

Corporate Business Plan 2019 - 2023

1 INTEGRATED PLANNING AND REPORTING FRAMEWORK

Every two years the City of Bayswater reviews its strategic direction, as required by the State Government Integrated Planning and Reporting Framework.

In 2018, the City carried out a minor review of the Strategic Community Plan to ensure we stay up-to-date with the needs and wants of our community. This Corporate Business Plan responds to the Strategic Community Plan by identifying specific actions for delivery in the four year period 2019 - 2023.

The minor review builds upon the framework of the five focus areas identified in the 2017-2021 plan:

- Our Community
- Our Natural Environment
- Our Built Environment
- Our Local Economy
- Leadership and Governance.

2 MAJOR PROJECTS

It is anticipated the following projects will be delivered during the timeframes of this Corporate Business Plan. The delivery of these projects may be influenced by the contributions of other partners, competition for resources, community engagement, and approvals.

- **Bayswater Town Centre redevelopment** in response to the upgrade of Bayswater Train Station
- **Recreation facilities** including Maylands Waterland, sporting reserves and playspaces
- **Waste management** including the introduction of FOGO
- **Environmental conservation**
- **Advocacy** to other tiers of government.

3 STRATEGIC RISKS AND CHALLENGES

The following risks and challenges have been identified and will be monitored and managed throughout the delivery of this plan:

- Financial sustainability
- Economic development and job creation
- Increasing population density - maintaining quality lifestyles
- Water and climate
- Communication with residents, ratepayers, businesses and visitors
- Community safety
- Accountability and transparency
- Aging assets.

4 PLANS AND STRATEGIES

The following approved plans, strategies and frameworks are important strategic documents that will guide the implementation of key aspects of the City's business during the life of this plan.

- Water Sensitive Design Strategy
- City wide Traffic Management Plan
- Local Bike Plan
- Asset Management Strategy
- Urban Forest Strategy
- Information Communications Technology Strategy
- Collective Local Biodiversity Strategy
- Local Environmental Strategy
- Advocacy Strategy
- Age Friendly Strategy
- Morley Activity Centre Plan
- Disability Access and Inclusion Plan
- Public Open Space Strategy
- Maylands Town Centre Parking Strategy
- Morley City Centre Parking Management Plan
- Bayswater Town Centre Structure Plan
- Noranda Town Centre Activation Plan
- Morley Town Centre Activation Plan
- Bayswater Town Centre Activation Plan
- Maylands town Centre Activation Plan
- Economic/Business Framework
- Closed Circuit Television Strategy
- Community Safety and Crime Prevention Plan.

5 FOCUSING THE WORK OF THE CITY

The Corporate Business Plan is a tool for the organisation to focus its work in response to the Strategic Community Plan.

Each action is intended to drive the organisation forward and closer to achieving its vision. Critically, the plan is tested during its development to ensure the organisation is working within its capacity - budget, human resources, assets, and corporate knowledge.

In developing the plan, the city has undertaken a participatory budgeting program to better understand priorities from the point of view of residents and ratepayers. We have also carried out a review of the City's Workforce Plan, Asset Management Strategy, and developed our first Information Communication Technology Plan. The outcomes of these plans and the identified actions and major projects are included in the review of the Long Term Financial Plan, clarifying the City's financial sustainability over the next ten years.

In addition to the identified actions (listed on the next page), there are many business-as-usual activities that are required for the City of Bayswater to meet its statutory requirements, respond to community expectations, and accommodate the needs of a growing and diverse community. These tasks are often transactional in nature or required to maintain standards of service. These include:

- Customer Service
- Approvals and decision making
- Maintenance and renewal of assets
- Compliance with legislation
- Public safety and occupational health and safety.

6 MEASURES

Measures of success have been identified for each area and are included on the next page. These will be used to measure the City's performance against community aspirations.

7 MONITORING AND REPORTING

Results of the City's performance against the measures of success will be reported to the community.

- Outcomes reported annually through the City of Bayswater Annual Report
- Production of a community report card twice a year, outlining achievements against the Strategic Community Plan in an easy-to-read format
- Regular updates provided in quarterly newsletters mailed directly to households, and through the City's website and social media platforms.

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Four year program



OUR COMMUNITY

Aspiration: An active and engaged community.

OUTCOMES	STRATEGIES	ACTIONS	TIMEFRAMES			
			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.	●	●	●	●
		C1.1.2 Implement a library services strategy.	●	●	●	●
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●		
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	●	●		
		C1.2.2 Deliver and implement a youth plan.	●	●	●	●
		C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●
		C1.2.4 Develop and implement a Culture Plan.	●	●	●	●
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.	●	●	●	●	
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.	●	●		

Measures: 1. Attendance at City managed events (baseline to be calculated) | 2. Level of volunteerism by City residents (Volunteering WA) | 3. Achieving targets in the City's Public Health Plan.



OUR NATURAL ENVIRONMENT

Aspiration: A green and sustainable environment.

OUTCOMES	STRATEGIES	ACTIONS	TIMEFRAMES			
			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.	●	●	●	●
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).	●	●	●	●
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●

Measures: 1. The number of environmental strategies developed and outcomes achieved | 2. Water usage and management (baseline to be calculated) | 3. Progress towards meeting State government targets for waste, particularly with regard to the introduction of Food Organics and Garden Organics (FOGO).



OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.

OUTCOMES	STRATEGIES	ACTIONS	TIMEFRAMES			
			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.	●	●		
B2. A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B1.1.1 Develop and implement a streetscape upgrade plan for Noranda.			●	
		B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●
B3. Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●
		B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●
	B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	
B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	

Measures: 1. Kilometres of cycleways and footpaths created or upgraded. | 2. Progress towards implementing structure plans for town centres.



OUR LOCAL ECONOMY

Aspiration: A business and employment destination.

OUTCOMES	STRATEGIES	ACTIONS	TIMEFRAMES			
			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.	●	●		
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.	●	●	●	●
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●		

Measures: 1. Reduction in red tape by adopting new policies for business. | 2. Number of engagement activities with the business community.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.

OUTCOMES	STRATEGIES	ACTIONS	TIMEFRAMES				
			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.	●	●	●	●	
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			
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.	●	●			
		L2.1.2 Undertake a community perception survey every two years.		●		●	
L3. Strong stewardship and leadership	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.	●	●	●	●	
		L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	

Measures: 1. Financial health Score (Department of Local Government, Sport and Cultural Industries) | 2. Success in industry awards. | 3. Participation in engagement.