liners.
- Launched the Community FOGO Compost Pile, with compost made from the City's FOGO material.
- Introduced a reusable sanitary product rebate initiative to help residents make the switch to reusable sanitary products.
- Winner of the Waste Management category at the National Awards for Local Government in 2022 for its successful transformation of waste services in the City of Vincent.
- Consulted with the community and stakeholders on a review of the Graffiti Control and Removal Policy.
- Council adopted an updated Graffiti Management Policy which confirmed Vincent's ongoing support of a whole-of-community approach to managing graffiti vandalism and defined the scope of the City's graffiti removal service.
- MARKYT Community Waste Scorecard was carried out receiving over 500 resident responses, with the City gaining equal sixth place out of 50 national councils with a score of 72 out of 100; 10 index points ahead of the industry average.

COMMUNITY FACILITIES

Key Functions

- Beatty Park Leisure Centre – pools, fitness centre and studios, Swim School, spa, sauna, steamroom, creche and retail shop
- Bookings at City halls and reserves
- Sports club support and development

Highlights

- Celebrated the 60th anniversary of Beatty Park Leisure Centre with events and promotions internally and online.
- Achieved more than 1.1 million entries for the first time ever and 4500 members.
- Upgraded the strength and cardio equipment in the gym.
- Opened a dedicated yoga room in the heritage listed area of the facility to cater for increased numbers.
- Beatty Park Swim School Team Leader Rebecca Ross won the Emerging Talent Award at the National Excellence Awards run by the Australian Swim Schools Association.

Annual attendance	1,182,280
Membership (annual peak)	4560
Swim School (annual peak)	2836
FTE	61
Annual revenue	\$9,405,472
City halls and reserves hire revenue	\$384,000



LIBRARY SERVICES

Key Functions

- Interlibrary loans
- Community outreach
- Literacy and digital skill building
- Information and lending services
- Distribution of Better Beginnings packs
- Books on Wheels home delivery service
- Support and inform knowledge seeking pursuits
- Acquisition, preservation and promotion of local history, culture and heritage
- Events

Highlights

- Completed State Heritage Community Heritage Grant funded project with Moodjar Consultancy to develop a draft Aboriginal Heritage Interpretation Strategy.
- Worked with Noongar Elders and the Department of Local Government, Sport and Cultural Industries to complete the Moorditj Footprints project which collected Noongar oral histories of the East Perth area.
- Collaborated with artists and musicians on a range of interpretive projects including the award-winning Galup and COVID Conversations projects.
- Collaborated with key community organisations Foundation Housing and Shutterpups to exhibit artwork and photography in the library foyer.
- Introduced new collection items focused on tactile activities for people with Alzheimer’s.
- Introduced community social club groups which increased social connections in the library.
- Provided personal and wellbeing development classes.
- Collaboration with other internal departments to deliver holistic programming aimed at improving community members’ skills and knowledge in a broad range of areas.

Loans (including eResource loans)	245,335
Total visits	148,986
Total reference queries	16,214
Total number of programs	356
Library program attendance	6533
Local history reference queries	1038
Local history program attendance	799



CITY BUILDINGS & ASSET MANAGEMENT

Key Functions

- Buildings and facility maintenance
- Maintenance and services contract management
- Project management
- Building capital works delivery
- Asset condition auditing
- Infrastructure renewal planning
- GIS asset capture
- Asset data management

Highlights

- Implemented the Asset Management Sustainability Strategy.
- Completed Beatty Park Heritage Grandstand water ingress and concrete remediation works.
- Completed Beatty Park Heritage Grandstand electrical upgrade.
- Delivered Hyde Park West toilet renewal and kiosk lease.
- Implemented the Solar Panel Installation program.
- Completed Menzies Park pavilion refurbishment works.
- Delivered Britannia Reserve floodlighting upgrade.



ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY

The Asset Management and Sustainability Strategy is a strategic framework that guides the planning, management and provision of assets. The City is on a journey to improve its strategic asset management practices to ensure our assets are well maintained, financially sustainable and meeting the needs of the current, growing and diverse community.

Highlights

- Reviewed the Asset Management Policy.
- Developed a draft framework guiding the management of all assets and infrastructure.
- Development of Buildings Level of Service Framework.
- Establishment of a Strategic Asset Management Sub-Committee.
- Condition audits completed for roads and footpaths.
- Asset data collected for buildings and facilities.
- GIS mapping of asset data – buildings, roads, footpaths.

COMMUNITY & BUSINESS SERVICES

MARKETING & COMMUNICATIONS
COMMUNITY DEVELOPMENT
CUSTOMER RELATIONS
FINANCIAL SERVICES
HUMAN RESOURCES
INFORMATION & COMMUNICATIONS TECHNOLOGY

MARKETING & COMMUNICATIONS

Key Functions

- Civic functions
- Major event delivery
- Digital communications, website and social media
- Media relations
- Graphic design
- Community consultation

Highlights

- Refreshed various sections of the City of Vincent website.
- Created new webpages for major infrastructure projects, parks and facilities and Moorditj Footprints.
- Launched the Small Business Friendly Approvals section on the website.
- Sponsored 17 events through the Event Sponsorship program.
- Played a part in the publication of 476 stories relating to Vincent across newspapers, online publications, radio and TV stations.
- Attracted 25,800 visitors to our online community consultation portal, Imagine Vincent.
- 255 projects open for consultation.
- Delivered major communications campaigns including Smoke-Free Town Centres, Litis Stadium upgrades, Vincent Underground Power Program and the temporary pedestrian space trial on the corner of Grosvenor Road and Beaufort Street.



COMMUNITY DEVELOPMENT

Key Functions

- Reconciliation
- Access and inclusion
- Seniors
- Children and young people

- Community funding
- Multiculturalism
- LGBTIQ+
- Community groups

Highlights

- Hosted five Boordiya Reference Group meetings with local Aboriginal Elders and leaders.
- Council endorsed the second Innovate Reconciliation Action Plan 2022–2024.
- Continued providing two traineeships for Aboriginal students from Aranmore Catholic College.
- Hosted a Multicultural Youth Sundowner during Youth Week.
- Hosted a Seniors Christmas lunch for more than 70 residents.
- Celebrated Seniors Week with chair yoga, tai chi, macrame workshop and morning tea.
- Organised three bus tours for Vincent seniors.
- Hosted the annual LiveLighter Activity and Information Day in partnership with Seniors Recreation Council.
- Provided funding to Noongar Radio, Tools n Things Library, Mt Hawthorn Playgroup, North Perth Community Gardens and Propel Youth Arts WA.
- Collaborated with the Chung Wah Association to host an Encompass program with a workshop for seniors from CaLD backgrounds.
- Celebrated Pride Month with a Raising the Pride Flag ceremony and hosted three additional Pride events.
- Raised awareness of Wear It Purple Day to foster supportive, safe, empowering and inclusive environment for rainbow young people.





INNOVATE RECONCILIATION ACTION PLAN 2022–2024

The City of Vincent is located on the lands of the Whadjuk people of the Noongar nation, and many of the places and waterways hold great significance to local Aboriginal people. The aim of the plan is to build on the success of previous plans and continue to work closely with Aboriginal stakeholders, businesses and organisations to achieve greater opportunities for the Aboriginal community. One of the key goals is to increase both our Aboriginal procurement and employment to 3 per cent.

Highlights

- Council endorsed the second Innovate Reconciliation Action Plan with a launch at Hyde Park.
- Officers participated in the Local Government Aboriginal Network.
- Aboriginal Employment Retention Strategy developed in conjunction with Christine Coyne.
- Participated in the Reconciliation Week street banner project.
- Held a For Our Elders Truth Telling lunch event with our Aboriginal Elders and leaders.
- Held five Boordiya Reference Group meetings.

RAP events and initiatives:

- Conducted a bus tour for the Boordiya Reference Group at some of Vincent's nine significant Aboriginal sites.
- Koorlong singing event held with Kobi Morrison.
- Bush Tucker Tasting Workshop conducted by Marissa Verma from Bindi Bindi Dreaming.
- Reviewed and updated Aboriginal culture content on the website.
- Council supported a Notice of Motion to cease the requirement for compulsory Citizenship Ceremonies to be held on Australia Day.
- Darryl Bellotti provided staff with an onsite education session of Noongar Six Seasons.
- Dale Tilbrook conducted an Aboriginal Art and Dreamtime Workshop.
- Purchased new staff uniforms with Charmaine Cole's artwork.
- Indigenous Cultural Experience with Dale Tilbrook conducted.

ACCESS AND INCLUSION PLAN 2022 – 2027

The Disability Services Act 1993 requires all local governments to develop, maintain and implement an Access and Inclusion Plan (AIP) every five years. The aim of this plan is to make our buildings, services, events and culture more accessible and to make sure everyone in our community feels included.

Our AIP shows we are committed to ensuring that services, events, buildings, and facilities within our control are accessible to all members of the community. This includes meeting the specific requirements of people with disability, seniors, children, parents and people from CaLD backgrounds.

Highlights

- Hyde Park West toilet block upgraded to be compliant with current standards, with two accessible all gender toilets.
- A communication board for Hyde Park playground installed to assist children and families with communication disability.
- SpacetoCo facilities hire webpages updated to include additional accessibility information including more detail about parking and ACROD bays.
- Hosted free Splash All Abilities Pool Party at Beatty Park indoor pool.
- Partnered with Youth Disability Advocacy Network to deliver an event for young people with disability.
- Hosted Auslan-interpreted story time for hearing and deaf and/or hard of hearing children to raise awareness of Auslan language and to promote inclusion as part of International Day of People with Disability celebrations.
- The Youth Disability Advocacy Network conducted an audit of the Library to assess how accessible our library services are to young people with disability.
- The City of Vincent and Library websites have been upgraded to improve accessibility through a new layout, streamlined pages, improved navigation and readability (font size, text contrast etc.).



YOUTH ACTION PLAN 2023 – 2026

The Youth Action Plan supports our key priorities of Connected Community, Thriving Places and Innovative and Accountable by providing a roadmap for delivering relevant and meaningful services and support for our youth.

Highlights

- Participated as a committee member of the Youth at Risk Network (YARN) with more than 20 youth service providers.
- Ensured events were structured and delivered in youth-friendly formats to maximise uptake and increase awareness.
- Collaborated with major stakeholders on activities and events for young people.
- Entered into a three-year agreement with the Y HQ for the delivery of lifestyle and mental health workshops along with the support of the Youth Squad.

Youth Action Plan events and initiatives:

- Delivered two Young Makers Markets (Mother's Day and Christmas) at the North Perth Town Hall and Multicultural Gardens.
- Hosted the annual Interschool Debating competition.
- Collaborated with the Y HQ on Skate and Gig event for Youth Week.
- Received 52 artwork submissions from local schools for the Spirit of Christmas Banners with 22 artworks displayed on Fitzgerald Street and Scarborough Beach Road.
- Nine schools participated in the Student Citizenship Awards with award recipients and schools presented with certificates and prizes by Council representatives.
- Installed Pop up Play at Edinboro Street Reserve.
- Participated in YARN Youth Festival.
- Hosted a pot planting activity for the Free to be you – Youth Week at the Freedom Centre.
- Hosted two Game Vault sessions and a weaving workshop.



CUSTOMER RELATIONS

Key Functions

- Provide a positive customer experience via phone, online and in person

Highlights

- 77 per cent calls to the City resolved by Customer Relations team at first point of contact.
- 17,285 customer requests created.
- 7602 cashier transactions processed.
- New Customer Service Charter adopted.
- Customer Relations relocated to Administration Building to consolidate customer service.
- Knowledge Management database developed.
- Customer Request Management system extended across additional business units.
- Contributed towards the Small Business Friendly Program.

Customer touchpoints

ENQUIRIES BY		TOTAL
Phone		36,140
Email		28,033
Web chat		7963
Visits to the City's websites		1,621,259

Customer Feedback



Customer perceptions via ipad at front counter 1 July 2022 – 30 June 2023.



FINANCIAL SERVICES

Key Functions

- Financial management
- Financial reporting and auditing
- Rates management
- Procurement and contract management
- Project Management Office

Highlights

- Improved monthly reporting through use of dashboards.
- LG Solutions implemented for Annual Financial Statement preparation.
- Introduced a new system to support the Project Management Framework.
- Implemented the Underground Power Financial Model.
- Updated the Purchasing Policy.
- Reduction in Office of the Auditor General audit findings.



HUMAN RESOURCES

Key Functions

- Attraction and retention of staff
- Organisational development
- Workplace health, safety and wellbeing
- Equity and diversity
- People, safety and capability processes

Highlights

- Improved recruitment and selection practices, including attraction and turnaround times between advertising and offer of employment.
- Ensured proactivity and agility to secure the right people for Vincent in a competitive market.
- Concluded Enterprise Agreement negotiations and confirmed a two-year agreement for both Enterprise Agreements.
- Reviewed, adjusted and confirmed Emergency Management Plans and completed fire drills at each staff building.
- Developed new and reviewed current policies and procedures in line with legislation, management practices and enterprise agreement conditions.
- Continued to promote and deliver workplace health, safety and wellness initiatives such as health checks, skin checks, flu vaccinations, immunisation programs, mental health first aid and first aid.



INFORMATION & COMMUNICATIONS TECHNOLOGY

Key Functions

- Digital service planning and innovation
- Information system development and improvement
- Systems support, GIS services and IT asset management
- Information protection and security, including cyber-security
- Information governance, including Freedom of Information

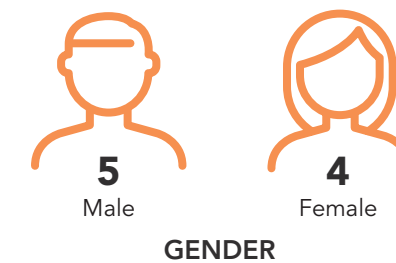
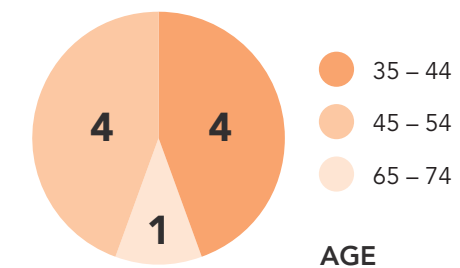
Highlights

- Security enhancements to prepare for cyber events and ensure business continuity at Vincent.
- Progressed the integration of automated record-keeping for digital workflows to improve the availability and integrity of City information. This helped us to continue developing an online knowledgebase and request system for public customers.
- Drafted the Smart City Positioning Statement to help guide further digitisation of processes and governance of data.
- Early preparation started for the City's alignment to Privacy and Information Sharing legislation that was being drafted by State Government.





ABOUT OUR ELECTED MEMBERS



ELECTED MEMBER MEETING ATTENDANCE

Council Meetings

Council meetings are held monthly at the City of Vincent Administration Building. The attendances of Council Members at Council meetings for the 2022/23 financial year are shown in the table below.

MEMBERS	ORDINARY COUNCIL MEETINGS ENTITLED TO ATTEND	ORDINARY COUNCIL MEETINGS ATTENDED	ORDINARY COUNCIL MEETINGS ATTENDED ELECTRONICALLY	APOLOGIES	LEAVE OF ABSENCE	COUNCIL BRIEFINGS ENTITLED TO ATTEND	COUNCIL BRIEFINGS ATTENDED	APOLOGIES	LEAVE OF ABSENCE
Mayor Emma Cole	11	8	0	2	1	11	8	1	2
Cr Susan Gontaszewski	11	10	0	1	0	11	9	1	0
Cr Ron Alexander	11	10	1	0	0	11	8	2	1
Cr Alex Castle	11	11	0	0	0	11	10	0	0
Cr Jonathan Hallett	11	9	0	2	0	11	9	1	0
Cr Ross Ioppolo	11	9	0	1	1	11	8	1	1
Cr Dan Loden	11	9	1	1	0	11	10	0	0
Cr Ashley Wallace	11	10	0	1	0	11	6	2	2
Cr Suzanne Worner	11	9	0	1	1	11	7	1	2

Audit Committee Meetings

The Audit Committee is responsible for reviewing and making recommendations to Council regarding financial management, risk management, internal controls, legislative compliance, internal and external audit planning and reporting. The Audit Committee meets approximately every six weeks and the recommendations of the Audit Committee are then presented to Council.

MEMBERS	AUDIT COMMITTEE MEETINGS ENTITLED TO ATTEND	AUDIT COMMITTEE MEETINGS ATTENDED	APOLOGIES	LEAVE OF ABSENCE
Cr Ioppolo	6	5	1	0
Cr Alexander	6	5	1	0
Cr Gontaszewski	6	5	1	0
Cr Wallace	6	3	2	1
Conley Manifis (Chair)*	6	4	2	0
Olaf Goy*	6	6	0	0
George Araj*	6	6	0	0

*Note: denotes an external, independent member.

Advisory Group Meetings

Elected members sit on a number of Advisory Groups.

Arts Advisory Group

COUNCIL MEMBER	MEETINGS ENTITLED TO ATTEND	MEETINGS ATTENDED	APOLOGIES AND/OR APPROVED LEAVE OF ABSENCE
Cr Worner	4	3	1
Cr Castle	4	2	2

Reconciliation Action Plan Working Group

COUNCIL MEMBER	MEETINGS ENTITLED TO ATTEND	MEETINGS ATTENDED	APOLOGIES AND/OR APPROVED LEAVE OF ABSENCE
Cr Loden	2	2	0
Cr Hallett	2	1	1
Cr Worner	2	2	0

Children and Young People Advisory Group

COUNCIL MEMBER	MEETINGS ENTITLED TO ATTEND	MEETINGS ATTENDED	APOLOGIES AND/OR APPROVED LEAVE OF ABSENCE
Cr Castle	3	3	0
Cr Alexander	3	1	2

Sustainability and Transport Advisory Group

COUNCIL MEMBER	MEETINGS ENTITLED TO ATTEND	MEETINGS ATTENDED	APOLOGIES AND/OR APPROVED LEAVE OF ABSENCE
Cr Loden	3	2	1
Cr Hallett	3	2	1



EMPLOYEE REMUNERATION

As per the requirements of the Local Government (Administration) Regulations 1996, tabled below are the number of City of Vincent employees earning over \$130,000 per annum.

SALARIES IN EXCESS OF \$130,000	NO OF POSITIONS
Salary between \$130,001 – \$140,000	6
Salary between \$140,001 – \$150,000	7
Salary between \$150,001 – \$160,000	1
Salary between \$160,001 – \$170,000	
Salary between \$170,001 – \$180,000	
Salary between \$180,001 – \$190,000	
Salary between \$190,001 – \$200,000	1
Salary between \$200,001 – \$210,000	1
Salary between \$210,001 – \$220,000	
Salary between \$220,001 – \$230,000	
Salary between \$230,001 – \$240,000	
Salary between \$240,001 – \$250,000	
Salary between \$250,001 – \$260,000	1*
Salary between \$260,001 – \$270,000	
Salary between \$270,001 – \$280,000	

*CEO Salary

GENDER EQUALITY REPORT

Gender Pay Gap

The gender pay gap is calculated as the difference between women’s and men’s average weekly full time equivalent earnings, as a percentage of men’s earnings. According to the Workplace Gender Equality Agency, Australia’s national gender pay gap is currently 13.8 per cent and has hovered between 14 per cent and 19 per cent for the past two decades.

CITY OF VINCENT		
Female	Permanent and fixed term staff 155	Average base salary \$84,465
Male	Permanent and fixed term staff 134	Average base salary \$87,195

COV – LEVEL 7 AND ABOVE		
Female	73	54%
Male	63	46%
Total	136	100%

The City of Vincent currently has female representation in 61 per cent of its coordinator roles, 50 per cent of management roles with 33 per cent of those on the Executive Management Committee.

The City is known to be a flexible and family-friendly local government organisation, with 25 per cent of the workforce in part-time roles. This benefit has attracted many staff members to Vincent across all directorates. The City also offers other flexible arrangements such as a full-time working week with flexible arrangements (for example, a nine or eight day fortnight).

The 25 per cent of part-time arrangements at Vincent comprise a combination of part-time positions, full-time positions being filled part-time upon return from parental leave, job share arrangements and flexible working arrangement requests to reduce hours.

In 2022/23, the City provided 110 career and professional development opportunities (42 per cent) to female staff in the form of secondments and higher duties.



RECORD KEEPING STATEMENT

Transparency and Accountability

In accordance with Section 5.121 of the *Local Government Act 1995*, the City maintains a register of complaints of minor breaches which details:

- Name of council member about whom the complaint is made.
- Name of person who makes the complaint.
- Description of the minor breach that the standards panel finds has occurred.
- Details of action taken.

No entries (upheld complaints) were made on the complaints register for 2022/23. The City has recorded six alleged breaches per the Code of Conduct in 2022/23.

Record Keeping Plan

The City's current Recordkeeping Plan (RKP 2021033) was approved by the State Records Commission on 16 November 2021. The plan and associated policy and procedures are comprehensive and address all requirements of the State Records Office.

Record Keeping Systems

A review of all enterprise applications and financial management systems was carried out in line with the Corporate Business Plan. The efficiency and effectiveness of the City's Electronic Document and Records Management System (EDRMS) was reviewed in 2017 and upgraded from HP TRIM to HPE Content Manager. The City is currently reviewing alternative EDRMS options associated with Microsoft 365 and AvePoint.

Record Keeping Training

The City's record keeping training program includes monthly sessions made available to all staff. The efficiency and effectiveness of this training program is reviewed via feedback from staff attending those sessions. In addition, all new starters are required to complete an induction program conducted by Records staff, to ensure they are aware of their roles and responsibilities with regards to their compliance with the Record Keeping Plan.

Digital Records Strategy

In 2022/23, the City continued to pursue its digital records strategy aimed at operating in a purely digital environment. The City no longer creates hard copy files.

FREEDOM OF INFORMATION

Freedom of Information Act 1992

The City is subject to the provisions of the *Freedom of Information Act 1992* (the FOI Act).

The FOI Act gives the public a general right of access to information held by the City, subject to limitations as set out in Clauses 1 to 15 of Schedule 1 to the Freedom of Information Act.

It also provides the right of review in relation to decisions made by the City to refuse access to information applied for under the FOI Act.

Further information is available on the City's website.

In 2022/23, the City received and responded to 15 requests under the Act.

The City maintains a public register of applications received, including a summary of records sought and decisions made.



FINANCIAL REPORTS



CITY OF VINCENT

CEO KPIs

2023 REPORT



CEO'S MESSAGE

Dear Mayor Cole and Councillors

This year's KPIs were focused on ensuring alignment of the City's short and medium term actions to meet our long term strategic goals.

We are now doing this as well as any other local government.

LONG TERM PLANNING

This year, Council adopted a new 10-year Strategic Community Plan which outlines the community's vision and long term priorities for Vincent – with underground power being the one new thing the community has been most keen for us to deliver.

Council endorsed our Long Term Financial Plan which outlines how we will manage the revenue and expenditure required to deliver the Strategic Community Plan priorities in a financially sustainable manner.

We worked closely with Council to develop a long term financial model which will enable the City to deliver underground power to all residential streets in Vincent by 2031.

MEDIUM TERM PLANNING

Council has adopted an updated Four Year Corporate Business Plan and Four Year Capital Works Program which is marked by strong continuity towards our long term goals.

Each year, we are improving how we deliver the Four Year Capital Works Program. This sets out our maintenance, renewal, upgrade and build schedule to ensure our community assets and infrastructure are fit for purpose.

SHORT TERM PLANNING

The Annual Budget adopted by Council in June 2023 provides the detail of next financial year's revenues and expenditures for all our projects, programs and services outlined in the Corporate Business Plan.

Successful alignment of our short, medium and long term planning has enabled us to move quickly and effectively in a clear direction to deliver our suite of projects, programs and services to the community.

It has been a privilege and a pleasure to work with Council and staff this year on the many achievements outlined in this results report.

DAVID MACLENNAN

CEO



CEO'S KPIS 2022/23

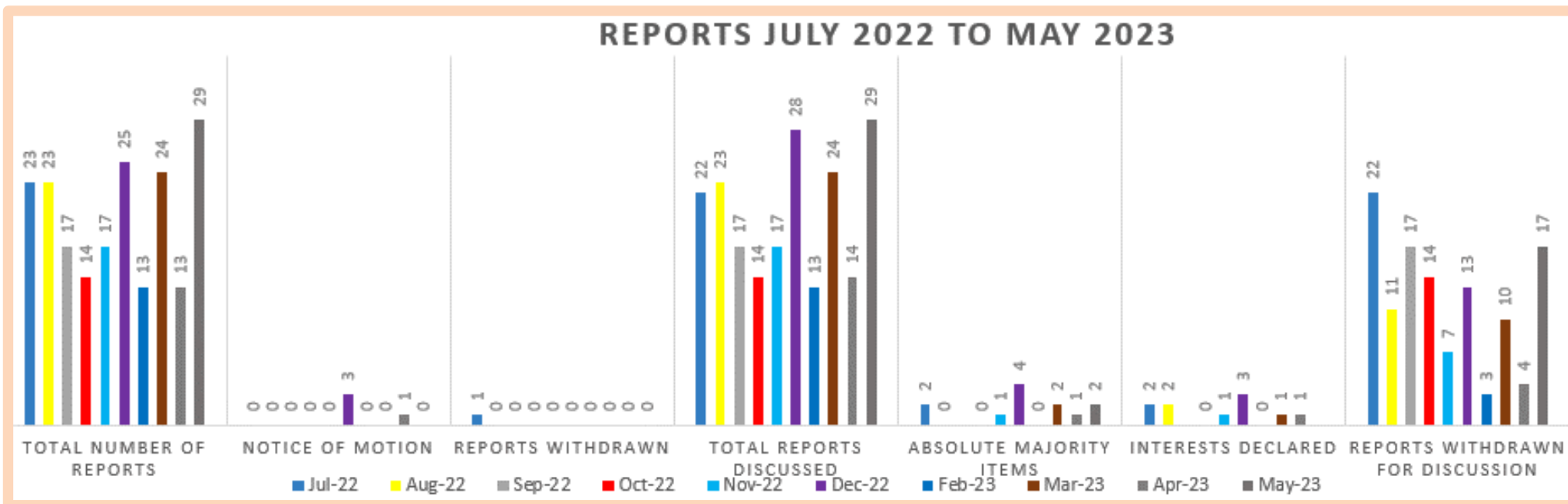
	STRATEGIC OUTCOME	PERFORMANCE CRITERIA	REVIEW FREQUENCY	WEIGHTING (OUT OF 100)
1	Achievement of the functions of the CEO in s5.41 of the Local Government Act.	<ul style="list-style-type: none">Present a report on achievement of the functions of the CEO by 30 June 2023.	Annual	40
1a	High quality and timely advice to Council on preparation of the annual budget and coordinated IPRF update.	<ul style="list-style-type: none">CEO ensures strategic alignment of IPRF and annual budget process in line with Council endorsed project plan.	Quarterly updates	
1b	Advice to Council on long-term financial sustainability including proposals for operational service efficiencies and revenue diversification.	<ul style="list-style-type: none">Quality and timeliness of advice and management of the annual budget process and update of LTFF.	Annually	
1c	Improvement in City's Financial and Information Technology Maturity	<ul style="list-style-type: none">Improvements in financial and IT management maturity as per OAG annual audit findings.	Annual audit	
2				
2a	Delivery of strategic projects in the Corporate Business Plan <ul style="list-style-type: none">i. Vincent Underground Power Programii. Leederville Carpark Request for Proposaliii. Beatty Park 2062iv. Accessible City Strategy implementation and 40km/h targetv. Robertson Park Development Planvi. Banks Reserve Master Plan implementationvii. Mt Hawthorn Youth Skate Spaceviii. Haynes Street Reserve Development and Transition Plan	<ul style="list-style-type: none">Strategic projects delivered in line with Council endorsed project plans.CEO stewardship of major projects.Note the list of strategic projects will be as approved by Council on adoption of the Corporate Business Plan.	Quarterly updates	40
2b	Improve customer experience and community engagement	<ul style="list-style-type: none">Implementation of the Small Business Friendly Program reforms.Establish customer feedback and community engagement measures to drive improvement.	Annual report	
2c	Delivery of Capital Works Program	<ul style="list-style-type: none">Delivery of approved Capital Works Program within time, budget and scope.	Quarterly reports	
2d	Advocacy on unfunded major projects	<ul style="list-style-type: none">Progress in pursuing advocacy agenda.	Quarterly reports	
3	Executive leadership attributes	<ul style="list-style-type: none">360 survey on executive leadership capabilities.	Annual	20

1. Achievement of the functions of the CEO

CRITERIA 1 – Performance of the Functions of the CEO	
Performance criteria	
1.1	Advise the Council in relation to the functions of a local government under the LG Act and other written laws.
1.2	Ensure that advice and information is available to the Council so that informed decisions can be made.
1.3	Cause Council decisions to be implemented.
1.4	Manage the day-to-day operations of the local government.
1.5	Liaise with the Mayor on the local government's affairs and the performance of the local government's functions.
1.6	Speak on behalf of the local government if the Mayor agrees.
1.7	Be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees).
1.8	Ensure that records and documents of the local government are properly kept for the purposes of the LG Act and any other written law.



1. Achievement of the functions of the CEO
1.3 Cause Council decisions to be implemented



1. **Achievement of the functions of the CEO**
- 1.3 Cause Council decisions to be implemented



Council Meeting 20 June 2023



TheCityOfVincent
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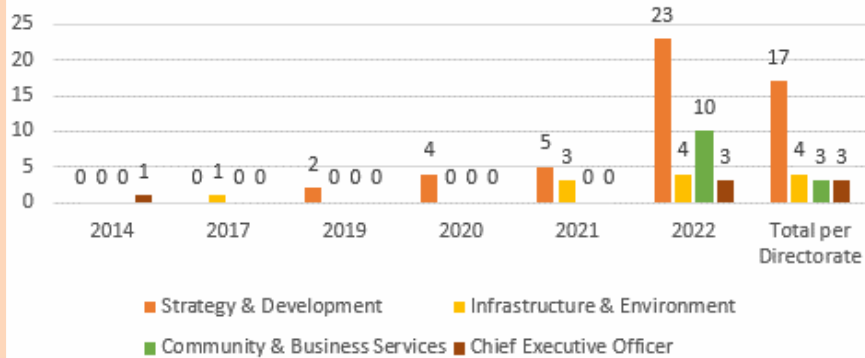
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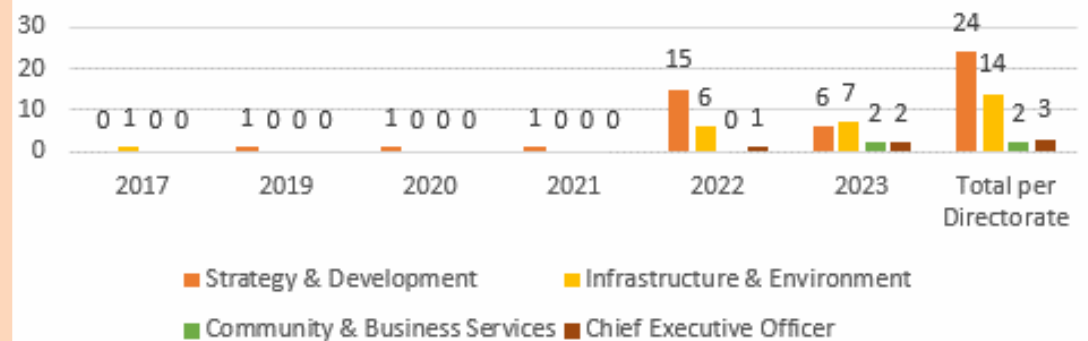
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Outstanding Council items to Action July 2022



Outstanding Council items to Action May 2023



1. **Achievement of the functions of the CEO**
- 1.5 Liaise with the Mayor on the local government's affairs and the performance of the local government's functions



1. **Achievement of the functions of the CEO**
- 1.5 Liaise with the Mayor on the local government's affairs and the performance of the local government's functions



1. Achievement of the functions of the CEO

1.6 Speak on behalf of Local Government if the mayor agrees

The City of Vincent was successful in a bid to host the 2022 WAFL Grand Final. This followed strong advocacy from the CEO directly with the CEO of the Western Australian Football Commission to make the case for hosting the grand final at Leederville Oval.



1. **Achievements of the Functions of the CEO**
- 1.7 Operational and Human Resource Management



51% of your employees are women



Your FY22 median span of control

4.3

'other staff' per manager



Overall FY22 median span of control

3.3

'other staff' per manager



5.7 median sick leave days taken in FY22 across your workforce

7.4 median sick leave days taken in FY22 across the survey population

performance overview

legend

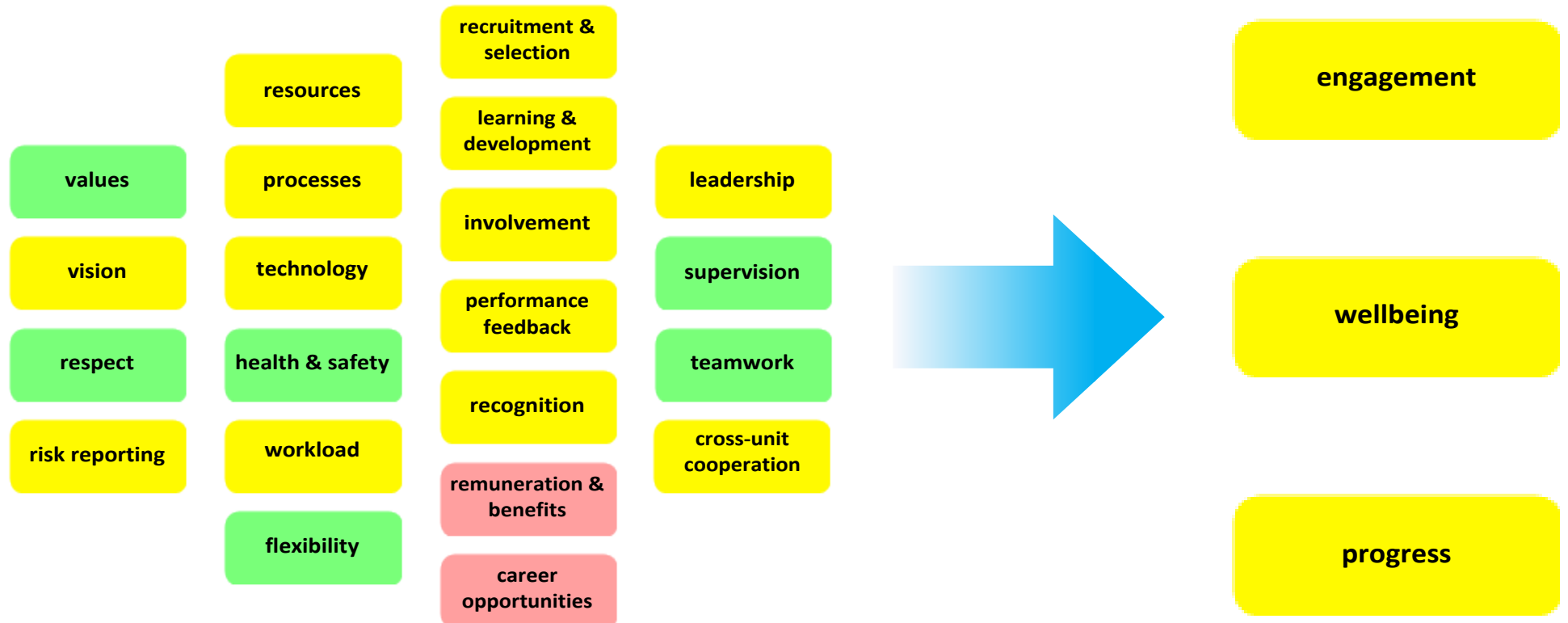
Low	Moderate	High
<50%	50<80%	>=80%

purpose

production

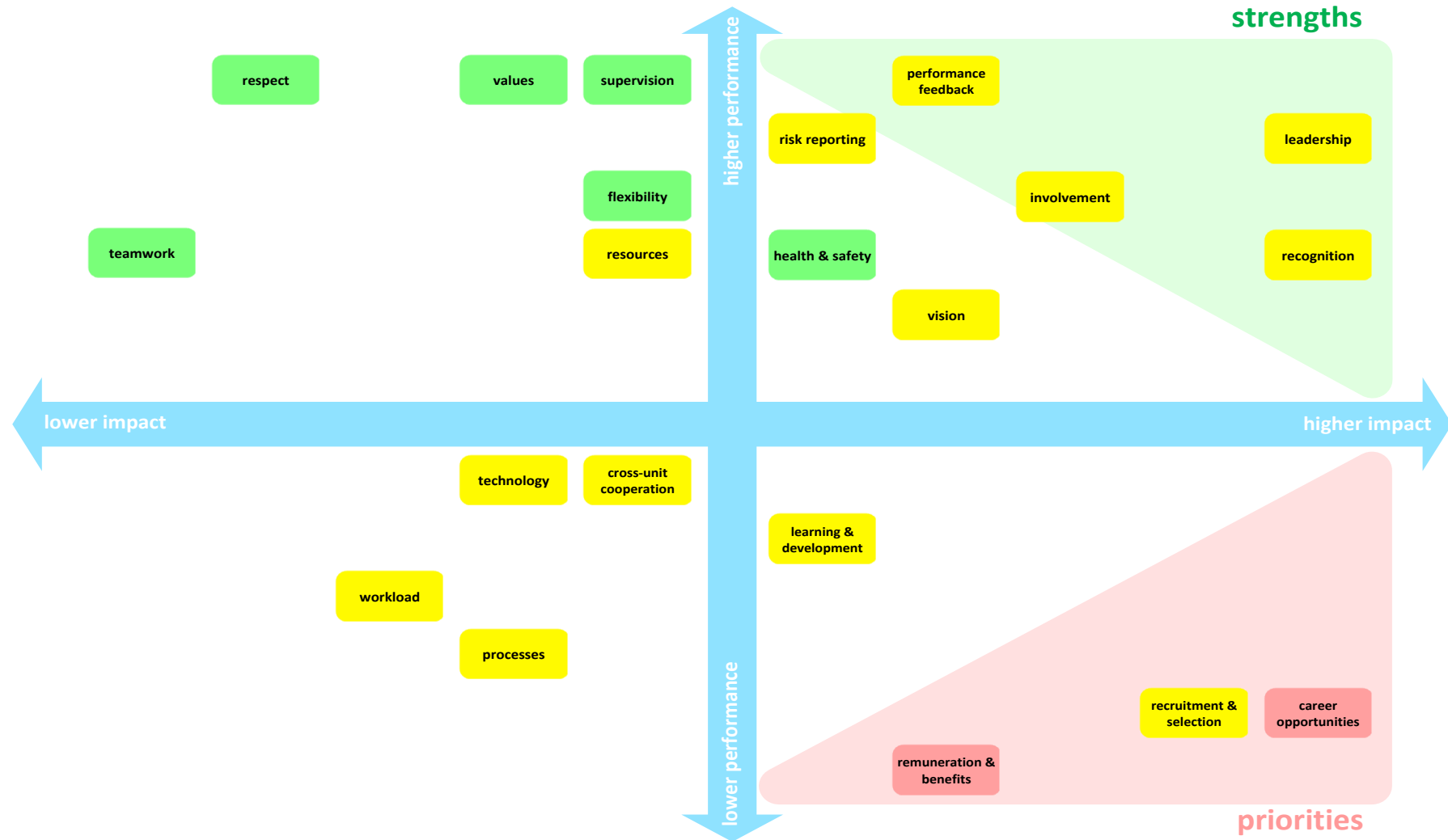
participation

people



priority matrix

Based on analyses of the data from this survey, the practices are positioned on the matrix below in terms of performance (combining % favourable and the comparison to benchmark) and impact (the degree that each practice is likely to drive engagement, wellbeing and progress). The potential priorities for improvement are in the bottom right (ie relatively low performance and high impact).



top 5 questions % favourable

		2023 % Fav	2020 % Diff	Ind % Diff
Health & Safety	Keeping high levels of health and safety is a priority of City of Vincent	90%	+2%	+9%
Supervision	My direct manager behaves in a way that is consistent with the values of City of Vincent	89%		+11%
Values	I believe in the values of City of Vincent	89%	+2%	+10%
Values	I believe in the overall purpose of City of Vincent	89%	+3%	+7%
Engagement	I like the kind of work I do	88%	-3%	+1%

top 5 questions compared to benchmarks

		2023 % Fav	2020 % Diff	Ind % Diff
Leadership	Senior management behave in a way that is consistent with the values of City of Vincent	75%	+3%	+19%
Performance Feedback	The way my performance is evaluated provides me with clear guidelines for improvement	73%	-1%	+18%
Respect	Staff treat each other with respect	81%		+18%
Values	City of Vincent is ethical	88%	+3%	+18%
Progress	City of Vincent is innovative	67%	-13%	+16%



- 1. **Achievements of the Functions of the CEO**
- 1.7 Operational and Human Resource Management

2023 STAFF ENGAGEMENT SURVEY – RESULTS SUMMARY

OVERVIEW OF SURVEY RESULTS FROM CONSULTANT ALEX KASHIAN:

“Response Rate:

Final response rate was 87 per cent which is higher than the already strong response rates from your previous surveys (84 per cent in 2020 and 80 per cent in 2019). This is above the average of other Councils, which I believe was around 70 per cent when I last reviewed it.

Your margin of error at the whole-of-CoV level was 2.1 per cent. In a nutshell, this means that we expect there is a maximum of 2.1 per cent error in your overall results. For example, if a score in your Overall Report is 75 per cent, the margin of error suggests that the true score (the one you would have achieved with a 100 per cent response rate) would have been somewhere between 72.9 per cent and 77.1 per cent. In other words, we can be very confident in the accuracy of your report. I’d ignore any historical/industry differences that are smaller than 3 per cent.

Survey Outcomes – Engagement, Wellbeing & Progress:

The three key outcomes in this survey are Engagement, Wellbeing and Progress. The Engagement score in 2023 was 76 per cent (meaning 76 per cent of the respondents either agreed or strongly agreed to those

questions). This is 2 per cent lower than in 2020, but it’s important to remember that the margin of error is 2.1 per cent. As such, my interpretation of this score is that you’re on par with your previous results. This result is 3 per cent higher than the Councils average.

Wellbeing scored 71 per cent and is similarly on par with your 2020 results at +1 per cent. Compared to the Councils average however, we see a more significant difference with City of Vincent scoring 9 per cent higher.

Progress scored 66 per cent and unlike Engagement and Wellbeing saw a more noteworthy decline since 2020 (-9 per cent). In particular, fewer staff in 2023 feel that City of Vincent is innovative (-13 per cent), that rate-payers are satisfied with your services (-15 per cent), and that the City’s goals are being reached (-10 per cent). On the plus side, Progress is the strongest of the three outcomes when compared to other Councils (+11 per cent).

Drivers of Engagement, Wellbeing and Progress:

Looking at the practices which drive the three outcomes above, the highest rated areas were Supervision (88 per cent), Values (88 per cent) and Teamwork (87 per cent). Additionally, if you refer to the industry comparison,



1. Achievements of the Functions of the CEO

1.7 Operational and Human Resource Management

you'll notice that City of Vincent outperforms the Councils average on every category-level result except for Remuneration and Benefits. In particular, you score 17 per cent higher than the industry average on staff perceptions of both Performance Feedback and Leadership.

City of Vincent's lowest scoring areas are Remuneration and Benefits (45 per cent), Career Opportunities (48 per cent) and Recruitment and Selection (52 per cent). These are common challenges for Councils, and you're actually scoring above the Councils benchmark on all but Remuneration and Benefits (which has scored 13 per cent lower than the industry). Of the questions within Remuneration and Benefits, satisfaction was lower with the income received (32 per cent, -17 per cent below other Councils) than with the benefits received (58 per cent, 10 per cent below other Councils).

Looking at the comparison to 2020, we see some mixed results. Your biggest improvements are in Cross-Unit Cooperation (+8 per cent), Involvement (+7 per cent) and Risk Reporting (+7 per cent). I find these really encouraging, given that Involvement tends to be one of the stronger drivers of the survey outcomes and Cross-Unit Cooperation has been a challenge for City of Vincent. There has also been a 9 per cent improvement in the perception that there is a commitment to ongoing training and development for staff. The biggest category-level decreases since 2020 were Remuneration and Benefits (-10 per cent), Technology (-9 per cent, but coming off of a 24 per cent improvement back in 2020), and Recruitment and Selection (-8 per cent)."

Alex Kashian
Senior Consultant Voice Project



1. Achievements of the Functions of the CEO

1.8 Compliance and Records Management

- The Compliance Audit Return (CAR) for 2022 which requires local governments to confirm they have satisfied the requirement of the Local Government Act has been completed and presented to the Audit Committee.
- The audit identified that City of Vincent was compliant in all areas. This is the first time that Vincent has been 100 per cent compliant in three years!



CITY OF VINCENT

RECORDKEEPING PLAN

2021033

APPROVED BY THE STATE RECORDS COMMISSION 16 NOVEMBER 2021



STATE RECORDS COMMISSION

Our Ref: RKP/L/2011/003
Your Ref:
Enquiries: Carolyn Atkinson 9427 3667
carolyn.atkinson@sro.wa.gov.au

26 November 2021

Mr David MacLennan
Chief Executive Officer
City of Vincent
PO Box 82
LEEDERVILLE WA 6902

Dear Mr MacLennan

Amended Recordkeeping Plan RKP 2021033

At its meeting on 16 November 2021 the State Records Commission APPROVED the amended Recordkeeping Plan (the Plan) for the City of Vincent (the City).

I acknowledge that the Plan indicates a strong commitment to address certain matters, as identified in the attachment, and I would expect that the next review will reflect progress towards those improvements.

In accordance with section 28 of the *State Records Act 2000*, the City's Plan is to be reviewed within five years of its approval date. Once completed, a report of the review must be submitted to the SRO by **16 November 2026**.

Please contact my officer, Ms Carolyn Atkinson, on 9427 3667 if you require further assistance or clarification.

Yours sincerely

Damian Shepherd
Director State Records
Att.

Address all correspondence to:
Director State Records,
Alexander Library Building, Perth Cultural Centre, PERTH WA 6000
Tel: (08) 9427 3636
e-mail: sro@sro.wa.gov.au Website: www.sro.wa.gov.au



1a. High quality and timely advice to Council on preparation of the annual budget and coordinated IPRF update





1b. Advice to Council on long-term financial sustainability including proposes for operational service efficiencies and revenue diversification

Performance Criteria: Quality and timeliness of advance and management of the annual budget process and update of LTFP

For the first time Vincent has adopted the Long Term Financial Plan, Annual Budget, Corporate Business Plan and Four Year Capital Works Program in 2023/24 by the end of the financial year

- The Long Term Financial Plan (LTFP) 2023/24 – 2032/33 was adopted by Council on 20 June 2023.
- The LTFP has been modelled on the 2023/24 Budget being the first year of the 10-year rolling plan.
- Reviewed to reflect the current economic environment and alignment to the Corporate Business Plan 2023/24 – 2026/27.
- The LTFP incorporated the assumptions and calculations used in the adopted Underground Power Financial Model 2022/23.

1b. Advice to Council on long-term financial sustainability

LONG TERM FINANCIAL PLAN GOALS

The LTFP is a key component of the City's integrated planning framework and identifies how the City funds the delivery of the Strategic Community Plan and Corporate Business Plan short, medium and long-term priorities.

- Address the City's ageing asset and maintenance issues.
- Long term financial sustainability.
- Build the City's cash backed reserves for the future.
- Reducing rating volatility.
- Support Western Power's Underground Power Project.

KEY THEMES

While the City has a focus on operating efficiency, it also continuously seeks new revenue opportunities to reduce the burden on ratepayers.

- Proceeds of \$0.8m from the sale of 25 Sydney Street have been allocated to the Public Open Space Reserve for future development of public open space in the City.
- \$3 million grant funding will be received over 2023/24 and 2024/25 to improve community facilities at Litis Stadium.
- \$1 million forecasted savings from the exit of the Resource Recovery Facility agreement, transition to FOGO and future roll-out of waste to energy.
- Strategic acquisition of assets including the planned acquisition of a new drainage truck in 2024/25 to increase cleaning efficiencies.
- Increased interest revenue from investments compared to the previous LTFP 2022/23 – 2031/32 based on current RBA data.
- The City will commence entering into a Heads of Agreement with a proposed proponent for the future redevelopment of the Leederville Carparks.



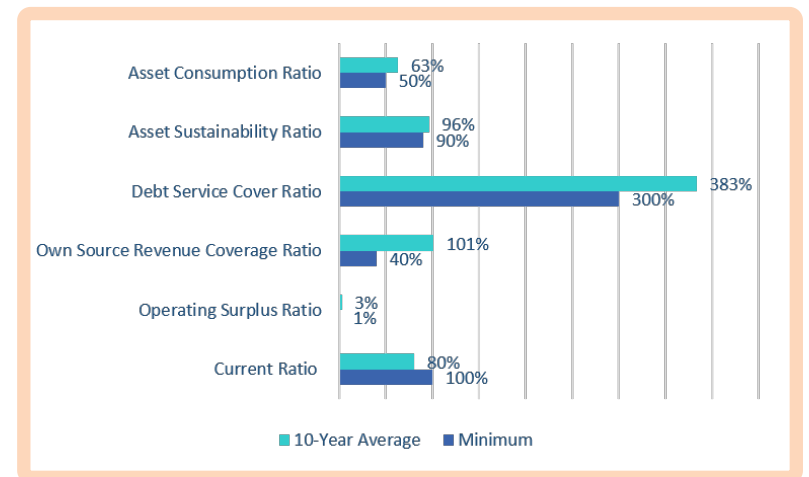


1b. Advice to Council on long-term financial sustainability

RATIO ANALYSIS

The purpose of financial ratios is to provide guidance on the financial sustainability of local governments. The adopted LTFP estimates the majority of key ratios to meet the minimum target prescribed by the DLGSC over a 10-year period average.

- In 2018/19 the asset sustainability ratio for Vincent was 33 per cent, equating to an asset renewal gap in a single year of approximately \$7.5 million. The current LTFP has estimated a revised asset sustainability ratio average of 96 per cent over the next 10 years.
- The current ratio is planned to fall below the minimum prescribed range of 100 per cent due to a strategic focus on transferring any excess surplus to build up the reserve balance over the 10-year period.





1b. Advice to Council on long-term financial sustainability

ADOPTED LTFP SCENARIO

The adopted model supports long term financial sustainability through growth in reserves and the ability to fund the four-year capital works without significant rate rises over the life of the LTFP. Key projects include Underground Power, Robertson Park Development Plan Stage 1 and 2 and the Banks Reserve Master Plan.

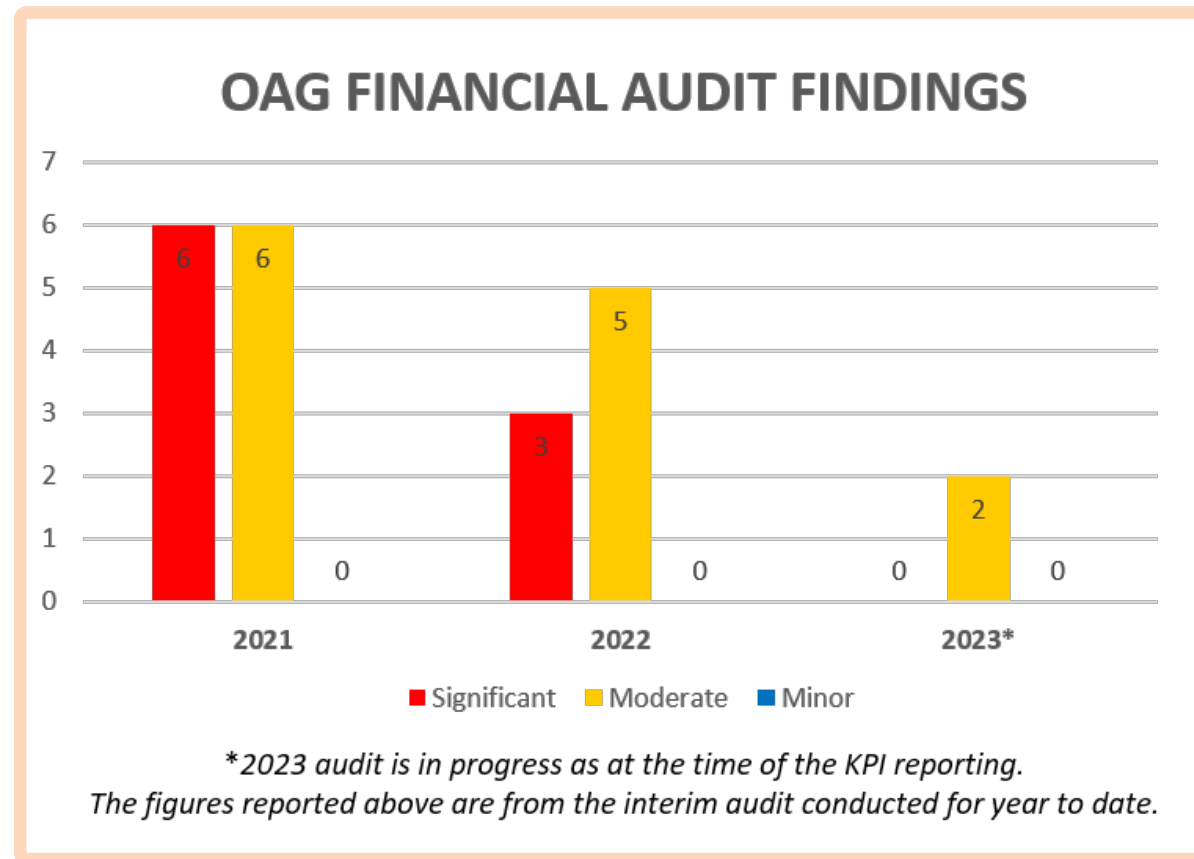


1c. Improvement in City's financial and information technology maturity

OAG FINANCIAL AUDIT FINDINGS

In 2022/23, the City has continued to strengthen its policies, procedures and controls across the annual financial report.

From 2021, the City has done significant work to close three significant audit findings, and three moderate audit findings. The continuous improvement is evident with a reduction in audit findings year on year.



INFORMATION SYSTEMS AUDIT

In 2022/23 the City has strengthened its management of ICT policies and operational procedures across Office of Auditor General (OAG) control categories:

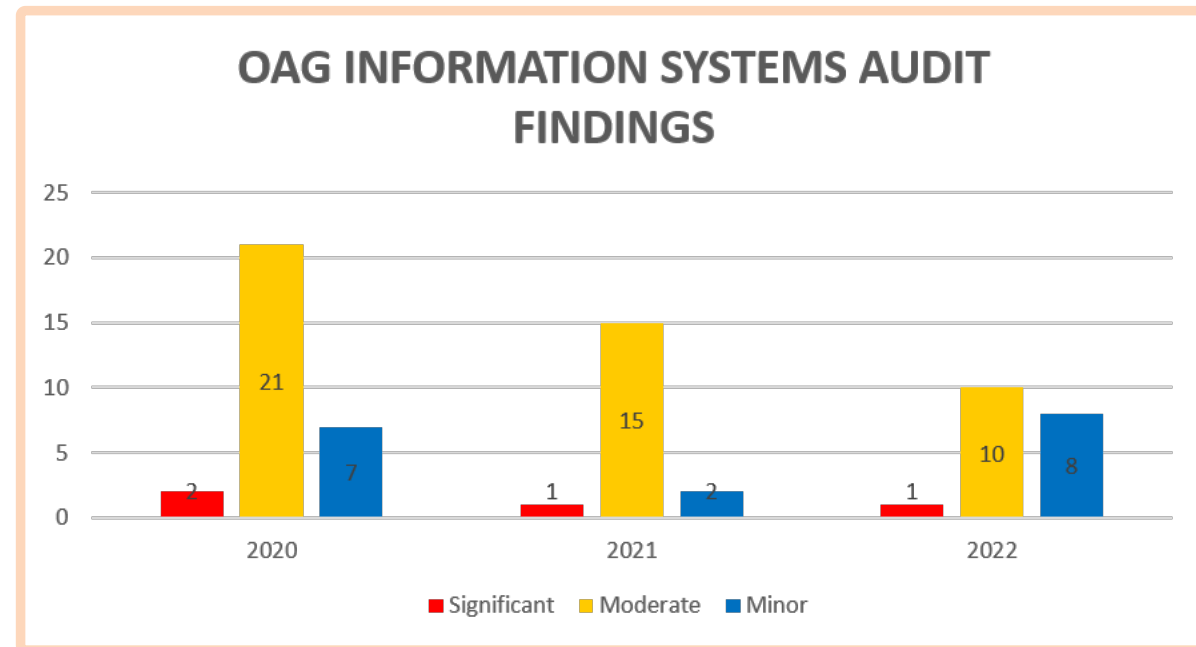
1. information security framework
2. human resource security
3. access management
4. endpoint security
5. network security
6. risk management
7. business continuity
8. change management
9. IT operations
10. physical security

1c. Improvement in City's financial and information technology maturity

OAG Information Systems Audit Findings

The City is striving to raise its capability maturity in all categories. The key ICT improvements that have been completed in response to OAG findings from 2021/22 include:

- Systems to control privileged access to reduce the risk of unauthorised or unintentional modifications of information.
- Processes to remove user accounts for terminated staff to reduce the risk of unauthorised information access.
- Configuration of email systems to reduce the risk of attackers gaining access to City systems and information.
- ICT asset register review to reduce the risk of assets being lost or stolen.
- Information security policy updates to address cyber security risks and mitigations.
- Information classification to label and protect information based on its sensitivity.
- Controls to prevent unauthorised devices from accessing the City's computing network.



**2023 audit is in progress as at the time of the KPI reporting. The figures will be available upon completion of the Information Systems Audit.*



1c. Improvement in City's financial and information technology maturity

FINANCIAL AUDIT

The Auditor General audits and provides an opinion to the Councillors of the City on the annual financial report.

Their audit is conducted in accordance with Australian Auditing Standards and their approach is designed to focus on key areas of risk in reporting finance and performance. The aim is to provide reasonable assurance whether the annual financial report is free of material misstatements and if the annual financial report, in all material respects complies with the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards.

OAG's financial audit approach consists of four steps:

Planning

- Develop/update OAG understanding of audited entity and its processes.
- Identify and assess risk.
- Identify significant accounts (by value or nature).
- Understand and evaluate control environment.



Conduct

- Test operating effectiveness of controls (where appropriate).
- Assess reliance on controls.
- Sample testing of transactions.
- Assess risk of misstatement.



Review

- Review format of the financial statements.
- Verify balances and disclosures in the financial statements and KPIs, including the notes.



Report

- Complete procedures.
- Overall evaluation of the audit evidence.
- Form an opinion.
- Finalise management letters and audit report to users, including Parliament.







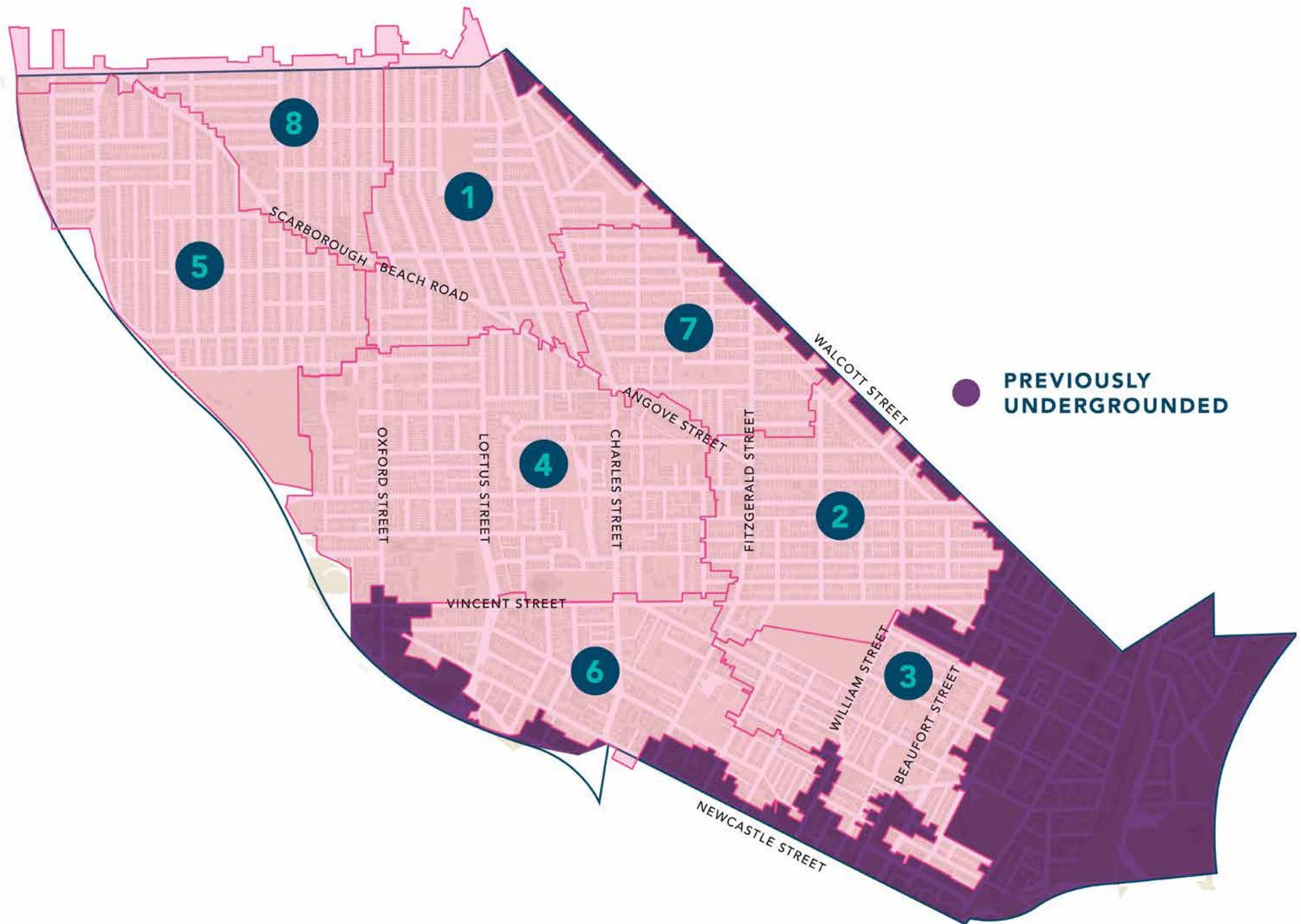
2a.i Vincent Underground Power Program (VUPP)

Strategic Priority #	Status	Project	Sub-project	Overall status	%*	Finish Date	Upcoming milestones
1	●	Vincent Underground Power Program	North Perth / Mount Hawthorn (Project 343)	On track – engineering design completed in June 2023	40%	June 2025.	Co-Funding Agreement to be signed by March 2024; Construction to start in the second quarter of 2024. Service Charges to be issued July 2024.
1	●	Vincent Underground Power Program	North Perth / Mount Lawley (Project 347)	On track – engineering design in progress; community engagement on primary equipment under way	30%	September 2025.	Primary equipment campaign to be completed in July/August 2023; Engineering design to be completed in November 2023; Co-Funding Agreement to be signed by April 2024; Construction to start late second quarter 2024; Service Charges to be issued July 2024 (contingent upon E10 being received from Western Power in time).
1	●	Vincent Underground Power Program	Perth / Highgate (Project 348)	On track – procurement of design contractor in progress	15%	September 2026.	Engineering design to begin in August 2023
1	●	Vincent Underground Power Program	Leederville (Project 406); Mount Hawthorn (Project 340); Mount Hawthorn (Project 34A); North Perth (Project 35); and West Perth (Project 1190)	On track – planning in progress, project timing to be confirmed	5%	To be confirmed	Project timing negotiations with Western Power expected to be completed by December 2023

Note: Finish dates are subject to Western Power plan delivery and may change.

In May 2022, the City signed a Memorandum of Understanding (MOU) with Western Power, to pursue underground power for three project areas, covering approximately 35 per cent of the Vincent municipal area. This was followed in December 2022 by a second MOU for an additional five project areas. Together, the eight projects will deliver underground power to the entire city by 2031.

Close to 16,000 properties will be connected to the new underground power network, at a total cost of around \$170 million shared with Western Power. The City's commitment is expected to be approximately \$80 million for the eight projects.





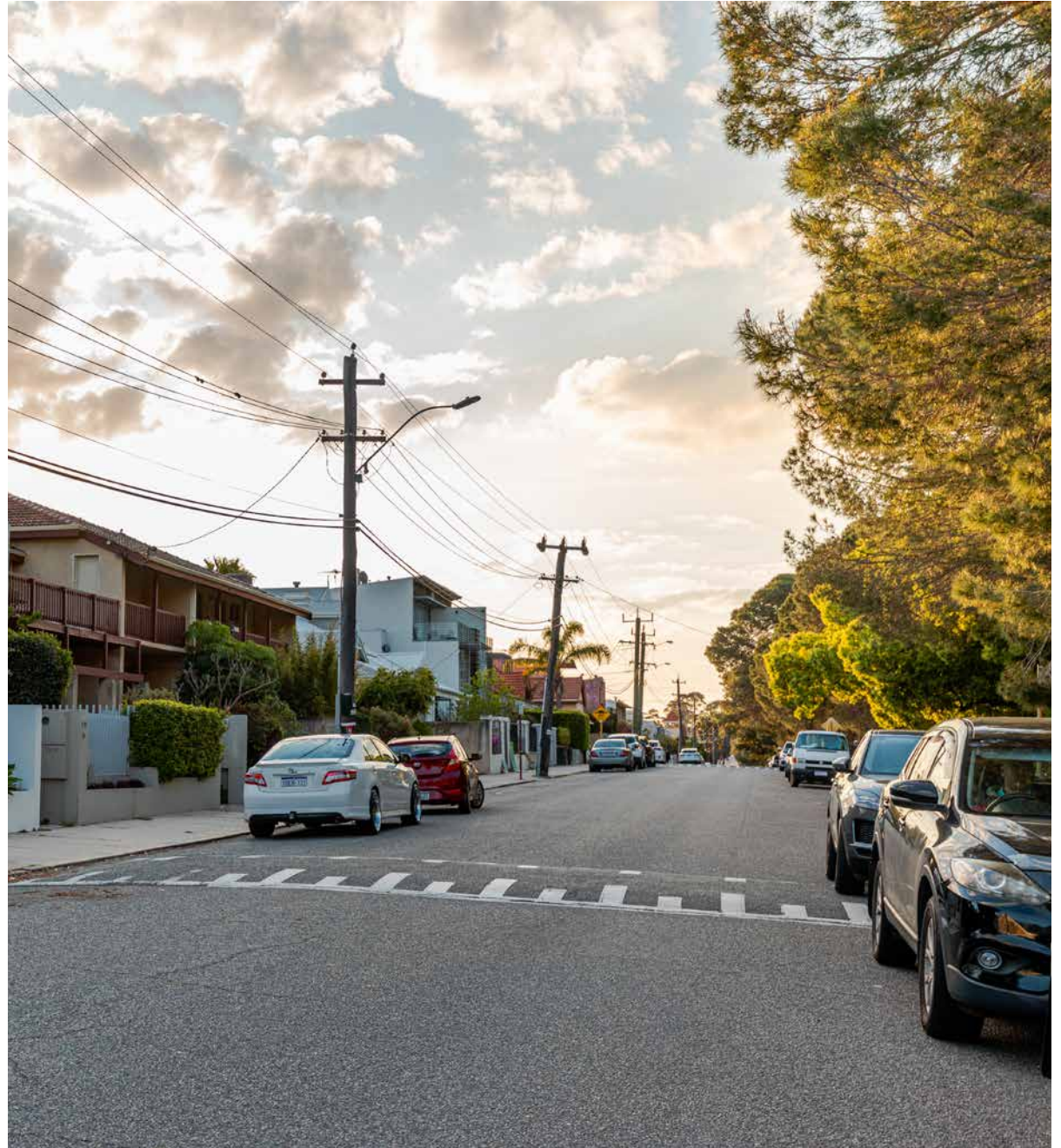
The objective of this program is to manage the undergrounding of electricity distribution lines for the benefit of the Vincent community, in collaboration with Western Power in a safe, equitable, affordable manner and with minimum risk and interruption for all involved.

The original Vincent Underground Power Project, comprising three project areas, is now the Vincent Underground Power Program, comprising eight individual projects. Each project is subject to a separate Co-Funding Agreement, to be executed with Western Power prior to commencement of works.

Project cost estimates at the time of signing both MOUs were E30 (+/- 30 per cent). Following the completion of engineering design, the City will receive an E10 for each project area. This will inform the Business Case for each Co-Funding Agreement. Council approval of the Business Case and Co-Funding Agreement will green-light the commencement of works in each project area. Western Power will issue cash calls (invoices) to the City, payable in full prior to each individual project completion.

The City will issue services charges to manage Western Power cash-call payments and will negotiate payment terms with Western Power that align with the levying of service charges.

In July 2024, Service Charges will be raised for the first project area, North Perth/Mt Hawthorn (project 343) and possibly for the second project area, North Perth/Mt Lawley (project 347), contingent upon the E10 being received from Western Power in time.





2a.i Vincent Underground Power Program (VUPP)

Project management

The Vincent Underground Power Program (VUPP) is administered in accordance with the City’s project management framework, under the stewardship of the City’s Chief Executive Officer and VUPP Project Board.

A Project Plan for the first three project areas was endorsed by the Executive Management Committee in September 2022. Following execution of the second MOU, this plan was amended to reflect the increase in project scale and duration, becoming the Underground Power Program Plan.

To ensure consistent, transparent and orderly project delivery, the VUPP Program Plan is supported by two sub-plans for Finance and Community Engagement, and by a Risk Assessment process. The VUPP Project Management team monitors progress and prepares monthly updates for the Project Board and for the City’s Executive Management Committee.

VUPP is managed through key work-streams within the City’s VUPP Project Team:

- Finance
- Communication and Engagement
- Infrastructure and Environment (Parks and Engineering)

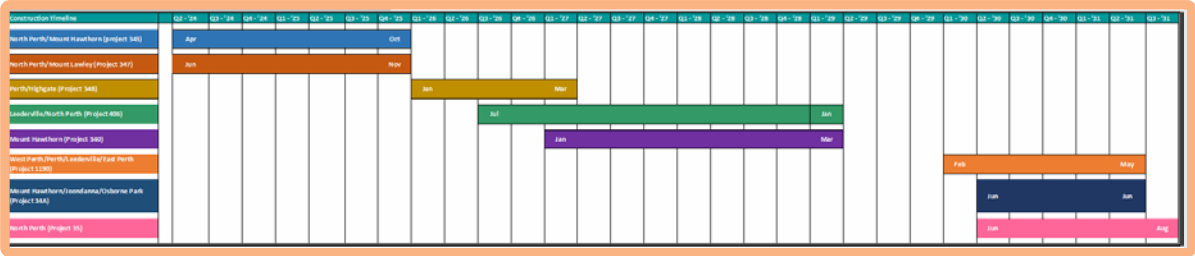
The VUPP Project Management team works in close collaboration with Western Power’s Underground Power team.

Project timelines, phases and milestones

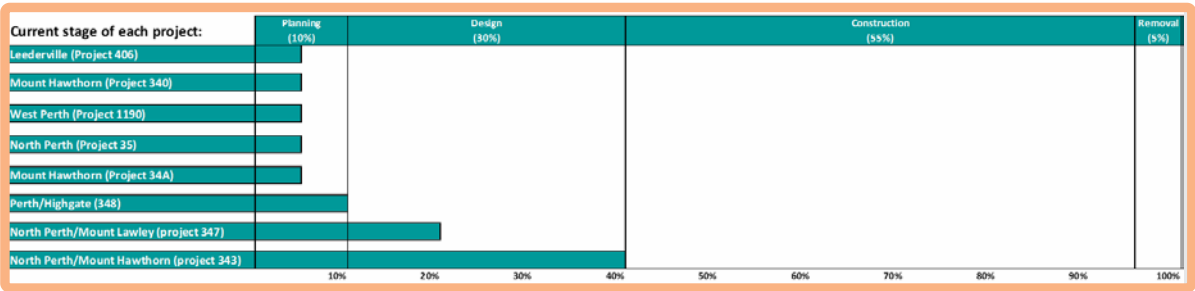
VUPP is progressing well. All three NRUP projects are now active. North Perth/Mt Hawthorn engineering design will be completed in August 2023. North Perth/Mt Lawley engineering design is now in progress, with the primary equipment engagement campaign to commence in July 2023. Perth/Highgate engineering design commences in August 2023.

Construction work in the first project area is expected to start in the first quarter of 2024, with the second project area to follow in the second quarter of 2024. Overall, the last of the eight project areas is expected to be completed in 2031. As the project areas vary in size, construction times range from 12 months to 29 months.

Estimated timing of construction is shown below:



Each project will pass through the following phases: 1) Planning; 2) Design; 3) Construction; 4) Removal of old overhead structures





2a.i Vincent Underground Power Program (VUPP)

Community engagement

Each project stage for each of the eight project areas will be accompanied by a community engagement campaign.

Each of the eight VUPP projects will have its own Community Engagement Plan (CEP).

Implementation of the CEP for the first project area is now complete and in progress for the second project area. The Primary Equipment (PE) community engagement campaign for the first project area (North Perth/Mt Hawthorn) was successfully completed in May 2023, with the response being more positive than anticipated. The PE campaign for the second project area (North Perth/Mt Lawley) is currently under way, due to be completed in August 2023.

To facilitate positive engagement with the community, the following communication channels have been established to provide relevant, up-to-date project information and address community queries and concerns:

- VUPP web page including FAQs
- interactive mapping
- underground power email inbox
- dedicated customer request management workflow
- direct mail
- electronic direct mail
- social media
- face-to-face engagements/ meetings

Financial planning

The VUPP Program Plan and its delivery is supported by a fully aligned Financial Plan, the objective of which is successful management of VUPP's financial impact on the City.

Key actions within the Financial Plan:

1. Design and implement the City's Underground Power Financial Model to ensure financial sustainability and manage required reserves.
2. Obtain Treasury loans as needed within the City's borrowing capacity to provide longer payback periods to ratepayers.
3. Design the service charges model to facilitate charges calculations and scenario planning for underground power charges to ratepayers.
4. Establish fair, equitable, affordable and easy to explain service charges, which will be legally binding.
5. Translate/reconcile Western Power meter numbers/locations into correctly identified property numbers/locations.
6. Identify all property owner categories for service charges facilitation.

The Finance team completed the Budget process for 2023/24 in consultation with Council, resulting in the decision to manage cash-flow by extending the originally proposed program timeline by three years, to 2031.

The Underground Power Financial Model was adopted by Council on 20 June 2023.

2a.ii Leederville Car Park Request for Proposal

- Eight submissions were received through out the stage one advertising period from 27 June – 8 August 2022.
- The evaluation panel shortlisted three submissions that received the highest score against the selection criteria.
- At its meeting in October 2022, Council endorsed the three submissions for progression to stage two of the redevelopment proposals process.
- At its meeting in December 2022, Council approved the Stage 2 Request for Detailed Proposals materials for the second stage of the redevelopment proposals process.
- Shortlisted proponents were invited to submit detailed proposals from 14 December 2022 – 28 February 2023.
- The evaluation panel determined a preferred proponent based on their score against the selection criteria.



CITY OF VINCENT

REQUEST FOR PROPOSALS REDEVELOPMENT CONCEPTS

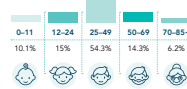
8 August 2022





LEEDERVILLE SNAPSHOT

Community



37.2% of Leederville households are high income (\$2500/wk+) compared to 24.8% in Greater Perth

58.6% of households are lone person or couple only compared to 47.1% in Greater Perth

Transport

Active transport

10.2% of Leederville residents commute using active modes compared to 3.1% in Greater Perth

Public transport

17.2% of Leederville residents commute to work on public transport compared to 10.2% in Greater Perth

Car ownership

7.3% of Leederville households do not own a car compared to 4.7% in Greater Perth

Housing

Diversity of Leederville housing stock and tenure compared to Greater Perth:

- 40.4% separate house (74.6% Greater Perth)
- 46.5% medium density (19.6% Greater Perth)
- 11.8% high density (5.1% Greater Perth)
- 47.9% own or mortgage (64.4% Greater Perth)
- 40.8% rent (25.5% Greater Perth)

Leederville currently has the lowest population (people/hal) and dwelling unit (unit/hal) density in the City.

3.2 PROJECT VISION

The key vision for Leederville is:

A thriving connected and sustainable local village that showcases and preserves its rich cultural and natural elements. Developers are expected to meet the aspirations of the project with innovative design responses of significant build quality.

The project will provide a diverse range of land uses that are consistent with the town centre's vision. The proposed land uses will complement the existing fabric of Leederville with residential, commercial, retail, entertainment, and community/civic uses to support the area.

Non-Weighted Compliance Selection Criteria

The following non-weighted criteria is essential for the full assessment of Proponents Submissions, a failure to address the key commercial terms would result in disqualification of the Proponents Request for Proposals.

4.2 NON-WEIGHTED COMPLIANCE CRITERIA - COMMERCIAL TERMS		
CRITERIA	COMPLETED Y/N	Proponents to reference the criteria response location in their submission, i.e., pages or section numbers
Provide a minimum of 400 public parking bays across one or both sites with 10% of car parking bays to provide easy access for mobility impaired and provide short term access.	Yes / No	
Public car park design concept, proposed ownership and tenure structure, lease and or management agreement draft principles, operational management plan, and in the event of a lease or management agreement, a parking fee schedule and operating expenditure plan, and 10-year operational cashflow.	Yes / No	
Indicative commercial terms to outline the proposed transaction arrangement (e.g., buy, lease, trade or enter joint venture with CoV).	Yes / No	

4.3 PROJECT VISION AND DESIGN PRINCIPLES (50% WEIGHTING) Page limit of 10 A4 pages for this section

CRITERIA	COMPLETED Y/N	Proponents to reference the criteria response location in their submission, i.e., pages or section numbers
1. Context and Character <ul style="list-style-type: none">Developer understanding of the distinctive character of the Leederville precinct and how a new development would integrate, celebrate, and speak to the character of Leederville.Effective interface with adjacent heritage and character buildings including the YMCA HQ adjacent to the Frame Court site.	Yes / No	

4.3 PROJECT VISION AND DESIGN PRINCIPLES (50% WEIGHTING) Page limit of 10 A4 pages for this section

2. Landscape Quality <ul style="list-style-type: none">Removal of mature trees and planting within the site must be replaced with mature trees and planting within the development site.Consideration of Water Corporation drain on both sites as a key access route and potential walking trail. Achieved through built form design and delivery infrastructure considerations including maintenance access, and a celebration of the former seasonal freshwater stream.Active interface with the area zoned Public Open Space within the Leederville Precinct Structure Plan, adjacent to Site 2.	Yes / No	
3. Built Form & Scale <ul style="list-style-type: none">Quality of the proposed ground floor interface and its contribution to the experience of the precinct. Includes streetscape and landscape design, cultural infrastructure, and the delivery of active public spaces, both linear (footways) and open (plazas).Architectural aspirations, design approach and strategies to achieve design excellence (including design review by the City's panel).Conceptual designs illustrating the project and vision inclusive of plan views, sections, elevations, height, and massing in perspectives.	Yes / No	
4. Functionality and Build Quality <ul style="list-style-type: none">Commitment to innovation, which may include energy and water sourcing, built form and design, community, social and economic outcomes.	Yes / No	
5. Sustainability <ul style="list-style-type: none">Approach to sustainable development to outline key environmentally sustainable design initiatives that will be included. Achievement of minimum Green Building Council of Australia 5 Green Star Certificate.	Yes / No	
6. Amenity <ul style="list-style-type: none">Design, accommodate and demonstrate economic activation towards the improvement of the daytime and evening economy of the precinct.Demonstrated diversity in product mix and pricing targeted to meet a wide variety of household demographics.	Yes / No	

2a.iii Beatty Park 2062

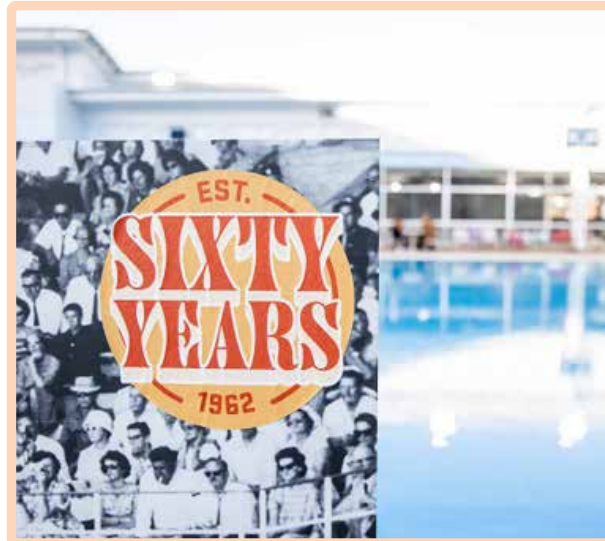
During the review period, updates were provided as required through the Project Management Framework. The initial concept plans for the Beatty Park site were further developed, with a specific focus on the original entry and Western wing of the grandstand. These plans were presented to the Heritage Council of Western Australia (HCWA) on 26 August 2022, resulting in feedback for the project.

To better understand the HCWA's perspective on preservation versus adaptation of the site and explore other options, the Mayor and CEO met with an architect from the Department of Planning, Lands and Heritage in October 2022.

In early 2023, the EMC was given a presentation on the Victoria Park's Edward Millen Redevelopment in East Victoria Park, which shares similarities with the Beatty Park project regarding heritage and partnerships with external groups. The goal was to learn lessons that could be applied to the Beatty Park project.

Based on these lessons learned, a Problem and Opportunity Statement (POS) process was initiated, which provides the industry with the opportunity to work with the government to provide innovative solutions to focused problems. In April, the POS was presented to a Council Workshop for comment, and it was referred back to the Project Steering Committee in June for further refinement before release to market.

Overall, progress has been made in developing concept plans for the Beatty Park site, with a focus on the original entry and Western wing of the grandstand. Meetings with the HCWA and the Department of Planning, Lands and Heritage have provided some clarity on preservation and adaptation requirements. Learning from similar projects, such as the Edward Millen project, has informed the development of the POS for the Beatty Park project, which will be investigated in the upcoming period.



2a.iv Accessible City Strategy implementation and 40 km/h target



Minister for Transport; Planning; Ports

Your ref: SC3193-02; D23/49380
Our ref: 72-43505

Ms E Cole
Mayor
City of Vincent

emma.cole@vincent.wa.gov.au

Dear Ms Cole

40 KM/H SPEED LIMITS ON LOCAL ACCESS ROADS

I refer to your letter dated 22 March 2023, requesting the implementation of 40 km/h speed limits on all City of Vincent roads.

I note the completion of the three-year trial and I am pleased to advise the conversion of the local access roads bounded by Vincent Street, Newcastle Street, Charles Street and the Swan River to a permanent areawide 40 km/h zone has now been formally approved.

I also understand that Main Roads has approved a permanent areawide 40km/h zone in a second area bounded by Charles Street, Scarborough Beach Road / Angove Street, William Street and Vincent Street.

In relation to extending this 40 km/h zone to all local access roads within the City of Vincent, Main Roads will continue to work with the City to assess the suitability of areawide 40 km/h speed zoning on the basis that funding requirements and interface issues are resolved.

Yours sincerely

HON RITA SAFFIOTI MLA
MINISTER FOR TRANSPORT

19 JUN 2023

Level 9, Dumas House, 2 Havelock Street, West Perth, Western Australia, 6005
Telephone: +61 8 6552 5500 Facsimile: +61 8 6552 5501 Email: minister.saffioti@dpc.wa.gov.au



ACCESSIBLE CITY STRATEGY

2020 – 2030



HOW TO READ THIS DOCUMENT

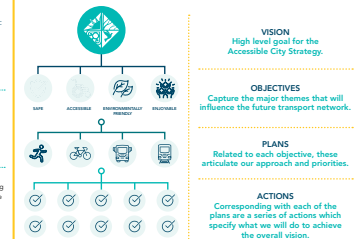
The Accessible City Strategy (ACS) is structured around three Key Focus Areas:

WHERE ARE WE NOW?
Sets out the strengths, weaknesses, opportunities and threats of Vincent's current transport network and the results of the stakeholder engagement surrounding this.

WHERE DO WE WANT TO BE?
Sets out the vision and associated objectives and plans that will respond to the data and consultation collected in the 'where are we now' focus area, to enhance and improve Vincent's transport network. The supporting tools which will be used to achieve this are also outlined.

HOW DO WE GET THERE?
Outlines the actions which contribute to achieving the vision, objectives, and plans of the Accessible City Strategy.

HOW DO THE VISION, OBJECTIVES, PLANS, & ACTIONS RELATE?



© City of Vincent

INTRODUCTION

Transport systems are crucial in creating 'connection' and supporting opportunities for people to access all aspects of daily life, including work, education, shopping, leisure, healthcare and other services.

The City of Vincent's Strategic Community Plan 2018-2028 – Imagine Vincent identifies the need for an Accessible City Strategy (ACS) to guide Vincent's future transport infrastructure and advocacy.

Ensuring that our transport network is equitable and efficient means combating a number of challenges, including:

- population growth;
- congestion pressures; and
- the environmental costs of transport.

These challenges have arisen due to historic patterns of car-centric considerations and design. A shift towards active and sustainable transport options is becoming increasingly important in addressing this.

The City of Vincent has an opportunity to create and influence a high-quality transport network that supports the economy, environment, and social activities in Vincent.

The transport network includes:

- The pedestrian environment that forms the basis for transport and land-use connections, which must be considered in the context of the road environment and adjacent land use; and
- Other modes of transport that provide crucial links and efficient access between and within different areas. This includes current modes and possible modes in the future.

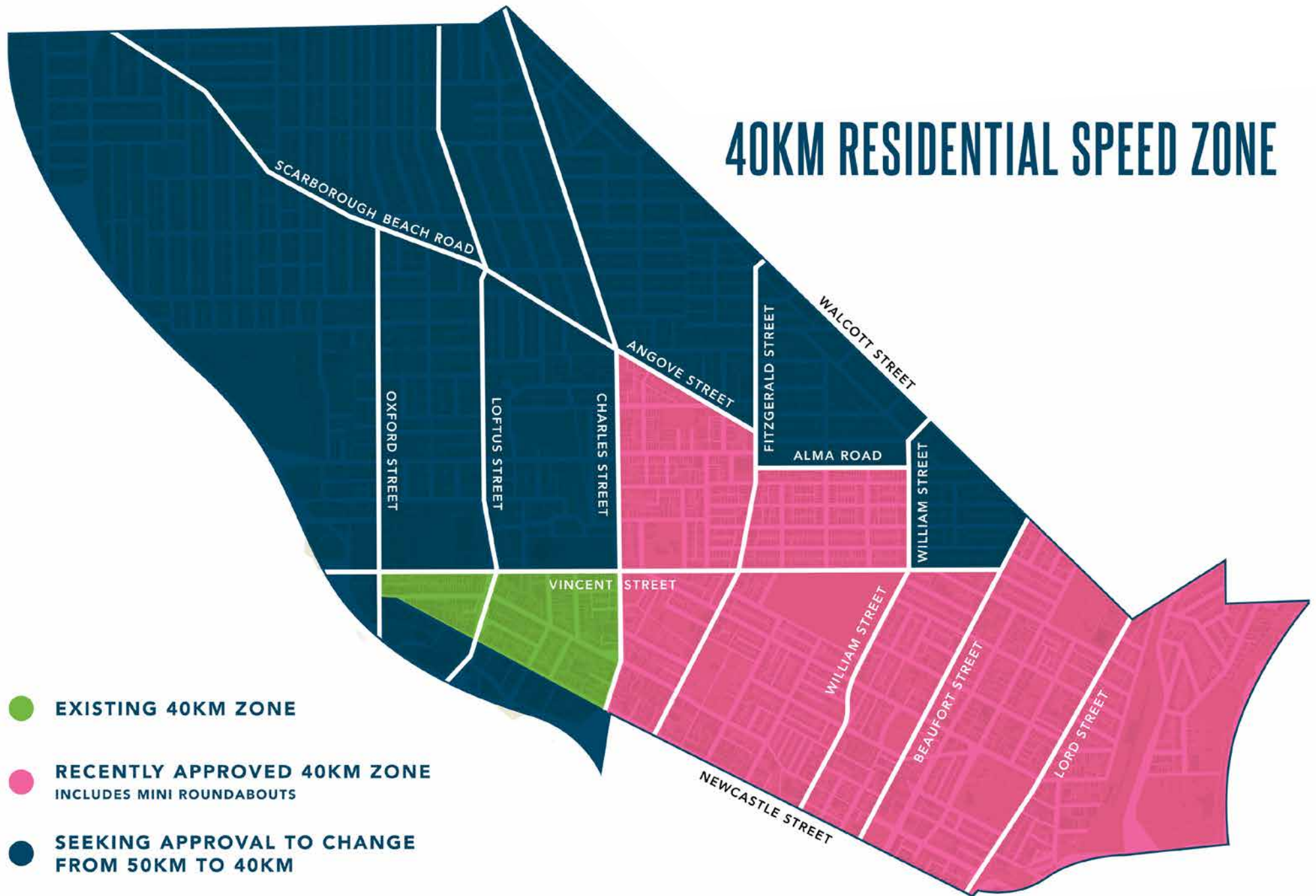
The transport network is reliant on achieving a balance between pedestrian demands and the requirements of other modes.

This ACS explores the current provision for transport and compares this infrastructure to the current and future needs of the community, across all transport modes, to support the long term success and viability of Vincent.

The main 'vision' and 'objectives' of the ACS supported by the 'plans' and 'actions' seek to create a more livable, sustainable, healthy, equitable and prosperous Vincent through placing emphasis on walking, cycling, and public transport.

© City of Vincent

40KM RESIDENTIAL SPEED ZONE



2a.v Robertson Park Development Plan

On 14 September 2021 at its Ordinary Meeting, Council adopted the Robertson Park Development Plan.

- The City is continuously advocating, applying and exploring various funding avenues to support the implementation of the Robertson Park Development Plan.
- On 20 September 2022, Council adopted the revised Robertson Park Development Plan to enable the City to seek additional funding.
- In November 2022, the City obtained Section 18 (Aboriginal Heritage Act.) consent to implement the Development Plan.
- Stage 1 (Tennis Centre) detailed design work has continued to prepare for implementation. Work entails varies inputs such as landscape drawing set, detailed specifications, electrical engineering review and design, varies site surveys and updated costings.
- Implementation of Stage 1a – Tennis Centre multi sports courts and entrance zone to commence in 2023/24.
- Drafting the Tennis Centre's long term lease agreement.





2a.vi Banks Reserve Master Plan Implementation

At the 5 March 2019 Ordinary Council Meeting, Council adopted the Banks Reserve Master Plan. In 2022/23, the City of Vincent has progressed with the following works as part of the master plan.

TOILET BLOCK

- In November 2022, Vincent posted a Request for Quote to a number of suppliers for the design and construction of a new public toilet block at Banks Reserve.
- In December 2022, Vincent evaluated the Request for Quote submission and subsequently awarded the contract to Landmark Products Pty Ltd.
- In November 2022, the Department of Planning, Lands and Heritage approved the proposal in accordance with the Public Works Act 1902 and Planning and Development Act 2005.
- In January 2023, Vincent signed-off on the finalised design of the toilet block and the Local Roads and Community Infrastructure Program (LRCI) reallocated \$280,000 of funding to Banks Reserve for the new toilet block and general landscape improvements.
- In February 2023, the Department of Biodiversity, Conservation and Attractions (DBCA) approved the Permit 7 Application to allow the construction of the toilet at Banks Reserve which falls within the Swan and Canning River Development Control Area.
- In March 2023, Landmark completed the fabrication of the building components.
- April 2023 saw the building components delivered to the site and ready for construction.
- Construction of the new toilet block was completed by Landmark in May 2023.
- A connecting access path, bins, drinking fountain, bike racks and new picnic facilities were also installed as part of this project to provide improved amenity at the reserve.

RIVER JOURNEYS INTERPRETATION NODE

- Vincent has formed a partnership with DBCA to develop an Interpretation Node at Banks Reserve as part of the Swan and Canning Riverpark River Journeys project. This feature will deliver some of the key elements identified in the Banks Reserve Master Plan.
- DBCA has contributed \$150,000 in funding plus \$50,000 worth of in-kind services to support the project development. Services include facilitating consultation with Traditional Owners, engaging artists, developing the interpretation content and overseeing the procurement and contract administration for the construction of the node.
- Heritage Council of WA has awarded a further \$20,000 of grant funding to the project.
- Vincent has contributed \$100,000 in funding plus in-house landscape design services.
- Vincent and DBCA have collaborated to develop a concept design for the node.
- DBCA has engaged an Aboriginal consultant to advise on the content to be included in the interpretation elements. This will be done in collaboration with Vincent's Boordiyas (Bosses) Elders Group.
- DBCA has also engaged an Aboriginal artist to provide a concept for an integrated art piece for consideration by the Boordiyas Elders Group.
- Vincent has commenced developing the detailed design for the node.
- Vincent and DBCA are aiming to complete the Tender documentation and undertake construction works in the second half of 2023.



2a.vii Mt Hawthorn Youth Skate Space

During the State Election in 2021, an election commitment of \$200,000 was announced for a new skate/scooter park in Mt Hawthorn. Following the results of the State Election, the City submitted a funding application for the \$200,000, made as a part of the State Government Election Commitment to “Create a new skate facility for the children in Mt Hawthorn and surrounding suburbs.”

A Mt Hawthorn Skate Working Group (Working Group) was then established to collaborate and progress the planning of the Mt Hawthorn Youth Skate Space (skate space) project. The Working Group consists of Council Members, representatives from Administration and key stakeholders representing the Mt Hawthorn youth and the local skate community.

Preliminary community consultation was conducted during July and August 2022, 140 survey responses were received during this period. Responses via the survey were supportive (78.6 percent) for the proposed skate space location at Britannia Reserve.





Based on the feedback received during consultation, a draft Concept Plan was developed to both complement the existing amenities at Britannia Reserve and include the most favourable skate elements from the submissions. The draft Concept Plan was then approved for advertisement by Council at its 18 October 2022 Ordinary Council Meeting.

The Concept Plan presents a skate space that would be approximately 350sqm. The skate space and elements have been designed to cater towards younger children and entry-level skaters, with all elements being under 1m high from the current surface level. With skate elements being of this smaller scale, it will also assist with integrating the skate space into the existing landscape. Additional planting, turf banks, shade structures and seating allow separation from current reserve activities and allow parents and families to comfortably spend more time at the location.

The draft Concept Plan community consultation results were presented to the relevant stakeholder and reference groups, through this process it was confirmed no changes were identified to the draft Concept Plan.

Council endorsed the Concept Plan at its 13 December 2022 Ordinary Council Meeting.

The project’s Design and Construct contract was awarded with design works currently underway, and construction to soon follow. The project is estimated to be completed by October 2023.

- A high-level summary of survey responses on the draft Concept Plan included:
- **96.7 per cent** of respondents live within Vincent, with the majority living within 500 metres (51.7 per cent) and 1 kilometre (36.7 per cent) of Britannia Reserve.
 - **90 per cent** of respondents were supportive of the Concept Plan.
 - **94.8 per cent** of respondents believe the skate elements included are suitable for younger children and entry-level skaters.
 - **26.7 per cent** of respondents completed the preliminary project survey.
 - **89.5 per cent** of respondents were supportive of the layout and design of the skate space.

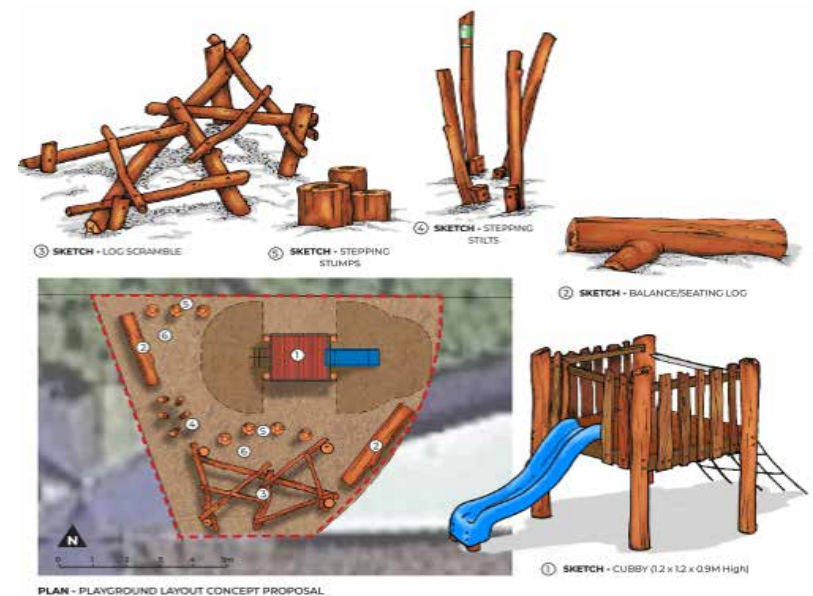


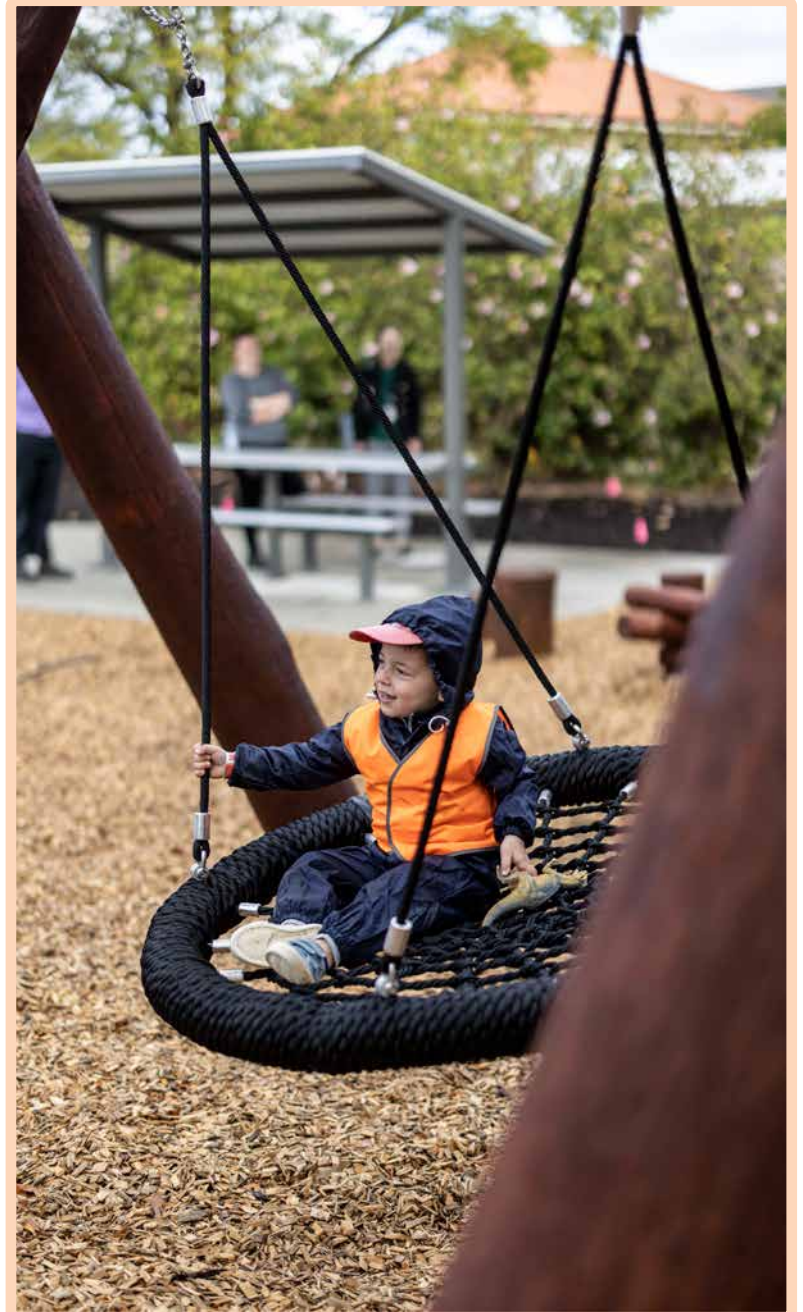


2a.vii Haynes Street Reserve Development and Transition Plan

At the 20 October 2020 Ordinary Council Meeting, Council endorsed the Haynes Street Reserve Development Plan, which includes the conversion of 15 Haynes Street and 31 Sydney Street into public open space and the sale of 25 Sydney Street as a residential lot. In 2022/23, the City of Vincent has progressed with the following works as part of the development plan.

- Implementation of Stage 1 of Haynes Street Reserve commenced in late 2022 with the playgroup and dental buildings at 31 Sydney Street being demolished.
- Between February and March 2023, the engineering team completed site preparation and hardscapes at 31 Sydney Street. The parks team completed the reticulation works.
- By mid-March, new solar lighting to the footpath was installed along with a new picnic shelter and bench seats.
- By the start of April, the new nature play elements were installed including softfall mulch.
- By the end of April, the conversion of 25 Sydney Street into a residential lot was complete.
- Between May and June, the parks team coordinated the installation of the new drinking fountain, feature boulders, lawn and the planting of native shrubs and trees.
- As part of the demolition works, existing power to the site was disconnected. Reconnection of power by Western Power is expected in the second half of 2023, which will enable the bore to be utilised to water the new lawn, plants and trees. The winter rain will help establish the new softscapes until such time as the bore is powdered-up.
- Stage 2 will be implemented following the end of Kidz Garlore's lease in December 2025.





2b. Improve customer experience and community engagement

Implementation of the Small Business Friendly Program Reforms

The small business innovators team developed 33 reforms from more than 300 ideas, business feedback and baseline data assessments. Reforms were grouped into three categories:

	Number of reforms	Progress completing reforms
Better information	15	56%
Business support	10	59%
Streamlining Processes	8	61%

The team has made great progress in developing systems to support small business this includes:

1. Implementing a 'fast track' planning approval stream for low risk applications:

Small Business Snapshot – Development Application Tracking	BASELINE DATA	YEAR TO DATE
	2020/21	2022/23
Small business DAs received (Includes change-of-use, signage and commercial developments)	Not tracked	37
Percentage of small business DAs submitted incomplete	81%	18%
Percentage of FastTrack Small Business applications determined in 30 / 60 day timeframe	Not tracked	100%
Percent of Complex Small Business determined in 60 / 90 day timeframe	Not tracked	75%

2. Developed a self assessment tool, customers can use this to better understand the type of approval that may be required to get your business started www.vincent.wa.gov.au/develop-build/approval-self-assessment-tool.aspx

3. Developed an eight-step guide to all the approvals and processes associated with small business. This includes information, application forms.



4. Consolidated and centralised permits for public space activation note this is built but content still being developed so this is not yet live.



Small Business Development Corporation

Our ref: D23/4036

David MacLennan
City of Vincent

Email: mail@vincent.wa.gov.au

Dear Mr MacLennan

SMALL BUSINESS FRIENDLY APPROVALS PROGRAM SYMPOSIUM

I would like to extend my congratulations to your team on the accomplishments highlighted during their presentation at the online *Approvals Program Symposium*, held on Thursday 4 May 2023.

Joslin Colli, Karsen Reynolds and Prue Reddingius did a wonderful job of sharing City of Vincent reform achievements during the peer-to-peer learning session and I was impressed by the work that your team continues to do.

I have received very positive feedback on the format and delivery of the Symposium, which demonstrated the value of reform implementation and your team's genuine efforts in reducing barriers and making it easier for small business to start, relocate, grow and thrive in your community.

Please pass on my thanks to your team in supporting WA's small business community and their contribution to the State's prosperity.

Yours sincerely

David Eaton
SMALL BUSINESS COMMISSIONER

9 May 2023

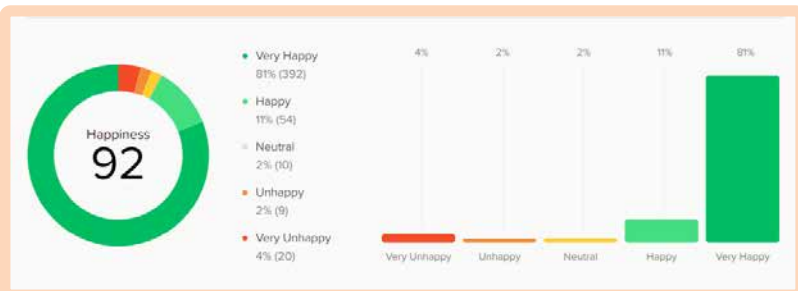
2b. Improve customer experience and community engagement

The City's Customer Experience project aims to create a customer-centric organisation where we make it easy for people to do business with us, where they feel welcomed and valued.

We continued to work on these project objectives throughout the year with the following achievements:

- Ongoing measurement of the customer experience gathered via the Delighted platform.
- New Customer Service Charter endorsed by Council and publicly available on the website.
- Customer Service Centre created at the Administration Building in October 2022 and opening hours extended.
- Internal communications campaign in development to embed a whole of organisation approach to customer service.
- Continued roll out of CRM system to improve the customer experience.
- Development of a Customer Service Knowledge Base to ensure consistent and accurate information is provided to all customers.
- Small Business Friendly processes established (as reported separately).

Dashboard reporting has demonstrated 92 per cent satisfaction with customer service at the customer service hub:



We continued to roll out the Community Engagement Framework across the organisation with an emphasis on consistency of consultation methods, closing the loop on each project and reporting.

Training for key staff in the IAP2 (International Association for Public Participation) framework continued with 11 staff members attending the Engagement Essentials Course in February 2023, four attending Engagement Methods training and five attending Engagement Design training in June.

With key staff trained and community engagement champions in key roles, we have been able to drive improvement in community engagement across the organisation.





2c. Reporting on the delivery of the Annual Capital Works Program

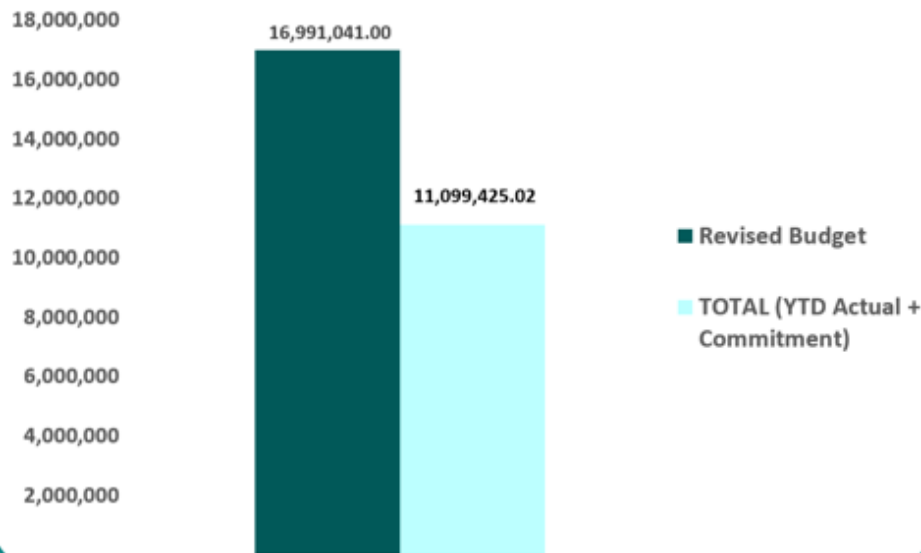
The City budgeted \$17 million of capital works for the period of 1 July 2022 to 30 June 2023. As at the reporting date, the City has spent and committed \$11.1 million.

Out of 195 projects, 65 projects have been marked as complete and 78 on track for completion with the remainder deferred for future years.

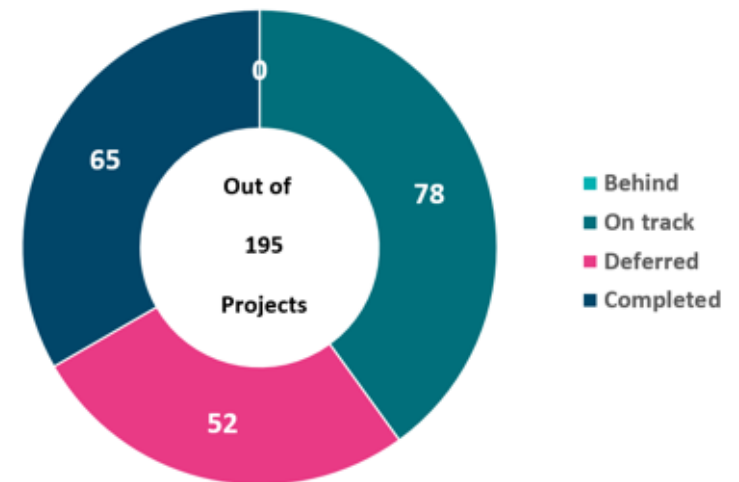
Projects marked as behind are those projects with expected completion beyond 30 June 2023 which may be due to the following reasons:

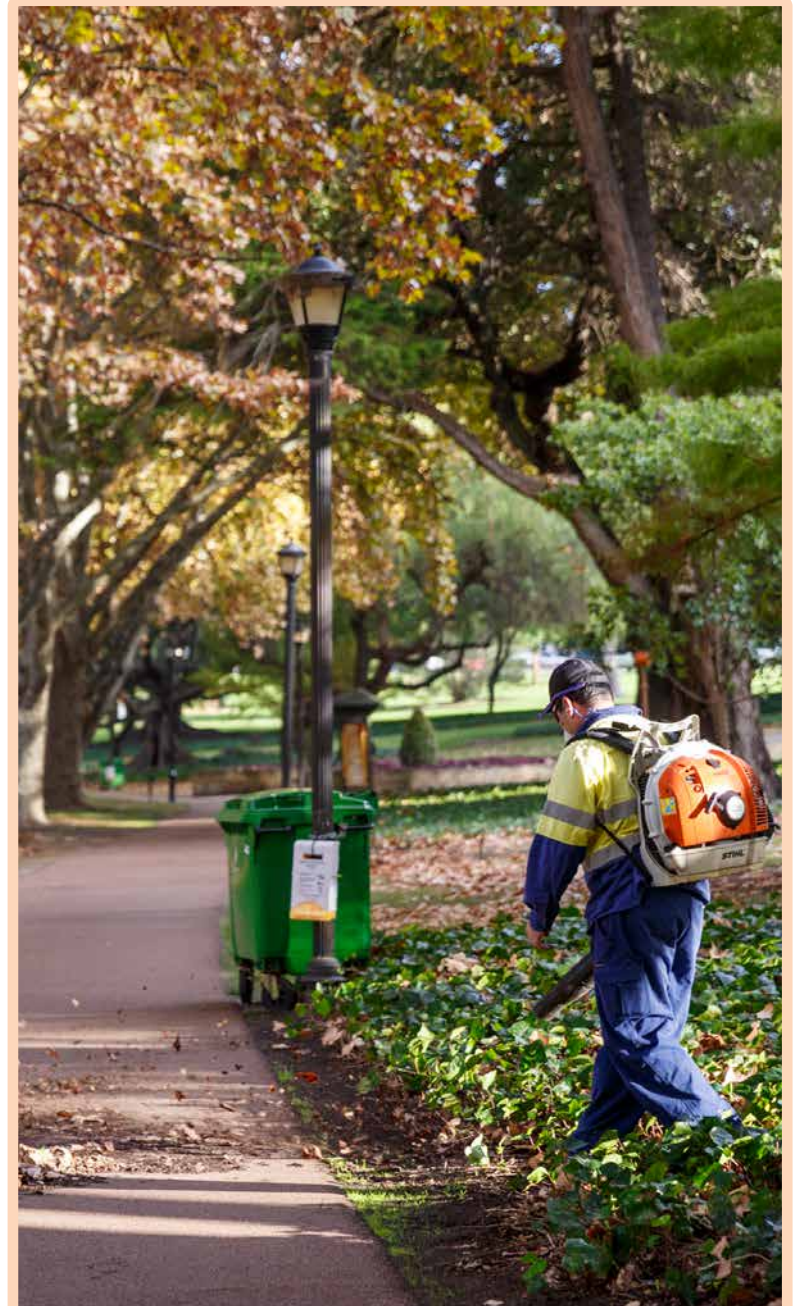
- external forces (i.e. supply chain, backlog)
- in tendering process
- re-scoping of projects due to increased costs estimates

Budget vs Total funds spent & committed



Summary of Project Status







2d. Advocacy on unfunded Major Projects

Major success stories:

Charles Street: Main Roads abandoned its Charles Street Planning Study after Council approved its submission to not support the Main Roads WA proposal for Charles Street in its current form.

The submission will still be reviewed by a member of the City's Design Review Panel against the ten design principles outlined in State Planning Policy 7.0 Design of the Built Environment before being submitted to Main Roads and a request made to work together to plan better for the future of transport in Perth.

Smoke-free Town Centres

At the end of 2020 and beginning of 2021, the City of Vincent prepared an advocacy agenda. This was established as a list of eighteen initiatives which would be reported quarterly with an update on the advocacy efforts. The list included items seeking legislative change and other items seeking funding.

At the end of 2022, Vincent staff joined other local government staff and elected members at an advocacy workshop. The workshop was led by a registered lobbyist and provided a clear process to establish a strategic approach to advocacy.

Administration has been working toward a new approach. Rather than join the other 137 local governments, who each have a list of approximately 20 advocacy projects, the City has prioritised key projects to focus upon and achieve. The key projects are to be informed by a promotional business case which outlines community support, a way forward, and aligns with State and Federal priorities for the best chance of success through government grants or joint ventures or private investment.

The refined advocacy approach includes funding initiatives (Opportunity) and legislative change (Change).

The key opportunities are Beatty Park, Leederville Oval and Robertson Park.



Opportunity updates:

- **Beatty Park** – The City has had an ongoing advocacy program for Beatty Park including presentations and site visits from State Government Ministers, Federal Government representatives and the Heritage Council. The City is preparing a draft Problem and Opportunity Statement for Council's consideration for public release.
- **Leederville Oval** – Council has endorsed a Working Group to commence the finalisation of the Master Plan – the project plan has been updated for potential budget funding next financial year.
- **Robertson Park** – Plan endorsed and positive advocacy occurring. Funding of clay courts is to be supported by Tennis West.

The key legislative change updates:

- **40km/h limit:** Mayor Cole and the CEO met with the Transport Minister on 24 August 2022 along with the other Inner-City Mayors and CEOs to advocate for the 40km/h speed zone and mid-tier transport initiative.
- **Relocation of the Claisebrook Concrete Batching Plants:** the City has been liaising with Hanson and their appointed property consultants on a potential relocation plan.
- **East Perth Power Station:** the CEO continues to attend Steering Committee meetings and advocate for the Precinct Connectivity Infrastructure sub-projects (Pedestrian Bridge, Summers Street and East Parade Intersection Upgrades and the Jetty).



LEEDERVILLE OVAL WAFL GRAND FINAL BID

The City of Vincent was successful in a bid to host the 2022 WAFL Grand Final. This followed strong advocacy from the CEO directly with the CEO of the Western Australian Football Commission to make the case for hosting the grand final at Leederville Oval.

WAFC:

"Thanks again David to you and your team for the support in delivering the Grand Final...we haven't heard a bad word said about the event...which is quite uncommon for the football public in WA about us!!"

Leederville Connect:

"On behalf of Leederville Connect I would like to thank you for your support of and investment in Leederville shown by the City through the WAFL Grand Final celebrations.

"The event was a great success and much appreciated by the community. It hit the sweet spot between creating an exciting and edgy atmosphere while at the same time being family friendly.

"Informal feedback from our business members was that it brought considerable benefit to the vibrance of their businesses. A preliminary review of our foot-traffic and spend data was that the economic benefit was very significant.

We would strongly suggest that the City continue to support and engage in events of this scale in Leederville."

MAJOR WIN FOR FOOTY

Fans flock to Leederville for historic suburban final

JACKSON BARRETT

The beating heart of Leederville has been transformed into Footyville, embracing the bustling festivities around the suburb's first WAFL grand final.

Local venues showed their support, with gold-and-blue and blue-and-cardinal streamers and balloons lining the suburb's main streets.

Bands played down Oxford Street and bars were packed full of colour as the

Leederville bar Nabar extended its alfresco area into the main street, with the festival of footy helping it do a roaring trade. "It is excellent, the sun's out, it's lovely, we've



WE'RE ON BOARD

WAFL GRAND FINAL AT LEEDERVILLE OVAL 2022

VINCENT.WA.GOV.AU



Cr Ron Alexander:

"Congratulations to all concerned on a highly successful Grand Final day that really showcased the combination of Leederville oval and the surrounding commercial/cappuccino strip."

"The expertise and tenacity of those at the City of Vincent to get the surface into such great shape in a relatively short timeframe has been the subject of much positive discussion."

"Firstly, to secure the Grand Final and then spruce up the ground and deliver Footyville at the ground and surrounds has attracted great appreciation from all concerned and particularly from the Aussie Rules hierarchy."

"With the great showcasing of course comes opportunity."

"I chatted with Dale Alcock, Simon Garlick and Wayne Martin amongst others at the ground and later that evening at Fremantle Football Clubs Fairest and Best night. Generally, they were somewhat surprised but elated on how it all came to together so brilliantly."

Others:

"A quick note to advise how enjoyable the WAFL Grand Final and events around Leederville were last Saturday. The entire day was an extremely enjoyable experience and holding of such an event in a suburban environment elevated the day in my opinion."

"The event held in Oxford Street coinciding with the WAFL Grand Final was fantastic. Maybe we could see more of the same."

"My father in law went WAFL Grand Final, he has seen a few! He and his mates were incredibly impressed with the whole vide put on by the precinct."



ABOUT LEEDERVILLE OVAL

Leederville Oval has an extensive football legacy being home to many historic games and legends of the game. Hosting the 2022 WAFL Grand Final would be a fitting tribute to this local and state landmark.

Benefits at a glance:

- minutes from central Perth and major roads
- located in short walking distance to two train stations and bus lines
- can accommodate over 9,000 fans
- corporate hospitality areas located inside and close to the oval
- 265 'inground' parking bays and ample parking surrounding the oval
- 4 gate entries
- vibrant town centre with activation areas between the oval and the train

It would be an exciting new chapter in the oval's history to be host of the most significant day in the WAFL calendar and the City of Vincent look forward to building on this opportunity with all involved to ensure its success.

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GETTING TO THE GAME

Public transport

Leederville and West Leederville train stations are a short stroll from the oval, with buses also stopping on Loftus Street.

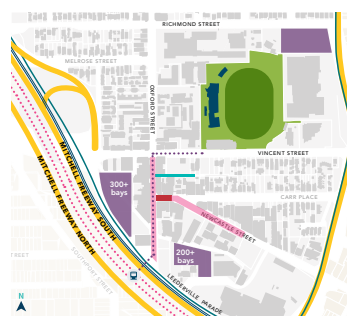
The path to the game

Nearby Oxford Street and Newcastle Street are a building urban hub with retail and hospitality opportunities along the strip.

The way to the oval is through the heart of Leederville, making the stroll a pleasant one.

Parking

There are significant parking areas in Leederville for those who choose to come by car



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WAFL

Leederville Oval looking lush and green just days out from WAFL grand final

Aaron KirbyThe West Australian
Mon, 26 September 2022 7:54PM

[Comments](#)



Leederville Oval is nearly ready for the grand final. Credit: Supplied

The mud puddles and lakes of Leederville Oval have been transformed into lush, green grass just four days from the WAFL decider between West Perth and Claremont.

A winter of heavy rain and football took its toll on the oval, with much of the surface turned into a quagmire.

Despite the state of the ground causing more than three WAFL clashes to be moved, the WAFC named Leederville as the host of the 2022 grand final after an International T20 between Australia and England was relocated to Optus Stadium for October 9, just a week after the October 1 decider.

WAFL and Leederville Oval sponsorship: Sullivan Logistics poised to sign major sponsor deal



Glen QuartermainThe West Australian
Thu, 13 April 2023 2:00AM

[Comments](#)

[Glen Quartermain](#)



Leederville Oval hosted last year's grand final. Credit: Adam Crane/RegionalHUB

The West Australian Football League is locked in negotiations to secure its first major sponsor since 2021, with Sullivan Logistics poised to sign a \$500,000 deal over two years.

The West Australian family owned transport and logistics company is also deep in discussions over the naming rights to Leederville Oval.

Sullivan Logistics is in talks with the City of Vincent, the West Australian Football Commission and Leederville Oval tenants Subiaco and East Perth.

Under the proposal, the stadium would be renamed Sullivan Logistics Oval - or Park - for three years, with an option for another three.

WAFL 2022: WAFC chief executive Michael Roberts confident Leederville Oval will be ready for grand final



Mitchell WoodcockThe West Australian

Thu, 11 August 2022 4:06PM

[Comments](#)

Mitchell Woodcock



CEO Michael Roberts and Town of Vincent CEO David MacLennan in the centre of Leederville
redit: Jackson Flindell/The West Australian

Leederville Oval's surface will get a makeover costing up to \$40,000 as the City of Vincent races to get it up to scratch ahead of hosting this year's WAFL grand final.

It comes as WAFC chief executive Michael Roberts said he was confident tens of thousands of fans would not miss out on tickets, despite the capacity crowd of 14,000 being under half of last year's attendance for the decider.

Leederville Oval was declared the venue for the October 1 grand final on Thursday, beating out bids from Mandurah, Bassendean, Joondalup and Fremantle.

But it came after the past two games fixtured to be played at the ground were relocated to East Fremantle Oval because the playing surface was deemed unfit.

The ground will have no activity after the Royals' final home game on September 3, with any teams from Subiaco or East Perth still in finals to train away from the oval, giving the surface four weeks to be at its best.

Roberts said an independent turf consultant would work with all parties to get the ground up to standard, which would likely cost between \$30,000 and \$40,000.

"I think it will involve a turf replacement as well as an enhancement plan," Roberts said.

"We believe as part of the city's application to commit to that then it puts us in really good stead.

"The home and away season finishes September 3, as it's going at the moment it's looking like neither East Perth or Subiaco will be a part of that so as part of the commitment from the council and the football clubs, following that date there will be no football on the ground for a month.

"We are really confident it will come up with weeks to spare."

Roberts said there was no contingency plan should the ground not be ready.

"We haven't indicated any back-up plans at this stage," he said.

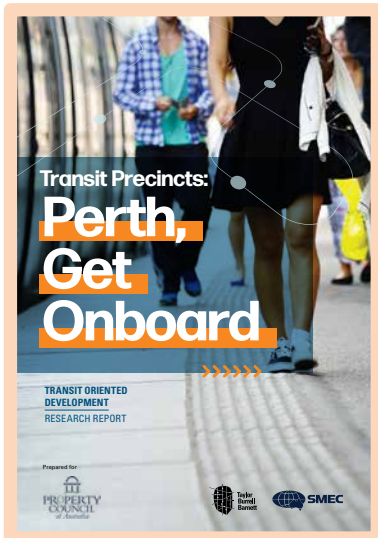
Roberts downplayed any talk of tens of thousands of fans missing out on attending the grand final because it wasn't at Optus Stadium.

"You go back through history and over the last 10 to 15 years the numbers that have been attending have been in the high teens to the low 20s (thousands)," Roberts said.

"We don't believe that with 14,000 there'll be a lot of people missing out.

"What is pleasing and what is great as part of this bid was the activations around the ground with the nearby retailers down Oxford Street, where a big screen will come in so people can still be part of the activity.

"We're not too worried that people will say they're missing out on activity"



The CEO engaged directly with the Property Council and the consulting team preparing a research project to identify the best locations and short-term opportunities for Transit-Oriented Developments (TODs) in the Perth metropolitan area and to identify the policy levers necessary to deliver them.

The CEO advocated for Leederville as by far the best location and short-term opportunity for a successful TOD in Perth. He noted we were seeking a train station upgrade for Leederville. Oxford Street was already one of Perth's most successful high streets. The local planning was in place for a high-density high quality TOD and there was a high level of developer interest in redevelopment opportunities.

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Priority Locations

OUR PRIORITY LOCATIONS COMBINE COMMENTS AND INSIGHTS FROM OUR SURVEY, INTERVIEWS, CASE STUDIES AND PAST STUDIES TO PROVIDE A WELL CONSIDERED RECOMMENDATION OF WHERE OUR SHORT-TERM FOCUS SHOULD BE, AS AN INDUSTRY ALIGNED.

TRANSIT ORIENTED DEVELOPMENTS: RESEARCH REPORT

NB: It is likely that Swanbourne station was not considered by survey respondents, as an existing Market Led Proposal is being considered by the state government.



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The top 5 priority locations

Leederville

TRAIN LINE Joondalup
ESTABLISHED 1992

PLACE INDICATOR SCORE

HOUSING	MOVEMENT	AMENITIES	EMPLOYMENT	URBAN ECOLOGY	Total
66	67	68	70	69	377

With existing high-density development already within the catchment area, Leederville is a site that has a lot of the amenity required to stimulate further higher density development. Its inner-city location provides for competitive property values, and the area has potential for even more future growth.

Land use mix: Existing mix of commercial uses (retail and office), and residential dwellings of medium to high density.

Planning status: Leederville Precinct Structure Plan prepared and endorsed by Council for determination by the WAPC. The Plan supports a significant intensification of residential, mixed use development throughout the structure plan area.

Each location was assessed in order to benchmark current conditions in each precinct. The place indicators assessment allowed us to understand how each location performs, in relative terms.

The scoring indicators:

Housing: Current dwelling and residents; density; diversity of dwelling types; affordability to lower income households.

Movement: Access to public transport; cycling infrastructure; 15min walkable catchment; walkable rating - walk score.

Amenities: Diversity of amenities; access to open space; amenities per residents.

Employment: Current jobs; employment diversity; socio-economic advantage or disadvantage.

Urban Ecology: urban tree canopy; places of activity; state and local heritage; sustainability indicators (water, power, waste).



**CHARLES ST.
REDESIGN**
ABC NEWS

