

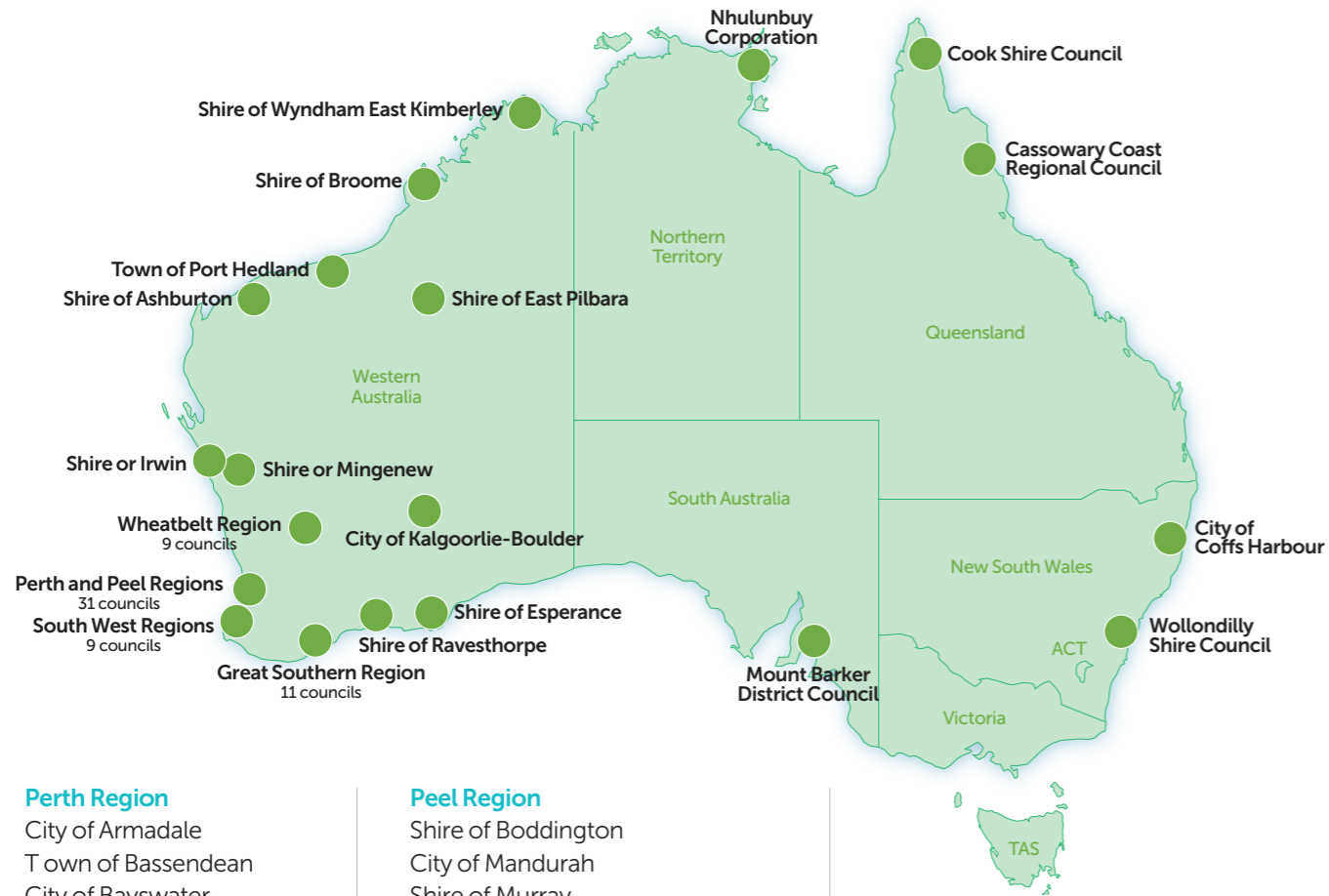
MARKYT®

Benchmarking Excellence in Local Government 2022-23



CATALYSE
FUTYR | MARKYT | CULTYR

MARKYT® Benchmarking Excellence program participants | 2003 - 2023



Perth Region

- City of Armadale
- Town of Bassendean
- City of Bayswater
- City of Belmont
- Town of Cambridge
- City of Canning
- Town of Claremont
- City of Cockburn
- Town of Cottesloe
- Town of East Fremantle
- City of Fremantle
- City of Joondalup
- City of Kalamunda
- City of Kwinana
- City of Melville
- Town of Mosman Park
- Shire of Mundaring
- City of Nedlands
- Shire of Peppermint Grove
- City of Perth
- Serpentine-Jarrahdale Shire
- City of South Perth
- City of Subiaco
- City of Swan
- Town of Victoria Park
- City of Vincent
- City of Wanneroo

Peel Region

- Shire of Boddington
- City of Mandurah
- Shire of Murray
- Serpentine-Jarrahdale Shire

South West Region

- Shire of Augusta-Margaret River
- Shire of Bridgetown-Greenbushes
- City of Bunbury
- City of Busselton
- Shire of Capel
- Shire of Collie
- Shire of Dardanup
- Shire of Donnybrook-Balingup
- Shire of Harvey

Wheatbelt Region

- Shire of Chittering
- Shire of Dandaragan
- Shire of Gingin
- Shire of Merredin
- Shire of Narrogin
- Shire of Northam
- Shire of Pingelly
- Shire of Toodyay
- Shire of York

Great Southern Region

- City of Albany
- Shire of Broomehill-Tambellup
- Shire of Cranbrook
- Shire of Denmark
- Shire of Gnowangerup
- Shire of Jerramungup
- Shire of Katanning
- Shire of Kent
- Shire of Kojonup
- Shire of Plantagenet
- Shire of Woodanilling

Hello

Welcome to our MARKYT® Benchmarking Excellence in Local Government report for 2022-23.

Across Australia, local governments contribute to all aspects of quality of life, through roads, footpaths and lighting, to sport and recreation, arts and culture, and so much more.

Through our work, we support some of the most humble and generous members of society. Our clients are continuously searching for new and better ways to improve service delivery and quality of life for their local citizens, businesses and visitors. This report is our way of acknowledging and recognising their efforts and promoting shared learning across the sector.

For 21 years, CATALYSE® has enjoyed the privilege of engaging with community members and supporting local governments to understand community needs and aspirations, evaluate service levels, assess community priorities, and plan for the future.

More than 70 councils have completed a MARKYT® Community Scorecard to support their integrated planning and reporting requirements. Many councils complete this study annually or biennially to reliably track and report on their performance.

We acknowledge two of our longest-standing participants. Since 2003, the City of Cockburn has completed 20 annual community perceptions surveys, and since 2005 the City of Belmont has completed 18 annual community perceptions surveys. We are pleased to see that both councils continue to improve year on year, and both are being recognised once again as industry leaders through this program.

In recent years, we have extended our reach across Australia with invitations to support Cassowary Coast Regional Council and Cook Shire Council in Queensland, the City of Coffs Harbour and Wollondilly Shire Council in New South Wales, Mount Barker District Council in South Australia, and Nhulunbuy Corporation in the Northern Territory.

Thank you to all of our clients for choosing to partner with us.

In this report, we celebrate councils that achieved the highest performance scores across a selection of key performance indicators, and we put the spotlight on seven service areas:

- Reconciliation
- Arts and Culture
- Youth Services
- Community Safety
- Local Roads
- Waste Management
- Value for money from council rates

For each area we share the eight-year trend, announce the leading metropolitan and regional councils, and invite these councils to share insights into reasons for their success.

If you'd like to learn more about our services, please reach out to us. We'd love to hear from you.



Franklin Lough
Managing Director



Lisa Lough
Executive Director



Michelle Jack
Consultant

"If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader."

Dolly Parton

MARKYT[®]
Industry Leaders
2022-23



MARKYT[®] Industry Leaders 2022-23



When MARKYT[®] Community Scorecard results are presented, Councillors and Local Government officers often ask: Who is the industry leader? What can we learn from them? What are they doing differently or better?

In this section, we acknowledge the current industry leaders. These leaders completed a MARKYT[®] Community Scorecard in the 2022-23 financial year. Please reach out to these leaders if you'd like to learn more about what they are doing.

Performance		
 TOWN OF CLAREMONT Est 1898	 TOWN OF VICTORIA PARK	 CITY OF SUBIACO
LEADERSHIP	VISION	ADVOCACY
 TOWN OF CLAREMONT Est 1898	 BELMONT CITY OF OPPORTUNITY	 TOWN OF CLAREMONT Est 1898
GOVERNANCE	VALUE FOR MONEY	CONSULTATION
 TOWN OF CLAREMONT Est 1898	 BELMONT CITY OF OPPORTUNITY	 BELMONT CITY OF OPPORTUNITY
COMMUNICATION	INNOVATION	CUSTOMER SERVICE

People		
 BELMONT CITY OF OPPORTUNITY	 BELMONT CITY OF OPPORTUNITY	 CITY OF SUBIACO
YOUTH SERVICES	FAMILY & CHILDREN SERVICES	SENIORS SERVICES
 BELMONT CITY OF OPPORTUNITY	 Shire of Esperance Together we make a difference	 TOWN OF VICTORIA PARK
ACCESS & INCLUSION	VOLUNTEER SUPPORT	MULTICULTURALISM
 CITY OF Albany	 CITY OF SUBIACO	 Shire of Esperance Together we make a difference
RECONCILIATION	HEALTH & COMMUNITY SERVICES	SPORT & RECREATION
 CITY OF SUBIACO	 TOWN OF CLAREMONT Est 1898	 CITY OF SUBIACO
FESTIVALS, EVENTS, ART & CULTURE	SAFETY & CRIME PREVENTION	LIGHTING



Place



OVERALL PLACE TO LIVE



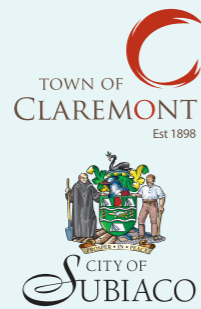
RESPONSIBLE DEVELOPMENT



PLANNING & BUILDING APPROVALS



HOUSING



HERITAGE



COMMUNITY BUILDINGS



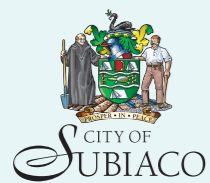
PLAYGROUNDS, PARKS & RESERVES



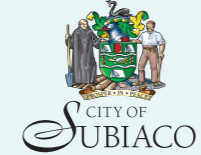
STREETSCAPES, TREES & VERGES



FOOTPATHS, TRAILS & CYCLEWAYS



ROADS



TRAFFIC MANAGEMENT



MARINE FACILITIES



Planet



CONSERVATION



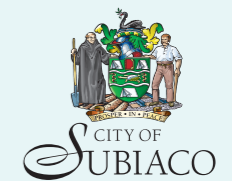
SUSTAINABLE PRACTICES



WASTE MANAGEMENT



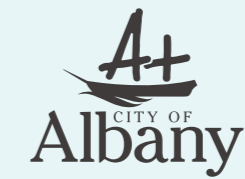
ANIMAL MANAGEMENT



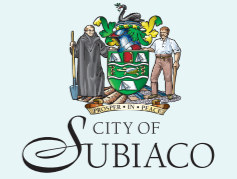
Prosperity



ECONOMIC DEVELOPMENT



TOURISM & DESTINATION MARKETING



TOWN CENTRE DEVELOPMENT & ACTIVATION



EDUCATION, TRAINING & LONG-LIFE LEARNING



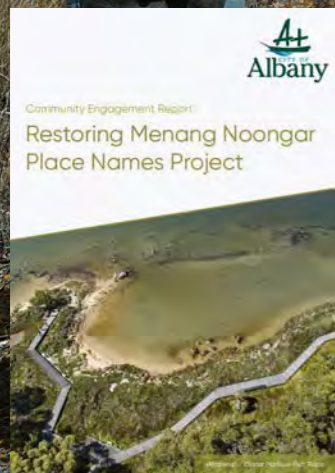
LIBRARY SERVICES



SubiBlooms
City of Subiaco

Shining a spotlight on key services

- Reconciliation
- Festivals, events, arts and culture
- Youth services
- Community safety and crime prevention
- Local roads
- Waste management
- Value for money from council rates



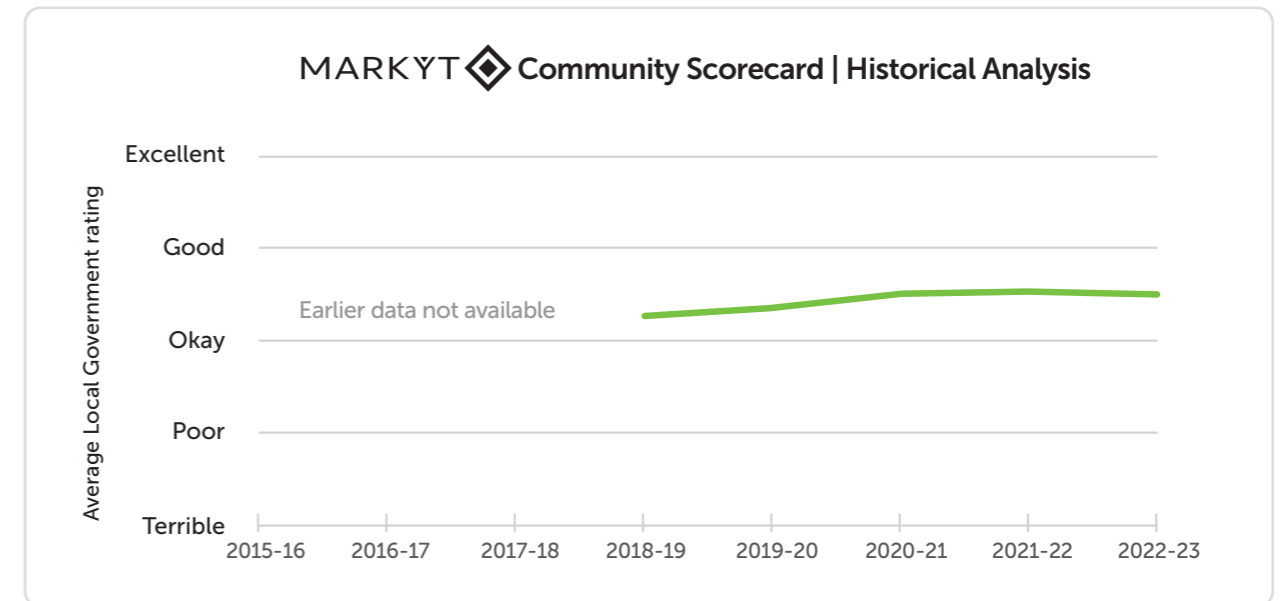
Restoring Menang Noongar Place Names Project
City of Albany

Shining a spotlight on: Reconciliation



How have performance ratings changed?

Community perceptions about the way First Nations peoples, culture and heritage are being recognised and respected improved between 2018 and 2020 before entering a **steady** period between 2021 and 2023. The average performance index score is currently 62 points, sitting between okay and good. The City of Albany is the overall leader with a score of 70 points.



What do community members want?

Community members believe it is important for First Nations peoples, cultures and heritage to be recognised and respected, and for these practices to be inclusive and genuine, and less tokenistic. They suggest local governments:

- Create First Nations Reference Groups for genuine engagement with local Aboriginal and Torres Strait Islander peoples.
- Provide more community events and education to promote First Nations culture and heritage.
- Introduce dual names for streets, buildings, parks and other significant places.

"It would be great to see more activities involving Elders and members of the Aboriginal and Torres Strait Islander community where traditional knowledge, culture and truth telling is shared."

"Understandably nothing's going to be fixed overnight, but to really preserve the Aboriginal culture for future generations, we need to start change things now, starting with involving the Elders to help the youth be proud of their culture and who they are..."



Industry leaders and their secret sauce

Overall and Regional Leader | reconciliation

Through its Strategic Community Plan the City of Albany has committed to building “a diverse and inclusive community” that grows “recognition and respect for local indigenous cultures”.

Albany was the first place on the western side of Australia where Aboriginal and European people commenced living together and where friendly relationships were formed between the early settlers and Menang.

The City has been working closely with its Aboriginal community to enhance, educate and embed its treasured cultural knowledge and history across the community.

This has included a large dual-naming project in consultation with Elders to formally restore Menang-Noongar names at more than 60 places or landmarks of significance across Albany through Landgate processes.

Work has also been undertaken to enhance the recognition and storytelling of Menang culture in the gardens around the statue of Mokare on Albany’s main street, and in the design of the public realm enhancements at Binalup / Middleton Beach.

This redeveloped space hosted an event on the 2023 Easter long-weekend to launch Albany’s Bicentenary and celebrate the dual-naming achievement. “First Light @ Binalup” was a choreographed drone show developed by Fremantle Biennale and local Elders that told the story of Mamang Koort or Whale’s Heart.

It was an incredibly spiritual occasion with 25,000 people packing into the foreshore to watch the rhythmic display as author Kim Scott narrated the production. It was also a culmination of almost 12 months of consultation with the community and Elders to develop a Bicentenary Strategic Plan to guide Albany’s planning for the milestone in 2026.

The Strategic Plan has adopted an approach that puts cultural inclusion, restoration and healing at the forefront of the Bicentenary, to be co-designed and co-decided with the community.

Among the other cultural initiatives the City has progressed has been the addition of a First Nations category in the biennial Great Southern Art Award, and coordinating annual activities and events for NAIDOC Week such as a Youth Ball and Elders lunch.

Cultural activities also form a key part of the City’s annual Maritime Festival and the City is participating in a pilot project led by Reconciliation Australia to develop the first place-based Reconciliation Action Plan for the Great Southern.



Metropolitan Leader | reconciliation

The City of Belmont has a focus on building and strengthening strong and respectful relationships with local Aboriginal and Torres Strait Islander peoples as well as our Aboriginal Advisory Group, established in 2014.

Recognising and celebrating First Nations people and cultures is of high importance to the City and you can find Noongar and Aboriginal heritage and stories proudly displayed in our Belmont Museum. We recently unveiled a plaque in Noongar on our war memorial honouring Aboriginal peoples who served in the armed forces, the first of its kind in Perth.

We hold recognition events for key days on the First Nations calendar including Close the Gap Day, National Reconciliation Week and NAIDOC Week. Our staff and community receive Aboriginal Cultural Awareness Training and Welcome to Country and Acknowledgement of Country are embedded in our organisation as standard processes including at each Citizenship Ceremony.

We have built a strong formal partnership with Nyoongar Outreach Services to provide advice, support, and outreach services across our community. We also regularly collaborate with Aboriginal artists and celebrate local Aboriginal and Torres Strait peoples through our annual NAIDOC Week awards.

We are currently developing a co-designed Aboriginal Strategy to ensure Aboriginal and Torres Strait Islander voices are at the heart of what we do with First Nations people. It will focus broadly on economic empowerment, promoting and creating a culturally safe environment and partnership development. The strategy has been developed to align with key Aboriginal and Torres Strait Islander policies such as, the National Agreement on Closing the Gap 2020, the Western Australian Aboriginal Empowerment Strategy.

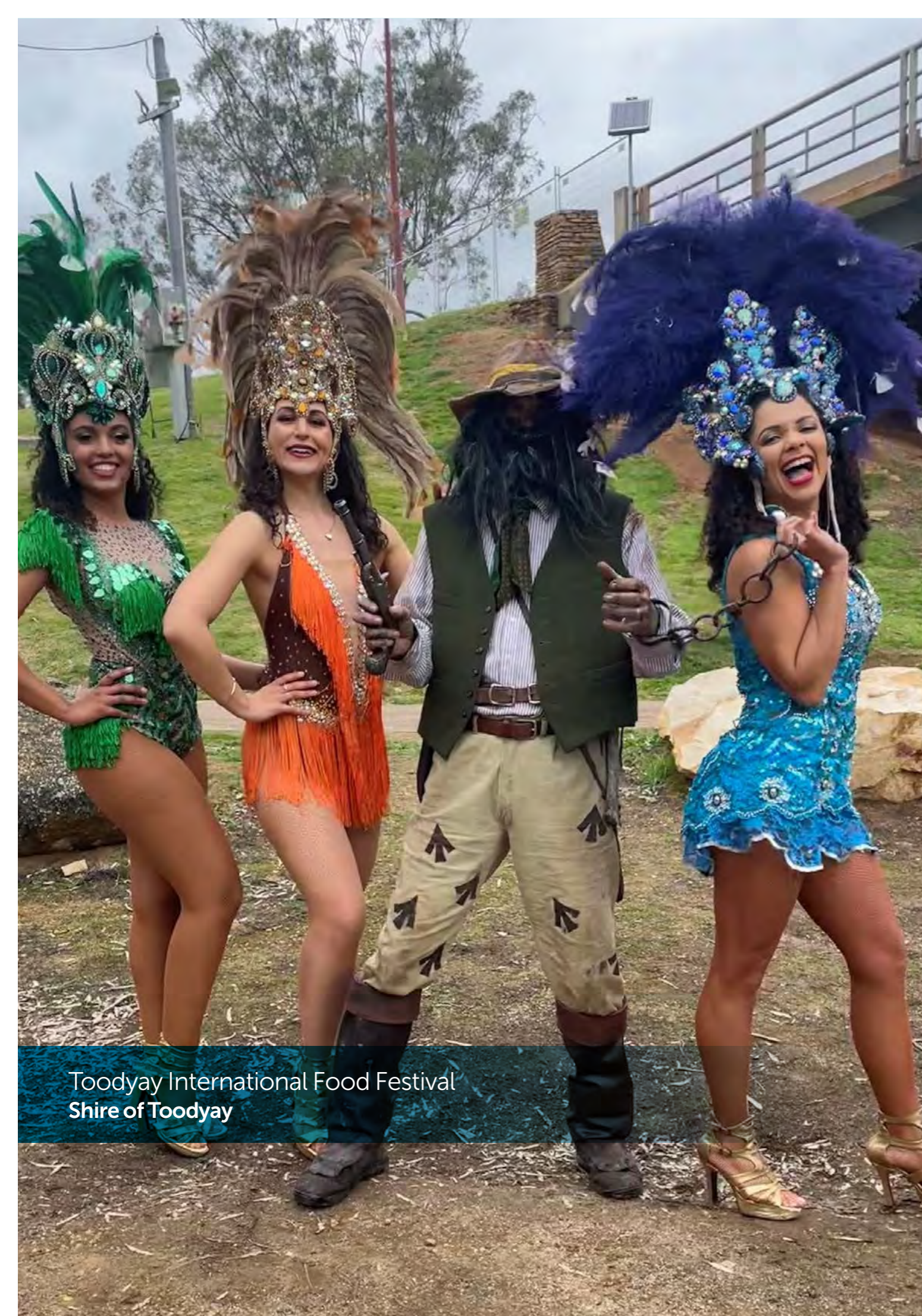


BELMONT
CITY OF OPPORTUNITY



Aboriginal Advisory Group
City of Belmont





Toodyay International Food Festival
Shire of Toodyay

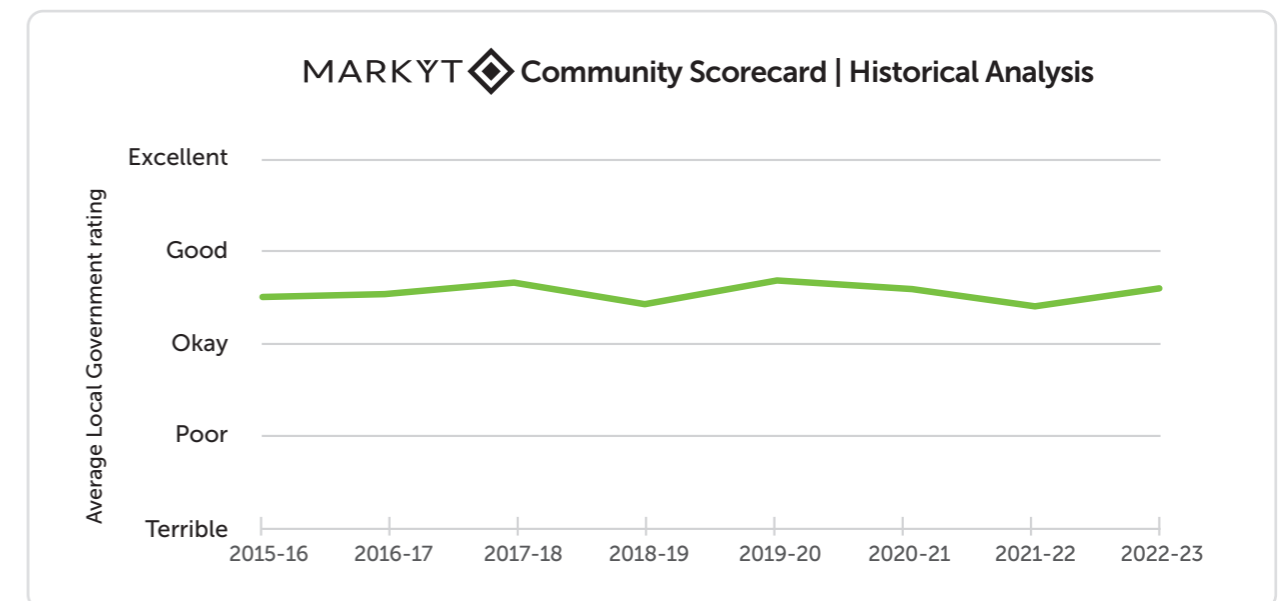
Shining a spotlight on:

Festivals, events, arts and culture



How have performance ratings changed?

Local government is starting to see signs of **recovery** after COVID-19 impacted service delivery and customer experiences from early 2020. Over the past 12 months, performance ratings for festivals, events, arts and cultural activities have improved. The average rating is currently between okay and good.



What do community members want?

Community members are seeking more arts and cultural events and activities to increase the vibrancy of local places and to help people build and strengthen connections in their local community. Popular suggestions include:

- Food festivals and farmers' markets
- Food trucks and other pop-up activations
- Music events
- Art exhibitions and sculpture trails

Community members also want greater recognition and opportunities for local artists, along with more dedicated spaces for artists to practice and showcase their work.

"Festivals and events, art and cultural activities are very stimulating and encourage interaction."

Industry leaders and their secret sauce

Overall and Metropolitan Leader | festivals, events, arts and culture

The City of Subiaco has an excellent track record of bringing people to the City with our festivals and arts initiatives, as well as regular events programming in our cultural venues.

Each year, Subi Blooms transforms Rokeby Road with beautiful and immersive large-scale flower installations which enliven Subiaco's landmarks, laneways and street corners. Attracting tens of thousands of visitors, Subi Blooms encourages people to follow the floral art trail while dipping in and out of some of the City's amazing small businesses.

The Subi Spritz festival was inaugurated in 2022 to celebrate the City of Subiaco's Southern European style. Events are held in the City's parks, restaurants, bars, shops and businesses. The festival provides residents and visitors with the opportunity to learn a thing or two about the Mediterranean lifestyle and invites them to enjoy the variety of European cuisines available in local bars and restaurants.

The City has also welcomed one of Thomas Dambo's 'Giants' to Subiaco Theatre Gardens. This unique wooden sculpture, named Bille Bob, has enticed people to one of our many beautiful parks.

As an inner-city suburb, the City takes advantage of its great location and public transport links to bring people to our arts venues by partnering with the Perth Festival and presenting the 'Subilicious' Fringe hub. These contribute to the City's vibrant nightlife; bringing theatre, music, comedy, buskers and street performers to entertain audiences during the summer months.

Another summer favourite is the 'Sunset@Subi' outdoor concert series. These free music events, which have been run by the City for more than 35 years, have become a regular fixture on many Perth residents' calendars during the warmer weather.

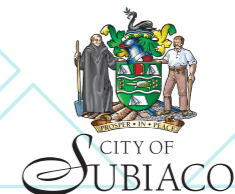
Subiaco Library and Museum team up to provide a range of incredible arts and cultural events for all ages throughout the year. Subiaco Library hosts family-friendly events to mark special weeks, such as the ever-popular Book Week and Science Week, which complement regular school holiday arts activities.

Our local community can enjoy various events throughout the year, including author talks, a bustling program for senior citizens, annual NAIDOC Week celebrations and our Museum Mornings which focus on the Subiaco Museum collection.

The free, guided 'See Subi on Sunday' walks have been running for more than two decades. These walks work on the same basis as a group of friends walking together, and newcomers are always welcome.

The City also supports local arts and cultural activities through our community development grants, which contribute to the presentation of multicultural music concerts, mural and public art projects, community gardens and more.

Annually, the City celebrates three major cultural awards; the Photographic Awards, the Shaun Tan Award for Young Artists and the Craig Silvey (formerly Tim Winton) Award for Young Writers, with the winners' creations on display for all to enjoy at Subiaco Library.



Sunset@Subi outdoor concert
City of Subiaco



A Night on Bay View
Town of Claremont

Special mention | festivals, events, arts and culture

The Town of Claremont is particularly proud of its performance relating to festivals, events, art and culture. We believe our high rating is due to a number of factors:

1. A highly supportive Council who believes festivals, events, arts and culture are a way of facilitating civic pride and social connection.
2. The Town has created a Tourism and Events business unit with skilled and experienced staff to implement high quality events, along with a skilled and proficient marketing team.
3. The Town is responsive and listens to community feedback from events surveys, to improve the program of events each year.
4. Council has a Public Art policy to support the facilitation and creation of artwork in the community.

The Town's festivals, events, arts and culture program includes:

- A Night on Bay View – A free concert in the park featuring the West Australian Symphony Orchestra
- Celebrate Lake Claremont – a free event focused on the Lake and the Town's environmental practices.
- Carols in the Park – a celebration of Christmas with traditional Christmas carols
- Claremont Museum - with school education programs, history talks and exhibitions.



Toodyay International Food Festival
Shire of Toodyay



Regional Leader | festivals, events, arts and culture

Toodyay's proximity to Perth and the Avon River, rich history and heritage, and significantly creative and community-minded population make the town an ideal host for a range of regular, reputable events that draw crowds of locals, day-trippers, and tourists.

These events include the Moodyne Festival, Fibre Festival, Avon Descent, International Food Festival, Vino Art Exhibition, Agricultural Show, and monthly Farmers Market.

The Shire of Toodyay strongly supports local events and leads organisation of Toodyay International Food Festival (TIFF) – producing the most successful TIFF to date in 2023. Through this year's Festival, we not only provided the widest-ever variety of international food and music for attendees to enjoy, but also put youth in the spotlight via an additional staging area showcasing entertainment from younger talent. This youth focus was further emphasised via a skatepark competition complete with accompanying DJ, where festivalgoers witnessed a spectacular display from skilled skaters, boarders and bikers. A surprise waterway getaway by the infamous Moodyne Joe added a further element of fun to the day and tied the TIFF to the Moodyne Festival, one of Toodyay's other major annual events.

The Festival was carefully coordinated to create a vibrant atmosphere aiming to entertain and inspire return visits. Feedback from TIFF surveys has reflected just how successful and enjoyed the event was, factoring in positive changes from previous years – such as the increased variety of food and music, noticeable attention to detail, and more spacious layout.

Striving for continuous improvement and enthusiasm for delivering high-quality festivals, events, arts, and culture are key contributors to our success in this sphere. Our Economic Development Coordinator has a strong sense of community spirit, and is passionate about forging a thriving future for our town through all of the above. We are lucky to have such motivated staff on our team who understand the importance of providing events that both benefit our community, and increase the volume and quality of tourism in Toodyay.





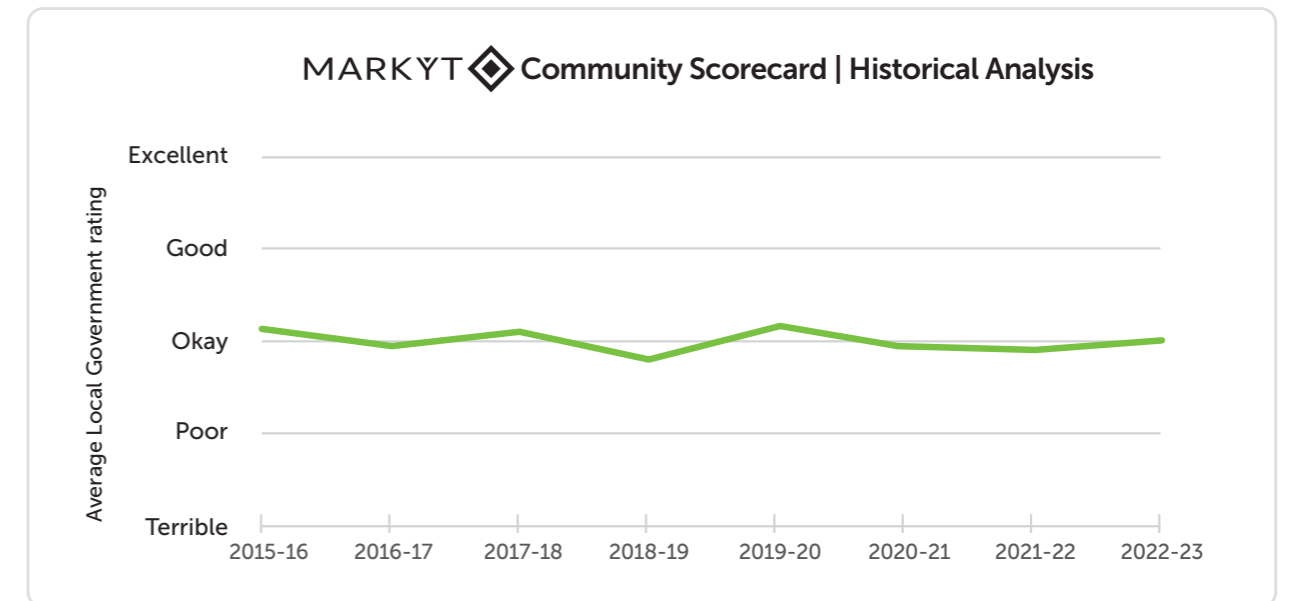
Bazaarium Youth Markets
City of Albany

Shining a spotlight on: Youth Services



How have performance ratings changed?

Community perceptions of youth services and facilities have been fairly **steady** over the past eight years, with an average performance rating around okay. The City of Belmont has been a consistent leader in youth services. Its latest performance score was 15 index points above the industry average.



What do community members want?

Community members would like more engagement with young people to understand their concerns and to involve them in the development of youth-led solutions.

They suggest more safe places where young people are welcome to hang out, and better access to sport, recreation, music, arts, culture, training, and mental health support services.

Popular ideas include youth centres, pump tracks, mountain bike trails, basketball, music events, and movie nights.

Better transport solutions are also requested to help young people to access existing programs and activities.

"The youth need ample opportunity to attend events or groups to socialise properly and to develop community bonds and social skills."

"Huge gap later in childhood, and then they become restless unwanted frustrated teens with no local transport, nothing to do and nowhere to go."

Industry leaders and their secret sauce

Overall and Metropolitan Leader | youth services

The City of Belmont has welcoming public spaces for young people and regular events to celebrate young people in our community.

Base@Belmont is our local youth centre where a number of key services are housed, including Project Y, our youth committee. Project Y are heavily involved in planning, designing and promoting events throughout the year, which helps develop their essential interpersonal, leadership, team-work, budgeting, and event organisation skills.

The Base@Belmont welcomes people aged 11-25, staffed by qualified youth workers and case workers who can offer referral services and support. It includes a homeschool education group and the Rainbow Collective, an inclusive space for those who identify within the LGBTIQIA+ community.

The drop-in service provides a safe and inclusive space and activities are designed to help build positive relationships, share information, learn life skills and allows participants to explore their sense of identity in a space designed to reflect

their interests and culture. The school holiday program and Saturday excursions offer a chance to discover their community and interact in a fun and positive environment.

The City also works closely with local schools on projects for young people including Hip Hop Ed, a hip hop music program to give young people a creative outlet and develop professional music skills, and the Belmont and Adachi-ku student exchange program offers local students a chance to travel to Japan to experience Japanese culture and customs.



BELMONT
CITY OF OPPORTUNITY



Youth Precinct
Shire of Dandaragan

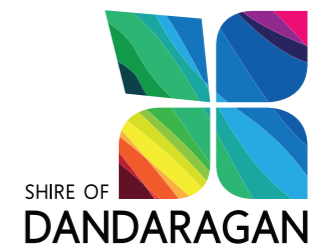
Joint Regional Leader | youth services

The Shire of Dandaragan excels in youth services due to its unwavering commitment to fostering the growth and development of our young citizens, with a particular highlight being our innovative youth precinct.

This dedicated space stands as a testament to our commitment, providing a dynamic hub for education, recreation, and personal growth.

Through meticulous planning and continuous engagement with young individuals, we have crafted a safe and inspiring environment, tailored to their needs. The precinct's success lies in its ability to evolve based on feedback, ensuring it remains a relevant and impactful resource.

Our council takes pride in fostering a vibrant and promising future for our youth.



Youth Event
City of Belmont

Joint Regional Leader | youth services

The City of Albany has been working to connect with and empower Albany's youth through its consultation to develop and implement the Youth-Friendly Albany Plan and its ongoing partnership with Rio Tinto.

Initiatives have been led primarily by the Community Development team, as well as the Recreation Services, Arts & Culture, and Events teams.

Among the key achievements has been working with the Youth Advisory Council (YAC) to initiate and develop an Inclusivity Logo that Council adopted for use at City facilities and by the local business community.

A Climate Change Action Declaration was also developed in collaboration between YAC and Council, giving youth an active voice in how its community will respond to this globally important issue.

The continuing partnership with Rio Tinto has supported delivery of comprehensive youth programs and events, including bringing inspiring speakers to Albany to share their powerful stories.

These speakers have included Chris Collard, the first Aboriginal world kickboxing champion, and Ben Sainsbury, world champion para-canoeist whose life dramatically changed at 17 in a motocross accident.

Workshops to upskill participants in business and design culminated in the Bazaarium Youth Markets which attracted 1000 visitors, and a 3x3 youth basketball competition was also held during the year with 80 players participating.

Overall, the Community Development team engaged with more than 4,000 youth across 43 events in 2022-2023 and supported 10 additional events which engaged more than 700 youth in activities including arts, sports, gaming and skills building.

The City also held the inaugural Great Southern Youth Art Award for artists up to 18 years of age with artworks filling the Town Hall gallery for a month-long exhibition.

The City has also started a gym membership initiative called GO YOUth for 11 to 18 year olds at Albany Leisure and Aquatic Centre. This program offers supervised gym and fitness classes to members and already has 80 members and is growing.

Over several years Council has invested in enhancing youth recreation facilities in Albany through the design and development of the Youth Challenge Park in consultation with local youth and community groups. It includes a skate park, pump track, and mountain bike jump course with spaces for gatherings of families and friends and the ability to host events.



Youth Challenge Park
City of Albany

Shining a spotlight on:

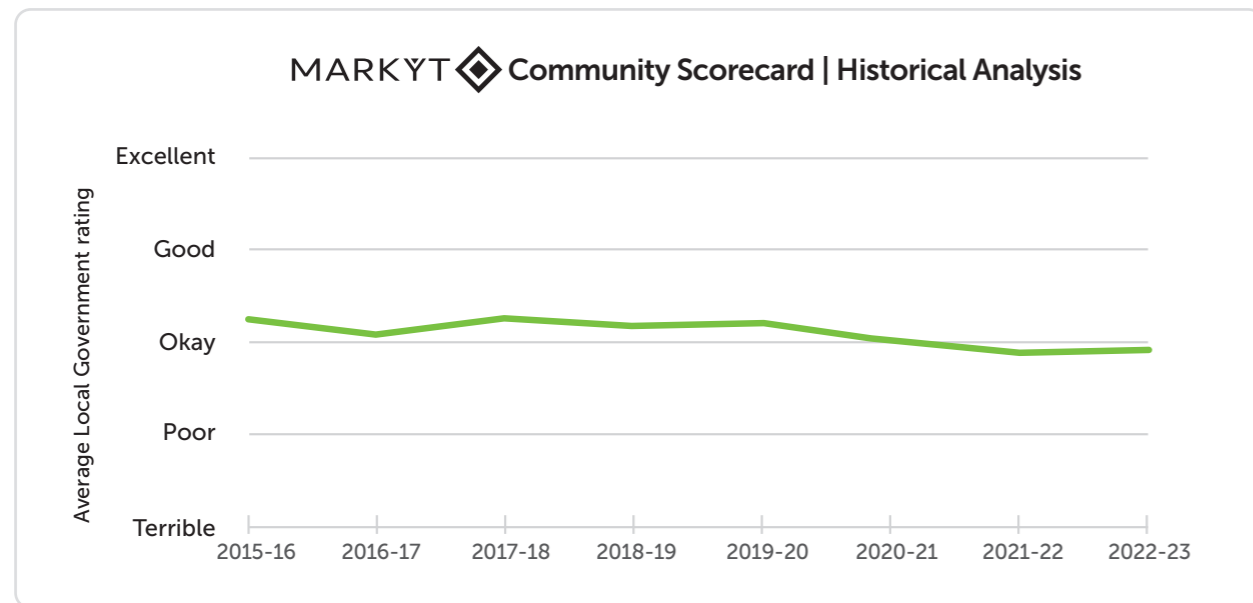
Community safety and crime prevention



How have performance ratings changed?

Performance ratings for safety and crime prevention **declined** over the past eight years, with ratings beginning to steady over the past 12 months. The average performance rating is currently close to okay.

While the overall trend is down, leading councils such as the Town of Claremont have shown that it is possible to reverse this trend. The Town's performance index score improved between 2014 and 2023.



What do community members want?

Community members want increased intervention to address petty crime and antisocial behaviour around hot spots, such as parks, shopping centres, bus and train stations, and carparks. Suggestions include more police, security patrols and CCTV, better lighting, more engagement with at-risk youth, and improved access to support programs for mental health, drug and alcohol addiction, and people experiencing homelessness.

"Better use of technology in crime areas such as portable CCTV to tackle vandalism and crime strategically, mobile patrols."

"Residents' safety is paramount. More rangers. Better street lighting is necessary."

Support for homelessness, enforcement of maintenance of vacant properties to stop squatters, mental health support, increased community surveillance to discourage petty theft and intimidation on the streets."



Community Safety Officers
Town of Claremont

Industry leaders and their secret sauce

Overall Leader | community safety

The Town of Claremont is proud of its score relating to community safety. We believe this high rating is due to a number of factors.

1. Development of a Community Safety plan that provides the groundwork for a safe environment for all residents and visitors within the Claremont community.
 2. Updating Parking Officers to a Community Safety Officer role.
 3. Increasing their roster to seven days a week from 6am to 12am ensuring the safety team were out in the community and provided night-time and weekend coverage.
 4. Expanded CCTV network.
 5. On-going consultation and regular monitoring of educational institutions' traffic management to facilitate safer traffic in the vicinity of schools.
- To assist with their role, the Town's Community Safety Team also complete:
- Training with RUAH Community Services to assist them in their relations with homelessness.
 - Traffic management qualifications.
 - White Card Construction certified.
 - Wearing body worn cameras in compliance with the Town's Policy, procedure and guidelines.
 - Issuing infringement notices where offences contrary to legislation are detected.

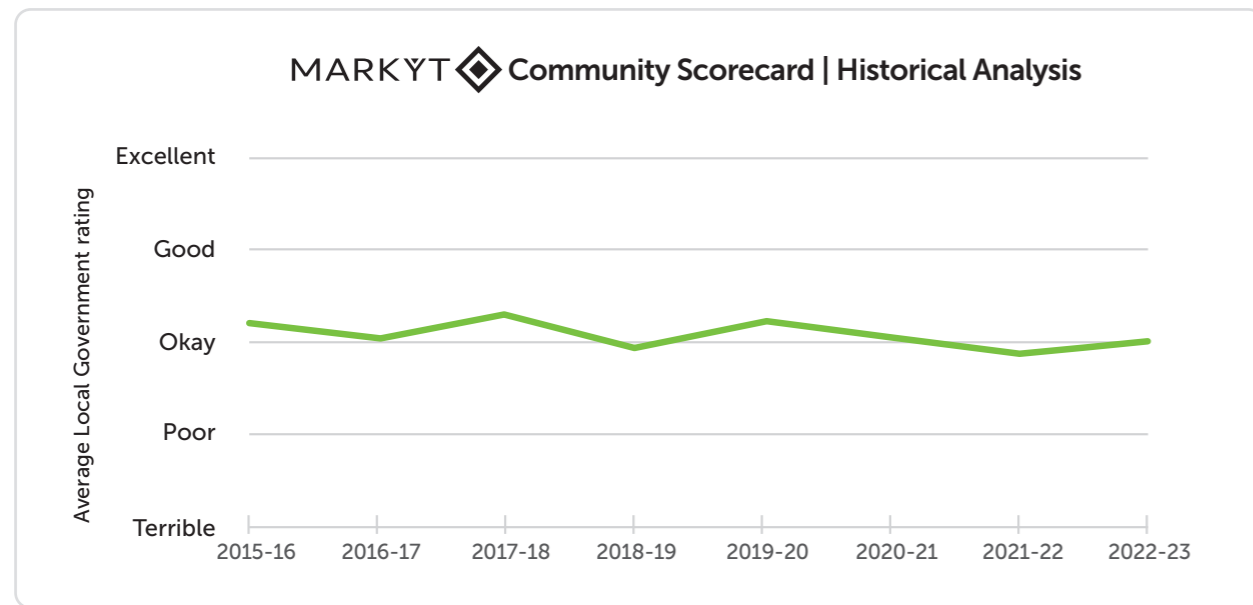


Shining a spotlight on: Local roads



How have performance ratings changed?

After declining between 2019 and 2021, community perceptions of roads **improved slightly** over the past 12 months. In 2022-23 the average performance index score was 58 points for metro councils compared to 43 points for regional councils. The City of Subiaco was the highest performing council overall at 70 points, with an average rating close to good.



What do community members want?

Community members want safer roads. They suggest local governments:

- Improve the quality of roadworks and deliver more permanent and longer-lasting solutions.
- Provide prompt repair of potholes, especially after heavy rains.
- Increase the frequency of grading or bituminize unsealed roads for improved safety.

"Roads are poorly maintained and do not meet the needs of the growing population. Potholes in roads result in vehicle damage and dangerous driving conditions which worsen in poor weather."

"Consideration needs to be given to bitumenising [...] Road. There is a lot of traffic now using these roads and as residents we should not feel endangered when we travel to work either from wet, damaged and ravaged roads or dry slippery pea gravel roads."



Innovative crumb rubber trial
City of Subiaco

Industry leaders and their secret sauce

Overall and Metropolitan Leader | local roads

The City of Subiaco has become an industry leader in road resurfacing and preservation through our understanding of the value of timely intervention and our focus on improving asset-life to minimise costs.

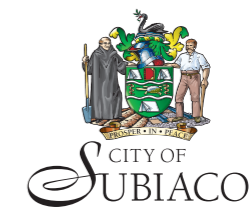
In 2021 the City of Subiaco commenced an innovative trial and started using crumb rubber (a product derived from end-of-life tyres) on the local road network.

The City's in-house engineering experts considered the functional and structural requirements of the road surface, and worked with Main Roads WA and external contractors to develop technical specifications for using crumb rubber.

This resulted in the City successfully trialling a crumb rubber asphalt mix to resurface six local roads, using 8.7 tonnes of crumb rubber which might otherwise have gone to landfill. This program has the benefits of improving the life of the road surface, embracing the principles of a

circular economy, and contributing towards the City's sustainability goals.

City staff continue to progress this trial program. The team is working with contractors to look into how reclaimed asphalt pavement and crumb rubber can be used together to further improve the sustainability credentials of the road resurfacing and maintenance program, which will benefit the local government road building sector.



Regional Leader | local roads

Investment in the expansion, maintenance and safety of our road network ensures progress toward Connection - one of five long-term aspirations in our 2050 Vision document.

The Shire adopts a long-term planning approach to ensure affordability and sustainability of its assets management, balancing escalating costs, and shortages in labour and supply chains. In the past 12 months, the Shire has also worked to manage local impacts from the construction of the Bunbury Outer Ring Road by Main Roads WA.

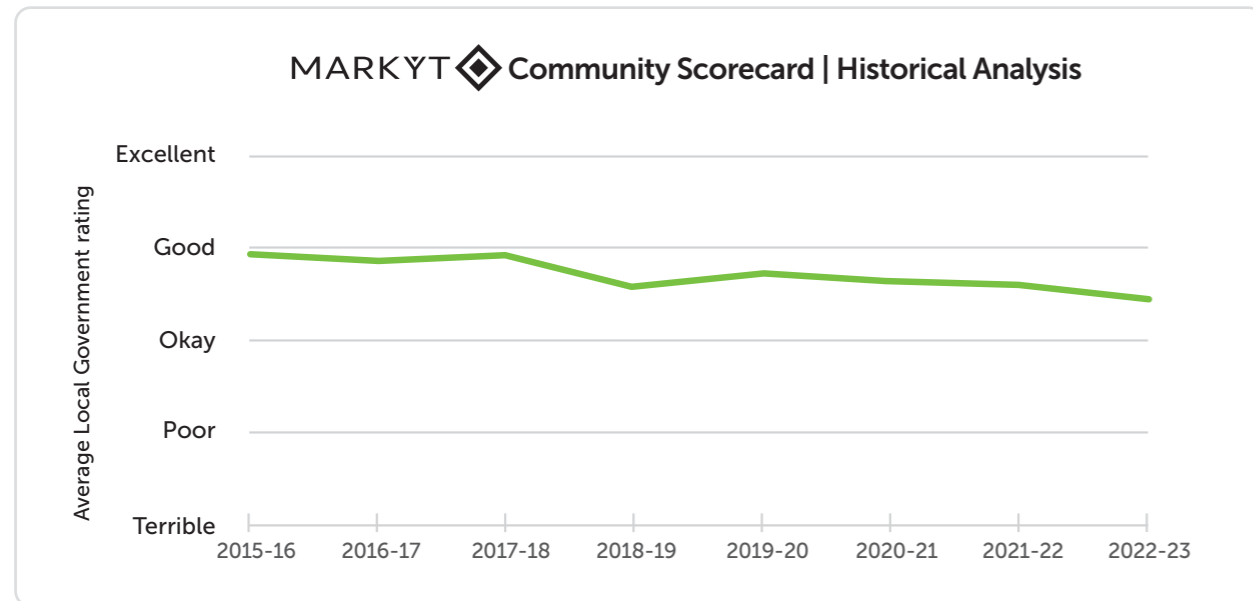


Shining a spotlight on: Waste Management



How have performance ratings changed?

Traditionally a high performing service area, community ratings for waste management have **declined** over the past eight years. The average performance rating is currently between okay and good.



What do community members want?

With growing global concern about climate change and the war on waste, community members want:

- A third bin for Food Organic Garden Organic (FOGO) waste.
- A solution for recycling soft plastics.
- Better education to encourage and support people to reduce, reuse and recycle more.

"When will [...] implement a FOGO bin system? We are behind on this compared to other Councils and it's disappointing."

"Education about waste management and reducing waste in the community."

"Need soft plastic recycling as a matter of priority."



Shire officers and the Containers for Change team
Shire of York

Industry leaders and their secret sauce

Regional Leader | waste management

Set up in 2021, the Shire of York's Containers for Change refund point has processed an impressive 3,308,838 containers, keeping them out of landfill and off our beautiful streets and waterways.

This equates to \$330,883 back to the people of York. Free skip bins are also available for residents each financial year, with the Shire also conducting annual verge collection.

We believe all these things combined contributed to our high score in the delivery of waste management.

York is also well known as an events town and yet on any given Monday, following a weekend of festivities, the streets, footpaths, parks, and gardens are clean and tidy, as if no event took place. This is a credit to our maintenance teams.

The lack of litter around York also demonstrates residents care about the cleanliness and visual amenity of where they live. This was reflected in 2021, when a local resident was recognised as our Senior Citizen of the Year, being nominated for her regular litter patrols and volunteering.



Coogee Live waste sorting station
City of Cockburn



Industry leaders and their secret sauce

Overall and Metropolitan Leader | waste management

The City of Cockburn has a comprehensive waste management offer and a strong commitment to sustainability.

Key factors that distinguish the City's waste service as the leading choice are its highly responsive, in-house, waste collection team, an array of waste management options, educational initiatives, and its dedication to environmental stewardship.

One of the standout features of the City's waste service is its ability to promptly address customer requests while on the road, showcasing a high level of efficiency and a customer-centric approach. This agility ensures that residents' concerns are swiftly resolved, fostering a strong sense of community satisfaction.

The City offers weekly recycling and red bin collections, along with fortnightly garden organics bin collections. Additionally, the City offers six trailer passes, two bulk hard waste verge collections and two bulk green waste verge collections annually. The City operates a dedicated illegal dumping team to keep the streets clean and a highly effective bin delivery and repair service.

A hallmark of the City's waste service is its focus on promoting sustainable practices within the community. This is reflected through initiatives such as a community drop off centre for separating almost all wastes for diversion from landfill and a re-use shop. The City also provides subsidies for home compost systems including worm farms, incentivising residents to actively participate in organic waste reduction.

The subsidised commercial food waste collection service for local food retailers and restaurants not only reduces food waste but also supports local businesses in their efforts to adopt eco-friendly practices.

Education lies at the heart of the City's waste service excellence. The City offers a range of educational opportunities from waste education tours and workshops to the employment of community waste education officers which guide and empower residents in making informed waste disposal decisions.

Additionally, the City's commitment to waste-wise events further showcases its leadership in waste management.

We believe our reputation for excellence in waste management has been earned through responsive and comprehensive waste management services, waste reduction initiatives and our commitment to sustainability.



Shining a spotlight on:

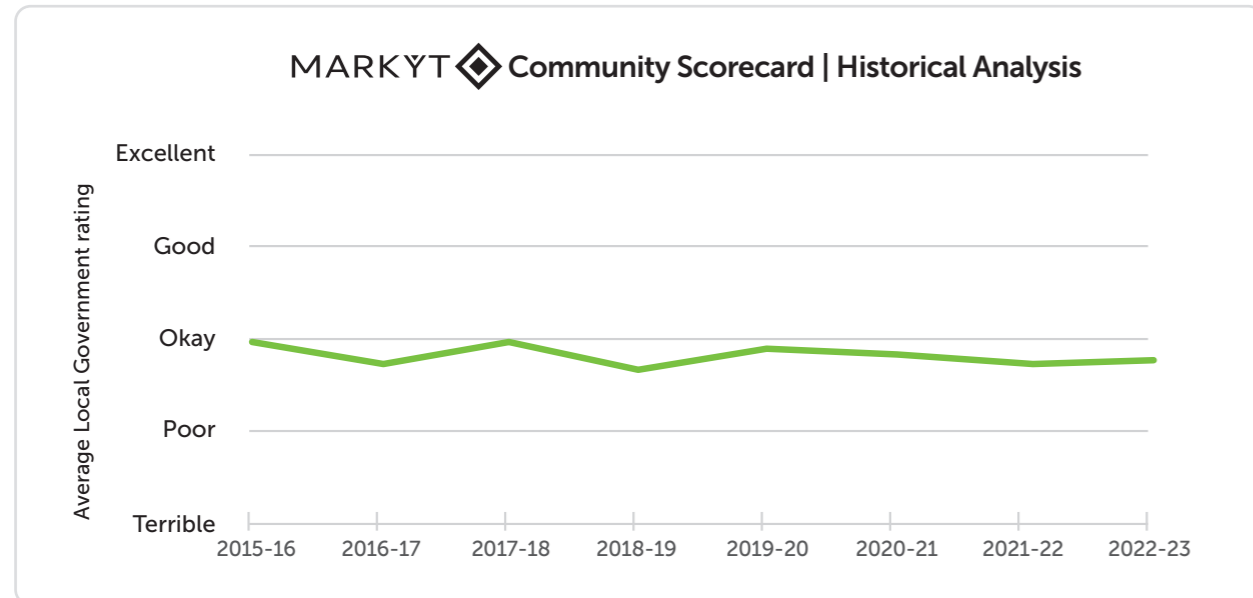
Value for money from Council rates



How have performance ratings changed?

After a moderate rise and fall in performance ratings between 2015 and 2019, community perceptions of value for money from council rates experienced a **gradual decline**, with this decline slowing over the past 12 months.

While the overall trend is down, leading councils such as the City of Belmont and Shire of Murray have shown it is possible to follow a different path by listening and responding to community needs. The City of Belmont lifted its performance index score by 9 index points between 2011 and 2022. In their most recent study, 86% of community members gave a positive rating for value for money from rates. The Shire of Murray also improved its performance ratings by 5 index points between 2018 and 2022.



What do community members want?

Community members want local government to invest funds responsibly, to clearly communicate how funds are being used, to explain reasons for their decisions, and to demonstrate how they are delivering value for money.

$$\text{Customer Value} = \frac{\text{Tangible and perceived benefits}}{\text{Actual and perceived costs}}$$



Rangers provide community value
City of Belmont

Industry leaders and their secret sauce

Overall and Metropolitan Leader | value for money

The City of Belmont strives to be a financially sustainable local government and recognise that effective management is one of the most important services we can provide for our residents, businesses, property owners and stakeholders.

We support residents and ratepayers through low rates, low rate increases and careful planning for the future. We actively seek income from other places besides rates to ease the financial burden on our ratepayers.

We offer a discount for ratepayers paying their rates early. For those who can't pay in full, we offer scheduled repayments over the year and Financial Hardship assistance for those who are struggling.

Our community understand that rates play a crucial role in supporting essential services such as waste collection, good roads and footpaths, library services, security, and free community events, contributing to the overall safety and liveability of our community. Rates also help fund capital projects, with a focus on improving essential infrastructure for our community.



BELMONT
CITY OF OPPORTUNITY



Plan for the Future

Council Plan | 1 July 2023 to 30 June 2033



Dwellingup Trails and Visitor Centre Shire of Murray



Regional Leader | value for money

At the Shire of Murray, community expectations are always at the forefront of our decisions.

With our Council Plan adopted in May 2023, we developed our 2023/24 budget to align with community aspirations articulated in the Plan. As such, we will be investing in priorities such as health, economic development, tourism development and environmental sustainability.

Through our \$46.9 million budget, we will deliver essential ratepayer services, while also maintaining facilities and investing for the next generation.

With our population set to catapult from 18,000 today to around 71,000 by 2051, investing in the future is vital to ensure Murray remains an outstanding place for community, lifestyle and opportunity.

Critical to our success is achieving maximum value for money. We achieve this by seeking external funding, delivering projects in partnership, and focusing on operational excellence and productivity.

By seeking funding through other sources, we have successfully eased pressure on rates, without compromising on the Shire's needs. Our rates only account for 43 per cent of revenue, with the rest being funded predominantly through grants and contributions.

For example, to meet the needs of our water-loving community, we successfully applied for a \$332.6k State Government grant to install four new floating, universal access jetties at Wharf Cove in South Yunderup. In Dwellingup, we responded to a need for more seniors housing by successfully acquiring a \$4.6 million State Government grant to build 12 universal access dwellings for seniors.

Working in partnership with local community groups, government agencies and private enterprise, also allows us to leverage our community capability. For example, we recently established the Murray Health Futures Steering Committee. This Committee is focused on identifying future health needs of our community and identify a suitable solution that can be presented to government as a business case for funding.

In addition, by focusing on operational excellence we deliver outstanding results for our community in an incredibly cost-efficient manner. Our staff are proudly among the most talented in the industry and it is their passion for community that drives our daily success.

We are delighted to be recognised as an industry leader among regional councils, but we know there is always more that can be done. We will continue to use our Council Plan to drive our progress and promote long-term projects.



Want to learn more about the **MARKYT**[®] Benchmarking Excellence Program and how you can get involved?

Please Contact:

Lisa Lough
Executive Director
CATALYSE[®] Pty Ltd

www.catalyse.com.au
Email: Lisa.Lough@catalyse.com.au
Phone: +618 9212 1900



CATALYSE
FUTYR | MARKYT | CULTYR