

Annual Report 2017-2018

Introduction

As one of the most sought-after urban destinations in Perth, known for its food, diversity, arts, culture, and entertainment offerings, the Town of Victoria Park is located just 10 minutes from Perth's CBD, across the causeway on the south east side of the Swan River and is a growing cosmopolitan community.

In recent years the area has transformed into a highly desirable inner city location set apart by its multitude of offerings for residents. It's also a prime location for development given its proximity to the CBD, access to the Swan River foreshore and entertainment precinct of Burswood, including Crown, Optus Stadium and Belmont Park Racecourse, as well as significant public transport and education facilities with Curtin University and the Perth Airport nearby.

It is also one of Australia's fastest-growing metropolitan areas with the population forecast to soar from an estimated 36,700 to 54,700 by 2036 and potentially 75,000 plus by 2050.

The Town needs to get ready for this growth, expected economic development and increased service demand.

Billions of dollars are being invested to continue to turn the Town into Perth's premier place for entertainment and entrepreneurship. We will soon see people living in mixed-use precincts, and the creation of transit-oriented developments to enrich a cosmopolitan, inner-city lifestyle that brings more energy and vibrancy to the area.

The Town has contributed to this with a strong resolve to activate its spaces, deliver events and support local businesses. We aim to continue this and build a destination brand around all things to see and do in Vic Park.

With all this happening and ahead of us, we also know as a progressive local government body that strives to enable, empower and engage its community, we need to remain passionate and focused on supporting Vic Park... the place, its people and our partnerships.

WHO WE ARE

Our demographic is young, smart, ethnically diverse and engaged

Estimated resident population 36,549 <i>(Estimated 2017)</i>	40% of people were born overseas	20.4% of households are couples with children, while 25.6% are couples without children
47.8% of dwellings are medium or high density	63% of people work full time while 35% work part-time	17.8% of the population are doing some form of voluntary work

Mayor's message

The 2017-18 year was a busy one for the Town as we worked toward setting ourselves up to meet a hugely aspirational new Vision and Mission under a revised Strategic Community Plan.

As the CEO and administration internally restructured the business to suit, Council continued to work with Town staff on ensuring community feedback given during the consultation to inform the plan, could come to realisation over the longer term, by supporting and endorsing key strategic documents that will guide us to meet expectations going forward. Some of these included:

- Social Infrastructure Plan
- Healthy Vic Park Plan
- ICT Strategic Plan
- Activity Centres Strategy and Local Planning Strategy
- Disability Access and Inclusion Plan

Into the new financial year, we look forward to finalising and adopting a few more of these, including our first Reconciliation Action Plan, developed in collaboration with our Aboriginal Engagement Advisory Group, an Economic Development Strategy and the much anticipated Urban Forest Strategy, which will be the first strategic document fully delivered in collaboration with an engaged community working group.

In September 2017, Council took a bold step and decided to fly the rainbow flag in a symbolic display of support for our LGBTQI community, at the time of the Federal Government's marriage equality vote.

With an election in October, we saw for the first time in the Town's history, a female dominant elected council, with three new members joining the team. In June we ventured into new territory for local government and appointed some independent committee members. These members are volunteers with subject matter expertise that relate to each of the committee's terms of reference, and were recruited to independently assist with broader knowledge and more informed decision-making.

With the opening of Optus Stadium in January 2018, Council supported local businesses looking to capitalise on this new drawcard based in the Town, and seized the opportunity to increase patronage to our hospitality outlets with a destination campaign called Eat Ride 'n' Enjoy. This message encouraged people to eat and drink in Vic Park on their way to and from the stadium, park for free at Curtin University and catch public transport to their event and enjoy all that this new local experience has to offer. Businesses were engaged to choose the campaign concept and offer special deals and discounts to stadium event ticketholders. We achieved high awareness, great feedback and ongoing interest in expanding the brand concept and opportunities connected to stadium events.

In March we hosted the State Government's Community Cabinet Meeting in our Council Chambers and have since worked hard to continue developing good working relationships with parliamentary members and will continue to advocate for our priority projects.

In June, Council appointed up to two 'other persons' as independent members to each of its four committees. These volunteers are independent and committed people who complement each Committee's existing skill set, and are expected to help achieve the vision and mission of the Town. They are positioned to bring a unique external perspective and subject matter expertise to the table.

Over the year, the Lathlain Precinct Redevelopment Project progressed well with Zone 3, incorporating construction of the West Coast Eagles and Wirrpanda Foundation training, administration and community facility, advancing quickly. Works remain on track for completion in early 2019. This partnership aims to set new standards in the delivery of active community recreation spaces and includes substantial long-term benefits to the people of the Town of Victoria Park and the broader community. Along with the building opening next year, preparation has been underway to engage the community on developing a much anticipated Community Benefits Strategy also in the next financial year.

On reflection, it's certainly been a year of growth and change for staff and councillors and I wish to thank them all for always working hard and contributing positively to improve services and outcomes for our community. The leadership and culture of the organisation is at an all-time high. This can only mean many more good things are still to come as we strive to create 'A dynamic place for everyone'.

CEO foreward

The Town has continued to transform the business to better meet and respond to community needs. The Administration's function is to deliver on the strategic decisions that Council makes whether they relate to strategies, policies or advocacy decisions. After completing the new Strategic Community Plan, developing a new customer service model, and undertaking operational reviews, the next points of focus included a restructure of the organisation and performance measurement.

The Administration placed a freeze on non-essential recruitment for approximately two to three years, which enabled us to rebuild staffing numbers and refocus our attention to areas of greatest need. A more commercial, hybrid matrix, flat style structure has been the outcome with a focus on cross-functional service delivery. The executive leadership roles have been reduced from five to four with middle management stable at nine. We now have a number of new roles and focus areas which were created within the existing 211 fulltime equivalent staffing allocation across Stakeholder Relations, Governance Support, Governance Compliance, Organisational effectiveness, Organisational development, Place Management, Transport Planning, Business Services, Digital Marketing and Volunteering. chaye

To better reflect the organisation's performance, the Town is developing a performance dashboard, which will be used within the organisation and is displayed publicly. As part of the Strategic Community Plan process the Town committed to develop performance scorecards to ensure community was aware of the organisation's performance levels at any given moment. As this is new to the organisation it is expected to transform and the quality of information improve over time.

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Strategic Community Plan process the Town committed to develop performance scorecards to ensure community was aware of the organisation's performance levels at any given moment.

Significant progress has been made on the development of the Local Planning Strategy which will inform the creation of Town Planning Scheme number 2. With significant growth identified in the Town and initial conversations occurring through the Strategic Community Plan development, the Local Planning Strategy is a very significant guiding document for the Town's future. Consent to advertise the document is expected to occur by the end of 2018, subject to the WA Planning Commission's approval.

As the Town is striving to create 'A dynamic place for everyone', and taking a very holistic approach to community outcomes, in June 2017 the Council agreed to sign a Memorandum of Understanding in partnership with the Shire of Morawa which will benefit both Councils in terms of service delivery, sustainability and growth.

Lastly and most importantly this year, to ensure a high performance culture is maintained, Executive and Council jointly signed and committed to a charter of signature behaviours and the organisation's values, with the aim of instilling a partnership approach to our leadership.

Org chart

As per artwork in [folder #01996](#)

Councillors

Same content as artwork in folder [02022](#) e.g. Councillors photos, names and wards

Ward map

As per folder 00377 or 00388 or 01414

Elected member meeting attendance

1 July 2017 – 30 June 2018

Committee/Council meeting	Members	Ordinary meetings held	Ordinary meetings present	Special meetings held	Special meetings present
Council	Mayor Vaughan	11	9	5	5
	Cr Hayes	4	4	1	1
	Cr Maxwell	4	4	1	1
	Cr Windram	4	4	1	1
	Cr Ammons Noble	11	9	5	4
	Cr Anderson	11	11	5	5
	Cr Jacobs	11	10	5	2
	Cr Oliver	11	10	5	5
	Cr V Potter	11	9	5	5
	Cr Ife	7	7	4	4

	Cr R Potter	7	7	4	4
	Cr Vernon	7	7	4	4
Briefing Session	Mayor Vaughan	11	9	-	-
	Cr Hayes	4	4	-	-
	Cr Maxwell	4	4	-	-
	Cr Windram	4	4	-	-
	Cr Ammons Noble	11	9	-	-
	Cr Anderson	11	9	-	-
	Cr Jacobs	11	10	-	-
	Cr Oliver	11	11	-	-
	Cr V Potter	11	10	-	-
	Cr Ife	7	7	-	-
	Cr R Potter	7	7	-	-
	Cr Vernon	7	7	-	-
Chief Executive Officer Performance	Mayor Vaughan	7	6	-	-
	Cr Hayes	1	1	-	-
	Cr Ammons Noble	6	6	-	-
	Cr Anderson	2	-	-	-
	Cr Jacobs	5	-	-	-
	Cr Oliver	2	2	-	-
	Cr V Potter	5	5	-	-
Cr Ife	5	5	-	-	
Community Development	Cr Anderson	3	2	-	-
	Cr Jacobs	9	7	1	-
	Cr Oliver	4	4	-	-
	Cr V Potter	9	9	1	1
	Cr Ife	6	6	1	1
	Cr R Potter	6	6	1	1

Economic Development	Cr Windram			-	-
	Cr Ammons Noble	10	9	1	-
	Cr Jacobs	10	5	1	-
	Cr V Potter	4	3		
	Cr Ife	6	4	1	1
	Cr Vernon	6	3	1	1
Finance and Audit	Cr Hayes	3	3	-	-
	Cr Maxwell	3	3	-	-
	Cr Windram	3	3	-	-
	Cr Ammons Noble	12	11	2	1
	Cr Anderson	9	7	2	2
	Cr Oliver	9	9	2	2
	Cr Vernon	9	9	2	2
Future Planning	Cr Hayes	4	4	-	-
	Cr Maxwell	4	4	-	-
	Cr Anderson	11	10	1	1
	Cr Oliver	11	9	1	1
	Cr V Potter	7	7	1	1
	Cr R Potter	7	7	1	1
Parking Management	Cr Hayes	1	1	-	-
	Cr Maxwell	1	1	-	-
	Cr Jacobs	1	-	-	-
	Cr V Potter	1	1	-	-

The year at a glance

(info-graphic double page spread...also to be used as an A3 landscape poster)

Leisure, Library & Digital Services

379,621 visits to leisure facilities

5,900 swimming lesson enrolments

33,000 attendances at group fitness and wellness classes

1,367 people individually tutored on how to use digital hub services

137,708 library visitors

Customer Service & Community Consultation

233,850 phone calls answered by all Town department facilities

15,860 visits to Town administration centre

1,136,011 Town website page views

42 engagement sessions held

18,500 people made aware

10,600 people informed

4,100 people engaged in activities open for public comment

Events

41 Arts events delivered through Arts Season

53,000 people attended 29 community events

1,786 approvals granted for various events, and premises bookings

Parking & Rangers

993,000 free parking tickets printed

473,000 paid parking tickets printed

20,700 parking infringements issued

94.5% of all dogs impounded were either returned to their owner or re-homed

Building & Development

500+ building permits issued = \$147m construction value

426 development applications processed

1,053 building maintenance requests actioned (equal to approximately 20 per week)

54 building capital projects completed

Rates, Roads & Rubbish

97.6% of 2018 rates levied collected

44,087 m² of roads resurfaced

\$1.4 million revenue received for street improvements

782 tonnes of bulk waste collected

1,250 tonnes of green waste collected

Environment

400 new street trees planted

7500 tube stocks planted to revegetate George Street Reserve

16,000+ street trees audited and maintained

Internal Support Services

Over 4,400 IT Helpdesk requests resolved

Over 74,900 documents registered into the Town's electronic document and records management system (TRIM)

27 Service Area Plans developed

157 training and development sessions attended

88 vacancy recruitments and 113 new employees hired

38 communication plans developed

52 media releases delivered

232 graphic design jobs

Strategic Community Plan Annual Reporting

All local governments are required to produce a plan for the future under the *Local Government Act 1995*. The Strategic Community Plan is a 10-year plan for the community it serves, which is reviewed every four years. It is the principal strategy and planning document that reflects the community's long-term aspirational vision, mission and priorities.

In July 2017, the Town of Victoria Park adopted a new Strategic Community Plan.

The single most important aspect of preparing this plan was to genuinely engage the community about their wants and needs for the future of Vic Park.

Going beyond Integrated Planning and Reporting Framework (IPRF) guidelines, the Town rolled out an intensive community engagement project named Evolve, which saw almost 350 people attending 100 workshops and contributing 2,700 participant hours over 12 months

The culmination is the Town's new Strategic Community Plan, which has seen us transition from living a vibrant life, to creating 'a dynamic place for everyone'.

The plan is now being used to define our short and long-term goals. Everything we do links back to the Strategic Community Plan and is focused on achieving its strategic outcomes.

This Annual Report is the first to report on those strategic outcomes under four identified areas of priority: social, economic, environment and civic leadership.

Our vision for the future *(insert graphic from front of SCP)*



Strategic Outcomes

Social – To promote sustainable, connected, safe and diverse places for everyone.

S1 – A healthy community

The principle behind this outcome is that good health is the cornerstone of a happy and connected community. Ultimately we want to create a community with a range of affordable and accessible opportunities, for all residents and visitors to achieve and maintain good health and wellbeing.

How did we do?

Leisure

The Leisurelife centre aims to improve community health and wellbeing and to provide a safe and welcoming environment for the community to meet and socialise, primarily through junior and adult sporting competitions and programs, children services and health and fitness.

In 2017 / 2018 the Leisure Facilities Team were tasked with prioritising and actioning recommendations resulting from the Commercial Viability Project. Key focus areas were efficiency

and reduction of the cost of services to the community whilst retaining a high standard of service delivery.

We consistently undertook to educate the community of our sports and programs for juniors and adults as well as offering affordable health and fitness memberships through Town newsletters, social media.

Aqua

The Aqualife Centre aims to provide and facilitate a wide range of sport, recreation and healthy lifestyle opportunities for the community through the delivery of strategic infrastructure, facility management and leisure programing.

During this financial year the Aqualife Swim School Team provided Learn To Swim classes to 5,955 children. This aims to provide a fun, happy and safe environment where people of all ages can learn to be confident in and around the water.

The indoor aquatic area and change rooms received a refresh at the beginning of the financial year. This project saw the problematic yellow flooring replaced with a much more practical epoxy surface. Water features and a mural now brighten up the children's leisure pool garden. The change rooms were also totally refurbished however flooring issues have arisen and as a result the tiling in all aquatic change rooms will be re-done during September in the next financial year.

In addition to providing swim lessons, gymnasium facilities and group fitness classes, the Aqualife centre hosts six swimming and water polo clubs. These clubs have a long history at the centre and provide an avenue for our swim school participants to continue swimming either for recreation and fitness or competitively.

Café services at the Aqualife Centre ceased operations during the refresh project and did not re-open during the financial year due to the high cost of providing this service.

Healthy Community

During this financial year, the Active Life service area has transitioned to the Healthy Community service area to link directly to our primary outcome and to help the community understand and resonate with the area's primary objectives.

As part of this the team rolled out a number of specific projects and programs to support this strategic outcome area, such as the smoke free signage project at Aqualife, roll out of the blender bike for community hire and introduction of Healthy Community volunteers. Unfortunately, the anticipated roll out of our Healthy Community grants program fell short this year due to a number of competing priorities; however, it will be in full swing next year.

The Healthy Community Team has partnered with a number of national and local organisations to assist with the delivery of services and healthy messaging. These organisations include but are not limited to Act Belong Commit, LiveLighter, Australian Council on Smoking and Health, Heart Foundation, Foodbank, East Metropolitan Population Health Services, Injury Matters, Ngala, CONNECT Vic Park, WA Primary Healthy Alliance and local allied health professionals.

The team also revamped and delivered the internal staff wellness program and worked with Fleet Services to provide electric bikes which are now being used by staff to commute around Town for work purposes.

Leisure/Aqua

- 2900 Leisure Facility members using both Aqualife and Leisurelife centres
- 1029 annual attendance increase for crèche across both sites
- 432 annual enrolment increase for school holiday program
- 379,621 total facility visits for 2017/18
- Over 72,000 Learn to swim annual attendances
- 5900 Learn To Swim enrolments
- 146,000 annual Aquatic attendances
- 33,000 attendance to various group fitness and wellness classes
- 16 school swimming carnivals held throughout March and April 2018

Healthy Community

- Year one roll out of the Healthy Vic Park Plan, the Town's first Public Health Plan
- Various programs delivered over four school terms, primarily focusing on non-traditional physical activity, nutrition and mental health with over 5,000 total visits
- 12 health promotion eNewsletters delivered throughout the year to just over 1,800 subscribers
- Presence at over 10 events in the Town promoting healthy messages with over 1,000 people visited our stalls throughout the summer months

S2 – An informed and knowledgeable community

The principle behind this outcome is that people who have opportunities to learn and explore ideas are happier and more productive. This means providing options for people to access resources, knowledge and technology in a safe, nurturing environment.

How did we do?

Library

This year we focused on setting up an Information Technology support structure between the Town's ICT systems, the Digital Hub and Library Information Services.

Victoria Park Library provides leadership and direction in literacy and learning programs that ensure adherence to best practice in developing, delivering and evaluating initiatives for the community that enhance lifelong learning. In collaboration with service providers several Science, Technology, Engineering and Mathematics (STEM) and sustainability workshops were held which featured wind turbine making, DIY Solar Car, Robotics Coding, War on Waste, managing fruit flies, making natural sunscreens, young re-inventor of the year, worm waste, weed and pest identification. Popular programs including Buzz Week, Story Time, Baby Rhyme Time, school holiday activities and Children's Book Week continued along with regular Family History, Book Clubs and Tech Savvy sessions.

The library has also introduced several outreach programs that encourages non-library members to engage with literacy and learning including Pop-Up Library, Riverside Kids Club, Boronia Prison story

time and parent workshops. We also host bi-monthly Tech Savvy sessions in collaboration with our Digital Hub volunteers.

A Library Operational Review was undertaken to evaluate current service delivery, emerging trends in public libraries, building and infrastructure assessments. Using stakeholder engagement results, performance data and community profile analysis for key information, the outcomes of the review are being assessed against short, medium and long-term recommendations.

A number of unforeseeable delays resulted in the new Library Management System and Radio Frequency Identification (RFID) solution not being completed by June 2018. These projects are expected to be completed by June 2019.

Digital Hub

Each of our clients are individually asked ‘what will help your digital literacy?’, and ‘what do you need to achieve?’ Then they are matched with a suitably skilled Digital Literacy Officer or volunteer to coach in the required area. The Digital Hub offers free use of computers and access to the Internet, so clients can experience first-hand digital life and actually see how being knowledgeable opens doors and improves their quality of life.

Community members can also connect via digital resources such as Facebook, the Town’s website and library e-books and podcasts.

Statistics (break-out box or mini-infographic)

Library

- 137,708 Library visitors
- 9,024 active library members
- 210,081 items loaned
- 96 Adult Literacy and Learning opportunity programs
- 233 junior Literacy and Learning opportunity programs
- 20 Tech Savvy Classes at the ToVP Library

Digital Hub

- 141 clients assisted to improve digital literacy
- 1,367 one on one tuition sessions
- 17 people assisted into employment using job search sites
- 4 seminar presentations delivered for not for profits
- 17 volunteers assist our program delivery
- 169 people helped to solve computer glitches

S3 – An empowered community with a sense of pride, safety and belonging

The principle behind this outcome is that people and community groups often have a more intuitive sense of what should happen in their community, especially when it comes to creating a sense of pride, safety and belonging. It means empowering them so the community can benefit.

How did we do?

Rangers are the frontline customer service officers for the Town of Victoria Park contributing directly to this aspect of the Town’s mission, having regular interaction with the community on a daily basis.

By conducting over 200 park and reserve patrols each month, in an effort to minimise potential risk to the users of the Town's public facilities, our rangers have integrated regular contact with the community by changing and evolving work practices.

The collaboration between the Town's rangers, local schools and Parking Management Team has continued over the past year, strengthening relationships and ensuring a regular presence by rangers and parking officers during peak activity times around schools.

Over the past year rangers have continued to engage with community services to foster partnerships and strengthen relationships specifically with groups dealing with homelessness and with vulnerable individuals throughout the Town.

The Town managed the hiring of Parks in 2017-2018 to several community groups, sporting clubs, individuals, event organisers and commercial organisations. Facility bookings actual revenue for was \$268,485.00, which is an additional \$114,685.00 to the original budgeted revenue

Safer Neighbourhoods continued to implement projects aligned to the Safer Neighbourhoods Plan 2017-2022 targeting the Crime Priority Areas. Community ownership is crucial for initiatives such as Street Meet 'n' Greet and Neighbourhood Watch to be effective. Environmental Design has also been a major focus of Safer Neighbourhoods with the implementation of CCTV and lighting projects impacting across the Town. The Town also played a regulatory and enforcement role in partnership with WA Police Force on hot spot properties and locations using authorities under various legislation and policy to influence positive change for the community.

Statistics (break-out box or mini-infographic)

Rangers

- 94.5% of all dogs impounded were either returned to their owner or rehomed
- 55.2% of impounded cats were either returned to their owner or rehomed
- 44.8% of cats impounded were feral
- 10.7% of cars reported as abandoned were impounded
- 127 properties found uncompliant with the bush fire notice were made compliant prior to the end of the season

Safer Neighbourhoods

- 78 Security Incentive Scheme applications were processed, equalling \$11,845.00
- 118 CCTV Partnerships established with the community
- Over \$90,000 in direct grant funding to the community to improve safety and security
- 18 Street Meet 'n' Greet events, with four road closure Street Celebration events
- Over 3000 members of Neighbourhood Watch Groups
- 42 street lights upgraded throughout St James

S4 – A place where all people have an awareness and appreciation of arts, culture, education and heritage

The principle behind this outcome is that the arts, culture, education and heritage are incredibly important in helping to reiterate, reinforce and create a sense of place and belonging.

How did we do?

Art and Culture

This financial year 41 unique arts events were facilitated by the Town in partnership with community stakeholders during Arts Season April 2018. We also facilitated community delivery of eight educational workshops during the Arts Season and partnered with Healthy Community and Leisurelife who also assisted with facilitating certain events.

Once again, the Town was included in the 2018 Banners in the Terrace competition represented by Millen Primary School and facilitated the Mural Arts Plan by Lian Tan in Posier Lane, a project funded through Vic Park Soup (run by the Vic Park Collective).

Council endorsed the revised Public Art Strategy 2018-2023 in August and we replaced the stolen 'Hyatti' artwork located at Duncan Reserve. Visual Art Acquisitions through the year included 'Autumn Falls' and 'Segue' by Di Cubitt, 'Walk with Me 5' and 'Walk with Me 6' by Judy Rogers and 'Dancer (Pendal House)' and 'Threshold' by Darryn Ansted

The 'Know Your Community' initiative was successfully delivered in partnership with the Victoria Park Centre for the Arts and Richmond Wellbeing, which has been established to support diversity, develop culture and community participation and reduce barriers to inclusion.

We held two free English Conversational Classes for culturally and linguistically diverse community in partnership with Curtin University and engaged around 50 seniors in the Victoria Park community, who have told us from evaluation, they feel connected and are more knowledgeable about programs, opportunities and services available to them.

We held a Seniors Week 'Silver is Gold' Festival in November 2017 where 100 seniors from 25 different community groups attended, thanks to grant funds of \$1,000 received from Council on the Aging.

We were also successful in receiving 55+In The Park grant funding from Department of Communities with \$9,400 to put toward a program to be rolled out in 2018-2019.

Community Events

Twenty-nine community events were delivered by the Town, nine of these were in partnership with community stakeholders. Altogether this achieved a total attendance of 52, 850 throughout the year. All events and initiatives follow best practice guidelines for safety and risk management. All events are accessible and inclusive. By partnering with Healthy Community and Leisurelife teams the Town also held a number of pop up activations at community events, attracted Live Lighter sponsorship to Twilight Trio concert series and was conscious offering healthy food options at all Town held events. Event delivery included:

- Citizenship ceremonies (7)
- LotteryWest live broadcast for Black Swan State Theatre Company
- Australia Day celebration including a Citizenship Ceremony
- Sporting Walk of Fame ceremony
- Thank a Volunteer event and Volunteer Week recognition event
- International Day of People with a Disability event
- Seniors Week event
- NAIDOC event in partnership with Millen Primary School
- Harmony Week event
- Remembrance Day
- ANZAC Day
- Silver is Gold Seniors event

- Twilight Trio concerts (3)
- Coffee 'n' Change events (4)
- Queen's Baton Relay national event
- Playtime in the Park events (2)
- International Men's Day
- International Women's Day - Know Your Nation Exhibition displayed at the Vic Park Centre for the Arts at the International Women's Day event
- Summer Street Party attracting around 50,000 attendees (with Up Beat Events)
- Count Down to Christmas event attracting more than 500 attendees (with Curtin University)

Grants and Donations

The Grants and Donations program enables not-for-profits, community groups, schools and individuals to make positive contributions to sport and recreation, community welfare, academic and educational achievements, building community capacity and participation. This financial year, the Town administered 145 Department of Sport and Recreation KidSport vouchers with allocated funding of \$21,385.00, while five community grants were approved with a total expenditure of \$10,325.50. The Town also expended \$10,890.00 in donations for 2017-2018 period, with 10 community group donations to the value of \$3,450, 20, individual donations at \$4,740, and seven school donations for \$2,700.

Sponsorship

The Town rolled out a Sponsorship policy and program in 2017-2018. A \$57,000 sponsorship agreement was entered into between the Town and Fashion Council WA for the Telstra Perth Fashion Festival (TPFF) in 2017-2018. The outcomes of the sponsorship did not meet the council's expectations, resulting in a negotiated outcome with Fashion Council WA for the Town to be a Supporting Partner of the 2018 TPFF, at no further cost to the Town. This was a valuable learning opportunity for the Town, resulting in a review of the sponsorship program for 2018-2019.

Volunteers

A new Volunteers Program is being used to position the Town as a volunteering organisation and to create awareness through the celebration of the important roles volunteers play in creating a strong and connected community. The Town has 54 people registered, active volunteers with 12 new volunteers coming on board in 2017-2018, which is an increase of 29%. Two new service areas incorporated volunteer roles into their portfolios, creating a total of six new volunteer roles for the Town itself. All volunteers are now wearing the new volunteering polo shirt to be easily identifiable and create a positive volunteer culture.

Heritage

The library has begun digitising the local history collection of photographs, maps, oral histories and other information. Once completed the archived documents will be made available in an easily accessible format for the community.

The Town also held its bi-yearly Town Faithful celebration (formerly known as Early Settlers) to acknowledge and honour long-term residents who have made important contributions to the Town's prosperity and lifestyle. On hundred residents and their families attended the event, which was held at Burswood on Swan.

Statistics (break-out box or mini-infographic)

- 41 Arts events delivered
- 29 community events delivered with 52,850 people in attendance
- 1,786 approvals granted for various events, and premises bookings
- 2 English conversation classes held
- 12 new volunteers recruited
- 145 KidSport vouchers awarded
- 5 Grants and 17 donations given to community groups, individuals and schools

Economic - To promote sustainable, diverse, resilient and prosperous places for everyone.

EC1 – A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship

We want to be a desirable place to do business, attracting new businesses and retaining businesses already trading in the Town. Equity, diverse local employment and entrepreneurship are really important priorities in achieving this outcome. This means ensuring the Town reduces red tape, empowers businesses and community groups to show entrepreneurship and provides a resource for business building and marketing skills development.

How did we do?

In 2017-2018 the Town was again proactive in growing the local economy. The Town has drafted a new Economic Development Strategy titled *Pathways to Growth – 2018 2023*, due for public comment and adoption in 2018-19. This strategy recognises the Town has a diverse, complex local economy with enormous potential, especially in light of the development on the new Optus Stadium, development at Crown Perth and Curtin University and the increasing popularity of the Albany Highway strip. This strategy sets the direction for investment and resourcing by the Town over the coming five years.

The Town successfully implemented its first major marketing campaign – Eat, Ride, Enjoy – positioned at celebrating local food and beverage businesses and capitalising on the opening of Optus Stadium. The campaign increased exposure to local food and beverage businesses and marketed the Town as a pre and post stadium event destination.

The Town sponsored two local businesses to participate in Curtin University Ignite program which provides aspiring entrepreneurs, academics and corporate innovators the chance to trial and prepare business ideas for the commercial environment.

The Clubs, Events and Bookings portfolio raised \$268,485.00 of revenue for the Town this financial year.

The Town also delivered a volunteering program that provides opportunities and pathways for volunteers to achieve personal and professional aspirations.

Many local business people, particularly entrepreneurs also visit the Town's Digital Hub regularly to improve their business success.

Statistics (break-out box or mini-infographic)

- Completion of draft Economic Development Strategy – Pathways to Growth 2018-2023
- Eat Ride Enjoy Campaign was successfully implemented
- Successful completion of five business events
- Sponsorship of the Curtin University Ignition project
- Participation in Grow South East Group
- Public Wi-Fi Renewal and Gigabit Tech Park

EC2 - A clean, safe and accessible place to visit

The principle behind this outcome is that people are more likely to visit and/or recommend a place that is clean, safe and accessible.

How did we do?

Parking Management guides future parking initiatives within the Town, ensuring equitable access for everyone, whilst also monitoring existing parking areas and ensuring a safer community.

In 2017-2018 operations and control for parking management were increased and extended to meet the needs of the community and visitors to the Town for the opening and operations of the new Optus Stadium. This supported the implementation of Town's Eat, Ride 'n' Enjoy campaign with reminders issued to educate residents and visitors following the stadium's opening, as a first time experience.

We also engaged with the community in reviewing and implementing changes to Raphael Park and Burswood parking areas as well as in response to the emerging pressures in the Lathlain precinct.

The implementation of Licence Plate Recognition (LPR) technology continues to roll out as intended following last year's adjustments around recognition of ACROD permits.

We continue to engage employers and employees in the Technology Business Park area to improve on-street parking and reduce parking on sloped verges. The result has created a safe and fair environment for vehicles and pedestrians.

Due to the opening of Optus stadium in January 2018, and the large volume of visitors to the Town across the various transport modes, the parking team has worked with several other government bodies to ensure traffic flow is maintained safely and efficiently, whilst ensuring the Town's residents and ratepayer surroundings are also well protected.

The Healthy Community team introduced smoke free signage and moved its butts bin at Aqualife to limit the exposure of second hand smoke to its customers. We also partnered with The Haven to assist with public donations and a new bin outside of the building.

The Town's Environmental Health Service Area met and surpassed routine inspection targets. *Public Health Act 2016* has been rolled out and the Town's Environmental Health staff have continued to use it as part of their administration tool. There was a large number of requests that were dealt with. A significant noise complaint that has been going on at the Peninsula site between the residents and Crown Perth was satisfactorily completed.

Statistics (break-out box or mini-infographic)

- 993,000 free parking tickets
- 473,000 paid parking tickets
- 1,100 Parking Permits
- 20,700 Parking Infringements

- 1,786 approvals granted for Events, Temporary Food Permits, Development Applications, Noise Management Plans, Liquor Licensing, and new food premises approvals
- 23 Health Notices and prosecutions completed

Environment - To promote sustainable, liveable, healthy and green places for everyone.

EN1 – A land use planning that puts people first in urban design, allows for different housing options for people with different housing needs and enhances the Town’s character

The principle behind this outcome is that as the population increases, people will need to be considered first and foremost in development and urban design. This outcome also acknowledges providing housing options at varying densities which is suitably designed and located will be important in enabling diversity. Finally, the goal will be to take on the challenge of ensuring future development enhances the Town’s character.

How did we do?

Planning

This year we have leveraged many opportunities to work cross-functionally using the Town’s engagement framework and regularly interacting with key external stakeholders to positively influence outcomes, particularly in design which enhances our Town’s character overall.

The Urban Planning Service Area began a review of all 37 of the Town’s existing Local Planning Policies to ensure they are consistent with the Town’s strategic outcomes.

In the next financial year, the Town will be engaging with the community and reviewing the Town of Victoria Park Residential Character Study Area and Local Planning Policy 25 ‘Streetscape’. These are existing planning documents that set out provisions for new development to preserve and/or enhance the Town’s established residential character.

We also started a comprehensive review of the Town’s Local Planning Policies to ensure they are up-to date with current urban planning legislation, best practice principles and the Town’s strategic outcomes.

In 2017-2018 some major milestones were reached in the ongoing transformation of the Town’s Planning Framework.

The Town completed its first Local Planning Strategy which was endorsed and sent to the Western Australian Planning Commission for consent to advertise. This is a major milestone in the ongoing transformation of the Town’s Planning Framework. The Local Planning Strategy sets the strategic direction for the growth and development of the Town and will guide the development of a new Town of Victoria Park Local Planning Scheme, as well several other pieces of work across a variety of areas.

Developing the Local Planning Strategy included a scan of a large range of State and Local level documents and is primarily a response to the State’s direction for the sub-region outlined in Perth and Peel@3.5million.

The preparation of the Local Planning Strategy was informed by a supporting Activity Centres Strategy that was also completed in 2017-2018. The Activity Centres Strategy provided in-depth

analysis on the state and future of the Town's Activity Centres and informed the strategies outlined in the Local Planning Strategy.

Burswood Station East is identified in the Local Planning Strategy as an area of major growth. In 2015 the State Government prepared a District Structure Plan for the entire Burswood Peninsula, providing high level guidance on how the Peninsula will develop. A variety of areas within the Burswood Peninsula require a Local Structure Plan to provide further detail to the guidance set in the District Structure Plan. Burswood Station East is one of these areas and the Town made significant progress in the development of a Local Structure Plan for the area in 2017-2018.

Building

The Town completed the mandatory four-yearly swimming pool inspections in 2017-2018. The Town is grateful to cooperative pool and spa owners, who assisted greatly by maintaining their barriers in compliance with the relevant regulations and standards. Working together makes this mandatory requirement effective and efficient in providing safety in our growing community.

The Town has also become more proactive in explaining some of the major challenges and trends in inner city areas through the Growth Series. Five articles were published in 2017-2018 with more to come.

Social Infrastructure Plan

The Town's population is expected to grow to 56,000 people by 2036 and potentially to 75,000 people by 2050 (WA State Government target). In 2017-2018 the Town undertook a Social Infrastructure Planning process which mapped out current infrastructure and projected need. The Social Infrastructure Plan (SIP) was received by Council in October 2017, and provides a framework to:

- accommodate future growth sustainably and in a way that responds to change positively, and enhances the social, economic and environmental systems that support the Town's liveability;
- ensure social infrastructure planning is consistent with community expectations, taking into account population projections, along with the social, economic and environmental needs of the Town. As such, a forward-looking approach that plans for the coming demographic changes and community needs well in advance is required.
- inform conscious decisions about the future of the Town, rather than maintain a 'business as usual' approach to ensure we retain the unique qualities that make the Town a great place to live, work and visit.

Statistics (break-out box or mini-infographic)

- 426 development applications processed
- 136 subdivision applications and clearances processed
- 3,000 phone calls with planning enquiries responded to
- 8 planning scheme amendments, 1 master plan and 2 local development plans were prepared and progressed to various stages
- 850 permits issued equal to \$149m construction value
- 80 demolition permits issued
- 50 swimming pool approvals

EN2 – A safe, interconnected and well maintained transport network that makes it easy for everyone to get around

This outcome recognises the importance of maintaining the Town's transport network. This will be particularly important as more people live in the Town.

How did we do?

Roads and Transport

The total capital funding revenue received in the 2017-2018 was just over 1.4 million dollars, which included grants from various programs such Metropolitan Regional Road Group, Black Spot, Roads to Recovery and Department of Transport.

Detailed design work on a number of 'Black Spot' intersections began in advance, including the following key locations in the Town:

- Kent Street/Hayman Road Roundabout – pre-deflection treatments on all approached lanes
- Miller Street/Shepperton Road - additional left turn lanes on the eastern leg of Miller Street and northern leg of Shepperton Road. Signals will also be modified to include right arrow phasing and mast-arms. Due to the complexity of some projects, they will be staged over two-years.

As a result of major changes to the road network along Great Eastern Highway for Optus Stadium related transport improvements, the intersection of Teddington Road and Burswood Road was reconfigured to change priority.

The Town completed four right of way designs for future construction works. This a proactive initiative to ensure levels along unmade laneways are set to the standard expected by the Town and will assist future developments.

Traffic calming was installed along Enfield Street as part of staged Lathlain Traffic Management Plan.

A raised 'wombat' crossing was installed on Albany Hwy to improve legibility for pedestrians using the facility and improve compliance.

Right of ways 8A, 14B and 51 were reconstructed to current standards and had street lighting and drainage installed to improve security.

Resurfacing and reconstruction of roads continued to be completed in order of priority to extend life. Some of the main projects included:

- Albany Highway at McMillan Street to Teddington Street
- Bolton Avenue, both northbound and southbound carriageways from Glenn Place to Park Road
- Somerset Street road renewal which incorporated median islands and trees to improve streetscape and reduce traffic speeds in area of high pedestrian movements.

Paths

Detailed design and community consultation was undertaken for a proposed shared path along Rutland Avenue and Goodwood Parade between Welshpool Road and Riversdale Road. All sections are due to be complete in partnership with the Department of Transport in 2019-2020.

New footpaths were constructed on Bolton Avenue and Victoria Park Drive to facilitate movement of crowds in relation to Optus Stadium.

Drainage

New drainage infrastructure was installed on Sommerset Street and Cohn Street as part of the Town's drainage hotspot projects. Detailed design and construction of drainage infrastructure was also completed on Carnavon Street.

Car Parks

Carlisle Reserve car park was fully upgraded with street lighting provided to improve security and drainage upgrade, an ACROD bay has been installed on Harvey Street.

Street Furniture

Bus stops and shelters continued to be brought up to current disability access and inclusion standards in partnership with the Public Transport Authority. A total of five stop shelters were upgraded in 2017-2018. In addition, the Town financially contributed \$4,000 towards a bus shelter upgrade on the boundary between the Town and City of South Perth.

An innovative solar powered smart bench has been installed on Albany Hwy on the verge abutting property No 463 Albany Highway (Town sump), East Victoria Park within the vicinity of Park Centre. The bench is sustainably powered by using solar energy to energise your smart devices. The bench is capable of charging three mobile devices simultaneously, two using wired charging and one using a wireless charging station. In addition, it is equipped with a router, into which a USB mobile modem can be plugged into to facilitate internet access.

Statistics (break-out box or mini-infographic)

- 44087 m2 of road resurfaced
- 3 right of ways upgraded by the Town with new pavement, drainage and lighting
- 96 street light faults reported to Western Power
- 5 Bus stops and shelters upgraded
- Upgraded and repaired underground electrical wiring of the street lights for the stairs of Burswood Train Station

EN3 – A place with sustainable, safe and convenient transport options for everyone

The principle behind this outcome is that the more people walking, cycling, using public transport and other sustainable modes of transport the better from a social, economic and environmental point of view.

How did we do?

The Town of Victoria Park and the City of South Perth embarked on a joint effort to deliver the state's first comprehensive joint bike plan for the community in 2018.

The plan aimed to set out the long-term vision for a strategic cycling network covering both local government areas, in line with the State Government's Perth and Peel@3.5million Transport Plan, whilst understanding the needs of the cycling community and further developing the existing cycling infrastructure.

The two councils appointed a consultant to undertake the development of the bike plan, which included research into the current situation, a gap analysis and best practice solutions suitable for the local community. Community engagement took place in 2017, including three community

workshops, two stakeholder focus groups, a number of stakeholder interviews, an online and hardcopy survey completed by 349 people, a mapping exercise completed by 239 and 951 people informed of the project.

The City of South Perth and Town of Victoria Park are due to adopt the joint bike plan early in the 2018-2019 financial year.

EN4 – A clean place where everyone knows the value of waste, water and energy

This outcome acknowledges the importance of the collection and disposal of waste. The principle behind this outcome is to focus on educating people to reduce the amount of waste they are creating and to recycle their waste more responsibly.

How did we do?

Waste Education

In 2017-2018 the Town engaged the services of a Cleanaway Education Officer to conduct waste education in our local schools.

We also conducted two waste community information workshops in partnership with Enkel and updated the design of the waste calendar for the 2017-2018 year.

We engaged a consultant to undertake a review of our Waste Minimisation Plan. This Plan is due to be finalised and adopted by Council at the end of 2018.

In partnership with Paintback, the collection facility in Welshpool still available for residents to dispose of their unused paint and the Town continues to offer residents a free upgrade of their wheelie bins from 240L to 360L to encourage more recycling.

Four Coffee 'n' Change events were held in the Town to educate and encourage behaviour change covering topics around reducing their consumption and reusing non-biodegradable products. Each of these events were sold out with a maximum of four in attendance and included the topics:

- Ethical Investing
- Beyond Petrol
- Repair to Re-wear
- Plastic Free Future

Statistics (break-out box or mini-infographic)

- 2 waste community information workshops in partnership with Enkel
- 782 tonnes of bulk waste collected during twice yearly verge bulk verge collection with a 29% recovery rate diverted from landfill
- 1250 tonnes of green waste collected during quarterly verge green collection with a 100% recovery rate from landfill
- 3 road sweeps completed across City of South Perth and the Town

EN5 – Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed

The principle behind this outcome is that resources are finite and sustainability is important. It means the Town's facilities will need to be more energy and water efficient, looked after properly and well used.

How did we do?

Fleet

Fleet Services created an approved vehicle selection list that emphasises environmentally friendly vehicles with lower CO2 emissions output and higher levels of Safety (ANCAP 5).

The Town participated in a carbon neutral offset program, where we planted several trees to offset the Town's carbon footprint.

By employing a Heavy Duty Diesel Mechanic, the Town has minimised its reliance on external servicing and repairs for the Town's heavy fleet. The heavy fleet are now serviced and repaired effectively in-house, which significantly reduced fleet down time.

We investigated the feasibility of using alternative technology for light vehicles such as hybrid and electric vehicles.

Our aim of purchased a Graffiti replacement van was carried forward into 2018 due to unforeseen stock shortages, but our maintenance truck was replaced with one that is more fuel efficient, has better carrying capacity and safer on the road.

Assets

The Assets team have embarked on developing and improving data collection and condition auditing processes for the Town of Victoria Park. Having up to date condition data will better inform long-term planning for asset renewal and upgrades.

The following capital projects were completed in 2017-2018

- Aqualife Centre pool deck tiling
- Administration Centre security upgrade and air-conditioning replacement
- Shepperton Road Underpass retiling
- Aqualife – Replacement of boilers, renewal of plant room, filters, pumps and pipework and also re-tiling of swimming pool with new chemical shed
- Energy efficient light replacement with LED across all Council buildings
- Leisurelife – Reception/Café area reconfiguration and floor replacement, court resurfacing, gym floor replacement
- Victoria Park Bowling Club toilet refurbishment
- Higgins Park Tennis Club kitchen refurbishment
- Carlisle Reserve clubrooms carpet replacement
- Depot Warehouse roof and cladding replacement
- Fire Panel replacement – Library and Administration building
- Aqualife – new crèche furniture, gym equipment and pool equipment purchased

The following projects were planned but not completed in the financial year due to deficiencies in staff resourcing (procurement and asset management). These projects are currently in progress to deliver in 2018-2019.

- Taylor Street Reserve toilet upgrade
- 6 and 8 Kent Street construction works for Ranger and Parking Administration
- Leisurelife change room refurbishment

Asset Management also provide cleaning services and regular maintenance services to all the Town's facilities to ensure they are well maintained and providing a good level of service to the community.

Statistics (break-out box or mini-infographic)

Fleet

- 20 vehicles successfully evaluated, purchased and commissions
- Fleet external repair cost reduction of 45%
- Fleet external service repair costs reduction of 32%
- Increase in the cost of fuel usage by 8.4%
- Upgraded Green stamp environmental accreditation to “Advantage” level
- A steady reduction of the Town’s light fleet population achieved since 2014
- 3 electric bikes for use by staff purchased

Assets

- 1053 building maintenance requests actioned
- 54 building capital projects were completed
- Implemented intramaps roam for mobile data collection and auditing

EN6 – Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed

The principle behind this outcome is that the Town’s parks, reserves, bush land areas and river foreshore will be more and more important as its population increases. It means they will need to be more energy and water efficient, looked after properly and well used.

How did we do?

The Parks department has continued its focus on providing high quality public open space and street gardens during the 2017-2018 financial year. With a change to two mobile horticultural crews, there has been a greater focus on upgrading and maintaining the street gardens and roundabouts. Street tree planting numbers are increasing with community expectations. Major upgrades at G.O. Edwards Park stage one, as well as three new playgrounds, provide new infrastructure for the public to use.

A new well-designed, efficient reticulation system for Harold Rossiter Park, and new sections of turf at Carlisle Reserve, have improved the quality of the playing surface at active sport reserves.

Ongoing revegetation works at George Street reserve next to Kensington Bushland, have continued as part of the Town’s 11-year program to upgrade the site as a buffer zone and fauna food source.

Public consultation were held for the Fletcher Park and Frazer Park playground upgrades, with completion of new playgrounds at Fletcher Park, Fraser Park and the Victoria Park Community Centre.

We maintained all reserves as scheduled and completed the upgrade of G.O. Edwards Park stage 1 incorporating new paths, adventure playground and native garden areas.

Statistics (break-out box or mini-infographic)

- 16,000+ street trees audited and maintained
- 7500 tube stock planted as part of revegetation works at George Street Reserve
- 400 new street trees planted, in addition to planting in Parks

EN7 – Increased vegetation and tree canopy

The principle behind this outcome is to recognise that both public and private land pressures on our urban environment are increasingly apparent, and the rate of urban deforestation across Perth has been rapid with a loss tree canopy having a direct and indirect impact upon the quality of health and amenity enjoyed by residents.

How did we do?

Following community and Council support, the Town began developing an Urban Forest Strategy. This used an asset-based community development approach by engaging an incorporated community group, namely the Vic Park Collective, in partnership with the Victoria Park Urban Tree Network.

The Town of Victoria Park's Urban Forest Strategy aims to contribute to the health and wellbeing of our community and a sustainable liveable city.

The strategy is needed to expand and better manage trees within our Town - on both public and private land - and to achieve our tree canopy target of 20% as adopted by our Town's Council.

The Urban Forest Strategy has been created by the community for the community, and it is anticipated that the Town will manage and facilitate its implementation with support from the community.

Since the inception of the Project in 2017, the following major milestones have been achieved:

- Extensive community consultation and workshop series. These were separate, themed workshops for residents, industrial sector, commercial/retail sector and children.
- Workshops with Elected Members and staff
- Release of full draft Urban Forest Strategy for community, staff, peer and academic review (including UWA, Curtin University and Bank of Ideas).

In the 2018-2019 financial year, pending the Council adoption of the strategy, work will begin on developing an implementation plan along with a supporting Associated Tree Species Matrix document.

Civic Leadership - To show leadership by communicating with, empowering and supporting people in the community.

CL1 - Everyone receives appropriate information in the most efficient and effective way for them

This outcome recognises the importance the Town places on continuing to ensure we reach all our potential stakeholders and audiences, and that these people receive information in various ways, at different times, with relevant content in formats that are easily accessible and understood.

How did we do?

Formation of Stakeholder Relations

Following the roll-out of the Reshuffle project, the Customer Relations, Communications and Marketing and Engagement teams have been successfully brought together under the new functional area of Stakeholder Relations. Reporting to the CEO it focuses on delivering integrated customer and communications and engagement support and advisory services to the Town, as well as relationship building strategies with stakeholders at various levels, internally and externally.

Eat, Ride ‘n’ Enjoy campaign

Following the opening of the new Optus Stadium in January 2018, the Communications and Engagement team worked with Economic Development to plan and deliver a strategy to capitalise on the opening of the stadium within the Town, marketing it as a destination for eating and drinking before and after stadium events, to provide a flow-on economic benefit to our local businesses. A six-month campaign was delivered which included the creation of a new website developed in-house, using the Town’s existing website platform. The concept and campaign developed the Eat Ride n Enjoy, brand and video and used multiple channels of advertising including game day score board advertising at stadium AFL matches, outdoor bus shelters, social, traditional, and paid media avenues. Local businesses were involved in choosing the advertising concept and creating special offers for stadium patrons. We provided print and digital assets to each business enlisted and encouraged them to own and promote the campaign using their own channels and networks. Analysis showed high awareness of the campaign beyond the district.

Other Projects

A Digital Workplace project plan was developed to implement a new Intranet and Councillor Portal platform for better staff and elected member communication and workflow support and efficiency. This is due to roll out in the next financial year.

Work within this Service Area has also begun on developing an Advocacy Framework, an updated Strategic Marketing Plan and Brand Re-fresh to align with the Town’s Strategic Community Plan vision and mission.

Town Website

The Town’s website software received three enhancements from provider Seamless CMS, in September, December and April. Each update added new features and improvements. Web champions received a training session on some of these new features held in May.

Our website’s most popular pages by number of views for the year are outlined below.

Page	Views
Home	172,074
Around Town/Facilities/Leisure-centres/Aqualife	56,585
Contact Us	27,899
Your property/Rubbish – recycling	27,838
Jobs Listing	27,362
Around Town/Facilities/Leisure-centres	24,977
Around Town / Facilities / Library	18,875

Social

Increased social media followings per platform (average of 2% per month)

- Facebook 1,814. Total followers at June 30 - 9,387

- Twitter 193. Total followers at June 30 - 2,644
- Instagram 489. Total followers at June 30 - 3,186
- Linked In 498. Total followers at June 30 -1,422

Publications

- Life in the Park corporate e-newsletter produced monthly. Subscribers to this decreased by 575 over the year. The average open rate monthly was around 27% (higher than the government average being 26.2%) with an average 12% click through rate.
- Five other e-newsletters published monthly for Town service areas and projects
- Life in the Park printed newsletters produced and delivered to all households quarterly as well as a budget edition in June
- 52 media releases issued
- Annual Report 2016 -17 produced

Campaigns

- Local Government elections Vote Vic Park 2017 campaign (September)
- Eat Ride n Enjoy – Optus Stadium opening Economic Development campaign (Jan - July)

Statistics (break-out box or mini-infographic)

- 38 communication plans developed
- 52 media releases issued
- 232 graphic design jobs completed in house
- 172,074 visits to the website homepage
- 6 e-newsletters produced monthly
- 2% average monthly increase on all social media platforms
- Total Website page views 1,136,011. Sessions: 415,478

CL2 – A community that is authentically engaged and informed in a timely manner

This outcome recognises the importance the Town places on continuing to ensure the community is authentically engaged and informed under its Public Participation Policy.

How did we do?

Centralised Engagement

Part of the Town’s internal re-structure allowed for Community Engagement to become a core, and centralised function with a six-month trial of a dedicated Community Engagement Advisor. The position was moved from the Project Management function to a streamlined communications and engagement service area within the Stakeholder Relations line of business reporting to the CEO. In the next financial year, this position is expected to be made permanent.

Engagement Sessions

Forty-two engagement sessions (workshops, pop ups, info sessions, surveys, quick polls and public comment periods) were held over 10 months of the year. This is an average of four per month. Note: – no engagement is usually held over the December- January period.

Three of the workshops had a low percentage of satisfaction. These were related to the Synthetic Hockey Turf project. The remainder of the workshops had above 80% satisfaction.

New Initiatives

Urban Planning is now using 'Your Thoughts', the Town's online consultation hub to advertise planning proposals to the public. This allows for residents and the wider public to easily view and comment on proposed development plans in their neighbourhood.

We also worked with the Project Management Office, to ensure community engagement requirements are now integrated into the project management toolkit, while also starting on an engagement reporting framework and tool kit to support service areas meet expectations in the Town's Public Participation Policy.

Statistics (break-out box or mini-infographic)

- 42 engagement sessions held
- 18,500 people made aware
- 10,600 people informed
- 4,100 people engaged in activities open for public comment

CL3 – Well thought out and managed projects that are delivered successfully

This outcome acknowledges the importance of ensuring the projects the Town implements are the right ones that allow time for them to be planned properly and are ultimately delivering what they are meant to deliver.

How did we do?

The 2017-2018 financial year was the beginning of the reinvention of the Project Management Office (PMO). The allocated resourcing following the organisational re-structure for the unit was filled with the appointment of two additional strategic project managers. The Project Management Office was "reshuffled" from management by the CEO to the Chief Operations Officer.

The role of PMO was redefined, with project focused project managers, distinct from new dedicated project management organisational support. Resourcing reallocation created additional staff positions for organisation project management support with a Coordinator Project Support for Project Management and Admin Support of Project Management.

A corporate wide Projects Register was created to visibly capture all proposals and projects across the organisation. The existing project management toolbox was reinvented with adoption of the PRINCE2 methodology Project Management framework for corporate wide application. PRINCE2 training occurred for all members of the PMO team. PRINCE2 has been made the project management training benchmark for other staff in the organisation and external consultants engaged.

The project management toolkit, including work flow, all templates and approval gateways has been re-drafted. A Project Management software application was scoped for appropriate reformatting, based upon the PRINCE2 methodology and the new templates, as a proof of concept to roll out for all Town projects is ongoing.

Synthetic Turf Hockey Facility

Throughout Australia and the world, hockey is predominantly played on synthetic turf pitches, especially aspiring elite clubs. As the highest membership amateur sports club in the Town and as

one of only two “Premier 1” hockey clubs in Perth that do not have a synthetic turf pitch, the Town has broadly investigated locations and strategies to assist the Victoria Park Xavier Hockey Club (VPXHC) to obtain one.

An independent consultancy which included community consultation, seeking Town locations for a Synthetic Turf for the VPXHC, recommended that no Town sites, including Harold Rossiter Reserve and Raphael Park, were deemed suitable sites for a Synthetic Turf Facility and club relocation. The Towns community informed Public Open Space Strategy, which is anticipated to be prepared and endorsed by November 2019, is expected to further inform this investigation. The Town is committed to continue to work with the VPXHC, our community and other stakeholders to investigate alternative locations and strategies for a Synthetic Turf for the VPXHC, and have jointly met with adjoining local authorities during 2017-2018 regarding a regional solution.

Community Benefits Strategy

The Community Benefits Strategy will be delivered through a partnership formed between the Town, West Coast Eagles, Wirrpanda Foundation and Perth Football Club, which aims to set new standards in the delivery of an active community sports complex, as well as lasting community benefits. These may cover a range of new and expanded community programs focusing on youth, families, health, sport and education for people of all ages and backgrounds.

The strategy, will underpin the commitment of the project partners to community, and guarantees the employment of two full time positions to implement initiatives. The aim of the strategy is to outline key initiatives we will deliver together for the benefit of the whole community.

During the 2017 -2018 financial year the partners established identified strengths, designed an assessment framework and aligned the strategy direction to the Town's new Strategic Community Plan in the areas of social, economic, environment and leadership. The coming financial year will see extensive engagement with our community to define a mix of program for the first five years of the strategy.

Lathlain Precinct Redevelopment Project

The Lathlain Precinct Redevelopment Project (LPRP) is a “parent” project to eight zoned “child” projects. The Town’s projects are aligned to and influenced by the progress of the West Coast Eagles Administration and Training Facility and the availability of third party funding. The Zone 3 target for construction practical completion is the end of March 2019.

In 2017-2018 the Zone 1 Community and Perth Football Club Redevelopment saw renewed effort and interaction between the Town and the Perth Football Club Board and executive during the year to reset the development strategy and this is ongoing.

Zone 2, and Zone 2X, Community Activity, saw the culmination of 18 months of community and design consultant work presented to Council as the Design Concept Plan, which was endorsed with minor amendments (overflow event parking removed and dog park land allocation defined). The Zone 2 concept plans were progressed to 70% design to finalise that consultancy contract engagement, and a new consultancy Tender was undertaken for a contract to take the concept designs to final construction design for tender, for Zone 2X and the Zone 2 ablutions . That design work is ongoing.

The Town are working with the West Coast Eagles to facilitate the Zone 3 project delivery, and working to mitigate development works impacts on the surrounding community (particularly tradesperson street parking).

Zone 7 focus has been on street parking in the McCartney Crescent road reserve. The concept plan was endorsed as part of Zone 2 concept approval and an engineering consultancy was engaged for the detail design. This detail design is ongoing.

John Macmillan Park

Since 2001, works within John Macmillan Park have been subject to the investigation and planning of an identifiable 'Town Centre'. Over a period of 16 years the precinct went through various recommended plans and proposals to deliver a redevelopment of the area, none of which progressed.

Since a Council Resolution in 2015, there has been limited works in the area which has led to a decrease in activity in the park and various other issues, such as anti-social behaviour, degraded facilities and a lack of integration with surrounding amenities.

The John Mactivation project will seek to revitalise the precinct along Sussex St, outside the Town Library, with the objective of meeting community needs and providing a safer and more inviting space. This year the concept design was informed by a community engagement process, where the community voted on their most desired elements for John Macmillan Park.

CL4 – Appropriate information management that is easily accessible, accurate and reliable

The point of this outcome is to ensure information technology allows the Town to do what it needs to do and that records are documented as required.

How did we do?

ICT Strategic Plan

In 2017-2018 we completed the development of our ICT Strategic Plan, in line with the Integrated Planning Reporting Framework's ICT Strategic Framework, which is an informing strategy to the Strategic Community Plan.

ICT Security Strategic Plan

The Town developed an ICT Security Strategic Plan, as a priority outcome of the above mentioned ICT Strategic Plan deliverables, which outlines the cyber security posture of the Town of Victoria Park.

ICT Disaster Recovery Strategic Plan

We also undertook the development of the ICT Disaster Recovery Strategic Plan which outlines the coordinated recovery efforts of the Town, in the event of a major technology outage.

ICT Resource Management Plan

Finally, the ICT Resource Management Plan, also developed, outlines the personnel and skill requirements in both the Information Technology and Information Management teams that sit under ICT in Corporate Services.

Disaster recovery planning, cyber security planning and support, information management frameworks and hardware and software strategic planning are ongoing.

Print Strategy

In December 2017, ICT delivered a Print Strategy for the Town. The aim of this strategy was to encourage a 'less paper office' whilst ensuring that all print services supported the delivery of services to the community in a cost effective, secure and green manner.

Statistics (break-out box or mini-infographic)

- 4,400 Helpdesk requests resolved
- 97% of all requests resolved within agreed service levels
- 3,800 hours spent resolving requests
- 74,900 documents registered into the Town's electronic document and records management system (TRIM)
- 45% of all documents registered came from the Finance department
- 24% of all Helpdesk requests were related to TRIM Registration and Maintenance

CL5 – Innovative, empowered and responsible organisational culture with the right people in the right jobs

The principle behind this outcome is that people are the most important resource the Town has in being able to achieve the vision, mission and other strategic outcomes in this plan.

How did we do?

The Reshuffle project focused on the realignment of the Town's structure to its planning and decision making framework, and the promotion of better service delivery and accountability. The new structure has empowered staff at the operational level through increased job responsibility, autonomy in decision making, and increased authority. This increase in staff capacity provides improved service delivery as well as enhancing staff career development opportunities.

The cultural optimisation program is focused on the development of a Town culture that is responsive to customer's needs and is supported by a standard of leadership that promotes staff capacity and growth. It promotes the values and behaviours for individuals and teams and develops cooperation and commitment in quality service delivery.

The annual training calendar has provided a range of key competency training modules for staff inclusive of project management; community engagement; risk management and administration skills.

Statistics (break-out box or mini-infographic)

- 27 Service Area Delivery Plans developed to align with the Strategic Community plan and the Corporate Business Plan
- 211 Position Descriptions updated following the restructure
- 157 staff training and development attendances organised
- 88 vacancy recruitments coordinated
- 113 new Employees (including casuals) hired
- 25 staff incidents investigated and reported on
- 50 Safety Officer attendances at staff meetings

CL6 – Finances are managed appropriately, sustainably and transparently for the benefit of the community

The principle behind this outcome is that employees and elected members acknowledge the responsibility associated with spending and managing public money, and for revenue diversification strategies to be explored to lessen reliance on rates.

How did we do?

Financial Services continued to achieve its primary outcome by focusing its efforts on implementing and maintaining sound internal controls and procedures for all financial functions within the Town. We explored options in automating key functions of the Finance department which in-turn adds value to the organisation and eliminates inefficiencies. Initial research was completed into automating the accounts payable invoice payment process. This project will be implemented in the 2018-2019 financial year. We have also reviewed and completed our pre-implementation testing for the emailing of debtor invoices. This will also be fully implemented during the 2018-2019 financial year.

An annual financial statement audit for 2017 and the internal control audit for 2018 were completed by external auditors with no significant matters to report. We successfully implemented changes to the core accounting system to reflect the new organisational structure and increased transparency in financial reporting by taking monthly financial reports through the Finance and Audit Committee.

ICT supported our business systems, online accounts payable workflows and core system integrations.

Through the use of appropriate, easily usable Project Management software, we expect project related financial information will become readily transparent with report generating capability.

Land Asset Optimisation Strategy

The Land Asset Optimisation Strategy is a priority project aims to deliver revenue diversification and generation whilst enabling redevelopment proposals, and to act as a catalyst for regeneration or redevelopment of the Town's land assets.

During 2017-2018 the Land Asset Optimisation Strategy delivered a number of business cases for consideration by Council. A ground lease was executed for 6-8 Planet Street delivering circa \$800,000 in revenue for five years rental with a further five-year option to be considered. This allows the Town to still own the asset whilst generate a recurrent income stream.

The sale of 12 Lathlain Place was delivered, with specific contractual control to help manage the outcome on the land holding the revenue of circa \$1.2M. This is an amazing result being above valuation in the current market with settlement occurring in the 2018-2019 Financial Year.

The 25 Boundary Road sump business case was approved and a subdivision is progressing, this is helping unlock and understand potential sump rationalisation that could occur whilst aiming to deliver a healthy circa \$200,000 profit for the Town.

Other land holdings are being investigated and de-risked to unlock opportunities aimed at delivering additional revenue for the Town. Leasing and Investment Policies are also being developed to further achieve economic resistance for the Town.

Statistics (break-out box or mini-infographic)

- 97.6% of 2018 rates levied was collected by 30 June
- Return on investments is 12% higher than budgeted

CL7 – People have positive exchanges with the Town that inspires confidence in the information and timely service received

The principle behind this outcome revolves around the Town recognising all its employees play a part in delivering excellent service and building relationships with residents, customers, community groups and other stakeholders.

How did we do?

Within the new line of business of Stakeholder Relations, the Customer Relations team continued to achieve its primary outcome by focusing its efforts on implementing and maintaining its customer charter service standards and behaviours. Following the roll out of our You Me Community project, several new initiatives were undertaken to assist in measuring community satisfaction.

Customer surveying at point of service completion has given the community the opportunity to give real time feedback on levels of service satisfaction. When engaging with the Town regarding any of over 100 types of service request (from reporting abandoned vehicle through to collecting waste) whether this is via telephone, in person, email, social media or through reporting forms on our website, our Customer Request Management System (CRMS) will send a survey asking for your feedback at the point of request closure.

When visiting us in person customers can also let us know anonymously via a free standing survey kiosk, how our service was, by giving us a rating (Net Promoter Score) and suggesting anything you would like us to improve on. We have also placed feedback kiosks at all of our contact centre locations. In 2017/18 we received 2696 individual responses via this mechanism.

A visitor management system was introduced across all centres of the Town. This system is comprised of a visitor kiosk that allows visitors and guests to sign in and notify their host that they have arrived. This system also assists with emergency management, keeping an up to date and accurate list of people on site.

The team began a review of its recently adopted Customer Service Delivery Policy with the aim of also developing a suite of supporting documents including a Customer Service Delivery Management Practice and complaints guidelines, and a Quality Review Strategy. These documents are expected to be completed and endorsed by Council in the next financial year.

Other first point of contact centres, such as the Town's digital hub, library and leisure centres also act as primary customer facing spaces, and actively present a daily positive experiences to our community and always assist individuals to gain appropriate and timely information to assist them.

A couple of customer service transactions also became possible to do online via our website, including animal registrations and renewals, and lodging requests with direct integration into the Town's CRM.

Statistics *(break-out box or mini-infographic)*

- 82.7% of people who contacted the Town's Customer Relations Team stated they were confident in the information provided
- 80.9% of customers surveyed spoke positively of their interactions with the Town via our Net Promoter Score kiosks
- 81% of calls to the Customer Relations Team were answered within 20 seconds
- 137,864 phone calls to Administration Centre
- 15,860 in person interactions at the Administration Centre
- 29,108 phone calls to Leisurelife Centre
- 41,037 phone calls to Aqualife Centre
- 10,339 phone calls to Depot

CL8 – Visionary civic leadership with sound and accountable governance that reflects objective decision-making

This principle acknowledges the importance of visionary leadership, sound and accountable governance and objective decision-making.

How did we do?

The Town of Victoria Park is committed to good governance and ensuring transparency and accountability across all its activities. It is eager to attract a diverse elected body that represents, promotes and reflects the representative composition of the community. The Town also strives to ensure its elected body has a comprehensive understanding of its roles and responsibilities and is committed to encouraging a civic-minded community that actively engages with it, to achieve consensus and legitimacy in decision-making.

- Provided and delivered training and initiatives to foster a skilled and confident elected body over the year included the following.
- An induction manual was prepared to assist newly Elected Members understand their role in local government decision making.
- A Caretaker policy was adopted to apply during election periods
- The Town’s Information Statement was reviewed and published on the website to assist applicants with Freedom of Information enquiries
- Reviews of the Parking Facilities and Dogs Local Law began with seeking public comment to facilitate a contemporary approach to promulgating new local laws.

Statistics (break-out box or mini-infographic)

- 4 new policies implemented
- 2 policies reviewed

CL9 – Appropriate devolution of decision-making and service provision to an empowered community

The principle behind this outcome is acceptance that in the future it will be entirely reasonable for individuals and/or community groups in the Town to be more capable of assisting or leading the provision of services, implementing projects or making decisions. This means the Town will need to be increasingly sophisticated about the strengths and opportunities that exist in the community.

How did we do?

Independent Committee Members

In June 2018 Council appointed up to two ‘other persons’ as independent members to each of its four committees. Section 5.9(1) of the Local Government Act 1995 defines ‘other persons’ to mean a person who is not a council member or employee. Nominations from enthusiastic and committed people to complement each Committee’s existing skill set and help achieve the vision and mission of the Town were invited to express interest and were interviewed against selection criteria in line with each Committee’s Terms of Reference. Preferred candidates appointed do not receive an allowance.

Appointments per committee included:

- Community Development Committee - Anna Presser and Silvia Lozeva;
- Future Planning Committee - Scott Davies;
- Economic Development Committee - Steven McCabe and Callum Prior;
- Finance and Audit Committee - Neil Formosa and Jonathon Carley.

Devolution Strategy

The Town has committed to preparing a strategy document for the formulation and timeline of appropriate and legally based devolution of relevant decision-making to an empowered community.

Many service areas are using Asset Based Community Development or addressing community driven initiatives and it is important to formalise this process to ensure the Town's efforts in empowering the devolving of decision-making to the community is targeted, programed and measurable. The outcome will be to institutionalise future acceptance that individuals and /or community groups in the Town are capable of assisting and leading the provision of services implementing projects and making decisions.

Strategy development and the start-up phase of the project is expected to be scoped in 2018-2019.

Case Study – Urban Forest Strategy

The Urban Forest Strategy has been created by the community for the community, and it is anticipated the Town will manage and facilitate its implementation with support from the community. This engagement process for the first time has also moved community and the Town into the 'Collaborate' and 'Empower' levels of the Town's engagement framework, under its Public Participation Policy. This policy and framework align with the principles of the International Association of Public Participation (iap2) which describes the levels of influence stakeholders have over decision-making for set projects or issues from Inform, Consult, Involve, Collaborate, up to Empower – where the ultimate decision or outcome sits with the community.

CL10 – Legislative responsibilities are resourced and managed appropriately, diligently and equitably

The principle behind this outcome is the recognition that the majority of the Town's responsibilities are legislative. The Town is responsible for the administration and where required, application and enforcement of a number of laws.

How did we do?

Over the past year Governance has supported the organisation by reviewing all reports being presented to Council to ensure compliance with relevant legislation. Quarterly compliance audits were undertaken which confirmed the Town was compliant with the *Local Government Act 1995* and its regulations. A review was undertaken pursuant to the Town's Risk Management Framework which focussed on embedding continual improvement and an internal audit of the Records Management System was undertaken.

During the course of the new financial year, the Governance areas will progress with the in-depth review of all Council policies to produce a new contemporary policy manual.

The Town was 100% compliant in completing its Annual Compliance Audit Return (the CAR) to the Department of Local Government. The CAR is an obligatory requirement pursuant to the *Local Government (Audit) Regulations 1996*.

The Biennial Local Government Elections were conducted as a postal election by the Western Australian Electoral Commissioner. The Town in conjunction with the City of South Perth held a successful candidates information session. The elections were carried out without any issues being experienced.

An internal audit was undertaken of the Town's Records Management System which revealed the system was compliant with the *State Records Act 2000*.

The Annual review of the Delegations Register was started pursuant to Section 5.46 of the *Local Government Act 1995*.

A review was undertaken pursuant to the Town's Risk Management Framework which focused on embedding continual improvement.

Statutory Reporting

Competition Principles Agreement – National Competition Policy

In 1995 the Council of Australian Governments entered into a number of agreements, collectively known as the National Competition Policy.

Local government is affected mainly where it operates significant business activities which compete, or could compete, with private sector businesses. Local government will also be affected where local laws unnecessarily affect competition.

The Town is therefore required to comply with certain policies contained within the National Competition Policy Statement and report on progress in connection with Competitive Neutrality Principles.

The Competition Principles Agreement (CPA) is a contractual agreement between the Federal Government and all State and Territory governments. Local government is committed to the CPA through the State Governments' involvement. The focus of the CPA is to ensure all public enterprises operate in a transparent manner in the best public interest. This requires public enterprises to review their operations to ensure they do not have a competitive advantage or disadvantage resulting from their status as public enterprises.

To ensure compliance with the CPA, local governments are required to include in their annual reports, certain particulars in relation to CPA. The Town supports the concept of the CPA and in this regard the following particulars are reported.

Competitive Neutrality

It is the Town's responsibility to determine whether it is engaged in 'significant business activities' within the context of its operations and therefore whether it is required to apply the competitive neutrality principles.

Local government is only required to implement the above principles to the extent that the benefits to be realised from implementation outweigh the costs in respect to individual business activities exceeding an annual income of \$500,000. Within these criteria the Town identified the following business activities:

- Aqualife Centre
- Leisurelife Centre

The public benefit tests for these activities revealed that competitive advantages and disadvantages existed in each of these two facilities and it was beneficial to the local community to continue the operational subsidies to enable the services to be maintained in the future.

At present no activities undertaken by the Town have been classified as either a Public Trading Enterprise or a Public Financial Enterprise by the Australian Bureau of Statistics. During the reporting period the Town did not receive any allegations of non-compliance with the principles of Competitive Neutrality.

Structural Reform of Public Monopolies

The Town does not operate any Public Monopolies within the CPA definition and accordingly there is no reporting requirement. The Town did not privatise any activities during 2017-2018.

Local Laws

A review of the Town's Local Laws shown below are currently being undertaken:

- Town of Victoria Park Parking and Parking Facilities Local Law
- Town of Victoria Park Parking Dogs Local Law 2010
- Town of Victoria Park Standing Orders Local Law 2011.

Local Government (Rules of Conduct) Regulations 2007

These regulations require the reporting of various offences by elected members, as prescribed by the Regulations. Elected members must comply with their obligations under the *Local Government Act 1995* (the Act) and subsidiary legislation. Complaints about elected member conduct are to be made to the Complaints Officer who, in accordance with section 5.120 of the Act, must be a designated senior employee. The Town's Complaints Officer is the Chief Executive Officer. For the 2017-2018 financial year three complaints were received concerning elected members. No Action in relation to these complaints was undertaken by the Local Government Standard Panel.

Public Interest Disclosure

In accordance with the requirements of the Public Interest Disclosure Act 2003 (the PID Act), the Town has established procedures to facilitate the making of disclosures under the PID Act. These procedures set out the processes in place in respect to protected disclosures generally, to protect people from reprisals for making protected disclosures, and to provide guidance on investigations. In the 2017 2018 financial year no disclosures relating to improper conduct were made to the Town.

Compliance Audit Return

All local governments are required to carry out an annual compliance audit for the period 1 January to 31 December. The return includes a range of compliance categories to be met by local government.

The 2017 Compliance Audit Return was presented to Council on 13 February 2018. In all areas the Town was compliant in the 2017 Audit. A certified copy of the Compliance Audit Return was submitted to the Director-General of the Department of Local Government and Communities on 17 February 2018.

In addition to its statutory obligation the Town conducts its own quarterly in house Compliance Audits to ensure it complies with its regulatory requirements pursuant to the *Local Government Act 1995* (the Act). The Act prescribes that only an annual Compliance Audit is undertaken.

Register of financial interests for elected members and senior employees

The requirements of the *Local Government Act 1995* (the Act) in reporting the financial interests of elected members and senior employees were complied with. This register was implemented on 1 July 1997 in accordance with the requirements of the Act. It is held in the Chief Executive Officer's office and is available for viewing by the public, as well as being posted on the Town's website for the public to access digitally.

On 3 March 2016 amendments to the Act, the Local Government (Administration) Regulations 1996 and the Local Government (Rules of Conduct) Regulations 2007 introduced a number of new requirements.

These require the Town of Victoria Park's elected members and designated employees to disclose a gift and/or contributions to travel worth more than \$200 to the Chief Executive Officer within 10 days of having received the gift. This includes multiple gifts or contributions from the same donor where the total value is over \$200.

Governance Framework

The Town has in place a Corporate Governance Framework endorsed by Council to ensure the services and facilities provided are by proper and democratic government, to the people who have a stakeholder interest in the region, including residents, commercial and retail business, those people who work within the district, and local, national and international visitors.

Governance is an important concept and impacts on all sectors of the community. The practice of good governance is increasingly seen as critical for ensuring:

- the organisation meets legal and ethical compliance;
- decisions are made in the interests of all stakeholders;
- the organisation behaves as a good corporate citizen.

Employee Remuneration

Determination of the Salaries and Allowances Tribunal – Chief Executive Officer Remuneration

The Salaries and Allowances Tribunal ("the Tribunal") is an independent statutory authority empowered with the responsibility of determining, amongst other matters, the total remuneration payment range of the Chief Executive Officer.

This is set out in Section 7A of the *Salaries and Allowances Act 1975*, which requires the Tribunal, at intervals of not more than 12 months, to "inquire into and determine, the amount of remuneration, or the minimum and maximum amounts of remuneration, to be paid or provided to chief executive officers of local governments".

The Tribunal has, for the period 1 July 2017 to 30 June 2018, determined the Town of Victoria Park to be a Band 2 local government for the purposes of determining the total remuneration payable to the Chief Executive Officer. The total remuneration payment range, as determined by the Tribunal, is to be between \$204,455 and \$316,586.

For the purposes of disclosure, the following table shows the breakdown of the remuneration package for the Chief Executive Officer as at 30 June 2018. At no time during the financial year did the total remuneration package fall outside the range determined by the Tribunal.

Defined Benefit	As at 30 June 2018
Cash Salary	\$268,165
Packaged Benefits	\$43,151
Total Remuneration Package	\$311,316

Employees with a Salary Greater than \$100,000

The table below is prepared in accordance with Section 19B of the *Local Government (Administration) Regulations 1996*. This Section requires that the Town of Victoria Park reports, in bands of \$10,000, the number of employees entitled to an annual salary of \$100,000 or more at 30 June 2018.

Salary Band	2018	2017	2016
\$100,000 - \$109,999	5	6	-
\$110,000 - \$119,999	-	-	-
\$120,000 - \$129,999	3	-	8
\$130,000 - \$139,999	10	9	-
\$140,000 - \$149,999	-	-	-
\$150,000 - \$159,999	-	-	-
\$160,000 - \$169,999	-	-	1
\$170,000 - \$179,999	-	3	4
\$180,000 - \$189,999	3	-	-
\$190,000 - \$199,999	-	-	-
\$200,000 - \$209,999	-	-	-
\$210,000 - \$219,999	-	-	-
\$220,000 - \$229,999	-	-	-
\$230,000 - \$239,999	-	-	-
\$240,000 - \$249,999	-	-	-
\$250,000 - \$259,999	-	-	1
\$260,000 - \$269,999	1	1	-
Total	22	19	14

Risk Management

It is the Town's policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management) in the management of all risks that may affect the Town, its customers, people, assets, functions, objectives, operations or members of the public.

Risk management forms part of the strategic, operational, project and line management responsibilities and where possible, is incorporated within the Town's Integrated Planning and Reporting Framework.

The Council will determine the Risk Management Policy and the Town's C-Suite (Executive Management Team) will communicate the policy, objectives and procedures, as well as directing and monitoring implementation, practice and performance.

Every employee of the Town is recognised as having a role in risk management from the identification of risks to implementing risk treatments and is invited and encouraged to participate in the process.

The Town's Risk Management Framework is required to be reviewed for appropriateness and effectiveness at least every two years. The next review is due to be presented to the Finance and Audit Committee in November 2018.

Disability Access and Inclusion

Since 1995 it has been a requirement under the Disability Services Act 1993 that all public authorities prepare and implement a Disability Access and Inclusion Plan (DAIP) to improve access to their services for people with disability. The Act requires public authorities to lodge a DAIP to the Disability Services Commission (now Department of Communities) and further is required to report on its DAIP in the Annual Report.

In September 2017 a new five year DAIP was endorsed by Council after a nine month community and organisational consultation process. Thirty one strategies were identified as meeting seven DAIP outcomes in the areas of services and events; buildings and facilities; information; level and quality of service; complaints; consultation; and employment.

Some of the projects and activities rolled out in 2017-2018 across the organisation include:

- New Employee DAIP Induction
- Disability Awareness in the Built Environment Training
- Implementation Plan Framework
- Accessible and Inclusive Events Organisation Manual
- AUSLAN Translation Services at Twilight Trio Concert Series
- Administration Centre Access Audit Projects

Further, the Town aims to operationalise the DAIP through imbedding the principles of access and inclusion into procedures and programs. To do this the Town will consult regularly with people who have a lived or professional experience of disability in the community via a newly formed Access and Inclusion Community Reference Group. This group will provide representative input and advice around access and inclusion with reference to the Town's plans, activities, programs and processes. Regular consultation with people impacted by access and inclusion issues reflects the vision, Town of Victoria Park: A dynamic place for everyone'.

Disability Access and Inclusion Plan Consultation to Implementation

Community Feedback on Draft DAIP Consultation (11 July to 8 August)

- 17 organisations contributed during the review process
- 140 comments received overall to help inform the new DAIP
- 6 Media Releases/Advertisements in the Southern Gazette Newspaper throughout process
- Endorsed by Council on 12 September 2017
- 100% meets the requirements of the Disability Services Act 1993 (Advice 23 November 2018)
- 400 hard copies of DAIP distributed within the organisation and the community

- 2 Braille and Audio copies of DAIP produced for community, held at at VisAbility and Town library
- 1 collaborative event to launch the new DAIP as part of the Thank a Volunteer “Breakfast of Champions” during Disability Awareness Week, held on 5 December 2018

Disability Awareness Initiatives

- 4 DAIP Awareness Presentations delivered as part of the New Employee Induction Program from February 2018
- 1 WA Access and Inclusion Officers Network Group meeting at VisAbility WA held on 14 February 2018
- 4 Town officers attended Inclusive Events Training at City of Belmont on 8 May 2018
- 21 Town officers participated in Disability Awareness in the Built Environment Training on 21 June 2018
- 19 applications received for the Access and Inclusion Community Reference Group
- 100 % compliance with legislative requirements with DAIP Annual Report submitted to Department of Communities on 29 June 2018

Financial assistance 2017-2018

Operating Subsidies

Connect Victoria Park

Operational Subsidy \$50,000

- S1- A Healthy Community
- S2- An Informed and Knowledgeable Community
- S3- An empowered community with a sense of pride, safety and belonging

The World Health Organisation’s Global Age-Friendly Cities; A Guide, recognises the importance of Active Aging, which is optimising opportunities for health, social participation and security in order to enhance ones quality of life as people age.

The Town supports Connect Victoria Park’s Village Hub, through an Operating Subsidy to deliver and facilitate a range of initiatives and programs.

On a bi-monthly basis Connect Victoria Park reports on its progress against the social outcomes of the Town’s SCP to the Community Development Committee, and is also required to provide an Annual Acquittal.

The objectives of the Village Hub are to:

- help our community members age in a place of their choosing, closely connected to their communities and with the support and tools they need to create successful aging of their own design;
- create opportunities for individuals to use their talents to improve the Village Hub and benefit the overall community;

- provide social activities that minimise isolation and promote interaction and trust within the Village Hub community, between individuals who offer their help and those who ask for help when needed.

In 2018-2019, Connect Victoria Park will be using Culture Counts to measure the social health and wellbeing outcomes of the Village Hub.

Connect Victoria Park delivered a range of programs and initiatives under the Village Hub project in 2017-2018. The following is an overview of some of the programs and initiatives delivered.

- **Health and Physical Activity Groups** – 405 participants attended physical activity groups in the first six months of the Village Hub. Groups include courses led by professional instructors including Tai Chi, Ballroom Fit and fitness classes and self-organised member-led groups including walking, social cycling and gardening. These activities increased physical activity in participants and provided opportunities for socialising and building a sense of community. A further 151 people accessed subsidised podiatry and 10 people took up free flu vaccines at our first vaccine clinic.
- **Lifelong Learning Groups** – 181 participants attended a Lifelong Learning group in the first six months of the Village Hub. Groups include creative writing, tech savvy classes, health and wellness workshops and a tour of the Corsini Exhibition at the Art Gallery of WA.
- **Social Activity Groups** – 1882 participants attended a social activity in the first six months of the Village Hub. 847 of these participants attended Saturday Bingo, 556 participants attended a community lunch and the remainder involved participating in the Village Hub Working Group, Friday Members drop-in day, coach trips, and craft group. These groups provide opportunities for social connection and a sense of belonging to the community.
- **Help and Support** - 45 occasions of support (52 hours) were provided through our Members' Help Centre to support older people with issues impacting on their independence and wellbeing in the first six months of operation. Assistance was provided to access community care, apply for visas/passports online, establish MyGov accounts, and access disability housing modifications. A further 20 people accessed the Justice of the Peace for document signing. The new Neighbour-to-Neighbour volunteer program has been developed to expand available help and support by linking people who require support with approved volunteers.
- **Evaluation** – 72 people participated in stage one of the independent evaluation of the Village Hub by completing our Quality of Life Survey. These people and other members of the Village Hub will be asked to complete the same survey in 12 months to measure impact of the Village Hub on perceptions of quality of life. In future the evaluation will be supplemented by data captured through participation in Culture Counts.
- **Collaborations** – The Village Hub works collaboratively with the Town and other community groups to improve the quality of life of local older people. For example the Village Hub hosted the a Repair Lab that attracted over 100 community members bringing items to be repaired by other community members. This initiative built community connections and promoted a repair and reuse approach supporting greater sustainability.

Victoria Park Centre for the Arts

Operational Subsidy \$95,000

- S3 – An empowered community with a sense of pride, safety and belonging
- S4- A Place where all people have an awareness and appreciation of the arts, culture, education and heritage.

The Town supports the Victoria Park Centre for the Arts (VPCA) through an operating subsidy to deliver and facilitate a range of Asset Based Community Development initiatives and programs.

On a bi-monthly basis VPCA reports on its progress against the social outcomes of the Town’s SCP to the Community Development Committee, and is also required to provide an Annual Acquittal.

Once initiative facilitated by VPCA under the operating subsidy is Know Your Community, a collective impact approach between the community, service providers and Town to empower our community to be connected, to feel safe and valued, to actively contribute to and participate in meaningful cultural, educational and social activities and experiences.

Social outcomes and impacts are measured by VPCA through Culture Counts. For example participants of the Cultural Humility Training were asked the following survey questions to measure the social outcomes of the initiative.

Cultural Humility Training Survey		
<i>Dimension</i>	<i>Question</i>	<i>Score out of 100</i>
Local Impact	It's important that it's happening here	82
Safe	It made me feel safe and welcome	78
Belonging	It helped me feel part of the community	78
Confidence	I feel more confident about doing new things	77

Under the Know Your Community initiative VPCA delivered a range of initiatives and programs aligned to Asset Based Community Development. The following is an overview of some of the programs and initiatives delivered;

- **English Conversation Classes** - VPCA facilitated English Conversation Classes which are run over 24 weeks during the year. During 2017-2018 a total of 28 people from CaLD community participated in the courses, which were delivered in partnership with Curtin University and five community members who volunteer their valuable time.
- **Cultural Humility Training** - in partnership with Richmond Wellbeing, Cross Cultural Intellect, the Town and Community Service Providers, VPCA hosted and facilitated Cultural Humility Training. This program was aimed towards the CaLD and Aboriginal and Torres Strait Islander community, service providers and businesses, with a total of 88 people participating in the training.
- **Art of Empowerment** - in partnership with Bentley Primary School, Kent Street Senior High School, Office of Multi-Cultural Interests, Community Arts Networks WA, SKH Yuen Chen Maun Jubilee Primary School Hong Kong, VPCA lead a ceremony to install artworks and undertake interviews with local schools. This project included the involvement and partnership development between 165 participants, including 11 youth, 24 primary students, 20 interstate students, three international teachers, 100 community members, four community artist facilitators, and three community volunteers.
- **Cultural Exchange Supper Catch-ups** - in partnership with SUBUD Hall the Men’s Shed and service providers, VPCA facilitated the Cultural Exchange supper catch up that brought together 120 participants over 12 events.

Harold Hawthorne Centre

Operational Subsidy \$118,000 (\$83,000 to maintain premises, plus \$35,000 to deliver programs)

In 2017-2018 the Centre improved the premises and facilities offered to the community with \$85,000 from external funding.

- S1- A Healthy Community
- S2 – An informed and knowledgeable community
- S3- An empowered community with a sense of pride, safety and belonging

The World Health Organisation's Global Age-Friendly Cities: A Guide, recognises the importance of Active Aging, which is optimising opportunities for health, social participation and security in order to enhance ones quality of life as people age.

The Town supports Harold Hawthorne Community Centre through an Operating Subsidy to maintain the premises and deliver and facilitate a range of initiatives and programs which take place in the Community Centre.

During 2017-2018 Harold Hawthorne Centre and the Town began the process of tracking the operating subsidy against social outcomes of the Town's Strategic community Plan. As of 2018-2019, Harold Hawthorne Centre will use Culture Counts to measure the social health and wellbeing outcomes of the programs, and report bi-monthly to the Community Development Committee, along with providing an Annual Acquittal.

Harold Hawthorne Community Centre delivered a range of programs and initiatives to local community members which enhanced a sense of belonging, broke down barriers to social isolation and increased social health and wellbeing. The following is an overview of some of the programs and initiatives delivered.

- **Meals at Harry's Diner** - Harry's Dinner is open to the general community during the week and provides affordable and nutritious meals. With over 14,000 meals served in 2017-2018, creating a sense of belonging and breaking down social isolation was achieved by community members coming together to enjoy good times and meals. Over 10,000 meals were delivered to seniors in their home, ensuring they received nutritious and special dietary meals and providing valuable contact with seniors living in their homes.
- **Bingo** - open to the public every Friday, this is a much loved social activity with over 4,000 people attending annually with an average of 380 per month.
- **Carpet bowls** - a great way to stay active and connected all year round! This great activity attracts on average 360 people per year and promotes a healthy lifestyle.
- **Lunch and Shows** - monthly lunch and show, with entertainment open to the public and other centres within the South East Metropolitan Regional. Regular attendees come from Bethanie West, The Heights Community Centre, Bethanie South Perth, Woodvale Social Club, Joe Camilleri along with many others. Over 1,500 people attended the 'Lunch and Shows' annually, with a record number of 152 people attending in March 2018. The Lunch and Shows also provides the opportunity for volunteers to contribute to the community and provides networking opportunities for local service providers.
- **Special Events** – Over 1,000 people attended special events at the centre, including ANZAC Day, Christmas in July, Melbourne Cup and Christmas. These popular events provided seniors and people with disabilities to be involved in traditions and commemorations within their community.

- **Activities and services** - the centre offers a range of activities to encourage active participation and social interaction, including tai chi, yoga, craft, board games, casino trip, computer classes, walking, library and podiatry services.
- **Information sessions and workshops** - assisting clients on general wellbeing, elder abuse or how to navigate the aged care system, the centre ran information sessions with community groups such as AdvoCare, Stay on your Feet and Citizens Advice Bureau.

Information Management

The Town is committed to meeting the requirements of the State Records Act 2000 through best practice record keeping. The Town's records management platform allows for the secure centralised storage of records created and received by the Town. The number of records captured in the system during 2017-2018 was 212,234.

An amended Record Keeping Plan (RKP) for the Town was approved by the State Records Commission in March 2017. The Town is required to review its RKP again in 2022. The RKP sets out matters about how records are created and how the Town retains its records.

A comprehensive electronic records management training program was delivered with a total of two hundred and six (206) staff attending. These training sessions comprised of 62 one-to-one training sessions and 144 refresher training sessions. The program ensures employees are aware of their roles and responsibilities in regards to their compliance with the Town's RKP.

Records management training covers the following key areas.

- Record keeping inductions - focusing on the Town's record keeping processes.
- Record keeping system training - focusing on the management of records through TRIM.
- Record awareness training – focusing on the Town's obligations under the State Records Act 2000.

Freedom of Information

In accordance with the *Freedom of Information Act 1992 (FOI)* a total twenty two (22) applications were processed during the year. The average processing time was 37 days which is within the regulated timeframe.

The Town's Information Statement outlines the Freedom of Information process and lists the types of documents available inside and outside of Freedom of Information.

Annual financial report
