

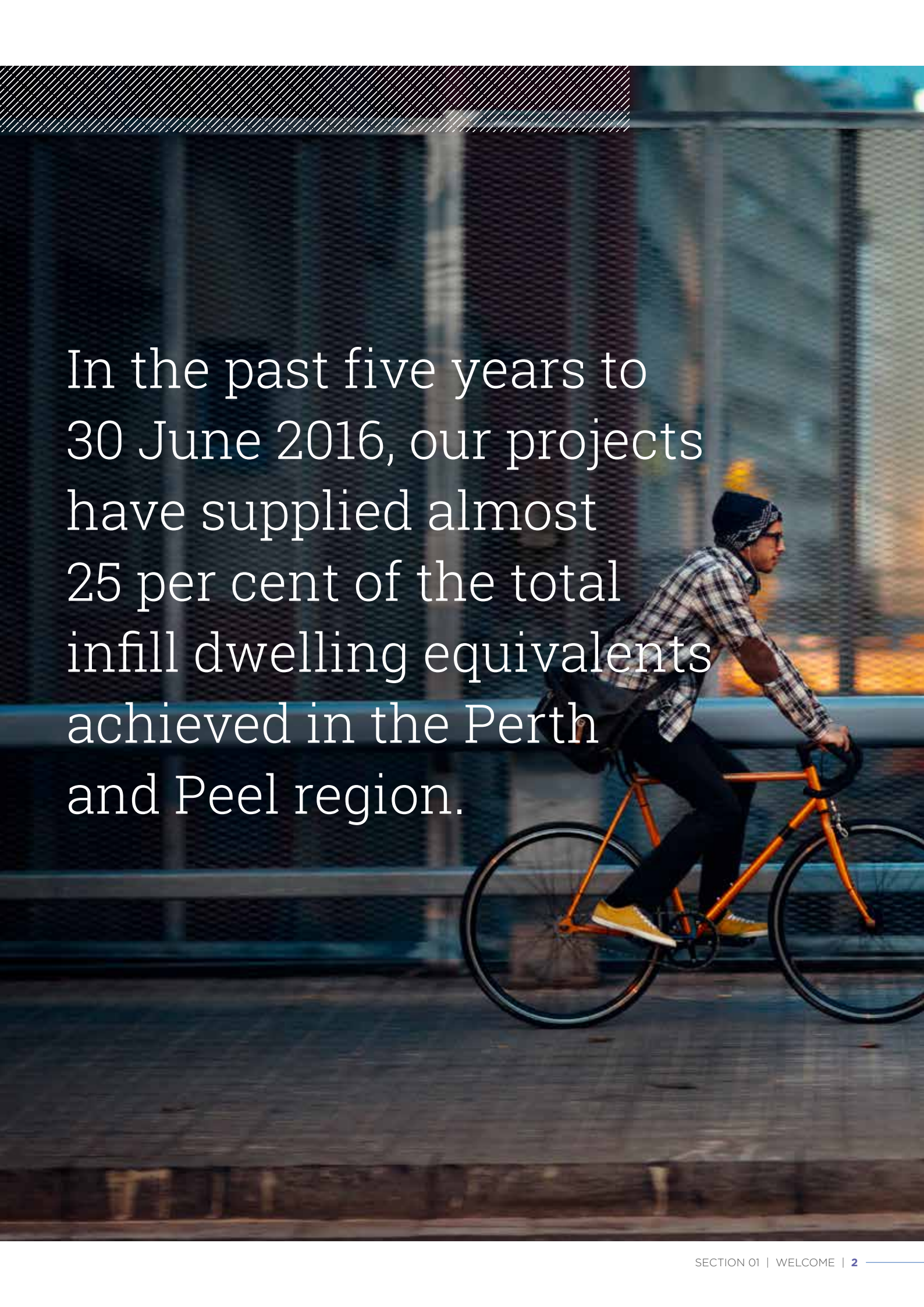


# A year of transformation

Sustainability Report 2015-16





A person wearing a plaid shirt, dark pants, a beanie, and glasses is riding an orange bicycle on a city street at dusk. The background is blurred, showing city lights and a bridge railing. The text is overlaid on the left side of the image.

In the past five years to  
30 June 2016, our projects  
have supplied almost  
25 per cent of the total  
infill dwelling equivalents  
achieved in the Perth  
and Peel region.

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LandCorp is a Government trading entity established under the Western Australian Land Authority Act 1992.

# Welcome.

## 1.1 Who we are

We are responsible to the Minister for Regional Development; Lands, who also has responsibility for the Department of Lands, Department of Regional Development, the Regional Development Commissions and Landgate.

We are the agency of the State authorised by Parliament to deliver Government policy objectives in regard to land development. Our Act requires us to provide or facilitate the delivery of land, infrastructure, facilities and services for the social, economic and environmental needs of the State. We work to realise the potential of land and infrastructure by developing land for housing, business and industry which builds social and economic prosperity for all Western Australians.

## 1.2 About this report

This Sustainability Report presents our performance for the financial year from 1 July 2015 to 30 June 2016 and is a complementary document to our LandCorp Annual Report 2015-16 which discloses our financial performance and corporate governance. Our sustainability performance is reported in accordance with the standards and principles set by the Global Reporting Initiative (GRI) G4 Core Sustainability Reporting Guidelines, and with the Government of Western Australia Public Sector Commission Annual Reporting Framework.

This Report  
presents our  
performance for  
the financial  
year from  
**1 July 2015 to  
30 June 2016**



Our Act requires we take account of and balance social, economic and environmental outcomes.

Using the GRI framework as part of our annual reporting ensures we assess our performance against globally accepted reporting principles and sustainability measures.

The content of this report is directed by a materiality process which identified the most significant and important issues in the eyes of our stakeholders and staff for LandCorp to work towards and report on.

The GRI framework also encourages disclosure on an organisation’s management approach for its material issues. This information can be found on our website at [www.landcorp.com.au/sustainability](http://www.landcorp.com.au/sustainability)



### 1.3 Structure of this report

Leadership message							
Performance highlights							
Approach							
Purpose and values	Driving forces	Government directions	Strategy	Stakeholders	Projects	Materiality	Value chain
Performance							
Integrated project delivery	Relationships and partnerships	Sustainable development	Market leadership and innovation	People	Corporate governance		



# A message from the Chief Executive.

Change is always challenging. The uncertainty of the new and the unknown can be daunting but when we strive to transform outcomes, the rewards can also be great.

In 2014, we decided to report against the Global Reporting Initiative Sustainability Reporting Framework. Sustainable development has long been critical to our approach and reflects our unique ability to make a significant contribution to the Western Australian development industry. The decision to adopt the GRI reporting process has sharpened our focus on transparency, accountability and ongoing improvement.

LandCorp's drive to achieve improved social, environmental and economic outcomes forms the foundation of our commitment to realise the potential of land and property developments across our State. At the end of another busy year we are able to reflect on significant achievements in our bid to create connected and sustainable places for current and future generations to live, work and socialise.

In 2015-16 we have seen the rewards of adopting a holistic approach to sustainable development with all sections of the organisation committed to achieving best practice. For LandCorp, sustainable development is defined through our four Sustainability Elements: environmental responsibility, community wellbeing, design excellence and economic health. Together, these provide a strategic framework which inform our approach to land and infrastructure development.

From understanding the needs of modern communities to delivering affordable, quality design and achieving innovative water and energy efficiencies, our team has shared a single focus. With 140 active projects across Western Australian, LandCorp's development footprint is significant and we remain conscious of our responsibility to deliver positive outcomes which benefit all Western Australians.

We have once again assessed our areas of materiality to determine the key drivers to achieving success. We have identified six categories which align to our business strategy and ensure we retain a focus on the



significant economic, environmental and social impacts of our work.

As part of the review process we also identified a number of key issues for priority attention. These included forging even stronger partnerships across Government, achieving affordable housing outcomes, continuing to deliver a robust financial performance, engaging proactively with local communities when undertaking urban infill and regeneration projects, providing opportunities to Indigenous employees and communities and focusing on the design quality of all our projects.



Across the organisation, the results achieved this year reflect our desire to continue to push the boundaries and lead innovation and change on behalf of our industry partners. The population of Perth and Peel is expected to grow to 3.5 million by 2050. This surge in our population will require an additional 328,000 homes and we believe these homes should be located in vibrant, connected and sustainable communities.

In the past year we have won national recognition for our leading role in the development of sustainable new suburban developments and innovative urban regeneration projects. As our city continues to grow we are working to ensure we get the balance right between sustainable developments and urban regeneration projects.

At Allara and Alkimos we are working with private sector partners to deliver coastal communities that are walkable, accessible and affordable and are setting new benchmarks for energy efficiency. Alkimos, the nation's first 6 Star Green Star community, is hosting Australia's first community energy storage trial and implementing a range of smart water initiatives.

We are also ensuring that we maximise the use of existing infrastructure in our more established and inner city suburbs. Our Innovation through Demonstration projects enable us to road test sustainable solutions to a range of challenges and share our outcomes across industry. We engage in genuine community consultation which ensures residents have the opportunity to shape development outcomes.

At the award-winning WGV at White Gum Valley, we have created a breakthrough blueprint for suburban regeneration. With the support of the local community we have created a modern, affordable, energy and water efficient project which champions a smarter way of living. The Gen Y Demonstration Housing Project will reveal a new, sustainable urban footprint for the next generation of home buyers. The revolutionary design consists of three interlocking one bedroom, one bathroom apartments on a compact 250m<sup>2</sup> block. Lightweight, sustainable and innovative building materials and a range of energy and water efficiency innovations will reduce running costs and carbon emissions.

In the past year we have also won national recognition for our industrial estate developments which continue to drive economic growth across Western Australia. Our Enterprise Park estate at Wangara won the National Property Council of Australia 2016 award for the category of Best Business and Industrial Park and has delivered more than 10,000 jobs. Creating modern, attractive and sustainable working environments for the next generation of employees is critical to our continued prosperity and we play a critical role in meeting the demand for quality land for jobs.

Our work sees us operate state-wide and in regional Western Australia our investments are helping revitalise and transform town centres and provide modern housing options. We strive to provide meaningful training, employment and engagement opportunities to Aboriginal and Torres Strait Islander people and demonstrate how the construction and development industry can play a significant role in the important work of reconciliation.

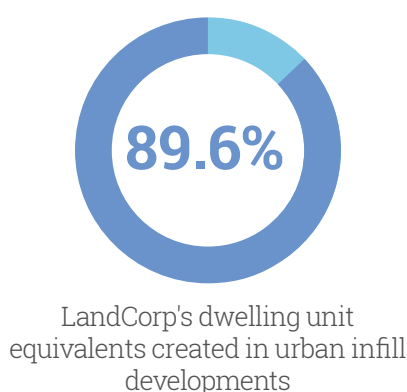
Adopting a sustainable approach to all aspects of our organisation has required our team to adopt a sustainable mindset. We are conscious that it is still early days in terms of our implementation of the GRI Sustainability Reporting Framework but we are heartened by the improvements we are making each year. Sustainability considerations are now embedded in every step of our business from our decision making process to our staff development, from our procurement and business practice to our community engagement and project evaluation. We are planning, thinking and acting to achieve sustainable development outcomes.

I am proud of our collective achievements in 2015-16 and excited by the opportunities ahead. We are in a unique position to influence the way we live and the way we develop housing and infrastructure across our State. At LandCorp we believe in leading by doing and we remain committed to achieving a more sustainable future for generations of Western Australians to come.



# Performance highlights.

## Metropolitan highlights



in the past five years our  
projects have supplied

**25%**  
of the infill dwelling  
equivalents achieved in the  
Perth and Peel region

## Regional highlights

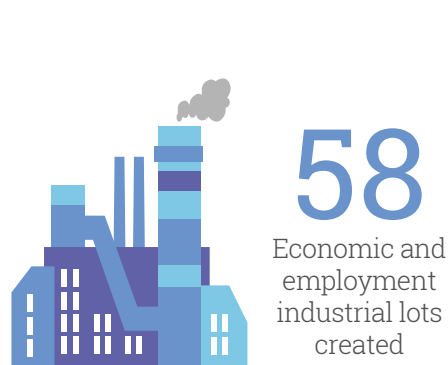


In the past 5 years we have assisted more than

**50 local  
authorities**

with the development of residential, commercial  
or industrial land

## Economic and Employment highlights



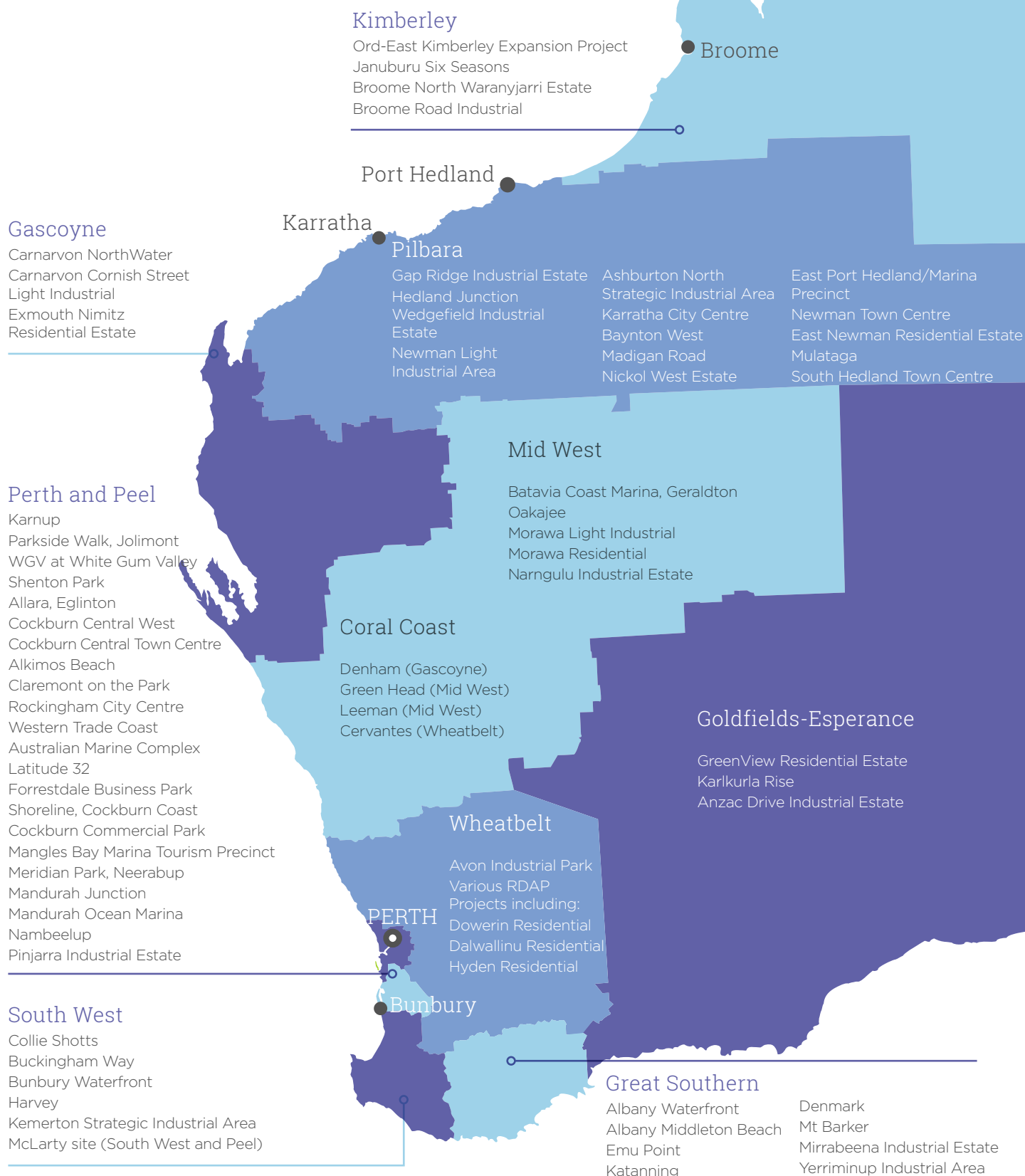
**\$90  
million**  
was invested in industrial  
precincts helping to support  
our State's economy

**55** = **76**  
industrial and  
commercial  
lots sold  
businesses  
**718**  
jobs  
**\$276.9**  
million in economic  
output



# 140 active projects across the State

- Head Office
- Regional Offices



## Finances

Sold 14 properties on behalf  
of Government grossing

**\$14.99  
million**

**\$123.4 million**

in payments to  
Government



**\$285**

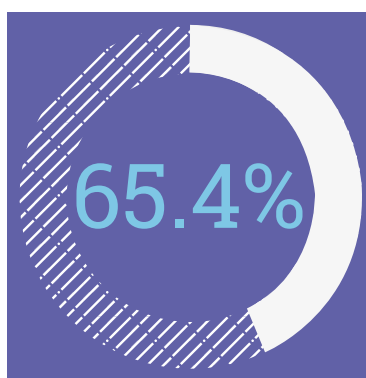
million  
in sales  
revenue

## Corporate highlights

**92%**



of stakeholders were satisfied with  
their relationship with us



of our procurement budget  
spent on local suppliers

**46%**

of single residential  
metropolitan lots  
sold at prices  
affordable for  
low to moderate  
income earners

**\$1 million**

spent on Aboriginal enterprise  
procurement and sponsorship



**9,170**

visitors engaged online



innovation  
projects  
in delivery

- > Solar and community battery trial
- > Cool Earth geothermal
- > Liveable Homes demonstration
- > Micro grid energy trial
- > Sustainable housing for artists and creatives
- > Water wise exemplar
- > Gen Y housing demonstration
- > Affordable housing demonstration

## Awards



**2015 Urban  
Development  
Institute of Australia's  
WA Award for  
Excellence winners:**

The Primary, Coolbellup;  
Perry Lakes, and Baynton  
West Karratha

WGV at White Gum Valley has received  
three prestigious

**Planning Institute of  
Australia awards for**

**excellence:** Best Planning Ideas  
- Small Project (WA Nov 2015), Best  
Planning Ideas - Small Project (National  
2016); and the Planning Ministers  
Award (WA Nov 2015).

Enterprise Park, Wangara  
won the National Property  
Council of Australia 2016  
award for the category of

**Best Business  
and Industrial  
Park**

## People

# 180 employees



Received  
**GOLD**  
**RECOGNITION**

for the  
Healthy Workplace  
recognition program

**92.6%**  
staff  
retention  
rate



of learning and  
development training  
per employee



Our vision is “to realise the potential of land and property across Western Australia by delivering excellence in new and revitalised residential and economic centres”.

# Approach.

## 4.1 Purpose

**As the Western Australian Government’s land development agency, we play a critical role in planning for the growth and development of our suburbs and towns, our cities and our State.**

We operate to realise the potential of land, Government assets, and infrastructure by providing balanced environmental, social and economic outcomes for the benefit of all Western Australians. Our role is unique in that we operate State-wide, create large and small developments, adopt an integrated approach, act commercially and provide a return to Government for reinvestment. Our commitment to sustainability, innovation and partnerships underpins our development approach as we recognise much of what we do has a direct impact on social, economic and environmental development outcomes.


# 04



## 4.2 Values

Organisational values underpin everything we undertake and guide our relationships with each other and with our partners, stakeholders and customers. Our values assist to create a constructive, high-performance culture and are focused around four central themes collectively known as 'CARA':

<b>Collaborate</b>	Be supportive and responsive to others.
<b>Achieve</b>	Adopt a positive attitude and encourage effective outcomes.
<b>Respect</b>	Act with integrity and listen.
<b>Adapt</b>	Be innovative and open to change.



Our work is shaped by emerging State, national and global trends, challenges and opportunities which directly and indirectly influence the way we deliver land and infrastructure to create places for Western Australians to live and work.

### 4.3 Driving forces - challenges and opportunities

Nationally, we have seen the emergence of the Smart Cities Plan which seeks to position our metropolitan and regional cities to succeed in the 21st Century economy. The plan supports productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. At the same time the National Innovation and Science agenda seeks to focus on innovation as a catalyst for economic prosperity.

At the global level the United Nations Sustainable Development goals, released in 2015, acknowledge the importance of the planning and development of urban and regional centres through Goal 11 to “make cities and human settlements inclusive, safe, resilient and sustainable”. This goal recognises the social and economic benefits of population centres when they are at their best, as well as the natural and financial resource challenges which need to be overcome to ensure equitable access to social and economic opportunities.

Informed by Australian and Western Australian Government policy and research, the following are core drivers for LandCorp and the land and property development industry.

#### Population growth and demographic changes

Western Australia’s population and its demographic profile is undergoing considerable change. Population projections indicate an increase from 2.5 million currently to at least 4.4 million and possibly to 5.6 million by 2056 (*State Planning Strategy, 2015*). This population growth will have a direct impact on the demand for resources, including land for housing and employment in metropolitan and regional areas. Changes in demographics, including an ageing population, changing retirement patterns and chronic illness will also impact the mix and style of development required.

#### Workforce diversification

It is estimated that by 2056, Western Australia’s workforce will be 2.2 million to 2.9 million assuming an additional 1 million to 1.7 million workers are required to maintain the State’s anticipated economic development (*State Planning Strategy, 2015*). The changing face of the global economy and continued diversification of the State’s economic base will intensify competition for labour, including in the property and construction market.

#### Prevailing economic climate

Western Australia’s trading partners in the Asia Pacific region are likely to be the source of much of the world’s economic growth during this century. Growing demand for the State’s resources and scientific and technological skill base will create significant economic opportunities (*State Planning Strategy, 2015*). This will include opportunities that are heavily dependent on the availability of land and infrastructure like the agri-food sector.

#### Economic diversification

Western Australia needs to continue to diversify its economy to facilitate a broader mix of industries and occupations that can make for a resilient and prosperous community. This is particularly essential for regional Western Australia where non-resource sector economic diversity and development is important (*State Planning Strategy, 2015*). This may involve growth in sectors including specialised manufacturing, professional services, technology, education, medical and health, and tourism.



## Urbanisation and regional expansion

Perth is projected to become home to 75 per cent of the State's population by 2056 (up to 4.05 million people) in an increasingly urbanised society. Continued urbanisation is being driven by access to employment, education, health services, entertainment and community activities. To encourage a more balanced population distribution and counteract urban sprawl, the intensification of urban centres and the expansion of regional centres will become increasingly important (*State Planning Strategy, 2015*).

## Technological change

Australia's regional neighbours are committing significant resources to innovative technologies in their quests to lift living standards, and are looking for solutions to deliver these outcomes. Western Australia is in an ideal geographic, temporal and technological position to take advantage of this (*State Planning Strategy, 2015*). Science, technology and innovation research, and advancement in creating new markets will be an important opportunity that could underpin future success. Digital technology is allowing different ways of working and may reshape the nature of work and the design and function of land use.

## Biodiversity impact and protection

Supporting population growth through liveable and efficient urban and regional centres, as well as protecting Western Australia's unique natural environment is a significant challenge (*Perth and Peel Green Growth Plan – 2016 Draft*). Eight of Australia's national biodiversity hotspots are located in Western Australia.

## Climate change

Projections for Western Australia from 2030 through to 2070 indicate an increase in temperature across the State accompanied by a decline in winter rainfall in the South West and a seasonal increase in the North. These changing patterns, along with rising sea levels and more frequent and intense natural disasters, will produce changes in the productivity of agricultural land, water availability issues, risks to coastal communities and marine infrastructure and impacts on the design and location of major infrastructure and buildings (*State Planning Strategy, 2015*). Adapting to these impacts and reducing emissions are critical considerations for planning and development.

## Resource demand and efficiency

Doing more with less is an important 21st Century challenge given increasing demand and pressure on natural systems and finite resources. This includes the need for efficient use of energy, material resources and water resources. At the same time we will need to think about closing the resource loop through avoiding, reducing and recycling before disposing, which should be a last resort. The property, development and construction sector has significant resource use and waste impacts. In response to high disposal rates, the Western Australian State Waste Strategy has a target for recycling 65 per cent of construction and demolition waste by 2019-20.

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Perth is projected to become home to **75 per cent** of the State's population by 2056 (up to 4.05 million people) in an increasingly urbanised society.

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## Social change and collaboration

Technology has resulted in changes in the way we interact with each other and how we share and access information. Through greater access and transparency of information, the 'sharing economy' allows individuals, corporations, not-for-profits and Government to optimise the use of information technology. This, combined with increasing concern for resource depletion and excessive consumerism, has given rise to alternative business models (including short term accommodation – Airbnb, transport – Uber, and educational services – Coursera). Technology and improved participation models and interactions between Government, business and civil society has implications for the way we might solve complex challenges and co-create positive social change.

## Affordable housing and living

While population growth has slowed in Western Australia considerably since the height of the resource sector capital investment boom, median house and land prices have not fallen significantly. Home ownership remains a challenge for those on low to moderate incomes.

The State Government's *Affordable Housing Strategy 2010-20* seeks to increase the supply and diversity of affordable housing across Western Australia ranging from crisis accommodation to home ownership. In addition, affordable living considerations such as access to transport, employment, education and other services are having an increasing impact on planning and development decisions.

## Reconciliation

Unacceptable gaps exist between many Aboriginal and Torres Strait Islander people and other Western Australians (COAG, *Closing the gap in Indigenous Disadvantage 2008*). Many Aboriginal and Torres Strait Islander people face significant social and economic challenges and lack opportunity. The planning, development and construction sector has further opportunity to improve reconciliation through initiatives such as meaningful engagement, training, and sustainable employment and business opportunities for Aboriginal and Torres Strait Islander people.



## 4.4 Government directions

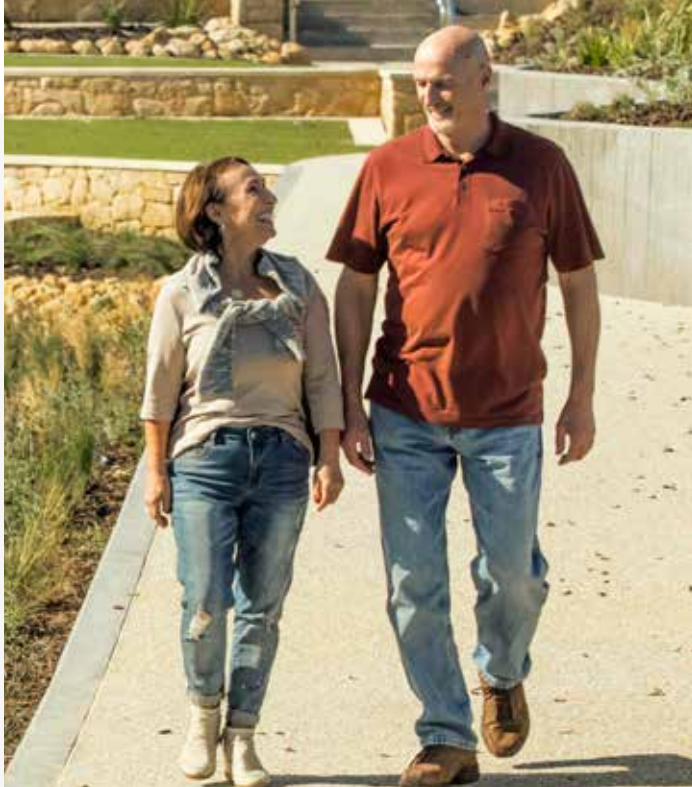
We are aligned to Government policy objectives and deliver Government policy outcomes. The table below illustrates this alignment and highlights areas within the Report where performance information can be reviewed.

Government goals*	LandCorp alignment
<b>State building – major projects</b> Building strategic infrastructure to create jobs and underpin Western Australia's long-term economic development.	<b>Strategy alignment</b> <ul style="list-style-type: none"><li>• Key result area one: Integrated project outcomes (p. 20)</li></ul> <b>Link to performance information</b> <ul style="list-style-type: none"><li>• Delivery of land for residential and industrial uses (p. 37-42)</li><li>• Economic development (p. 92-97)</li></ul>
<b>Results-based service delivery</b> Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	<b>Strategy alignment</b> <ul style="list-style-type: none"><li>• Key result area one: Integrated project outcomes (p. 20)</li><li>• Key result area two: Relationships and partnerships (p. 20)</li></ul> <b>Link to performance information</b> <ul style="list-style-type: none"><li>• Government advisory services (p. 48)</li></ul>
<b>Stronger focus on the regions</b> Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	<b>Strategy alignment</b> <ul style="list-style-type: none"><li>• Key result area one: Integrated project outcomes (p. 20)</li><li>• Key result area four: Market leadership and innovation (p. 20)</li></ul> <b>Link to performance information</b> <ul style="list-style-type: none"><li>• Delivery of land for residential and industrial uses (p. 37-42)</li><li>• Economic development (p. 92-97)</li></ul>
<b>Social and environmental responsibility</b> Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	<b>Strategy alignment</b> <ul style="list-style-type: none"><li>• Key result area one: Integrated project outcomes (p. 20)</li><li>• Key result area four: Market leadership and innovation (p. 20)</li></ul> <b>Link to performance information</b> <ul style="list-style-type: none"><li>• Biodiversity (p. 64-65)</li><li>• Waste (p. 70-72)</li><li>• Water (p. 66)</li><li>• Climate change (p. 64)</li><li>• Energy (p. 67-69)</li><li>• Community engagement (p. 74-78)</li><li>• Community development (p. 79-83)</li><li>• Affordability (p. 84-85)</li><li>• Indigenous relationships and opportunity (p. 86-91)</li></ul>
<b>Financial and economic responsibility</b> Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	<b>Strategy alignment</b> <ul style="list-style-type: none"><li>• Key result area three: Organisational and commercial sustainability (p. 20)</li></ul> <b>Link to performance information</b> <ul style="list-style-type: none"><li>• Financial performance (p. 43-45)</li></ul>

\*Government of Western Australia, Public Sector Commission - Annual Reporting Framework 2015-16 reporting year







## 4.5 Ministerial review – Western Australian Land Authority Act

Section 48 of the Western Australian Land Authority (WALA) requires our Minister to undertake a review of the operation and effectiveness of the Act every five years. In 2015, the fourth independent review of the Act was conducted and tabled in Parliament on 10 May 2016. Under the terms of reference the review considered our overall effectiveness, responsiveness to Government needs and our functions, and whether additional functions were required. The review was informed by in depth interviews with more than 100 Government and private sector stakeholders.

### Review findings are summarised below

# 01

The effectiveness of the operations of the Authority:

The Authority is an effective, responsive Government Trading Entity, which has delivered outcomes in land development for the economic and social, needs of the State.

# 02

The need for continuation of the functions of the Authority:

There is an ongoing need for the existing functions of the Authority.

# 03

Such other matters as appear to be relevant to the operations and effectiveness of the Act

The Authority should:

- Build on the effective delivery of achievements in the regions of Western Australia to consolidate social and economic growth of the State;
- redouble facilitation of residential density infill opportunities in the Perth and Peel regions to assist in achievement of planning policy targets;
- Encourage the Government's use of LandCorp resources and expertise to acquire, de-constrain or divest surplus Government assets with the objective of maximising social and economic returns to the community and manage development risk;

- Hasten development of the significant integrated industrial zone known as the Western Trade Coast in the role of implementation agency accountable to Department of State Development (DSD) as Lead Agency
- and;
- Expedite delivery of industrial land supply identified in the *Economic and Employment of Lands Strategy* within three to five years to meet the demands and requirements of Perth metropolitan and Peel regions.



## The review **recommendations** were

# 01

The Government should prioritise development of the Western Trade Coast comprising Kwinana, Rockingham, Henderson and Latitude 32 by empowering the Department of State Development as Lead Agency resourced by LandCorp as implementation agency.

# 03

The Government and LandCorp should endeavour to clarify the balance the Authority is required to strike between commercial imperatives and social outcomes, recognising that conflict here has potential to subordinate strategic projects.

On behalf of the Government, the Minister for Lands undertook to implement the agreed findings and recommendations and we have adjusted our 2016-17 strategic and business action plans to deliver the required outcomes. The review has indicated that stakeholders see our role as central to delivering residential density and infill development, building on development achievements in regional areas and facilitating economic and employment growth. This is reflected in the following 'Strategy' section.

# 02

LandCorp should encourage greater cohesion and stronger working relationships between agencies, including addressing previous identified points of friction or barriers to co-operation. Government should reconfirm the LandCorp charter and role, to facilitate improved co-operation and stronger working protocols with partner Government agencies.

# 04

The Government should better engage the responsive expertise that LandCorp is capable of providing to other agencies and sectors in order to maximise social and economic benefits to the State.

# 05

LandCorp should review and analyse its management of joint venture relationships to balance the cost of any duplication whilst maximising the benefits of partnership.



## 4.6 Strategy

### Vision

To realise the potential of land and property across Western Australia by delivering excellence in new and revitalised residential and economic centres.

### Strategic direction

We are in a unique position to make a significant contribution to Western Australia. With projects spanning metropolitan, regional, industrial, tourism and commercial developments, a key driver is delivering positive social, environmental and economic outcomes through strong

commercial performance. We do this by working across **four key result areas**: integrated project outcomes, our relationships and partnerships, organisational and commercial sustainability and market leadership and innovation.

#### Integrated Project Outcomes

Be agile and responsive, adopting an integrated view across a town site, area or market segment to deliver excellent projects and outcomes consistent with Government policy, which meet customer needs and maximise internal efficiencies.

#### Relationships and Partnerships

Maintain relevance to Government by building track record of delivering social and economic outcomes aligned to Government policy and solving problems for Government.

Continue to build on strong relationships and partnerships with other Government departments and agencies, private sector suppliers and stakeholders.

Promote and offer expertise to achieve outcomes on Government priorities.

#### Organisational and Commercial Sustainability

Build a highly skilled, engaged, values driven workforce as well as robust systems to support our efforts to deliver balanced triple bottom line outcomes.

Focus on being market responsive, self-funded, securing capital for the future, delivering significant value projects and delivering targeted financial returns to the State Government.

#### Market Leadership and Innovation

Committed to sustainable development and leading industry initiatives by Innovation through Demonstration to accelerate the adoption of new concepts in urban, regional and industrial development.

01

02

03

04





We manage State-wide operations under three areas of operational focus (figure 1). We ensure optimal delivery of **economic and employment land** across Western Australia and are focused on the **urban regeneration** of metropolitan and regional centres of population through the provision or improvement of land for those centres. We continue to provide property advice through **Government services** which seeks to optimise the benefits of surplus Government assets.

### Economic and employment

Provide land and infrastructure for future employment across the State – in the **metropolitan** area and throughout the **regions** to facilitate economic growth, increase employment and encourage new investment into the State economy.

### Residential and urban regeneration

Deliver urban regeneration and revitalisation projects in the Perth **metropolitan** area where unique opportunities or development constraints exist to deliver on the State's urban infill targets.

Grow cities and towns in **regional** Western Australia through the supply of suitable residential land and infrastructure in areas where the private sector will not operate.

### Government services

Provide expert property services to Government to optimise the benefits of surplus Government assets. Assist agencies to acquire, develop and market individual sites, as well as providing property and project management services that include the remediation of contaminated sites.

Figure 1 Areas of operational focus



## Elements of sustainable development

LandCorp defines sustainable development as comprising four elements: environmental responsibility, community wellbeing, design excellence and economic health. The drive for improved social, environmental and economic outcomes is a thread woven through our strategic direction and key result areas. While our Act underpins our commitment to sustainability, requiring us to take account of

and balance social, economic and environmental outcomes, we see the elements as the essential framework for how we can work to realise the potential of land and property development. In this way, sustainable development is a critical part to the way we approach projects.

Land, infrastructure and property are the building blocks for assembling something much greater, creating

places for current and future generations to live and work.

Our commitment to the GRI Sustainability Reporting Framework continues to focus us on transparency, accountability and the ongoing improvement of our performance and the outcomes we deliver for the Western Australian community.

### Community wellbeing

Creating communities that are safe, healthy and enjoyable places to live and work, with access to appropriate and affordable housing and creating opportunities to foster active local communities.

### Design excellence

Developing a built environment that ensures attractive, accessible and adaptable places that contribute to a distinctive identity and sense of place.



### Environmental responsibility

Protecting and managing natural systems, habitat and biodiversity, and efficiently and innovatively managing energy, water, resources and materials.

### Economic health

Maximising economic development opportunity, while optimising the environmental, social and economic benefits in accordance with State Government strategies.

Figure 2 Elements of sustainable development

## 4.7 Stakeholders

As a provider of essential State-wide land and infrastructure, we work in collaboration with the community, private sector and government to help deliver the land and infrastructure needs of the State. Our values guide our relationships with our partners, stakeholders and customers. Forging strong partnerships that combine and concentrate

resources and effort is critical for the successful delivery of projects. By working together, the social, economic and environmental value that we can create and facilitate is far greater.

We identify stakeholders in a variety of ways, including attribute based priority models, power and interest grids, stakeholder risk-based mapping, internal

and external consultation, State Government round table sessions, project meetings, stakeholder planning sessions, open days where registrations of interest are taken, through our selling agents, electronic mailing lists or registrations of interest. Our key relationships, how we engage and stakeholder areas of interest are shown below.

### Government (Federal, State and local Government)

How we engage	Key interests and concerns
<ul style="list-style-type: none"> <li>Relationship management and stakeholder engagement plans developed and reviewed six monthly.</li> <li>Engagement with all levels of government for planning and development approvals.</li> <li>Formal engagement through partnerships/MoUs at both a strategic and operational level.</li> <li>Informal engagement through meetings, correspondence, events, milestone engagement at a strategic and operational level.</li> </ul>	<ul style="list-style-type: none"> <li>Whole-of-Government results achieved through collaboration.</li> <li>The development and supply of land and infrastructure for housing and employment across Western Australia.</li> <li>Efficient commercial and operational management as well as the management of broader social, economic and environmental impacts and outcomes.</li> <li>Continued access to Government Advisory Services.</li> <li>Transparency and good governance.</li> <li>Payments to Government.</li> <li>Demonstration of innovation to achieve improved outcomes.</li> </ul>

### Private sector (development industry, builders and resource sector)

How we engage	Key interests and concerns
<ul style="list-style-type: none"> <li>Relationship management and stakeholder engagement plans developed and reviewed six monthly.</li> <li>Formal partnerships with developers and builders for the delivery of selected operational projects and associated meetings/management committees.</li> <li>Informal engagement through meetings, industry forums, events and milestone engagement at a strategic and operational level.</li> <li>General communication through media releases, marketing, and advertising to provide information about our projects.</li> </ul>	<ul style="list-style-type: none"> <li>The development and supply of land and infrastructure for commerce, industry, employment and housing across Western Australia.</li> <li>Working together on joint projects with common goals including safety, financial return, and efficiency in optimising benefits, risk management, stakeholder management and transparent communication.</li> <li>Demonstration of innovation that de-risks ideas and technology so that it can be replicated by the private sector.</li> </ul>

## Suppliers (consultants, contractors, architects, selling agents)

### How we engage

- Relationship management and stakeholder engagement plans developed and reviewed annually.
- Formal contract management and milestone engagement.
- Informal engagement including meetings, industry forums, and events, at a strategic and operational level.
- General communication through media releases, marketing, and advertising to provide information about our projects.

### Key interests and concerns

- Working together on joint projects and programs with common goals.
- Transparent processes and effective communication through the procurement and product/service engagement process.
- Transparency and good governance.

## Communities

### How we engage

- Offices in Fremantle, Australian Marine Complex, Bunbury, Karratha, Port Hedland and Broome.
- Local community consultation and engagement which is tailored to local community needs and context. This may include online and/or face-to-face engagement, and community liaison groups. We seek to take a proactive approach to mitigate and/or address community interests and concerns.
- Engagement with indigenous communities, Traditional Owners, Aboriginal Corporations, and Traditional Owners around our projects, as well as to support the development of our Reconciliation Action Plan.
- Community development programs, including events and programs that respond to community needs.
- Community feedback through letters, email, and social media.
- Engagement with not-for-profit organisations to investigate opportunities to support the local community and vulnerable groups, including Community Housing Providers and the Disability Services Commission.
- General communication through media releases, marketing, and advertising to provide information about our projects.

### Key interests and concerns

- Understanding local environmental and social impacts and outcomes.
- Efficient use of public resources.
- Transparency and good governance.
- Listen and fairly balance competing interests to achieve positive outcomes.
- Key themes from local community consultation are typically focused on:
  - diversity of housing and design excellence (building heights, typology and architecture);
  - affordable housing;
  - environmental impacts (particularly impacts on existing public open space including retention of trees, vegetation and biodiversity);
  - opportunities for enhancing activation and uses of open space;
  - access and connection to amenity and public transport, as well as traffic and parking impacts;
  - preserving cultural and indigenous heritage; and
  - improving local employment either through commercial or local business opportunities.



## Universities, research institutes, and peak bodies

### How we engage

- Relationship management and stakeholder engagement plans developed and reviewed annually for peak industry and business associations.
- Membership with key industry and business associations including the Urban Development Institute of Australia (UDIA), Property Council Australia, the Master Builders Association (MBA), Housing Institute Australia (HIA), Real Estate Institute of Western Australia (REIWA), and Chamber of Commerce & Industry (CCI).
- Staff participation on industry committees such as the UDIA's Urban Planning, Infrastructure, Woman in Property Committees, the Property Council's Industrial Property, Planning and Urban Economics and Women in Property and Sustainable Development Committees.
- Formal and informal relationships with Universities and research institutes to progress joint research and share knowledge.
- General communication through media releases, marketing, and advertising to provide information about our projects.

### Key interests and concerns

- Working together on innovation research, pilots, trials, and initiatives to address common industry challenges, such as affordability, resource efficiency, adoption of renewable energy and quality design.
- Understanding of our, and the wider development industry's economic, environmental and social impacts and outcomes.

## Customers

### How we engage

- Offices in Fremantle, Australian Marine Complex, Bunbury, Karratha, Port Hedland and Broome.
- Marketing, advertising and media provide information on our projects to potential customers. Customers provide us feedback through letters, email, and social media.
- Residential customers are contacted within three months of settlement regarding their satisfaction with the sales, marketing and purchase process. We have also started research to understand the satisfaction of our customers living within an estate to assess the success of various place-making and community initiatives. This has been undertaken for two projects so far.
- Customer engagement for our industrial estates has been initiated in 2016 to better understand buyer/occupier motivations and collective outcomes.
- General communication through media releases, marketing, and advertising to provide information about our projects.

### Key interests and concerns

- Land for housing and business opportunities.
- Excellent community infrastructure and outcomes including: affordability, community development programs, nearby schools, attractive parks and playgrounds, a range of lot sizes to choose from, well maintained footpaths and cycle ways, and design guidelines that result in consistent, attractive housing standards throughout a development.
- Well located Economic and Employment land that is close to markets, suppliers and labour with excellent transport and service infrastructure.
- Smooth and simple purchase process.
- High quality and certainty of built-form outcomes.



## Employees

### How we engage

- Internal surveys to better understand staff opinions.
- Performance reviews and personal development plans undertaken annually for all employees.
- Quarterly briefings for all staff provided to share strategic drivers, knowledge and important organisational milestones.
- A program of '101 sessions' by staff for staff to share knowledge.
- Communication and programs for Occupational Safety and Health and employee wellbeing.
- Dialogue with the CEO – an online opportunity for conversations, questions, and comments with the CEO that can be viewed by all staff.
- Woo Board – an online social way to recognise and show appreciation, celebrating each other's achievements everyday.
- Culture Club – made up of staff representatives that seek to continually improve elements of our workplace culture.

### Key interests and concerns

- Working on interesting and challenging projects that achieve positive outcomes.
- Providing a safe, fair and productive work environment with a supportive culture.
- Providing opportunities for learning, development and career progression.
- Expectation that LandCorp be a leader in sustainable development and innovation in land and infrastructure development.
- Transparency and good governance.

## 4.8 Approach to materiality

### Defining the content of our report

A materiality process has been used for the past three years as part of our commitment to the GRI Sustainability Reporting Framework. Material issues are considered as those significant and important social, environmental and economic issues to develop strategies for, work towards and report performance against.

They are issues that reflect our significant economic, environmental and social impacts and are

accordingly important to our business and our stakeholders.

This year we continued to build on our existing materiality and business planning processes to prioritise the areas that require the deep understanding of our business and our stakeholders. As a result, we have identified six categories which align our business strategy and material issues (see figure below).

Integrated project delivery relationships and partnerships, and market leadership and innovation are aligned to our business planning key result areas. Sustainable development, that is, improved community, environmental and economic outcomes underpins our approach, and corporate governance and our people are core to the way we manage our business.





A materiality map outlines the material issues that underpin the six categories (figure 4). These issues have been identified and refined over the last three years through analysis of our strategy and policy commitments, risks and regulation requirements, issues identified in the media, identifying industry-wide issues, and stakeholder and staff engagement.

In 2015, and reported in our last Sustainability Report, we undertook detailed stakeholder and staff research to understand perspectives on sustainability issues. An invitation to take part in an online survey was emailed to 956 external stakeholders and completed by 18 per cent (176 stakeholders). In addition, staff were sent an online survey which was completed by 34 per cent (75 staff). The research included priority ratings of sustainability issues.

For this year's Report, we have kept the stakeholder ratings (from our 2015 research) unchanged. However, staff ratings were reviewed to further prioritise material issues. This review considered the confirmed findings and recommendations of our Act review and the relative importance of all the materiality issues, given current Government policy, our strategic focus, our most pressing challenges and our ability to influence or control these challenges. The changes to the priority ratings for materiality issues were then approved by our Executive team.



This review resulted in six issues receiving a higher rating in the materiality map compared to the previous year. These six issues are outlined below. The remaining issues received the same priority rating as the previous year. We will continue to undertake an annual review of our materiality.

# 01

## **Government partnerships**

Our Act review reemphasised the importance of working collaboratively within Government, forging strong partnerships that improve our common understanding and combine resources and effort to deliver positive social, environmental and economic outcomes for Western Australia.

# 04

## **Community engagement**

Understanding our local communities, their interests and concerns and responding to these is becoming increasingly important in delivering urban infill and regeneration projects. Our Act review has confirmed that we need to focus on these projects making community engagement increasingly important.

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We acknowledge that design is an important mechanism for influencing and improving broader social, environmental and economic outcomes.

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# 02

## **Affordability**

While the median house price has fallen somewhat, the median land price has not and both remain a significant barrier to home ownership for low to moderate income earners. This, combined with recognition of an ongoing commitment to deliver land and housing affordability outcomes, led to the elevation of the importance of this issue.

# 05

## **Indigenous relationships and opportunity**

We have demonstrated a significant focus on reconciliation through our reconciliation action planning which started with our first report in 2009. Our ongoing prioritisation of this area will ensure we continue this important work in our regional and metropolitan projects.

# 03

## **Financial performance**

Our strong performance enables the continued creation and facilitation of positive social, environmental and economic outcomes. In the current economic climate, economic performance is particularly challenging and fiscal discipline and balancing triple bottom line outcomes ensures we continue to add value to Government.

# 06

## **Design quality**

We acknowledge that design is an important mechanism for influencing and improving broader social, environmental and economic outcomes. By increasing our focus on design quality we can have a greater positive impact on a place's identity, its liveability, its environmental responsiveness and efficiency. Design quality is particularly important for the successful delivery of urban regeneration projects.



## Materiality map

All of the material issues identified in the materiality map are important and significant for LandCorp to develop strategies for, work towards and report performance against. The map demonstrates the relative priority for each issue. The significance of each issue is illustrated in colour with the priority ratings increasing from the centre outwards.

The performance section in this report is organised by the material area categories: integrated project delivery, relationships and partnerships, sustainable development, market leadership and innovation, people and corporate governance.

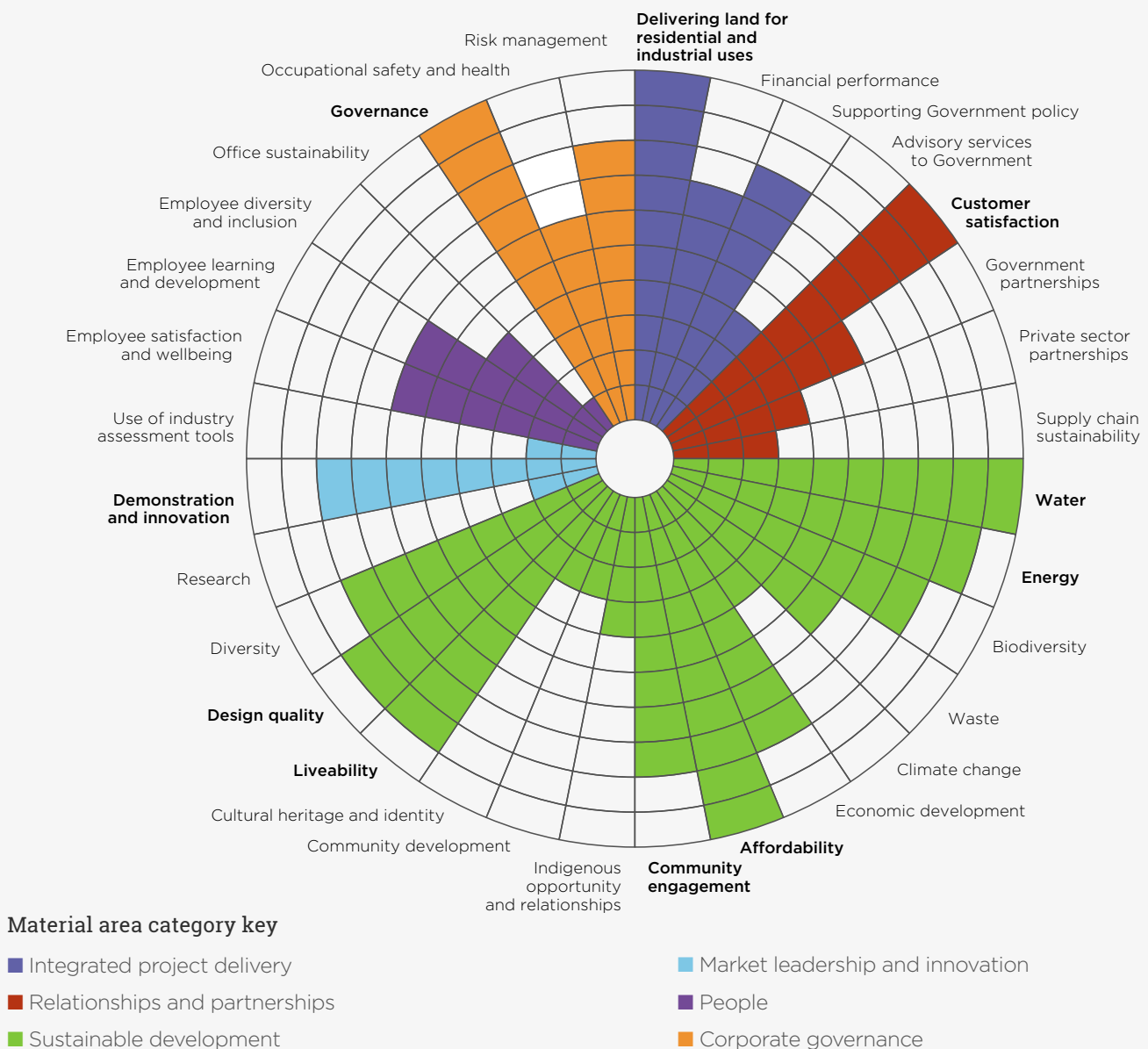


Figure 4 Materiality map

We are involved in each stage of a land and infrastructure project's lifecycle, from initial identification of land needs through to detailed planning, construction and sales.

## 4.9 Value chain

Underpinned by the WALA Act, and confirmed by the Ministerial Review, LandCorp has a flexible and robust business model developed and refined over twenty years, ensuring we continue to add value to Government and the Western Australian community.

We are involved in each stage of a land and infrastructure project's lifecycle, from initial identification of land needs through to detailed planning, construction and sales.

The tables on the next two pages illustrate key considerations, activities and outputs for each stage of our value chain, as well as stakeholders we work with. It also maps significant and important material issues we control, influence or facilitate which may be applicable at a particular lifecycle stage/s, or across the whole project lifecycle.





## Project start-up (idea and opportunity)

We consider opportunities for strategic land supply and delivery in consultation with wider Government stakeholders, and in line with Government policy. This stage has far reaching impacts as it is where we decide which projects to undertake.

### Outputs

Investigations

### Stakeholders

Co E G I U

### Material issues

- Biodiversity
- Climate change



## Initiation (high level business case)

Through our feasibility analysis, due diligence, site and context analysis, and stakeholder engagement we are able to identify the high-level aspiration, objectives and approach that is unique and appropriate for each project.

### Outputs

Project investigation, feasibility and analysis

### Stakeholders

Co E G I U

### Material issues

- Biodiversity
- Water
- Climate change
- Community engagement
- Supply chain sustainability
- Customer satisfaction
- Demonstration & Innovation



## Definition (detailed level business case and planning)

This is where we define the detailed scope of our projects and the degree to which projects have the opportunity to influence our material issues. As such this is the stage we create the most direct value and impact through the creation of detailed planning in collaboration with local community and stakeholders for planning approval.

### Outputs

Detailed planning and scope of works, planning documents and planning approvals

### Stakeholders

Co E G I S P U

### Material issues

- Biodiversity
- Water
- Energy
- Climate change
- Waste
- Affordability
- Community engagement
- Diversity
- Cultural heritage & identity
- Design quality
- Liveability
- Private sector partnerships
- Supply chain sustainability
- Customer satisfaction
- Demonstration & Innovation
- Use of Industry assessment tools

### Stakeholders key

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| <b>Co</b> Communities             | <b>C</b> Customers               |
| <b>E</b> Employees                | <b>G</b> Government              |
| <b>I</b> Institutes / peak bodies | <b>P</b> Private sector          |
| <b>S</b> Suppliers                | <b>U</b> Universities / research |





## Execution (civil works construction, sales)

Value is created at this stage through contractor and construction jobs and the physical establishment of social and economic infrastructure to support land delivery. We influence the social and environmental performance of our supply chain through the procurement process.

### Outputs

Civil works constructed

### Stakeholders

Co E G I S P U

### Material issues

- Economic development
- Biodiversity
- Water
- Energy
- Climate change
- Waste
- Community engagement
- Cultural heritage & identity
- Private sector partnerships
- Supply chain sustainability
- Customer satisfaction
- Demonstration & Innovation
- Use of Industry assessment tools



## Built form (built form construction, and sales)

As a land developer we are not always involved in the built form and cannot always directly control the impacts of this phase. However, often we can add value and indirectly influence the built form through our procurement practices, design review process and design guidelines. In some instances we extend our control by undertaking Innovation through Demonstration built form projects.

### Outputs

Building plans, building approvals, design guidelines and buildings constructed

### Stakeholders

Co E G I S P U

### Material issues

- Economic development
- Biodiversity
- Water
- Energy
- Climate change
- Waste
- Affordability
- Community engagement
- Diversity
- Cultural heritage & identity
- Design quality
- Liveability
- Private sector partnerships
- Supply chain sustainability
- Customer satisfaction
- Demonstration & Innovation
- Use of Industry assessment tools



## End-use (sustainable community)

It is at this stage that our customers can live, work and spend time in the places that have been created. The behaviour of our customers determines the household or business water, energy and waste use and travel behaviours. We have little direct control over this stage and seek to understand customer satisfaction so we can identify opportunities for improvement.

### Outputs

Places where people can live, work and enjoy

### Stakeholders

Co C E G I U

### Material issues

- Economic development
- Biodiversity
- Water
- Energy
- Climate change
- Waste
- Affordability
- Community engagement
- Community development
- Cultural heritage & identity
- Design quality
- Liveability
- Customer satisfaction
- Demonstration & Innovation



Our value chain outlines the key activities performed to deliver land and infrastructure projects which achieve positive social, environmental and economic outcomes.

Depending on the lifecycle stage and specific project needs, we tailor our approach and apply many diverse skill sets to deliver a wide-range of small and large development projects.

While our value chain (p 34 - 35) outlines the material issues that are applicable at a particular project lifecycle stage, many of our material issues are applicable across the whole project lifecycle. These are outlined in the adjacent table.

### Material issues that impact the whole value chain

- Delivering land for residential and industrial uses
- Supporting Government policy
- Financial performance
- Government partnerships
- Indigenous relationships and opportunity
- Governance,
- Risk management,
- Occupational safety and health
- Research
- Employee diversity
- Employee satisfaction and wellbeing
- Employee learning and development
- Office sustainability

# Performance.



05





## 5.1 Integrated project delivery

### At a glance

#### Our purpose

To realise the potential of land and property we take a long-term view of State-wide needs and Government policy directions. Acquisitions and developments facilitate residential land in centres of activity, and well-located and connected industrial and commercial land throughout metropolitan and regional Western Australia.

#### Material issues – focus areas for results

- Delivering land for residential and industrial uses throughout Western Australia
- Financial performance
- Government Policy
- Government advisory services

#### Performance highlights

- 140 active projects across the state
- 1,726 metropolitan residential dwelling unit equivalents were created (based on land released)
- 36 economic and employment lots released
- 199 regional residential dwelling unit equivalents created (based on land released)
- \$285 million in sales revenue
- \$123.4 million in payments to Government
- Sold 14 properties on behalf of Government grossing \$14.99 million





## Delivering land for residential and industrial uses

### Urban regeneration in metropolitan Perth

#### Commitment

Activity in and around metropolitan Perth is largely focussed on urban renewal and back filling development within established suburbs. This approach responds to Government

policy and allows us to optimise existing community infrastructure and create communities with good access to public transport and amenity.

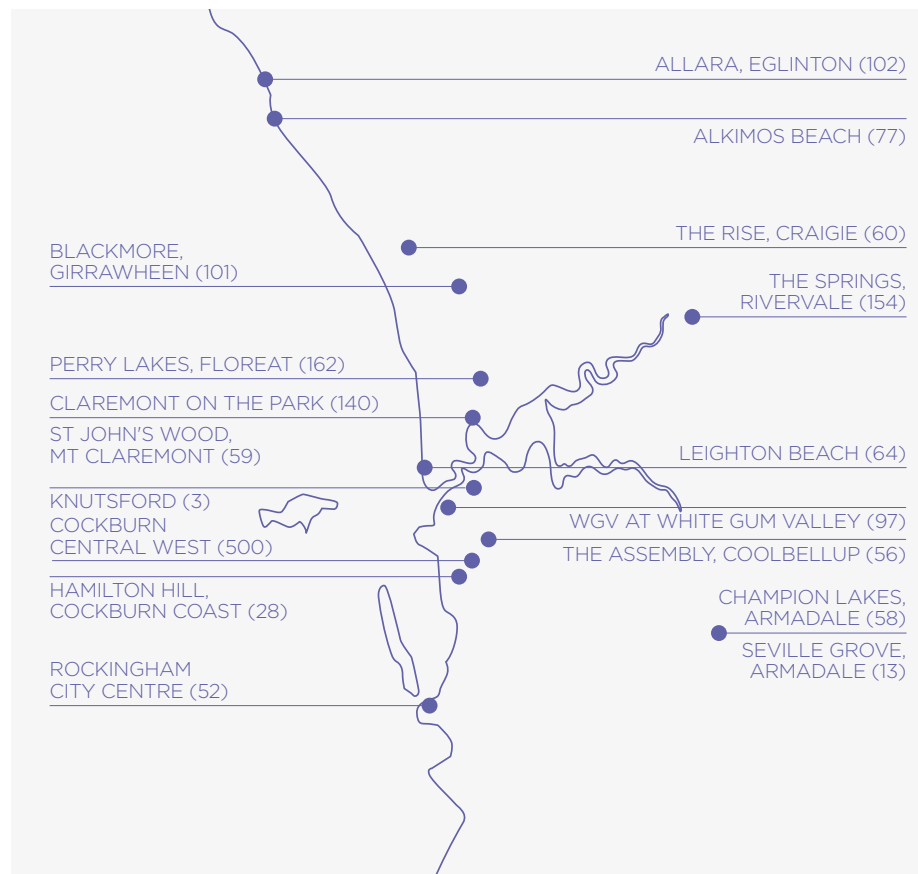


#### Performance

In 2015-16, we delivered 1,726 dwelling unit equivalents across the Perth metropolitan area, just below our target to deliver land for 1,850 dwelling unit equivalents (1,480 dwelling unit equivalents were delivered in 2014-15). Our initial target included releases at two projects that did not release land as planned due to challenges in identifying the most appropriate development model and delays in obtaining planning approval. In addition, due to the slowing property market in Perth's northern corridor, releases at Alkimos and Eglinton were slightly below their forecast targets. However, the Springs exceeded targets with developers increasing the number of dwellings originally planned for the site.

We provided approximately 4.22 per cent of the metropolitan residential land market.

#### Metropolitan dwelling unit equivalents created in 2015-16 by project



Target  
**1,868**  
dwelling unit  
equivalents

Actual  
**1,726**  
dwelling unit equivalents created  
(based on land released)



Claremont on the Park - Timelapse March 2016

## Project highlights

Areas of urban regeneration can include all of the Central Sub-region, including the station precincts and activity corridors identified by Perth and Peel @ 3.5 million and areas in the outer sub regions, with good access to transport and community facilities.

This includes activity centre projects, where densities above the current zoning are achieved.

The completion of the Pocket, Georgiou's apartment development at **Claremont on the Park**, delivered 95 dwellings. In total, the project is expected to deliver 750 dwellings.

Redevelopment of the former **Shenton Park** Rehabilitation Hospital will create more than 1,600 dwellings and feature 20 per cent public open space, with fire-managed bushland. The completion of our community engagement process will enable progression of the Improvement Scheme for this project.

The transformation of three former school sites in **Coolbellup**, being delivered in partnership with Lendlease, is well advanced. These vibrant new communities feature outdoor play spaces for the whole community. **The Primary**, the first of the three redevelopments, was completed in 2013 and was the recipient of the 2015 UDIA Award for the Residential Development under 250 lots category.

Following the success of **The Primary**, **The Playground** offered diversity in housing and land as well as unique and inviting open spaces and parks. *The Assembly*, the final development, will house an aged care facility by Bethanie with more than half of this development to meet local demand for aging in place.

In a challenging sales environment, strong sales have been achieved at **The Vive** in the suburb of Craigie where transformation of the former Senior High School is providing housing opportunities for 400 people. Similar results have been experienced at **The Rise** in Camberwarra, and **Blackmore Park** Girrawheen – both infill developments in Perth's northern corridor. The Vive comprises a land area of 10.1 hectares in an established residential suburb that will yield 180 dwelling units.

The recent opening of parklands and the release of multi-residential development land at **Shoreline**, the first stage of our redevelopment of Cockburn Coast, marked an important milestone in transforming this underutilized coastline in South Coogee. Stage 1 was launched in April 2015 and subsequent sales have been strong. It is estimated the project will attract \$4.9 billion in private investment and create substantial multiplier effects throughout the economy, including increased demand for construction goods and services and housing-related economic

activity. The flow-on effect of this direct \$4.9 billion in investment is expected to equate to approximately \$13.7 billion by the end of the project.

Our work in and around activity centres will ultimately deliver higher density residential living opportunities, housing diversity and amenity close to existing transport links.

Work at **Cockburn Central West** is scheduled for completion in March 2017 with six lots already under contract.

The **Bassendean Activity Centre** development agreement between the Town of Bassendean and Swan Districts Football club was approved in September 2015. It comprises three key sites, which will provide new housing and improved facilities for the Bassendean community.

**Mandurah Junction**, a 15 hectare site adjacent to Mandurah Train Station, is being planned to support a population of 2,000 people and includes 9,500 square metres of retail and commercial space. Stage 1 has sold out, four lots remain in Stage 2 and demand is strong for the release of Stage 3.

In challenging market conditions, **Alkimos Beach** and **Allara Eglinton** sales performed strongly, with over half of our metropolitan single lot residential sales coming from these two projects.



## Economic and Employment land

### Commitment

We play a role in supporting the growth of Western Australia's economy by providing sufficient, well-located and well-connected industrial and commercial land across Western Australia. Our commercial and industrial estates help build more permanent populations, provide growth and employment opportunities, as well as providing improved amenities and services.

### Performance

In 2015-16 we surpassed our target of 20 general industrial lots, delivering 36 lots (58 lots were delivered in 2014-15). Our Crossroads Industrial project in Forrestdale delivered 19 lots and Rockingham Industrial Zone delivered 17 lots. The key challenge in delivering industrial land was the slowing economic conditions across Western Australia. Business investment has been declining in

the last two years with several large LNG projects in the final construction stages. This has had a spill over effect on the rest of the Western Australian economy impacting business confidence in non-resource industries. LandCorp is well placed to respond to changes in demand with industrial land available for sale across the State.

In addition to our general industrial lots, 22 light industrial lots were created (based on land released) across six regional towns.

We provided approximately 9.92 per cent of Perth's industrial land market, and 15.65 per cent of Western Australia's regional industrial land market.

Target  
**20**  
general industrial lots

Actual  
**36**  
general industrial lots  
created (based on  
land released)



Crossroads Industrial, Forrestdale





## Project highlights

2015-16 was a watershed year for our Economic and Employment Lands program. Closing out **Enterprise Park** in Wangara represented more than 25 years of development. Over its lifetime the estate has grown to become a major commercial, trade and employment catalyst in the region, providing quality industrial land to more than 250 businesses and generating more than 10,000 jobs. As a result of its strong economic, design and lifestyle focus, it was named the best industrial park in the country at the national Property Council of Australia awards in June 2016.

In addition to the completion of Enterprise Park Wangara, development at **Cockburn Commercial Park**, was completed as lots within this estate sold out. It was also successfully remediated using an innovative new technology called dynamic compaction.

In November 2015, **Rockingham Industry Zone** received UDIA EnviroDevelopment certification, becoming the first industrial estate in Western Australia and the third National recipient.

Construction works on Stage 1, a 19 hectare parcel at the 412 hectare **Broome Road Industrial Park**, is now complete and will ultimately deliver 412 hectares of general industrial land designed to service the growing town of Broome and the West Kimberley region with access to the Great Northern Highway and the Broome Port. By providing this industrial land we are providing opportunities for local business to support large-scale gas projects in the Browse and Canning Basins, such as the \$12 billion Shell Prelude project and the \$34 billion Inpex Ichthys project.

Earthworks and civil works construction has commenced for Stage 4 of the **Newman Light Industrial Estate** with planning underway for future light industrial area land.

In the Perth metropolitan area, since the initial release in July 2014, **Crossroads Industrial** in Forrestdale Stage 1 has sold out and over 50 per cent of Stage 2 sold by June 2016. Activity continued in and around the **Western Trade Coast** in Henderson which houses the **Australian Marine Complex**, **Latitude 21 Industry Zone** and **Rockingham Industry Zone**.

Structure plan approval in 2016 for **Latitude 32** Development Areas 2 and 4 will allow us to progress the next stages of this important precinct and our acquisition of the Cockburn Cement site will help to activate the precinct.

At **Flinders Precinct** within Latitude 32, 70 per cent of lots have been sold. At neighbouring Rockingham Industry Zone 30 per cent of available land has sold. In the South West at **Pinjarra Industrial Estate**, 60 per cent of lots have sold. These sales have been achieved in a slow but steady market which makes them more than encouraging. Similar results were experienced at economic and employment hubs across the State.

The future challenge is delivering the next generation of economic and employment land. This process is well underway at developments like **Meridian Park at Neerabup** and **Nambeelup** in the Peel region, part of the Transform Peel initiative of which Phase 1 will create services for 290 hectares of the business park as well as research into power and water planning.





## Rejuvenating the regions

### Commitment

Our work across regional Western Australia optimises each region's potential and aims to attract and retain permanent populations, support job growth and boost economic development.

We continue to play a major part in the State's development agenda providing people living, working and visiting regional Western Australia with permanent, sustainable communities.



### Performance

In 2015-16 we surpassed our target of 180 dwelling unit equivalents, delivering land for 199 dwelling unit equivalents. This was a reduction when compared to 2014-15 where we delivered 397 dwelling unit equivalents. This was a result of reduced regional demand primarily due to changes in the resource sector, including lower commodity

prices and a transition from construction to operation in the north west of the State. LandCorp has land available on the market, and has planning approvals in place to deliver additional land in the Pilbara and Kimberley to respond to market upswings.

Of the 199 dwelling unit equivalents created (based on land released)

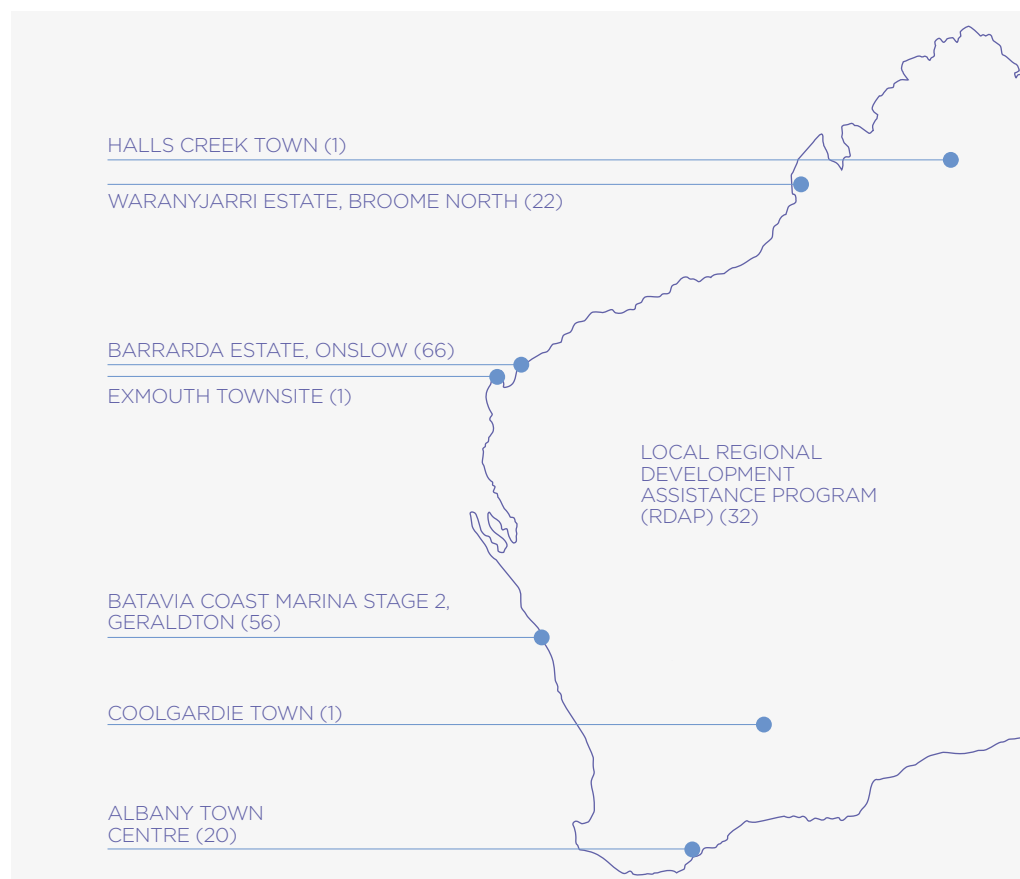
as part of our regional program, 121 dwelling unit equivalents were created as part of the Regional Development Assistance Program (RDAP), and 32 dwelling unit equivalents created as part of the Local RDAP program.

We provided approximately 1.64 per cent of the regional residential land market.

### Regional dwelling unit equivalents created in 2015-16 by project

Target  
**180**  
dwelling unit  
equivalents

Actual  
**199**  
dwelling unit  
equivalents created  
(based on  
land released)





## Project highlights

Our Regional Program, delivers land, infrastructure and revitalised town centres to support the development of permanent, sustainable communities. We do this by delivering land and infrastructure directly or by facilitating outcomes by working in collaboration with other Government agencies.

Current examples of this are **Regional Blueprints**, which continue to inform our business development priorities, and **Regional Centres Development Plans** where we are project managing the delivery of growth plans for Broome, Geraldton, Bunbury and Kalgoorlie. This work is undertaken in collaboration with the **Regional Development Council** and the Department of Regional Development as lead agency.

We continue to engage with key stakeholders, including the City of Bunbury, the South West Development Commission and the community on the city changing **Bunbury Waterfront** development.

The first site to be developed is Koombana North, 1.3 hectares located on the Koombana Bay waterfront. Landscaping of the adjoining foreshore is complete and offers improved public access to the beach with new viewing platforms, a boardwalk and grassed BBQ area. **Lot 1 Koombana North**, the project's signature site, is currently under

offer with settlement anticipated in late 2016.

Stage 2 of Geraldton's **Batavia Coast Marina** development has commenced with the amalgamation of land previously owned by City of Greater Geraldton, Mid West Development Commission, Public Transport Authority and LandCorp into a six hectare precinct. The redevelopment will ultimately offer a mix of commercial, residential and tourism developments.

**Station Square at Batavia Coast Marina** (southern parcel) was previously used as railway marshalling yards and required significant remediation. Remediation works commenced at the beginning of 2016 and are now complete.

Since *Pilbara Cities* launched in November 2009, a substantial amount of work has been completed. The opening of **The Quarter**, Karratha's new Town Centre development in June 2016 has set a new benchmark for development in the Pilbara. A development ready site for the new Health Campus will be completed by mid-2016 and City Centre infrastructure works are on schedule for completion by 2017. The radical transformation of this region is now well advanced to provide liveable communities with modern services to attract and retain families and workers for generations to come.

We are working with the Town of

Port Hedland to redevelop the old **Port Hedland Hospital** site into a residential, retail and commercial hub. A sales contract has been executed for the former hospital site along with the preparation and lodgement of a Development Application for Stage 1 of the development. Stage 1 will consist of a residential complex comprising 109 residential apartments with ground floor commercial tenancies.

Revitalisation of the **South Hedland Town Centre** is underway. Works include the creation of a new main street, an attractive Town Square with public open space, the creation of medium density mixed use lots, upgrades to street drainage, the re-alignment of major roads, landscape treatments, artworks and underground servicing to facilitate development ready land for investment.

We have remediated the 1.1 hectare site of the former **Albany Gasworks** on Princess Royal Drive to return productive land use to this once contaminated site. It is currently zoned tourist/residential.

The public comment period for **Middleton Beach** development in Albany has concluded and a Local Planning Scheme Amendment and Structure Plan for the site was unanimously endorsed by the City of Albany Council. This is now ready for Western Australian Planning Commission approval.



## Financial performance

### Commitment

Our economic performance is critical to our success and viability, enabling LandCorp to continue to contribute to land delivery, infrastructure needs and Government priorities across Western Australia.

A key priority and requirement of our legislation is to act in accordance with commercial principles: perform our functions in a cost efficient manner, endeavour to achieve or surpass financial targets.

### Performance

LandCorp delivered \$285 million in sales revenue in 2015-16 (\$343 million in 2014-15). Our residential metropolitan sales were the main contributor with \$208 million, followed by economic and employment land sales at \$60 million and regional residential sales at \$17 million.

The Western Australian economy continued to slow during 2015-16, which has been reflected in the property markets. Despite the historically low Reserve Bank cash rate, the low inflation (below 1 per cent), low wages growth, and population growth falling to the lowest level in over a decade culminated in lower demand for new housing.

LandCorp delivered a profit after tax of \$32.7 million (\$40 million in 2014-15). Management of cash flow resulted in LandCorp maintaining borrowings within approved limits (\$150 million at 30 June 2016). During 2015-16, LandCorp invested \$233 million in development expenditure (\$287 million in 2014-15) and \$58 million in land acquisition expenditure (\$59 million in 2014-15).

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A key priority and requirement of our legislation is to act in accordance with commercial principles:  
**perform**  
our functions in a cost efficient manner,  
**endeavour**  
to achieve or surpass financial targets.

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### Economic value generated and distributed in financial years 2013-14, 2014-15 and 2015-16.

	2013-14 (\$ million)	2014-15 (\$ million)	2015-16 (\$ million)
Direct economic value generated (Revenues) <sup>#</sup>	542.1	522.2	481.1
Other costs of operation	390.5	368.1	331.6
Land tax, stamp duty, income tax equivalents and local government rate equivalents	73.9	77.7	81.6
Dividend to Government	31.9	32.4	31.7
Salaries and on-costs	26.1	26.2	27.8
Interest charges on loans	7.7	5.0	5.4
Native title payments	5.4	4.6	1.7
Sponsorships <sup>##</sup>	0.4	0.4	0.2
Economic value retained	6.1	7.8	1.1

#### Notes

<sup>#</sup> LandCorp undertakes some land development projects that are supported by Government operating subsidies which are recognised in direct economic value generated.

<sup>##</sup> Our sponsorship program aims to support community and industry. Community sponsorships include events, fairs, and festivals. Industry events include conferences, forums, and workshops.

Figure 6 Economic value generated and distributed.





LandCorp continues to undertake some land development projects that are supported by Government operating subsidies. Projects that are considered for operating subsidy support need to meet particular circumstances as outlined in Section 25A(3) of the Act. In 2015-16, LandCorp received \$117 million in operating subsidies, assisting with the delivery of a range of projects across the State. Of this funding, \$84 million

was from Royalties for Regions including cost recoupments and fee for service projects such as Karratha City Centre Infrastructure, Karratha City of the North and Newman Town Centre revitalisation. Of the remaining \$33 million, \$22 million relates to holding costs on strategic land which LandCorp holds on behalf of the State and this is (predominantly) returned to the State by way of taxes and dividends. The remainder relates

to projects where LandCorp requires a top up to achieve the minimum rate of return on assets required under the Act.

## Supporting Government policy

### Commitment

A key objective is to implement relevant Government policy through the delivery of land and infrastructure for residential, commercial and industrial uses across the State. Our land and infrastructure projects facilitate social, economic and environmental outcomes in line with the relevant Government policy

### Performance

Government policy is an important consideration in all our strategic planning processes. The alignment of our strategic direction with Government policy is reflected in our Strategic Development Plan and Statement of Corporate Intent. Internal policy and procedures are aligned with Government policy and regulations to ensure compliance and best practice in the delivery of land and infrastructure development projects.

During 2015-16, LandCorp continued its role in supporting the Department of Planning with its policy review and reform agenda for Western Australia by providing detailed comments and advice on the following policies:

- Industrial Subdivision Development Control Policy Review;
- State Industrial Buffer Policy Review;
- Freight Rail Corridor Protection Policy Review;
- R-Code Review;
- Multi Density;
- Liveable Neighbourhoods Review;
- Perth and Peel @ 3.5million;
- Green Growth Plan for Perth and Peel @ 3.5million;

frameworks. We seek to use new and innovative ways to deliver these outcomes in addition to our core delivery role. We are committed to working with Government to assist with policy development, contributing to committees and working groups and reviewing policy proposals.

- Draft State Planning Policy on Design;
- Bushfire Guidelines and Regulations; and
- Sewerage Policy.

We have also been actively engaged in the following new committees and working groups, in addition to existing arrangements:

- Review of Residential Planning and Building Approvals Process Working Group – Department of Finance; Department of Commerce and Building Commission of Western Australia;
- Housing Industry Forecasting Group – Housing Authority and Department of Planning;
- Intra Governmental Reference Group on Public Art – Department of Culture and the Arts;
- Liveable Neighbourhoods Review Reference Group – Department of Planning;
- Planning reform for Better Design Reference Group – Department of Planning; and
- State Industrial Buffer Review Working Group.







Advice has been provided to Government via the Royalties for Regions Directors General Reference Group on the property or infrastructure aspects of 34 referred Royalties for Regions business cases. In addition, advice was also provided to the Royalties for Regions Directors General Reference Group on the 54 projects on the short list for the third round of funding under the National Stronger Regions Fund administered by the Commonwealth Department of Infrastructure and Regional Development.

In 2015-16 the Bushfire Policy Framework, led by the Departments of Planning and Fire and Emergency

Services, required we make significant changes to internal policies and procedures. The Policy seeks to minimise bush-fire risk requiring the removal of understory vegetation at some projects where its retention may pose a risk to surrounding urban areas. Since the inception of this framework LandCorp have been considering its impact on the planning and design of our developments. As part of our approach to ensure alignment with the Policy we have engaged environmental and fire management consultants to assess projects and to provide advice on vegetation retention and rehabilitation options to mitigate bushfire risk.

The Regional Development Council's Regional Centres Development Plan (RCDP2) aims to develop Growth Plans for the nine Regional Centres of Albany, Greater Bunbury, Busselton, Broome, Carnarvon, Geraldton, Kalgoorlie-Boulder, Kununurra and Mandurah. LandCorp is assisting the Department of Regional Development, and each of the first four Stage 1 Regional Centres of Broome, Greater Bunbury, Geraldton and Kalgoorlie-Boulder, to develop the Growth Plans by providing project management support and technical land development advice. All Growth Plans are on target to be delivered by October 2016.



GreenView at Karlkurla



St John's Wood

## Government advisory services

### Commitment

Property advice is provided through our Government services section, seeking to optimise the benefits of surplus Government assets. The objective is to provide significant value to State and local government agencies by assisting with due diligence, investigations, marketing and selling sites, or by acquiring and developing sites. In addition, property and project management services are provided that include rezoning and the remediation of contaminated sites.

### Performance

In 2015-16 a broad range of property services to Government were provided at cost recovery rates. This program of work resulted in the following outcomes:

- sold 14 properties on behalf of Government grossing \$14.99 million;
- currently have 28 Government properties, with an estimated value of \$28 million, on the market;
- have 49 Government properties, worth approximately \$35 million, being progressed towards disposal; and
- project managed the investigation of contamination issues for 19 sites for other State agencies.

We are also de-constraining and managing the disposal of various other properties identified by Government as being surplus. These sites include the Industrial Foundation for Accident Prevention (IFAP) North Lake, Cottesloe Deaf School, Department of Agriculture and Food Western Australia's Forrestfield Medina and Kensington sites, a portion of the Claremont Oval, the former Swan Districts

Hospital, the former Old Perth Girls School, and the former Woodside Maternity Hospital. In addition to this, services have also been provided to the Department of Lands to assist in the identification of potential surplus Government Assets.

Other significant Government Services work completed in 2015-16 included supporting the Department of Planning with land assembly and land use planning for the Forrestfield Airport Link, completing a preliminary feasibility study for the City of Stirling on the Hertha Road land fill site and reviewing the business feasibility for the proposed Ocean Reef Marina for the State Government and the City of Joondalup.

Project management of the development of the St John's Wood site in Mount Claremont is also being undertaken on behalf of the State and the City of Cambridge.





## 5.2 Relationships and partnerships

### At a glance

#### Purpose

We collaborate, partner and work with all levels of Government, industry, communities and customers as we seek to better understand and respond to our stakeholder's needs, constraints, concerns and expectations.

#### Material issues – focus areas for results

- Private sector and Government partnerships
- Customer and stakeholder satisfaction
- Supply chain sustainability

#### Performance highlights

- Achieved a positive net promoter score from stakeholders and customers
- 92 per cent of stakeholders were satisfied with their relationship with us
- 90 per cent of our customers were likely to recommend LandCorp to others
- 65.4 per cent of our procurement budget spent on local suppliers





## Private sector and government partnerships

### Commitment

We are committed to working and engaging with our government, private sector, supplier, community and customer stakeholders to achieve positive outcomes for the Western Australian community. We seek to better understand our stakeholders' businesses, their constraints, needs, concerns and their expectations of LandCorp.

Close relationships between government, industry and community groups across Western Australia ensure our developments respond to the needs and aspirations of local communities.

### Performance

With more than 140 active projects across Western Australia, we partner with the private sector and government to successfully develop land and manage infrastructure upgrades. Our current active partnership projects are outlined in the following table.

Partner	Project	Partnership summary and status
Lendlease	Alkimos Beach, Alkimos The Primary, Coolbellup The Playground, Coolbellup The Assembly, Coolbellup	Launched in January 2013 Alkimos has the potential for over 7,000 dwellings, a city centre with up to 13,500 jobs, beach access and a potential public boat harbour. We partnered with Lendlease to deliver the <b>Alkimos Beach</b> project, a 224 hectare residential precinct. The partnership is also responsible for designing and obtaining approvals for the balance of our Alkimos landholding (486 hectares) including the city centre.  In conjunction with Lendlease three former school sites in <b>Coolbellup</b> have or are being transformed. The Primary, completed in 2013 was the winner in the 2015 UDIA WA State Awards for the Residential Development under 250 lots category. The Playground was completed in 2014 and all lots sold. The Assembly is expected to release lots in July 2016.
Water Corporation	Alkimos Coastal Node, Alkimos	Presently in the planning stage, LandCorp and Water Corporation are working collaboratively on <b>Alkimos Coastal Node</b> a 57 hectare development adjoining the LandCorp Lendlease Alkimos Beach project. Development is not anticipated to commence in the short term.
Satterley	Allara, Eglinton	We entered into a partnering arrangement with Satterley Property Group which has seen the approval of a Local Structure Plan over the 240 hectare development area. Satterley Property Group will manage delivery and sales over the first 120 hectares – <b>Allara</b> of Eglinton delivering in the core areas of affordable living, urban design and environmental leadership. The Local Structure Plan for Eglinton proposes approximately 3,400 dwellings for up to 7,500 people.
Cedar Woods	Mangles Bay, Rockingham	We have a partnering arrangement with Cedar Woods to deliver <b>Mangles Bay</b> an inland marina including accommodation for up to 500 boats, tourism facilities, short-term accommodation, retail, commercial, public open space, residential land uses and a site for local boating and fishing clubs. In 2015 State Government approval was granted to deliver the project. During 2016, environmental conditions are being implemented.
Town of Cambridge	Parkside Walk, Jolimont	<b>Parkside Walk</b> is being delivered through an agreement between LandCorp and the Town of Cambridge to redevelop a former nursery site on Salvado Road into a residential development of approximately 350 new dwellings. Planning approvals were obtained through 2015, with development now underway.

Table 1 Current active partnership projects



Alkimos Beach. Artist impression for illustrative purposes only.

## Case study

### Working in partnership - Lendlease Alkimos Beach

Working in partnership with Government, the private sector and the not for profit sector is crucial for delivering great outcomes for the Western Australian community. Our partnership with Lendlease at Alkimos Beach illustrates the important community outcomes achieved through our partnerships.

We entered into a partnership with Lendlease to deliver the Alkimos Beach Estate in 2010. Alkimos Beach is a masterplanned coastal community 40km north of Perth which is expected to be home to around 6,000 residents.

Alkimos Beach has set a new standard in sustainable development, being recognised as Australia's first 6 star Green Star community by the Green Building

Council of Australia and being awarded all six EnviroDevelopment leaves by the Urban Development Institute of Australia.

Alkimos Beach also has a highly successful community development program which features:

- an award-winning multi-use venue bringing together a social enterprise café, co-working and event space, a digital community portal and community-led grassroots fund;
- an Australian-first partnership with Surf Lifesaving WA to deliver a BeachSafe program; and
- a schedule of regular community events which have included an entrepreneur workshop series, a kids worm farm workshop,

photography workshops, Christmas craft workshops and an Aboriginal storytelling event designed in collaboration with the Whadjuk Traditional Owners.

To add to the significant environmental and community development achievements of the estate, LandCorp and Lendlease partnered with Synergy and the Australian Renewable Energy Agency to trial a new community battery storage facility which has the potential to save residents up to 50 per cent on their current household energy costs. The trial was officially launched by Federal Minister for Environment and Western Australian Minister for Energy on 13 April 2016.





## Customer and stakeholder satisfaction

### Commitment

Regular stakeholder and customer research is undertaken to provide greater insight into the needs and attitudes of our partners and purchasers. This is important for providing the Board, Executive and staff with information, insights and analysis to enable evidence-based, strategic decision making. On-going and targeted customer and stakeholder research, combined with market research and a strategic research program, delivers improved outcomes for customers and partners and improves our competitive position.

### Performance

#### 2015 Ministerial Review Stakeholder Interviews

As part of an independent Ministerial Review, more than 100 Government and private sector stakeholders were engaged in in-depth interviews to gather feedback on our functions and performance. The stakeholder interviews informed the findings and recommendations of the Review which are outlined on pages 18-19.

#### Stakeholder research

Stakeholder research was completed in October 2015 involving a qualitative telephone survey completed by 172 stakeholders plus 30 qualitative in-depth interviews. The research achieved broad representation across government and industry. Overall the research was highly positive with results indicating the following:

- 92 per cent of stakeholders were satisfied with their relationship;
- over half of those interviewed identified that their relationship was better than 12 months prior;
- LandCorp achieved a positive net promoter score;
- 87 per cent of stakeholders rated our performance positively; and
- stakeholders are satisfied for a diverse range of reasons.

Our experience, long-term focus, leadership and ability to deliver on difficult or complex projects was held in high regard, along with our innovative capabilities and overall trustworthiness. In addition, stakeholders believed that staff were easy to talk to, capable, knowledgeable and accessible, as well as being responsive, honest and professional. We were seen to balance commercial and public outcomes, and effectively engage with communities to produce quality outcomes. Our most important functions were seen to include taking on difficult projects, industrial land development and demonstrating market leadership and innovation.

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**Stakeholders held in high regard LandCorp's experience, long-term focus, leadership and ability to deliver on difficult or complex projects, along with our innovative capabilities and overall trustworthiness.**

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From the stakeholder survey, there were common themes identified by customer groups where we have the opportunity to improve our performance. These were:

- continue to enhance communication and collaboration with stakeholders;
- continue to improve perceptions around efficiency and flexibility;
- make greater strides to inform stakeholders of our business outcomes success; and
- maintain focus on generating financial returns, asset disposal, creating activity centres around transport hubs, supply of industrial land, urban infill and demonstrating market leadership and innovation.

Specific action items arising from the survey included:

- review our processes and explore options to enhance efficiency and flexibility to improve our responsiveness;
- improve our stakeholder communications to ensure our stakeholders are apprised of all project challenges and understand what is involved in project delivery;
- continue to improve our relationship building and communication skills;
- engage stakeholders early and actively ask for feedback; and
- continue to communicate innovation initiatives and seek opportunities to collaborate with our stakeholders in the delivery of projects.





### Post purchase research

All residential customers who recently signed a contract to purchase land in a LandCorp estate are contacted by telephone on a quarterly basis and invited to complete a post purchase survey. The 2015 end of year post purchase survey results revealed that from the first customer touch point to the end, the overwhelming majority of purchasers were satisfied with our performance. Results indicated that:

- 89 per cent of customers were satisfied;
- 94 per cent were satisfied with the sales agent;
- 100 per cent were satisfied with the sales offices;
- nine in 10 customers identified as satisfied with the level of service and the settlement process; and
- we achieved a positive net promoter score.

Overall, 89 per cent of clients were satisfied with the purchase process and 90 per cent were likely to recommend LandCorp to others.

From the post purchase survey, there were common themes identified by customer groups where we have the opportunity to improve our performance. These were:

- continued improvement of marketing materials;
- greater assistance interpreting design guidelines; and
- greater awareness and information of emerging delays.

These themes are being closely monitored to gauge the effectiveness of recent improvement measures implemented such as a new design guidelines template which provides clear and consistent information and outlines benefits for residents and the community. Also, additional questions

have been included in the 2016 survey to improve our understanding of the issues raised.

In early 2016, research was initiated to understand our industrial purchaser/occupier motivations. This will improve our understanding of what our industrial buyers and recent estate occupiers think about their choice to move into a LandCorp industrial estate, how our estate affects their business operations and how this impacts on our business in the future. The research will also assist in determining how we can best improve these estates and highlight any specific areas that require improvement. We will share the findings and insights in future annual reports.





## Supply chain sustainability

### Commitment

We are committed to an ethical, accountable and transparent procurement process that maintains probity and fairness. We are also committed to using our influence within our supply chain to achieve best practice procurement for all goods and services so that we can enhance social, environmental and economic outcomes.

### Performance

#### Prequalification of our suppliers

To pre-screen and manage the supply chain we establish panels, preferred suppliers/ specialists lists, or registers via a public process. Pre-screening is based on expertise, accreditations in quality, safety, environment and indigenous engagement. By procuring from panels, lists and registers we seek to mitigate potential negative labour, social and environmental impacts.

Panels are in place for the following core consultant services: legal, engineering, environmental and marketing consultants, environmental auditors, tax and GST consulting services/accounting and financial advisory services. Preferred supplier lists are in place for the following specialised services: geotechnical engineers, landscape

architects, external project managers, probity auditors, safety, surveying, sustainability, bushfire planning, stakeholder/community engagement consultants and project risk facilitators.

Registers are in place for our civil works, earthworks and landscaping contractors and planning consultants. During 2015-16, our panels, lists, and registers captured over 90 per cent of procurement. The remaining 10 per cent involved non-typical services or small scale administrative expenditure.

During 2015-16 a Landscape Architecture Register was established, the Planning Register and panel for legal services was re-established and a specialist list of bushfire planning consultants and risk consultants was created in response to an increased awareness and risk of bush fires to established estates and new development sites.

#### Procuring locally

Our procurement approach includes supporting the ongoing economic development of local Western Australian business through implementation of a buy local strategy. This strategy is embedded into our procurement process and includes inviting local suppliers to bid on opportunities, incorporating

buy local guidelines in tendering documentation and selection processes. A report is distributed to the Department of Finance on an annual basis reporting on our buy local statistics. This report covers three zones and purchases obtained in those zones.

In 2015-16 65.4 per cent (48 per cent in 2014-15) of the budget was spent on suppliers local to that operation which exceeds our buy local target range of 40 to 60 percent. Three significant changes that may have impacted the result include: our focus on embedding the buy local strategy into our procurement process; an increase in metropolitan project expenditure (where technical specialists are head-quartered in Perth) relative to regional project expenditure; and a change to the State Supply Commission policy to increase the buy local data collection threshold from \$20,000 to \$50,000.

#### E-tendering system

We continue to use our e-tendering system (TenderLink) to enhance the overall quality, timeliness and cost-effectiveness of the tender process. In 2015-16 a total of 143 (105 in 2014-15) tenders were issued via TenderLink, which is 95 per cent (95 per cent in 2014-15) of all tenders over that period.





### Participation of Aboriginal enterprise

To implement Government's Aboriginal Economic Participation Strategy 2012-2016, we continue to implement guidelines and apply a weighting to the works tendering process to increase the participation of Aboriginal enterprise in our supply chain. The table below outlines our direct Aboriginal enterprise procurement and sponsorship results for 2015-16.

Administration, goods and services, project consultants and works	Number of business	Number of contracts	2015-16 amount (GST EX)
Consultants	4	3	\$ 74,300
Heritage consultant services	2	5	\$ 31,200
Landscaping contractors	2	2	\$ 594,740
Site works and repairs contractors	1	2	\$ 271,900
Sponsorship	1	1	\$ 30,000
<b>Total</b>	<b>10</b>	<b>13</b>	<b>\$1,002,140</b>

*\*Note: this information does not include facilitation work (in kind), where development managers have worked with various representatives from Aboriginal Corporations or local Aboriginal groups to assist in progressing development opportunities.*

Table 2 Direct Aboriginal enterprise procurement and sponsorship results for 2015-16

### Aboriginal enterprises engagement strategy

Aboriginal engagement has been a key focus area with several initiatives being implemented during 2015-16. The highlights are outlined below:

- Advertising campaigns were run in Perth and in the Pilbara, Geraldton, Kalgoorlie and Bunbury calling for expressions of interest from Aboriginal businesses interested in working with LandCorp. Also, procurement and safety workshops were conducted in Karratha, the Mid West and the Goldfields during that period. We now have 67 Aboriginal businesses registered.
- 35 employees attended three intimate group learning circles, where they were encouraged to ask questions and discuss correct protocols to build confidence when working with Aboriginal people.
- A simplified communication guide has been developed for staff called "Communicating with Aboriginal Business". The guide covers issues such as overcoming barriers, small talk around language, men's and women's business and identifying the correct person to talk to.
- The Australian Competition and Consumer Commission (ACCC) approved LandCorp exclusive dealing to engage an Aboriginal business directly, or through a sub-contractor.
- We are currently reviewing other Government agencies contracting models which incorporate participation plans, targets and reporting structures to determine suitable key indicators for LandCorp suppliers. To date the reviews have led to LandCorp lifting the threshold for its engagement of Aboriginal businesses to ensure the consistent application of direct engagement for Aboriginal businesses across Government.
- We are working with the Civil Contractors Federation (CCF) on the development of future training programs to increase certification levels for some smaller Aboriginal businesses to enable broader engagement opportunities.
- On 7 April 2016, 24 representatives from 11 Government agencies came together to develop stronger alliances and share information on the procurement of Aboriginal businesses.



## 5.3 Sustainable development

### At a glance

#### Our purpose

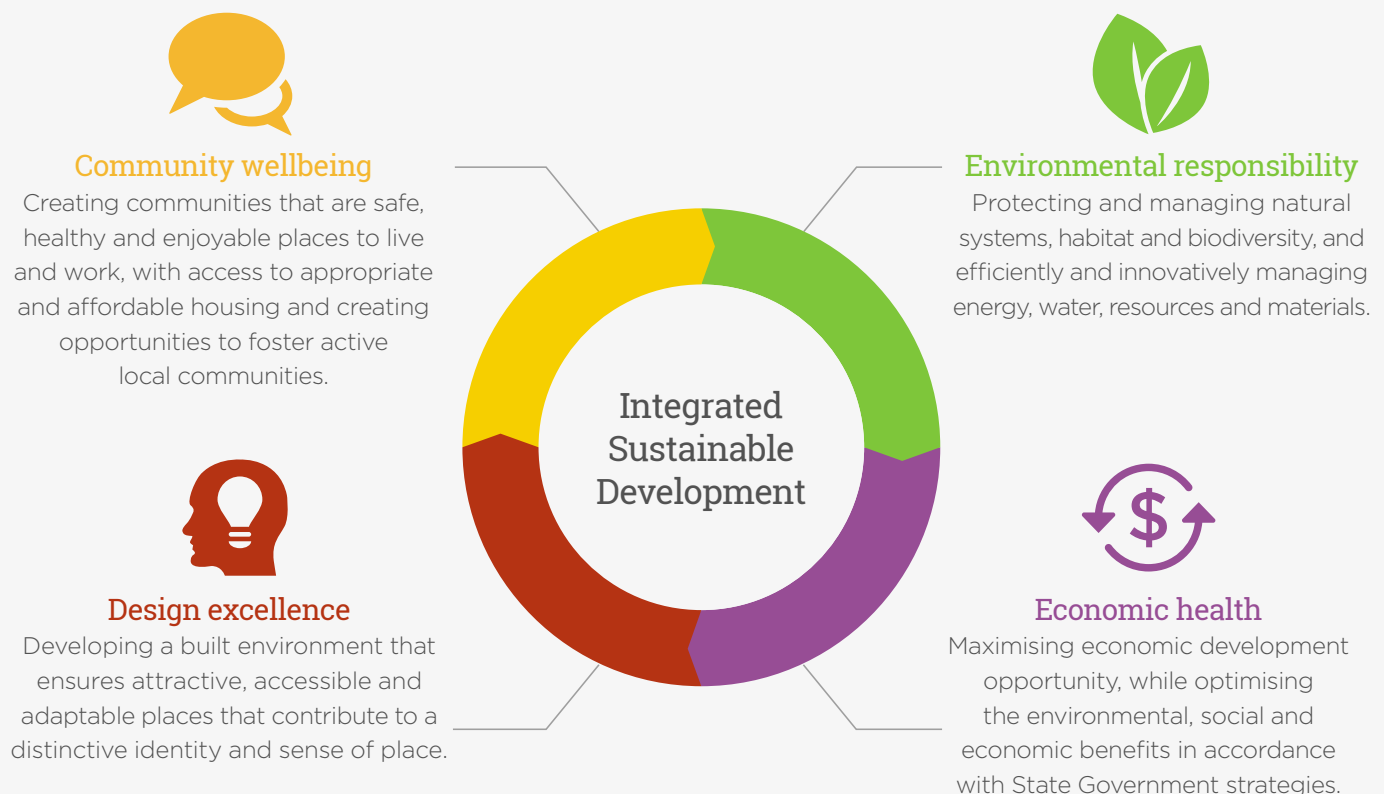
We define 'sustainable development' through the integration of our four sustainability elements: environmental responsibility, community wellbeing, design excellence, and economic health. The Elements form our framework to achieve positive outcomes, across a diverse portfolio of projects. We recognise that by considering these elements across the lifecycle of our projects, from project start-up to end-use, we improve our ability to create long-term value by delivering more sustainable outcomes for the Western Australian community.

#### Material issues – focus areas for results

- Design excellence
- Environmental responsibility
- Community wellbeing
- Economic health

#### Performance highlights

- 11.6 hectares of LandCorp land remediated
- Against a target of 15 per cent we delivered 46 per cent of our single residential metropolitan lots at or below an affordable price
- 9,170 people engaged with us online
- 89.6 per cent of dwelling unit equivalents created in the metropolitan region were via urban infill developments
- The sale of 55 industrial and commercial lots during 2015-16 are expected to help generate 76 potential businesses, 718 potential jobs and potential economic output of \$276.92 million
- Just over \$1 million spent on Aboriginal Enterprise procurement and sponsorship







### 5.3.1 Integrated sustainable development

#### Commitment

We are committed to identifying and implementing opportunities to improve the way we integrate sustainability considerations, initiatives and performance improvement into our operations. We are also committed to sustainability reporting through the use of the GRI guidelines to assist us to understand, assess and communicate our performance across social, environmental and economic outcomes.

#### Performance

##### Understanding our impacts

An internal 'opportunity assessment tool' is used during project initiation to prioritise the opportunities or projects to pursue. The tool ensures opportunities or projects are aligned to Government policy, are a strategic fit for the business and satisfy leadership, sustainability, development and commercial requirements. As part of updating this tool the sustainability component has been refined to ensure the consideration of potential negative and positive impacts (social, environmental and economic) of the development.

#### Sustainability reporting

Sustainability reporting provides a framework for improving business performance, it promotes accountability and transparency, and assists with the identification of key business risks. Sustainability reporting also assists us to understand and communicate the social, environmental and economic outcomes, and value we deliver. We expect this to improve over time as sustainability reporting develops and matures.

As part of the Corporate Register Reporting Award's 2016 (CRRRA), our 2013-14 Sustainability Report won the CRRRA award for Best First Time Report. We received the following feedback:

*"Good sections such as materiality assessment, engaging with stakeholders, GRI content and sector supplement index".*

Other/Support Service,  
Republic of Korea

*"I had never even heard of LandCorp but from reading this clear report with structured framework and good layout and design, I now have a pretty good overview. It would be a good*

*report by any standards but for a first report it's outstanding."*

Academic UK

*"LandCorp have done a good job. Good example for others on how to design and product a first report."*

Corporate CSR Professional, Australia

This acknowledgment vindicates our commitment to sustainability reporting and continued improvement through the use of the GRI Sustainability Reporting Guidelines.



Mandurah Junction  
Artist impression for illustrative purposes only.



### 5.3.2 Design excellence

#### Commitment

We believe design excellence is an essential part of every project from start to finish. Having a good design process enables us to distil the knowledge and evidence about a place, its communities and its future. Having a good understanding of the intrinsic qualities of a place helps us build on the opportunities it offers, making the most of the

investment in the development, and creating a strong place based vision for the area. We see design as an avenue to find solutions that address complex challenges to improve social, economic and environmental outcomes.

Applicable to all our developments, from mixed-use to industrial, the

key themes of diversity, liveability, cultural heritage and identity, and design quality are always critical considerations. We have found that thinking about these issues in an integrated way from the outset provides the best opportunity to improve outcomes for each development project.



## Design excellence

#### Liveability

The qualities (safety, amenity, environment conditions, social interactions, aesthetics and culture) and opportunities for recreation within a place that contribute to the experiences of those who live, work and visit.

#### Diversity

A range of lot sizes and types which recognise the changing needs of the community and business.

#### Design quality

The effectiveness, efficiency, function and character of the built environment, including the quality of the public realm, landscape, and buildings.

#### Culture heritage and identity

The unique culture history, story and characteristics of a place that underpins the sense of place. This could include Indigenous and European heritage, architectural form and landscape character.



## Performance

### Increasing awareness of design

Improved awareness of the value of the project design review process has been achieved through training sessions conducted with Business Development and Operations staff. As at June 2016, 38 per cent of Business Development and Operations staff had attended a session on the design review process. Further sessions will be rolled out during 2016 to reach our target of 95 per cent. In addition, a workshop was provided to Business Development staff on the value of preliminary site and context analysis and vision and objective setting. Individual meetings were also held with all of our Business Development Managers on the improvement of sustainability considerations during the High Level Business Case.

### Design Reviews

A project design review process has been running for more than eight years and has made a valuable contribution to the improvement of design outcomes in our development projects. The process is now due for review to ensure that our internal process is aligned with Government policy. We are currently participating in a forum on the Planning Reform for Better Design policy, being developed by the Department of Planning and the Office of the Government Architect, which is investigating ways to provide more consistent guidance to improve design outcomes in urban developments.

To further improve our design review process we are developing a program of project design reviews to be undertaken prior to our overall project reviews. This will make a valuable contribution to the assessment of our development projects and ensure that design issues are considered in an integrated way along with other project objectives. Design reviews undertaken in 2015-16 are outlined in Table 3.

Project	Date and type of design review	Focus areas for improvement
Cockburn Central (mixed-use developments)	Independent Review 13 July 2015	Focus areas for improvement included future conversion of study rooms into bedrooms, cross ventilation, and additional privacy measures.
Mandurah Junction (apartment development)	Internal Review 22 July 2015	Focus areas for improvement included providing adequate shading and additional groundcover and trees to mitigate the urban heat island effect.
Shenton Park (residential development)	Independent Review 29 July 2015	Focus areas for improvement included giving further consideration to the topography across the site, the external street edges and pedestrian linkages, urban form and internal street edges and integration of the retail node.
Batavia Coast Marina Stage 2, Geraldton (mixed-use development)	Independent Review 8 October 2015	Focus areas for improvement included further consideration of the east to west connections through the site, northern connections to landmark heritage sites, and southern connections to the CBD, as well as opportunities to mediate the heat island effect in the public realm through surface finishes and materials.
WGV at White Gum Valley (mixed-use development)	Internal Review 21 October 2015	Focus areas for improvement included ensuring sufficient surveillance to the central courtyard and other public areas and reinforcing detailing to the building.
Cockburn Central (mixed-use development)	Internal and Independent Review 14 January 2016	Focus areas for improvement included cross ventilation, further integration of some materials and finishes and additional balcony privacy measures.

Table 3 Design reviews in 2015-16



### Design guidelines

A Design Guideline Template provides a mechanism for the development of project specific design guidelines for a range of development types across the State including, residential, mixed-use and industrial projects. The template

provides guidance on building design and performance as well as landscaping design which is tailored to the specific location and climatic conditions. The information provided in design guidelines is informed by policy and research as well as by

project specific site and context data and is supplemented by diagrams, images and photographs to make them user friendly. Templates are reviewed regularly to update information as new research and data becomes available.

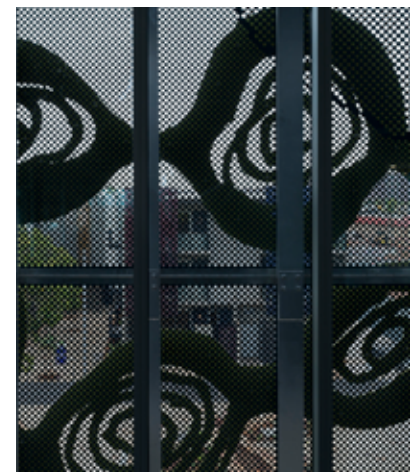
Project	Design focus
WGV at White Gum Valley (residential)	Focus is on design quality and climate responsive design as well as building performance, in particular energy (minimum requirement for all homes to reach a 7 star NatHERS rating) and water efficiency.
Shenton Park (residential/mixed-use)	Focus is on design quality, building scale and form, site planning, orientation and setbacks as well as interface with the public realm and neighbourhood character including integration of heritage and culture.
Murdoch Mixed-Use Precinct (mixed-use)	Focus is on the desired urban character and urban realm.
Cockburn Central West (residential/mixed-use)	Focus is on diversity and amenity, interface with public spaces, site planning, orientation and setbacks, climate responsive design and landscape.
Batavia Coast Marina, Stage 2, Geraldton (mixed-use)	Focus is on the interface with the public realm, building heights, setbacks, environmental design and water sensitive urban design.
Claremont on the Park (residential/mixed-use)	Focus is on active edges, access and parking, architectural character and facades, interface with the oval, building entrances and environmental design.

Table 4 Design guidelines developed in 2015-16

### Research relationship

The Australian Urban Design Research Centre (AUDRC) and LandCorp have a Memorandum of Understanding (MoU) (2014-17) for urban design research. The MoU provides opportunities for understanding the specific design challenges for urban infill sites in older post-industrial suburbs. It includes research and development in the areas of affordable housing, urban design and integrated infrastructure systems.

Key outcomes this year include a detailed analysis of the Knutsford District. This work, undertaken in collaboration with the City of Fremantle, culminated in design guidance documents and a number of key design principles which have provided valuable insights into the character and unique post-industrial history of the area which will help to inform future thinking and possible design scenarios.







WGV at White Gum Valley, Gen Y Demonstration Housing Project. Artist impression for illustrative purposes only.

## Case study

### Gen Y Housing – sustainable design

The Gen Y Demonstration Housing Project sits on a 251 square metre lot and consists of three integrated, but entirely independent, one-bedroom apartments each with a private courtyard or terrace as well as access to a central communal space and outdoor amenities.

The project is a result of a design competition undertaken in 2013 to encourage young Western Australian Architects to interrogate the multi-unit codes and provide solutions for compact sustainable housing for the next generation of homebuyers who find it increasingly difficult to enter the market. The winning design, by local Fremantle architect, David Barr, will become the first purpose designed homes for Generation Y, by Generation Y.

The three apartments have been designed to integrate the principles of the Disability Services Commission 'Liveable Homes Initiative' into the structural design, such as wider doors and reduced thresholds, and opportunities for people with a range of abilities to modify their homes for improved accessibility if required.

Affordability is one of the biggest challenges facing Gen Y as they seek to enter the housing market. As a new housing model, this project provides an alternative option for infill housing and affordable living.

Key features of the Gen Y Demonstration House include:

- climate responsive layout integrating solar passive design principles and thermal mass to naturally heat and cool the dwellings;
- lightweight building materials and flexible building design to ensure residents can alter their living environment to suit changing lifestyles without the need for expensive structural changes;
- 60-90 per cent saving (gold medal status) using the eTool Lifecycle Assessment Tool;
- water and energy performance monitoring to highlight efficiency opportunities;
- installation of a shared underground rainwater tank and connection to a community bore for non-drinking water to reduce mains water consumption; and
- sustainable building materials including timber frames, lightweight insulated cladding and 'green' low carbon concrete.

The Gen Y Housing project will host a ground-breaking trial of shared solar PV power and battery storage technology. This is a collaboration between Curtin University, the CRC for Low Carbon Living, Solar Balance, the CSIRO and LandCorp, to look at how shared PV/battery storage can reduce grid energy use for the residents and demonstrate how renewable energy can be successfully adopted in a strata setting. An innovative governance framework will be developed by researchers at Curtin University, which will see residents pay energy bills to the strata body rather than the energy retailer.

Monitoring devices will also be installed in the house as part of a four-year 'living laboratory' research project to be undertaken by the Cooperative Research Centre for Low Carbon Living and Curtin University. The researchers will monitor and assess how energy efficient design, technology performance and occupant behaviour impact energy use.

The Gen Y Housing project, which is currently being constructed, is on track for completion in November 2016 after which the apartments will be open for viewing and industry tours for several weeks.



## Case study continued

## Gen Y Housing - at a glance

**Location**

Situated on a 251sqm site within WGV at White Gum Valley Innovation through Demonstration project.

**Project lifecycle phase**

Execution (construction).

**Partnerships**

Partnerships with the Co-operative Research Centre for Low Carbon Living and Curtin University Sustainability Policy Institute, Solar Balance, Western Power, Australian Renewable Energy Agency.

The project has attracted significant sponsorship from building and material suppliers wishing to promote lightweight construction to the wider community. Details of the sponsor's materials and installation during the construction phase are available via [www.landcorp.com.au/innovation/wgv/initiatives/Gen-Y-House](http://www.landcorp.com.au/innovation/wgv/initiatives/Gen-Y-House).

**Design excellence**

The design integrates the principles of solar passive design and incorporates a light weight construction method with spatially efficient layout and added amenity through high ceilings and excellent daylighting and cross ventilation.

**Environmental responsibility**

High levels of energy and water efficiency, reducing carbon emissions and ongoing running costs. The project achieved gold medal status (60-90 per cent saving) using the eTool Lifecycle Assessment Tool.

Key initiatives include shared PV battery storage, underground rainwater tank.

**Community wellbeing**

The Gen Y Housing Project provides an alternative solution to affordable housing by demonstrating innovative and flexible housing designs that achieve an affordable price point for homebuyers entering the market.

**Economic health**

The project provides an alternative, compact and cost effective (small site lowering the overall land component for each unit) housing option for Gen Y buyers entering the market.

**Innovation**

A high level of innovation has been incorporated into every aspect of the project. More information is available online: [www.landcorp.com.au/innovation/wgv/initiatives/Gen-Y-House](http://www.landcorp.com.au/innovation/wgv/initiatives/Gen-Y-House).



### 5.3.3 Environmental responsibility

We aspire to protect and manage natural systems, habitat and biodiversity, and efficiently and innovatively manage energy, water, and waste resources.



#### Environmental responsibility

Biodiversity

Water

Energy

Waste

Climate change





## Climate change

### Commitment

We are committed to addressing climate change by reducing our carbon footprint and creating positive environmental outcomes. Over 23 per cent of Australia's greenhouse gas emissions come from the built environment (Low carbon, High Performance, Australian Sustainable Built Environment Council, 2016). Due to the expected impacts of climate change, and the exposure of the property and construction industry to these impacts, we understand the importance of mitigation and adaption strategies. Climate change impacts across Western Australia include major shifts in temperature and rainfall, increased frequency of extreme weather events such as cyclones and coastal flooding, as well as sea level rises.

### Performance

#### Managing risk and impacts

The impacts of climate change are addressed on a project by project basis. Since 2014-15 climate change risk has been incorporated formally into our corporate risk assessment process. By integrating climate change risks alongside other business risks, they receive the appropriate consideration and implementation of controls. Specific key controls include: adhering to relevant planning policies, business continuity plan, disaster recovery plan, cyclone policy, fire management plan, remote work policy and insurance.

We are also committed to addressing climate change by reducing our carbon footprint and creating positive outcomes through:

- creating centres of activity through urban regeneration that maximise the use of public transport, walking and cycling; optimise existing amenities and infrastructure; and creating opportunities for local employment;
- retaining vegetation through our management of biodiversity to offset carbon emissions; and
- implementing innovation, and encouraging better practices, for the efficient management of resources including water, energy and waste.

The following sections within this Report detail how we are working to address climate change impacts through the management of biodiversity, water, energy and waste, as well as the initiatives within our projects that underpin our efforts to improve our performance.

## Biodiversity

### Commitment

Protecting and improving biodiversity is important for both current and future generations. It is highly valued, both through its intrinsic value, as well as the high value that the community places on protecting flora and fauna species, and enjoying the aesthetics of the natural environment. Development activities, in providing land for housing and employment has an inherent environmental impact through the removal and fragmentation of habitats, and associated impacts on threatened species and waterways. We seek to minimise impacts, are transparent about the impacts we do have, and seek to manage and improve outcomes through protecting and enhancing biodiversity and the tree canopy wherever possible.

### Performance

#### Biodiversity impacts and management strategies

The table on the following page outlines our 2015-16 projects that have biodiversity impacts and associated management strategies. LandCorp was compliant with all State and Commonwealth approved projects during 2015-16.



Project name and location	Project lifecycle stage	Biodiversity impacts		Management of biodiversity impacts	
		IUCN Red List Species impacted (if applicable)	Hectares of habitat cleared in 2015-16 (if applicable)	Approval of project by State and/or Commonwealth environment agencies in 2015-16 (if applicable)	Management strategies
Parkwalk, Jolimont	Execution – subdivision construction	N/A	0.5ha	N/A	No native vegetation remains on site, site previously used as a plant nursery.
Allara, Eglinton	Execution – subdivision construction	Carnaby's Black Cockatoo (Endangered)	15.4ha	State approval 2006, Commonwealth 2012	Construction Environment Management Plan (CEMP) in place to minimise impact during civil construction phase. Construction Rehabilitation Management Plan (CRMP) instructs rehabilitation including seed collection. Rehabilitation Plan approved by Commonwealth Department of the Environment.
St John's Wood, Claremont	Execution – subdivision construction	Carnaby's Black Cockatoo (Endangered)	2.5ha	State N/A, Commonwealth approval 2014	Approvals based on 2.8ha of site being rehabilitated in consultation with WA Botanic Gardens and Parks Authority (BGPA). Once rehabilitation complete to satisfaction of BGPA, land will be transferred to BGPA for management.
Alkimos Beach, Alkimos	Execution – subdivision construction	Carnaby's Black Cockatoo (Endangered)	3.57ha	State approval 2006, Commonwealth 2012	21.23ha rehabilitated in accordance with Commonwealth approved Rehabilitation Management Plan.
Broome Road Industrial, Broome	Execution – subdivision construction	Greater Bilby (Vulnerable)	0.4ha	State approval 2010, Commonwealth approval 2015	Avoidance of Bilby habitat areas. An additional targeted survey in response to a sighting and investigation by the Commonwealth did not provide evidence to suggest that development posed a significant impact on the Greater Bilby population.

Table 5 Biodiversity impacts and management strategies.

Rehabilitation programs are planned for a number of projects; Rockingham Industrial Zone, Buckingham Way, Collie, and Neerabup Industrial Estate, Wanneroo. These programs are being completed in consultation with the Department of Parks and Wildlife and are in the early stages of implementation.

### Biodiversity offsets

In 2012 in consultation with the Department of Parks and Wildlife LandCorp purchased 4,402 hectares of Black Cockatoo foraging habitat as an Advanced Offset which was subsequently approved by the Commonwealth Environment Agency. The Advanced Offset is

protected as Regional Open Space under the management of the Department of Parks and Wildlife. This land has provided offsets for the Allara/Eglinton and Alkimos residential development areas and Neerabup Industrial Area.



## Water

### Commitment

We have a commitment to protect water resources, reducing water use and promote water recycling. We acknowledge the importance of water conservation and efficiency in our drying climate, where the groundwater supply is already under pressure.

### Performance

#### Urban water management

The State Government policy Better Urban Water Management sets the framework for the development of integrated water management strategies. It is through consideration of, and compliance with, this policy and the development of project urban water management strategies that we plan for water conservation and efficiency, aiming to minimise domestic and public open space irrigation demands.

While we do not have operational control over water consumption after construction, we seek to influence end use (i.e. household and commercial) water efficiency and source substitution through research relationships, mandatory and recommended criteria in design guidelines, and demonstration projects.

#### Co-operative Research Centre for Water Sensitive Cities

The Co-operative Research Centre for Water Sensitive Cities (CRCWSC) is a nine year national research program. LandCorp is a contributing partner and has committed \$50,000 per year for three years (2013-16). The research is focused on how to make Australian cities and towns more water sensitive, resilient, liveable and healthy.

Last year there were a series of workshops held by the CRCWSC researchers for the project 'Developing a Vision for Perth as a Water Sensitive City'. The resulting report was: 'Shaping Perth as a Water Sensitive City: Outcomes and perspectives from a participatory process to develop a vision and strategic transition framework'. The report is available at: <http://watersensitivecities.org.au/wp-content/uploads/2015/01/A4.2-PerthWSCReport-Final-WEB.pdf>

The report recommendations have six areas of focus for enabling the transition to a water sensitive city, they are: shared vision and message; community mandate; leadership; governance; professional culture and capacity; and research and technology.

Following the report's release there have been further discussions on the implementation plan and LandCorp has put forward opportunities and initiatives for achieving the vision. The LandCorp initiatives included WGV Waterwise Development Exemplar and the proposed Water Sensitive Precinct at Batavia Coast Marina Stage 2.

#### Water Sensitive City ideas for Batavia Coast Marina

Through our partnership with the CRCWSC, a workshop was held in December 2014 in Geraldton for the Batavia Coast Marina Stage 2 project with our development partners, the City of Greater Geraldton and the MidWest Development Commission. The workshop culminated in the publication of an 'Ideas for Batavia Coast Marina Stage 2 Report' in March 2015. The ideas, including an urban wetland, tree grove and storm water harvesting, have been adopted into the design for Station Square which

will be the new central public realm and civic space. Stage 1 of this project consists of the construction of the North end of Monument Terrace and 16 residential lots. Currently design work is progressing on the innovative integrated landscape and water sensitive concept for Stage 2.

#### Water management and innovation at WGV at White Gum Valley

In October 2015, WGV achieved Waterwise Development status from the Water Corporation. This requires 20 per cent reduction on statutory compliance. WGV is aiming for a 70 per cent (30kl per resident) reduction in mains water use.

WGV will demonstrate a series of water innovations, including a community bore to irrigate public and private gardens, plumbed rainwater systems, water sensitive urban design, remediation of the drainage sump (completed in May 2016) and waterwise landscaping.

Working with Water Corporation, Josh Byrne and Associates, the Department of Water, the City of Fremantle, and Urban Development Institute of Australia (UDIA) we have committed to a three- year research project which will see WGV as a case study of best practice water efficiency and management.







## Energy

### Commitment

We have a commitment to reduce energy use, increase energy efficiency and identify and implement opportunities for renewable energy. We acknowledge that energy reduction and efficiency is an important carbon emissions mitigation strategy, as well as a strategy to lessen the impact of increasing energy costs, particularly electricity costs for our customers.



### Performance

#### Fill minimisation methodology

In response to the lack of available fill for development in Western Australia, and the impact of importing fill on the feasibility of developments, we undertook to create and trial a fill minimisation methodology. The methodology provides a guide for the consideration of issues, opportunities and strategies to select the most cost effective and resource efficient approach to fill in our developments. It also includes the use of a Fill Register, which records fill requirements, surplus and costs, providing strategic oversight and the opportunity to achieve resource efficiency and cost effectiveness. Through this focus we expect to reduce excavation and material transportation from distant sources, reducing emissions and costs.

During 2015-16, the methodology was trialled on an urban regeneration project in the Perth metropolitan area. This involved the identification of site issues driving the traditional fill approach and proposing alternative solutions at the civil works stage by using lower roads and building envelopes. It is expected that the lessons from this trial will inform the future application of fill minimisation in our projects.

#### Project energy initiatives

Energy related initiatives and demonstration projects have been a focus during 2015-16. This focus includes reducing energy use, energy efficiency and energy production through:

- **Climate Responsive Design** which guides subdivision layout to respond to local climate conditions. Through a more climate responsive design we expect to improve energy consumption (and mitigate carbon emissions) by reducing the need for mechanical heating and cooling;
- **Design guidelines** that include mandatory and recommended criteria for the development of energy efficiency buildings;
- **Rebates** that include energy efficiency measures and renewable energy technology to improve the energy performance of buildings; and
- **Innovation through Demonstration** projects which explore new energy efficiency and energy production technologies.



The following section outlines some of the energy initiatives underway. In addition to these examples, information on our Cool Earth geothermal trial project in Craigie can be found on page 100.

### Alkimos Beach (Lendlease and LandCorp partnership)

- Where possible climate responsive design was incorporated into the subdivision layout.
- Design guidelines and the 'Alkimos Beach – Your Guide to Smart Living' information brochure encourages smart home design to ensure target savings of more than 50 per cent on home electricity and water bills.
- Energy Smart Home Package provides sustainability incentives to residents to encourage savings on their home electricity bills and assists with reducing carbon emissions. The package includes a minimum 1KW solar panel system, real-time electricity monitor and rebates towards a solar hot water unit and air-conditioning unit.
- In April 2016, the four year Solar and Community Battery Storage Trial was officially launched. The trial is a partnership between LandCorp, Lendlease, Synergy and the Australian Renewable Energy Agency (ARENA) and contains a fully contained lithium ion energy storage system of approximately 250 kilowatts peak / 1.1 megawatt-hours. The battery was constructed during 2015 and delivered to site in December 2015. ARENA has provided funding of \$3.3 million towards the trial with the total value of the project being \$6.7 million).

### Allara Eglinton (Satterley and LandCorp partnership)

- Energy efficiency rebates valued at over \$5,000 were available to all lots (potentially an uptake of 2,000 lots over the life of the project). The rebate includes either 1.5Kw or 3Kw (subject to lot size) PV cell energy monitors and smart meters, LED lights/ smart lights, smart thermostat and efficient air conditioning.
- During 2016 the construction of 15 houses commenced which included the energy rebates. The launch of the first Allara Eglinton display village occurred in May 2016, which demonstrated the inclusion of the energy rebates.

### Pilbara Vernacular Demonstration Home

- Climate responsive design was used in the construction of the home.
- Building features and materials resulting in an 8.1 Star energy efficiency rating (NatHERS). Features include: high efficiency air conditioning and hot water systems, a 5kWh solar PV system, 2.8m high ceilings fans, and energy efficient light fittings and real time display environmental monitoring system.
- The Pilbara Vernacular House was included as part of the Josh's House on the Road on-line video series, which is being produced as a part of the CRC for Low Carbon Living research project: High Performance Homes – Monitoring, Evaluating and Communicating the Journey.
- The post occupancy performance of the house has been monitored during the five months of occupation. While, data was incomplete due to data collection issues, it demonstrated the following performance:
  - The solar system generated 69 per cent of the total energy consumption of the house with a total of 5,024kWh being produced.
  - Almost 58 per cent of the electricity generated from the solar panels was consumed on-site.
  - The solar panels contributed approximately \$980 of savings and a carbon dioxide offset of 3,315 kilograms.
  - The home used 28 per cent less energy than the comparable average house in the Pilbara region over the monitoring period. This comparison was made with a similar sized house (based on number of rooms) and same number of occupants.



## The Quarter, Karratha (Mirvac and LandCorp partnership)

- Endeavours to achieve high passive performance and energy efficiency by implementing the Pilbara Vernacular Handbook principles.
- Stage 1 of the Karratha Quarter was completed in April 2016 and energy efficiency initiatives included:
  - Commercial building designed to achieve a high thermal performance and efficiency (self-assessed 4 star Green Star and a 5 Star NABERS rating - the first building in the north west to achieve this rating).
  - Passive climate responsive design elements include: decorative shading screens and fins to provide additional shading and narrow breezeways that allow the cooling winds to pass through the precinct whilst also providing shady walkways.
  - The replanting of five large mature trees to provide instant shade.
  - Two 100kW solar panel systems, one on the roof (installed in May 2016) and the other integrated into shade structures (installation commencing June 2016).

## WGV at White Gum Valley

- Through energy efficient design, use of renewable energy and innovative technologies, WGV at White Gum Valley aims to reduce its grid energy consumption by 60 per cent as a whole, with single residential lot types achieving 100 per cent (zero net annual energy) if they take advantage of the \$10,000 Sustainability Package.
- Climate responsive design principles embraced.
- Design guidelines set a minimum requirement for homes to reach a 7 star NatHERS rating for energy efficiency. They also require builders to install specific energy-saving initiatives such as solar hot water systems or heat pump technology and improved appliance and lighting efficiencies.
- \$10,000 Sustainability Package for single residential lots to upgrade from the mandatory 1.5Kw to 3.5Kw PV and a rainwater tank and a mature tree.
- An Introduction Package encourages residents to apply sustainability practices, including energy efficiency strategies in their daily living, as well as free information and support.
- A four year research project by the Cooperative Research Centre for Low Carbon Living and Curtin University, City of Fremantle, Josh Byrne and Associates and LandCorp will see WGV at White Gum Valley become a 'living laboratory', monitoring and assessing how energy efficient design, technology performance and occupant behaviour impact on the carbon footprint of the precinct. Research findings will be openly shared with the public to improve education and sustainable design in the future.
- WGV at White Gum Valley is home to Australia's first shared solar and battery-storage micro grid trial as part of the site's Gen Y Demonstration Housing Project and other apartment sites. The trial is a partnership between LandCorp, Curtin University, City of Fremantle, CRC for Low Carbon Living, Solar Balance, and Western Power and is part funded by the Australian Renewable Energy Agency (ARENA committed \$900,000 with the total project valued at \$2.6 million). The innovative trial allows strata properties on site to store power to batteries, reducing demand from the grid. Demonstration of this technology has the potential to unlock renewable energy options for thousands of Australians living in strata properties.

## Broome North

- Climate responsive design was incorporated into the subdivision layout.
- Ten in-depth interviews were undertaken in mid-2015 to understand existing resident perspectives and experiences. The survey confirmed that residents felt the benefits of the design strategies to enable the movement of breezes through the estate providing the opportunity for cross-ventilation.
- A further post development breeze monitoring program will start in late 2016 and is expected to continue for one-year. It aims to provide objective evidence of the impact of lot orientation on the movement of local breezes through the subdivision. The results of this research will inform our future planning for Broome North and will be shared through future reporting.





## Waste

### Commitment

We have a commitment to improve waste management practices. This involves reducing and managing the significant environmental and health impacts of land contamination, hazardous waste, and waste disposal to landfill. We investigate land for contamination and identify hazardous waste and undertake remediation and removal when required to enable the proposed land-use. We are also improving waste management practices associated with our demolition and construction activities. We are committed to mitigating risks to both the environment and human health, and seek to avoid, reduce, and recycle, with disposal as a last resort, to maximise resource efficiency and reduce or mitigate the impacts of material production on the natural environment.

### Performance

#### Land contamination and remediation

LandCorp has expertise in the investigation, management and remediation of sites which are contaminated by historic land uses. In addition, we assist other State agencies to manage their contaminated sites, and act as project manager for the investigation and remediation of orphan sites.

During our due diligence process we investigate all sites for contamination. Any property which may be contaminated is assessed to determine if it poses a risk to the environment or human health. Remediation is completed where required.

Project name and location	Intended future use
Batavia Coast Marina Stage 2, Geraldton	Residential, Commercial
Dixon Road reserve, Cockburn	Residential
Potato Marketing Board, Cockburn Coast	Residential, Commercial

Table 6 LandCorp sites investigated for contamination during 2015-16

In addition to the above LandCorp projects, a further 19 sites were investigated for contamination for other State agencies.

Project name and location	Total land area decontaminated/ remediated during 2015-16	Intended future land use
Former Albany Gasworks and Cannery, Albany	0.5ha	Residential
Batavia Coast Marina Stage 2, Geraldton	1.8ha	Residential and commercial
Cockburn Coast, Cockburn	9.3ha	Residential and commercial
<b>Total</b>	<b>11.6 hectares</b>	

Table 7 Sites remediated for contamination during 2015-16

During the reporting year, we project managed the remediation of the former Albany Gasworks and Cannery site. This site is owned by the Crown and has been remediated so that it is able to be redeveloped for residential purposes.

Illegal dumping activities can result in small scale contamination. Where illegally dumped material is identified, it is removed for offsite disposal to a licenced landfill to minimise its spread and the risk of contamination occurring. Industrial tenants may cause contamination. It is the tenant's responsibility to report this to the Department of Environment Regulation and local government and undertake any required investigations and remediation. LandCorp received one notification of contamination from a tenant in the 2015-16 reporting year. The tenant has advised that they are managing the contamination in consultation with the Department of Environment Regulation.



WGV at White Gum Valley

### Hazardous waste

The following table identifies asbestos contaminated soil which was removed from several infill development sites. Asbestos or asbestos contaminated soil is excavated from sites by appropriately qualified asbestos removal contractors. The asbestos waste is disposed of to landfills licensed to receive asbestos.

Project and location	Source of hazardous waste	Total waste	Disposal of hazardous waste to landfill
Albany Gasworks and Cannery	Contaminated soil	14,000t	14,000t
Batavia Coast Marina Stage 2, Geraldton	Contaminated soil and asbestos containing pipes	660sqm	660sqm
Batavia Coast Marina Stage 2, Geraldton	Contaminated soil	49.3t	49.3t
Cockburn Coast, Cockburn	Contaminated soils	17,476sqm	17,476sqm

*Note: No hazardous waste was exported, imported or treated by LandCorp*

Table 8 Asbestos contaminated soil removed during 2015-16

No LandCorp discharges or runoff have significantly affected any water bodies or related habitats. We occasionally experience dewatering discharges for construction works; however none were completed during the reporting period.



## Demolition and construction waste

The opportunities to better address demolition waste and improve recovery rates for recycling of materials, will increase with the focus on urban regeneration in infill locations. We continue to investigate opportunities to reduce waste from demolition and support initiatives to reduce construction waste by builders, such as at Alkimos Beach and WGV at White Gum Valley. The table below outlines the main waste management initiatives implemented for each project.

### Waste management – WGV at White Gum Valley

During the demolition and remediation process, high levels of recycling occurred, in order to divert waste from landfill. Pesticide contaminated soils were remediated in situ, via natural attenuation, and during civil works construction limestone from site was reused.

Where trees had to be removed, they were recycled to make bollards and seating. Suitable foliage, such as ficus, was donated to Perth Zoo, where it becomes fodder for animals including elephants and primates. The site has joined the Master Builders WA Smart Waste initiative, which requires home builders and apartment developers to reduce waste to landfill, and to achieve high levels of recycling and reuse.

Builders are required to develop a Waste Management Plan for each site. The target for WGV at White Gum Valley is a 95 per cent reduction in construction and demolition waste. A waste recovery facility will be established onsite for the reuse and recycling of building waste.

### Waste management at Alkimos – Alkimos Beach

At Alkimos Beach, waste management is considered at all phases of development and community operation. A strategic waste and materials initiative is being delivered which includes a locally based preferred materials list, a Construction Waste Management Plan and a Community Operation Waste Management Plan.

The Alkimos Beach project has achieved 86 per cent, or close to 5,000 tonnes, of construction waste material recycled or reused in the past year. While a large proportion of this material was sand, it also includes builders' rubble, metal, timber, paper and cardboard, plasterboard, concrete and roof tiles. This material, if not recovered by this initiative, would have been disposed of to landfill taking up valuable tip space and wasting resources and energy.

LandCorp continues to investigate opportunities to reduce waste from demolition and support initiatives to reduce construction waste by builders.

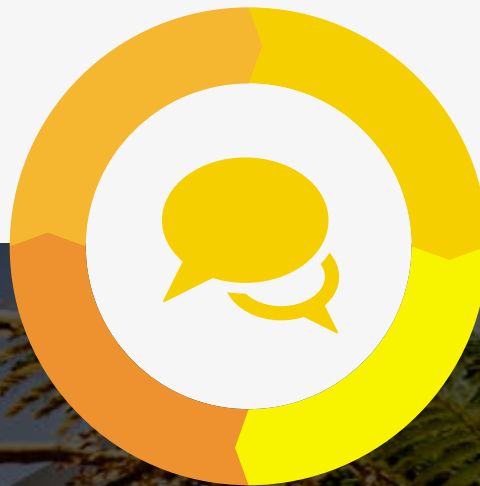
Table 9 Waste management initiatives





### 5.3.4 Community wellbeing

We seek to understand community needs and aspirations through our community engagement to determine the appropriate community development partnerships and strategies. Our place-based approach guides our implementation of affordability and indigenous opportunities and relationships.



## Community wellbeing

Community  
engagement

Community  
development

Affordability

Indigenous  
relationships and  
opportunity



## Community engagement

### Commitment

We acknowledge the importance of involving the community from the early stages of planning to provide opportunities to positively influence development outcomes. We are committed to understanding and responding to community perspectives, values and aspirations. This includes listening, identifying and addressing expectations and concerns, maximising potential community benefits and building relationships.

### Performance

#### Building an engaging organisation

As part of our commitment to 'building an engaging organisation', we are reviewing our approach to community engagement for our Urban Regeneration Program. A strategic direction for the organisation is to deliver urban regeneration, we need to improve our understanding and awareness of local community interests and concerns, as well as make sure we are engaging with a representative and broad cross-section of the existing local community. In consultation with staff the review will involve the evaluation of stakeholder engagement outcomes for key projects.

Internally there has been an increase in and greater recognition of the value of face to face engagement with key stakeholders, including working constructively with community groups – resulting in better relationships and positive feedback.

Our Guide to Stakeholder Engagement and Relationship Management has supported a more robust engagement framework that is integrated into our risk management approach. Social risks are captured alongside other project risks with proactive planning for risks and issues with Senior Management, including regular reporting to Executive and the Board. There has been an organisational shift towards greater integration of stakeholder interests and concerns into a project's design and decision making processes. We will continue to ensure that our people are provided with opportunities to elevate their engagement capability through specific training to understand the benefits and improve skills and capability in public participation.

With the community increasingly using social media to communicate and advocate for community benefits and enhanced outcomes, we acknowledge the challenges of seeking a balanced contribution from a broad representation of the community. We attempt to tailor our community engagement approach to the specific local community and use online and face-to-face engagement to provide greater opportunities for engagement.

#### Continuous improvement

As part of our commitment to continuous improvement, an internal audit was undertaken in late-2015 which included community stakeholder engagement. The audit identified further opportunities to improve our community engagement approach:

- Increasing the resourcing of the community stakeholder engagement function. In response, an additional internal resource was reallocated to assist with community engagement. In addition, to enable greater shared learning and understanding of engagement practices across project teams, a formal lessons learnt session will be held with project teams focusing on the success and challenges of LandCorp's stakeholder engagement strategy.
- Clarifying the community engagement expectation for projects being delivered by private sector partners. In response, we will share our stakeholder engagement guide with our private partners early on in the project planning process.
- Improving the use of the customer relationship management (CRM) system. As part of the lessons learnt session with project teams, CRM data quality and best practice will be discussed.





### Local community engagement

Since the trial of online engagement in June 2014, our engagement website has increased opportunities for us to engage with the community on projects with higher social risk profiles. 20,600 visitors to the website have become better informed about how LandCorp delivers its projects and have had the opportunity to have their say.

Communities have had the opportunity to provide input since 2014 into shaping the Shenton Park masterplan, Albany Middleton Beach Structure Plan; the outline development plan for The Nursery Jolimont, feedback into the potential services and facilities for the Murdoch Mixed Use Activity Centre and most recently the revitalisation of Bassendean Town Centre. Supporting the Regional Centres Development Program, Growth Partners in Kalgoorlie were invited to 'have their say' on the content of a Futures Forum to help develop their partnerships with the key stakeholders.

### We engage online as well as face-to-face

In 2015-16:

- We achieved our target with 100 per cent of projects in the project initiation phase assessed for community engagement requirements and key actions planned.
- We had 9,170 visitors to our online engagement website which was used across five projects.
- We had 708 engaged visitors – these are people who actively participated and/or contributed to a consultation exercise online, by providing feedback, sharing ideas, asking questions through a number of tools including surveys, forums and brainstorming.
- We had 3,500 informed visitors – these are people who visited our online platform and performed multiple actions to gather more information on a project.
- We had 6,400 aware visitors – these are people who visited at least one page on our online platform.
- Three surveys were conducted across two projects with 758 survey respondents.
- 26 questions were posted online.







As part of the project governance structure for the redevelopment of **Shenton Park Hospital**, an interactive Community Reference Group was established to support the project's Steering Committee and Senior Officers Working Group by representing and communicating the needs and interests of all stakeholders, in order to facilitate the co-ordination and resolution of key considerations associated with the timely implementation of the project.

All groups met throughout the planning and design phase, providing feedback on the community engagement program right through to the statutory planning process. The community development program being developed for Shenton Park is based on stakeholder and community feedback and research. The Community Reference Group will also be requested to provide input into the implementation of the community development program, once planning approvals for the project have been determined.

Following the success of this governance structure, it has been used as a model for other projects including guiding the participatory processes for the **Bassendean Activity Centre**.

With the Town of Bassendean and Swan Districts Football club, we are investigating 11 hectares of land across two investigation areas to be redeveloped to enhance and revitalise the Town Centre through a mix of affordable housing, diversity and improved community facilities.

There were a range of engagement opportunities in 2015-16 which resulted in a high level of engagement and participation from the community:

- 4,470 visits to the online engagement microsite which was established to share all project information and feedback received from the community. This was also supported with hard copies available via the Town of Bassendean administration centres.
- Three community forums, with attendance from 257 people to share project information as well as encourage people to share their vision and ideas to inform the concept designs.
- A Community Working Group was established comprising 31 self-nominated representatives. The working group was tasked with developing the project's vision and objectives and providing input to shape the initial draft concept plans through the Planning Design Forum process.
- The Planning Design Forum process involved three sessions which included participation from members of the Community Working Group and Stakeholder Reference Group (which includes senior representatives from Town of Bassendean; Swan Districts Football Club; Department of Planning; Department of Lands; Department of Sport and Recreation and the Western Australian Football Commission) with input from other supporting Government Agencies.
- 134 people attended the Community Forum which displayed the initial draft concept options and gathered feedback.

For the preparation of the **Murdoch Mixed Use Precinct** Structure Plan, we surveyed hospital staff from surrounding hospitals to give them an opportunity to help influence the design of the mixed-use site, particularly in relation to opportunities for retail /commercial spaces. Results from the 100 people surveyed included:

- 82 per cent of people want more quality cafes.
- 84 per cent are in favour of ATMs.
- 85 per cent wanted restaurants and wine bars.
- 86 per cent want a small supermarket.
- 85 per cent would love to sit outdoors.

The *Hope Valley Wattleup Redevelopment Act 2000* was established for the creation of the Hope Valley Wattleup Redevelopment Area. Under the powers of the Act, and under specific principles and criteria LandCorp can undertake to purchase rural properties where owners can provide evidence of genuine hardship. During 2015-16 three voluntary hardship cases were settled in our **Latitude 32** development.



## Case study

### Middleton Beach, Albany – community and stakeholder engagement approach

After a decade of community concern surrounding a parcel of privately owned land at Albany's Middleton Beach, the State Government intervened by tasking LandCorp to purchase the 13,171sqm site and pave the way for private developers to create a vibrant mixed-use precinct and visitor destination with an active beachfront.

The site offered potential for a mix of uses including a hotel, retail and commercial tenancies, as well as permanent residential accommodation.

A community engagement program was developed early on to help shape the planning for the Middleton Beach Activity Centre. Feedback would identify, and help us respond to, local community needs and aspirations to achieve a balance of social and economic outcomes.

We established a project engagement website and ran a survey online, with hard copies available via the Council, which 212 people completed. To date the website has received 3,000 visitors, with 337 asking to be kept informed about the project. In addition to the survey we held two focus groups with randomly selected residents, workshops with key stakeholders, maintained a question and answer online forum and held four community open days. The responses and participation clearly demonstrated

that the people of Albany were passionate about the future of Middleton Beach.

We learnt that:

- Two to three storeys were preferred in the areas adjoining existing residential homes. If higher storey buildings needed to be considered, the sentiment was to locate them near to Mt Adelaide. For that reason the plans propose height limits of two to three storeys in areas abutting existing residential, graduating to two to five storeys along Adelaide Crescent. The higher storey hotel site has been located near the base of Mt Adelaide.
- Parking was another topic raised, so plans increased the number of public parking bays and included both on and off street parking options.
- Ideas emerged for family friendly facilities, alfresco eateries and an adaptable space for pop up stores and events. Plans now reflect these requirements.
- There was a clear desire for realigning Flinders Parade through the development area to provide better connectivity to the beach and enhance the public realm and this has also been incorporated into the plans.

The community engagement program was one part of an overall 18 month stakeholder consultation process. There was ongoing engagement and communications with the City of Albany,

Great Southern Development Commission, other Government agencies, business, local architects/planners, and local, national and multinational private developers.

Integrating feedback from all stakeholders was a lengthy process, but led to the creation of three potential development options. These options were presented to all stakeholders with comments invited through the online forum or feedback forms available at the City offices and the library. Once general consensus on the preferred option was obtained, we were able to progress the statutory planning process.

In the main, we were able to marry the requirements of the community with the economic, social and environmental objectives of the project. The exception, however, was the maximum height limits for the hotel site, which proved polarising for the community. In this instance, a maximum of 12 storeys was considered essential in order to maximise the potential to attract suitable hotel developers in a challenging market. A successful hotel on the site would attract tourism investment and deliver important hospitality employment opportunities for the people of Albany.

Middleton Beach represents one of the most extensive community engagement projects in regional Western Australia. It has become a LandCorp case study on the importance of comprehensive community engagement in the planning process.



## Case study continued

## Middleton Beach - at a glance

**Location**

Middleton Beach is an iconic seaside location in Albany. Albany is located in the Great Southern region, 418 kilometres southeast of Perth.

**Partnerships**

The development is being facilitated by LandCorp in close collaboration with the City of Albany.

**Design excellence**

The vision is for a vibrant mixed use development on a currently vacant site that can become an active community hub and popular destination for locals, visitors and tourists. Design guidelines will help the development fit with the surrounding community and require consideration of important social connections.

**Project area**

Total site area of the Middleton Beach Improvement Plan is 3.29 hectares.

**Environmental responsibility**

A number of technical studies have informed environmental assessments including: flora and fauna survey, coastal hazard risk management and adaption plan, bushfire management, local water management and geotechnical investigations.

**Project lifecycle phase**

Execution phase – civil works construction.

**Economic health**

The development will attract local, national and international tourists and will create opportunities for a mix of uses including a hotel, retail and commercial tenancies, as well as permanent residential accommodation.

**Community wellbeing**

Two thirds of the total project area will be allocated to public realm. A new realigned Flinders Parade will provide a larger foreshore area and improved public open space and strengthen pedestrian and cycle links throughout the Middleton Beach precinct. There are several walkways, bicycle paths, restaurants and cafes located in the precinct.





## Community development

### Commitment

We have an important role in contributing to and facilitating community health and wellbeing, and creating vibrant communities through our community development approach. We seek to understand community needs and aspirations to determine the appropriate community development partnerships and strategies which may include events, activities, and soft and hard infrastructure. We recognise that when community development works well it enables communities to grow and to identify and address their own needs.

### Performance

#### Community development initiatives

All of our projects undertake a level of impact assessment and community development. However, the approach depends on the scale of the project and the community context. Our approach varies from compliance, to a risk-management approach, to a value-add and demonstration approach depending on the challenges and opportunities of a project.





The following table outlines our key community development activity during 2015-16.

Project	Community development activity
Alkimos Beach (LandCorp and Lendlease)	<p>Regular events for residents held at the Sprout Hub, including an entrepreneur workshop series, kids worm farm workshop, teddy bears and story time workshop, and Christmas craft workshop.</p> <p>Other activities for residents included Surf Life Saving WA BeachSAFE education, an event held to launch southern beach access, introduction of MILO in2CRICKET, Christmas Party and Aboriginal Storytelling Under the Stars.</p>
Broome North	Regular events for residents held in the estate, including basketball and dance workshops, film nights and an end of year celebration. Other activities include a small grants program which has facilitated fitness classes, a children's book and short film festival.
Buckland Hill – Mosman Park	Public artworks installed – wooden insect carvings (totems and stand-alone sculptures).
Claremont on the Park	<p>LandCorp, working in collaboration with FORM and the Town of Claremont, commissioned Australian artist Brad Eastman (Beastman) to paint a 55m long hoarding on Shenton Road. Local students from Scotch College helped complete the mural.</p> <p>Together LandCorp and FORM, are transforming a heritage listed former rail freight goods shed known as The Claremont Goods Shed, into a creative hub, featuring a gallery, events space and a curated program of artist residences.</p> <p>LandCorp sponsored FORM's Public Platform street exhibition and the Town of Claremont's local cultural festival ArtTra – Art Transforming Claremont. The events attracted an estimated 17,000 people.</p>
Cockburn Central	Seed funding was provided to the Cockburn Central Town Centre Association for the Association to continue with place making events, such as the Cockburn Central Billy Cart Festival (1,500 spectators and participants attended the event), to help attract and sustain business activity within the Town Centre.
Cockburn Coast – Shoreline	Landscaped public open space and playground completed. Public artwork installed – a sculpture of horse with mounted soldier.
Coolbellup – The Playground (LandCorp and Lendlease)	Delivered landscaped public open space featuring a fitness trail with exercise equipment, a jogging track, bleacher steps, bar tables and seating, public art and a kick about area – as well as picnic places and plenty of shade. The welcome event for residents was held in February 2016.
Craigie – The Vive	LandCorp held an open/information day for the Cool Earth geoechange innovation trial homes in April 2016 with over 150 people attending. For more information on this project, see page 100.

Table 10 Key community development activities during 2015-16



Project	Community development activity
Craigie – The Rise	Delivered community park that features playground equipment, park seating, BBQ facilities and a shade structure.
Eglinton – Allara (LandCorp and Satterley Property Group)	A welcome evening event for buyers occurred in November 2015 which allowed residents to meet new neighbours. Delivered Kinkuna Park adventure playground which features fitness equipment, a multi-use basketball/soccer court, nature play, trampolines, percussion play, swings, a fortress connected by ropes and cargo nets and a large kick-about area with shade structures. The park will also feature fun water-play elements during the summer months. An opening event for this park was held in May 2016.
Karratha – The Quarter	Public artworks installed including two bronze sculptures, an art screen attached to the building façade and artwork transferred onto perforated metal shade structures.
Kununurra – Coolibah Estate	Public artworks installed – brass cast boob nuts and carved timber totems.
Waikiki – Seabreeze	Public artworks installed – fish sculpture.
WGV at White Gum Valley	Landscaping of existing sump area which can now be accessed by the community. Built a new BBQ area, completed maintenance work to the community hall and built a new toilet block. Donated funding to the Fremantle Mens' Shed to assist with relocation. In May 2016 a community BBQ and innovation information event was held with the City of Fremantle and Josh Byrne and Associates with 70 people attending.

Table 10 Key community development activities during 2015-16 - continued

### Working with others to facilitate community wellbeing

We continue to work closely with not-for-profit organisations and local and State Government agencies to investigate opportunities to support the local community and vulnerable groups.

A partnership with the Disability Services Commission for the WGV at White Gum Valley Gen Y Demonstration Housing Project will show how the principles of the Liveable Homes initiative can be incorporated into new homes to provide more flexibility and accessibility for future residents.

We continue to work with, Access Housing and Fremantle based cooperative Sustainable Housing for Artists and Creatives (SHAC) to deliver a community housing

development (12 affordable rental dwellings) for local artists and their families within WGV at White Gum Valley, supporting creative industry and encouraging diversity and culture in the community. Access Housing will also demonstrate the principles of the Liveable Homes initiative in two dwellings at The Playground, Coolbellup.

At our Seabreeze Estate, Waikiki, a partnership with Access Housing, will see the delivery of nine dwellings demonstrating the Disability Services Commission Liveable Homes Initiative. Construction got underway in early 2016 and is due for completion in early 2017.

### Supporting the Healthy Active By Design tool

We have a commitment to sponsor the Healthy Active By Design tool (HABD) (\$22,000 per year 2012-13 to 2013-14, \$10,000 per year 2014-17). The project is being led by the Heart Foundation in alliance with other Government agencies and the University of Western Australia. The tool is aimed at designing communities that support and promote healthy and active living. During 2015-16 there continued to be refinement and simplification of the HABD planning tool, and a number of industry workshops were held to gather feedback and support the tool's refinement.





## Case study

### Coolbellup – the Primary

Along with our partner Lendlease we are transforming three former school sites in the established suburb of Coolbellup in line with the State Government's Directions 2031 and Beyond policy which sets the principles to accommodate future population growth with a focus on increasing the density in urban infill areas.

The regeneration of the former Coolbellup Primary School site, The Primary, was the first of three redevelopments occurring in Coolbellup and was completed in 2013. The second, the former North Lake High School site, The Playground, was completed in 2014. The third, the former Koorilla Primary School site, The Assembly, is nearing completion with the first releases expected in 2016.

In August 2015, The Primary won an Urban Development Institute of Australia WA Award (UDIA) in the Residential Development under 250 lots category.

Commencing in 2007, planning for the site focused on delivering diversity and affordable housing options for people and families of all ages, as well as for those wishing to age in place. The 4.7ha site delivered a higher density than the surrounding area with 58 single residential lots of a range of sizes and two grouped housing sites.

Key to the success of this urban regeneration project was the improvement and investment in the public realm. The higher density living was complemented with unique and usable public open space (POS) which provides amenity for residents of The Primary as well enhanced amenity, walkability and connection to the surrounding neighbourhood.

In total, 21 per cent of the subdivision area was dedicated to POS. This delivered on the commitment made by the State Government for the creation of 3.79ha of POS. It included a central urban square, large bushland reserve and a feature walkway

incorporating a mature Tuart tree believed to be 150 years old.

Informed by a detailed tree study and by local Indigenous elder consultation, lot design enabled the retention of significant mature trees while other vegetation was relocated and replanted on site. In total, 122 Grass trees, 13 mature Coral trees and over 40 mature trees were retained or transplanted. In addition 5,476 new plants (with 4,792 endemic to Perth and the South West) were planted.

The public art celebrate the role the school played in the community and included replica giant pencils, a giant apple for the teacher made from recycled timber, 'Old Canteen' Park engraved in the retaining wall for the sand pit, a climbing tree, school chairs which form a park bench, hopscotch template inscribed into the pavement and inscribed tree grates with words found within the previous school building prior to its demolition.



## Case study continued

## The Primary – at a glance

**Location**

The Primary is one of three former school sites located within Coolbellup in the south west corridor of Perth, 17 kilometres from the Perth CBD.

**Economic health**

58 single housing lots and two medium density grouped housing sites that accommodate a further 30 dwellings.

**Community wellbeing**

The local primary school was honoured through the name of the development (as voted by the community).

Road names were related to the primary school or honoured prominent members of the local community.

Land price started from \$229,000 and home and land packages from \$312,500, resulting in 23 per cent of all single dwellings delivered under the \$380,000 Government benchmark for affordable housing (2012).

**Project area**

4.7 hectares.

**Environmental responsibility**

21 per cent public open space. Home building incentives to encourage sustainability measures (\$3,500 front garden landscape, \$2,500 for PV cells).

**Project lifecycle phase**

Completed.

**Awards**

The Primary won the 2015 UDIA Award for the Residential Development under 250 lots category.

**Design excellence**

'Your Guide to Smart Living' provided purchasers with guidance on building a sustainable home – targeting savings of more than 50 per cent on home electricity and water bills.

**Innovation**

High quality public open space and public art that added value to more dense living in an urban infill area.



## Affordability

### Commitment

We acknowledge the lack of affordable housing for Western Australians on low to moderate incomes and we are therefore committed to addressing affordability by supplying land in areas of market

failure, delivering affordable land and housing options and implementing affordable living initiatives. LandCorp supports the State Government's *Affordable Housing Strategy 2010-2020: Opening Doors to Affordable*

*Housing* which seeks to improve access to affordable housing by delivering a range of housing options for people on low to moderate incomes.

### Performance

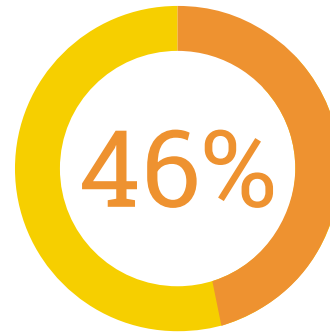
#### Affordable land and housing outcomes

Our target is to dedicate at least 15 per cent of our land and housing to supply affordable housing outcomes for those on low to moderate incomes. Using Housing Authority affordability price points for the sub regions of the metropolitan areas, LandCorp delivered 46 per cent of its single residential metropolitan lots at or below an affordable price.



#### TARGET

We dedicate at least 15% of our land and housing to supply affordable housing outcomes for those on low to moderate incomes.



#### PERFORMANCE

46% of lots sold across metropolitan Perth in 2015-16 sold at an affordable price.

The following table outlines our market relative affordability performance across the metropolitan area and regions.

Metropolitan performance	Regional performance
57 per cent of LandCorp lots were sold at or below the REIWA metropolitan median lot price of \$261,000.	57 per cent of LandCorp lots were sold at or below the REIWA regional median lot price of \$177,500.
25 per cent of LandCorp lots were sold at or below the REIWA metropolitan lower quartile lot price of \$215,000.	27 per cent of LandCorp lots were sold at or below the REIWA regional lower quartile lot price of \$135,000.

*Note: Real Estate Institute of Western Australia (REIWA) data sourced directly from REIWA on 20 July 2016.*

Table 11 2015-16 Affordable land and housing targets and performance

The key metropolitan projects that delivered affordable outcomes in 2015-16 included Alkimos Beach, Allara in Eglinton, Seabreeze at Waikiki and Blackmore Park in Girrawheen. Regionally the projects delivering affordability outcomes were GreenView at Karlkurla in Kalgoorlie, Barrarda Estate in Onslow and Waranyjarri Estate in Broome North.

In 2015 our Chief Executive challenged staff to innovate and deliver a \$200,000 home for people struggling to enter the Western Australian property market. Our staff worked with partners to design land and housing solutions that we hope will achieve a home for close to the \$200,000 target. In 2016, LandCorp has been working to deliver the affordable homes on sites at Blackmore Park, Girrawheen, and Seville Grove.





### Working with others to facilitate affordable outcomes

In 2015-16 two partnership projects with the Housing Authority, at The Springs, Rivervale and Shoreline, Cockburn Coast, achieved significant milestones with sale contracts executed for a multi-residential lot at each site. In 2015-16 nine lots were sold to the Housing Authority.

For WGV at White Gum Valley LandCorp have partnered with Access Housing on the Sustainable Housing For Artists and Creatives (SHAC) affordable housing project. In 2015-16, as part of a research partnership to trial a micro grid in WGV at White Gum Valley, LandCorp agreed to fund half of the cost of installing solar PVs and battery storage infrastructure on the SHAC apartment building. The other half of the infrastructure cost being funded by the Australian Renewable Energy Agency (ARENA). This innovation initiative will ensure that the SHAC project also benefits from the cost of living savings potential of solar and battery storage infrastructure. In 2015-16 three lots for 46 dwellings were sold to Community Housing Providers.

### Strategic research

A nation-wide study was commissioned into micro lot (under 100 square metres) affordable housing using market data and interviews. The research principally explored the affordability and design outcomes associated with micro lots that had been introduced in South Australia and Queensland. The research showed that micro lots and associated housing are found in both greenfield and brownfield estates and are dispersed sporadically amongst other larger lot types. The research outlined the key 'success factors' for micro lot housing including good design to effectively use limited space, locating the lots close to public open space and employment or public transport, and achieving affordability outcomes (typically between 20 per cent and 50 per cent more affordable than surrounding housing). The research also covered the main challenges associated with building micro lot housing and the planning restrictions on micro lots in Western Australia.





## Indigenous relationships and opportunities

### Commitment

Our vision for reconciliation is to play our part in addressing the inequities or unacceptable gaps which exist between Aboriginal and Torres Strait Islander peoples and other Western Australians. LandCorp acknowledges the Traditional Owners of this country and respects the diversity of its first people. We pay respect to the Elders past and present and acknowledge the many significant contributions made to the Western Australian community.

Many Aboriginal and Torres Strait Islander people face significant social and economic challenges and lack opportunity. Our land and infrastructure developments can provide foundations for healthy communities where Aboriginal and Torres Strait Islander peoples and other Western Australians come together. We wish to lead by example in encouraging Western Australia's development industry to embrace training, sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples.







## Performance

The tables below outline our targets and 2015-16 performance in building relationships, demonstrating respect for culture and heritage and creating opportunities for Aboriginal and Torres Strait Islander peoples.

### Relationships

Targets or measures	2015-16 Performance
Annual events held for Reconciliation Week and NAIDOC Week	2016 Reconciliation Week was celebrated with a presentation to staff by Troy Bennell who told the stories of the Land by the Ocean.
All requirements of Native Title Agreements are met	All requirements of Native Title Agreements have been managed and regularly reported to the Executive. Payments to Native Title claimant bodies corporate in accordance with over 20 different agreements, totalled \$1,454,060.60 in 2015-16. In addition, a further \$228,052.64 has been held in trust for Native Title claimant bodies that have not as yet established trustee arrangements.
Traditional Owners engaged at number of future development sites	<p>Nine sites consulted with Traditional Owners on development:</p> <ul style="list-style-type: none"> <li>• <b>Newman Expansion Lands (Karlka Nyiyaparli Aboriginal Corporation):</b> LandCorp has kept Karlka Nyiyaparli Aboriginal Corporation updated on progress with BHP on the Newman Expansion.</li> <li>• <b>Wyndham Residential Infill (Balanggarra):</b> consultation with the Traditional Owners is being led by the Department of Premier and Cabinet to resolve the Indigenous Land Use Agreements process.</li> <li>• <b>Broome North Local Development Plan 3 (Yawuru):</b> Structure Plan prepared in conjunction with Yawuru over LandCorp and Yawuru land holdings is now approved.</li> <li>• <b>Broome Road Industrial (Yawuru):</b> LandCorp and Nyamba Buru Yawuru have signed a Deed to License for LandCorp to undertake minor construction works within their adjacent land holding. Employment targets have been met with just over 20 per cent Yawuru participation and provision of services.</li> <li>• <b>Anketell Strategic Industrial Area (Ngarluma):</b> LandCorp met with Traditional Owners to discuss the improvement scheme.</li> <li>• <b>Beverley (Ballardong):</b> LandCorp consulted with and agreed an Indigenous Land Use Agreement with Ballardong Elders.</li> <li>• <b>Styles Road, Port Hedland (Yamatji Marlpa Aboriginal Corporation):</b> LandCorp is working with the Yamatji Marlpa Aboriginal Corporation regarding future development.</li> <li>• <b>Batavia Coast Marina (Yamatji Marlpa Aboriginal Corporation):</b> LandCorp provided an overview of the Batavia Coast Marina and have requested information on local Aboriginal businesses to share with our suppliers.</li> <li>• <b>Alkimos (Whadjuk):</b> our development partner, Lendlease, commenced discussions with Whadjuk Elders on development surrounding Karli Springs.</li> </ul>

Table 12 2015-16 targets and performance in building relationships



## Respect

Targets or measures	2015-16 Performance
Number of sites where site works were monitored	Two sites had site works monitored by Aboriginal monitors: At both <b>Broome North</b> and <b>Januburu Six Seasons (Broome)</b> Yawuru Cultural Monitors have been engaged.
Number of sites where Aboriginal heritage, culture or history were recognised at a local level	<p>Six sites consulted with Traditional Owners on development:</p> <ul style="list-style-type: none"> <li>• <b>Kununurra Lakeside and Foreshore:</b> a bilingual plaque has been installed to commemorate and raise awareness about the historical significance of the site which was previously a traditional camping ground for the Miriuwung people.</li> <li>• <b>Alkimos Beach:</b> an “Evening Under the Stars” celebrated the Traditional Stories associated with Alkimos Beach. Interpretive cards and stories of Alkimos dreaming that build on the ‘sense of place’ are included in Welcome Packs for residents.</li> <li>• <b>Cockburn Coast:</b> approval of the public realm guideline for the Robb Jetty (now Shoreline) and Hilltop Precinct identifies areas for Aboriginal heritage interpretation through various methods - public art, way finding and street naming.</li> <li>• <b>Koorilla Primary School:</b> recognition of Aboriginal heritage and the mythological significance of the Ceremonial Tree Site known as Coolbellup Wardang (crow).</li> <li>• <b>Karnup:</b> appointed consultant to provide a summary of the traditional stories and knowledge of the Karnup site.</li> <li>• <b>Oakajee Strategic Industrial Area (SIA):</b> continuing to work with the Yamatji Marlpa Aboriginal Corporation to create an aboriginal reburial area within the Oakajee SIA buffer.</li> </ul>
Number of projects with new Aboriginal naming initiatives	<p>Three projects with Aboriginal naming initiatives were:</p> <ul style="list-style-type: none"> <li>• <b>Neerabup:</b> maintained the entry road name of Neerabup Road which is thought to come from the Aboriginal word Neerimba which means pelican.</li> <li>• <b>Girrawheen:</b> interpretive signage installed in the landscaping to provide traditional Noongar words for some plants.</li> <li>• <b>Allara:</b> the principal park has been named Kinkuna, an Aboriginal word meaning laughing.</li> </ul>
Number of projects with new Aboriginal art installations	Two projects had new Aboriginal public art installed. At <b>South Hedland Town Centre</b> a yarn bombing exercise was undertaken with the South Hedland Primary School (which is majority Aboriginal and Torres Strait Islander students). At <b>Coolibah Estate, Kununurra</b> brass cast boob nuts and carved timber totems, by Waringarri Arts were installed.
Percentage of staff who have received cultural awareness training	95 per cent of staff employed more than 6 months have completed cultural awareness training. A training session will be run once there is enough new staff to make it viable. This training session will bring it up to 100 per cent.
Events at which Acknowledgement of Country occurred	Acknowledgement of Country was conducted at all staff briefings during the financial year. Our Policy on welcome and acknowledgements of Country was also reviewed.
Number of events at which a Traditional Owner provided a Welcome to Country	Traditional Owner provided a Welcome to Country at two events; by Ingrid Cumming and her daughters at the Residents Welcome Event at <b>The Playground Coolbellup</b> and by Troy Bennell for our Reconciliation Week staff event.

Table 13 2015-16 targets and performance in demonstrating respect





## Opportunities

Targets or measures	Performance
Three per cent of internal Aboriginal employment	1.6 per cent of LandCorp's total workforce are Aboriginal or Torres Strait Islander. A combination of a hold on recruitment, and an inability to attract Aboriginal candidates has resulted in not meeting this target.
Retention of Aboriginal and Torres Strait Islander staff compared to all staff	Retention rate for Aboriginal Australians is at 4.2 years, compared with 6.6 years for non-Aboriginal Australians.
Number of Aboriginal businesses from which goods or services were procured	We have procured Aboriginal administration, goods and services, project consultants and works from 10 Aboriginal enterprises. For more information, see our supply chain section on page 55.
Number of procurements conducted with reconciliation related criteria	Over 45 contracts were put to market with weighted reconciliation related criteria.
Number of sites where construction works included an Aboriginal Participation Plan	In 2015-16 there were no construction works undertaken that had Aboriginal participation plans.
Number of land development partnerships with Aboriginal owned companies	One land development partnership with an Aboriginal owned company. <b>Broome Local Development Plan Three</b> structure plan, approved in December 2015 with Yawuru, obtained statutory approvals over the development site (including Yawuru land holdings).

Table 14 2015-16 targets and performance in creating opportunities for Aboriginal and Torres Strait Islander people





## WORKSHOP 03 ARTWORK



## Case study

**Newman Town Square –  
culture, heritage and art**

The Town Square will soon commence construction to become Newman's focal centre, establishing it as an inclusive, accessible and welcoming public space for the local community, celebrating the diversity of culture, heritage and art.

Situated on a 3,356 square metre site, the Town Square works form part of the Newman Town Centre Revitalisation project, a \$40 million initiative generated under Pilbara Cities.

The project includes extensive elements of Public Art through the engagement of the Niyaparli and Martu peoples. Art is a central part of Aboriginal culture, connecting the past and present, and the land with the people.

*"The Niyarpali magic men and women were called Marpan. When the Marpan were around Newman was much greener place because the Marpan could talk to the cloud rocks if rain was needed. The cloud rocks are still there but have been moved. Inside these rocks a small cloud had fallen. That little cloud could be talked to and would fly*

*up and make rain. Even the station owners would call the Marpan when they needed rain to grow feed for their stock. The clouds above and rocks below are connected by the little cloud that fell. The cloud rocks sat in the river".*

LandCorp is facilitating discussions with the Niyaparli and Martu peoples to provide relevant artwork and interpretation that speaks specifically for Newman Country as part of the Newman Town Centre revitalisation. The significance of this opportunity is that it reunites traditional cultural management stories that were handed from Traditional Owners, the Niyaparli, to Traditional Custodians, the Martu, at the time of people being dispersed through Country.

*"In this country, Niyaparli are the Traditional Owners and Martu are the Traditional Custodians. When the Martu people arrived on this Country due to being displaced from their land, the Niyaparli people, being smaller in number, passed custodianship of parts of their country to the Martu people in a formal gesture... A part of this gesture involved Niyaparli passing on stories*

*relating to the country that Martu would now be custodians of".*

Public Art and Design Facilitator Lynette Wallworth.

The initial public art intervention is from the first peoples, the Traditional Owners and Custodians of Newman, Niyaparli and Martu respectfully. An Art Workshop held from 19 July to 24 July 2015 captured the Niyaparli cloud rock story, telling of 'the magic men and women who talked to the cloud rocks if rain was required'. This public piece considers the story of how local country knowledge was passed from Niyaparli to Martu for custodian, 'caring for country', purpose.

The opportunity had been sensitively initiated through a meeting with the 'Old Ones' with the story portrayed as a painting. The landmark meeting was documented for heritage purposes and presented for viewing on the media screen in the transformed Town Square.

The Rain Making Story will be the centre piece of the square and lead the prospect for many more local, inclusive and culturally diverse stories to follow.



## Case study continued

## Newman Town Square – at a glance

**Location**

Newman is located within the Shire of East Pilbara situated on the Great Northern Highway 1,186 kilometres north of Perth and 455 kilometres south of Port Hedland. The Town Square is situated on the corner of Lee Lane and Iron Ore Parade, Newman.

**Design excellence**

The vision and civic theme for the Town Square is based on 'health and education'. The Town Square has been designed to be a flexible space that can cater to temporary civic events, art installations, travelling road shows, markets and other local community activities. It has a central stage and hard standing space for up to 500 people, and lawn with sitting space for 300 people.

**Economic health**

The Town Square has been designed to: attract key businesses and encourage diversification; support Newman Chamber of Commerce and Industry in the development of start-ups, and encourage residents to utilise local services and businesses. The built form in the Town Square includes; co-working spaces, virtual business network/platforms and e-learning, retail outlets, short-term 'popup spaces' and a commercial kitchen/food court.

**Project lifecycle phase**

Detailed planning (design development and civil works tendering).

**Community wellbeing**

An extensive community engagement program underpins the design and initiatives of the project.

The Aboriginal artwork will reinforce Nyiyaparli's ongoing connection to Newman as Traditional Owners, and will also provide an authentic 'sense of place' for the Town Square.

**Partnerships**

Key partners include the Shire of East Pilbara, the Pilbara Development Commission, the Newman Chamber of Commerce and Industry and the Newman Community.

**Innovation**

The process of producing the artwork has been recorded and made into a short film to reinforce Nyiyaparli's ongoing connection to Newman as Traditional Owners and highlight the relationship between Nyiyaparli as Traditional Owners and Martu as Traditional Custodians. The public art works are to be incorporated into the shade structures, lighting, pavement, water feature/s and within the façades of the architecture.





### 5.3.5 Economic health

We are committed to investing in, and realising the potential of land and infrastructure to support economic growth and the creation of social and economic development opportunities.



## Economic health

Social and  
economic  
development

Local employment

Business  
investment and  
growth opportunity

Infrastructure  
investment and  
delivery



## Economic development

### Commitment

We are committed to investing in and realising the potential of land and infrastructure to support economic growth and the creation of social and economic development opportunities. We realise that through our industrial and commercial land and infrastructure development we have an important role in directly maintaining and growing industry, business and employment. While our development of activity centres and residential land supports economic development indirectly by creating communities close to employment centres and transport hubs.

### Performance

#### Economic and employment land economic impacts

LandCorp has analysed the employment and economic output of several of its heavy and general industrial and commercial estates and based on this research has developed an Industrial Land Outputs Modelling Tool to estimate the employment and economic output of industrial and commercial land.

Using this model, in 2015-16, the sale of industrial and commercial lots is expected to help generate the economic benefits outlined in the below table.

Lot type	Number of lots sold and area	Number of businesses	Employment	Economic output (value of goods and services)
Low density and/or heavy/special Industrial estates	1 lot* 6,507sqm (0.65ha)	0.07	2.6	1.82m
Medium density and general industry estates	18 lots 198,016sqm (19.8ha)	55.6	416.85	194.53m
High density and service industry	36 lots 90,737sqm (9.1ha)	4.4	50.6	16.5m
<b>Total</b>	<b>55 lots (29.55ha)</b>	<b>76</b>	<b>718.2</b>	<b>\$276.92 million</b>

#### Notes:

\*One lot is likely to accommodate more than one business, but the figures are purely based on the average number of businesses per hectare of low density and/or heavy special industrial land. The table does not include regional light industrial lots sold in 2015-16, as regional light industrial estates were not included in the Industrial Land Outputs Modelling Tool.

Table 15 Economic benefits from the sale of industrial and commercial lots

LandCorp is focused on developing land for the future economic and employment growth of the State. In 2015-16 we secured a number of significant land parcels for future commercial and industrial uses including land in the Western Trade Coast, Medina, Hazelmere, Port Kennedy, and Broome. We also assisted with the development of a Royalties for Regions business case for the \$49.3 million first stage of a new agricultural and industrial precinct in Nambeelup. The development is expected to deliver up to 33,000 jobs by 2050 and new economic opportunities for the Peel region. Cabinet approved the business case in April 2016.



### Urban regeneration economic impacts

Delivery of activity centres and urban regeneration supports the State Government target for Perth and Peel to deliver 47 per cent of new dwellings via urban infill development. Importantly, this policy seeks to reduce urban sprawl, maximise the use of existing infrastructure and reduce travel times and costs.

In 2015 the WALA Act Review examined our performance in delivering urban infill land and dwellings. The Review found that from 2010 to 2015 the metropolitan land released by LandCorp created the potential for 6,500 dwellings, 66 per cent being in activity centres or infill areas. Over the five year period one in five metropolitan infill dwellings came from LandCorp land releases. It also found that, in the past eight years, 65 per cent of dwelling unit equivalents released have been in infill projects.

During 2015-16, 1,547 dwelling unit equivalents (89.6 per cent) created in the metropolitan region were via urban infill developments. Urban infill projects are defined as those within the existing urban footprint of the metropolitan area.

### Regional revitalisation economic impacts

Infrastructure and land development costs in regional Western Australia can often be significantly higher than in the metropolitan area. This can make private sector land development unviable and can restrict land supply for economic and community growth. The availability of developed land is recognised as a significant factor in enabling social and economic growth in regional areas.

The Regional Development Assistance Program (RDAP), partially funded by the State Government, enables LandCorp to develop land and make it available for residential, commercial and industrial purposes, which assists local governments to facilitate growth in areas where this would otherwise be difficult to achieve.

In 2015-16 the RDAP Program delivered 121 dwelling unit equivalents.

### Research into regional migration

Research was commissioned to assess the factors that affect migration to regional Western Australia. This work assisted the finalisation of Growth Plans for the key target Regional Centres under the Regional Centres Development Plan Phase Two. The research revealed that migrants are attracted to regional areas primarily for employment. However, it is family networks, lifestyle, services and infrastructure, cost of living and social and community connectedness which play a major role in the retention of migrants in the regions.

### Significant Infrastructure investment projects

Land development projects require standard service infrastructure delivery or upgrades and this includes power, gas, water, waste water and communications infrastructure. In some instances we are engaged specifically to deliver large infrastructure projects that are often independent of the delivery of land for residential, commercial or industrial uses. Major infrastructure projects for 2015-16 are outlined on the following page.







In **Karratha**, throughout 2015-16, work continued on the delivery of the Town Centre revitalisation works and in June 2016 we completed the earthworks and civil engineering works for the new Karratha Hospital, funded with \$35 million of Royalties for Regions funding.

In April 2016 we completed Stage 1 of the **Karratha Quarter** which includes a four storey commercial/retail building, a four storey decked car park, 46 apartments and public open space. The project has delivered 5,900 square metres commercial/retail space, and of this 1,020 square metres is for retail/food and beverage. The Quarter will also provide new accommodation for a number of businesses and agencies located in the area. The Quarter is a project funded with \$63 million of Royalty for Regions funding and supported by \$9 million from LandCorp.

In **South Hedland**, LandCorp has continued its work on the Town Centre revitalisation, delivering \$7.5 million of Royalties for Regions funded landscaping works. In July 2015 we handed over Stage 2 landscaping to the Town of Port Hedland and in August 2015 we completed landscaping works for Stages 1A and 3.

In **Newman** work continued on the \$7 million Royalties for Regions funded revitalization of the Town Square. In 2015-16 LandCorp worked on finalising the Town Square designs, community engagement and tendering for the required earthworks, civil works and construction. Town Square works are scheduled to begin in July 2016.

In **Bunbury** as part of the Koombana North project LandCorp has been delivering a further 3,500 square metres of landscaped public open space containing gardens, seating and walkways that link in with the Koombana Bay foreshore and Leschenault Inlet. The project works will be completed in July 2016.

While in progress, infrastructure works may negatively impact some local businesses by temporarily relocating parking and making it more difficult for the community to access the businesses. However, when complete the works will positively impact the community and the local economy significantly by upgrading power, water and other infrastructure, improving traffic flows and parking, beautifying the streetscapes and town centres and providing additional new community facilities.



## Case study



### Enterprise Park, Wangara – economic development

Enterprise Park was completed in 2015, five years ahead of schedule. The estate was commissioned to address the regional imbalance of industrial land in the 1980's and to enable us to respond to the lack of employment opportunities and industrial sites in Perth's growing northern corridor.

Enterprise Park's substantial, positive economic outcomes validate our foresight in establishing the project when we did. From the outset, in the 1980's, the project had a clear purpose and long-term vision – to service a growing community for the decades that followed.

Today the estate's 182 hectares of developed industrial land hosts more than 250 businesses. Since its inception it has delivered more than 10,000 local jobs.

Prior to the development, a 1976 census showed that only 11 per cent of the City of Wanneroo's 55,000 residents

were employed locally – a very low figure which the project aimed to address. Today close to 40 per cent of the City's employed residents work locally.

The social benefits of local employment opportunities are clear. An area which was once seen as being 'too far north' is now a thriving community. The success of the estate prompted further residential developments, with residents attracted to extensions and improvements to associated transport infrastructure, and the presence of established amenities and employment opportunities in their local community.

Overall, this project has supported the State through the generation of more than \$37 billion in economic contribution over the life of the development, this from an initial infrastructure investment of \$213 million.

An estimated 5 million cubic metres of sand was extracted from Enterprise Park and recycled for reuse in the local building supplies market – helping to satisfy the high

demand for good quality sand within the construction industry.

The main and local drainage systems at Enterprise Park, as well as a fully contained sewerage system, had been designed to protect the groundwater reserves, while also being considerate of wildlife in the area. An extensive landscaping program also resulted in the retention of local birdlife.

Enterprise Park was also the first industrial project in WA to introduce formal design guidelines implemented through development checklists, which provided a user-friendly set of planning criteria to ensure a consistent, high standard of built form which is energy, water and resource efficient.

The long term view undertaken by LandCorp was recognised in June 2016, when Enterprise Park won the National Property Council of Australia Best Business or Industrial Park Award. The project was recognised for the efficient use of capital in a new or refurbished industrial park development.



## Case study continued

## Enterprise Park Wangara – at a glance

**Location**

Wangara is approximately 20 kilometres from Perth, in the City of Wanneroo.

**Awards**

Enterprise Park, Wangara won the National Property Council of Australia 2016 award for the category of Best Business or Industrial Park.

**Community wellbeing**

40 per cent of City of Wanneroo residents are employed locally.

Estate prompted further residential developments and community amenity.

**Developed area**

182 hectares.

**Economic health**

More than 250 businesses operate from Enterprise Park.

Delivered more than 10,000 local jobs. Generated more than \$37 billion in economic contribution.

**Design excellence**

The first industrial project to introduce design guidelines to ensure a high standard of development.

**Project lifecycle phase**

Completed 2015.

**Environmental responsibility**

Recycled sand extracted from the estate for reuse in the local building supplies market.

Design guidelines supported the construction of buildings which were energy, water and resource efficient.

## 5.4 Market leadership and innovation

### At a glance

#### Purpose

We endeavour to demonstrate innovation in the land development industry, providing leadership in overcoming common challenges, introducing efficiencies and achieving development and policy goals in new ways. We focus on derisking and demonstrating ideas and technology that can be replicated by Government and the private sector to accelerate positive change within the industry.

#### Material issues – focus areas for results

- Demonstration and innovation in projects
- Industry assessment and accreditation tools

#### Performance highlights

- Eight innovation projects currently in a delivery phase
- Five projects have a current industry tool accreditation
- At the 2015 Urban Development Institute of Australia's WA Awards for Excellence: The Primary, Coolbellup won the residential development under 250 lots; Perry Lakes won the Sustainable Urban Development category, and Baynton West Karratha won the Residential Development over 250 lots category
- WGV at White Gum Valley has received three prestigious Planning Institute of Australia awards for excellence: Best Planning Ideas – Small Project (WA Nov 2015), Best Planning Ideas – Small Project (National 2016); and the Planning Minister's Award (WA Nov 2015)
- Enterprise Park, Wangara won the National Property Council of Australia 2016 award for the category of Best Business and Industrial Park
- As part of the Corporate Register Reporting Award's (CRRRA) 2016, our 2013-14 Sustainability Report won the CRRRA award for Best First Time Report





## Innovation through Demonstration projects

### Commitment

We seek to demonstrate innovation in the land development industry in order to provide leadership in overcoming development challenges, achieve development and Government policy goals in new ways and to introduce efficiencies and sustainability initiatives. Our focus is on the practical implementation of new ideas for infrastructure delivery, efficient resource use, design and built form, affordability and community or economic development.

### Performance

In 2015-16 this program was strengthened with the establishment of an innovation fund. The innovation fund was introduced to encourage the generation or identification of new ideas, and to support their implementation at one of LandCorp's projects. The fund is specifically targeted at innovation in land and infrastructure development projects and is open to all staff.

An Executive Project Control Group has also been established to approve applications and business cases for the fund, provide advice to help develop ideas and oversee the progress of innovation projects. The Executive Project Control Group meets quarterly to consider new fund applications.

Our innovation program has performed very well in 2015-16. The innovation fund process has brought additional structure to identifying and supporting innovation projects. A strong pipeline of innovation ideas are being refined and developed for approval and there is also a good pipeline of projects in various stages

of implementation. During the year we achieved a number of significant innovation project milestones and some of these received wide publicity in the Western Australian and National media.

There are three key targets for our innovation program and our performance against these is as follows:

#### 1. That there exists a strong pipeline of innovation ideas being developed for future delivery.

Our innovation project pipeline currently consists of 24 ideas that are in an idea development phase, a planning phase or a delivery phase. Eight projects are currently in a delivery phase.

#### 2. That three innovation project ideas are approved to progress to a high level business case.

During the year three new ideas have been approved to proceed to the development of a high level business case. These innovation ideas are for projects targeting affordability, new built form delivery models, and water sensitive urban precinct design.

#### 3. That at least three key milestones for the delivery of innovation projects are achieved each year.

Significant innovation project milestones achieved during the year include:

- Cool Earth – the two homes in this trial of geothermal technology for residential use reached practical completion and had the geothermal technology successfully installed in March 2016. For more information on this project see page 100.

- Gen Y Demonstration Housing Project – construction of the house began in November 2015 and is due for completion in November 2016. For more information on this project see page 61.
- Alkimos Battery Trial – the community battery was installed in November 2015 and the battery trial was launched and began in April 2016.
- Micro Grid Trial – LandCorp partnered with the Curtin University, the City of Fremantle and others to win \$900,000 in ARENA funding for a micro grid trial for our WGV at White Gum Valley project. LandCorp will contribute half the funding required for solar photovoltaics, battery and monitoring systems for the Sustainable Housing for Artists and Creatives (SHAC) apartment building.

Two innovation projects have faced some challenges in moving from planning to delivery in 2015-16.

- Work was carried out with the Housing Authority to progress a pilot of a Regional Home Ownership Scheme which would test a shared equity model and increase the home ownership options available to people on low to moderate incomes in regional Western Australia. At this stage this project has not been successful in securing Royalties for Regions funding.
- A supported independent living initiative has been delayed. More challenging market conditions have made it more difficult for the preferred builder to secure pre sales for the project. Work continues with the preferred builder to identify purchasers and deliver the project.



The Vive, Craigie.

## Case study



### Cool Earth Craigie – energy innovation

Cool Earth is an Innovation through Demonstration initiative to measure the effectiveness of geoexchange technology against traditional heating and cooling in a typical family home in Western Australia's unique environment.

Geoexchange is a form of geothermal energy which taps in to the relatively stable temperature below ground (in this case the groundwater aquifer) to use as both a heat source in winter and heat sink in summer.

Two homes have been built side by side, in The Vive Estate in Craigie – one with the geoexchange ground source heat pump system and one with standard reverse cycle air conditioning. Both homes have identical floor plans and ducting layout, and both are representative of typical homes in the Perth metropolitan area. This will allow researchers, over a two year period,

to measure the efficiency and effectiveness of the geoexchange technology compared to the conventional standard, to determine the payback period and the potential to reduce electricity peak load if geoexchange heating and cooling technology is adopted more broadly in the residential market.

The geoexchange technology is similar to normal reverse cycle air-conditioning, except instead of air it uses ground water and the earth as the 'heat sink' (to remove the heat) or as the 'heat source' (to provide the heat). Outdoor temperatures fluctuate during the year, but temperatures below ground remain relatively constant year-round at about 20°C. During the warmer months, heat is removed from the building and transferred to the ground. In winter, heat is sourced from the ground and supplied to the building.

Geoexchange systems use a lot less electricity than standard

air-conditioners. They transfer heat to and from the earth to provide a more affordable and environmentally friendly method of heating and cooling.

The Cool Earth homes are complete, with the technology installed, and data collection on temperature and energy consumption beginning mid-2016.

On 9 April 2016 LandCorp held an Open Day at the Cool Earth homes to display the geoexchange technology and its operation. Over 150 people attended the Open Day. A survey conducted on the day indicated that 93 per cent of respondents considered projects like Cool Earth to be essential in tackling environmental challenges, while 60 per cent said they were likely or very likely to adopt the technology in the future.

Both houses have been sold and monitoring of energy use will begin mid-2016.

## Case study continued

## Cool Earth Craigie – at a glance

**Location**

Situated 22 kilometres from Perth CBD, in the City of Joondalup.

**Project lifecycle phase**

Execution (sales) and end-use (research monitoring of energy performance).

**Community wellbeing**

Public Open Day with over 150 people who found out more about a sustainable living initiative.

**Partnerships**

We're working with a number of partners and sponsors to bring this project to fruition:

The ABN Group has built the two houses through Celebration Homes; GeoExchange Australia has designed the geoexchange system and provided the heat pump unit; Carbonomics has contributed to the design of the monitoring program; and The University of Western Australia will be responsible for the analysis and reporting of results.

**Economic health and Environmental responsibility**

It is hoped the future impact will be greater take up of geoexchange technology in the Western Australian residential market, lower energy consumption and lower energy infrastructure and system upgrade costs.

**Innovation**

The trial of the geoexchange technology is a world first trial of an open loop system using a ground water heat source in a residential setting.

Information about the technology, its installation and the trial results will be made available online to promote sustainable living initiatives, via: [www.landcorp.com.au/coolearth](http://www.landcorp.com.au/coolearth)

The Cool Earth trial has received national media coverage as an innovative sustainability initiative for Western Australia.





WGV at White Gum Valley  
Artist impression for illustrative purposes only.

## Case study

### **WGV at White Gum Valley – sustainability and innovation**

WGV at White Gum Valley is two hectare residential development located on the former site of the Kim Beazley School, 3km from Fremantle.

The project is a LandCorp Innovation through Demonstration project that responds to the challenges of climate change and urban development and establishes a new standard of sustainable urban regeneration for Western Australia.

As described in more detail elsewhere in this Report, the project features a number of innovation initiatives focused on sustainability including energy efficient design, the use of solar energy, battery storage and energy metering technology, the optimisation of natural water sources, water sensitive urban design and water efficiency measures.

Innovation through Demonstration projects aim to address industry or Government policy challenges,

accelerate positive industry and market change and promote replicable innovation initiatives.

WGV aims to address the need for more sustainable development and also the Government policy requirement to increase the amount of higher density infill development occurring in metropolitan Perth. Information and research on all project initiatives is open source and publically available to encourage replication in other government and private developments.

Recognition, accreditation, awards, events and other media are all crucial for WGV to be replicated and to accelerate positive changes in land development and urban living.

WGV is Western Australia's first residential project to achieve national recognition through the international sustainability initiative One Planet Living. WGV has also been recognised for exemplary water saving initiatives, earning the

Water Corporation's Waterwise Development endorsement.

WGV has also received three prestigious Planning Institute of Australia awards for excellence; Best Planning Ideas – Small Project (WA), Best Planning Ideas – Small Project (National) and the Planning Minister's Award.

WGV received significant state and national media coverage for its innovative sustainability initiatives and recently featured in the ABC Catalyst program Battery Powered Homes on 2 February 2016.

We have also had the opportunity to share the WGV story with a wide variety of private sector and government stakeholders at a number of events, including when the federal Minister for the Environment and WA Minister for Energy, visited the project to launch the Australian Renewable Energy Agency funded solar and battery storage micro grid trial on 13 April 2016.



## Case study continued

## WGV at White Gum Valley – at a glance

**Location**

Located approximately 3 kilometres east of Fremantle in White Gum Valley.

**Project area**

Total area 2 hectares project.

**Project lifecycle phase**

Execution (sales) and built form (construction).

**Partnerships**

City of Fremantle, Low Carbon Living CRC, Curtin University Sustainability Policy Institute, Water Corporation, Western Power, Access Housing, Australian Renewable Energy Agency, Solar Balance, Josh Byrne and Associates and Department of Water.

**Certification and endorsements**

First residential precinct in Australia to achieve national recognition through Bioregional's One Planet Living framework.

Recognised for exemplary water saving initiatives, earning the Water Corporation's Waterwise Development endorsement.

**Economic health**

It is anticipated the estate will deliver more than 80 new dwellings and accommodate approximately 180 residents.

**Environmental responsibility**

For more info on waste see page 72; water see 66, energy see 69.

**Awards**

Planning Institute of Australia awards for Excellence:

- Best Planning Ideas – Small Project (WA Nov 2015)
- Best Planning Ideas – Small Project (National 2016)
- Planning Minister's Award (WA Nov 2015)

**Community wellbeing**

Partnership with Access Housing to deliver Sustainable Housing for Artists and Creatives (SHAC).

**Key milestones**

Planning commenced in 2011  
Subdivision application May 2014.

Civil construction commenced November 2014.

**Design excellence**

Design guidelines set a minimum requirement for all WGV homes to reach a 7 star NatHERS rating for energy efficiency.

For more information:

<http://www.landcorp.com.au/innovation/wgv>

## Use of industry assessment and accreditation tools

### Commitment

We are committed to using third-party industry sustainability accreditation and assessment tools to guide our project planning and monitor and assess project performance. By adopting industry accreditation and assessment tools we can better evaluate and report our quantifiable positive legacy impacts using industry benchmarks.

### Performance

#### PRECINX decision making tool

PRECINX, a modelling and decision making tool, has been used during the planning and design phase of a development project to assess performance across a range of key indicators including energy, carbon, water and transport to determine their impact on affordable living. The model allows for different energy, water and transport scenarios to be modelled.

In 2015-16 the Knutsford project used the PRECINX modelling tool. This was a high level preliminary study of feasibility and order of magnitude costs to inform further discussion with the City of Fremantle on potential future development. Several scenarios were modelled at building scale and precinct scale including a One Planet Living – zero carbon scenario.

#### Industry assessment tools

Use of the following industry accreditation and assessment tools has been adopted:

- Green Building Council of Australia's (GBCA) Green Star Communities rating tool, a precinct scale tool covering five categories of Environment, Economic Prosperity, Liveability, Design, and Governance. Additional points are also available for Innovation.
- The Urban Development Institute of Australia's (UDIA) EnviroDevelopment national compliance based rating tool, consists of six elements or 'leaves' of Ecosystem, Waste, Energy, Materials, Water and Community.
- Bioregional's One Planet Living (OPL) Sustainability Framework encourages communities to live within the limits of our planet's natural resources. It is based on the premise that if everyone continued to live like the average Australian, we would need more than four planets to support the current world population. It includes the following 10 principles or aims: Zero Carbon, Zero Waste, Sustainable Water, Sustainable Materials, Sustainable Transport, Local and Sustainable Food, Land Use and Wildlife, Equity and Local Economy, Health and Happiness, and Culture and Community.

## LandCorp's use of assessment tools over the past five years

2012	2013	2014	2015	2016
		GBCA 4 Star Green Star Interiors Rating was achieved for our office refurbishment.		
	Through the Lendlease partnership, <b>Alkimos Beach</b> was first certified for EnviroDevelopment across six elements of Ecosystems, Waste, Water, Materials, Energy and Community in February 2013 - the first WA project to have been certified for all six 'leaves'.			
			<b>Alkimos Beach</b> was awarded six Star Green Star Communities rating – the first project in Australia to be awarded six stars – equivalent to World Leadership.	
Through the Satterley Property Group partnership, <b>Evermore Heights in Baldvis</b> was first certified for the Energy, Water and Community elements of EnviroDevelopment in January 2012.				
	Through the Cedar Woods and LandCorp partnership <b>Carine Rise in Carine</b> was first granted EnviroDevelopment certification in November 2013 for four elements: Ecosystems, Energy, Water and Community.			
	Through the Mirvac and LandCorp partnership <b>Mulataga in Karratha</b> was first certified for EnviroDevelopment for all six Elements in November 2013.			
			<b>WGV at White Gum Valley</b> achieved National Recognition in May 2015, and International Endorsement as a One Planet Community in November 2015 for its application of the One Planet Living framework – a first in WA, second in Australia and 11th in the world. WGV was also presented with the Water Corporation's Waterwise Development Endorsement*. For more information on WGV see the case study on page 106.	
			<b>Rockingham Industry Zone</b> was first certified with EnviroDevelopment in September 2015 for the four elements of: Ecosystems Community, Water and Energy. For more information see the case study on page 106.	

\*The benchmark for achieving Waterwise Development Endorsement is the EnviroDevelopment Water Standards 20 per cent reduction on statutory compliance, with WGV at White Gum Valley aiming for a 70 per cent reduction in mains water.

Other projects that are in the process of applying for accreditation or investigating accreditation are:

- Shenton Park has been registered for Green Star Communities targeting 5 Star. The submission is expected to be lodged in late 2016.
- Allara, Englington (partnership with the Satterley Property Group) – is targeting EnviroDevelopment standard for Waste, Energy, Ecosystems, Community and Water. The submission is expected to be lodged early 2017.
- Parkside Walk, Jolimont and Shoreline, Cockburn Coast – are investigating the use of EnviroDevelopment accreditation.





## Case study



### Rockingham Industrial Zone – an EnviroDevelopment project

Rockingham Industry Zone (RIZ) is located on the southern edge of the 4,500 hectares Western Trade Coast and caters for businesses and industries including general/heavy industrial, light industrial, service commercial, warehousing, transport and logistics, and medium-to-large fabrication works.

#### EnviroDevelopment

In November 2015, RIZ became the first industrial estate in Western Australia, the largest in Australia, and one of only three nationwide to achieve the UDIA EnviroDevelopment certification. The certification achieved four of the six elements or 'leaves' – Ecosystem, Water, Energy and Community. To maintain the certification RIZ will be re-certified on an annual basis.

The following section outlines the key initiatives underpinning the certification:

**Ecosystem** is the most rigorous element of the EnviroDevelopment certification, with proponents expected to achieve all requirements. This was achieved at RIZ by:

- Setting aside a 92 hectare conservation reserve to protect the significant environmental value of the site – Black

Cockatoos (Endangered) and Threatened Ecological Community Sedgeland in Holocene Dune Swales (TEC). The Conservation Area includes 19 hectares of the TEC (19b) in good to very good condition.

- Committing to the rehabilitation of 18 hectares of TEC within the Department of Parks and Wildlife reserve area.
- Establishing a two hectare TEC re-creation trial which hasn't previously occurred in Western Australia.

#### Water achieved by:

Potable water use reduction of 80 per cent through the requirement for lot scale water supply and efficiency plans including:

- Mandatory rainwater tanks connected to irrigation and toilet flushing; use of drought-tolerant native species in landscaping; and use of water sub-metering for sub-leased units.
- Use of water sensitive urban design.
- Development planning includes infrastructure corridors for potential non-drinking water sourced from the waste water treatment plant for a co-located water intensive industry to use the recycled water for their processes.

**Energy** building design guidelines are expected to achieve at least 30 per cent less energy consumption compared to business as usual/statutory compliance, through the use of:

- Climate responsive layout, building orientation, ventilation and daylighting.
- Roof colours, streetscape tree planting and public open space to reduce the urban heat island effect.
- Electricity sub-metering for sub leased units.
- Energy efficient lighting for buildings and public space.

#### Community was achieved through:

- Using 'Crime Prevention through Environmental Design' principles.
- Adding dual-use paths to facilitate walking and cycling.
- Ensuring easy access to local facilities including shops, cafes, banks and post office within 1km.
- Landscaped 'amenity nodes' for visitors and workers.
- Recognition of post-European heritage sites, restoration and reuse of historic buildings, preservation of trees close to the cemetery site that have aboriginal spiritual significance.
- Using measurable employment strategy targets.



## Case study continued

## RIZ – at a glance

**Location**

Situated 40 kilometres south of Perth, and 25 kilometres south of Fremantle. All precincts fall within the City of Rockingham.

**Economic health**

Once fully developed we expect RIZ to have approximately 6,000 direct jobs and 11,000 indirect job.

**Community wellbeing**

Five landscaped community amenity nodes provided for community and employee interaction.

**Project area**

Total area of 450 hectares. So far 155 hectares has been developed.

**Environmental responsibility**

- 92 hectares conservation reserve set aside.
- Two hectares revegetated Threatened Ecological Community (TEC).
- Approximately 800 grass trees replanted in the last 2.5 years (640 in 2015-16).
- Rehabilitation includes planting 5,000 Tuart trees (Spring 2016).
- Rehabilitation of 18 hectares of TEC.
- 80 per cent potable water use reduction.
- The Element precinct includes a rebate for a minimum 4,500 litre tank provided for each lot, valued at \$3,500.
- At least 30 per cent predicted energy

**Design excellence**

Flexible lot design with lot sizes ranging from 1,800sqm to 14 hectares.

Design guidelines are in place to ensure a high standard development. Building plans require endorsement by the Estate Architect.

**Project lifecycle phase**

Execution (sales) and end-use.

**Certification**

EnviroDevelopment certification received for the following 'leaves': Ecosystem, Water, Energy and Community.

**Innovation**

RIZ includes four zones. Each zone is designed for specific industrial uses clustered in precincts to allow for the development of synergies between complementary industry types, to facilitate the exchange of materials, energy, water and/or by-products within the Industry Zone. There is also the potential for a non-drinking water source using recycled water from the Water Corporation's waste water treatment plant.

## 5.5 People

### At a glance

#### Purpose

We aspire to be recognised as an organisation which achieves its goals using an adaptive, collaborative, respectful and ethical approach. We seek to uphold the highest standards in our relationships with each other and our external stakeholders.

#### Material issues – focus areas for results

- Employee satisfaction and wellbeing
- Employee diversity
- Employee learning and development
- Office sustainability

#### Performance highlights

- 82 per cent of employees (139) were satisfied with their role
- 72 per cent of employees (122) were satisfied with their employer
- On average our staff received 19 hours of learning and development training per employee
- Received Gold recognition for the Healthy Workplace Recognition program



## Our workforce

As at 30 June 2016, we had 192 employees (permanent and limited term), a reduction from 212 employees (as at 30 June 2015). The following three tables illustrate the key characteristics of our workforce.

Workforce by contract and gender (as at 30 June 2016)			
Contract type	Total number of employees		
	Female	Male	Total
Full-time (permanent term)	66	92	158
Part-time (permanent term)	20	1	21
Full-time (limited term)	5	6	11
Part-time (limited term)	1	1	2
<b>Total</b>	<b>92</b>	<b>100</b>	<b>192</b>

Table 16 Employees by contract and gender (as of 30 June 2016)

Workforce by job classification and gender (as at 30 June 2016)			
Job classification	Total number of employees		
	Female	Male	Total
Board	1	5	6
Senior management	8	20	28
Middle management	15	37	52
Professional	31	34	65
Other	38	9	47
<b>Total</b>	<b>93</b>	<b>105</b>	<b>198</b>

Table 17 Workforce (including Board) by job classification and gender (as of 30 June 2016)





**Workforce by job classification and age group (as at 30 June 2016)**

Job classification	Total	<31	30-50	>50
Board	6	0	2	4
Senior management	28	0	13	15
Middle management	52	2	35	15
Professional	65	6	52	7
Other	46	13	23	10
<b>Total</b>	<b>197</b>	<b>21</b>	<b>125</b>	<b>51</b>

Table 18 Workforce (including Board) by job classification and age group (as of 30 June 2016)

**Superannuation contributions**

We operate in Western Australia, and as such Australian law defines superannuation contributions from employers. LandCorp adheres to these requirements.

**Collective bargaining agreements**

Union membership is optional and employees may elect to join the Community and Public Sector Union, the Union agreement for employees is: Western Australian Land Authority and CPSU Community and Public Sector Union Enterprise Agreement 2011.

Staff covered by the collective bargaining agreement	Percentage of staff by headcount	Percentage of staff by payroll
47	25%	13%

Table 19 Total employees covered by collective bargaining agreements

## Employee satisfaction and wellbeing

### Commitment

We are committed to building a culture, workplace and environment that ensures an engaged and healthy workforce. Employee satisfaction and wellbeing are critical to the successful attraction, development and retention of our workforce.

We invest in programs to enhance our staff's health and wellbeing, which are designed to provide positive outcomes for our staff and positively impact the delivery of our strategy and projects.

### Performance

#### Employee turnover and retention

During 2015-16 a voluntary staff turnover rate of 7.4 per cent (7.5 per cent in 2014-15) and staff retention rate of 92.6 per cent (92.5 per cent in 2014-15) was recorded. There was no significant change in voluntary turnover and retention was ahead of the planned target of 90 per cent. However, there was also involuntary turnover rate (dismissal and redundancies) of 5.5 per cent, taking the total turnover rate to 12.9 per cent. Our turnover and new employment hire results are outlined in table 21 and 23.

#### Total number and rate of employee turnover by age and gender (as at 30 June 2016)

Age	Number		Rate	
	Male	Female	Male	Female
Under 30	3	5	1.5%	2.5%
30-50	10	5	5%	2.5%
Over 50	1	2	0.5%	1%
<b>Total</b>	<b>14</b>	<b>12</b>	<b>7%</b>	<b>6%</b>

*Note: calculation for rate of employee turnover is number of employed terminated/average headcount for 2015-2016; voluntary and involuntary terminations were included in the calculation.*

Table 20 Total number and rate of employee turnover by age and gender (as at 30 June 2016)

Target staff retention	Staff retention rate 2015-16
90%	92.6%

Table 21 Staff retention target and performance

#### LandCorp new employment hires in 2015-16 by age and gender

Age	Number	
	Male	Female
Under 30	1	0
30-50	1	1
Over 50	1	0
<b>Total</b>	<b>3</b>	<b>1</b>

Table 22 New employment hires in 2015-16 by age and gender

#### Staff survey results

Staff surveys are undertaken through several channels including the Public Sector Commission and 'pulse' surveys typically every 24 months to gauge employee engagement and gather feedback.

We participated in the Public Sector Commission Employee Perception Survey in September 2015 to gauge perceptions across a broad range of factors relating to satisfaction and wellbeing and to benchmark LandCorp employee perceptions against other Government agencies.

All staff were sent the survey, 85 per cent of LandCorp employees (169 people) completed the survey.

The key results included 82 per cent of employees (139) being satisfied with their roles and 72 per cent of employees (122) being satisfied with their employer. 90 per cent of employees (152) stated they believed we were committed to employee health, safety and wellbeing.

Key areas of improvement included a need to build greater recognition of effort with 63 per cent (106) employees agreeing there is adequate recognition for their effort and 48 per cent (81 employees) agreeing there is adequate opportunity for career progression. Communication from the senior level of management could also be improved with 63 per cent (106) employees stating senior management communicate effectively. Results also indicated that we could improve staff awareness of the Public Interest Disclosure process.

The results of the survey were presented to the Executive General Manager group by the Public Sector Commission, with General Managers championing areas for improvement with their employees. In response, the following has occurred or is planned:

- To improve staff awareness of the Public Interest Disclosure process re-fresher Accountable and Ethical Decision Making training has been rolled out for all employees.
- A renewed focus on workplace culture through the review of the purpose, charter, scope and approach of employee representative group, the Culture Club, to better identify how they can support employees to raise and improve the elements of workplace culture. As a result the Culture Club has increased its scope to actively seek feedback through one-on-one discussions

with employees to identify the cultural issues of most importance.

- To improve team effectiveness, team development activities are currently being scoped for the 2016-17 financial year.
- Opportunity for career progression in an agency of fewer than 200 employees, in constrained market and financial conditions will remain a challenge.

### Performance management

An end-to-end review of our performance management policy, process, materials and approach was undertaken in December 2015. The review included employee forums to understand and identify how the performance management process could better engage and motivate our employees and noted key changes to performance assessment. Recommendations to Executive were presented and agreed with the new process put in place for 2016-17. Employee briefing sessions have also been held to inform and support these changes for our people.

All employees (100 per cent) received a regular performance and career development review during 2015-16.

### Employee assistance

Employee assistance program – an external support and counselling service provided on a commercial basis by Optum to assist employees in times of distress, loss or personal problems. This is managed as part of the corporate health/wellbeing program through Human Resources. Selective career outplacement services have been provided in some cases where employees were supported in their exit from the organisation.



Pilbara Vernacular Demonstration House

### Employee wellbeing program

In early 2016, HBF announced we were ranked 12th healthiest organisation in Western Australia for our Corporate Wellness Index profile 2015. Their market insights team reviewed 45 organisations based on mental wellbeing and physical wellbeing components collated through surveys and biomedical data.

We also received Gold recognition for the Healthy Workplace recognition program in February 2016. This recognition program was developed in partnership with Unions Western Australia and Chamber of Commerce and Industry Western Australia. It aims to recognise workplaces in Western Australia that are demonstrating leadership in the area of workplace health and wellbeing.



### Gold Recognition

Organisations that have demonstrated excellence in workplace health and wellbeing

Our performance against our wellbeing measures are shown below.

Wellbeing measures	2015-16 actual
Number of staff who opted to complete HBF internal wellness survey	140
Number of staff who opted to access health checks	116
Number of staff who opted to access skin cancer checks	50
Number of staff who accessed the fitness subsidy which seeks to encourage regular physical activity	129
Number of adjustable standing work stations	12
Number of teams participating in corporate sports	6
Number of health and wellbeing events	10
Number of staff electing to take the flu shot	60

Table 23 Wellbeing measures and performance

In June 2015, 20 staff took part in a six month 'Internal Exercise Tracker Study' wellness trial wearing movement bands. The participants had health and fitness tests three times over the six month period as well as attending monthly goal setting meetings. They all shared their progress on the interactive portal. After six months average group blood pressure decreased; average group resting heart rate reduced significantly; average group flexibility increased significantly, and cardiovascular fitness also increased.

Other significant results from the trial were:

- participants averaged 10,500 steps throughout the trial - up from an average of 6,500 steps pre-trial;
- 94 per cent of participants thought that the movement bands made them move more;
- 94 per cent of participants thought that the trial and device made a positive impact on their health;
- 84 per cent of participants thought that the trial and device made a positive impact on their work.

Our goal for 2016-17 is to get over 60 per cent of staff involved in an internal wellness program called 'Get on Track', which works on the same principles as the above trial.





### Workplace giving

Fundraising efforts during 2015-16 included a Work Place Giving program which consisted of fortnightly voluntary salary deductions comprising \$15,124. The initiative highlights the generosity of staff with 27 per cent (29 per cent in 2014-15) of staff involved in the program (well above the Western Australian average of 16 per cent). The recipient charity is selected on a calendar year basis resulting in two beneficiaries during 2015-16.

From July 2015 to December 2015 our workplace giving salary deductions resulted in \$8,191 being donated to Dreamfit Foundation. Dreamfit is a locally-based, not-for-profit 'grassroots' organisation specialising in 'making dreams possible' for people with disabilities. They do this by designing and building custom equipment to overcome the physical limitations

faced by children and adults with disabilities, enabling them to participate in activities that simply would not be possible otherwise. The funds raised were used by Dreamfit to undertake the research and development work necessary to mass produce what is currently a prototype bungee trampoline to improve muscle tone and coordination for those children confined to wheelchairs.

From January to June 2016 workplace giving salary deductions and 'casual for a cause' donations totalled \$7,173 which was donated to Valued Independent People (VIP). VIP is a locally based not-for-profit organisation that provides support and services to people with significant intellectual and physical disability and their families. The majority of individuals at VIP are unable to communicate verbally or effectively and require assistance to

meet all aspects of their personal care, 55 per cent are in wheelchairs. The funds being raised are to assist VIP with providing adult respite opportunities for individuals with high support needs to give their families a break, and for the purchase of a hoist.



## Employee diversity

### Commitment

We believe that diversity in terms of skills, experience and knowledge as well as culture and social background adds value to the workplace. Promoting diversity ensures we optimise and respect the diverse backgrounds, skills, talents and perspectives of our entire workforce. It can contribute positively to employee engagement, organisational effectiveness and our customer and stakeholder relationships.

### Performance

#### Diversity targets

Diversity targets have been defined and incorporated into Equal Employment Opportunity Management and Reconciliation Action Plans with specific focus on employment of Indigenous Australians, people with disabilities and females in senior roles. We continue to build relationships with several diversity-focused recruitment and support groups to actively seek diversity candidates. We also actively manage and partner with disability support groups to determine the needs and approaches to best support and retain diversity candidates in the workplace.

We have experienced challenges in reaching our diversity targets since June 2015. With tighter fiscal conditions, reduced recruitment activity impacted by the State Government recruitment freeze and a focus towards consolidating or reducing overall headcount, the ability to meet diversity targets has been limited.

	Target	Actual at June 2016	Actual at June 2015	Actual at June 2014
Woman in management*	32.5%	32.5%	32.1%	25.8%
Aboriginal Australians	3.0%	1.6%	1.9%	1.4%
People with disabilities	3.0%	2.1%	4.2%	3.1%

\*Woman in management is the percentage of females in the senior leadership group

Table 24 Diversity targets and performance

#### Gender equality

We are committed to ensuring that all human resource processes are free from discrimination on gender basis. Women and men are paid similar amounts for similar level work on average. We are attempting to recruit more females into project development and leadership positions.

#### Female salaries as a percentage of male salaries by job classification

Job value level	as of 30 June 2016 (%)	as of 30 June 2015 (%)	as of 30 June 2014 (%)
Above level 8	Positions are individually classified and therefore not comparable		
Level 8	98	99	99
Level 7	94	95	91
Level 6	100	97	97
Level 5	99	101	102
Level 1-4	101	99	104

Note: Using Full Time Equivalent salary

Table 25 Female salaries as a percentage of male salaries by job classification

#### Cultural awareness

Mandatory cultural awareness training has been set for employees on a regular basis. As at 30 June 2016, 98.5 per cent of staff had been trained in cultural awareness.

## Employee learning and development

### Commitment

We are committed to a program of learning and development to enable the continual professional growth of our people. This enables us to meet both current and future skill requirements for business operations as well as enhancing the personal and professional development of our people.

### Performance

#### Learning and development framework

A centralised learning framework brings together all learning activities including external learning and development and internal e-learning courses into a learning management system. Learning and development is also supported by a study assistance program supporting employees who undertake advanced level development including tertiary or post graduate study. Career and professional development discussions occur at least twice yearly as part of the performance management process.

On average our employees received 18.7 hours of training during 2015-16, this is down from 2014-15 where staff had on average 28.72 hours of training.

Job classification	Male (average training hours)	Female (average training hours)	Total (average training hours)
Senior management	19	24	21
Middle management	15	24	20
Professional	14	16	15
Other	28	11	20
<b>Total average</b>	<b>19</b>	<b>19</b>	<b>19</b>

Table 26 average hours of training per year per employee (per employee category and gender)

We aim to maintain the learning and development budget at 2 per cent of payroll, despite tightening fiscal conditions.

Target	2015-16 result
2%	2%

Table 27 Percentage expenditure on staff training target and performance

#### Accountable and Ethical Decision Making training

Accountable and Ethical Decision Making is provided as externally delivered training with 100 per cent of employees receiving re-fresher training during 2015-16.

Target	Percentage of staff that have completed Accountable and Ethical Decision Making re-fresher training during 2015-16
100%	98.5%

Table 28 Percentage of staff that have completed Accountable and Ethical Decision Making re-fresher training during 2015-16

### Building the knowledge and skills of people managers

In April 2016 a development assessment of the skills and knowledge of all people managers was conducted. Each people manager was provided with a detailed assessment report outlining their strengths, recommended development priorities and the most appropriate learning approach. The assessment reports will be used throughout 2016 to build the knowledge and skills of people managers in priority areas.

### Graduate program

An internal graduate program is in place to support and develop project management skills and experience. In 2015-16, LandCorp continued the graduate employment program for one graduate, which included a rotation across the business.

## Office sustainability

### Commitment

We are committed to providing staff with environmentally friendly workplaces that are healthier and more productive. We encourage staff to adopt sustainable office practices including recycling, reducing energy and water use and using public transport.

### Performance

Our 'Office Sustainability Group' continues to champion energy efficiency, recycling, and sustainable transport behaviours. The Perth office refurbishment to 4 star Green Star Office Interiors standard resulted in a step-change improvement in office waste recycling and energy and water efficiency. The focus of this group has turned to maintaining good recycling and energy management practices and to increasing the awareness of the sustainability related behaviours.

The total energy consumed by Head Office tenancy (2,761 square metres) was 182,204.64 in 2015-16 (261,972kWH in 2014-15). This was 100 per cent electricity used for office lighting and power and does not include building services such as air conditioning and lifts which is provided by the base building. We believe the decrease in energy use is due to decommissioning our server room to an off-site location.

We do not capture data for scope 1 (direct) emissions other than through its car fleet management. The total emissions (scope 1 and 3) from petrol and diesel fuel use associated with passenger and pool car fleet for the reporting period 2015-16 was 125.48tCO<sub>2</sub>-e.

Recycling bins are in the kitchens on each of the head office floors. Office recycling collected during 2015-16 totalled 10.66 tonnes (10.08 tonnes in 2014-15; 10.9 tonnes in 2013-14).







## 5.6 Corporate governance

### At a glance

#### Our purpose

We support good corporate governance and ethical conduct and decision making. This is important because we are here to serve the needs of the community and a strong corporate governance and integrity framework is critical to maintaining the confidence of both our shareholder and the broader community.

#### Material issues – focus areas for results

- Governance
- Risk management
- Occupational safety and health

#### Performance highlights

- Accountable and Ethical Decision Making re-fresher training was completed by 98.5 per cent of employees
- 100 per cent of staff have completed online occupational safety and health online induction with assessment
- 100 per cent of managers trained in occupational safety, health and injury management responsibilities

## Corporate governance

### Commitment

Corporate governance has been at the very core of the LandCorp Board's deliberations since the establishment of the organisation in 1992.

The current Board of directors is committed to the highest standards of corporate governance and uses a range of benchmarks to guide its practices, including the *Public Sector Management Act 1994* and the Principles of Good Corporate Governance as determined by the Australian Stock Exchange (ASX) (to the extent they can be applied to the organisation).

Corporate governance is the system and processes adopted to direct and manage business and affairs.

A comprehensive system of governance practices, developed over many years, ensures, at a minimum, standards set out in the *Western Australian Land Authority Act 1992* and the *Statutory Corporations (Liability of Directors) Act 1996* are achieved.

The Board of directors and staff are focused on, and committed to, good corporate governance.

The Minister for Lands has portfolio responsibility for LandCorp.

The legislation sets the foundation for the corporate governance framework and structure to be given effect by the Board of directors, and defines reporting requirements.

The Western Australian Auditor General conducts annual audits of LandCorp.

LandCorp's Annual Report includes detailed performance information on our corporate governance.



## Risk management

### Commitment

Our approach to risk management is underpinned by our corporate values and culture. We encourage all staff to acknowledge, recognise and manage risks correctly to ensure the strategic objectives of the business are met. Everyone has a responsibility to be aware of the risks related to their activities and to be accountable for ensuring those risks are effectively managed.

### Performance

A Risk Management Framework has been developed which outlines the methodology, approach and responsibility for the effective management and oversight of risk within our business. The Framework is aligned to *ISO 31000:2009 Risk Management Principles and Guidelines*, the international standard for risk management and provides a consistent approach to the recognition, measurement and evaluation of risks across our business. It also supports Executive Management and the Board in meeting their corporate governance responsibilities.

The primary focus of the risk management governance structure and internal control systems is to identify, assess and mitigate material business risks with the aim of enhancing value to our shareholder and protecting assets.

Risk management assessments at LandCorp are carried out at three levels: strategic, operational and project. Our risk assessment system cascades from the strategic plan through to operational and project plans and is integrated into key performance indicators and individual performance plans.

Political, economic, stakeholder and regulatory legislative factors are considered when assessing strategic risks, while corporate objectives and organisational structures are considered for operational and corporate risk analysis. Strategic risks are considered 'high level' and are associated with achieving corporate objectives and threats to the long term sustainability of the business. Operational risks impact LandCorp as a whole and are associated with threats to our overall business plan and business functions.

All projects have a lifecycle from initiation through to planning, contracting, design, construction and sales and require risk identification and management to ensure successful completion. Our Corporate Risk Register contains all strategic and operational risks, while project risks are contained within Clarity our project management system. Project risks are reviewed and if common themes arise, these are escalated to the Operational Risk Register.

Another key ingredient in having a positive and proactive risk culture is having a well-defined organisational risk appetite which in turn drives behaviours and outcomes. As a general rule, LandCorp has a 'low' risk appetite, with exception in areas of safety and health, fraud, corruption, misconduct and willful breaches of confidentiality, where risk appetite is 'zero'. Only in specific areas is 'moderate' risk tolerated, and this is subject to a full understanding of the potential benefits and risks, the required authorisation being obtained and effective controls being fully in place. There is no appetite for 'high' risks anywhere within LandCorp. This approach was reviewed and agreed in 2016.

The LandCorp Board has delegated the responsibility for oversight of risk management to the Audit and Risk Management Committee. The role of the Committee is to assist the Board in its oversight responsibilities related to financial management and reporting, external audit, internal audit and risk management of LandCorp. The Committee monitors enterprise risk management activity incorporating its impact on mitigating material risks to the business through oversight of the Corporate Risk Register (tabled four times a year to the Committee and bi-annually to the Board) and the Risk Management Framework (tabled as required to the Committee). Quarterly risk dashboards are also provided to the Committee and Board to advise of any changes.



## Occupational safety and health

### Commitment

The safety and health of staff is essential to the success and sustainability of our business. We are committed to promoting a workplace culture where health and safety are fundamental aspects of our day-to-day business practice. Our commitment is underpinned by safety obligations within the *Occupational Safety and Health Act 1984 (WA)*.

### Performance

Over the last four years, a vastly improved safety culture has been created at LandCorp through greater consultation and communication on Occupational, Safety and Health (OSH) matters, as well as substantially improved systems and processes. The introduction of compulsory online inductions for all staff and compulsory OSH workshops for new employees, along with our online safety compliance software MYOSH, culminated with LandCorp being awarded a Silver Worksafe accreditation in late 2014 and Gold Worksafe accreditation in mid-2015. LandCorp will be applying for Platinum Worksafe accreditation in 2016, which is the highest level an organisation can achieve.

We have always insisted on strong safety systems and compliance from our contractors. In 2016, LandCorp confidently engaged with contractors knowing that it upheld the same commitment to safety and health that is expected of contractors.

### Occupational safety and health orientation

An orientation process which encompasses OSH matters is in place. Employees must all undertake compulsory OSH training and pass an assessment at completion. Contractors are provided with an

overview of policy and procedures, which outline our commitment to the safety, health and wellbeing of all personnel. In 2015-16, 100 per cent of staff had completed the online occupational safety and health online induction with assessment.

### Occupational Safety and Health Committee

We encourage employees to discuss OSH issues with the OSH Manager for consideration and remediation if required. The Occupational Safety and Health Committee meets quarterly to discuss health and safety issues. It consists of representatives from all divisions as well as managers and a general manager.

Ten per cent of our total workforce is represented on the formal joint management-worker Health and Safety Committee. The Committee meet quarterly and is made up of staff from all divisions and levels. Committee members commit to a 12-month minimum tenure before nominating a new member. The Committee meetings provide a planned forum for proactive discussion on health and safety matters across the organisation providing a systematic way for dealing with any issues.

### Statement of compliance to injury management

A commitment is in place to provide injury management support to all workers who sustain a work related injury or illness with a focus on safe and early return to meaningful work and in accordance with the *Worker's Compensation and Injury Management Act 1981*.



## Occupational Safety and Health Management Systems

An occupational safety and health management system is monitored and audited on a cyclical basis. Internal audits reviewed the system process in December 2012 and again in May 2014. Practices and systems were reviewed in July 2014 and June 2015 by WorkSafe auditors.

A procedures manual contains comprehensive occupational safety and health processes for use by all operational staff who must comply with company policy and ensure our staff and contractors implement health and safety management practices for all site-based and external projects.

Incidents are reported to management within 24 hours and escalated in accordance with risk categories. Safety reports are reviewed by Executive monthly and the operational division managers group weekly. The Board receives regular updates and immediate notification of all category five (major and catastrophic) incidents.

We operate within the guidance of *AS/NZS 4801:2001 Occupational Health and Safety Management Systems* and hold a Gold Worksafe accreditation. The WorkSafe accreditation is administered by the Department of Commerce, WorkSafe Division, and is specifically for organisations under the jurisdiction of Western Australian safety and health legislation. Gold certificates are only awarded to organisations demonstrating excellent progress towards a best practice approach to safety and health management.

## OSH Performance

The following table outlines our performance against key OSH measures.

Key measures	2015-16 Target	2015-16 Actual	2014-15	2013-14	2012-13
Number of fatalities	0	0	0	0	0
Lost time injury and/or disease incidence rate	0	0	0	0	0
Lost time injury and/or disease severity rate	0	0	0	0	0
Percentage of injured workers returned to work:					
(i) within 13 weeks	0	0	0	0%	0%
(ii) within 26 weeks	0	0	0	0%	0%
Percentage of project-related personnel that hold a Construction Induction Card (White Card)	100%	100%	100%	100%	100%
Percentage of total workforce represented on the formal joint management-worker health and safety committee	9%	9.75%	9%	8.5%	7.5%

*Note: Minor first-aid injuries have not been included.*

Table 29 Performance against key OSH measures





### Occupational Safety and Health training

The following table outlines our performance against key OSH training measures.

Key measures	2015-16 Target	2015-16 Actual	2014-15	2013-14	2012-13
Percentage of staff who have completed online occupational safety and health online induction with assessment	100%	100%	100%	100%	N/A
Percentage of managers trained in occupational safety, health and injury management responsibilities	100%	100%	100%	100%	50%

Table 30 Performance against OSH training measures

Development managers were also provided with more in-depth training to enable them to fulfil their roles. In 2016, development managers all attended compulsory internal OSH training workshops. These workshops were designed to fulfil a commitment to continuously improve OSH performance.

# GRI Content Index



The Global Reporting Initiative (GRI) is an international non-profit organisation that pioneered and developed a globally adopted sustainability reporting framework.

We have chosen to develop our Sustainability Report using the GRI G4 Guidelines ('in accordance' – core) to report on our social, environmental and economic performance. This report has been produced using the G4 Sustainability Reporting Guidelines and the Construction and Real Estate Sector Supplement.

LandCorp has not undertaken assurance for the non-financial information within this report. Once we have an improved process and system in place for capturing information we will seek external assurance for our sustainability performance.

General standard disclosures		
Standard Disclosure	Page number or link	External assurance
<b>Strategy and analysis</b>		
G4-1	Leadership message p. 6-7	-
<b>Organisational profile</b>		
G4-3	Welcome p. 4-5	-
G4-4	Welcome p. 4-5	-
G4-5	Projects across Western Australia (map) p. 9	-
G4-6	Welcome p. 4-5	-
G4-7	Welcome p. 4-5	-
G4-8	Welcome p. 4-5; Strategy p. 20-22; Stakeholders p. 23-26; Delivering land for residential and industrial uses p. 37-42	-
G4-9	People p. 108; Integrated project delivery p. 36-48; Financial performance p. 43-45	-
G4-10	People p. 108-117	-
G4-11	Collective bargaining agreements p. 110	-
G4-12	Value chain p. 31-34	-
G4-13	No significant changes	-
G4-14	Climate change p. 64	-
G4-15	Supporting Government Policy p. 46-47; Use of industry assessment and accreditation tools p. 104-105	-
G4-16	Stakeholders - universities, research institutes and peak bodies p. 25	-
<b>Identified material aspects and boundaries</b>		
G4-17	Annual Report 2015-16 <a href="http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/">http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/</a>	-
G4-18	Welcome p. 4-5; Approach to materiality p. 27-30	-
G4-19	Approach to materiality p. 27-30; Materiality map p. 30	-
G4-20	Approach to materiality p. 27-30; Materiality map p.30; Value chain p. 31-34; Information on each material issue is defined thorough out the report and on LandCorp's website	-
G4-21	Approach to materiality p. 27-30; Materiality map p. 30; Value chain p. 31-34; Information on each material issue is defined thorough out the report and on LandCorp's website	-
G4-22	No restatements	-
G4-23	No significant changes	-
<b>Stakeholder engagement</b>		
G4-24	Stakeholders p. 23-26	-
G4-25	Stakeholders p. 23-26	-
G4-26	Stakeholders p. 23-26	-
G4-27	Ministerial review - Western Australian Land Authority Act p. 18-19; Stakeholders p. 23-26; Approach to materiality p. 27-30; Community engagement p. 74-76	-

General standard disclosures					
Standard Disclosure	Page number or link				External assurance
Report profile					
G4-28	About this report p. 4				-
G4-29	About this report p. 4				-
G4-30	About this report p. 4				-
G4-31	Feedback or questions on our Annual Report p. 130				-
G4-32	About this report p. 4; GRI Content Index p. 123-128				-
G4-33	GRI Content Index p. 123-128				-
Governance					
G4-34	Corporate governance p. 118-122; Annual Report 2015-16 Corporate Governance Report and Directors' Report <a href="http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/">http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/</a>				-
Ethics and integrity					
G4-56	Our values p. 13; Corporate governance p. 118-122; Annual Report 2015-16 Corporate Governance Report and Directors' Report <a href="http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/">http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/</a>				-
Specific standard disclosures					
Standard Disclosure	Page number or link	Identified omissions	Reason(s) for omissions	Explanation for omissions(s)	External assurance
Category: Economic					
Aspect: Economic performance					
G4-DMA	Approach to materiality p. 27-30; Financial performance p. 43-45				-
G4-EC1	Financial performance p. 43-45				-
G4-EC2	Climate change p. 64; Climate change management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Climate-Change-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Climate-Change-LandCorp.pdf</a>				-
G4-EC3	Superannuation contributions p. 110				-
G4-EC4	Financial performance p. 43-45				-
Aspect: Market presence					
G4-DMA	Approach to materiality p. 27-30; Delivering land for residential and industrial uses p. 37-42				-
G4-EC6	All LandCorp staff are from the local Western Australian community.				-
Aspect: Indirect economic impacts					
G4-DMA	Approach to materiality p. 27-30; Economic Health p. 92-97; Economic development management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Economic-Development-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Economic-Development-LandCorp.pdf</a>				-
G4-EC7 + CRESS COMM	Economic Health p. 92-97				-
G4-EC8	Economic Health p. 92-97; Economic development management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Economic-Development-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Economic-Development-LandCorp.pdf</a>				-
Aspect: Procurement practices					
G4-DMA	Approach to materiality p. 27-30; Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-
G4-EC9	Supply chain sustainability - Procuring locally p. 54				-
Category: Environmental					
Aspect: Energy					
G4-DMA	Approach to materiality p. 27-30; Energy p. 67-69; Energy management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Energy-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Energy-LandCorp.pdf</a>				-
G4-EN3	Office sustainability p. 117	Energy consumption within the organisation not fully reported	The information is currently unavailable	Currently information is only collected for LandCorp's head office tenancy	-
G4-EN4	Energy p. 67-69	Energy consumption outside the organisation not fully reported	The information is currently unavailable	Currently information is not readily available or collected for all LandCorp's development projects	-

## Specific standard disclosures

Standard Disclosure	Page number or link	Identified omissions	Reason(s) for omissions	Explanation for omissions(s)	External assurance
<b>Aspect: Water</b>					
G4-DMA	Approach to materiality p. 27-30; Water p. 66; Water management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Water-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Water-LandCorp.pdf</a>				-
G4-EN8	Water p. 66	Total water withdrawal by source data not reported.	This information is currently unavailable.	Currently information is not collected at a corporate level across all of our projects for total water withdrawal by source.	-
G4-EN9	Water p. 66	Water sources significantly affected by withdrawal of water data not reported.	This information is currently unavailable.	Currently information is not readily available or collected across all of our projects for water sources significantly affected by withdrawal of water. Groundwater extraction is not generally required to be metered in WA. Groundwater use in construction is limited to dust suppression during civil works which is short term and not considered to be a significant material impact on groundwater resources.	-
<b>Aspect: Biodiversity</b>					
G4-DMA	Approach to materiality p. 27-30; Biodiversity p. 64-65; Biodiversity management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Biodiversity-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Biodiversity-LandCorp.pdf</a>				-
G4-EN13	Biodiversity p. 64-65				-
G4-EN14	Biodiversity p. 64-65				-
<b>Aspect: Emissions</b>					
G4-DMA	Approach to materiality p. 27-30; Energy p. 67-69; Energy management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Energy-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Energy-LandCorp.pdf</a>				-
G4-EN15	Office sustainability p. 117	Direct greenhouse gas emissions (scope 1) not fully reported	This information is currently unavailable.	Currently information is only available or collected for LandCorp's Head Office tenancy and car fleet	-
G4-EN16	Energy p. 67-69	Energy indirect greenhouse gas emissions (scope 2) not fully reported	This information is currently unavailable.	Currently information is not readily available or collected across all development projects.	-
<b>Aspect: Effluents and waste</b>					
G4-DMA	Approach to materiality p. 27-30; Waste p. 70-72; Waste management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Waste-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Waste-LandCorp.pdf</a>				-
G4-EN22	Waste p. 70-72				-
G4-EN23	Waste p. 70-72	Total weight of waste by type and disposal method not fully reported for LandCorp's office or development projects	Some information is currently unavailable	Currently information is not readily available or collected across all of our projects for total weight of waste by type and disposal method. Information is provided for asbestos contaminated soil waste. Future project Waste Management Strategies will address this gap with project demolition and construction waste and recycling targets to capture information.	-
G4-EN24	No significant spills.				-
G4-EN25	Waste p.71				-
G4-EN26	Waste p.71				-



<b>Aspect: Supplier environmental assessment</b>					
G4-DMA	Approach to materiality p. 27-30; Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-
G4-EN32	Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-

## Specific standard disclosures

Standard Disclosure	Page number or link	Identified omissions	Reason(s) for omissions	Explanation for omissions(s)	External assurance
<b>Aspect: Supplier environmental assessment</b>					
G4-EN33	Supply chain sustainability p. 54-55 Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>	Pre-qualification panels are in place for the following core consultant services: legal, engineering, environmental and marketing consultants, environmental auditors, and tax and GST consulting services/ accounting and financial advisory services. Preferred supplier lists are in place for the following specialised services: geotechnical engineers, landscape architects, external project managers, probity auditors, safety, surveying, sustainability, bushfire planning, stakeholder/ community engagement consultants and project risk facilitators. Registers are in place for our civil works, earthworks and landscaping contractors and planning consultants.	During 2015-16, our pre-qualified panels, lists, and registers captured over 90 per cent of LandCorp's procurement. The remaining 10 per cent involved non-typical services or small scale administrative expenditure.	LandCorp use a panel management system, and pre-qualified register to screens and manage supply chain impacts. By building panels and pre-qualified registers we seek to mitigate potential negative impacts and risks to the environment and society.	-

## Category: social

### Sub-category: Labour practices and decent work

#### Aspect: Employment

G4-DMA	Approach to materiality p. 27-30; People p. 108-117;				-
G4-LA1	People p. 111				-

#### Aspect: Occupational health and safety

G4-DMA	Approach to materiality p. 27-30; Occupational safety and health p. 120-122; Occupational safety and health management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Occupational-Safety-Health-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Occupational-Safety-Health-LandCorp.pdf</a>				-
G4-LA5	Occupational safety and health p. 121				-
G4-LA6	Occupational safety and health p. 121				-
G4-LA8	LandCorp does not have formal agreements with trade unions and contractor involvement with trade unions is at there discretion				-

#### Aspect: Training and education

G4-DMA	Approach to materiality p. 27-30; Employee learning and development p. 116-117; Employee learning and development management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Learning-Development-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Learning-Development-LandCorp.pdf</a>				-
G4-LA9	Employee learning and development p. 116				-
G4-LA10	Employee assistance p. 112				-
G4-LA11	Performance management p. 112				-

<b>Aspect: Diversity and equal opportunity</b>					
G4-DMA	Approach to materiality p. 27-30; Employee diversity p. 115; Employee diversity management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Diversity-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Diversity-LandCorp.pdf</a>				-
G4-LA12	Employee diversity p. 115				-

<b>Aspect: Equal remuneration for women and men</b>					
G4-DMA	Approach to materiality p. 27-30; Employee diversity p. 115; Employee diversity management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Diversity-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Employee-Diversity-LandCorp.pdf</a>				-
G4-LA13	Employee diversity p. 115				-

<b>Aspect: Supplier assessment for labor practices</b>					
G4-DMA	Approach to materiality p. 27-30; Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-
G4-LA14	Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-

## Specific standard disclosures

Standard Disclosure	Page number or link	Identified omissions	Reason(s) for omissions	Explanation for omissions(s)	External assurance
G4-LA15	Supply chain sustainability p. 54-55 Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>	Pre-qualification panels are in place for the following core consultant services: legal, engineering, environmental and marketing consultants, environmental auditors, and tax and GST consulting services/ accounting and financial advisory services. Preferred supplier lists are in place for the following specialised services: geotechnical engineers, landscape architects, external project managers, probity auditors, safety, surveying, sustainability, bushfire planning, stakeholder/ community engagement consultants and project risk facilitators. Registers are in place for our civil works, earthworks and landscaping contractors and planning consultants.	During 2015-16, our pre-qualified panels, lists, and registers captured over 90 per cent of LandCorp's procurement. The remaining 10 per cent involved non-typical services or small scale administrative expenditure.	LandCorp use a panel management system, and pre-qualified register to screens and manage supply chain impacts. By building panels and pre-qualified registers we seek to mitigate potential negative impacts and risks to the environment and society.	-

## Sub-category: Society

<b>Aspect: Local communities</b>					
G4-DMA	Approach to materiality p. 27-30; Community wellbeing p. 73-91; Community engagement management approach; <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Community-Engagement-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Community-Engagement-LandCorp.pdf</a> Community development management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Community-Development-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Community-Development-LandCorp.pdf</a>				-
G4-SO1 + CRESS COMM	Community engagement p. 74-78; Community development p. 79-83				-

G4-SO2 + CRESS COMM	Supply chain sustainability p. 54-55 Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>	Pre-qualification panels are in place for the following core consultant services: legal, engineering, environmental and marketing consultants, environmental auditors, and tax and GST consulting services/ accounting and financial advisory services. Preferred supplier lists are in place for the following specialised services: geotechnical engineers, landscape architects, external project managers, probity auditors, safety, surveying, sustainability, bushfire planning, stakeholder/ community engagement consultants and project risk facilitators. Registers are in place for our civil works, earthworks and landscaping contractors and planning consultants.	During 2015-16, our pre-qualified panels, lists, and registers captured over 90 per cent of LandCorp's procurement. The remaining 10 per cent involved non-typical services or small scale administrative expenditure.	LandCorp use a panel management system, and pre-qualified register to screens and manage supply chain impacts. By building panels and pre-qualified registers we seek to mitigate potential negative impacts and risks to the environment and society.	-
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## Specific standard disclosures

Standard Disclosure	Page number or link	Identified omissions	Reason(s) for omissions	Explanation for omissions(s)	External assurance
<b>Aspect: Anti-corruption</b>					
G4-DMA	Approach to materiality p. 27-30; Corporate governance p. 118-122; Annual Report 2015-16; Corporate Governance Report and Directors' Report <a href="http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/">http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/</a>				-
G4-SO3	Corporate governance p. 118-122; Annual Report 2015-16 Corporate Governance Report and Directors' Report <a href="http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/">http://www.landcorp.com.au/News/Publications/Annual-Report-2015-16/</a>				-
<b>Aspect: Supplier assessment for impacts on society</b>					
G4-DMA	Approach to materiality p. 27-30; Supply chain sustainability p. 54-55; Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>				-
G4-SO10	Supply chain sustainability p. 57-58 Supply chain sustainability management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Supply-Chain-Sustainability-LandCorp.pdf</a>	Pre-qualification panels are in place for the following core consultant services: legal, engineering, environmental and marketing consultants, environmental auditors, and tax and GST consulting services/ accounting and financial advisory services. Preferred supplier lists are in place for the following specialised services: geotechnical engineers, landscape architects, external project managers, probity auditors, safety, surveying, sustainability, bushfire planning, stakeholder/ community engagement consultants and project risk facilitators. Registers are in place for our civil works, earthworks and landscaping contractors and planning consultants.	During 2015-16, our pre-qualified panels, lists, and registers captured over 90 per cent of LandCorp's procurement. The remaining 10 per cent involved non-typical services or small scale administrative expenditure.	LandCorp use a panel management system, and pre-qualified register to screens and manage supply chain impacts. By building panels and pre-qualified registers we seek to mitigate potential negative impacts and risks to the environment and society.	-

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**Sub-category: Product responsibility****Aspect: Product and service labeling**

G4-DMA	Approach to materiality p. 27-30; Customer satisfaction p. 52-53; Customer satisfaction management approach <a href="http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Customer-Satisfaction-LandCorp.pdf">http://www.landcorp.com.au/Documents/Corporate/Sustainability-Reporting/Sustainability-Customer-Satisfaction-LandCorp.pdf</a>	-
G4-PR5	Customer satisfaction p. 52-53	-

**Sector supplement**

G4-CRE5	Land contamination and remediation p. 70	-
G4-CRE6	Occupational safety and health p. 120-122	-
G4-CRE7	Community engagement p. 74-78	-
G4-CRE8	Use of industry assessment and accreditation tools p. 104-105	-



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### Feedback or questions on our Annual Report?

We invite your feedback and queries on any aspect of our Annual Report and activities. To provide your comments or ask a question, please contact us:

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