

Corporate Business Plan 2019-23

Status update - 1 October 2020 to 31 December 2020

Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 October 2020 to 31 December 2020

At a glance...

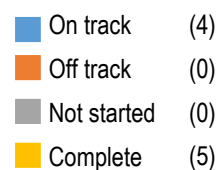
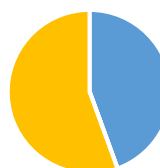


OUR COMMUNITY

Aspiration: An active and engaged community.

Strategies: C1 A strong sense of community through the provision of quality services and facilities.

C2 Accessible services that recognise diversity.

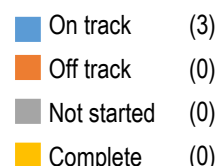
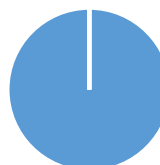


OUR NATURAL ENVIRONMENT

Aspiration: A quality and connected built environment.

Strategies: N1 Natural environment and biodiversity that are conserved and protected.

N2 A resilient community that responds to sustainability challenges.



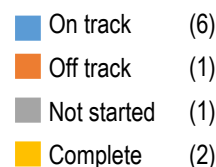
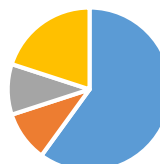
OUR BUILT ENVIRONMENT

Aspiration: An active and engaged community.

Strategies: B1 Appealing streetscapes.

B2 A connected community with sustainable and well maintained transport.

B3 Quality built environment.

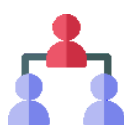
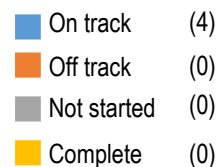
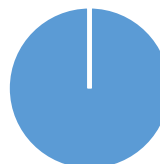


OUR LOCAL ECONOMY

Aspiration: An active and engaged community.

Strategies: E1 Support initiatives for local business.

E2 Active and engaging town and city



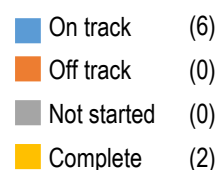
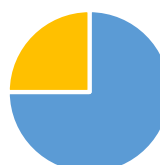
LEADERSHIP & GOVERNANCE

Aspiration: An active and engaged community.

Strategies: L1 Accountable and good governance.

L2 Proactively communicates and consults.

L3 Strong stewardship and leadership.





OUR COMMUNITY

Aspiration: An active and engaged community.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments	
			19/20	20/21	21/22	22/23			
C1 A strong sense of community through the provision of quality services and facilities.	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.	C1.1.1 Implement the approved future option for the Maylands Waterland site.	●	●	●	●	On Track	Josh Byrne and Associates have been appointed as lead project consultant. The consultant will develop detailed design and progress construction tender documentation and oversee the construction process.	
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	Report on recommended actions emanating from the Library Services Strategy document and the actions completed, underway and planned to be delivered; was provided to ELT in December 2020. This strategy is now developed and implemented and implementation updates can be provided through quarterly strategy reporting if required.	
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	In August 2020, Council resolved not to progress a community event stage.	
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	C1.2.1 Develop and implement a Community Recreation Plan.	●	●	●	●	On Track	The development of a community recreation plan is on hold until a new management contract is awarded for the management of the Morley Sport and Recreation Centre. The outcome of this process will provide scope and strategic direction to develop a long term Community Recreation Plan for the City.
			C1.2.2 Deliver and implement a youth plan.	●	●	●	●	Complete	The City's Youth Action Plan, The Platform, was adopted by Council at the OCM 3 September 2019. The Plan is now available on the City's website and was successfully launched to key external stakeholders at The RISE on 4 December 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
			C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●	Complete	The Public Health and Wellbeing Plan was completed and endorsed by Council in June 2019. It was reviewed in July 2020 and a progress report was provided to the Audit and Risk Committee in August 2020. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.



OUR COMMUNITY

Aspiration: An active and engaged community.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		C1.2.4 Develop and implement a Culture Plan.	●	●	●	●	Complete	The City's inaugural Cultural Plan 2019-2024 was adopted by Council at the OCM of 23 July 2019. The Plan was launched to the wider workforce and community in September 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
	C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	●	●	●	●	On Track	The Morley Activity Centre Plan includes a number of provisions to encourage CPTED principles.
C2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●			On Track	After consideration of the timeframe issues, Council accepted the recommendation for an interim management agreement via tender process. The EOI is expected to go to market in January 2021. Tender responses will be evaluated in February 2021 with view to transition decision by April 2021.



OUR NATURAL ENVIRONMENT

Aspiration: A green and sustainable environment.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
N1 Natural environment and biodiversity that are conserved and protected.	N1.1 Develop and implement management strategies to strengthen the resilience of the environment.	N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest.	●	●	●	●	On Track	Josh Byrne and Associates have been appointed as lead project consultant. The consultant will develop detailed design and progress construction tender documentation and oversee the construction process.
N2 A resilient community that responds to sustainability challenges.	N2.1 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	●	●	●	●	On Track	The City's Waste Plan has been submitted to the Department of Water and Environmental Regulation for review and approval. The City has been working closely with the Eastern Metropolitan Regional Council (EMRC) to procure caddy bins and liners to facilitate the March 2021 rollout of FOGO. Further investigations are being undertaken into alternate treatment options for residual waste.
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On Track	The City is continuing to provide waste education through local schools in conjunction with Cleanaway. The City is currently working with the EMRC in relation to delivering waste education to the community as a part of the FOGO rollout. Information stalls have been setup at local shopping centres and community events.



Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B1 Appealing streetscapes.	B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	●	●			Off Track	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the 2020/21 annual budget. The project will be resubmitted for consideration as part of the 2021/22 budget process. The City's newly created Major Projects team is working directly with DevelopmentWA and the Public Transport Authority in relation to Bayswater's streetscape.
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.			●		Not Started	In accordance with the Corporate Business Plan, this will commence in 2021/22.
B2 A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●	On Track	The City submitted a grant application for FY 2021/22 to fund the review of the 2014 Local Bike Plan and provision of a cycling facility along Drake Street from Evans Place to Bay View. A decision from the Department of Transport is expected in early 2021.
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●	Complete	The study was complete and endorsed by Council in 2018. Recommendation for an implementation plan to be created based on the findings from the study was requested. The Implementation Plan was approved on the 26 March 2019 Council Meeting.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On Track	Parking Management Strategies for Morley, Bayswater and Maylands have now been adopted and implementation is underway. Noranda will be undertaken following or in-conjunction with the precinct plan for the Noranda town centre, currently scheduled for 2021/22.
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On Track	Will be implemented with DevelopmentWA and PTA in the redevelopment of the Bayswater Station and the surrounding precinct. The City will seek to influence the detailed road and public realm design of these two agencies



OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B3 Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●	On Track	The Walter Road West Plan (Bedford North project) will be finalised in early 2021. The Plan will identify further preliminary actions. Funding will be sought in the 2021/22 budget process. Precinct Plans for Noranda and the Morley Train Station precinct were not funded as a part of the 2020/21 budget.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On Track	The City is working through the feedback provided by the Department of Planning. An engagement plan is being prepared and will to be presented to Council in early 2021.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM held 12 February 2020. The document has been finalised and is available on the City's website.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On Track	Work on the Council approved Bedford shopping precincts program will commence in February 2021.



OUR LOCAL ECONOMY

Aspiration: A business and employment destination.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
E1 Support initiatives for local business.	E1.1 Implement initiatives that support business growth.	E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	●	●			On Track	Destination Marketing plans are being finalised for the City town centres. City officers are currently reviewing the documents and recommendations.
E2 Active and engaging town and city centres.	E2.1 Increase public amenity in town and city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	●	●	●	●	On Track	Following adoption of the final Morley Streetscape plan in March 2020, funding for the implementation of the plan was not allocated in the City's 2020/21 budget. The project will be resubmitted for consideration as part of the 2021/22 budget process and incorporated into the Long Term Financial Plan.
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On Track	Implementation of the COVID-19 stimulus enhancements for City Town Centres is ongoing. Recently underway and completed works include: - Shade structure and other works at Bert Wright Park; - Changeable sign at Bert Wright Park; - Removal of planter boxes on Eighth Avenue; - Morley Library Pocket Park; and - Noranda Nook additional infrastructure.
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			On Track	The City is in initial stages of research and investigation. In addition to seeking external opportunities for the project, the City will liaise with other local governments to ensure best practice is achieved.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On Track	Two new software systems are currently going live, these include a new minutes and agenda software system to develop reports, pull agendas together and create minutes documents; and a new contract management system to streamline contracts management across the City. Both of these initiatives will save staff time and improve compliance.
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			Complete	Council adopted the Land Acquisition and Disposal Strategy and associated Policy at the OCM held 23 June 2020.
L2 Proactively communicates and consults.	L2.1 Communicate and engage with the community.	L2.1.1 Develop a public relations and marketing strategy, including online and social media.	●	●			On Track	A new Strategic Communications Plan and Social Media Strategy will be developed, with completion expected in June 2021.
		L2.1.2 Undertake a community perception survey every two years.		●		●	On Track	Work in preparation for the community perception survey to be undertaken in 2021 has commenced.
	L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	●	●	●	●	On Track	The City's Customer Service Charter has been revised. Training has been provided for this new document for all staff through Litmos (online training environment) and the new document has been uploaded to the City's website.
L3 Strong stewardship and leadership	L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●	On Track	Coordination of Councillor training programs is provided as required and updated upon request.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	On Track	The recent COVID-19 survey was intended to replace the annual Pulse survey, originally managed by the People, Culture and Safety Team. The questions asked as part of the survey will help to benchmark performance against the previous surveys however, this survey is just framed in the context of COVID-19. In particular, there are three common elements previously identified as areas for improvement relating to: Trust; City policies, processes and systems; and Adequate equipment and resources. High level results have been provided to staff.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.

1 October 2020 to 31 December 2020

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	Complete	During the 2020 calendar year, progress reports of identified Council endorsed strategies and plans were provided to the Audit and Risk Management Committee. To date, the progress reports have been well received by the Audit and Risk Management Committee and they are serving their purpose by raising the strategies and plans for discussion and critique at a strategic level. This process will continue as is in 2021.