

# Corporate Business Plan 2023-2027

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## **Acknowledgment of Country**

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

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

## **Acknowledgement of Diversity**

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

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

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

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

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

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

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

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

Key components contained within the plan are:

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

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

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

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

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

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

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

## Strategic direction

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

## Our vision

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

## Our purpose

Sustainably serve, empower and connect community.

## Our values

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

## Our mission

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

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

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

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

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

## **Community priorities**

### **Social**

S1 - Helping people feel safe

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

S3 - Facilitating an inclusive community that celebrates diversity

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

### **Economic**

EC1 - Facilitating a strong local economy

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

### **Environment**

EN1 - Protecting and enhancing the natural environment

EN2 - Facilitating the reduction of waste

EN3 - Increasing and improving public open spaces

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

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

EN6 - Improving how people get around the Town

### **Civic leadership**

CL1 - Effectively managing resources and performance

CL2 - Communication and engagement with community

CL3 - Accountability and good governance

## **Town objectives**

Innovative and empowered people

Engaged and empowered community

Streamlined, modern governance

Integrated, fit-for-purpose systems

Productive and agile operations

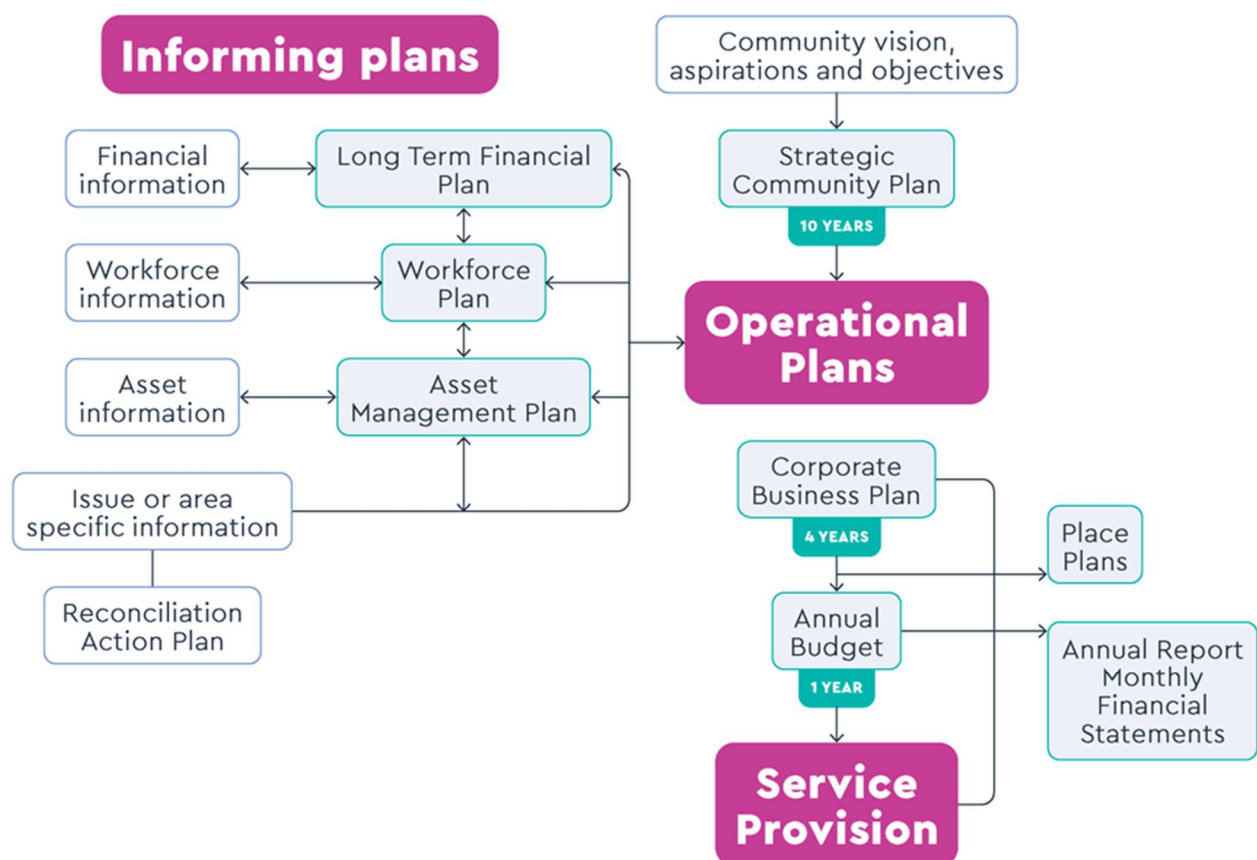
Financial sustainability

# What is a Corporate Business Plan?

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

## Where the plan fits into integrated planning and reporting

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



### Acronym - IPRF

#### What?

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

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

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

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

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

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

## **How to use the plan**

### **Community**

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

### **Elected members**

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

### **Administration**

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



# Programs

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



## Major projects

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





## LAND AND BUILDINGS



1

**Aqualife upgrades** – \$509,000 –  
Changeroom refurbishment, gym equipment  
upgrades, 25m pool filter replacement

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2

**Harold Hawthorne Community Centre**  
–\$95,000 – Air-conditioning replacement, fire  
service upgrade

## PARKS



3

**Kent St Sand Pit** – \$55,000 – Progress  
detailed design process

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4

**Higgins Park upgrade** – \$650,000 –  
Floodlight upgrade

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5

**Edward Millen Park upgrades** – \$6.8 million  
– As part of the Edward Millen Heritage  
Redevelopment, works will commence to  
upgrade the parkland and community  
recreation zone at Edward Millen Park

# Actions

How to read action plans

Helping people feel safe

Community priority.

Financial year that action will be completed.

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

Link to adopted strategy or plan.

Town objective	Action	2023	2024	2025	2026	Responsible area	Strategy/plan	23/24 budget
Innovative and empowered people								
Engaged and empowered community	Action to help achieve community priority and Town objective.							Estimated cost of action.
Streamlined, modern governance								
Integrated, fit-for-purpose systems								
Productive and agile operations								
Financial sustainability								

## S1 - Helping people feel safe

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Deliver the organisational training program with a focus on fostering diversity and inclusion	x	x	x	x	People and Culture	Access & Inclusion, Reconciliation, Homelessness Action Plan	\$115,000
<b>Engaged and empowered community</b>	Implement the Public Health Plan	x	x	x	x	Community Development	Public Health Plan	\$12,000
<b>Streamlined, modern governance</b>	Deliver review of policies for Parking and Rangers in line with the Policy Review Schedule	x	x	x		Parking and Rangers	Policy Framework	\$0
	Deliver review of the Safer Neighbourhoods Plan				x	Community Development	Safer Neighbourhoods Plan	N/A
	Deliver review of the Public Health Plan				x	Community Development	Public Health Plan	N/A
<b>Integrated, fit-for-purpose systems</b>	Deliver a pest control and preventative mosquito borne disease program targeting areas of future population growth	x	x			Environmental Health	Public Health Plan	\$2,500
<b>Productive and agile operations</b>	Implement the Safer Neighbourhoods Plan	x	x	x	x	Community Development	Safer Neighbourhoods Plan	\$266,000

<b>Financial sustainability</b>	Implement the Public Lighting Plan and source grants for areas identified as having poor lighting	x	x	x	x	Street Improvement & Community Development	Place Plan Volume 1	\$135,000
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## S2 - Collaborating to ensure everyone has a place to call home

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Nil.							
<b>Streamlined, modern governance</b>	Deliver the Vic Park Planning Program including review of the Local Planning Scheme	x	x	x	x	Place Planning & Urban Planning	Local Planning Strategy	\$502,500
	Deliver review of policies for Community Development in line with the Policy Review Schedule	x	x	x		Community Development	Policy Framework	\$0

<b>Integrated, fit-for-purpose systems</b>	Nil.								
<b>Productive and agile operations</b>	Deliver the Homelessness Action Plan	x	x	x	x	Community Development	Homelessness Action Plan	\$ 26,000	
<b>Financial sustainability</b>	Nil.								

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

<b>Town objective</b>	<b>Action</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>Responsible area</b>	<b>Strategy/Plan</b>	<b>23/24 Budget</b>
<b>Innovative and empowered people</b>	Complete and implement the Diversity Action Plan to meet organisational targets.	x	x	x		People and Culture	Workforce Plan	\$40,000
<b>Engaged and empowered community</b>	Deliver the community funding program	x	x	x	x	Events, Arts and Funding & Place Planning	Community Funding Policy	\$548,000
	Deliver the Youth Action Plan	x	x	x	x	Community Development	Youth Action Plan	\$16,000
	Monitor delivery of the Community Benefits Strategy	x	x			Social Impact	Community Benefits Strategy	\$0

<b>Streamlined, modern governance</b>	Deliver review of the Access and Inclusion Plan				x	Community Development	Access and Inclusion Plan	N/A
	Deliver review of the Community Benefits Strategy	x	x			Social Impact	Community Benefits Strategy	\$10,000
	Deliver review of the Youth Action Plan	x	x			Community Development	Youth Action Plan	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver the Innovate Reconciliation Action Plan	x	x	x		Community Development	Reconciliation Action Plan	\$48,800
	Develop a Stretch Reconciliation Action Plan				x	Community Development	Reconciliation Action Plan	N/A
<b>Productive and agile operations</b>	Deliver the Access and Inclusion Plan	x	x	x	x	Community Development	Access and Inclusion Plan	\$20,300
<b>Financial sustainability</b>	Develop a social impact approach	x	x	x		Social Impact	Public Health and Wellbeing Strategy	\$0



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

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Progress opportunities throughout the Town's service areas for young people to gain job ready work experience	x	x	x	x	People and Culture	Youth Action Plan	\$0
<b>Engaged and empowered community</b>	Deliver the Arts and Culture Plan	x	x	x	x	Events, Arts and Funding	Arts and Culture Plan	\$148,300
	Deliver the sponsorship program	x	x	x	x	Communications and Engagement	Sponsorship Policy	\$120,000
<b>Streamlined, modern governance</b>	Deliver review of policies for Events, Art and Funding in line with the Policy Review Schedule	x	x	x		Events, Arts and Funding	Policy Framework	\$0
	Deliver review of the Local History Digitisation Strategy		x			Library Services	Local History Digitisation Strategy	N/A
	Deliver review of the Literacy and Lifelong Learning Strategy		x			Library Services	Literacy and Lifelong Learning Strategy	N/A

	Deliver review of the Arts and Culture Plan					x	Events, Arts and Funding	Arts and Culture Plan	N/A
	Deliver review of policies for Library Services in line with the Policy Review Schedule	x	x	x			Library Services	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver the Local History Digitisation Strategy	x	x	x	x		Library Services	Local History Digitisation Strategy	\$15,000
<b>Productive and agile operations</b>	Deliver the Literacy and Lifelong Learning Strategy	x	x	x	x		Library Services	Literacy and Lifelong Strategy	\$133,800
<b>Financial sustainability</b>	Nil.								

## EC1 - Facilitating a strong local economy

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Deliver the Economic Development Program	x	x	x	x	Place Planning	Economic Development Strategy	\$282,450

<b>Streamlined, modern governance</b>	Deliver review of the Economic Development Strategy	x				Place Planning	Economic Development Strategy	\$0
	Deliver review of policies for Environmental Health in line with the Policy Review Schedule	x	x	x		Environmental Health Services	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Nil.							
<b>Productive and agile operations</b>	Deliver the Integrated Transport Program	x	x	x	x	Place Planning	Integrated Transport Strategy	\$10,566,940
<b>Financial sustainability</b>	Nil.							

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

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Deliver place and business grants programs	x	x	x	x	Place Planning	Economic Development Strategy	\$80,000
<b>Streamlined, modern governance</b>	Deliver review of the Public Art Strategy		x			Events, Arts and Funding	Public Art Strategy	N/A
	Complete place plans review		x		x	Place plans	Local Planning Strategy	N/A
<b>Integrated, fit-for-purpose systems</b>	Deliver review of policies for Place Planning in line with the Policy Review Schedule	x	x	x		Place Planning	Policy Framework	\$0
<b>Productive and agile operations</b>	Deliver the Events Strategy and annual events program	x	x	x	x	Events, Arts and Funding	Events Strategy	\$382,000
<b>Financial sustainability</b>	Nil.							

## EN1 - Protecting and enhancing the natural environment

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Deliver the Urban Forest Program	x	x	x	x	Place Planning	Urban Forest Strategy	\$730,000
<b>Streamlined, modern governance</b>	Implement the Waterwise Plan	x	x	x	x	Environment	Waterwise Plan	\$15,000
	Implement impact reporting on climate change	x				Environment	Climate Emergency Plan	\$35,400
	Deliver review of policies for Environment in line with the Policy Review Schedule	x	x	x		Environment	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver review of the Urban Forest Strategy		x			Place Planning	Urban Forest Strategy	N/A
<b>Productive and agile operations</b>	Deliver the Climate Emergency Plan	x	x	x	x	Environment	Climate Emergency Plan	\$38,500
	Deliver the Environment Plan	x	x	x	x	Environment	Environment Plan	\$35,000

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

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil.							
<b>Engaged and empowered community</b>	Implement waste education programs	x	x	x	x	Waste Services	Strategic Waste Management Plan	\$25,000
	Deliver school waste education programs based on the new Strategic Waste Management Plan and new services offered by the bin collection contractor				x	Waste Services	Strategic Waste Management Plan	N/A
<b>Streamlined, modern governance</b>	Deliver review of the Strategic Waste Management Plan		x			Waste Services	Strategic Waste Management Plan	N/A
	Deliver review of policies for Waste Services in line with the Policy Review Schedule	x	x	x		Waste Services	Policy Framework	\$0

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

### EN3 - Increasing and improving public open spaces

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	Nil							

<b>Streamlined, modern governance</b>	Deliver review of policies for Parks and Reserves in line with the Policy Review Schedule	x	x	x		Parks and Reserves	Policy Framework	\$0
	Deliver review of the Public Open Space Strategy		x			Place Planning	Public Open Space Strategy	N/A
<b>Integrated, fit-for-purpose systems</b>	Deliver the Public Places program	x	x	x	x	Place Planning	Public Open Space Strategy	\$8,671,000
<b>Productive and agile operations</b>	Deliver the parks asset renewal program	x	x	x	x	Parks and Reserves	Asset Management Plan	\$244,000
<b>Financial sustainability</b>	Nil							

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

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	Deliver a communication and engagement strategy that works with	x				Communications and Engagement & Asset Planning	Communication and	\$40,000



	the community to set priorities and maintenance schedules						Engagement Strategy	
<b>Streamlined, modern governance</b>	Deliver review of policies for Property Development and Leasing in line with the Policy Review Schedule	x	x	x			Property Development and Leasing	Policy Framework \$0
<b>Integrated, fit-for-purpose systems</b>	Develop a strategic approach for leisure buildings asset renewal from the Plant Specialist Requirements filtration Study	x	x				Leisure Facilities, Asset Planning	Recreation Asset Renewal Program \$42,000
<b>Productive and agile operations</b>	Nil							
<b>Financial sustainability</b>	Deliver inclusion of capital works projects within the annual advocacy priority list	x	x	x	x		Communications and Engagement & Asset Planning	Capital Works Program \$30,000

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

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil							

<b>Engaged and empowered community</b>	Nil							
<b>Streamlined, modern governance</b>	Deliver review of policies for Urban Planning in line with the Policy Review Schedule and in alignment with Climate Emergency Plan	x	x	x		Urban Planning	Policy Framework	\$0
	Deliver review of policies for Street Operations in line with the Policy Review Schedule	x	x	x		Street Operations	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Deliver an Off-Street Parking Supply Business Case			x	x	Parking and Rangers	Parking Management Plan	N/A
	Deliver the drainage program of identified high risk areas of known flooding	x	x	x	x	Street Improvement	Transport Asset Management Plan	\$355,000
<b>Productive and agile operations</b>	Deliver the Social Infrastructure Program	x	x	x	x	Place Planning	Social Infrastructure Strategy	\$3,214,050
<b>Financial sustainability</b>	Nil.							

## EN6 - Improving how people get around the Town

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Nil							
<b>Engaged and empowered community</b>	Nil							
<b>Streamlined, modern governance</b>	Deliver review of policies for Street Improvement in line with the Policy Review Schedule	x	x	x		Street Improvement	Policy Framework	\$0
<b>Integrated, fit-for-purpose systems</b>	Implement an integrated parking management software system	x	x			Parking and Rangers	Parking Management Plan	\$130,000
	Implement the strategic capital works program for right of ways	x	x	x	x	Project Management Office Street Improvement and Operations	Capital Works Program	\$390,000
<b>Productive and agile operations</b>	Deliver the roads asset renewal program	x	x	x	x	Street Improvement	Asset Management Plan	\$3.6 M+ (2.66 M)

								grant funding)
	Deliver pathways asset renewal program	x	x	x	x	Street Improvement	Asset Management Plan	\$50,000

## CL1 - Effectively managing resources and performance

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Complete the staff engagement survey			x		People and Culture	Workforce Plan	N/A
	Implement the Cultural Optimisation Strategy	x	x	x		People and Culture	Cultural Optimisation Strategy	\$30,000
	Deliver the Workforce Plan through annual review	x	x	x	x	People and Culture	Workforce Plan	\$0
<b>Engaged and empowered community</b>	Deliver review of Community Engagement tools to align with the Town's policy	x				Communications and Engagement	Policy Framework	\$20,000
	Develop a Mayor Communications Plan following each Election	x			x	Communications and Engagement	Community Engagement Policy	\$2,000
<b>Streamlined, modern governance</b>	Deliver a minor review of the Strategic Community Plan	x		x		Governance and Strategy	Strategic Community Plan	\$0
	Deliver a minor review of the Corporate Business Plan	x	x	x	x	Governance and Strategy	Corporate Business Plan	\$0

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

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

## CL2 - Communication and engagement with community

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Deliver a Recruitment Strategy and Employee Value Proposition to market the Town to potential employees	x	x	x		People and Culture & Communications and Engagement	Refresh	\$5,000
<b>Engaged and empowered community</b>	Complete the community perception survey			x		Governance and Strategy		N/A
<b>Streamlined, modern governance</b>	Deliver review of policies for Communications and Engagement in line with the Policy Review Schedule	x	x	x		Communications and Engagement	Policy Framework	\$10,000

	Deliver a Corporate Communications Plan which includes risk tolerance	x	x			Communications and Engagement	Engagement Policy	\$40,000
<b>Integrated, fit-for-purpose systems</b>	Deliver the Soft Phone Project	x				Technology and Digital Services & Customer Relations	IT Strategy	\$16,000
	Deliver the Digital Marketing Strategy including schedule website upgrades	x	x	x	x	Communications and Engagement	Digital Marketing Strategy	\$40,000
<b>Productive and agile operations</b>	Deliver a Customer Engagement Strategy			x		Customer Relations	Customer Engagement Policy	N/A
	Deliver a Crisis Communications Plan for multiple emergency scenarios		x			Communications and Engagement & People and Culture	Strategic Communications Plan	N/A
<b>Financial sustainability</b>	Deliver review of brand strategies for corporate, leisure, library, youth and destination marketing		x		x	Communications and Engagement	Strategic Communications Plan, Youth Strategy, Economic Development Plan, Leisure Marketing Plan	N/A



## CL3 - Accountability and good governance

Town objective	Action	2023-24	2024-25	2025-26	2026-27	Responsible area	Strategy/Plan	23/24 Budget
<b>Innovative and empowered people</b>	Deliver integration of Work Health and Safety legislative changes into organisational practices	x	x	x		People and Culture	Workforce Plan	\$30,000
<b>Engaged and empowered community</b>	Deliver a major review of the Strategic Community Plan			x		Governance and Strategy	Strategic Community Plan	N/A
	Deliver a major review of the Corporate Business Plan				x	Governance and Strategy	Corporate Business Plan	N/A
<b>Streamlined, modern governance</b>	Deliver review of procedure for protection for whistleblowing/public interest disclosures		x			Governance and Strategy	Governance Framework	N/A
	Complete Regulation 17 review			x		Governance and Strategy	Governance Framework	N/A
	Deliver review of policies for Governance and Strategy in line with the Policy Review Schedule	x	x	x		Governance and Strategy	Policy Framework	N/A

	Deliver a Governance Framework	x					Governance and Strategy	Governance Framework	N/A
	Implement the Internal Audit Plan	x	x	x	x		Governance and Strategy	Internal Audit Plan	\$44,000
<b>Integrated, fit-for-purpose systems</b>	Implement centralised integrated audit and legislative compliance solution		x				Governance and Strategy		N/A
<b>Productive and agile operations</b>	Deliver creation and implementation of the information technology asset renewal program	x	x	x	x		Technology and Digital Services	Asset Management Plan	\$10,000
	Deliver internal audit guidelines	x					Governance and Strategy	Internal Audit Plan	\$0
	Implement changes as a result of the Local Government Act amendments	x	x				Governance and Strategy		\$0
<b>Financial sustainability</b>	Deliver a major review of the Asset Management Plan	x					Asset Planning	Asset Management Plan	\$10,000
	Deliver the Advocacy Strategy and annual Advocacy Priority Program	x	x	x	x		Communications and Engagement	Advocacy Strategy	\$40,000

# Services

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

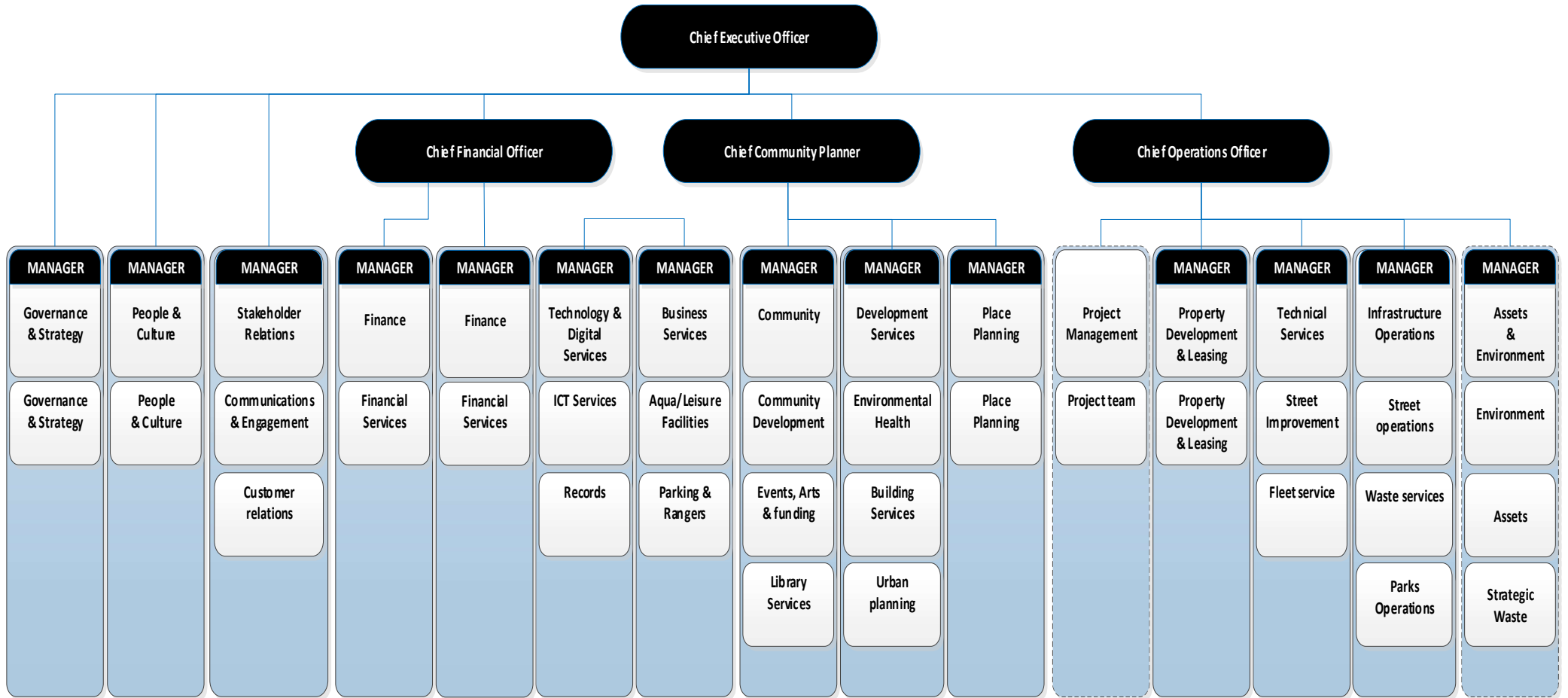
The Town provides several services to the community:

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

Organisational administrative services:

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

# Structure



## Resources

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

### Long Term Financial Plan 2021-2031

#### Purpose

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

#### Strategic focus

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

### Workforce Plan 2020-2035

#### Purpose

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

#### Strategic focus

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

The following outlines the 2035 forecasted projections by service area.

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

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

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

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

## Partnerships

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

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

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

#### **Objective**

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

#### **Outcomes**

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

### **Inner-City Councils Group**

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

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

There are five (5) working groups

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

**Objective**

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

**Outcomes**

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

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

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

**Shire of Morawa**

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

**Objective**

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

**Outcomes**

Staff secondments and information sharing.

**South East Corridor Councils Alliance**

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

There are five (5) working groups:

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

**Objective**

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

**Outcomes**

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



## **Burswood Peninsula Alliance**

This group includes the following major stakeholders on the Burswood Peninsula

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

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

## Risk

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

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

*Current strategic risks:*

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

# Performance

## Community priorities

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

## Town objectives

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

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

## Operational performance

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

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

## Plan performance

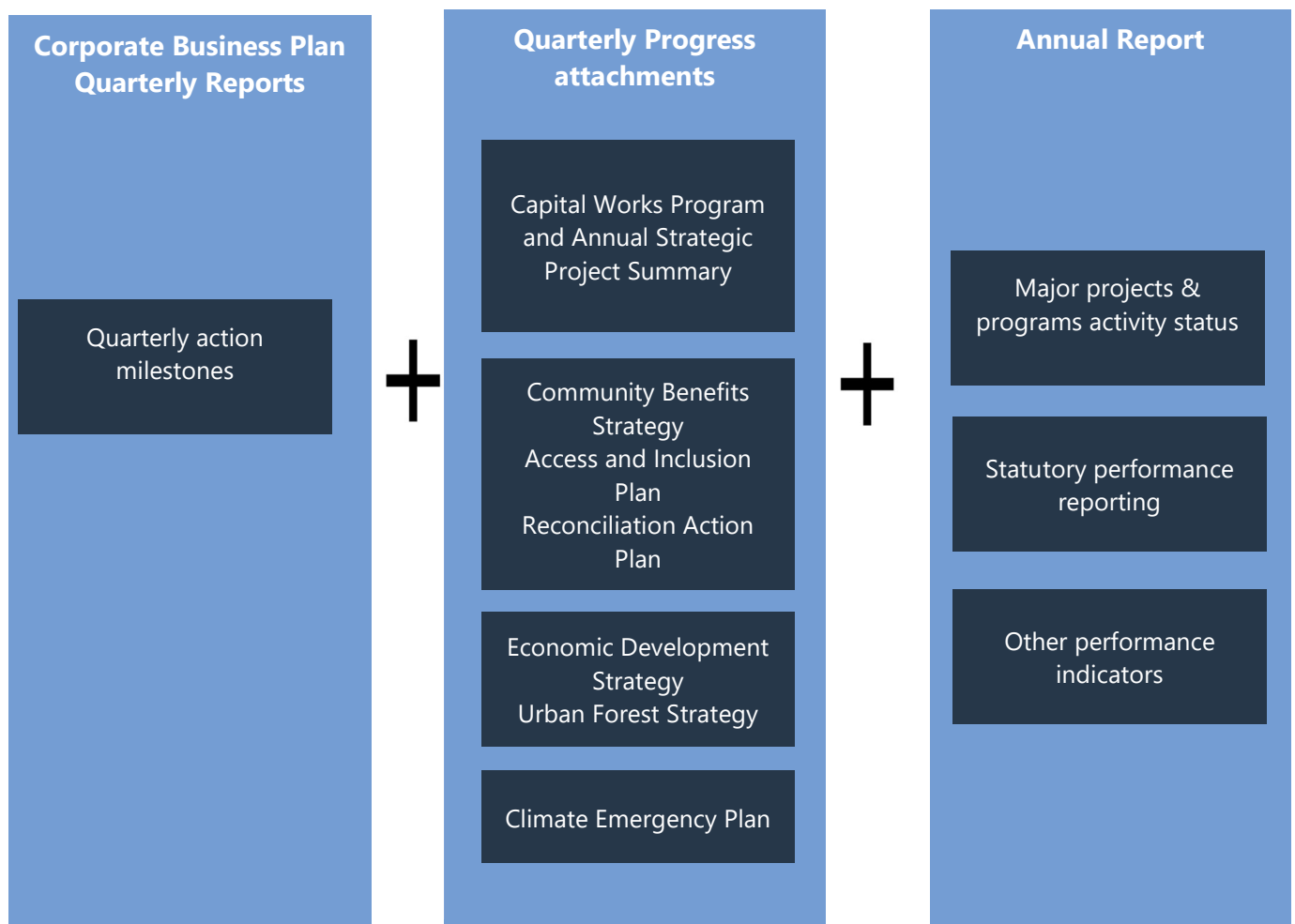
This plan includes 113 actions for the 2023-2024 financial year. These actions have been developed to ensure progress against the Town's community priorities and town objectives. All actions are integrated with, or representative of, dedicated Town strategies, plans and programs.

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

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

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

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



# Financial summary

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

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

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