



2018–2019

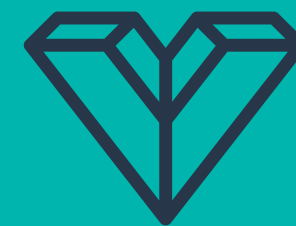
Annual Report



TOWN OF
VICTORIA PARK

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**WE'RE OPEN
VIC PARK**

Who We Are

As one of Australia's fastest-growing metropolitan areas, the population is forecast to soar from today's 36,600 to 56,000 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.

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 Perth CBD, access to the Swan River foreshore and entertainment precinct of Burswood Peninsula including Crown Perth, Optus Stadium and Belmont Park Racecourse, as well as significant public transport and education facilities with Curtin University and the Perth Airport nearby.

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 more 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 of Victoria Park Council contributes to this with strong focus on activating spaces, social inclusion, and supporting local residents and businesses to connect and thrive. We aim to continue this and build a place to live, learn, visit and invest.



POPULATION

—
36,601
estimated residents in 2018, with largest age group between 25-29 years

—
40%
of people born overseas, with largest non-English speaking percentage being born in India

HOUSEHOLDS

—
56.1%
of dwellings are a separate house, while 47.8% are medium to high density

—
29%
of households have a lone person
20.4%
are couples with children
25.6%
are couples without children

WORK LIFE

—
63%
of people work full time, while 35% work part-time and 17.8% do some form of voluntary work

—
More residents worked in health care and social assistance than in any other industry (2016)

Our vision FOR THE FUTURE

THE TOWN OF VICTORIA PARK: A DYNAMIC PLACE FOR EVERYONE



We are Perth's most empowered and engaged community.



We are Perth's premier place for entertainment and entrepreneurship.



We lead in sustainability.



We put people first in urban design and safety.



We are inclusive and connected with a thriving community.

**Mayor Trevor Vaughn**

Mayor's Message

A year of key achievements and compassion.

The 2018-2019 year has been one concentrated on both looking back and focusing forward. With 2019 being our 25th anniversary year, we looked for ways to acknowledge and celebrate our history, while also reaching and celebrating some significant milestones for key projects that have been in the pipeline for some time, like the progress of G.O. Edwards Park and the completion of the John Macmillan Park upgrade.

In this year, we adopted our first 'Reflect' Reconciliation Action Plan drafted in consultation with the Town's Aboriginal Engagement Advisory Group. This outlines strategies to foster greater awareness and relationships between members of our wider community and Aboriginal people. Creating a shared vision and future for all our people is something I've long worked on as the Mayor and adopting this plan was a proud moment for Council.

Another largely influential document Council endorsed this year is the Urban Forest Strategy (UFS), which was developed collaboratively with an engaged community working group. This is one that stemmed from our community and proactive civic engagement with Council support. It will define our Town's future canopy cover. It also sets the bar for deliberative consultation achieving better outcomes.

The remainder of the year was then spent on developing the implementation plan with the dedicated working group. The priority of this for Council was also made clear, with our \$1m budget commitment for UFS initiatives in 2019-2020.

We officially welcomed the West Coast Eagles to Town continuing our long partnership, not just on the development and completion of their new building in Lathlain, but also on the Community Benefits Strategy, which they will deliver to bring extended value to our Town and broader community. The programs included for the first five years were recommended by a representative community panel. Implementing the strategy will mean our partners, the Eagles, Wirrpanda Foundation and Perth Football Club, can take a real hands-on approach to enhancing the fabric of our community into the future.

Lastly, I'd like to mention the unveiling of the Empty Arms – Broken Lives memorial sculptures. These were donated to the Town by the Association Representing Mothers Separated from their children by adoption (ARMS) through the Department of Social Services, in commemoration of the Forced Adoption apologies given by State and Federal parliaments. We unveiled them in their new location at Read Park on the sixth anniversary of the national apology – 21 March 2019.

Mayor's Message

I'm proud these sculptures have found a permanent home in Vic Park as we continue to be a compassionate and inclusive community that celebrates our diversity with a caring nature. I acknowledge the Minister Hon. David Templeman for championing the recognition of forced adoption in WA and for donating them to the Town.

As you may know this is my last annual report message, as I enter retirement phase, after 16 years on Council and 12 years Mayor. I cannot express enough how truly challenging and enjoyable the journey has been. To be a part of the growth and prosperity of the Town over these years has been an honour.

I thank the many colleagues I have shared the Council Chambers with over the years and the many dedicated Town staff and wonderful community members who have played a role in supporting me and the Town's development.

Mayor Trevor Vaughn

Anthony Vuleta
Chief Executive Officer

CEO's Foreword

People, Performance, Partnerships.

In our second year of reporting against a new Strategic Community Plan, the Town has begun to make some great progress toward our strategic outcomes under the pillars of sustainability in the areas of Social, Economic, Environmental and Civic Leadership.

The Administration's function to deliver on the objectives and decisions of Council has continued and grown significantly over the past year. We have achieved more strategic alignment, a more settled staff complement and a renewed focus on cross-functional service delivery following the restructure of 2017-2018. This financial year, we launched our performance dashboard to track organisational performance and become more accountable. We completed more post event and consultation surveys to better measure our community's levels of connectivity, engagement and overall experiences within the Town.



We've refreshed our brand identity and grown our digital presence with more visibility and creation of opportunities to be open, meaningfully engage and perform business transactions with the Town via online channels. This is particularly evident at our Leisure Centres with self-check-ins, swim school enrolments and payments all becoming available on the web.

We've grown our Governance and Strategy team to support Councillors better perform in their role and the Town to comply with legislative requirements, and in preparation for reforms under the Local Government Act Review due to be enacted.

Another big growth area this year has included Place Planning with a new team of place leaders who reach out to our community in their neighbourhoods, to listen to ideas and assist people in a concierge fashion, for more efficient navigation of our internal services when seeking any information or requesting services or support. This team also focuses on place activation and people-friendly urban design.

We have seen the emergence of Town business and community groups running their own events for community benefit and more Town Community Grants being awarded than ever before, as well as a series of successful business events, training sessions and marketing campaigns being delivered to support our local economy.

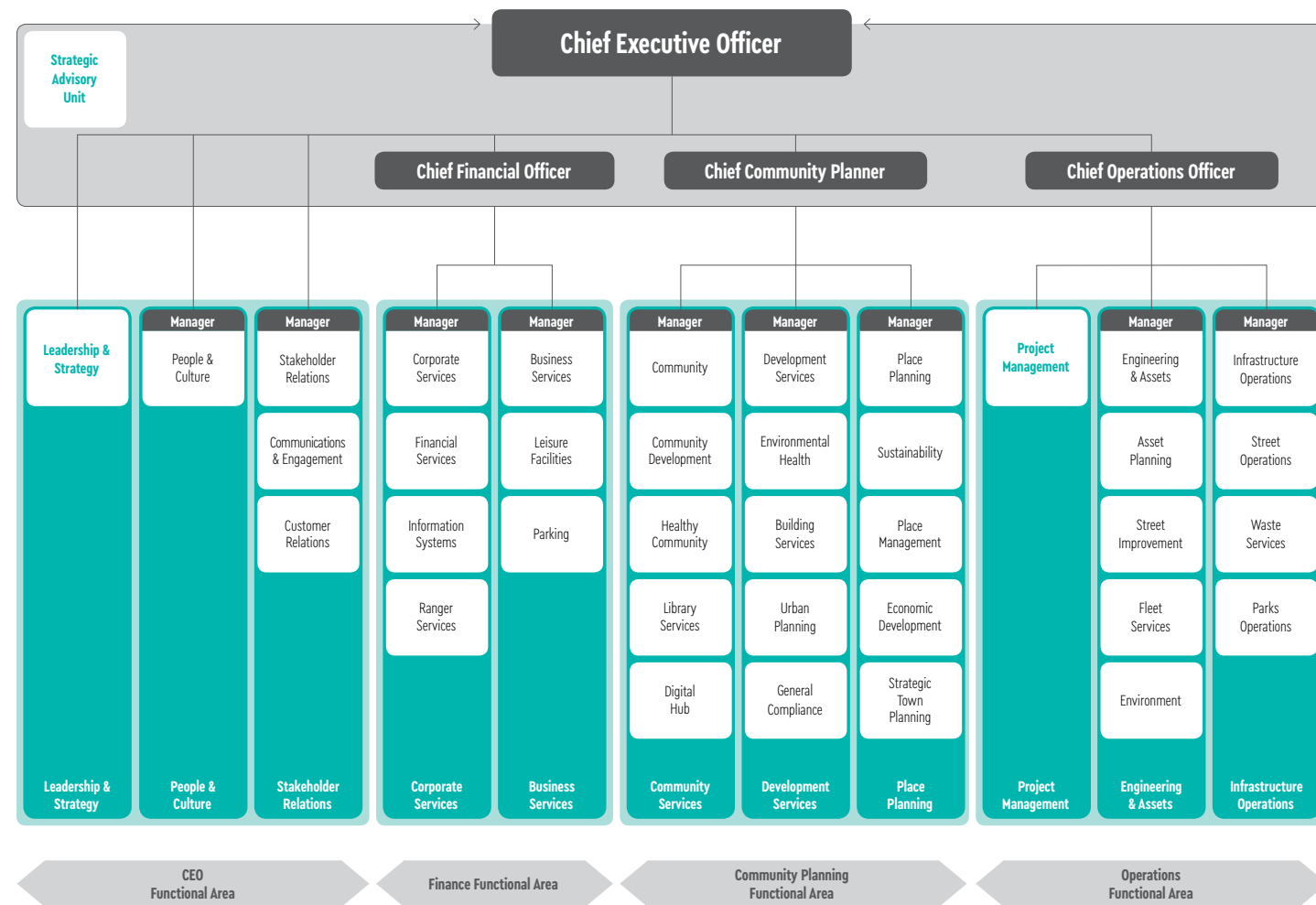
We introduced EasyPark, a mobile app for paid parking, to reduce the need for printing tickets and launched a parking trial to assess options for better parking management into the future.

Some significant master planning and concept designs have also come to fruition for key locations in the Town to set us up for our growing population, as well as successful advocacy wins with priorities adopted by Council in February.

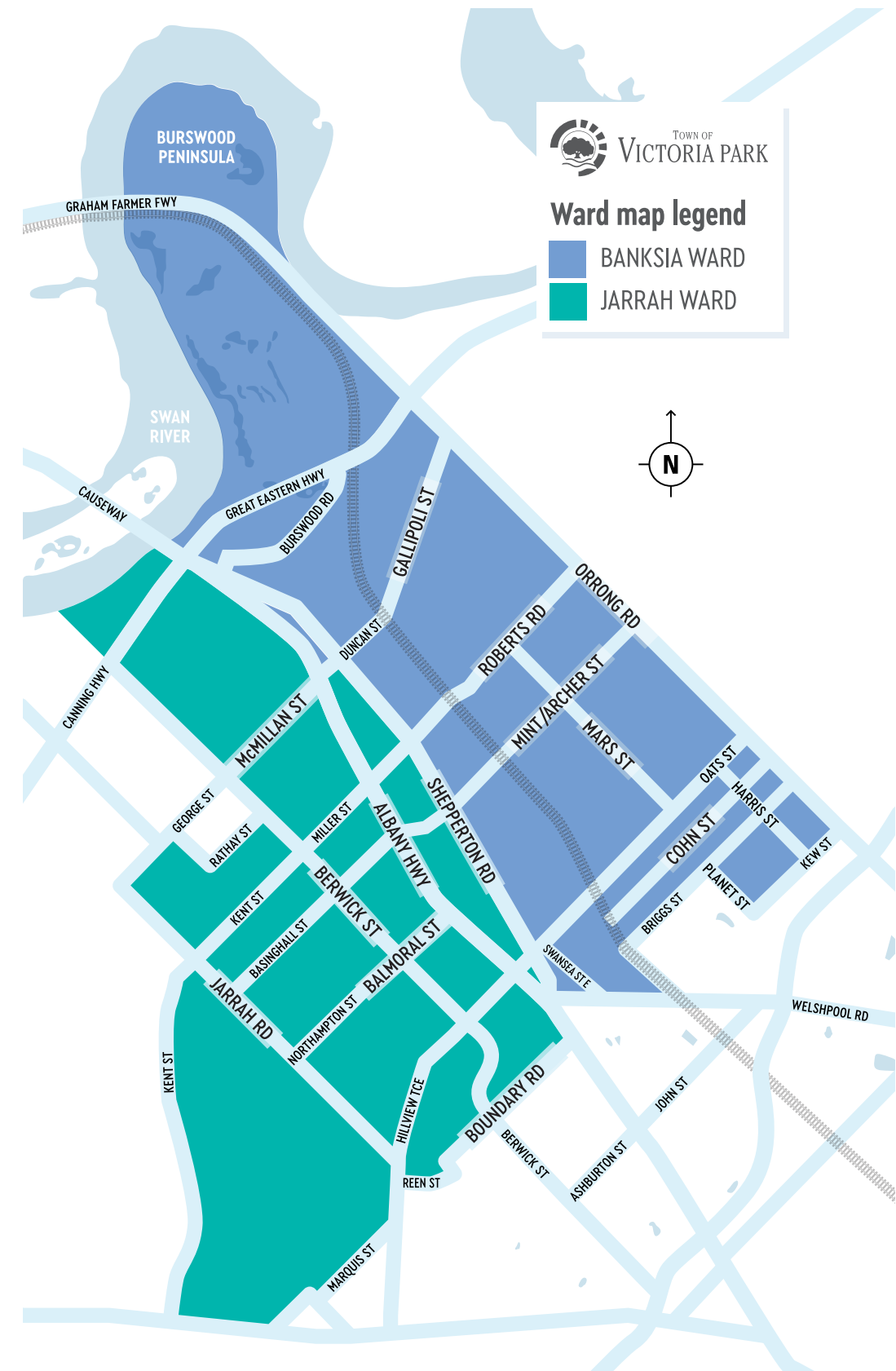
We also made some headway with our new regional partner the Shire of Morawa, with many staff exchanges and visits to each local government to share and learn from each other. Looking back, it's been a bumper year for laying the foundations to meet our vision and I thank all the Town's people and partners for their ongoing commitment and collaboration.

Anthony Vuleta
Chief Executive Officer

Organisational Structure 2018 - 2019



Ward Map



Your Councillors 2017 - 2019

MAYOR



Trevor Vaughan

0447 374 528
tvaughan@vicpark.wa.gov.au
Term expires: Oct. 2019

BANKSIA WARD



Cr. Claire Anderson

0416 199 745
claire.anderson@y7mail.com
Term expires: Oct. 2019



Cr. Julian Jacobs

0424 156 643
julian.jacobs@stryker.com
Term expires: Oct. 2019



Cr. Ronhda Potter

0467 257 621
ronhhdapotter@gmail.com
Term expires: Oct. 2021



Cr. Karen Vernon

0407 448 336
karen.vernon@icloud.com
Term expires: Oct. 2021

JARRAH WARD



Cr. Jennifer Ammons Noble

0452 405 841
jammonsoble@vicpark.wa.gov.au
Term expires: Oct. 2019



Cr. Bronwyn Ife

0419 942 944
bronforvicpark@mail.com
Term expires: Oct. 2021



Cr. Brian Oliver

0435 229 317
boliver@vicpark.wa.gov.au
Term expires: Oct. 2021



Cr. Vicki Potter

0433 704 140
vicki.potter217@iinet.net.au
Term expires: Oct. 2019

Elected Members Meeting Attendance 1 July 2018 – 30 June 2019

Committee/ Council Meeting	Members	Ordinary Meetings Held	Ordinary Meetings Present	Special Meetings Held	Special Meetings Present
Council	Mayor Vaughan	11	9	3	3
	Cr Ammons Noble	11	10	4	4
	Cr Anderson	11	10	4	4
	Cr Jacobs	11	10	4	4
	Cr Oliver	11	10	4	4
	Cr V Potter	11	11	4	3
	Cr Ife	11	10	4	4
	Cr R Potter	11	8	4	3
	Cr Vernon	11	11	4	4
Briefing Session /	Mayor Vaughan	11	11	1	1
Agenda Briefing	Cr Ammons Noble	11	9	1	1
Forum	Cr Anderson	11	9	1	1
	Cr Jacobs	11	10	1	1
	Cr Oliver	11	10	1	1
	Cr V Potter	11	8	1	1
	Cr Ife	11	11	1	1
	Cr R Potter	11	11	1	1
	Cr Vernon	11	9	1	1

Elected Members Meeting Attendance

1 July 2018 – 30 June 2019

Committee/ Council Meeting	Members	Ordinary Meetings Held	Ordinary Meetings Present	Special Meetings Held	Special Meetings Present
Chief Executive	Mayor Vaughan	6	6	-	-
Officer	Cr Ammons Noble	6	4	-	-
Recruitment	Cr Jacobs	6	0	-	-
and Performance	Cr V Potter	6	3	-	-
Review	Cr Ife	6	5	-	-
	Cr Oliver (Alternate)	6	1	-	-
Community	Cr V Potter	7	5	-	-
Development	Cr Jacobs	7	5	-	-
	Cr R Potter	7	7	-	-
	Cr Ife	11	11	1	1
	Cr Anderson (Alternate)	11	9	1	1
Economic	Cr Vernon	7	5	-	-
Development	Cr Ammons Noble	7	5	-	-
	Cr Ife	7	4	-	-
	Cr Jacobs	7	3	-	-
	Cr Anderson (Alternate)	7	1	-	-
	Cr Oliver (Alternate)	7	2	-	-

Elected Members Meeting Attendance

1 July 2018 – 30 June 2019

Committee/ Council Meeting	Members	Ordinary Meetings Held	Ordinary Meetings Present	Special Meetings Held	Special Meetings Present
Finance and Audit	Cr Ammons Noble	10	9	1	1
	Cr Anderson	10	8	1	0
	Cr Oliver	10	10	1	1
	Cr Vernon	10	8	1	1
	Cr Ife (Alternate)	10	1	1	1
	Cr R Potter (Alternate)	10	1	1	0
	Cr V Potter (Alternate)	10	1	1	0
Future Planning	Cr Anderson	8	6	1	1
	Cr Oliver	8	6	1	1
	Cr V Potter	8	6	1	1
	Cr R Potter	8	6	1	1
	Cr Ife (Alternate)	8	1	1	0
	Cr Vernon (Alternate)	8	1	1	0

Note – Alternate members only attend meetings when a member of the committee is absent.

Year at a Glance



Leisure, Library & Digital Services
17,548 members using both Aqua and Leisure centres
580,000 total visits across both leisure centres
148,112 total visitors to the library
3,004 new library members
2,076 Discrete Digital literacy, hardware help sessions provided



Customer Relations, Communication and Engagement
131,715 phone calls answered by all Town contact centres
13,898 visits to the Town's administration centre
46 engagement sessions held
39,800 site visits, and 381 new registrations to Your Thoughts consultation hub
3 destination marketing campaigns delivered
1,235,141 total website page views



Events
41 individual events for Arts Season
9 civic events, 13 public events held
7 capacity building events supported
2 Seniors Week and 4 Disability Awareness Week events held
317 total bookings on active and passive reserves
4 business events delivered with estimated 330 attendees



Parking & Rangers
2,500 park patrols conducted
119 domestic animals returned or rehomed
383 abandoned vehicles removed within 7 days
1 million free parking tickets issued
21,000 parking infringement tickets issued
1,400 parking permits issued



Building, Development & Assets
392 development applications processed
563 building permits issued
67 demolition permits issued
985 building maintenance requests actioned
68 Town building condition audits and 23 building capital works projects completed



Rates, Roads & Rubbish
96.1% rates levied collected
41,134m² of road resurfaced
1.6kms of shared paths installed
60 people attended sustainability community events
20 people attended a WASTEless course



Environment
550 trees planted
300 tube stock of 10 WA native tree varieties given away
5 Tuart Trees planted at Berwick St entrance 1
7 Erythras planted at Somerset St
3 major park upgrades started or completed
59 registered Garage Sale Trail stalls with 1,625 people participating as a seller or shopper



Internal Support Services
126 communication plans developed
408 graphic design jobs completed
33 media releases issued
3,754 IT Helpdesk service requests resolved
252,243 documents registered into the Town's records management system (TRIM)
7 Freedom of Information applications processed
70 recruitment processes completed involving 2237 applications
78 new staff on boarded and 84 cessations processed
129 training and development courses coordinated for staff attendance
Live voting and live streaming of Council meetings introduced

Strategic Outcomes Reporting Introduction

All local governments are required to produce a plan for the future under the *Local Government Act 1995*.

The Department of Local Government, Sports and Community's Integrated Planning and Reporting Framework and Guidelines, state the Strategic Community Plan is a long-term 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.

The Town of Victoria Park's current Strategic Community Plan was adopted in 2017 following an intensive community engagement project named Evolve, which saw almost 350 people attending 100 workshops and contributing 2,700 participant hours over 12 months.

This resulted in the Town's vision transitioning from living a vibrant life, to creating a dynamic place for everyone. In March 2019 this was enhanced with a refreshed brand identity and positioning statement 'We're Open Vic Park'.

In June 2019, Council endorsed some changes proposed to the Strategic Community Plan 2017-2032 resulting from a minor review, conducted in accordance with Section 5.56(1) of the Local Government Act 1995.

A major review of the Strategic Community Plan is due in 2021 with an intention to begin community engagement mid-2020.

The plan is 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.

The 2018-2019 Annual Report is the second to report on the strategic outcomes under the four identified sustainability pillars of: social, economic, environment and civic leadership.



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.

Leisure and Aqua Centres

The Town's Leisure facilities aim 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 program delivery in a financially responsible manner.

Both centres went live with a new Facility Management Software system, LINKS, in November 2018. The Links software allows for online capabilities and self-check ins for members.

This allowed for our first online Learn to Swim enrolments to be launched in 2018-2019 which positively impacted service levels.

The annual Member Christmas Breakfast was held on Friday 21 December 2018. This event is free for members and costs casuals a gold coin donation for the Town's chosen charity. The breakfast gives the the Town an opportunity to give back to loyal members and was very well attended.

The cardiovascular equipment was upgraded at the Leisure Centre Health Club in February 2018. The suite of treadmills, stationary bikes and cross trainers offers members up-to-date technology including touch screens, Wifi connectivity, and Virtual Active programing to provide a new exercise experience.

2,600

members using both Aqua and Leisure centres

580,000

total visits across both centres

124,441

attendances to the Aqua and Leisure Health Club and Group Fitness classes

225,976

annual aquatic attendances

Healthy Community

In year two of delivering on the Healthy Vic Park Plan, the Town rolled out several specific projects and programs to support this strategic outcome, including the following.

- Healthy Community term programs
- Mental Health Week Community Kindness initiative
- Smoke Free Leisurelife
- Healthy Community grants have been embedded into the Town's community grants program
- Revamping the community activity trailer to activity bundle now available for community hire
- Delivery of internal staff wellness program

We continue to partner with national, state 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, Mission Australia, Helping Minds, Ngala, CONNECT Vic Park and the WA Primary Health Alliance.

729

activity sessions held with 5,896 total visits to programs over four school terms, focusing on physical activity, nutrition and mental health

11

health promotion e-newsletters delivered throughout the year to just over 2,000 subscribers

52

blender bike bookings with both internal and external hirers

13

seasonal bookings (senior and junior) providing traditional sporting opportunities for the local and wider community

144,926

items loaned

17,548

new members

148,112

total visitors

247

Children's Literacy and Learning opportunities were held with 11,307 attendees

108

Adult Literacy and Learning opportunities were held with 1,637 attendees

Library

This year, the Town of Victoria Park Library introduced several new literacy and learning initiatives as follows.

- Introduction of an English as a Second Language (ESL) Reading Circle, which provided an opportunity for new migrants to improve their English literacy, vocabulary, reading and comprehension
- Learning English Through Storytime (LETS) to support migrant families for whom English is a second language
- Monthly Movie Club using the Kanopy movie streaming resource

With the aim to increase Aboriginal engagement and cultural diversity, additional opportunities included the below.

- Harmony Day - Noongar Language Wanjoo Songs - a Workshop for local students as well as the local community
- International Women's Day - African feminist Sisonke Msimang, storyteller and author, who spoke on gender inequality
- Boorloo Aboriginal Cultural Experience - traditional dancing and didgeridoo

This year, the library more proactively measured the value and social impact of its literacy and learning opportunities using the Culture Counts survey tool. Using standardised questions, participants of our children's programs provided ratings as shown below.

- 85% agreed "It held my interest and attention"
- 90% agreed "I would come to something like this again"
- 75% agreed "I learnt something new"
- 88% agreed "It made me feel safe and welcome"
- 75% agreed "I did something I didn't know I was capable of"
- 95% agreed "It gave me greater respect for cultural diversity"

Participants of adult programs also provided feedback as shown.

- 87% agreed "It challenged me to think in a different way"
- 93% agreed "It helped me gain new insight and knowledge"
- 91% agreed "I learned something new"
- 89% agreed "It's important that it's happening here."
- 93% agreed "It gave me greater respect for cultural diversity"
- 91% agreed "It made me feel safe and welcome"

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.



History

The Local History Photographic Awards ceremony was held on 6 June 2019. Nineteen eligible photographs were entered across three categories. These are an invaluable addition to the local history collection.

Council approved to accept the donation of a set of memorial sculptures from the Association Representing Mothers Separated from their Children by Adoption Inc. (ARMS). The memorial commemorates the national and state forced adoption apologies, raises awareness and provides a reflective space. The sculptures were unveiled at a community event held on 21 March 2019 in Read Park.



Digital Hub

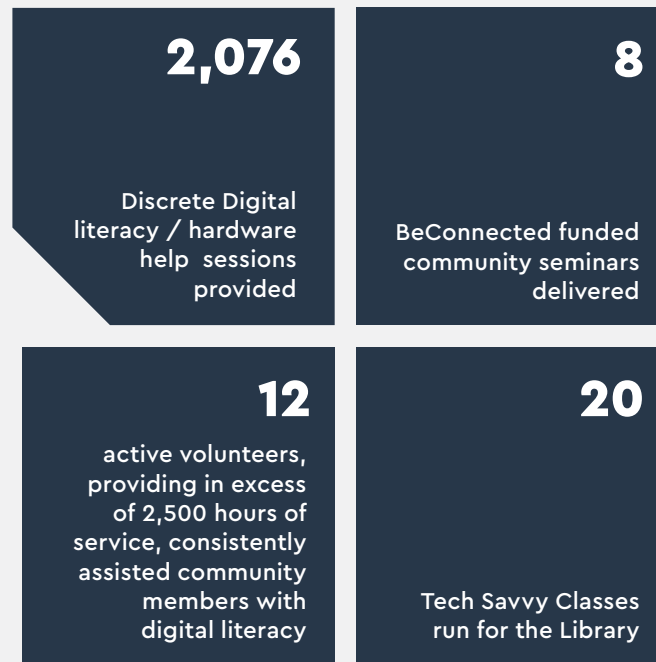
The Town's Digital Hub offers free use of computers and access to the internet, so clients can experience first-hand digital life and see how being knowledgeable opens doors and improves their quality of life. Our volunteers assist in covering peak periods, 'walk-ins' and are responsive to community needs.

Our Discrete Digital help assisted in delivering sessions to the community on how to use Windows, Mac, Android, iOS operating systems, MS office, LibreOffice and Online Safety awareness.

The on the job exposure to our community members, volunteers and undertaking device repairs, this year assisted a trainee technician completing a TAFE certification course to achieve a successful academic outcome.

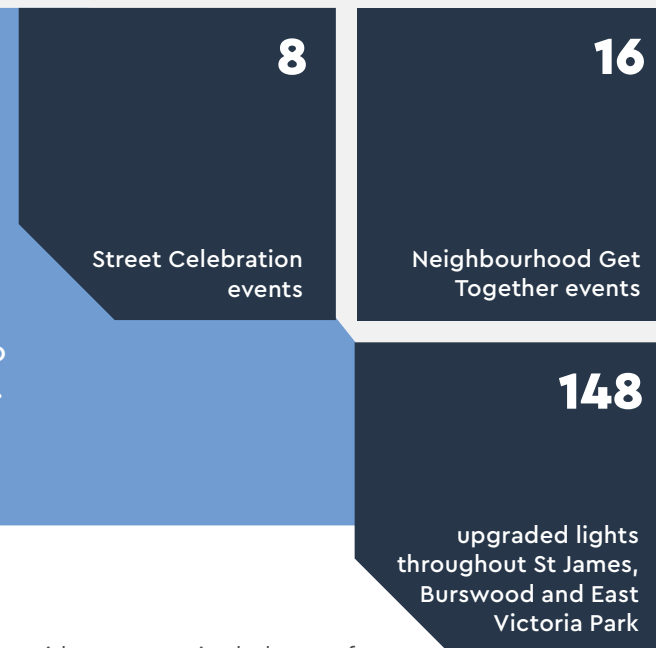
\$3,850 worth of grant funds was obtained from BeConnected to run seminars such as smart home and energy saving management for Victoria Park Library members.

Saturday Tech Savvy Classes are also part of Digital Literacy Program facilitated for Victoria Park Library members.



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.



Safer Neighbourhoods

Street Meet 'n' Greet is a program where the Town provides funding to residents to host a local neighbourhood event. Residents implement a community-led and owned local neighbourhood event with their neighbours, to meet new neighbours, build social connections and resilience.

The two options are Street Celebration and Neighbourhood Get Together.

Street Celebration is a community event where the Town provides the community with road closures and assists neighbours to take ownership of the street

with a community-led event for the neighbourhood. This year the Town facilitated eight events.

A Neighbourhood Get Together is a small event held at someone's home or on the front verge. Town funding is provided to facilitate the community-led events. This year 16 were held.

Another milestone for this financial year, included the completion of our Safer Communities Fund Lighting Upgrades, where 148 lights were upgraded in St James, Burswood and East Victoria Park.

Youth, Families and Homelessness

This financial year the Town concentrated on building relationships with local service providers operating in the 'children and families' space in order to better understand the Town's place in supporting this sector. This led to the establishment of Family and Children Connect Vic Park, a group representing 19 organisations which raises awareness and connects families to local services and support. Further, the Town committed to facilitating and partnering with the activities of the Healthy Relationships Strategy Group, a regional domestic violence collective impact group.

Homelessness has been a key advocacy area for the Town this year. The Town has connected with the Supporting People with Basic Needs group to develop local actions and has additionally participated in not-for-profit and State Government forums, to advocate for a collective approach to ending homelessness in our region.



Seniors, Access and Inclusion

The main projects undertaken this year to support seniors, and access and inclusion outcomes, promoted opportunities for seniors and people with disability to participate and connect with their community.

The 55+ in the Park project supported by Department of Communities in collaboration with Connect Victoria Park, Harold Hawthorne Community Centre and SwanCare delivered a community directory for seniors, as well as four community events, a marquee at the Seniors Recreation Council of WA's 'Have a Go Day' and formation of a local seniors network.

Six Town community groups were involved in the Socially Inclusive Communities WA Mentoring Program partnership with Inclusion Solutions and supported by the Department of Communities.

Disability Awareness Week celebrations also supported by Department of Communities began with the International Day of People with Disability inaugural Flag Raising Ceremony and a Local Business Sundowner 'Meet the Experts' presentation by Workforce Diversity, followed by the Rebound WA Wheel Life program at local primary schools.

The Town held its first Access and Inclusion Advisory Group meetings over the year, with four meetings held that focused on:

- consultation, learning and advocacy for the NDIS
- community consultation for the State Disability Plan
- providing advice and commentary to improve the accessibility of Town facilities, assets and projects aligned to the Town's Disability Access and Inclusion Plan.

Town officers have experienced disability awareness through training, a wheelchair tour of our local café strip and participation at forums and workshops. The Town also contributed to the State Disability Plan via a community workshop using a Conversation Toolkit.

2	3	4	4	6
seniors events	Community Directory launch events	Disability Awareness Week events	Access and Inclusion Advisory Group meetings	community groups in the Socially Inclusive Communities WA Mentorship Program

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



Arts Season

Arts Season 2019 further strengthened partnerships with artists, community groups and business owners. A wide range of events and workshops were held ranging from an art intervention, mini art festivals, paint battles, three new murals, Pecha Kucha, and creative workshops and exhibitions. Activated local venues were held to full capacity. On average it is estimated 5000 people attended the events over the month. Feedback was very positive, with Culture Count survey responses averaging ratings of 90% for questions relating to belonging, enthusiasm, insight, local impact and safety.

International Women's Day

Through the engagement of a documentary film maker, the Town produced a video highlighting the assets and positive aspects of gender equality. Local people in the video were asked to explore what the Vic Park community is doing right and to share positive stories and ideas for women in the community. The video was published on a variety of the Town's digital media platforms.

Reconciliation Week and NAIDOC Week

Through the Aboriginal Engagement Advisory Group, Reconciliation Week saw the Town's website updated with more local knowledge of Aboriginal information including the difference between 'Welcome to Country' and 'Acknowledgement of Country', as well as a standardised script for the use of 'Acknowledgement of Country' throughout the Town with correct local terminologies related to Whadjuk Noongar culture.

NAIDOC Week saw Noongar language being incrementally introduced to the community with banners and flags installed on Albany Highway and street side signage at the borders of the Town with Noongar phrases and their English translations.

The chalk art wall and Town building TV screens also displayed Noongar phrases and words.

Community Events - Town delivered

The Town held nine civic events this year including Citizenship Ceremonies, Remembrance Day, Australia Day, ANZAC Day, and a Mayoral Function.

Thirteen public events were held including our skill building Success Series workshops for local businesses and community groups, as well as the ever-popular Summer Street Party in December and free Twilight Trio community concerts in December, January and February hosted at local parks.

We approved 317 external bookings to be held on the Town's active and passive reserves. Bookings included:

- seasonal bookings for sport clubs
- private bookings and functions for individuals and companies
- personal training sessions
- Large scale events (Perth Four Wheel Drive Show, Perth Garden Festival and Equestrian in the Park).

Using Culture Counts to measure the impact and events focused experiences delivered for all participants, our community shared the following ratings.

- 84% agreed "It helped me feel part of the community"
- 89% agreed "It made me feel welcome"
- 88% agreed "It's important that it's happening here"
- 71% agreed "It helped me gain new insight or knowledge"
- 80% strongly agree with "I will speak positively about this event"

Community Events – Town supported

Seven capacity building events were delivered with cross-functional collaboration between various service areas and the Town's events team.

Summers Eve on Archer

The newly formed Archer Street Business and Resident Group ran the inaugural Summers Eve on Archer event in Carlisle. This was an extremely successful event supported by the Town via a \$5000 Community Grant and resources. A great example of the community making things happen with the support of the Town with around 2,500 attendees.

West End Business and Community Association Event

With \$5000 in Town Place Grant funds and staff support, the West End Business and Community Association were assisted to deliver a community event to celebrate the west end of Albany Highway. This event was used as an opportunity to launch their action group and enrich the West End as a destination.

41

individual events for Arts Season

9

civic events

13

public events

7

capacity building events

317

total bookings on active and passive reserves

2

new business and community groups established

Strategic Outcomes: 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 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.

Economic Development Strategy

The Economic Development Strategy: Pathways to Growth 2018-2023 was endorsed in March 2019.

- Making More Informed Decisions - a workshop taking businesses through the free suite of .id data products, to help businesses make more informed, data driven decisions.

Curtin Ignition Business Sponsorship

The Town again offered two fully funded scholarships, open to businesses or residents within the Town to Curtin University's Ignition Program.

Business Events Schedule

The Town held four business events, with approximately 330 attendees across all of them.

- Breakfast with Ben Wyatt
- Drinks with the Experts
- The inaugural Vic Park Business Awards
- End of Financial Year Business sundowner

Business Training

The Town worked with training providers to bring over 20 business workshops and training sessions to the Town and local entrepreneurs. These included the following.

- How to Start a Food Business - a partnership between City of Canning, City of Belmont and the Town to provide an overview of how to start a food business in WA.

Economic Development Campaigns

The Town delivered three destination marketing campaigns.

- Eat, Ride 'n' Enjoy - celebrating local food and beverage businesses, capitalising on the opening of Optus Stadium ending paid media in July and continuing organic reach until December 2018. Forty-six businesses took part in the campaign.
- Christmas in the Park - designed to attract Christmas shoppers with a local window dressing competition where community voted for the best dressed shop. Nine businesses took part in the campaign.
- Feed the Fans - work toward a campaign to be held in July 2019, working with local businesses to offer discounts and special deals, capitalising on the visit of Manchester United soccer matches to be held in Perth, with 21,000 estimated regional, interstate and international visitors expected. Sixteen businesses will take part in the campaign.

Collaborative working groups

- Representatives from the Town attended 100% of the Grow South East district meetings.
- The Town also worked with five inner-city local governments from March 2019 (named the Inner Perth Assembly) to create a range of proof of concept campaigns for collaborative metropolitan destination marketing. Under a market tested identity Visit Perth, the Town contributed to and cross-promoted attraction-based content.
- The Town worked extensively with key stakeholders on the Burswood Peninsula to create a new governance structure. This structure will provide a framework for long-term planning and to improve the delivery of projects where multiple stakeholders are affected. This group of stakeholders will be collectively known as the Burswood Peninsula Alliance and includes a steering committee and two project control groups.

20

business training workshops held

3

destination marketing campaigns delivered

4

business events delivered with estimated 330 attendees

2

fully funded scholarships for Curtin Ignition program

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.

Parking

Through effective parking management using clear signage, timed and paid parking controls, 1.5 million patrons were able to access limited parking resources, with one million free tickets issued across the Town.

Fourteen thousand patrons received infringements for not getting a parking ticket, and a further 2,000 patrons received infringements for an expired parking ticket. The remaining 5,000 infringements were issued for safety related parking issues, such as blocking a footpath.

The Town introduced EasyPark, a mobile parking application enabling patrons to claim their free parking ticket without getting a paper parking ticket from a ticket machine.

1.5 million

parking patrons accommodated

1 million

free tickets issued

21,000

infringement tickets issued

1,400

parking permits issued

The Town also issued 1,400 parking permits and undertook additional patrols in the Burswood Peninsular, to manage parking during events at Optus Stadium.

Finally, in addition to conducting parking reviews of Hubert Street carpark, the area around Victoria Park Train Station and the area around Oats Street Train Station, the Town are conducting a parking trial in East Victoria Park to test existing controls and to identify options to enable improved access to the Town.



Environmental Health

Food Premises Inspections

The Town's Environmental Health Services approved and inspected a total of 509 food premises. Three food premises operators were prosecuted due to Food Act 2008 breaches. The Town uses prosecution as a last resort when all other options are unsuccessful.

Public Buildings Inspections

Ninety-five public buildings were inspected. A notable addition to the public buildings in the Town is the new West Coast Eagles Administration, Training and Community Building which was assessed and approved.

Aquatic Facilities Sampling

Five hundred and fifty samples were taken from aquatic facilities in the Town. Additional pools and spas at the new West Coast Eagles facility were added to the current aquatic facilities that are sampled by the Town's Environmental Health team.

Public Events

One hundred and two public events were assessed and approved. New events and venues were trialled, including Belmont Park and Burswood Park. Matagarup Bridge was also opened with events held on the bridge. The Town has also seen an increase in large events held at Optus Stadium. Most events that were held in the Town attracted significant media attention.

Customer Service requests

A total of 587 environmental health related customer service requests were received and resolved. The requests related to noise, food and pollution.

509

food premises and 95 public buildings inspected

550

aquatic facilities samples tested

102

public events were assessed and approved

Strategic Outcomes: Environment

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

EN1 - 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 our population increases, people are to be considered first and foremost in development and urban design. This outcome also acknowledges that providing suitably designed and located housing at a variety of densities will be important in enabling diversity. Importantly, our goal will be to ensure that future development also enhances the Town's character.

ROW 52

(Old Spaces New Places #1)

Creation of a public space in the heart of East Victoria Park through closing vehicle laneway ROW 52 (Right of Way), known as the "IGA Laneway" and revitalising the area. The design includes seating, shade structures, performance space, paving and green space plantings and was completed this year.

Etwell Street Local Centre

Revitalisation Plan (Old Spaces New Places #2)

The Town completed a collaborative urban design process to create a revitalisation plan for the Etwell Street Local Centre. The engagement process involved four design workshops that brought together local residents, landowners, business owners, Town staff and Elected Members, to create a shared vision and plan.

Streets Ahead

Provision of \$20,000 in Place Grants to the Vic Park Collective to run the Streets Ahead project involving community members in two workshops reimagining Albany Highway using physical scale models for the East Victoria Park and Victoria Park areas.

2

major public
space designs

1

community led
action plan

1

new parklet
policy

Burswood Station East

The Town has continued to make progress in the preparation of a detailed planning framework for the Burswood Station East Precinct. A review of infrastructure and funding issues was completed in late 2018 and a Scheme Amendment proposing to increase development intensity was initiated by Council in May 2019.

Local Planning Strategy

The Draft Local Planning Strategy was endorsed by Council to progress to the Western Australian Planning Commission for consent to advertise it to the local community. The Town is in the process of undertaking amendments to the Local Planning Strategy as requested by the Department of Planning, Lands and Heritage before consent is granted to start advertising.

Parklet Policy

The Town's Parklet Policy has been completed and is adopted by Council. The policy provides businesses with a pathway to construct and manage their own parklet.

Development and Building Applications

Approval of developments means delivering high quality outcomes for occupants and the wider community.

Three hundred and ninety-two development applications were processed in 2018-2019 inclusive of some significant projects such as new buildings at Curtin University, Tower 6 at The Peninsula, and the first two residential towers within the Belmont Park Redevelopment.

In 2018-2019 the Town issued 563 building permits, 25 swimming pool and barrier permits, 67 demolitions and 23 sign licences.

In the second half of the financial year, the Town's Signs Local Law 2006 was repealed and replaced with Local Planning Policy 38 - Signs, which means that signs now require a building permit in lieu of a sign licence.

Application of Design WA, Apartment Codes

The Design WA, Apartment Codes came into effect on 24 May 2019 and introduced a performance-based assessment for the development of apartments, and ultimately an improvement in the quality of apartments being built in WA. The standards contained in the codes have been applied by the Town to developments for several years. The Town is now undertaking a review of associated policies and procedures to ensure alignment.

Review of Local Planning Policies

As part of the process of reviewing all of the Town's 37 Local Planning Policies, 12 Policies were formally revoked or amended in 2018-2019.

Residential Character Study Review

In 2018-2019, community engagement was undertaken with owners and occupiers of land within the Study Area to determine their views on the importance of maintaining or protecting residential character, in order to inform a review of the planning policies that apply to the area. Three hundred and fifty-seven responses were received. Informed by community feedback, draft recommendations are now being prepared for further community engagement.

392

development
applications
processed

1

planning scheme
amendment

563

building permits
issued 67 demolition
permits issued

25

swimming pool
and barrier
permits issued

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.

Pathways Program

This financial year the Town completed for the first time a whole of Town footpath condition audit of our footpath network, informing our five-year capital works and maintenance program.

The Town also began construction on 1.6kms of regionally important Principal Shared Paths (PSPs) on Rutland Avenue between Oats Street and Welshpool Road, and on Goodwood Parade between Great Eastern Highway and the Graham Farmer Freeway, supported by the Department of Transport.

We also constructed 300m of new footpath on Victoria Park Drive to facilitate the movement of crowds in relation to Optus Stadium events and for people who use the Burswood parklands.

Roads and Transport

Resurfacing and reconstruction of 3.65km of roads continued to be undertaken around the Town. Some of the main projects included Oats Street, Mars Street to Planet Street, Rutland Avenue to Tuckett and Gloucester Streets and Cargill Street to Leonard Street.

The total capital funding revenue received in 2018-2019 was just over \$1.8 million, which included grants from various State Government departments and programs including, Department of Transport, Metropolitan Regional Road Group, Black Spot and Roads to Recovery.

Bus Stop Infrastructure

Bus stops and shelters continued to be improved to meet current access and inclusion standards in partnership with the Public Transport Authority. A total of five shelters were upgraded in 2018-2019.

Lathlain Traffic Management Works

Traffic calming devices were installed along Gallipoli Street, Goddard Street, Saleham Street and McCartney Crescent as part of a staged Lathlain Traffic Management Plan. The plan will be reviewed this year following community feedback to ensure it is meeting expectations.

5

bus shelters
upgraded

1.6kms

of shared paths
installed

\$1.8m

in grant funding
secured for roads and
transport initiatives

41,134m²

of road resurfaced

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.

Vic Park Drive Concept Design

The Town delivered a landscape concept design for Victoria Park Drive including a footpath and street tree planting to improve accessibility and the pedestrian experience.

Curtin Regional Transport Working Group

The Town assisted the establishment and coordination of the Curtin Regional Transport Working Group comprising the Town of Victoria Park, Curtin University, City of Canning, City of South Perth and the City of Belmont.

METRONET Working Group

The Town established an internal METRONET working group to advocate and inform planning for the various METRONET projects around stations and level crossings within the Town of Victoria Park and regionally with neighbouring Local Governments.

Inner City Transport and Infrastructure Working Group

The Town assisted in establishing and chairing the Inner-City Transport and Infrastructure Working Group to collaborate with other inner-city councils on key urban transport and infrastructure projects.

Trackless Tram Consortium

The Town continues to participate in a joint study into Trackless Trams (technology and preferred route) led by Curtin University and including the City of Perth, City of Canning, City of Vincent, City of Stirling and Department of Transport.

1

major street re-design

4

key partnerships in
critical transport
working groups



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.

The Town's Strategic Waste Management Plan (SWMP) was endorsed by Council in 2018 and updated in 2019 to ensure new developments in areas such as organic and green waste processing and the container deposit scheme introduced by the State Government, have been appropriately captured. Various actions have been implemented as a result including:

- the achievement of Gold Waterwise Council status through the waste minimisation actions undertaken by the Town
- the 2018 Garage Sale Trail - a national second-hand reuse and waste reduction program
- two community events on climate change science and adaptation, and sustainability for seniors
- the delivery of a WASTEless course, providing tools and resources to tackle various aspects of waste and create behaviour change
- scenario planning for the long-term future of waste management
- investigation of a three-bin system (including a separate bin for organic waste)
- audits for waste and recycling bins to better understand our waste
- waste education programs delivered to schools
- preparation of a waste and recycling guide.

59

registered Garage Sale Trail stalls with 1,625 people participating as a seller or shopper

60

people attended sustainability community events

20

people attended a WASTEless course



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

The principle behind this outcome is that our financial resources are limited and that sustainability of the community's assets over the long term is important. It means the Town's facilities will need to be appropriately constructed and maintained and more energy and water efficient.

Strategic Asset Management Plans

The Town now has a stronger focus on Asset Management and has completed Strategic Asset Management Plans for the Leisure and Aqua centres, Library and the Administration building which will inform our 15-year funding needs. A service needs analysis is now taking place to inform the future strategic direction of these facilities.

Maintenance works

This year, reactive maintenance requests received have reduced by around six per month as a result of the implementation of a proactive building maintenance inspection process.

Refurbishment or maintenance works completed this financial year include the upgrade of the Taylor Reserve toilets, the renewal of the Leisurelife Centre change rooms, toilet and gym air-conditioning, and Library and Administration building lighting upgrades using LED lights, which have reduced power costs by 9%.

Rangers & Parking Accommodation

Council properties at 6 and 8 Kent Street were reconstructed to accommodate the Parking and Rangers teams to be more central to the public. The Parking team was previously leasing a property, paying \$90,000pa.

Higgins Park Recreational Needs Assessment

We undertook a needs assessment project for Higgins Park involving communication with relevant community groups and stakeholders to understand the contemporary and predicted future needs of each group, and to ensure Town facilities are meeting these needs in an efficient, sustainable manner.

985

building maintenance requests actioned

68

building condition audits completed

23

building capital works projects completed

97%

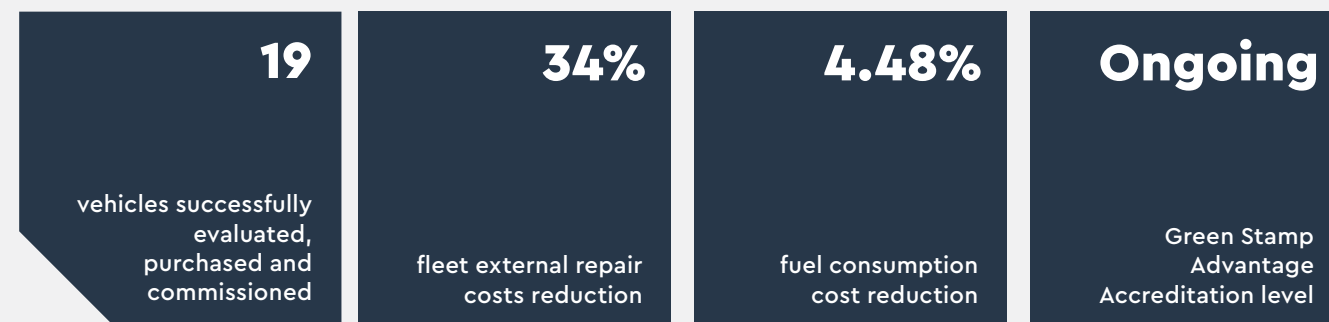
of building maintenance requests were closed within set timeframes

Fleet Services

There has been a further 5.17% reduction in the number of light fleet from 58 to 55 vehicles, as council cars were disposed of, without a replacement for new staff. There has been a further reduction in the external mechanical operating expenditure, due mainly to the higher level of in-house staff capability, despite the increased frequency of breakdown of major plants, such as the road sweeper due to their high usage rate. A new road sweeper has been designed and specified to suit the requirements of the Town and ordered.

Fleet Services has again achieved the Green Stamp Advantage Accreditation this year for continuously working on improving environmental outcomes, achieving a high level of environmental protection initiatives implemented in the workshop and the depot in general.

As part of the Town's move towards an environmentally sustainable local government, five new electric bikes have been purchased and distributed amongst the Town's Administration building and out-centres. The bikes are available for staff to use as an alternate "green" vehicle option.



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, bushland 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.

Edward Millen Park Master Plan

The Town developed a master plan to capture the community's aspirations for this significant green space. Multiple consultation techniques and a collaborative design process was undertaken that included three workshops with a 25-member community reference group and 94 participants engaged online. The process delivered some clearer, community desired outcomes for the park's future which will aim to balance the retention of heritage landscaping, open lawn space and

tranquillity, with improved access, natural play spaces, picnic areas and a central event space.

Higgins Master Plan Business Case

A business case was endorsed to develop a master plan for Higgins Park in 2018-2019 based upon the findings from the Recreational Needs Assessment project. This master plan will guide increased efficiency and sustainability of active and passive recreation to optimise this community asset.

G.O. Edwards Park

Stage 1 of the G.O. Edwards Park redevelopment was completed with upgrades including a new playground, adventure play, drainage swales, path network, landscaping and parks infrastructure. Design is now underway for stages 2 and 3 picnic area and gazebo upgrades.

McCallum /Taylor river wall upgrades

Approvals were finalised to begin work on the failing river wall at McCallum Taylor Reserve. Work started and will continue into the new financial year to replace the wall with a new planted revetment, involving rock edges and mass planting with local indigenous species.

Public Open Space Strategy

A first draft of the Town's Public Open Space Strategy has been completed summarising the data review and outcomes of the community engagement program. Community engagement included an online survey, pop up information booths and a workshops series.

Forty-seven people completed the online survey and 24 participants took part in the workshops. The information gathered across all engagement activities, but specifically the workshop series crafted the vision and objectives of the strategy. The information also directly informed the key outcomes of the strategy.



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 of tree canopy having both a direct and indirect impact upon the quality of health and amenity enjoyed by residents.

Urban Forest Strategy

Completion of the community-led Urban Forest Strategy with endorsement by Council occurred in September 2018.

Formation of the Transition to Implementation Advisory Group and development of the draft Implementation Action Plan was largely completed this financial year, with public comment, endorsement and recruitment of a dedicated UFS senior place leader, due early in the next financial year.

The Urban Forest Strategy quick wins projects included planting of trees (and removing concrete) in the median at the Berwick Street entrance to the Town and the planting of shade providing street trees on the key pedestrian connection of Somerset Street.

Free Tree Giveaway

A tree giveaway was held on 2 June 2019, with 300 free trees given out to the community on a first come-first serve basis, with households eligible for up to three trees each.

Archer Street and Albany Highway Planter Scheme

Delivery of 24 planter boxes on Archer Street in Carlisle and 68 Planter boxes on Albany Highway in Victoria Park to increase vegetation in activity centres.

550

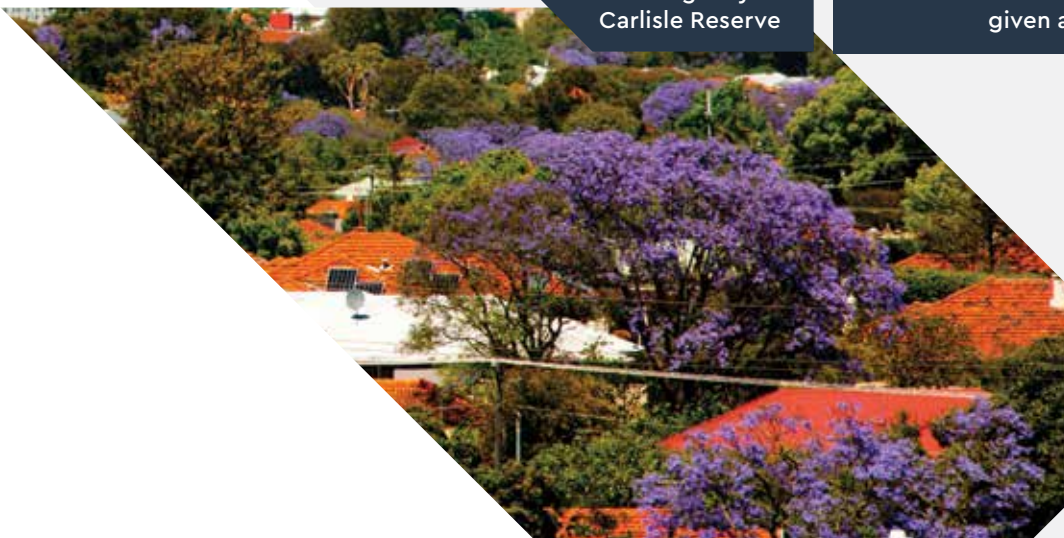
trees planted on Community Tree Planting day at Carlisle Reserve

300

tube stock of 10 WA native tree varieties given away

5

Tuart trees planted at Berwick St entrance
17 Erythras planted at Somerset St



Strategic Outcomes: 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 reach all its audiences, and that these people receive information in various ways, at different times, with relevant content in formats that are accessible and easy to understand.

Digital Focus

Over the past year the Town has placed a stronger focus on new and innovative ways to communicate via digital channels. Increased use of online channels has manifested in a variety of ways such as development of web sub-sites, introduction of online forms, videos and animations, digital advertising and the development of a social media strategy and guidelines.

Advocacy Priorities

In early 2019 the Town developed an internal framework to provide guidance around the way we approach advocacy. This then informed the development of advocacy priorities adopted by Council in March 2019, to be reviewed annually. These will be given strategic focus and concentrated advocacy effort with better-planned approaches for each project to secure financial support and influence social policy.

Through these priorities, we aim to deliver transformational projects and effect social change for broad community benefit. Advocacy priorities adopted for 2019 were Edward Millen House, the Urban Forest Strategy, Oats Street Train Station level crossings and Homelessness.

Brand Refresh

In March 2019 the Town welcomed a new visual identity to better reflect an updated identity for Vic Park - a dynamic place for everyone. In the Town's 25th year and after a mass consultation process (Evolve) to develop the Strategic Community Plan 2017-2032, it was timely to create a new look and feel for the organisation that better reflected the vision. The result was 'We're Open Vic Park', a new brand positioning statement and style to complement the Town's official logo.

25th Anniversary Support

The Town launched celebrations of its 25th Anniversary at the Twilight Trios concert in February 2019 and called on the community to contribute ideas on ways to acknowledge and celebrate the milestone throughout the year. Promotional support to this and other programed events and activities has ensured the celebratory theme is carried through.

126

communication plans developed

33

media releases issued

408

graphic design jobs completed

477,439

visits to the website homepage

1,235,141

total website page views

Intranet and Councillor Portal

The Town procured a new intranet and councillor portal which launched in June 2019. The new platforms allow improved communication and collaboration between staff and councillors respectively, which in turn assists us to find information and service external customers more efficiently.

Website

The Town's website has continued to evolve with the use of sub sites and online forms with a focus on user experience. Internal web champions received training on the use of forms and understanding user experience when developing or reviewing content. The following pages reflect the websites most visited pages.

- Home
 - Aqualife
 - Swim school
 - Jobs listing
 - Kerbside collection
- Leisure centres
 - Leisurelife
 - Contact-us
 - Library
 - Pools and lane availability

Social

With an increased focus on digital communication, the Town's social media channels recorded the following statistics for the financial year ended 30 June 2019.

Channel	Followers	Increase	Impressions
Facebook	11180	19%	1835497
Instagram	3777	17%	n/a
LinkedIn	2515	66%	56114
Twitter	2749	4%	329733

Publications

- e-VIBE corporate e-newsletter produced monthly. Subscribers to this decreased by 173 over the year due to the list being cleaned for invalid mail addresses. The average open rate monthly was around 26% (which is in line with the government average being 26.2%) with an average click-through rate of 19% representing a 7% increase on last year.
- Five other e-newsletters published monthly for Town service areas and projects.
- VIBE magazine produced and delivered to all households quarterly
- Annual Report 2017-2018 produced
- Reconciliation and Action Plan produced

Major Campaigns

- Christmas in the Park – Shop front window competition
- Vic Park Business Awards – Inaugural event recognising businesses around Vic Park – Hall of Fame inductee John Hughes
- Summer Street Party – Vic Park's flagship annual community event
- Twilight Trios – Community concert series presented around the Town
- Feed the Fans – Promotion of local businesses, capitalising on Manchester United Football Club visit to Optus Stadium.

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.

New Initiatives

Part of the Town's internal re-structure allowed for Community Engagement to become a core function with a permanent position being created. This position focused on embedding engagement throughout the organisation, more meaningful and targeted engagement and a review of current processes and policies. Some of our biggest outcomes are listed below.

- GEN 3 and 6 policy reviews with an engagement matrix and case studies.
- Online consultation hub Your Thoughts monthly e-newsletter was launched. This publication is sent out to all Your Thoughts registered users on a monthly basis to inform them of project updates and opportunities to be involved.
- Workshop satisfaction reporting completed monthly. Participants of workshops, focus groups and information sessions are asked to complete an evaluation form after each session. Feedback received is used to improve our processes.
- The Community Sounding Board (CSB) was established. A letter drop was sent to all households along with further communication tactics to promote the membership. The CSB enables the community to receive tailored information on consultations which matter most to them, based on demographic information they provide.

Top Engagement Projects

- A total of sixty projects were launched within the year. The top five projects based on participant satisfaction were:
 - Community Benefits Strategy deliberative approach (community panel)
 - Etwell Street Rejuvenation project design reference group
 - Edward Millen Reserve design reference group and engagement
 - John Mactivation broad engagement
 - Old Places New Spaces – ROW52 Laneway

Engagement Sessions

Forty-six engagement sessions (workshops, pop-ups and information sessions) 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.

169

Development Applications online via Your Thoughts

60

projects launched

3,205

engaged participants

46

engagement sessions (workshops, pop-ups)

22,700

people made aware

11,400

informed participants

39,800

Your Thoughts site visits (increase of 33% from last year)

381

new registrations to Your Thoughts

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.

Lathlain Precinct Redevelopment Project

The Lathlain Precinct Redevelopment Project (LPRP) is a parent project to eight zoned child projects. Progress on active projects during the financial year are outlined below.

- Zone 3 West Coast Eagles Administration and Training Facility achieved practical completion on 4 June with the issue of the Occupancy Permit for development. The Town worked with the Eagles to mitigate development work impacts on the surrounding community and facilitated third-party funding from the State Government to the West Coast Eagles for infrastructure works within their development.
- Zone 2, and Zone 2X, Community Activity, included the preparation of detailed design and specification documents for Tender, the open tendering of the works, contract tender evaluation, selection, and contract negotiation, and site hand-over for works beginning at contract execution, in June 2019.
- Zone 7 development for improved parking on the Lathlain Park side of McCartney Crescent, was tendered for detailed design, design documented for works tender, open tendered, evaluated, and contracted. These works are being integrated with the Zone 2 works.
- Zone 1 Community and Perth Football Club Redevelopment received an undertaking from the Federal Government for grant funding in the amount of \$4 million. Effort on the part of the Perth Football Club Board and executive has been ongoing with regular interaction between them, Town officers and elected members.

Community Benefits Strategy

The 2018 – 2019 financial year saw the Community Benefits Strategy progress from concept phase through to detailed design of programs that will be delivered to the community for the first five years (2019 to 2024).

Listening to the community has been a key ingredient in developing the Community Benefits Strategy to ensure community members not only understood the benefits of the strategy, and our unique partnership with the West Coast Eagles, Wirrpanda Foundation

and Perth Football Club, but also had the opportunity to contribute to it. As such, an extensive community engagement process was delivered between October 2018 and May 2019. This included broad consultation through avenues such as online forums and pop up events as well as the Town's first Community Panel. The panel involved a random selection of Town of Victoria Park residents who represented a variety of ages, genders and ethnicities. Members were also recruited based on the suburb where they reside, relationship status and housing arrangements. The Community Panel worked through a structured process which resulted in the prioritisation and recommendations to the project partners on which four programs should be the focus of the Community Benefits Strategy for the first five years.

The programs endorsed include:

- Youth Engagement Program
- Healthy Relationships Awareness
- Supporting Local Community Organisations
- Recreational Groups and Sports Club Development.

In addition to these community-defined benefit programs, the partnership will also bring other community benefits, including the use of the new amenities and facilities at Mineral Resources Park in Lathlain. The 2019-2020 financial year will see the official launch of the strategy and start of program delivery to the community.



John Mactivation Project

The Town delivered significant upgrades to the southern end of John MacMillan Park to create a cohesive space that provides multiple passive and active recreational opportunities to a broad cross section of the community, including shaded picnic areas, play spaces, basketball, table tennis, public art, event space and amphitheatre.

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

This outcome ensures information technology allows the Town to do what it needs to do and that records are documented

Agenda and Minutes System

The Town introduced a new DocAssembler system to provide both elected members and Town employees with collaborative access to Council agendas and minutes.

Desktop Renewals

IT has reduced the desktop computer replacement turnaround from two weeks to less than one hour.

Information Management Framework

75% of all information management policies, standards and plans have been created, ready for endorsement.

Leisure Facilities Management System

The Links leisure system is now live and servicing community members across both Town leisure centres.

Parking and Rangers Relocation of ICT Services

These two teams have been successfully relocated into a newly refurbished office with less than one day downtime impacted.



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.

Recruitment and Selection

The Town reviewed its recruitment procedures to ensure greater accountability for verification of employee identity and credentials. In addition, it has developed procedures to ensure the ongoing monitoring of the status of its existing employees.

Leadership Development

In 2018 the Town focused its training and development program on leadership development for its senior officers.

The first stage of this program was the development of a range of core competencies that identified the preferred behaviours of its leaders. This was followed by the running of development centre workshops to determine individual alignment to these competencies.

Based on the findings, the Town is now presenting a range of competency modules for its leaders aimed at developing their leadership skills for better service delivery within the Town.

Staff Engagement Survey

The Town carried out its biennial staff survey in April 2019. The findings of the survey have shown staff have a high level of engagement with the Town (78%), and a high level of satisfaction working for the Town (84%).

The survey has also identified areas for the Town to improve, and work is currently being carried out to enhance the Town's career development procedures, recognition procedures and internal communication strategies.

These initiatives are being included in the Town's Workforce Plan which is currently under review as part of the Integrated Performance and Reporting Framework.

Enterprise Agreement 2019

Work began on the development of a new enterprise agreement for the Town and its employees.

Occupational Safety and Health

The most significant outcome to note from the past financial year is the continual lessening of incidents occurring across the organisation. The Town has had its lowest amount of injuries reported for five years.

Hazard reports received have fallen after our concentrated effort two years ago to encourage staff

to report and learn about how the reporting process is carried out, however evidence points to a more proactive and positive approach to eliminating hazards immediately, thereby negating the requirement to report. Regular staff safety meetings, 'toolbox talks' and information sessions are a notable contributing factor to continuously improving a safety culture.

Emergency Management

Last year saw a significant push from our combined Local Emergency Management Committee (LEMC) to carry out Emergency Management training for many elected members, senior staff and officers. This training culminated with one of the largest and most successful desk top exercises ever held in the metropolitan area. This exercise was complemented with further training in our designated evacuation centres, as well as further Local Recovery Coordinator training for relevant senior staff. The Local Emergency Management Arrangements (LEMA) and Local Recovery Plan have also been under review with the final draft due next financial year.



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.

Financial Services

Emailing of debtor invoices was implemented successfully at the beginning of the 2018-2019 financial year. This process has increased efficiencies within the accounts receivable area and reduced paper usage. The automation of the accounts payable invoice payment process is currently in its final stages and is expected to go live in November 2019. The automation is expected improve internal controls, reduce data entry errors and reduce duplication of work within the accounts payable process.

The Town also completed monthly training sessions to new and existing staff to improve knowledge and accountability and conducted internal audits to monitor compliance with internal controls and legislative requirements.

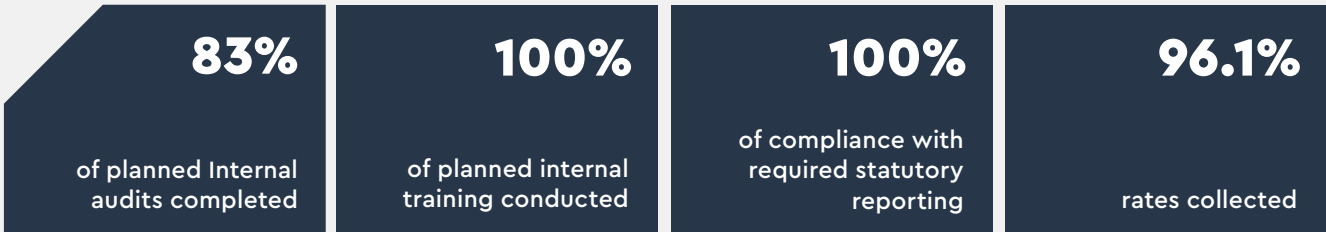
We began our initial planning process for the comprehensive revaluation of all non-current assets which would be completed in 2019-2020. Information obtained from the comprehensive revaluation will be used to complete the data input into the new Asset Management software which is scheduled to be purchased early in the 2019-2020 financial year.

Land Optimisation Strategy

The Land Asset Optimisation Strategy is a priority for the Town which aims to deliver revenue diversification and generation whilst enabling redevelopment proposals. The strategy also allows the Town to achieve greater economic resilience for the benefit of all ratepayers into the future.

A variety of other land assets are being investigated and de-risked to unlock opportunities aimed at delivering additional revenue and potential triple bottom line outcomes for the Town.

Some key outcomes delivered this financial year are outlined below.



Strategic Property Acquisition

A property located at 707-709 Albany Highway was successfully acquired by the Town. This land asset adjoins the Town's largest consolidated land ownership. This acquisition will provide critical access to Albany Highway and allow for multiple options to be considered during future planning and design.

Edward Millen Redevelopment

During 2018-2019 the Land Asset Optimisation Strategy delivered a number of business cases for consideration by Council. The Edward Millen Redevelopment project reached a significant milestone with a Business Case being received and a preferred option endorsed by Council. The project also successfully advocated for Federal Funding achieving a \$4 million election promise from the successfully elected Morrison Liberal Government. This funding will allow significant heritage restoration and structural conservation works to be undertaken allowing further capital investment to deliver a heritage adaptive re-use redevelopment.

Croquet Club Relocation

The Croquet Club Business Case for relocation to Higgins Park was endorsed by Council with a tender currently underway to accommodate the Croquet and Tennis Club on Higgins Park. This will allow a further business case to be delivered for 31 Rushton Street, Burswood allowing options to be considered by Council for this strategic land asset.

CL7 - People have positive exchanges with the Town that inspires confidence in the information and the service provided

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.

The Town continued to achieve its primary outcome by focusing its efforts on implementing and maintaining its Customer Charter service standards and behaviours. We continued measuring community satisfaction with a view that 'what gets measured gets done'.

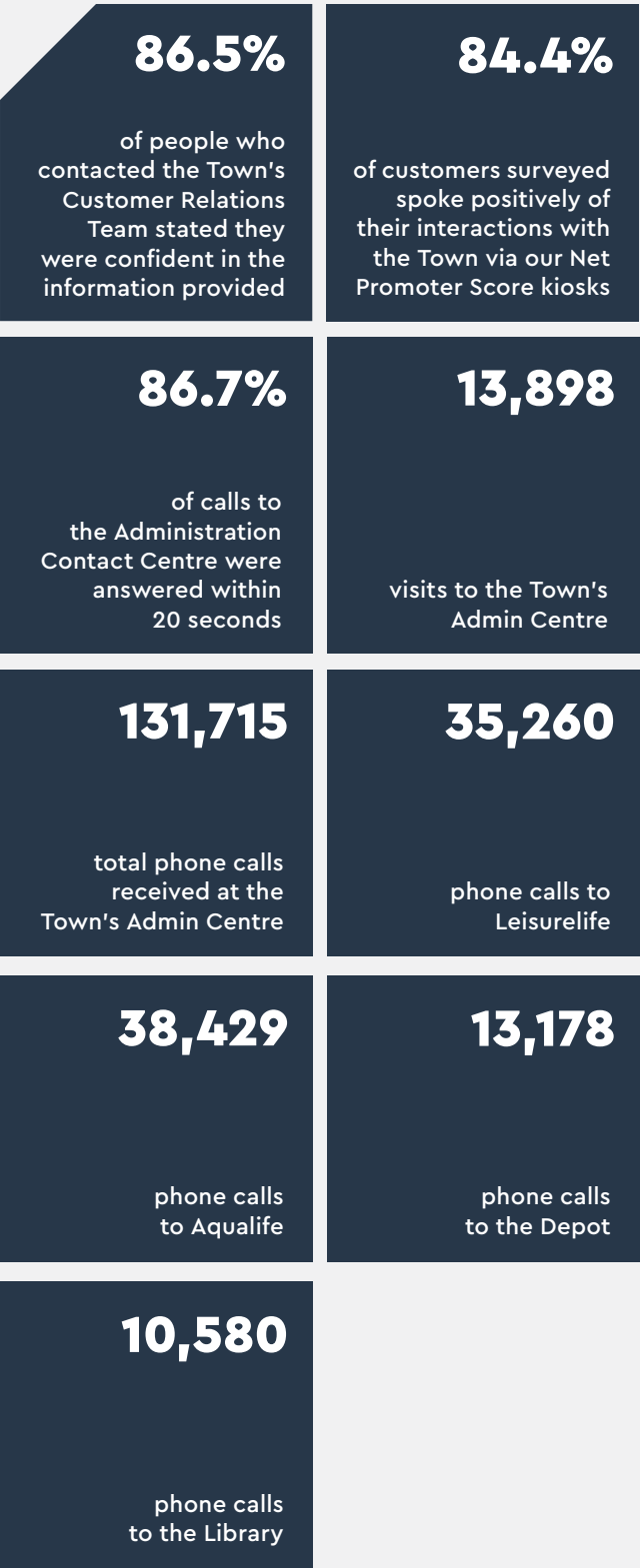
Customer surveying at point of service completion has continued to give the community the opportunity to give real-time feedback on levels of service satisfaction. When engaging with the Town regarding any of over 100 types of service requests (from reporting abandoned vehicles through to collecting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

The visitor management system also continued being used across all centres of the Town. The kiosks allow 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.

More transactions also became possible to do online transactions via our web forms, including temporary food permit applications and wheelie bin replacement or repair requests.

In October 2018 the Town celebrated International Customer Service Week to recognise our frontline teams with a series of contact centre morning teas and our Administration, Leisure and Library staff hosting other staff and councillors at customer service contact centres to experience the frontline first-hand, which led to this initiative being an ongoing opportunity for sharing cross-functional customer experiences.

A review of the Town's Customer Service Delivery Policy continued with further development of supporting practices and procedures including complaints guidelines, and quality review processes. To assist with these, service champions from across the organisation came together to establish an internal customer service network. This group provided integral intelligence and feedback on the policy review and began to identify further common issues, feedback themes and develop solutions to also begin developing the Town's first Customer Service Strategy, with the aim of endorsement of this by Council in the next financial year.



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.

Key outcomes delivered toward to this strategic objective are listed below.

- Accountability and Decision-Making Framework adopted
- Introduction of the Agenda Briefing Forum and Public Participation Time where the public can interchangeably ask questions and make statements
- Live voting implemented at public Council meetings
- Policy to conduct live-streaming of Council meetings adopted
- Minor review of the Strategic Community Plan completed
- Submission for phase two of the Local Government Act Reform
- Adoption of the Policy Management and Development Policy
- Adoption of the Provision of Information and Service – Elected Member's Policy
- Improvement to access and follow up Council decisions through Council Decisions Register



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.

In the previous financial year, the Town appointed independent committee members to its Committees of Council. In the first half of this financial year, the Town had four committees: Finance and Audit, Economic Development, Community Development and Future Planning. After a review of its committee structure in March 2019, the number of committees has been reduced to just the one Audit Committee.

A new approach was initiated with monthly Concept Forums where concepts and proposal presentations are given to the whole Council for strategic direction, before reporting to future council agenda briefing and ordinary council meetings.

A devolution strategy was also scoped in 2018-2019 however, no other progress was made.

Case Study – Community Benefits Strategy Deliberative Panel

The development of a Community Benefits Strategy is one of the commitments made via a partnership between the Town and the West Coast Eagles as part of the redevelopment of Lathlain Oval.

The aims of the Community Benefits Strategy were to deliver lifelong learning opportunities, empower local community members, improve local amenities, foster leaders, and encourage collaboration.

This partnership is an innovative way to use the individual strengths of all project partners (including the Town, the Eagles, the Wirrpanda Foundation and Perth Football Club) for the benefit of the whole Town of Victoria Park community.

With this project identified as one of high risk, high public interest and whole community impact, the Town opted to run a deliberative process with community members to help inform the development of this strategy.

A deliberative process involved the recruitment of a stratified representative and randomly sampled group of community members. The panel worked through a structured process aiming to become more aware of the content and make a series of recommendations on programs to be delivered as part of the strategy for the first five years - maximising the value delivered to the community.

A series of 16 program options were collaboratively drafted by the project partners and presented to the broad community for initial feedback and to prioritise the list, which worked to shortlist the top seven programs.

Over the duration of the engagement, the Town's Your Thoughts page was visited 814 times with a maximum visitors per day of 99 and a total of 77 engaged participants.

Key findings

- Aligning to the Town's Strategic Community Plan outcomes in the areas of social, economic, environment and leadership, social outcome had the highest number of votes as to where the community benefits strategy should be focused
- Leadership, mentoring and sporting club development was of high importance
- Strong emphasis on youth at risk and disadvantaged children
- Safety and crime prevention is also of high importance

Community Panel experience

The success of the stratified sampling process lied with bringing together 30 community members from all walks of life, from each of the Town's suburbs, with a range of ages and diverse backgrounds, who had never met or engaged with the Town before.

They were presented with the broad community engagement findings and asked to focus on what programs of the options put before them represented the best value for the whole community. The process went over two separate days and an online consultation period just for the group. The panel's final recommended programs for inclusion were:

- Supporting Local Not-For-Profits
- Domestic Violence Awareness and Prevention Advocacy
- Club Sport Development
- Positive Youth Adolescence Engagement.

Through the process of the panel deliberations, the project partners heard from a representative sample of the community, the panellist were proud to be part of the process and felt the Town was authentic in their engagement, and felt a sense of achievement and ownership in the decision making process, with the ability to make recommendations. The attendance by the project partners and elected members on the final day was well received.

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

The principle behind this outcome is to recognise 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.

Key outcomes delivered toward to this strategic objective are listed below.

- Completion of Compliance Audit Return
- Full review of the delegated authority register conducted
- Annual review of the policy manual
- Adoption of Dogs Local Law 2019 and Meeting Procedures Local Law 2019
- Conducted Regulation 17 review of Local Government (Audit) Regulations on Legislative Compliance and Internal Controls
- Review of the Finance and Audit Committee to the 'Audit Committee'





**WE'RE OPEN
VIC PARK**

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 its Aqua and Leisure centres as business activities. 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 Monies

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 2018–2019.

Local Laws

The Town of Victoria Park has the following local laws.

- *Activities on Thoroughfares and Training in Thoroughfares and Public Places Local Law 2000*
- *Dog Local Law 2018*
- *Fencing Local Law 2000*
- *Health Local Law 2003*
- *Local Government Property Local Law 2000*
- *Meeting Procedures Local Law 2019*
- *Parking and Parking Facilities Local Law 2008*
- *Rutland Avenue Street Alignment Local Law 1997*

The Town additionally has three repeal local laws from 1999, 2000 and 2019.

During the 2018 – 2019 reporting period the Town:

- adopted the *Dog Local Law 2018* which repealed and replaced the *Dog Local Law 2000*
- adopted the *Repeal Local Law 2019* which repealed the *Signs Local Law 2006*
- adopted the *Meeting Procedures Local Law 2018* which repealed and replaced the *Standing Orders Local Law 2011*
- began consultation on the *Amendment (Dogs) Local Law 2019* for the purpose of amending the *Dog Local Law 2018*.

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 2018-2019 financial year, no complaints were received.

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 2018-2019 financial year, no public interest disclosures were made.

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 the local government body. The Town's 2018 Compliance Audit Return was presented to Council on 19 February 2019. In all areas, the Town was compliant in the 2018 Audit. A certified copy of the Compliance Audit Return was submitted to the Director General of the Department of Local Government and Communities on 12 March 2019.

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.

In accordance with the Act, elected members and designated employees must disclose a gift and/or contributions to travel, worth more than \$50 but not more than \$300 to the Chief Executive Officer within 10 days of having received the gift. A gift valued at more than \$300 is a prohibited gift, including multiple gifts or contributions from the same donor where the total value is over \$300.

Governance Framework

The Town has in place a Governance Framework endorsed by Council to ensure the services and facilities provided are by proper and democratic government, to the stakeholders who have an 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.

Risk Management

The Council currently has a Risk Management Framework under which it operates. All elected members and employees of the Town have a role in risk management, from the identification of risks, setting risk appetites to implementing risk treatments.

The Town's Risk Management Framework is required to be reviewed for appropriateness and effectiveness at least every three years. The next review is due to be presented to Council in November 2019.

Information Management

In line with Section 19 of the *State Records Act 2000*, local governments are required to have a Record Keeping Plan approved by the State Records Commission. The plan applies to employees, elected members and contractors.

The Record Keeping Plan is the primary means of providing evidence of compliance with the Act and the implementation of best practice record keeping in the organisation. In line with Section 17 of the Act, the Town and staff are legally required to comply with the actions listed in the plan.

The Town is committed to the management of records in accordance with legislative requirements and best practice. The Town's Record Keeping Plan was approved by the State Records Commission in March 2017. The Town is required to review the Record Keeping Plan in 2022.

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 2018-2019 was 252,243.

A comprehensive electronic records management training program was delivered with a total of 66 staff attending. These training sessions comprised of 43 one-to-one training sessions and 16 refresher training sessions. The program ensures employees are aware of their roles and responsibilities with regard to their compliance with the Town's Record Keeping Plan.

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 seven applications were processed during the year. The average processing time was 39 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.

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 further requires public authorities to lodge an annual DAIP Progress Report to the Department of Communities and provide details of activities in Annual Reports. Some of the projects and activities rolled out in 2018-2019 that progressed the delivery of DAIP strategies include:

- Socially Inclusive Mentoring Program
- Disability Awareness Week celebrations:
 - > International Day of People with an inaugural Disability Flag Raising Ceremony
 - > Local Business Sundowner 'Meet the Experts' Workforce Diversity
 - > Rebound WA Wheel Life program at local primary schools
- Inaugural Access and Inclusion Advisory Group with four meetings held that focused on: consultation, learning and advocacy for the NDIS; community consultation for the State Disability Plan; and providing advice and commentary to improve the accessibility of Town facilities, assets and projects aligned to the DAIP
- Community Kindness Project - Kindness is Free - Pass it on
- Vic Park Business Awards
- Community Grants Program supporting the Carson Street School Summer Holiday Recreational and Respite Care program
- Edge Employment Disability Diversity in the Workforce forum and the Green Skills Inc. Wildlife Experience for People with Disability
- 'Walking the Same Path' philosophy has generated upgrading the Administration Centre creating an accessible pathway to Council Chambers, Function Room and CEO's office.
- Town officers have experienced disability awareness through training, a wheelchair tour of the local café strip and participation at forums and workshops.
- Town video output contains embedded closed captioning, rather than social platform-based transcripts or captions

Employee Remuneration

Determination of the Salaries and Allowances Tribunal – CEO 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 2018 to 30 June 2019, 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 2019. 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 2019
Cash Salary	\$268,165
Packed Benefits	\$43,151
Total 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 2019.

Salary Band	2019	2018	2017
\$100,000 – \$109,000	5	5	6
\$110,000 – \$119,000			
\$120,000 – \$129,000	2	3	
\$130,000 – \$139,000	12	10	9
\$140,000 – \$149,000			
\$150,000 – \$159,000			
\$160,000 – \$169,000			
\$170,000 – \$179,000			3
\$180,000 – \$189,000	3	3	
\$190,000 – \$199,000			
\$200,000 – \$209,000			
\$210,000 – \$219,000			
\$220,000 – \$229,000			
\$230,000 – \$239,000			
\$240,000 – \$249,000			
\$250,000 – \$259,000			
\$260,000 – \$269,000	1	1	1

Financial Assistance 2018 – 2019

Grants

To	Amount
Bladder and Bowel Health Australia Inc.	\$1,231.00
Carson Street School	\$3,000.00
Community Forum Victoria Park	\$5,100.00
Community Forum Victoria Park	\$500.00
Conservation Volunteers Australia	\$5,000.00
Edge Employment Solutions	\$992.53
Green Skills Inc.	\$2,920.00
Helmuth Stockmann – Victoria Park Community Garden	\$400.00
India Society of WA Inc.	\$5,000.00
Lionheart Camp for Kids	\$3,000.00
Perth Folk and Roots Club and Victoria Park Centre for the Arts	\$5,000.00
Redeemed Care Incorporated	\$10,000.00
St Mary's Outreach Inc.	\$7,039.44
Sports Challenge Australia	\$9,500.00
Town of Victoria Park Brass	\$5,000.00
Urban Forest Strategy Working Group	\$1,100.00
Vic Park Collective – Vic Park Flix	\$4,196.00
Vic Park Collective – Streets Ahead Action Plan	\$20,000.00
Victoria Park Branch of Country Women's Assoc. of WA	\$500.00
Harold Hawthorne Community Centre	\$3,300.00
TOTAL	\$72,778.97



Donations

To	Amount
Individual Donation – Sport Baseball – Australian Little League Championships	\$200.00
Individual Donation – Sport Australian Cross Country Championships	\$200.00
Individual Donation – Sport Swimming Nationals Schools Championships	\$200.00
Individual Donation – Sport Ice Hockey Nationals	\$200.00
Individual Donation – Sport 2018 Interstate School Sport WA Golf 17's	\$200.00
Individual Donation – Sport National Junior Championships (Table tennis)	\$200.00
Individual Donation – Sport Volley Championship – 15 year and under	\$200.00
Individual Donation – Sport Junior Championship Table Tennis	\$200.00
Individual Donation – Sport Australian Irish Dancing	\$200.00
Individual Donation – Sport National Tennis Championships	\$200.00
Individual Donation – Sport Australian Gaelic Football Championships	\$200.00
Individual Donation – Sport Fencing Championship	\$200.00
Individual Donation – Sport Dancesport Championships	\$200.00
Individual Donation – Sport Basketball Championships (Three recipients from the Town)	\$499.98
Individual Donation – Sport Trans-Tasman Test Series – Junior Squash	\$300.00
Individual Donation – Sport Australian Athletics Championships	\$200.00
Individual Donation – Sport Australian Hockey Championships	\$200.00
Individual Donation – Sport 2019 U15 National Hockey Championships	\$200.00
Individual Donation – Sport National Swimming Championships	\$200.00
Individual Donation – Sport Australian Gymnastics Championships	\$200.00
Individual Donation – Sport National Tennis Championships	\$200.00
Individual Donation – Sport 27 th International Athletics Championships Malaysia	\$300.00

Individual Donation – Sport 2019 World Kung Fu Wushu Championships	\$300.00
Individual Donation – Youth Leadership – Leadership camp (Two recipients from the Town)	\$110.00
Individual Donation – Youth Leadership – Ukrainian Youth National Leadership Camp (Two recipients from the Town)	\$600.00
Individual Donation – Youth Leadership – Ship of World Youth Leaders (Two recipients from the Town)	\$600.00
Community Donation Harold Hawthorne Community Centre – Anzac Ceremony	\$500.00
Community Donation Victoria Park RSL & Community Centre – Anzac Eve Service	\$250.00
Community Donation SwanCare – Bentley Park Show	\$500.00
School Donation – Development Perth Individual Montessori College	\$350.00
School Donation – Development East Victoria Park Primary School	\$300.00
School Donation – Welfare Carson Street School – x 2 students	\$400.00
School Donation – Welfare East Victoria Park Education Support Centre x 2 students	\$400.00
School Donation – Welfare East Victoria Park Primary School x 2 students	\$400.00
TOTAL	\$9,609.98

Fee Waivers

To	Amount
Perth Garden Festival	\$33,000.00
Victoria Park Farmers Market	\$4,784.00
Equestrian in the Park	\$16,400.00
West End Business Association	\$92.00
Chung Wah Festival	\$1,134.00
RSPCA Million Paws Walk	\$2,005.00
Royal Life Saving	\$770.00
Junior Sport and Recreation Clubs	Approx. \$202,828.00 (OCM resolution (2000) to waiver all fees for Junior Clubs).

Sponsorship

To	Amount
Cinema & Cultura Latino – Sponsorship for Cine Vivo – Perth Independent Latino Film Festival	\$5,000.00
Movies by Burswood – Telethon Community Cinemas – 23 November 2018 to 27 April 2019	\$15,000.00
Pride Western Australia – PrideFest	\$5,000.00
WA Apartment Advocacy – Display the Tiny House	\$5,000.00
Town Team Movement Ltd – Town Team Movement Conference	\$7,500.00
Southcare – Engaging Young Leaders on Aged Care and Community Boards Program	\$4,545.45
Total Cash Sponsorship	\$42,045.54

Operating Subsidies

To	Amount
Harold Hawthorne Community Centre	\$118,000 (ex GST)
Victoria Park Centre of Art	\$100,000 (ex GST)
Connect Victoria Park (the Village Hub)	\$50,000 (ex GST)
Perth Football Club	\$50,000 (ex GST)
Vic Park Croquet Club	\$15,000 (ex GST)
Total	\$333,000

Operating Subsidies Reporting

The Town provides operating subsidies to not-for-profit organisations to support the delivery of services over a long-term period, which enhance the quality of life, social health and wellbeing of the community, aligned to the Social Outcomes of the Town's Strategic Community Plan.

Throughout 2018–2019 the Town supported Connect Victoria Park, Harold Hawthorne Community Centre and Victoria Park Centre for the Arts to measure outcomes of the services and programs delivered. By supporting the three not-for-profit organisations with tools to measure outcomes, the organisations can demonstrate the social value delivered to the community, in return for the Operating Subsidy, along with using the data gathered to apply for alternative funding sources and grants.

A mixed method approach to measuring outcomes has been used, including impact stories, quality of life indicators and surveys which capture how people feel. The Town provides the funding recipients with four survey questions for participant rating, which align to the Town's SCP Social Outcomes. The questions are:

- Local Impact: It's important that it is happening here
- Safe: It made me feel safe and welcome
- Belonging: It helped me feel part of the community
- Connection: It helped me to feel connected to people in the community

The following is a snapshot of the outputs and outcomes delivered by subsidy recipients. Additional information will be available on their websites.

Active inclusion of seniors

The World Health Organisation's Global Age-Friendly Cities: A Guide, recognises the importance of Active Aging through optimising opportunities for health, social participation and security in order to enhance one's quality of life as people age. Aligned to the Town's social outcome areas, the Town provides operating subsidies to Connect Victoria Park-Village Hub, and Harold Hawthorne Community Centre which both support the active inclusion of seniors within the life of the community.

Harold Hawthorne Community Centre

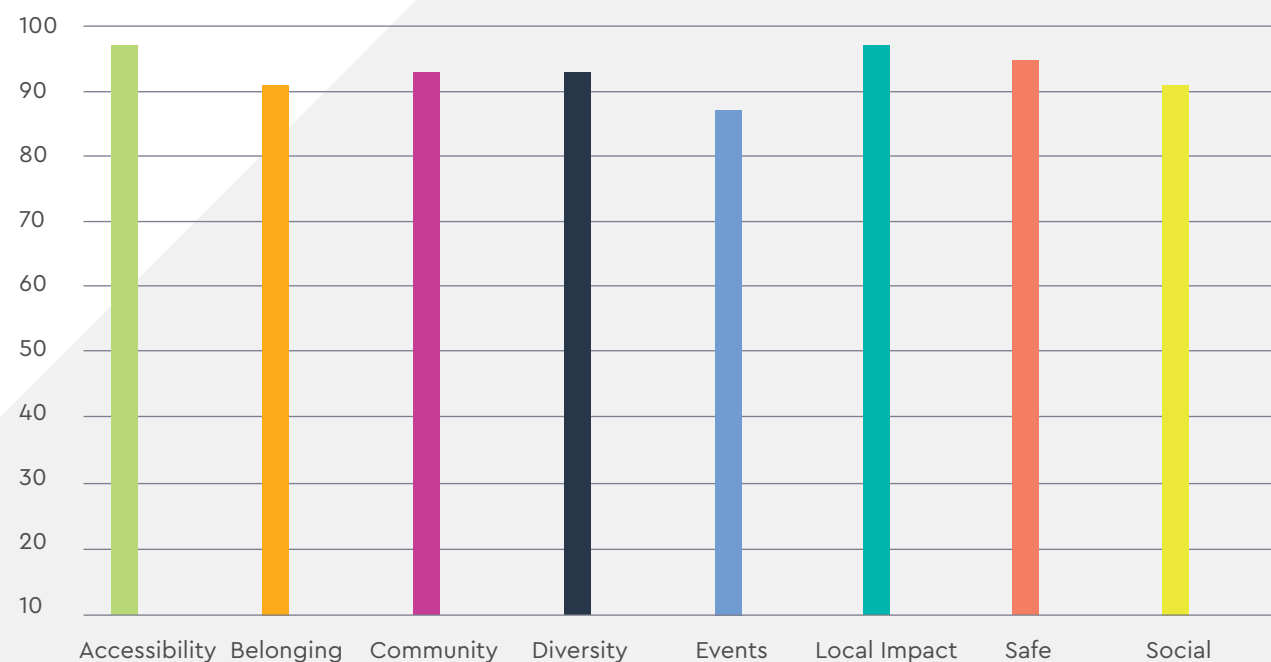
- S1 – A Healthy Community
- S2 – An Informed and Knowledgeable Community
- S3 – An empowered community with a sense of pride, safety and belonging

In 2018–2019 the operating subsidy contributed towards the capacity of Harold Hawthorne Community Centre (HHCC) to deliver a range of programs and services which created a sense of belonging, safety, and pride, whilst also improving social health and wellbeing of senior community members. Throughout 2018–2019 HHCC provided quarterly progress reports to the Manager Community, and to the Community Development Committee prior to its disbandment. The following is an overview of some of the programs and initiatives delivered in 2018–2019.

- **Meals at Harry's Dinner:** Harry's Dinner is open to the general community during the week and provides affordable and nutritious meals. With over 15,272 meals served in 2018–2019, creating a sense of belonging and breaking down social isolation was achieved by community members coming together to enjoy good times and meals. This is an increase of service delivery of 1,272 meals compared to 2017–2018. HHCC also provides a Meals on Wheels service which delivered 11,681 meals to community members. In total 26,963 meals were delivered to the community contributing to social health and well-being of the senior community. The operational cost of the meals program was over \$320,000. This included employee costs, materials, service and facilities costs (excluding the delivery of the meals as this is funded through the Commonwealth Home Support Program).

- **Social Activities and Events:** In total there were about 7,979 attendances at social activities and events delivered or hosted by HHCC throughout 2018–2019. Activities included bingo, yoga, carpet bowls, crafts, digital literacy, tai-chi and book exchange. In addition, special events were held throughout the year, including an ANZAC Day service, Christmas in July, Melbourne Cup, Christmas, Seniors Week Games, West Coast Eagles visit, Fremantle Dockers visit, 55+ in the Park launch, Cancer Foundation Biggest Morning Tea, Volunteers Day lunch and Art Mural launch. The successful delivery of the activities and events was achieved through the contributions made by 41 volunteers and four paid staff who coordinated and provided administration support. Aligned to collaboration and partnerships, the events and activities involved 49 community organisations and service providers. The operational cost to deliver the social activities and events program was over \$150,000. This included employee costs, materials, service and facilities costs.
- **Social Outcome Measurements:** Collation of personal impact stories and Culture Counts survey responses were used to evaluate the services and programs delivered, and the outcomes experienced at an individual level. Participants were asked if they agree or disagree with the following dimension questions. The results are captured in the graph below.
 - Accessibility: I find it easy to get to and from here
 - Belonging: It helped me feel part of the community
 - Community: I felt a sense of a community here
 - Diversity: It could engage people from different backgrounds
 - Events: I enjoy attending events here
 - Local Impact: It's important that it's happening here
 - Safe: It made me feel part of the community
 - Social: There are social things that I like to do here (e.g. meet friends, have a night out)

Culture Counts – Aligned to the SCP Outcomes S1–S3



Connect Victoria Park

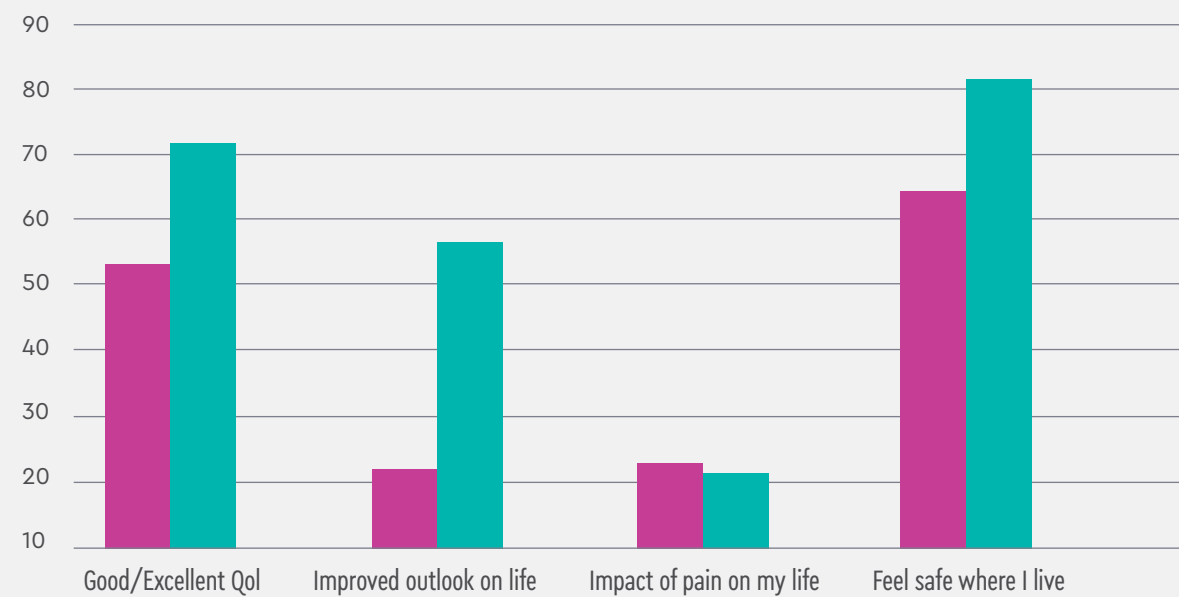
- **S1 – A Healthy Community**
- **S2 – An Informed and Knowledgeable Community**
- **S3 – An empowered community with a sense of pride, safety and belonging**
- **S4 – A place where all people have an awareness and appreciation of arts, culture, education and heritage**

Connect Victoria Park Inc. is a provider of affordable housing for older people on a low-income, and also operates WA's first Village Hub. The Village Hub is inspired by a growing movement to redefine ageing that started in the United States in the late 90's. Today there are around 300 villages in the US, and one other in Australia, the Waverton Hub in New South Wales.

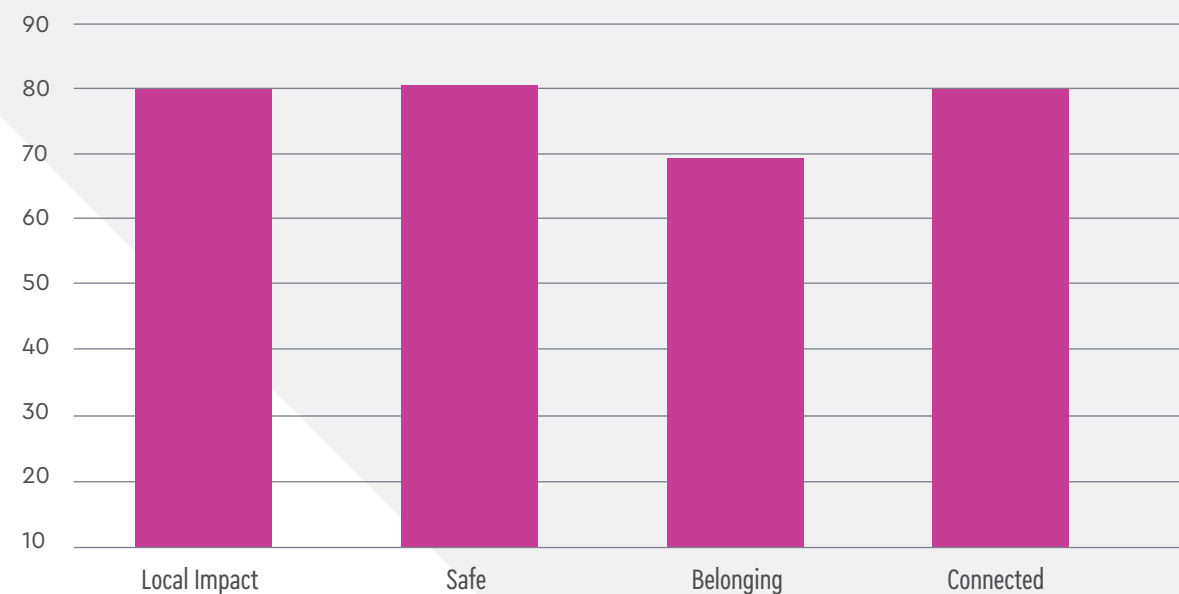
The Village Hub helps connect people of 55+ to enjoy full and purposeful lives, build community and share skills and knowledge by providing opportunities to stay active and healthy, to meet and get to know other people, share interests, learn new skills and develop friendships. The Village Hub offers a calendar of classes and courses, provides a venue for groups to meet, and facilitates Village Hub member activities in the Victoria Park and Perth metro areas. This is achieved through the delivery of a broad range of events, groups and classes that challenge individuals physically and/or cognitively and provide opportunities for social connection. Volunteering opportunities to run a group, assist with events, or to support other members with issues which are impacting on their quality of life, also ensure participants experience a sense of purpose and are valued for their skills and contributions to the community.

- **Social Activities & Events:** In order to support healthy lifestyles for older people, the Village Hub hires instructors to provide classes that promote physical activity, encourages members to start their own groups to pursue an active hobby, and engages a podiatrist. Most activities occur weekly with over 8,182 attendances in 2018–2019. Social and cultural activities include, Social Cycling, Ballroom Fit, Line Dancing, Walking Group, Chair Yoga, Tai Chi, Nordic Pole Walking, Gardening Club, Active for Life, Gentle Pilates, Stay Sharp, Podiatry, Ukulele, Book Club, Community Choir, Drawing and Watercolour, Tech Savvy Computer Tuition, Chapters Creative Writing Group, Sustainability Solutions Discussion Group, Information Sessions on Village Hub, Dementia Awareness and Scams Safety, Learn to Cook and Share Cooking Group, Photography Group, Bridge for Beginners, Weekly Community Lunch, Craft Group, Members' Drop In Day, Out and About Group, Coach Tours, Luncheon Celebrations, Saturday Bingo, Arts Season Events and Members' Sundowners. Volunteers are an increasingly important resource in the running of the Village Hub, including contributing to the running of groups and events, assisting in the kitchen, staffing of the Member Help Centre, and assisting members through the Neighbour-to-Neighbour volunteering program. In 2018–2019, 49 volunteers contributed 3,739 hours of volunteer effort to the Village Hub, including:
 - 53 hours of assistance provided through the Member Help Centre to 34 people
 - 30 hours of assistance provided to complete 23 jobs as part of the Neighbour-to-Neighbour volunteering program.
- **Social Outcome Measurements:** The Village Hub measured its impact through the use of Quality of Life indicators in April 2018 and again in April 2019. It asked members to report their satisfaction with a range of factors in their life including social relationships; health; independence and freedom; financial circumstances; social, leisure and learning activities; and, religion and culture. Seventy-one and 77 members completed the two surveys. While it is not possible to draw a causal link in this data, there is generally a positive difference between the two survey results. The Culture Counts survey tool was used to measure indicators aligned to the Town's SCP Social Outcomes. Some highlights of the survey responses are shown in the graphs below.

Quality of Life



SCP - Social Outcome Indicators



Victoria Park Centre for the Arts

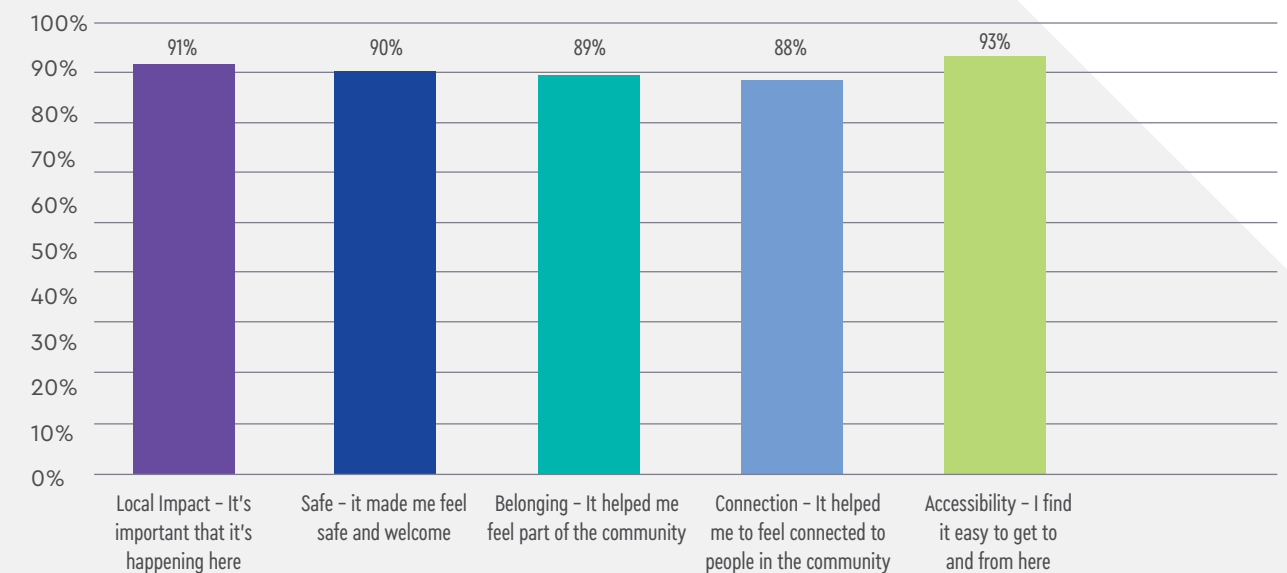
- **S3 – An empowered community with a sense of pride, safety and belonging**
- **S4 – A place where all people have an awareness and appreciation of the arts, culture, education and heritage**

Victoria Park Centre for the Arts

- **S3 – An empowered community with a sense of pride**
- **S4 – A place where all people have awareness and appreciation of the arts, culture and heritage**

The 2018–2019 Financial Year has continued to be a period of significant growth and organisational stabilisation for Victoria Park Centre for the Arts (VPCA). This is a direct result of the reform and reactivation activities and initiatives undertaken over the past few years, which have been supported by the Operating Subsidy provided by the Town. In 2018–2019 the VPCA focused on diversification of its revenue streams and was successful in obtaining a Department of Communities, Empowering Communities Program tender for service. The service agreement will see a range of activities that will fall under the Know Your Community banner funded for five years, with the funding coming into effect as of the 2019–2020 financial year. The VPCA used the outcomes data it has gathered over the past two years against the Town's SCP Social Outcomes, to demonstrate through an evidence-based approach, the social value the service delivers for the community. The Department of Communities funding, in addition to securing the three-year funding agreement with the Town, provides a very stable platform on which VPCA can continue to develop and seek additional funding opportunities to ensure ongoing sustainability.

- **Cultural Activities:** During 2018–2019, VPCA rolled out a new approach to Exhibition and AiR programs and rebranded under the Kent Street Gallery banner. This included refurbishment of the gallery and repurposing and refurbishing the 'Gift Shop' into an Artist in Residence Studio. Both initiatives were self-funded. Programing for exhibitions and residencies has moved to a more formal application and assessment by peer panel process. This new approach was successfully launched for the first time in late 2018 and has resulted in an excellent 2019 exhibitions program.
- **Social/ Cultural Activities & Events:** 2018–2019 saw an increase of visitors to VPCA with over 2500 people visiting the centre. This is an increase of 1000 from 2017–2018. The VPCA delivered, hosted or worked in partnership with community groups to deliver a range of programs and initiatives including: Adult Learning Expo, International Schools Touring program, Christmas Markets, Artist in Residence Program, Arts Season program, Arts Practice and Arts Business Conversations, International Women's Day event, Pop up Gallery, Mount Margaret Remote Community Cross Cultural Exchange Program, amongst many other initiatives. The VPCA is instrumental in delivering Know Your Community, a partnership between the Town, Richmond Wellbeing and various other program partners. Under this initiative the following programs were delivered.



- English conversation classes
- Cultural diversity training
- Cultural exchange supper catch-ups
- Exhibitions & creative workshops
- **Social Outcome Measurements:** VPCA used the Culture Counts survey tool to measure social outcomes at an individual level that are being achieved. The following graph is the average of results of surveys undertaken at an Arts Season event, with the survey questions aligning to the Town's SCP Social Outcomes.

Perth Football Club

- **S1 A healthy community**
- **S3 An empowered community with a sense of pride, safety and belonging**
- **EN5 Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed**

The Town continues to provide an operating subsidy to the Perth Football Club for the responsibility of maintaining the Lathlain Oval grounds and for the operations and maintenance of the Perth Football Club facility.

The operating subsidy essentially assists in offsetting some of the Town's financial responsibility for the day to day operating and maintenance costs of this facility.

Croquet Club

- **S1 A healthy community**
- **S3 An empowered community with a sense of pride, safety and belonging**
- **EN5 Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed**

The operating subsidy to the Croquet Club will continue to help facilitate a transfer from the Rushton Street location to the Higgins Park relocation. Due to the relocation the Town anticipates the club's membership will have a greater chance to increase in numbers and a greater opportunity to increase activities.

The operating subsidy for 2018-2019 has assisted to achieve the relocation and co-location sharing arrangement.

Lease Reductions/Peppercorn Leases

Property Address	Premises	Type of Contract	Other Parties	Rent	Rental (annual) valuation – estimated by a licensed valuer (excl GST)
248 Gloucester Street	Family Centre – Building and Courtyard	Lease	Minister for Community Welfare	\$1	\$40,000
1-5 Sussex Street	Billabong Child-care Centre	Lease	Minister for Community Welfare	\$1	\$86,950
2 (Lot 501) Lathlain Place	Scout Hall and Grounds	Lease	The Scout Association of Australia (Western Australian Branch)	\$1	\$13,000
6 (Lot 500) Lathlain Place	Keith Hayes Community Centre – Unit 1	Lease	Child and Adolescent Health Service	\$1	\$26,000

6 (Lot 500) Lathlain Place	Keith Hayes Community Centre – Unit 2	Lease	Carlisle/Victoria Park Toy Library Inc.	\$1	\$31,500
6 (Lot 500) Lathlain Place	Keith Hayes Community Centre – Unit 3	Lease	Lathlain Playgroup Inc.	\$1	\$34,000
29 Sussex Street	Community Law Centre Building	Lease	Sussex Street Community Law Service (Inc.)	\$1	\$45,000
12 Kent Street	House, Art Workshop	Lease	Victoria Park Centre for the Arts	\$1	\$37,500
34 Goddard Street	Lathlain Park Grandstand and Clubrooms	Lease	Perth Football Club	\$1	Not determined
1 Fred Bell Parade	Hall and Grounds	Lease	The Returned & Services League of Australia WA Branch	\$1	\$55,000
6 Temple Street	Dental Clinic	Lease	Dental Health Service of WA	\$0	\$84,000
4 Temple Street	Infant Health Clinic	Lease	Health Department of WA	\$0	\$32,500
Lot 3 Memorial Avenue & Lot 404 Rutland Avenue	Harold Hawthorne Senior Citizens Centre, Memorial Hall and Day Centre	Lease	Harold Hawthorne Senior Citizens Centre Inc.	\$1	\$222,000
Lot 2 Memorial Avenue	Harold Hawthorne Senior Citizens Aged Persons Units	Lease	Harold Hawthorne Senior Citizen Centre and Homes Inc.	\$1	\$82,500
51 Anketell Street	Kensington PCYC Buildings	Lease	The Federation of WA Police & Citizens Youth Centres	\$1	Not determined
999 Albany Highway	Hillview Clinic	Lease	Disability Services Commission	\$1	Not determined
18 Kent Street	Bowling Club Building & Greens	Lease	Victoria Park Carlisle Bowling Club	\$6556	\$60,000
Playfield Street	Tennis Courts and Hall	Lease	Higgins Park Tennis Club	\$2060	Not Determined



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VIC PARK**

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TOWN OF
VICTORIA PARK