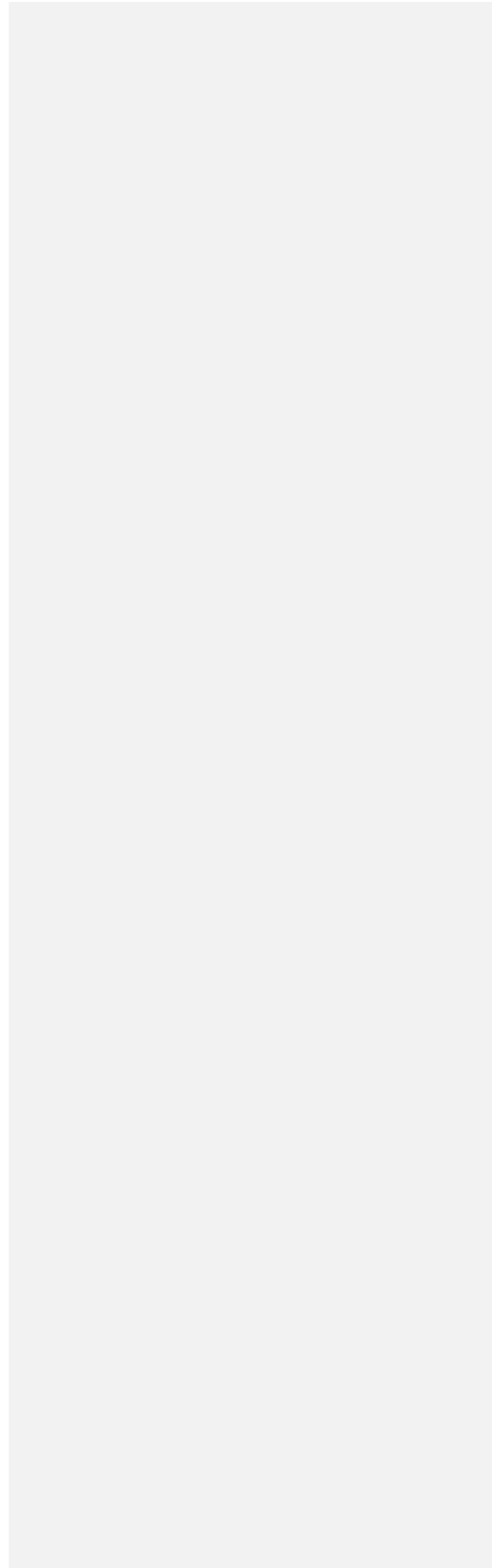


# Corporate Business Plan 2024-2028



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## **Acknowledgment of Country**

*Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaaditjin, moort, wer boodja ye-ye.*

We acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

## **Acknowledgement of Diversity**

The Town acknowledges that the diversity of our residents is what makes our community unique. Diversity can be reflected in several ways including:

- ethnicity and race
- disability
- language
- gender
- sexual orientation
- age and generation
- socioeconomic status
- religion, faith and other beliefs.

This diversity means our business practices need an understanding of how social and cultural background can influence interpretation and participation in the community. We acknowledge these impacts, and we are striving to present all communications to be inclusive and available to everyone.

If you or someone you know needs this document in another format, please call 9311 8111.

## **Message from the Chief Executive Officer**

Our Town is a dynamic and changing place and is home to a diverse community with a broad range of wants, needs and ideas for shaping our shared future. Addressing these community priorities in an innovative and progressive way and tying them into actionable projects is no small task. It requires a comprehensive plan.

I am pleased to present this plan to you which has been designed to fit hand-in-glove with our overarching blueprint for the next decade – our Strategic Community Plan 2022 - 2032 – this document presents actions planned for the next four years that we feel will serve the community's best interests and align with Town objectives.

Of course, even the best-laid plans can be disrupted, as we have seen with the pandemic over the past few years; and so, a review process is in place to ensure our Corporate Business Plan evolves as it should and continues to serve our community in the best possible way, with projects remaining affordable and properly resourced.

Key components contained within the plan are:

**Actions** - The Town will deliver many actions to realise outcomes contained within the Strategic Community Plan. Aligned with the community priorities and Town objectives, each action helps the Town progress.

**Services** - The purpose of the Town includes serving the community. These services satisfy public needs and enable community wellbeing.

**Structure** - The Town will utilise 26 groupings to deliver the priorities within the Strategic Community Plan. Each area works together to deliver actions that work to achieve the community's vision and services aligned to the shared purpose.

**Resources** – This plan includes medium term actions which have been carefully selected to support the ongoing resourcing of Town services and projects.

**Partnerships** - The Town has several partnerships that help with achieving community priorities and Town objectives. These are listed along with their intended purpose.

**Risk** – The Town carefully monitors risk across all service areas to plan for the future. A recent review identified 17 strategic risks, which have been used to inform development of this plan.

Thank you to all involved in the preparation and finalisation of the Corporate Business Plan. I look forward to reporting on the Town's successes in the future.

## Strategic direction

The Town's strategic direction is covered in detail in the Strategic Community Plan 2022-2032.

## Our vision

The Town of Victoria Park: A dynamic place for everyone.

## Our purpose

Sustainably serve, empower and connect community.

## Our values

<b>PROACTIVE</b> Anticipate, plan and act.	<b>INCLUSIVE</b> Embrace diversity.	<b>INTEGRITY</b> Be honest, accountable and transparent.
<b>CARING</b> Show empathy, consideration and kindness.	<b>COURAGE</b> Be bold and innovative.	

## Our mission

To achieve our vision, we will champion the four pillars of sustainability including:

Social – To promote sustainable, connected, safe and diverse places for everyone.  
Economic – To promote sustainable, diverse, resilient and prosperous places for everyone.  
Environment – To promote sustainable, liveable, healthy and green places for everyone.  
Civic leadership – To show leadership by communicating with, empowering and supporting people in the community.

## Community priorities

### Social

S1 - Helping people feel safe  
S2 - Collaborating to ensure everyone has a place to call home  
S3 - Facilitating an inclusive community that celebrates diversity  
S4 - Improving access to arts, history, culture and education

### Economic

EC1 - Facilitating a strong local economy  
EC2 - Connecting businesses and people to our local activity centres through place planning and activation

### Environment

EN1 – Protecting and enhancing the natural environment  
EN2 - Facilitating the reduction of waste  
EN3 - Increasing and improving public open spaces  
EN4 - Providing facilities that are well-built and well-maintained  
EN5 - Enhancing and enabling liveability through planning, urban design and development  
EN6 - Improving how people get around the Town

### Civic leadership

CL1 - Effectively managing resources and performance  
CL2 - Communication and engagement with community  
CL3 - Accountability and good governance

## Town objectives

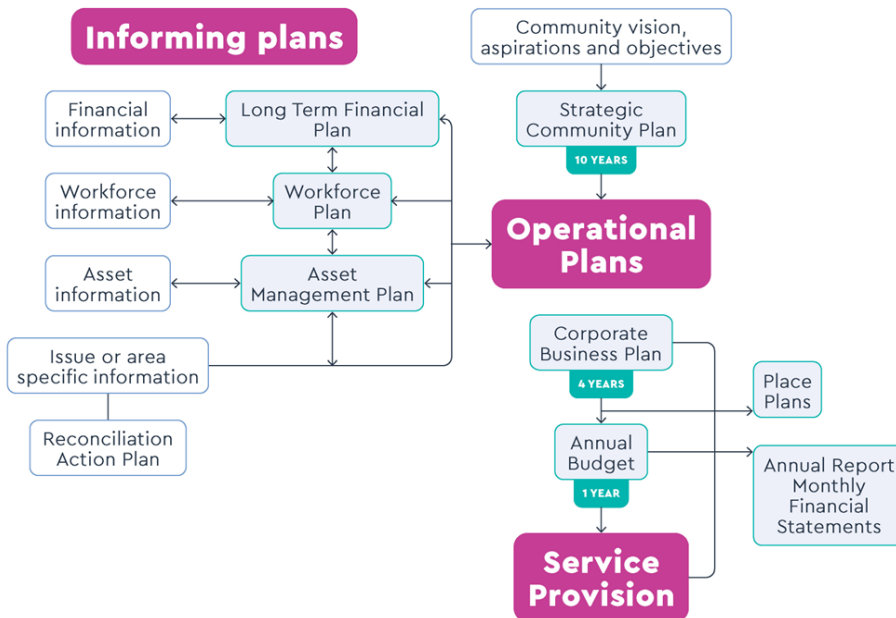
Innovative and empowered people  
Engaged and empowered community  
Streamlined, modern governance  
Integrated, fit-for-purpose systems  
Productive and agile operations  
Financial sustainability

## What is a Corporate Business Plan?

The Corporate Business Plan is the planning document that outlines the projects and services that will be delivered over a four-year period to help achieve Town objectives and community priorities in the Town's strategic direction. It ensures that medium-term commitments are strategically aligned, resourced and affordable.

### Where the plan fits into integrated planning and reporting

Integrated planning and reporting is a framework that guides the focus of operations, resourcing and decision-making, based on the community's vision and aspirations.



#### Acronym – IPRF

##### What?

- Recognise planning for local government is driven by the community
- Build capability to meet those needs
- Optimise success by considering all the inputs
- Monitor the progress
- Adaptive and respond to changes

More information on Integrated Planning and Reporting in Western Australia can be found on the Department of Local Government, Sport and Cultural Industries' website.

**Link to strategies, plans and place plans**

Many of the actions listed in the Corporate Business Plan have been collated from informing plans. This helps link what the Town is doing to our community's priorities for the future.

These actions also then link to the Long-Term Financial Plan to inform budgets for future years. Each annual budget is built with the listed actions being considered.

Actions are expanded in the Town's suite of place plans to show what is happening in each of the Town's neighbourhoods. This makes sure that everything planned in one area will contribute to an overall positive outcome for that area.



## How to use the plan

### Community

- Understand what the Council and administration are working on to meet your priorities.
- Understand what services the Town is responsible for delivering, service level commitments and how success is measured.
- Understand how resources are distributed to meet your priorities.
- Inform participation in Council processes such as meetings and community engagement.
- Help promote the story for the future of the area.

### Elected members

- Monitor performance of the administration against service level commitments and project delivery.
- Allow for a full picture of the Town's commitments, resource allocation and constraints.
- Inform budget allocations.
- Help communicate what the Town does to meet priorities and the vision for the area.

### Administration

- Understand what is planned and needs to be completed to achieve the vision and mission.
- Understand how performance will be measured.
- Understand the services provided to the community and the level at which they are provided.
- Understand how the organisation is structured and resources are allocated to provide services.

## Programs

Strategic program areas have been established to coordinate delivery of the Town's strategies and plans through the various services delivered across the organisation, with sub-programs providing focused and consolidated areas of effort and outcomes.



## Major projects

The Town's major projects are strategic, multi-year projects which will deliver transformation in key areas of the Town.



No	Community Priority	Project name	Description	Operating/ Capital	24/25	25/26	26/27	27/28
1.	EC1	Archer Street Streetscape - Section Planet to Mars Streets	Finalisation of the section of streetscape to tie the streetscape into the cycling infrastructure.	Capital (subject to final budget approval)	\$1.2M	N/A	N/A	N/A
2.	EN2	Food and Garden Organics (FOGO) Roll Out – part 2	The ongoing delivery towards the Town implementing the Food Organics component for it's Strategic Waste Strategy	Capital	\$0.600M	N/A	N/A	N/A
3.	EN3	Ed Millen Park Redevelopment	Delivery of a unique parkland adjacent to the refurbished Ed Millen House with the inclusion of a specific playground catering for neurologically diverse children and for all access needs	Capital	\$5.0M	\$2.5M	N/A	N/A
4.		McCallum Park Active Area	Delivery of a new and enhanced active area in McCallum Park	Capital – Federal and State Grant	\$3.65M	N/A	N/A	N/A

			with skate and pump track					
5.		Kent St Sand Pit Restoration	Restoration of the site to Banksia Woodland, as well as enhancement of the community connections to the space, inclusive of: cultural restoration with yarning spaces and educational nodes to tell Aboriginal stories; universal access ramps; walking trails and bird waterers	Capital	Grant funding being sort	\$0.45M	\$0.7M	\$0.17M
6.	EN5	Lathlain Precinct Redevelopment Project Zone 1	Delivery of a new grandstand, football operations and community facility as the final stage of the overall Lathlain Precinct Redevelopment Project	Capital	\$17M	\$8.5M	N/A	N/A

## Actions

How to read action plans

Helping people feel safe

Community priority.

Financial year that action will be completed.

Service area responsible for reporting progress. Action may require involvement from multiple service areas.

Link to adopted strategy or plan.

Town objective	Action	2024	2025	2026	2027	Responsible area	Strategy/plan	24/25 budget
Innovative and empowered people								
Engaged and empowered community	Action to help achieve community priority and Town objective.							Estimated cost of action.
Streamlined, modern governance								
Integrated, fit-for-purpose systems								
Productive and agile operations								
Financial sustainability								

## S1 - Helping people feel safe

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Deliver the organisational training program with a focus on fostering diversity and inclusion	x	x	x	x	People and Culture	Access & Inclusion, Reconciliation, Homelessness Action Plan	\$150,000
<b>Engaged and empowered community</b>	Implement the Public Health <del>and Wellbeing Strategy</del> <del>Plan</del>	x	x	x	x	Community Development	<del>Public Health and Wellbeing Strategy</del> <del>Public Health Plan</del>	\$57,500
<b>Streamlined, modern governance</b>	Deliver review of policies for Parking and Rangers in line with the Policy Review Schedule	x	x	x	x	Parking and Rangers	Policy Framework	\$0
	Deliver review of the Safer Neighbourhoods Plan			x	x	Community Development	Safer Neighbourhoods Plan	N/A
	Deliver review of <del>the Public Health and Wellbeing Strategy</del> <del>the Public Health Plan</del>				x	Community Development	<del>Public Health and Wellbeing Strategy</del> <del>Public Health Plan</del>	N/A
<b>Integrated, fit-for-purpose systems</b>	<del>Develop and deliver</del> a pest control and preventative mosquito borne disease program targeting areas of future population growth	x	x	x	x	Environmental Health	Public Health Plan	\$5,000

<b>Productive and agile operations</b>	Implement the Safer Neighbourhoods Plan	x	x	x	x	Community Development	Safer Neighbourhoods Plan	\$266,000
	<del>Review Local Emergency Management Arrangements</del>	<del>x</del>				<del>People and Culture</del>	<del>Local Emergency Management Arrangements (LEMA)</del>	\$1,500
<b>Financial sustainability</b>	Implement the Public Lighting Plan and source grants for areas identified as having poor lighting	x	x	x	x	Street Improvement & <del>Community Development</del>	<del>Place Plan Volume</del> +Public Lighting Plan	\$75,000

## S2 - Collaborating to ensure everyone has a place to call home

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Nil.							
<b>Streamlined, modern governance</b>	<del>Deliver the Vic Park Planning Program including review of the Local Planning Scheme</del>	<del>x</del>	<del>x</del>	<del>x</del>	<del>x</del>	<del>Place Planning &amp; Urban Planning</del>	<del>Local Planning Strategy</del>	<del>\$502,500</del>



	Deliver review of policies for Community Development in line with the Policy Review Schedule	*	x	*	x	Community Development	Policy Framework	N/A
<b>Integrated, fit-for-purpose systems</b>	Nil.							
<b>Productive and agile operations</b>	Deliver the Homelessness Action Plan	x	x	x	x	Community Development	Homelessness Action Plan	\$ 26,000
<b>Financial sustainability</b>	Nil.							

### S3 – Facilitating an inclusive community that celebrates diversity

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Implement the Diversity Action Plan to meet organisational targets.	x	x	x	x	People and Culture	Workforce Plan	\$20,000
<b>Engaged and empowered community</b>	Deliver the community funding program	x	x	x	x	Events, Arts and Funding & Place Planning	Community Funding Policy	\$570,000
	Deliver the Youth Action Plan	x	x	x	x	Community Development	Youth Action Plan	\$21,000

	Monitor delivery of the Community Benefits Strategy	x	x	ⓧ	ⓧ	Social Impact	Community Benefits Strategy	\$0
<b>Streamlined, modern governance</b>	Deliver review of the Access and Inclusion Plan			ⓧ	*	Community Development	Access and Inclusion Plan	N/A
	Deliver review of the Community Benefits Strategy	x	*			Social Impact	Community Benefits Strategy	\$20,000
	Deliver review of the Youth Action Plan	x	*			Community Development	Youth Action Plan	\$20,000
<b>Integrated, fit-for-purpose systems</b>	Deliver the Innovate Reconciliation Action Plan	x	x	*		Community Development	<u>Innovate</u> Reconciliation Action Plan	\$45,000
	Develop a Stretch Reconciliation Action Plan			ⓧ	*	Community Development	<u>Stretch</u> Reconciliation Action Plan	N/A
<b>Productive and agile operations</b>	<u>Implement</u> the Access and Inclusion Plan	x	x	x	x	Community Development	Access and Inclusion Plan	\$17,300
<b>Financial sustainability</b>	<del>Develop a</del> <u>Implement the</u> -social impact approach	x	x	x	ⓧ	Social Impact	Public Health and Wellbeing Strategy	\$7,500

## S4 - Improving access to arts, history, culture and education

Town objective	Action	2024- 25	2025- 26	2026- 27	2027- 28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	<u>Deliver the Arts and Culture Plan</u> <del>Progress opportunities throughout the Town's service areas for young people to gain job-ready work experience</del>	<del>x</del>	<del>x</del>	<del>x</del>	<del>x</del>	<u>Events, Arts and Funding</u> <del>People and Culture</del>	<u>Arts and Culture Plan</u> <del>Youth Action Plan</del>	\$176,000
<b>Engaged and empowered community</b>	Deliver the sponsorship program	x	x	x	x	Communications and Engagement	Sponsorship Policy	\$80,000
<b>Streamlined, modern governance</b>	Deliver review of policies for Events, Art and Funding in line with the Policy Review Schedule	x	x	x	<del>x</del>	Events, Arts and Funding	Policy Framework	\$0
	Deliver <u>minor</u> review of the Local History Digitisation Strategy	<del>x</del>	*			Library Services	Local History Digitisation Strategy	\$0
	Deliver review of the Literacy and Lifelong Learning Strategy	<del>x</del>	x			Library Services	Literacy and Lifelong Learning Strategy	\$0
	<u>Deliver a minor review of the Arts and Culture Plan and the Public Art</u>	<del>x</del>	x			Events, Arts and Funding	Arts and Culture Plan	\$20,000

	<a href="#">Strategy</a> Deliver review of the Arts and Culture Plan								
	Deliver review of policies for Library Services in line with the Policy Review Schedule	x	*	x		Library Services	Policy Framework	\$0	
<b>Integrated, fit-for-purpose systems</b>	Deliver the Local History Digitisation Strategy	x	x	x	x	Library Services	Local History Digitisation Strategy	\$8,000	
<b>Productive and agile operations</b>	Deliver the Literacy and Lifelong Learning Strategy	x	x	x	x	Library Services	Literacy and Lifelong Strategy	\$129,400	
<b>Financial sustainability</b>	Nil.								

## EC1 - Facilitating a strong local economy

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Deliver the Economic Development Program	x	x	x	x	Place Planning	Economic Development Strategy	\$247,450

<b>Streamlined, modern governance</b>	Review of the Economic Development Strategy	x				Place Planning	Economic Development Strategy	\$0
	Deliver review of policies for Environmental Health in line with the Policy Review Schedule	*	x	*		Environmental Health Services	Policy Framework	N/A
<b>Integrated, fit-for-purpose systems</b>	Nil.							
<b>Productive and agile operations</b>	Deliver the Integrated Transport Program	x	x	x	x	Place Planning	Integrated Transport Strategy	\$6,856,661
<b>Financial sustainability</b>	Nil.							

## EC2 - Connecting businesses and people to our local activity centres through place planning and activation

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	<del>Nil. Deliver place and business grants programs</del>	x	x	x	x	<del>Place Planning</del>	<del>Economic Development Strategy</del>	<del>—\$80,000</del>
<b>Streamlined, modern governance</b>	Complete place plans review		x		x	Place Planning	<del>Local Planning Strategy/PRF</del>	N/A
	Deliver review of policies for Place Planning in line with the Policy Review Schedule	x	x	x	x	Place Planning	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	<del>Nil. Deliver review of policies for Place Planning in line with the Policy Review Schedule</del>	x	x	x		<del>Place Planning</del>	<del>Policy Framework</del>	<del>— \$0</del>
<b>Productive and agile operations</b>	Deliver the Events Strategy and annual events program	x	x	x	x	Events, Arts and Funding	Events Strategy	\$472,500
<b>Financial sustainability</b>	Nil.							

## EN1 - Protecting and enhancing the natural environment

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Deliver the Urban Forest Program	x	x	x	x	Place Planning	Urban Forest Strategy	\$845,000
<b>Streamlined, modern governance</b>	Implement the Waterwise Plan	x	x	x	x	Environment	Waterwise Plan	\$15,000
	<del>Implement impact reporting on climate change</del>	<del>*</del>				<del>Environment</del>	<del>Climate Emergency Plan</del>	<del>\$35,400</del>
	Deliver review of policies for Environment in line with the Policy Review Schedule	x	x	x	<del>x</del>	Environment	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver review of the Urban Forest Strategy	<del>x</del>	<del>*</del>			Place Planning	Urban Forest Strategy	\$0
<b>Productive and agile operations</b>	Deliver the Climate Emergency Plan	x	x	x	x	Environment	Climate Emergency Plan	\$54,100
	Deliver the Environment Plan	x	x	x	x	Environment	Environment Plan	\$35,000

<b>Financial sustainability</b>	Complete investigation of potential mechanisms for funding local climate change action	x				Environment	Climate Emergency Plan	\$0
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### EN2 - Facilitating the reduction of waste

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Implement waste education programs <del>Deliver school waste education programs based on the new Strategic Waste Management Plan and new services offered by the bin collection contractor</del>	x	x	x	x*	Waste Services	Strategic Waste Management Plan <del>Strategic Waste Management Plan</del>	\$75,000
<b>Streamlined, modern governance</b>	Deliver review of the Strategic Waste Management Plan	x	*			Waste Services	Strategic Waste Management Plan	\$0
	Deliver review of policies for Waste Services in line with the Policy Review Schedule	x	x	x	x	Waste Services	Policy Framework	\$0



<b>Integrated, fit-for-purpose systems</b>	Nil.								
<b>Productive and agile operations</b>	Deliver the Strategic Waste Management Plan including targeted waste reduction programs	x	x	x	x	Waste Services	Strategic Waste Management Plan	\$25,000	
<b>Financial sustainability</b>	Nil.								

### EN3 - Increasing and improving public open spaces

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget	
<b>Innovative and empowered people</b>	Nil								
<b>Engaged and empowered community</b>	Nil								
<b>Streamlined, modern governance</b>	Deliver review of policies for Parks and Reserves in line with the Policy Review Schedule	x	x	x	x	Parks and Reserves	Policy Framework	\$0	

	Deliver review of the Public Open Space Strategy		x				Place Planning	Public Open Space Strategy	N/A
<b>Integrated, fit-for-purpose systems</b>	Deliver the Public Places Program	x	x	x	x		Place Planning	Public Open Space Strategy	\$9,882,542
<b>Productive and agile operations</b>	Deliver the parks asset renewal program	x	x	x	x		Parks and Reserves	Asset Management Plan	\$238,000
<b>Financial sustainability</b>	Nil								

## EN4 - Providing facilities that are well-built and well-maintained

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	<del>Nil</del> Deliver a communication and engagement strategy that works with the community to set priorities and maintenance schedules	x				Communications and Engagement & Asset Planning	Communication and Engagement Strategy	\$40,000
<b>Streamlined, modern governance</b>	Deliver review of policies for Property Development and Leasing in line with the Policy Review Schedule	x	x	x	x	Property Development and Leasing	Policy Framework	\$0

<b>Integrated, fit-for-purpose systems</b>	Develop a strategic approach for <a href="#">managing the leisure facilities buildings, pool structure, water treatment and filtration systems.</a> <a href="#">asset renewal from the Plant Specialist Requirements filtration Study</a>	x	*			Leisure Facilities, Asset Planning	Recreation Asset Renewal Program	\$0
<b>Productive and agile operations</b>	Nil							
<b>Financial sustainability</b>	<del>Deliver inclusion</del> <a href="#">Continue to include capital works projects that could be eligible for external funding of capital works projects</a> within the annual advocacy priority list	x	x	x	x	Communications and Engagement & Asset Planning PMO Finance	Capital Works Program	\$20,000

## EN5 - Enhancing and enabling liveability through planning, urban design and development

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	Nil							

<b>Streamlined, modern governance</b>	Deliver review of policies for Urban Planning in line with the Policy Review Schedule <del>and in alignment with Climate Emergency Plan</del>	x	x	<del>x</del>	<del>x</del>	Urban Planning	Policy Framework	\$0
	Deliver the Vic Park Planning Program	x	x	x	x	Place Planning & Urban Planning	Local Planning Strategy	\$599,000
	Deliver review of policies for Street Operations in line with the Policy Review Schedule	x	x	x	<del>x</del>	Street Operations	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	<del>Design and construct</del> Deliver the drainage program of identified high risk areas of known flooding	x	x	x	x	Street Improvement  <del>Street Operations</del>	Transport Asset Management Plan	\$370,000
<b>Productive and agile operations</b>	Deliver the Social Infrastructure Program	x	x	x	x	Place Planning	Social Infrastructure Strategy	\$7,616,050
<b>Financial sustainability</b>	Nil.							

## EN6 - Improving how people get around the Town

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
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<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	Nil							
<b>Streamlined, modern governance</b>	Deliver review of policies for Street Improvement <u>and street operations</u> in line with the Policy Review Schedule	x	x	x	<u>x</u>	Street Improvement	Policy Framework	\$0
						<u>Street Operations</u>		
<b>Integrated, fit-for-purpose systems</b>	<del>Implement an integrated parking management software system</del>	<del>*</del>	<del>*</del>			<del>Parking and Rangers</del>	<del>-Parking Management Plan</del>	<del>\$130,000</del>
	Implement the strategic capital works program for right of ways	x	x	x	x	<del>Project Management Office</del> Street Improvement <u>Street Operations</u>	Capital Works Program	\$280,000
<b>Productive and agile operations</b>	<del>Design and construct</del> Deliver the roads asset renewal program	x	x	x	x	Street Improvement <u>Street Operations</u>	Asset Management Plan	\$4,670,000

	<u>Design and construct</u>					<u>Street</u>	Asset	\$25,000
	<u>Deliver</u> pathways asset renewal program	x	x	x	x	<u>Improvement</u> Street <u>Operations</u>	Management Plan	

## CL1 - Effectively managing resources and performance

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Complete the staff engagement survey			x		People and Culture	Workforce Plan	N/A
	Implement the Cultural Optimisation Strategy	x	x	x		People and Culture	Cultural Optimisation Strategy	\$45,000
	Deliver the Workforce Plan through annual review	x	x	x	x	People and Culture	Workforce Plan	\$20,000
<b>Engaged and empowered community</b>	Develop an <a href="#">elected members communication plan following each election</a> <del>Mayor Communications Plan following each Election</del>	*		x	*	Communications and Engagement	Community Engagement Policy	N/A
<b>Streamlined, modern governance</b>	Deliver a minor review of the Strategic Community Plan	*	x	*	x	Governance and Strategy	Strategic Community Plan	\$0
	Deliver a minor review of the Corporate Business Plan	x	x	x	x	Governance and Strategy	Corporate Business Plan	\$0

	Deliver review of policies for People and Culture in line with the Policy Review Schedule	x	x	x		People and Culture	Policy Framework	\$10,000
	Deliver review of policies for Asset Planning in line with the Policy Review Schedule	x	x	x	<del>x</del>	Asset Planning	Policy Framework	\$0
	Deliver review of policies for Financial Services in line with the Policy Review Schedule	x	x	x	<del>x</del>	Financial Services	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver review of the ICT Strategy <del>Deliver assessment of the introduction of a 'Community Portal' for existing systems to facilitate online e-business transactions</del>	x	<del>*</del>	<del>x</del>		Technology and Digital Services <del>Technology and Digital Services</del>	ICT Strategy	\$0
<b>Productive and agile operations</b>	<del>Nil. Implement a Strategic Asset Management Framework</del>	<del>*</del>				<del>Asset Planning</del>	<del>Strategic Asset Management Framework</del>	<del>\$130,000 support services</del>  <del>\$110,000 condition assessment for building</del>
<b>Financial sustainability</b>	Deliver the annual budget with alignment to the Long-Term Financial Plan	x	x	x	x	Financial Services	Annual Budget	\$0



	Deliver the Long-Term Financial Plan centered on financial sustainability	x	x	x	x	Financial Services	Long-Term Financial Plan	\$0
	<del>Deliver a programmed approach to advocacy and grant funding applications</del>	<del>x</del>				<del>Financial Services, Communications and Engagement</del>	<del>Long-Term Financial Plan</del>	<del>\$15,000</del>

**CL2 - Communication and engagement with community**

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Deliver a Recruitment Strategy and Employee Value Proposition to market the Town to potential employees	x	x	x	x	People and Culture & Communications and Engagement	Refresh	\$40,000
<b>Engaged and empowered community</b>	Complete the community perception survey			x		Governance and Strategy		N/A
<b>Streamlined, modern governance</b>	Deliver review of policies for Communications and Engagement in line with the Policy Review Schedule	x	x	x	x	Communications and Engagement	Policy Framework	\$0

	Deliver a Corporate Communications Plan which includes risk tolerance	x	*		Communication s and Engagement	Engage ment Policy	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver the Soft Phone Project <del>Deliver the Digital Marketing Strategy including schedule website upgrades</del>	x *	* *	*	Technology and Digital Services & Customer Relations <del>Communication s and Engagement</del>	IT Strategy <del>Digital Marketin g Strategy</del>	\$40,000
<b>Productive and agile operations</b>	Deliver a Customer Engagement Strategy			x	Customer Relations	Custome r Engage ment Policy	N/A
	Deliver a Crisis Communications Plan for multiple emergency scenarios			x	Communication s and Engagement & People and Culture	Strategic Commun ications Plan	N/A
<b>Financial sustainability</b>	Deliver review of brand strategies for corporate, leisure, library, youth and destination marketing			x	Communication s and Engagement	Strategic Commun ications Plan,	N/A

		Youth Strategy, Economic Development Plan, Leisure Marketing Plan
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**CL3 - Accountability and good governance**

Town objective	Action	2024-25	2025-26	2026-27	2027-28	Responsible area	Strategy/Plan	24/25 Budget
<b>Innovative and empowered people</b>	Deliver integration of Work Health and Safety legislative changes into organisational practices	x	x	x	x	People and Culture	Workforce Plan	\$20,000
<b>Engaged and empowered community</b>	Deliver a major review of the Strategic Community Plan		x	*		Governance and Strategy	Strategic Community Plan	N/A

	Deliver a major review of the Corporate Business Plan			<del>x</del>	*	Governance and Strategy	Corporate Business Plan	N/A
<b>Streamlined, modern governance</b>	<del>Deliver review of procedure for protection for whistleblowing/public interest disclosures</del>				*	<del>Governance and Strategy</del>	<del>Governance Framework</del>	<del>N/A</del>
	Complete Regulation 17 review			<del>x</del>	*	Governance and Strategy	Governance Framework	N/A
	Deliver review of policies for Governance and Strategy in line with the Policy Review Schedule	x	x	x	<del>x</del>	Governance and Strategy	Policy Framework	\$0
	<del>Deliver a Governance Framework</del>	*				<del>Governance and Strategy</del>	<del>Governance Framework</del>	<del>N/A</del>
	Implement the Internal Audit Plan	x	x	x	x	Governance and Strategy	Internal Audit Plan	\$50,000
<b>Integrated, fit-for-purpose systems</b>	<del>Nil. Implement centralised integrated audit and legislative compliance solution</del>				*	<del>Governance and Strategy</del>		<del>N/A</del>
<b>Productive and agile operations</b>	<del>Deliver creation and implementation</del> <del>Develop and implement</del> of the information technology asset renewal program	x	x	x	x	Technology and Digital Services	Asset Management Plan	\$350,000

	Deliver internal audit guidelines	*	<u>x</u>			Governance and Strategy	Internal Audit Plan	\$0
	Implement changes as a result of the Local Government Act amendments	x	x	<u>x</u>	<u>x</u>	Governance and Strategy		\$0
<b>Financial sustainability</b>	Deliver a major review of the Asset Management Plan	x				Asset Planning	Asset Management Plan	\$150,000
	Deliver the Advocacy Strategy and annual Advocacy Priority Program	x	x	x	x	Communications and Engagement	Advocacy Strategy	\$30,000

## Services

Services are what the community receives to satisfy public needs and enable community wellbeing.

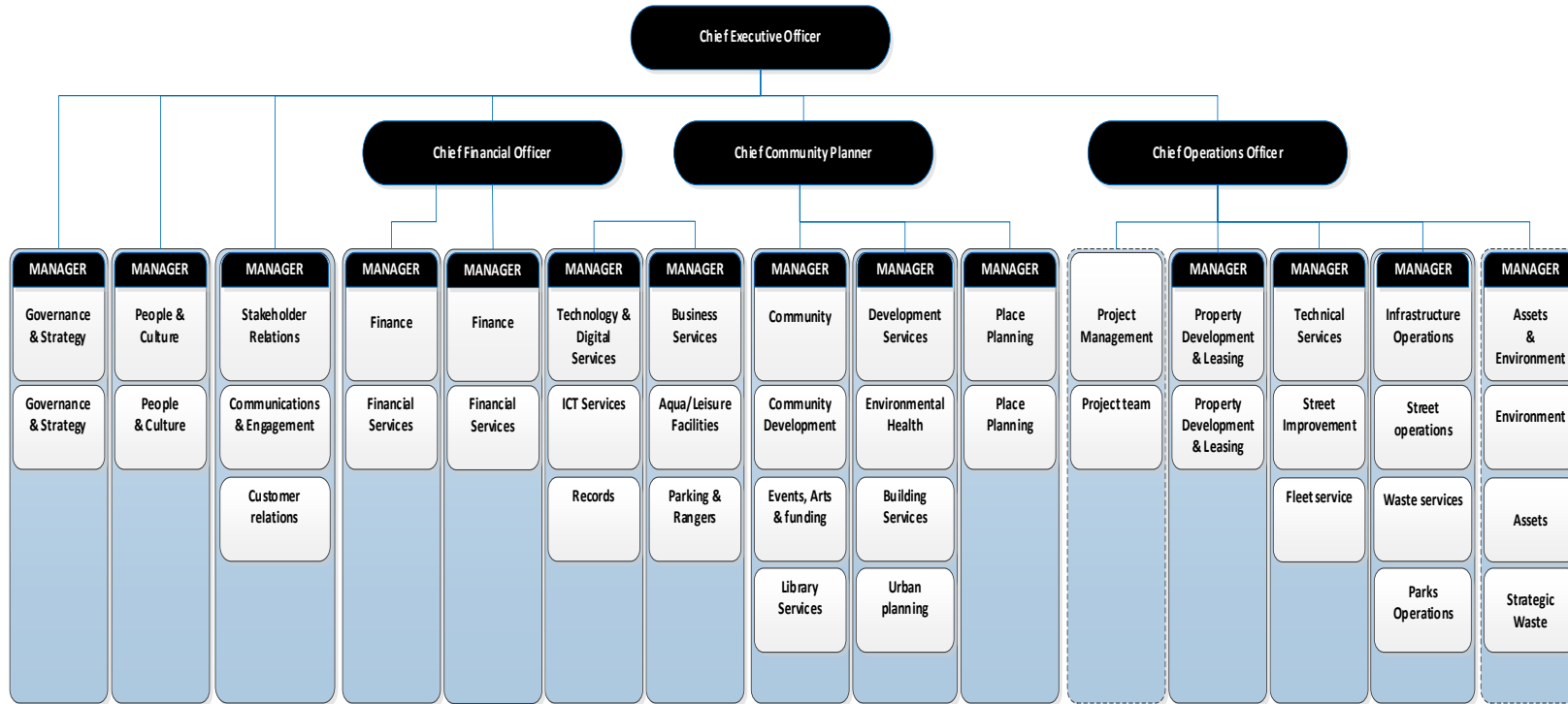
The Town provides several services to the community:

- Animal management
- Arts
- Asset management
- Building approvals
- Communications and engagement
- Community development
- Customer relations
- Economic development
- Emergency management
- Environmental health
- Environmental management
- Events and civic ceremonies
- Health promotion
- Land and property management
- Leisure Facilities
- Library
- Parking management
- Parks and gardens
- Place planning
- Planning approvals
- Public safety
- Recreation facilities
- Social Impact
- Stormwater management
- Town planning
- Transport and footpath infrastructure
- Waste management

Organisational administrative services:

- Compliance
- Corporate planning and reporting
- Council support
- Financial management
- Human resource management
- Information technology
- Records management
- Strategic planning

# Structure



## Resources

The Town's Workforce Plan and Long-Term Financial Plan identify key resourcing strategies which have been integrated throughout this operational plan. This plan includes medium term actions which have been carefully selected to support the ongoing resourcing of Town services and projects.

### Long Term Financial Plan 2021-2031

#### Purpose

This plan details the activities and initiatives the Town proposes to do over the next 10 years, ultimately demonstrating that the Council is moving towards financial sustainability.

#### Strategic focus

- Practical integration of the Long-Term Financial Plan and the Town's Annual Budget, which is finalised and endorsed by Elected Members each year.
- Development of targeted revenue strategies, through grants and other fundraising, to address future resource gaps and deliver sustained service levels.

### Workforce Plan 2020-2035

#### Purpose

This plan identifies and determines the workforce needs for the Town around the capacity and capability needs to deliver the outcomes of the Corporate Business Plan.

#### Strategic focus

- Proactive employment of diverse people including people living with disability and people who identify as Aboriginal or Torres Strait Islander, to ensure a dynamic workforce and increased equity.
- Development of a Recruitment Strategy to attract and retain critical workforce skills through career branding and value proposition.

The following outlines the 2035 forecasted projections by service area.

Functional Area	Line of Business	Service Delivery Area	FTE 2020	Current 2023	2020-2025	2025-2035
CEO	People and Culture	HR & OD	5.3	5.3	6.3	<u>7.3</u>
	Stakeholder Relations	Communications and Engagement & Customer Relations	15.2	14	16.6	18.6
	CEO area		6	5.7	6	6
	Governance	Leadership and Governance	3	4	4	5



<b>Financial Services</b>	Corporate Support	Financial Services	11.6	14.6	14.6	14.6
		Information Systems	10	10	10	10
	Business Services	Leisurelife (excluding casuals)	13	12.8	12.8	12.8
		Aqualife (excluding casuals)	16.8	15.88	15.9	16.6
		Ranger Services (excluding casuals)	5.5	6	6	6
		Parking (excluding casuals)	11	10.5	10.5	10.5
<b>Community Planning</b>	Community	Community Development Events, Arts and Funding Library Services	25	23.5	25	26.2
	Community Office		5	5	5	5
	Development Services	Environmental Health	5	5	6.4	8
		Building Services	4.2	4.2	6	8
		Urban Planning	8	8	9	11
		General Compliance	1	1	1.5	3
	Place Planning	Place Planning Strategic planning, UFS, Economic Development, Transport Planning, Landscape Architecture	8.5	8.5	10.1	11.1
<b>Operations</b>		Waste	6	7.4	7.4	7.4
		Fleet	2	2	2	2
		Engineering	10	10	10	10
		Environment	1	1	2	2
		Parks	16	16	18	25
		Asset Planning	6	5	6	6

		Operations Office	4	6	6	6
		Project Management	4	5	5	5
		Property Development & Leasing	1	3	3	3
		Street Improvement	9	9	9	9
<b>Proposed</b>		Waste & Environment	0	0	1	1
<b>Unallocated</b>				0.42		
<b>Total</b>			<b>213.1</b>	<b>218.8</b>	<b>235.1</b>	<b>256.1</b>

\* Estimated projections only, endorsement from Elected Members will be sought prior to any actual increase in FTE

## Partnerships

The Town is involved in a number of partnerships to assist with drawing benefits to our community and the wider community that the Town exists within.

### Curtin University of Technology and Local Government Strategic Steering Committee

This group consists of Curtin University of Technology, Cities of Canning and South Perth and the Town of Victoria Park.

#### Objective

Work collaboratively to enhance the brand, objectives and outcomes of each organisation as leading innovators in their respective industries.

#### Outcomes

Research projects, collaboration in the technology space, the development of a reconciliation project and information sharing.

### Inner-City Councils Group

Perth Inner-City Councils Group (PICG) is a regional alliance comprised of the Cities of Perth, South Perth, Subiaco, Vincent and Town of Victoria Park.

A new Memorandum of Understanding was signed by the Mayor's in November 2022.

There are five (5) working groups

- Infrastructure & Transport
- Planning, Economic Development & Culture
- CEO Working group
- Corporate & Business Services
- Community & Social Services

**Objective**

The purpose of the group is to explore opportunities for possible collaboration on strategic issues impacting local government and to create appealing destinations for local community, industry, inter-state and international visitors and investment.

**Outcomes**

Addressing homelessness, joint strategy and infrastructure issues submissions, advocacy, arts and economic development projects, and a mentoring program for employees.

The PICG have developed an Advocacy Strategy with a goal to:

- achieve increased action, partnership and/or funding from state and federal governments for key inner-city issues; and
- influence policy decisions of the State and Federal governments which support the best possible outcomes for its own future development.

**Shire of Morawa**

This partnership is between the Shire of Morawa and the Town of Victoria Park.

**Objective**

The purpose of the partnership is to enable each party to seek assistance from the other to carry out statutory obligations pursuant to the various laws, acts and regulations, to provide excellent service delivery to the respective communities and enhance economic development and sustainability.

**Outcomes**

Staff secondments and information sharing.

**South East Corridor Councils Alliance**

This group consists of the Cities of Armadale, Canning, Gosnells and Town of Victoria Park. The memorandum of understanding was signed in 2021 for a three (3) year term.

There are five (5) working groups:

- Mayor's and CEO's group
- Economic Development and Planning portfolio
- Community portfolio
- Corporate Services portfolio
- Environment and Infrastructure portfolio

**Objective**

To collaborate on issues of mutual interest to enhance the outcomes of each organisation and transform the south-east corridor by advancing social, economic and environmental sustainability through collective action.

**Outcomes**

Simplified Trading Partnership Permits, coordinating joint responses to infrastructure projects and environmental issues, understanding communities across boundaries and a joint traineeship and apprenticeship program.

## Burswood Peninsula Alliance

This group includes the following major stakeholders on the Burswood Peninsula

- Town of Victoria Park
- Venues West
- Venues Live
- Burswood Park Board
- Crown Perth
- Public Transport Authority
- Golden River Development
- Main Roads WA

This group meets regularly and is also supported by an Infrastructure Project Control Group and an Operations Project Group. The Alliance works collaboratively to deliver the vision for the Burswood Peninsula as outlined in the State's Burswood Peninsula District Structure Plan.

### Mindarie Regional Council

The Mindarie Regional Council was established in 1987 with the then Cities of Perth, Stirling and Wanneroo each having a one third share of ownership of Lot 9504 and equal representation and voting power on the Regional Council.

In 2003 the City of Perth's one third ownership was split equally between City of Perth, and the Towns of Cambridge, Victoria park and Vincent with each of those four local governments then having a one twelfth share of ownership and one twelfth representation on MRC.

In 2006 a portion of Lot 9504 was surrendered as Bush Forever land and the Tamala Park Regional Council was established to establish and create urban development on a separate portion of land excised from Lot 9504.

In 2023 the Tamala Park Regional Council was renamed as the Catalina Regional Council.

#### Objective:

All member councils of Tamala Park Regional Council/Catalina Regional Council receive financial income derived from sales of residential properties developed within the area under the control of the Catalina Regional Council.

The MRC owns industrial lots in Neerabup, one of which has a waste processing facility that was used for the production of soil conditioner and has the potential to be repurposed into a FOGO processing facility.

#### Outcomes:

The FOGO processing facility will be servicing the 7 MRC member Councils.

### Catalina Regional Council (CRC)

The Town has a 1/12th financial stake in the CRC, which comprises seven joint venture Partners (the Town, City of Joondalup, Town of Cambridge, City of Perth, City of Stirling, City of Vincent and City of Wanneroo)

#### Objective:

The CRC was established to develop and sell a residential led development of the Partners' surplus landholdings south of Mindarie. The Town has an elected member representative on the Council of the CRC, which meets every second month.

A broad overview is that 1600 lots have been developed and released to market, with 1400 lot sales settled and a further 200 lot sales under contract. (figures rounded to the nearest 100 and as at mid April 2024).

Outcomes:

The development is currently generating substantial financial returns for the Town and is predicted to continue to do so up to 2028.

**Commented [KT1]:** New addition to plan

## Risk

**Commented [KT2]:** Will be updated once the strategic risks have been endorsed by Council

The Town needs to identify and manage risks likely to have a material impact on the ability to fulfil the vision, implement its mission and achieve community priorities.

The Town has adopted a Three Lines of Defence model for the management of risk to ensure responsibility and accountability for decision making. By operating within the approved risk appetite, Council, staff and community will have assurance that risks are being monitored and managed to support the delivery of the strategic, corporate and operational plans.

### Current strategic risks:

Loss of ratepayer base and associated revenue	MEDIUM	Negative media exposure	HIGH
Failure to meet the infrastructure needs of future growth requirements	MEDIUM	Variation in economic activity impacting delivery of infrastructure	HIGH
Non-compliance with Council's governance obligations under the Local Government Act 1995	HIGH	Increased community expectations on local government to address crime and anti-social behaviour	HIGH
Failure to maintain a sustainable long-term financial position	HIGH	Changes in working relationships with key community, government and/or commercial stakeholders	HIGH
Failure to take action to reduce impact on climate change	HIGH	Failure to maintain a constructive organisational culture	HIGH
Failure to detect and prevent occurrences of fraud and corruption	HIGH	State Government initiatives misaligned with community aspirations	HIGH
Failure to plan and prepare for emergencies and recovery	HIGH	Supply chain disruptions leading to project delays	HIGH
Views of community unable to influence decision-making	HIGH	Failure to maintain and protect data and information technology systems	EXTREME
Failure to attract and retain a skilled workforce	HIGH		

## Performance

### Community priorities

The Strategic Community Plan sets out goals and measures for each of the 15 community priorities. These provide the indicators to measure how the Town is progressing to achieve community priorities. These measurements can be found in the Strategic Community Plan 2022-2032.

### Town objectives

As part of the Strategic Community Plan, the Town has developed six objectives that allow every priority within the Strategic Community Plan to be considered with people, the community, governance, systems, operations, and finance in mind. In view of this, the following measures are taken into account by the Town to achieve these objectives:

<b>Innovative and empowered people</b> <ul style="list-style-type: none"><li>• Number of new initiatives adopted externally by other organisations.</li><li>• Increase in staff engagement score.</li><li>• Increase in people exceeding their performance development system goals.</li></ul>	<b>Engaged and empowered community</b> <ul style="list-style-type: none"><li>• Increase in community satisfaction.</li><li>• Increased participation in activities such as events, engagement opportunities and Council meetings.</li><li>• Increase in self-service.</li></ul>
<b>Streamlined, modern governance</b> <ul style="list-style-type: none"><li>• Increase in percentage of decisions made at the appropriate level.</li><li>• Number of processes improved.</li><li>• Increase in number of datasets that enable data-driven decisions.</li></ul>	<b>Integrated, fit-for-purpose systems</b> <ul style="list-style-type: none"><li>• Increase in customer ease score.</li><li>• Increase in system throughput.</li><li>• Decrease in number of support requests.</li></ul>
<b>Productive and agile operations</b> <ul style="list-style-type: none"><li>• Percentage of Corporate Business Plan actions completed.</li><li>• Increase in net promoter score for the Town as a place to live.</li><li>• Increase in rates value performance index score.</li></ul>	<b>Financial sustainability</b> <ul style="list-style-type: none"><li>• Improvement in financial health index.</li><li>• Increase in funds in reserves.</li><li>• Increased percentage of revenue other than rates.</li></ul>

## Operational performance

How well the Town is performing operationally is directly aligned to the delivery of services and programs expected by the community and the projects listed in the Corporate Business Plan. The following matters are useful in determining operational performance:

<b>Service area management</b> <ul style="list-style-type: none"><li>• Employee satisfaction levels.</li><li>• Employee leave balances.</li><li>• Employee absenteeism levels.</li><li>• Provision of training opportunities.</li><li>• Lost time injuries.</li></ul>	<b>Customer focus</b> <ul style="list-style-type: none"><li>• Customer Ease Score.</li><li>• Adherence to service standards.</li><li>• Compliments and complaints</li></ul>
<b>Financial performance</b> <ul style="list-style-type: none"><li>• Alignment of actual revenue to budget expectation.</li><li>• Alignment of actual operating expense to budget expectation.</li><li>• Alignment of capital expense to budget expectation.</li><li>• Meeting procurement requirements.</li><li>• Timely and accurate financial reporting.</li></ul>	<b>Relationships and engagement</b> <ul style="list-style-type: none"><li>• Effectiveness of cross-functional teamwork.</li><li>• Regular interaction with key external stakeholders.</li><li>• Internal satisfaction.</li></ul>



## Plan performance

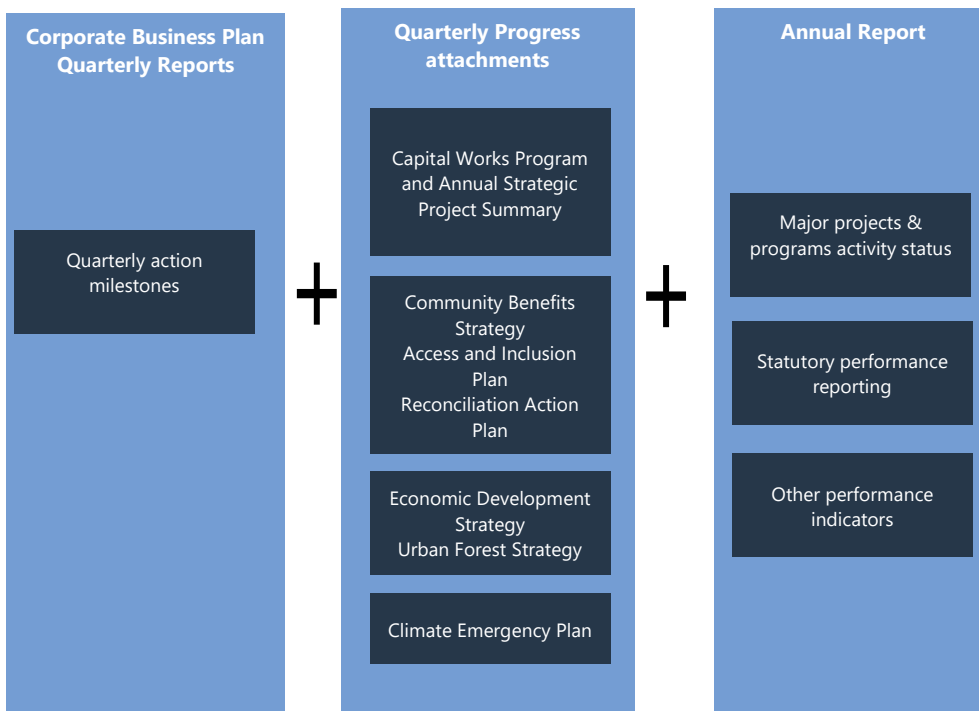
These actions have been developed to ensure progress against the Town's community priorities and town objectives. All actions are integrated with, or representative of, dedicated Town strategies, plans and programs.

The performance of the Corporate Business Plan is assessed by the number of actions marked on-track or completed each quarter.

*Target: 80% - We are committed to completing at least 80% of the actions detailed in this document.*

*Stretch: 100% - All going to plan, our goal is to deliver the entirety of the actions detailed in this document.*

Monitoring and reporting on the plan is achieved through the Corporate Business Plan Quarterly Reports, and the Annual Report. Quarterly action milestones are used to track plan progress and performance.



## Financial summary

**Commented [KT3]:** Updated budget page to be provided once the budgets have been finalised

### TOWN OF VICTORIA PARK STATEMENT OF FINANCIAL ACTIVITY FOR THE PERIOD 2023 TO 2027

	Year 1 2023/2024 Budget	Year 2 2024/2025 Financial Estimate	Year 3 2025/2026 Financial Estimate	Year 4 2026/2027 Financial Estimate
	\$	\$	\$	\$
<b>NET CURRENT ASSETS - At start of financial year - surplus/(deficit)</b>	1,700,278	0	0	0
<b>OPERATING ACTIVITIES</b>				
<b>Revenue from operating activities</b>				
Rates (Under adopted assumptions)	49,475,403	53,967,770	58,868,043	62,429,560
Operating grants, subsidies and contributions	1,819,930	1,856,329	1,893,455	1,931,324
Fees and charges	10,683,879	11,057,815	11,444,838	11,845,408
Service charges	949,805	0	0	3,300,000
Interest earnings	1,112,960	1,124,090	1,135,330	1,146,684
Other revenue	291,076	293,987	296,927	299,896
Profit on asset disposals	20,879	20,879	20,879	20,879
Share of net profit of associates and joint ventures accounted for using the equity method	900,000	0	0	0
	65,253,932	68,320,868	73,659,473	80,973,750
<b>Expenditure from operating activities</b>				
Employee costs	(28,053,746)	(29,316,165)	(30,049,069)	(30,800,295)
Materials and contracts	(24,211,176)	(22,234,978)	(23,149,837)	(23,552,870)
Utility charges	(1,624,420)	(1,705,641)	(1,765,338)	(1,827,125)
Depreciation	(10,570,356)	(10,887,467)	(11,214,091)	(11,550,513)
Finance costs	(290,525)	(290,525)	(290,525)	(290,525)
Insurance	(635,582)	(667,361)	(700,729)	(735,766)
Other expenditure	(1,238,311)	(1,263,077)	(1,288,339)	(1,314,106)
Loss on asset disposals	0	0	0	0
Operating initiatives from Strategic Plans/CSP/CBP		(3,186,757)	(3,034,550)	(3,417,048)
Rollout of underground power (TUPP)		0	(3,300,000)	(3,300,000)
	(63,439,929)	(69,551,970)	(74,792,478)	(76,788,249)
Non-cash amounts excluded from operating activities	10,549,477	10,908,346	11,234,970	11,571,392
<b>Amount attributable to operating activities</b>	12,363,480	9,677,244	10,101,965	15,756,894
<b>INVESTING ACTIVITIES</b>				
Non-operating grants, subsidies and contributions	15,418,197	2,000,000	2,000,000	2,000,000
Proceeds from disposal of assets	255,100	260,202	265,406	270,714
Distributions from investments in associates	0	1,000,000	1,000,000	1,000,000

Purchase of property, plant and equipment (renewal and new)	(6,801,000)	(2,898,050)	(2,887,611)	(2,734,366)
Purchase and construction of infrastructure (renewal and new)	(28,137,559)	(8,196,661)	(8,133,217)	(9,021,175)
<b>Amount attributable to investing activities</b>	<b>(19,265,262)</b>	<b>(7,834,509)</b>	<b>(7,755,422)</b>	<b>(8,484,827)</b>
<b>FINANCING ACTIVITIES</b>				
Repayment of borrowings	(2,990,299)	(3,332,415)	(3,200,659)	(3,200,659)
Proceeds from borrowings	2,200,000	2,200,000	3,300,000	0
Payments for principal portion of lease liabilities	0	0	0	0
Transfers to reserves	(13,073,311)	(3,000,000)	(3,000,000)	(3,000,000)
Transfers from reserves	22,249,301	5,000,000	5,000,000	5,000,000
<b>Amount attributable to financing activities</b>	<b>8,385,691</b>	<b>867,585</b>	<b>2,099,341</b>	<b>(1,200,659)</b>
<b>Closing Funds Surplus/(deficit)</b>	<b>0</b>	<b>2,710,319</b>	<b>4,445,884</b>	<b>6,071,408</b>
<b>Unfunded projects</b>		15,787,260	19,010,000	17,582,000
<b>Available funding for unfunded projects and additional asset renewal</b>		<b>2,710,319</b>	<b>4,445,884</b>	<b>6,071,408</b>
<b>Surplus/(deficit) after unfunded projects</b>		<b>(13,076,941)</b>	<b>(14,564,116)</b>	<b>(11,510,592)</b>