

Corporate Business Plan 2019-23

Progress Report - 1 January 2021 to 31 March 2021

Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 January 2021 to 31 March 2021

At a glance...

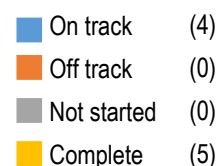
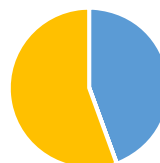


OUR COMMUNITY

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.

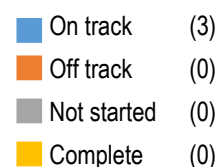
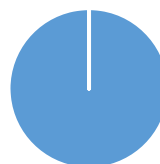


OUR NATURAL ENVIRONMENT

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.



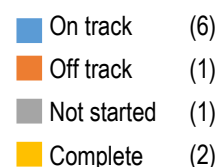
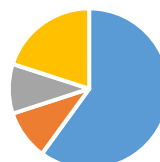
OUR BUILT ENVIRONMENT

Aspiration: An active and engaged community.

Strategies: B1 Appealing streetscapes.

B2 A connected community with sustainable and well maintained transport.

B3 Quality built environment.

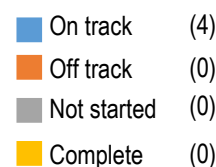
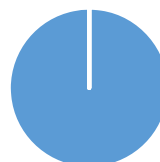


OUR LOCAL ECONOMY

Aspiration: An active and engaged community.

Strategies: E1 Support initiatives for local business.

E2 Active and engaging town and city centres.



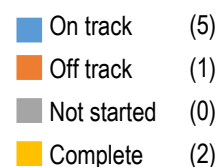
LEADERSHIP & GOVERNANCE

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 January 2021 to 31 March 2021

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	Site demolition is progressing through March and April 2021. The construction tender has been advertised, with submissions due in late April 2021.	
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	A report on the recommended actions from the Library Services Strategy, including actions that have been or will be delivered, was provided to ELT in December 2020. Supported actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.	
		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.	●	●	●	●	On Track	Community engagement was completed in March 2021 and feedback is currently being analysed before a draft is prepared. This action has been delayed by the conflicting COVID-19 priorities and the tender for a new management contract for Morley Sport and Recreation.
			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 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 operations. Outcomes will be reported annually as prescribed by action L3.1.3.
			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 operations. Outcomes will be reported annually as prescribed by action L3.1.3.



OUR COMMUNITY

Aspiration: An active and engaged community.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
	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	This action is being implemented through numerous projects as part of ongoing operations. A current example is the Bedford North Precinct Plan.
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	An update briefing was provided to the Aged Care Asset Divestment Committee at the meeting 23 March 2021.



OUR NATURAL ENVIRONMENT

Aspiration: A green and sustainable environment.

1 January 2021 to 31 March 2021

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	Branch managers have provided feedback on proposed actions. A follow-up meeting will be scheduled with the community experts prior to the action list being presented to ELT and Council.
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 FOGO collection commenced on 22 March 2021. The City and the EMRC are continuing to investigate the potential for a Household Hazardous Waste drop-off point at the City's Transfer Station.
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On Track	The City continues to provide waste education through local schools in conjunction with Cleanaway. The City is also working with the EMRC to deliver waste education as part of the FOGO rollout and to undertake a bin tagging program in May 2021, which will help the community in better understanding what can be placed in each bin.



OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.

1 January 2021 to 31 March 2021

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 FY2020/21 budget. The project will be resubmitted for consideration in the FY2021/22 budget. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with Development WA and the Public Transport Authority.
		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 action plan for 2021 is complete. The City is awaiting grant funding and guidelines following a successful application for grant funding from the Department of Transport to commence a review of the Bike Plan. Provision has been made in the draft FY2021/22 budget for matching funds.
		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. The Citywide Traffic Management Implementation Plan was adopted by Council in March 2019. Actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On Track	Parking Management Strategies for the Bayswater, Maylands and Morley town centres have been developed. Parking management for the Noranda town centre will be included in the Precinct Structure Plan (see B3.1.1 below).
		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 January 2021 to 31 March 2021

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 City has requested a budget allocation for FY2021/22 to develop a Precinct Structure Plan for the Noranda Town Centre. The Bayswater Structure plan was endorsed by the WAPC in January 2021, and will now be implemented by Development WA. Structure Plans have previously been approved for Maylands and Morley.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On Track	The Department of Planning, Lands and Heritage provided comment on the draft Local Planning Strategy in the previous quarter. The City is working with the Department to update the document to accommodate the feedback. It is intended that the document will be advertised in mid 2021.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM 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	Engagement with local business in the Bedford shopping precincts has begun. The City's aims to work with one of the precincts before June to develop an implementation plan.



OUR LOCAL ECONOMY

Aspiration: A business and employment destination.

1 January 2021 to 31 March 2021

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	Branding and marketing plans for the town centres have been prepared and are expected to be presented to Council during the next quarter.
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 FY2020/21 budget. The project will be resubmitted for consideration in the FY2021/22 budget.
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On Track	The City's Place Managers are implementing a number of COVID-19 recovery stimulus projects, including: - A shade structure and other works at Bert Wright Park - A changeable sign at Bert Wright park - Removal of planter boxes on Eighth Avenue - The Morley Library Pocket Park - Additional infrastructure at the Noranda Nook
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			On Track	This project was not funded in the FY2020/21 budget. The City is currently investigating other local governments' Art Strategies to determine if there is an option to develop the strategy without a budget allocation.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.

1 January 2021 to 31 March 2021

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	The City is implementing a new minutes and agenda software that will save staff time and streamline the agenda and minutes process. The software was launched in March and is being gradually rolled out.
	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 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	The Marketing and Communications Strategy action was replaced with a Strategic Communications Strategy and Social Media Strategy. Both strategies are being reported on at a branch level and are in draft form.
		L2.1.2 Undertake a community perception survey every two years.		●		●	Off Track	This action has been delayed due to the demands of other projects, including the review of the Strategic Community Plan. A request for quotation for a consultant to undertake the survey is being prepared.
	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 continues to develop content for the new Knowledge Management System, LivePro, to improve the customer experience. A review of the Community Engagement Framework is also underway. A community survey has been completed to gather insight about community preferences for receiving information and engaging with the City.
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.	●	●	●	●	Complete	The FY2020/21 survey was completed as part of the City's COVID-19 staff survey. Work for the FY2021/22 survey will commence in late 2021.
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	On Track	A Corporate Strategy Report was presented to the Audit and Risk Management Committee during February 2021. This report was the first to see a group of strategies being reported on for the second time. The report was received well by the Committee, who appear to be receiving the reports well. The reports keep the Committee and Council informed of how the City is progressing against adopted strategies.