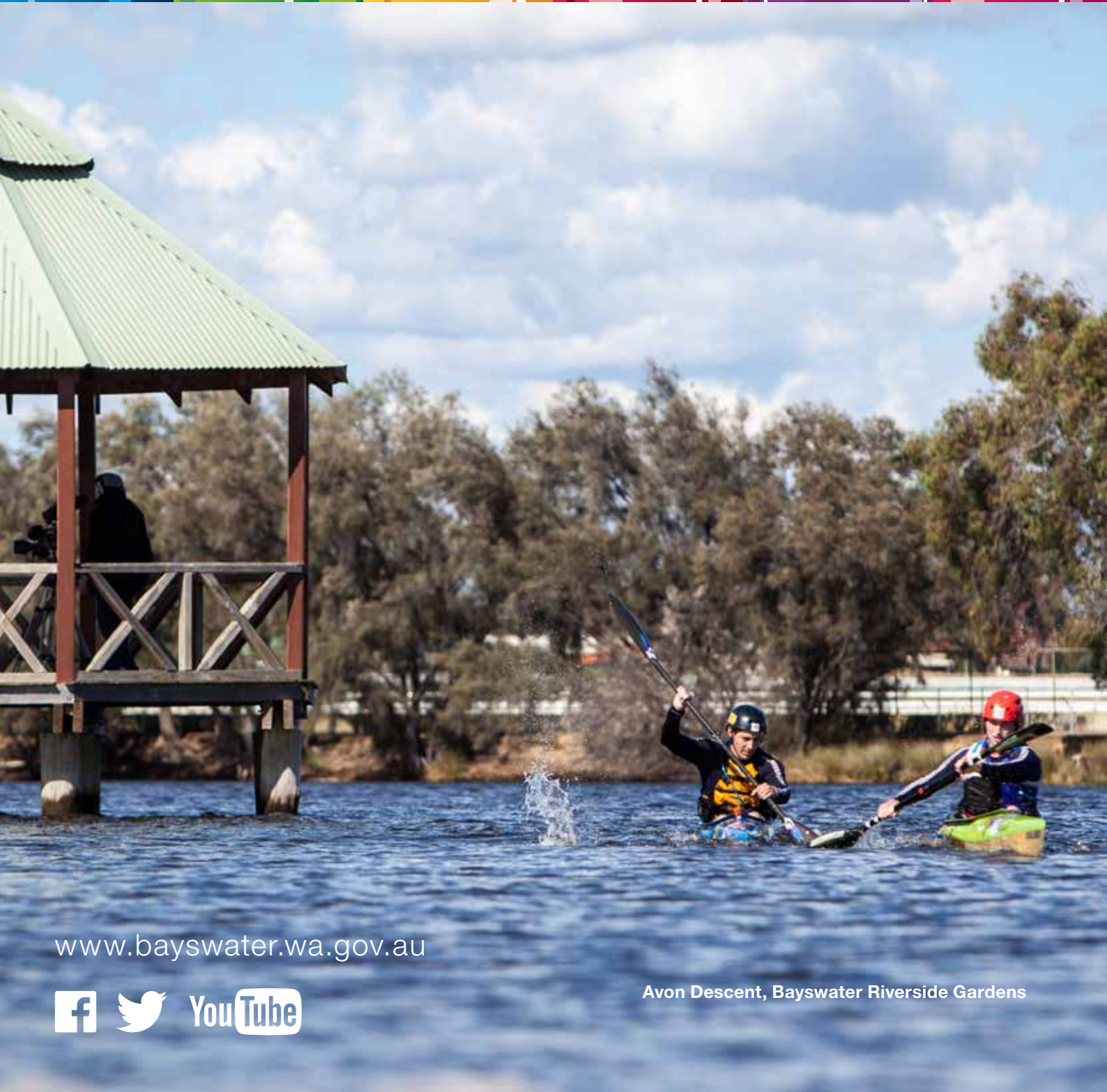




City of Bayswater

STRATEGIC COMMUNITY PLAN 2016-2026



www.bayswater.wa.gov.au



Avon Descent, Bayswater Riverside Gardens



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Mayor and Councillors



Message from the Mayor

I am pleased to present the draft Strategic Community Plan for community feedback. The draft Plan is the result of several months' work on the major issues facing the City, as highlighted through community feedback and the recent Community Perceptions Survey. The survey indicated that the performance of the RISE and Bayswater Waves is at an industry high. There are also many other services and facilities that have performed very well.

The City looks forward to the future with a strong and clear vision. This updated plan reflects the community's feedback focusing on the urban tree canopy and improvement of the quality of life for our community, by increasing the amenity and vitality within the town centres delivered in a contemporary and transparent manner.

The City's Strategic Community Plan 2016-2026 continues its focus around core community visions, needs and services, derived during the City's largest community consultation program in 2013. The plan strives towards improving and creating programs and services that reflect the current and future needs of the community.

The City will continue to deliver on its commitment to position the City of Bayswater and its community services and facilities strongly into the future to create a unique and vibrant, sustainable and enjoyable place to live and work in.

Central Ward



Cr. Barry McKenna
(Mayor)



Cr. Chris Cornish



Cr. Sally Palmer

West Ward



Cr. Stephanie Coates
(Deputy Mayor)



Cr. Terry Kenyon JP



Cr. Dan Bull

North Ward



Cr. Alan Radford



Cr. Michelle Sutherland



Cr. Brent Fleton

South Ward



Cr. John Rifici



Cr. Catherine Ehrhardt



Message from the CEO

The Strategic Community Plan 2016-2026 will be the principal planning and strategic document that will guide the delivery of the City's services to the community over the period of the plan. Integrated Planning and Reporting was established by the State Government to cement local government as a thriving sector while at the same time enabling Councillors to improve awareness of their community's needs.

The Strategic Community Plan has been used as the City's main reference document for development of the Corporate Business Plan, Long Term Financial Plan, Asset Management Plan and Workforce Plan.

The Strategic Community Plan strengthens the City's ability to plan for the future needs of the community and assists the City in the reprioritisation of community projects, service delivery, allocation of the City's resources, and in addressing challenges of a growing and ageing population.

The City as an organisation will be aligned to meet Council's expectation in delivering the services that the community has indicated it needs and wants in the future, including those highlighted in the recent Community Perceptions Survey.

The City is looking forward to working with the community, reporting back progress against the strategies, and together with Council creating the City of Bayswater as a place that the community wants to see in 2026.

Francesca Lefante
CHIEF EXECUTIVE OFFICER



Summary of the 2016-2026 Strategic Community Plan



Our Vision

We belong to an active and engaged community which is proud of our diverse culture, green spaces, built environment and range of services. We are connected by our vibrant local centres and our focus on creating safe and welcoming places for people. We have strong leadership which addresses the sustainability challenges of the future and meets the needs of our changing society

Key areas	Our community	Our natural environment	Our built environment	The local economy	Leadership and governance
Outcomes by 2026	<ul style="list-style-type: none"> Facilities that offer a sense of community, that cater for a range of affordable services and social amenity Cohesive community in which residents feel a sense of safety, pride and belonging Strong local groups which are self-sustaining Accessible services that recognise cultural diversity Services for children, youth, families and seniors 	<ul style="list-style-type: none"> Natural environmental and biodiversity which is conserved and protected A community which lives in a sustainable way Reduce the City's carbon footprint Minimise waste production 	<ul style="list-style-type: none"> Streetscapes which allow for community interaction in an urban environment A connected community with sustainable transport options High quality built form Roads and civil infrastructure is maintained to a high level High quality and accessible aged care facilities 	<ul style="list-style-type: none"> Strong economic growth Increased infrastructure to attract and retain local business Town centres which are vibrant community meeting places Attract regional services and investment 	<ul style="list-style-type: none"> Accountable and good governance Prudent management of financial resources An engaged and informed community Strong stewardship and leadership An innovative, empowered and responsible organisational culture
Emerging priorities (NB: Informed by the Community Perceptions Survey 2016, Elected Member considerations and reviewed Corporate Business Plan.)	<ul style="list-style-type: none"> Increased engagement and regular communication with the community regarding progress towards the Strategic Community Plan outcomes Improved sense of community safety and security Increased consideration of the needs of an aging population Continued resourcing of The RISE and Bayswater Waves as high performing and flagship City facilities 	<ul style="list-style-type: none"> An increased tree canopy across the city Improvement to the quality and usability of parks and playgrounds across the city 	<ul style="list-style-type: none"> Revitalisation of the Bayswater and Morley City Centres Improved and enhanced alternative forms of transport Improved car parking and access to facilities Improve the quality control and planning of development 	<ul style="list-style-type: none"> Exploration of income generation services e.g. fee-for-service 	<ul style="list-style-type: none"> Effective and efficient use of resources and responsible rate increases Increased transparency and accountability across all processes within the City of Bayswater Further development of the Integrated Planning Framework and embedding within organisational culture



Identified strategic risks, challenges and controls

Strategic Theme	Risk	Risk Description	Existing Key Controls
Financial	Financial Management	Failure of internal financial management practices to support the City's long term financial sustainability	Long term financial plan Annual budget process External audit Delegated authority and authorisation process Financial management systems
Financial	Financial Sustainability	Inability to manage external influences and maintain funding sources impacting City's long term financial sustainability	Membership with peak sector bodies Sector networking
Political	Council/ Administration Alignment	Inability to maintain functional and effective alignment between Council and the Administration	Councillor induction and training program Councillor workshops
Political	Government Agenda	Failure to navigate and respond to changes to Federal or State Government direction and agenda	Membership with peak sector bodies Sector networking Building relationships with Local Members (State and Federal) Community Engagement Framework
Political	Changing Role of Government	Inability to facilitate and deliver services within changing role of governments	Community Engagement Framework Review of Integrated Planning and Reporting Framework Community Perceptions surveys
Natural Environment	Water Availability	Failure to manage reducing water availability in delivery of City services and service levels	Environmental initiatives monitoring and reporting to Department of Water licenses Community education
Natural Environment	Climate Variation	Failure to consider and adequately plan for climate variation within the City's boundaries and impact on services	Tree management strategy Transit orientated development Participation in regional initiatives Emergency management plans and arrangements Community Engagement Framework
Built Environment	Built Form	Failure of the City's built environment to deliver appearance or quality outcomes as intended	Town planning scheme Strategic planning documentation Community Engagement Framework Effective Asset Management
Built Environment	Destination of Choice	Failure to realise Destination of Choice and Morley City Centre potential and opportunities	Structure plan Advocacy Place Management Initiatives
Technology	Digital Environment	Failure to identify and effectively capitalise on digital and social media usage and opportunities	IT strategy Draft social media policies Access limits Centrally managed online content



Identified strategic risks, challenges and controls continued

Strategic Theme	Risk	Risk Description	Existing Key Controls
Social	Community Expectations	Inability to adapt and respond to social and community stakeholder expectations	Community Engagement and Strategies Review of integrated planning and reporting framework Community Perception surveys
Resources	Workforce Planning	Inability to have the right people, with the right skills, in the right place, at the right time within the City's workforce	Workforce Plan Human resources policies and procedures Competitive Employment Conditions
Resources	Workforce Safety	Failure to provide a safe and suitable work environment for the City's workforce	Occupational Safety and Health policy and procedures Occupational Safety and Health committee Staff inductions Dedicated resources
Organisational Processes	Organisational Direction	Failure to provide clear organisational direction, strategy and plans that are consistently applied	Organisational procedures Integrated planning and reporting framework
Organisational Processes	Internal Communications	Inability to effectively and consistently disseminate and receive key internal communications throughout the City	Internal communications strategy Record keeping system Organisational structure Management and team meetings
Core Services	Waste Management	Inability to future proof waste management	Membership with EMRC Ongoing reviews of services levels



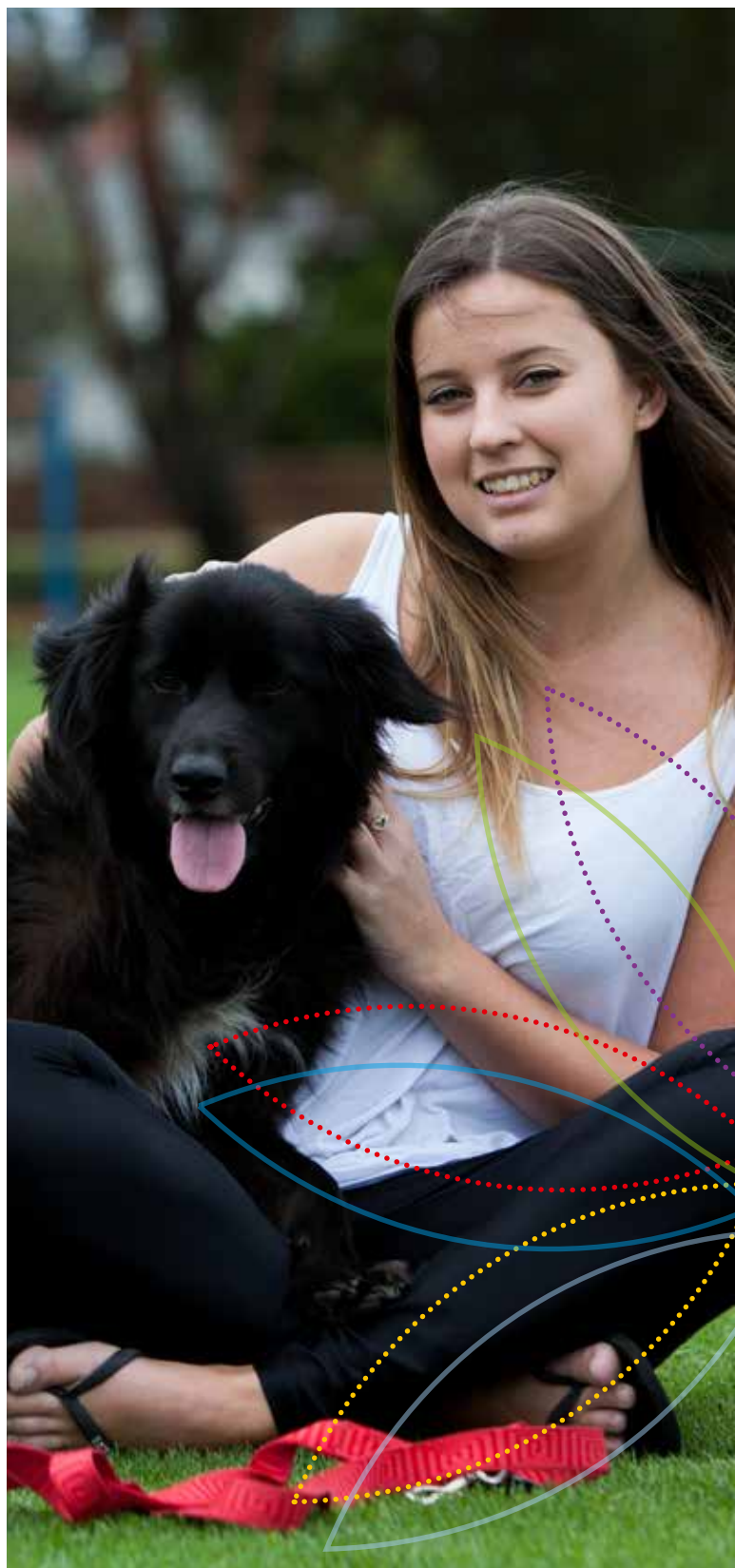


Council's decision making criteria

A good decision will have reasons that explain and justify it. The City of Bayswater is committed to decision-making using a pre-determined set of criteria and guiding principles and sharing those reasons with the people and communities who are affected by the decision.

Reasons are important for fairness, rationality, transparency, consistency and accountability.

Category	Considerations
Strategic Direction	Does it fit with our strategic direction as outlined in the Strategic Community Plan?
Community Views	What does the community think? Were they provided with adequate information when giving feedback?
Equity	Are we ensuring equitable distribution of benefits in the community? Does the option consider and balance current and future community needs?
Risks	What type of risks are involved? Does it fit within our risk tolerance level?
Costs	How well does the option fit with the Long Term Financial Plan? What is required to manage the whole of life costs of the asset/project/service?



About our community

Quick Stats

11 Elected Members

9 Suburbs

City Centre is 7kms north east of Perth City

Total Area of Locality	32.77km²
Total Perimeter of Locality	33.7km
Total Length of Sealed Roads	380km
Total Area of Road Reserve	6.8Km²
Number of Parks	181
Number of Verge Trees April 2016	24,000
Total Length of Footpaths April 2016	320km



North Ward

Area 7km²
Parts of Noranda, Morley,
Dianella and Beechboro



South Ward

Area 5km²
Maylands and part of
Mt Lawley



Central Ward

Area 9km²
Parts of Morley, Embleton,
Bayswater, Dianella and
Beechboro



West Ward

Area 11km²
Bedford and parts of
Bayswater, Embleton,
Morley and Dianella



NB: the remaining portion of the suburb Noranda will be excised from the City of Swan to the City of Bayswater on 1 July 2016.

Census Population 2011 - 61,262



27,822

Total Number of
Private Dwellings
Census 2011



2.4

Average People
per Household
Census



16,226

Total Number of
Families Census
2011



1.7

Average Number
of Children per
Family Census
2011



\$1,290.00

Median Weekly
Household
Income



1.7

Average Motor
Vehicles per
Dwelling Census
2011

Sources:

City of Bayswater
ABS for census data



Roles of the City



To be effective and efficient the City of Bayswater cannot act in isolation and it is important that the City works collaboratively to develop a shared vision for the future. In developing and implementing this shared vision, the City of Bayswater engages with residents, businesses, workers, visitors, community organisations and all levels of Government. Below is a high level summary of the roles that the City of Bayswater undertakes to realise the Strategic Community Plan.

1. Planning The City needs to undertake robust strategic planning processes to ensure that resources are utilised effectively and efficiently in the pursuit of the agreed vision. The Strategic Community Plan is a ten year plan agreed with the community while the Corporate Business Plan is the organisation's four year internal plan, revised annually, to implement the long term vision.

2. Infrastructure, facilities, programs and services

The development, management and maintenance of infrastructure and facilities is a significant part of the City's work and includes the parks and gardens, roads, footpaths, drainage and waste management. It also includes the development, management and maintenance of City managed buildings and recreation and cultural facilities, the provision of public events as well as social services including childcare, aged care and library services.

3. Regulatory responsibilities Local Governments have specific regulatory responsibilities across a wide array of portfolios including the appropriateness and safety of new buildings, land use matters and public health e.g. licensing and monitoring food premises, the appropriateness and safety of new buildings and the use of land. Regulations are developed to ensure minimum standards are adhered to and to minimise negative effects on others.

4. Facilitation In the pursuit of increased effectiveness and efficiencies, the City of Bayswater is increasingly exploring partnerships and collaborations to provide and/or fund an event, program or service.

5. Community education The City has a role in providing information to assist the community members consider healthy, sustainable and economic choices. Examples include waste recycling, water-use reduction and the use of public transport.

6. Advocacy Influencing the decisions of others to encourage best outcomes for the City has become an increasingly important role. This is particularly important with Federal and State Governments in terms of accessing funding or policy development.

Services at a glance



Tranby House, Maylands

Name of Service and/or Sub-Service	Directorate	Link to Strategic Direction	Service Objective
Corporate Oversight	Executive Services	Leadership and Governance	Ensure that Mayor and Elected Members are supported, Council decisions are implemented and the City meets its statutory obligations.
Governance	Executive Services	Leadership and Governance	Ensure good governance of the City of Bayswater through following meeting procedures, reviewing Council policies and reviewing local laws.
Corporate Services	Finance and Corporate Services	Leadership and Governance	Ensure that risk management, tender, procurement and contract management is undertaken in accordance with legislation and agreements and effective and timely front line customer services are maintained.
Organisational Development	Executive Services	Leadership and Governance	Ensure the organisation has the structure and capacity to deliver efficient and effective services to the City of Bayswater.
Council Support	Executive Services	Leadership and Governance	Ensure that the Elected Members and the CEO are supported in their civic duties and facilitate public questions at Council meetings.
Human Resources	Executive Services	Leadership and Governance	Develop and promote best practice people management systems that will meet the business objectives of the City. Influence managers to adopt people management practices which optimise the potential of the City's employees, and add value to the performance outcomes of the Units. Influence and support managers to reduce risks and improve and maintain a healthy and safe work environment.
Statutory Planning	Planning and Development Services	Our Built Environment	Manage growth and development of the City of Bayswater to facilitate a quality built environment that meets community needs.

Services at a glance *continued*

Name of Service and/or Sub-Service	Directorate	Link to Strategic Direction	Service Objective
Strategic Town Planning	Planning and Development Services	Our Built Environment	Plan for future growth and development of the City of Bayswater facilities and quality built & natural environment to meet community needs.
Building Services	Planning and Development Services	Our Built Environment	Ensure health, safety and amenity in the City of Bayswater through building control. Maintain City owned buildings in accordance with Asset Management Plan.
Place Management	Planning and Development Services	The Local Economy	To facilitate improvement in the amenity, vitality, business resilience and community ownership of the town centres.
Community Development	Community Services	Our Community	Provide guidance, support and services to maximise the capacity of individuals and/or groups to work towards enhancing and developing the community.
Recreation Services	Community Services	Our Community	Provide recreation and leisure facilities and activities in the City of Bayswater.
Library Services	Community Services	Our Community	Provide a library service with a wide range of services and resource to meet the recreational, educational and technological needs of the community.
Rangers and Security Services	Community Services	Our Community	Facilitate community safety and ensure local law enforcement.
Recreation Facilities	Community Services	Our Community	Provide facilities that meet the recreation needs of the community.



R A Cook Reserve

Services at a glance continued



Name of Service and/or Sub-Service	Directorate	Link to Strategic Direction	Service Objective
Engineering	Technical Services	Our Built Environment	Provide safe, efficient and effective infrastructure that meets community needs and complies with legislation.
Environmental Health	Technical Services	Our Community	Protect the public health.
Parks and Gardens	Technical Services	Our Built Environment	Provide and maintain public spaces that meet community needs.
Geographic Services	Technical Services	Leadership and Governance	Provide Geographic Information systems that support business units in delivering their services.
Sustainable Environment	Technical Services	Our Natural Environment	Manage the City's approach to strategic environment matters impacting the City and community.
Financial Services	Finance and Corporate Services	Leadership and Governance	Provide efficient, effective and legislatively compliant financial management, enabling the City of Bayswater to sustainably provide services to the community into the future.
Information Services	Finance and Corporate Services	Leadership and Governance	Ensure the City's IT resources are managed effectively to support the business systems of the City of Bayswater.
Corporate Communications and Engagement	Finance and Corporate Services	Leadership and Governance	Promote the City's services, programs and events and ensure the community can have input into Council business.



Overview of the Integrated Planning and Reporting Framework

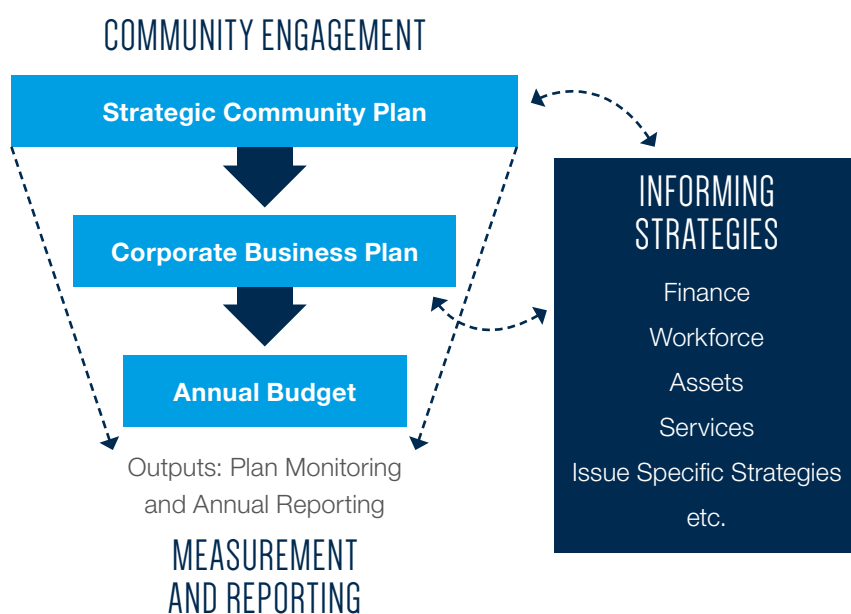
Local Government in WA is continuously improving the way it undertakes strategic planning processes. In 2011 the Integrated Planning and Reporting Framework was legislated and further developments to this approach are anticipated within the next year.

The purpose of Integrated Planning and Reporting (IPR) is to undertake community engagement, identify local priorities and allocate resources accordingly.

An IPR framework must include a:

- Strategic Community Plan with a 10 year horizon and informed by community consultation;
- Corporate Business Plan with a 4 year horizon;
- Annual Budget with a 1 year horizon; and
- Supporting strategies including a Long Term Financial Plan, Asset Management Plan and Workforce Plan.

These components and their relationships are summarised in the diagram below.





Integrated Planning and Reporting Framework continued

The roles and responsibilities of the community, Council and organisation (led by the CEO) within the Integrated Planning and Reporting framework is outlined below.

Community

(residents, businesses, clubs and organisations)

The community:

- Participates in engagement
- Engages in reviews
- Provides feedback on progress achieved

The Council

(Elected members who represent the community)

Council:

- Provides guidance on community engagement for the Strategic Community Plan
- Provides strategic direction and balances priorities with affordability
- Gives due consideration to community input
- Adopts the Strategic Community Plan and Corporate Business Plan by absolute majority

The City

(City of Bayswater led by the CEO)

The City:

- Provides advice and ensures due process is followed
- Implements Council's decisions
- Aligns resources and workplace development
- Monitors and reports on outcomes

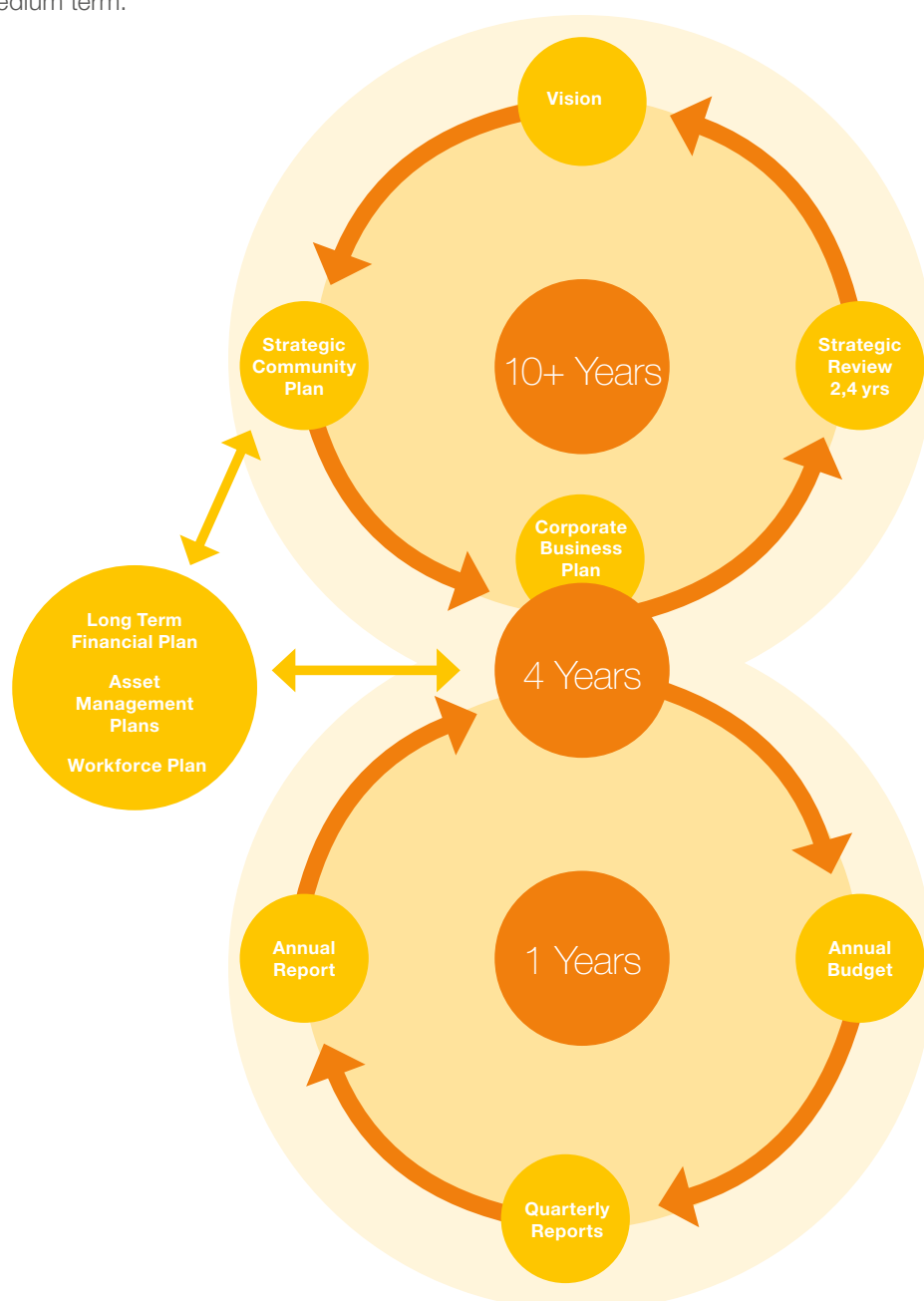


Planning Cycle

The Strategic Community Plan is a long term 10 year plan. However it is not fixed for ten years but is reviewed every two years. At the conclusion of the first two years a minor review should be undertaken which allows small changes to be made as required. Two years later a major review should be undertaken involving a substantial conversation with the community. This process will involve a variety of approaches to engage the community with the results used to inform the development of a revised vision, outcomes and strategies.

The Corporate Business Plan is a medium term 4 year plan which is reviewed every year.

The Integrated Planning and Reporting framework is continuously looking ahead and guiding decision making in the short and medium term.



Source: Localise



Other plans and strategies

There are a number of strategies and plans developed by Government agencies that have an impact on the City of Bayswater. It is important to recognise that the City of Bayswater does not operate in isolation and that strategic priorities developed by other tiers of Government need to be taken into consideration. The most significant of these strategies and plans are outlined below:

1. Directions 2031 and Beyond

At the planning level there is a hierarchy of strategies, policies and planning documents.

Much of the city's future urban form is potentially directed by State Planning initiatives the most significant of which is the Directions 2013 and Beyond, and more recently the draft Perth and Peel @ 3.5million suite of strategic planning documents provide a long term growth strategy for land use and infrastructure provision for the Perth and Peel regions. These include the Central Metropolitan Perth Sub-Regional Strategy, Capital City Planning Framework, Public Transport for 2031 and West Australian Bicycle Plan.

2. Planning Makes it Happen

The State Government launched its blueprint for planning reform in September 2009. Now substantially implemented, these first phase reform initiatives continue to improve the planning system in Western Australia. Implementation of these reforms has included amendments to the Planning and Development Act 2005 as well as the delivery of several other non- legislative reforms.

For phase two reform, the primary focus is on statutory decision making processes and land use planning and supply. Other governance and administrative reforms are also being pursued to complement this main focus.

3. Waste Management Authority Strategy

The Waste Authority is a statutory body comprising five members appointed by the Governor on recommendation of the Minister for Environment. The main strategy is to increase recycling and decrease the amount of waste being disposed in landfill.

The Strategy employs best practice and continuous improvement, along with target setting, as primary approaches to drive this change. The Strategy's success will be measured against its effectiveness in reducing the amount of waste generated, increasing the proportion of material recovered from the waste stream and reducing the proportion of waste destined for landfill. The Strategy builds on existing programs and initiatives such as the Regional Funding Program, Household Hazardous Waste Program, Data Program, Infinity Awards and grants programs as well as strategic partnerships, to refocus the efforts of all those involved in managing Western Australia's waste.

4. Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional Council working on behalf of 6 member councils located in Perth's eastern suburbs; Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan.

Providing services in waste management, environmental management and regional development, EMRC is a model of successful collaboration that has initiated projects delivering real benefits to the region.

5. Framework Agreements for Libraries

In 2009 State and Local Government signed a second Framework Agreement for the provision of Public Library Services in Western Australia. Structural reform of public library services in Western Australia and an associated implementation plan were key drivers for this Framework Agreement. It has provided an overarching framework of broad parameters for the future direction of Western Australia's public library services and is currently under review.



How the Strategic Community Plan was reviewed

The City of Bayswater Strategic Community Plan was originally developed in 2013 and was the subject of a minor review this year as per legislative requirements.

Steps undertaken on the minor review of the plan during 2016 were as follows:

1. Community engagement via a Community Perceptions Survey during February 2016

A survey was sent to 4000 randomly selected households and promoted via social media resulting in a 17% response rate with 689 surveys received.

1a. Data analysis and development of a comprehensive report

Residents reported Bayswater as a good or excellent place to live (87%) and that the City of Bayswater was a good or excellent governing organisation (64%). The City was reported as performing above par for overall performance compared to 25 other local governments within WA. The City is performing on or close to industry highs with regard to waste management, Bayswater WAVES, The RISE and library.

1b. The Community Perception Survey identified five priorities for future consideration.

These included:

- Planting more trees;
- Addressing division over higher density;
- Revitalised Bayswater Town Centre;
- Improving safety and security; and
- Modernising playgrounds and parks.

The following table reports on how these priorities are reflected within the current Strategic Community Plan and included as actions within the Corporate Business Plan.

2. Council and City staff review of the Strategic Community Plan

Recognising the outcomes of the Community Perceptions Survey, Elected Members and staff reviewed the plan alongside an annual review of the Corporate Business Plan and preparation of the annual budget

3. Public consultation - 28 day submission period

Submissions were received, considered and amendments made to the plan as appropriate

4. Council endorsement

Council endorsed the final plan on 21 June 2016 and monitoring and reporting systems were established



How the Strategic Community Plan was reviewed continued

COMMUNITY PERCEPTION SURVEY PRIORITIES	LINKAGE TO CURRENT STRATEGIC COMMUNITY PLAN OUTCOME	ACTIONS INCORPORATED IN 2016-2020 CORPORATE BUSINESS PLAN
Planting More Trees	B1 - Streetscapes which allow for community interaction in an urban environment	<ul style="list-style-type: none"> Enhanced Street Tree Planting Program Native plants to residents program
Address division over higher density	B3 - High Quality Built Form	<ul style="list-style-type: none"> Develop and implement a Local Planning Strategy that will inform a new town planning scheme
Revitalising Bayswater town centre	E4 - Town Centres which are vibrant community meeting spaces	<ul style="list-style-type: none"> Develop and implement Bayswater and Morley Activity Centre Structure Plans
Improving safety and security	C2 - Cohesive community in which residents feel a sense of safety, pride and belonging	<ul style="list-style-type: none"> Develop and implement a Community Safety and Crime Prevention Plan
Modernising playgrounds and parks	C1 - Facilities that offer a sense of community, that cater for a range of affordable services and social amenity	<ul style="list-style-type: none"> Develop and implement a playground policy



Lightning Park Recreation Centre, Noranda

Outcomes and strategies

Our Community

Aspiration: A resilient community with a strong sense of purpose that is able to celebrate its diversity in numerous ways.

Outcome		Strategies	
C1	Facilities that offer a sense of community, that caters for a range of affordable services and social amenity.	C1.1	Maintain current facilities to an appropriate standard across the City for the community.
		C1.2	Develop new facilities which provide for future community need.
		C1.3	Increase participation in leisure and recreation activities within the City.
C1	Cohesive community in which residents feel a sense of safety, pride and belonging.	C2.1	Deliver a vibrant range of local community events.
		C2.2	Facilitate the installation of public art at key community hubs.
		C2.3	Deliver a safety service, which builds a strong sense of community safety.
		C2.4	Organise programs which encourage community interaction and participation.
C3	Strong local groups which are self- sustaining.	C3.1	Continue to deliver capacity building activities for sporting, environmental and community groups.
		C3.2	Empower and enable community groups to attract external funding and deliver programs and events.
		C3.3	Strengthen and develop new partnership arrangements with the community.
C4	Accessible services that recognise cultural diversity.	C4.1	Strengthen the relationships between the City and the Aboriginal and multicultural community.
		C4.2	Celebrate and recognise the City's cultural diversity.
C5	Services for children, youth, families and seniors.	C5.1	Determine service requirements and delivery models in the areas of childcare, youth, seniors and people with disabilities.
		C5.2	Seek alternative service providers and partnerships to facilitate services.

Outcomes and strategies continued

Our Natural Environment

Aspiration: We conserve and manage our natural environment, which makes the City of Bayswater a great place and we live in a sustainable way to protect our environment for future generations.

Outcome		Strategies	
N1	Natural environment and biodiversity which is conserved and protected.	N1.1	Conserve natural bushland, wetlands and open spaces.
		N1.2	Improve community amenity with consideration of environmental benefits or impacts.
		N1.3	Manage and reduce river bank erosion.
		N1.4	Improve the water quality of the river and catchment areas.
		N1.5	Implement ground and surface water management strategies.
N2	A community which lives in a sustainable way.	N2.1	Promote the reduction of water and energy use to the community.
		N2.2	Preserve and protect air quality.
		N2.3	Encourage the community to have sustainable lifestyles.
N3	Reduce the City's carbon footprint.	N3.1	Reduce the City's water and energy use.
		N3.2	Provide leadership in the delivery of sustainability initiatives.
		N3.3	Regular communication with the community on the City's sustainability initiatives and achievements.
N4	Minimise waste production.	N4.1	Reduce waste through reduction and recycling initiatives.
		N4.2	Continue to provide an efficient waste management service.
		N4.3	Pursue new waste management technologies to reduce waste.



Eric Singleton Bird Sanctuary

Outcomes and strategies continued

Our Built Environment

Aspiration: We have a well-connected mix of business, residential and community areas, which are high quality and support our thriving community.

Outcome		Strategies	
B1	Streetscapes which allow for community interaction in an urban environment.	B1.1	Develop high quality streetscapes, which are well maintained and allow for safe pedestrian and vehicle movement.
		B1.2	Develop parking solutions at key destinations.
		B1.3	Provide sustainable and well managed open spaces for people to recreate.
B2	A connected community with sustainable transport options.	B2.1	Advocate for safe and accessible public transport.
		B2.2	Provide bicycle and pedestrian connections.
B3	High quality built form.	B3.1	Facilitate diverse and affordable housing options.
		B3.2	Encourage the development of quality built form.
		B3.3	Provide commercial and industrial areas aligned with commercial and community needs.
B4	Roads and civil infrastructure is maintained to a high level.	B4.1	Implement asset management plans for road and civil infrastructure.
		B4.2	Facilitate initiatives which maintain and improve road safety.
B5	High quality and accessible aged care facilities.	B5.1	Provide local accommodation facilities which allow ageing in place.
		B5.2	Develop partnerships with the aged care sector to develop service models.



Bayswater Train Station

Outcomes and strategies continued

The Local Economy

Aspiration: Our vibrant business hubs provide opportunities for business growth, community activity, learning and employment opportunities.

Outcome		Strategies	
E1	Strong economic growth.	E1.1	Strengthen the Morley City Centre to meet future community need.
		E1.2	Support the development of key economic nodes through land use planning.
		E1.3	Attract key industries to establish within the City.
E2	Increased infrastructure to attract and retain local businesses.	E2.1	Lobby for infrastructure improvements which support economic growth.
		E2.2	Work together with the business community to attract increased infrastructure and services.
E3	Growth of local and new business.	E3.1	Form partnerships to facilitate business training and support.
		E3.2	Actively communicate and engage with the business community.
		E3.3	Implement initiatives which support business growth.
E4	Town Centres which are vibrant community meeting spaces.	E4.1	Increase public amenity in town centres to enhance community interaction and public safety.
		E4.2	Develop community events and marketing initiatives in partnership with the business community.
E5	Attract regional services and investment.	E5.1	Support EMRC to develop regional business attraction strategies.
		E5.2	Work in partnership with EMRC to attract regional investment in infrastructure.

NOTE: The Local Economy Outcomes, Strategies and Actions are subject to ongoing review following the resolution of Council at its Ordinary Meeting held on 31 May 2016 to introduce Place Managers to enhance the amenity, activation and economic development in the town centres.



Morley City Centre

Outcomes and strategies continued

Leadership and Governance

Aspiration: We will provide responsible governance and be recognised for operating with integrity and delivering quality services.

Outcome		Strategies	
L1	Accountable and good governance.	L1.1	Integrate all planning, resources and reporting in accordance with best practice and statutory requirements.
		L1.2	Develop a policy framework, which supports decision making.
		L1.3	Ensure policies, procedures and practices are effective, transparent and aligned to program delivery.
L2	Prudent management of financial resources.	L2.1	Deliver long term financial planning for asset replacement and new capital projects.
		L2.2	Continue to provide prudent financial controls and compliance systems.
L3	An engaged and informed community.	L3.1	Communicate with the community through various mediums.
		L3.2	Engage the community in decisions which affect their quality of life.
		L3.3	Provide a quality customer service to the community.
L4	Strong stewardship and leadership.	L4.1	Communicate the roles and responsibilities of council in advocating for and representing the community.
		L4.2	Advocate and lobby effectively on behalf of the community.
		L4.3	Provide Council with information and support to enable informed decision making.
		L4.4	Maintain good communication between Council, community and the organisation.
L5	An innovative, empowered and responsible organisational culture.	L5.1	Implement continuous improvement plans.
		L5.2	Implement appropriate staff development and training programs.
		L5.3	Develop and foster a strong, supportive and respectful corporate culture.



Key points of our Long Term Financial Plan

Council's Long Term Financial Plan (LTFP) contains a set of long-range financial projections and statements based on an informed set of assumptions using Council's budget and Integrated Planning framework. It is designed to show the financial impacts of providing different levels of service, and asset (infrastructure) delivery.

Council's LTFP covers a 10-year time frame from 2015-16 to 2025-26. This length of time has been selected to align with the timeframe of Council's Community Strategic Plan 2016-2026.

Ultimately, the underlying objective of Council's LTFP is to resource the Strategic Community Plan and Corporate Business Plan and facilitate the financial sustainability of the City of Bayswater.

The City's 10-Year Financial Plan proposes to achieve the following key objectives within the 10-year time frame:

- help ensure the community's long term goals and objectives are met;
- maintain a strong cash position, with an emphasis on long-term financial sustainability;
- provide a long-term financial planning and decision-making tool, to facilitate future decision making ensuring that the City is well placed to pursue strategic goals and respond to unforeseen events without risking the long term financial sustainability of its operations;
- continue to pursue grant funding for strategic capital funds from the state and federal governments; and
- provide equitable rate increases that reflect the level of service provision to ratepayers.

Key Planning Assumptions

The LTFP is based on a series of assumptions that drive the model and any changes made to the assumptions influence the results. The base point for the modeling in the plan is the 2013-14 Budget.

The assumptions used in the 10-year financial plan are:

- achieving a balanced budget each year of the financial plan;
- existing service levels will be maintained;
- no significant changes to the level of subsidisation that existing services receive from Municipal Funds;
- staff levels will remain constant in line with current service provision and the Workforce Plan;
- materials and contracts will increase by 2% per annum (individual line items will vary);
- rates are forecast to increase by 4.5% each year;
- natural growth in properties has been forecast at 1% per year;
- an expected population increase of 1.75% per year;
- commercial lease income to increase by CPI each year.



Achieving our goals

Peninsula Hotel, Maylands



During the past thirty years the City has delivered an ever increasing range of services and facilities to its growing population. The population of the City of Bayswater was 61,262 at the 2011 ABS Census.

An increasing population places demands not only on service delivery, but also on delivering increased housing and infrastructure, whilst preserving and enhancing the amenity and character of the City, and maintaining financial sustainability.

The City of Bayswater's Strategic Community Plan 2016-2026 is an expression of the visions and aspirations of the community and sets out the strategies that the City will use to deliver the kinds of services that our community has said that they want and need in the years to come.

Following the finalisation of the Strategic Community Plan, the City focussed on developing a series of informing strategies to ensure that the visions and aspirations of the community are realised.

These strategies include:

- 10 year Long Term Financial Plan;
- Asset Management Plan; and
- Workforce Plan.

In developing these documents the current and future capacity of the City has been considered to ensure delivery of the community's goals and aspirations.



Measures of success

Measures of success have been identified for each aspiration and will be used to measure the City's performance against the community's aspirations. Results of the City's performance against the measures of success will be reported to the community.

Our Community

Aspiration	Measure of Success 2013-2023	Additional Measure of Success 2016-2026
A resilient community with a strong sense of purpose that is able to celebrate its diversity in numerous ways.	Number of community events provided, supported and approved by the City.	Percentage of the community satisfied with the performance of the City: <ul style="list-style-type: none"> • Local history and heritage preserved and promoted.
	Percentage of the community satisfied with the performance of the City: <ul style="list-style-type: none"> • With the quality and amenity of community facilities • With the quality and amenity of sport and recreation facilities. • Safety and security • Festivals, events and cultural activities 	Percentage of the community satisfied with the performance of the City in the following service areas: <ul style="list-style-type: none"> • Libraries and information services • Bayswater Waves • The RISE • Graffiti removal services
	Percentage of the community satisfied with the performance of the City in the following service areas: <ul style="list-style-type: none"> • Youth • Families • Seniors • People with Disabilities • Cultural diversity 	Compliance and progress towards the Disability Access and Inclusion Plan's (2016 - 2020) strategies and eight outcomes. Number of tasks progressed under the Disability Access Implementation plan (2016 – 2020). Progress of the City's agents and contractors toward meeting the eight desired outcomes.
	Increased Volunteer Participation	Percentage of the community satisfied with the performance of the City in the management of food, health and noise pollution issues.

Measures of success continued

Our Natural Environment

Aspiration	Measure of Success 2013-2023	Additional Measure of Success 2016-2026
We conserve and manage our natural environment, which makes the City of Bayswater a great place and we live in a sustainable way to protect our environment for future generations.	Percentage of the community satisfied with the performance of the City with regard to conservation and environmental management.	Percentage of the community satisfied with the performance of the City in the management of animal and pest control.
	Percentage of natural areas actively managed.	Number of trees planted annually.
	Linear metres of river restoration completed.	Survival rate of trees two years from planting.
	Number of water sensitive urban design projects initiated per annum.	
	Reduction in the quality of phosphorous and nitrogen going into the Swan River from the Bayswater Brook.	
	Participation in two environmental leadership projects per annum.	
	Reduction in the City's greenhouse emissions.	
	Percentage of the Community satisfied with the performance of the City with regards to waste management.	
	Percentage reduction in per capita waste volumes.	



Lake Bungana

Measures of success continued

Our Built Environment

Aspiration	Measure of Success 2013-2023	Additional Measure of Success 2016-2026
We have a well-connected mix of business, residential and community areas, which are high quality and support our thriving community.	Percentage of the community satisfied with the performance of the City in the following areas: <ul style="list-style-type: none"> • Streetscapes • Parks, ovals and reserves • Street lighting 	Percentage of the community satisfied with the performance of the City in the areas of: <ul style="list-style-type: none"> • Planning and building approvals.
	Percentage of the community satisfied with the performance of the City in the areas of: <ul style="list-style-type: none"> • Access to affordable housing. • Character and identity of the City. 	Percentage of the community satisfied with the performance of the City in the areas of: <ul style="list-style-type: none"> • Access to housing that meets your needs • Access to public transport
	Percentage of the community satisfied with the performance of the City with regard to: <ul style="list-style-type: none"> • Management and control of traffic on local roads. • Provision of footpaths and cycleways. • Road maintenance. 	
	Average condition rating of roads and footpaths	
	Aged care facilities meet accreditation	



Mural in Progress Street, Morley



Measures of success continued

The Local Economy

Aspiration	Measure of Success 2013-2023	Additional Measure of Success 2016-2026
Our vibrant business hubs provide opportunities for business growth, community activity, learning and employment opportunities.	Number of jobs per resident labour force (ABS Census)	Percentage of the community satisfied with the performance of the City in the areas of: <ul style="list-style-type: none"> • Economic Development • Tourism • Job creation
	Annual Gross Regional Product (compared to Perth)	Percentage of the community satisfied with the performance of the town centre development: <ul style="list-style-type: none"> • Maylands • Noranda • Morley City Centre • Bayswater
	Number of advocacy and lobbying papers sent to other levels of government.	

NOTE: The Local Economy Measures of Success are subject to ongoing review following the resolution of Council at its Ordinary Meeting held on 31 May 2016 to introduce Place Managers to enhance the amenity, activation and economic development in the town centres.





Measures of success continued

Leadership and Governance

Aspiration	Measure of Success 2013-2023	Additional Measure of Success 2016-2026
We will provide responsible governance and be recognised for operating with integrity and delivering quality services.	Percentage of the community satisfied with the performance of the City as a governing organisation and the Council's leadership within the community.	Percentage of the community satisfied with the performance of the City in the following areas: <ul style="list-style-type: none"> • Open and transparent Council processes • Elected Members have a good understanding of community needs. • Value for money from Council rates. • Prudent fiscal management • Clearly explained reasons for decisions.
	Percentage of the community satisfied with the performance of the City with regard to community consultation on local issues.	Percentage of the community satisfied with the performance of the City in the following areas: <ul style="list-style-type: none"> • City has a developed and communicated a clear vision. • Staff - a good understanding of community needs. • City's website & newsletter. • Access to City services online.
	Meet or exceed the State average turnout at local government elections.	
	Percentage of capital projects completed within time and budget.	
	Number of requests for submissions on major plans, policies and strategies affecting local government that are responded to.	
	Employing an equitable and diverse workforce.	
	Percentage reduction in staff turnover such that turnover is less than industry standard.	



Communicating our outcomes

The Strategic Community Plan is reviewed biennially and as part of this process the City will measure, monitor and report on progress.

As part of further embedding the Integrated Planning Framework within organisational culture, a process of reviewing internal and external communication and reporting processes will be ongoing to identify the most efficient and effective mechanisms to achieve this.

However as a minimum the following monitoring and reporting approaches will be adopted:

- Intermittent updates on specific items via the weekly Councillor's Column and monthly News in Brief advertorial in the Eastern Suburbs Reporter community newspaper, social media including Facebook and Twitter, media releases and via the City's website
- Outcomes reported annually via the City of Bayswater Annual Report
- Production of a biennially updated Strategic Community Plan available via the City's website and in hard copy on request
- Production of a biennial report card outlining achievements against the Strategic Community Plan in an easy-to-read and engaging format



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