



City of Bayswater

Strategic Community Plan 2017-2027

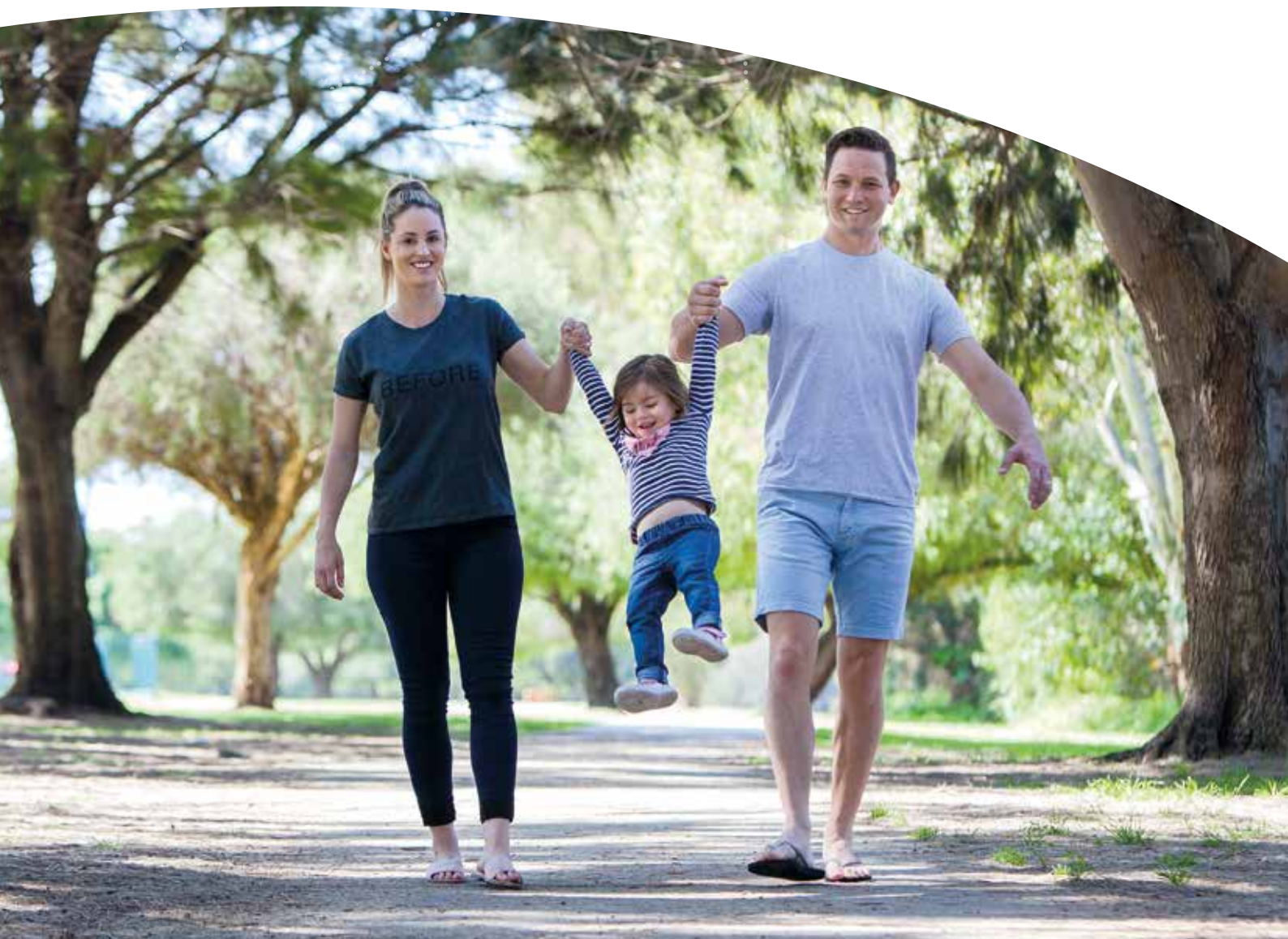




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A place where community vision becomes reality

MESSAGE FROM THE MAYOR

As a Council committed to excellence, we have listened to our ratepayers, residents and business owners, and through this Strategic Community Plan (SCP) we have developed what is a shared vision for the City as a place where our community's aspirations can be truly realised.

Through extensive consultation, the SCP has captured our community's expectations for the future and it helps us to define the kinds of services that we will need to deliver to ensure that our community continues to enjoy a city that is a great place in which to live, work, raise a family, operate a business and visit.

The Strategic Community Plan provides the framework that guides everything we do and is balanced with the identification of strategic risks, the capacity of the City to raise

income and manage assets into the future. Importantly it helps us to deliver responsive, effective and efficient services that represent value for money and enhance the quality of life enjoyed within the City of Bayswater.

These services will work to protect and enhance our urban and natural environment; encourage strong and cohesive communities; support a vibrant business and commercial sector; and ensure strong, transparent civic leadership to provide a bright and sustainable future.

I look forward to talking with you about this plan for our shared future as we work to make our community vision a reality of which we are all proud.

Barry McKenna *Freeman of the City*
MAYOR



Central Ward



Barry McKenna
MAYOR



Chris Cornish
COUNCILLOR



Sally Palmer
COUNCILLOR

West Ward



Stephanie Coates
DEPUTY MAYOR



Terry Kenyon JP
COUNCILLOR



Dan Bull
COUNCILLOR

North Ward



Alan Radford
COUNCILLOR



Michelle Sutherland
COUNCILLOR



Brent Fleeton
COUNCILLOR

South Ward



John Rifici
COUNCILLOR



Catherine Ehrhardt
COUNCILLOR



Our Vision

A place where community
vision becomes reality.

How did we gather your ideas and feedback?

We conducted a survey, both online and on postcards, which 1185 people completed. We took a team of staff from the City out to shopping centres, sporting activities, libraries and events to ask you to complete the survey and you gave us great information.

You told us what makes you proud about living in the City of Bayswater...

- I love vibe of the cafe strips in Bayswater and Maylands. The wetland and dog park in Bayswater are fantastic. Being so close to the city is great too!
- Clean/well maintained streets and surrounding areas. Great community.
- Close to swimming pool. Good for kids. Seem to care for the environment.
- Great events for everyone. Great community spirit.
- Parks and gardens well maintained, extra bins, recycling.
- The City flows, energy in the community with the people.
- The parks, reserves and town centres and that it is a community close to the city.
- Access to everything, central location.

You told us what would make things better...

- Look after the trees better.
- More events.
- Better parking.
- Improve public transport and cycling routes.
- Support local business.
- Promote building in a more sustainable and visually pleasing way.

You told us what we could stop doing or do less of...

...and over 50% of people couldn't think of anything!

- Stop wasting money.
- Stop planting European trees and rain forest trees. We need to be more waterwise.
- Stop over urbanisation, infill.



About our community

The City of Bayswater has a proud heritage, growing from humble rural beginnings to become a thriving and attractive residential and business area within easy reach of the Perth central business district.

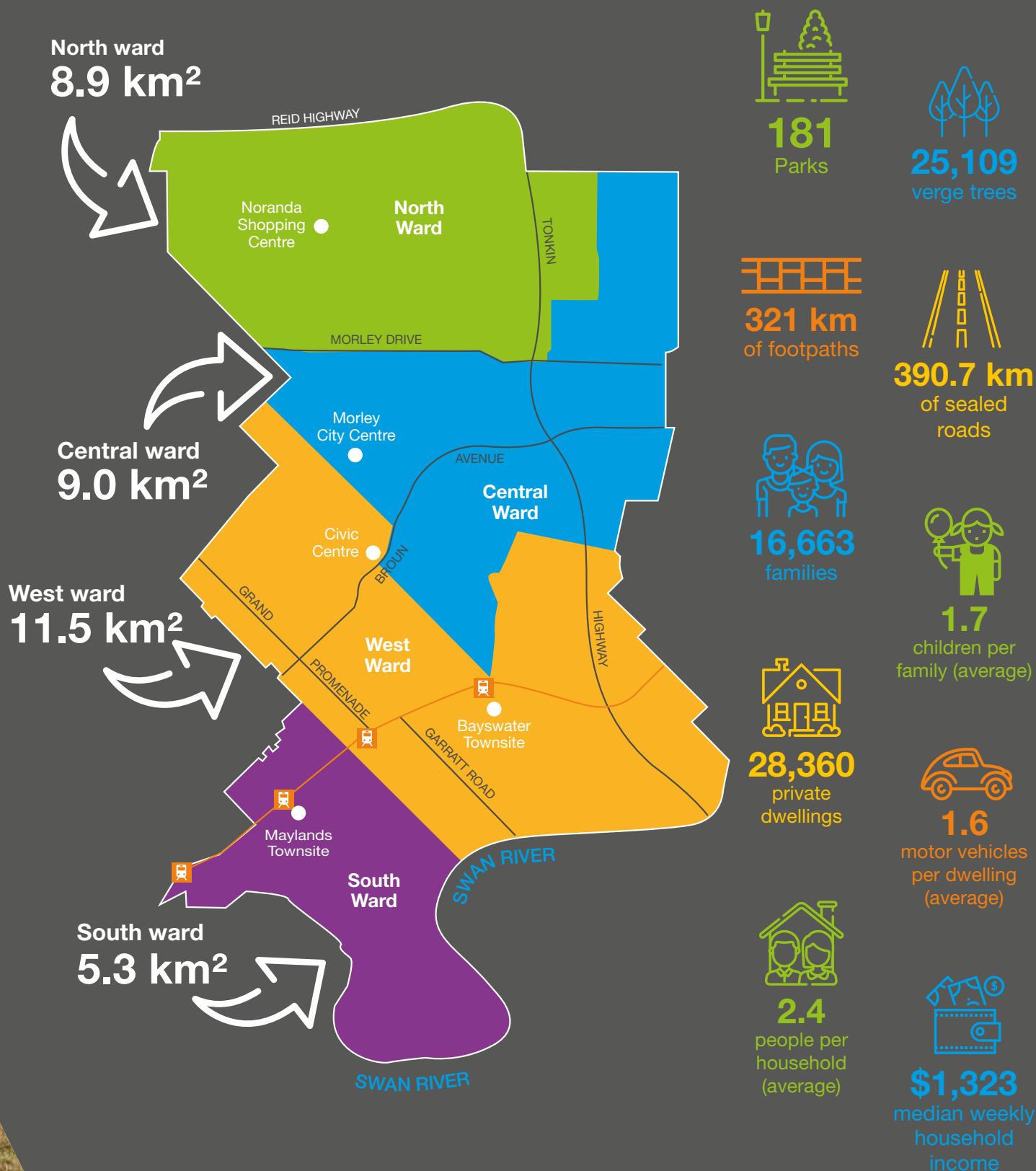
Known as the “Garden City”, the City of Bayswater covers 33km² just 8km north-east of Perth with 10km of Swan River foreshore. Many beautiful parks and conservation areas ensure abundant bird and other wildlife. Residents have access to a range of shopping and business destinations, schools and

medical facilities. Over many years the City has developed key recreational and sporting facilities including libraries, golf courses, aquatic facilities, seniors' centres, playgrounds, indoor and outdoor courts and playing fields.



City of Bayswater overview

Total perimeter **35.2 km** / Total area **34.6 km²** / Population **62,646**



Summary

The 2017-2027 Strategic Community Plan consolidates work that is already being delivered to our community and creates frameworks and strategies for delivering excellence into the future.

Importantly this major review of the City of Bayswater Strategic Community Plan has responded to a significant community engagement program and aims to deliver consistent and sustainable outcomes.

	Outcomes by 2027	Emerging Priorities
 OUR COMMUNITY	<ul style="list-style-type: none"> • A strong sense of community through the provision of quality services and facilities • Accessible services that recognise diversity 	<ul style="list-style-type: none"> • Supporting older adults within Bayswater • Consulting with the community to identify priorities for services • Providing appropriate community facilities within budgetary constraints
 OUR NATURAL ENVIRONMENT	<ul style="list-style-type: none"> • Natural environment and biodiversity which are conserved and protected • A resilient community that responds to sustainability challenges 	<ul style="list-style-type: none"> • Conserving wetlands • Expanding the City's tree canopy
 OUR BUILT ENVIRONMENT	<ul style="list-style-type: none"> • Appealing streetscapes • A connected community with sustainable and well maintained transport • Quality built environment 	<ul style="list-style-type: none"> • Improving streetscapes • Balancing increasing housing density with built character, traffic management and parking • Working with others to deliver better built form outcomes
 OUR LOCAL ECONOMY	<ul style="list-style-type: none"> • Support initiatives for local business • Active and engaging town and city centres • Attractive to new services, businesses and investment 	<ul style="list-style-type: none"> • Place activation in town/city centres • Understanding the needs of local businesses
 LEADERSHIP & GOVERNANCE	<ul style="list-style-type: none"> • Accountable and good governance • Proactively communicates and consults • Strong stewardship and leadership 	<ul style="list-style-type: none"> • Advocating with other tiers of government • Improving communications and engagement with our community • Investigating cost effective ways to deliver services into the future

Overview of the Integrated Planning & Reporting Framework

Elements of Integrated Planning and Reporting Framework

Community Engagement

Strategic Community Plan

Corporate Business Plan

Annual Budget

Measurement and Reporting

Outputs:
Plan Monitoring and Annual Reporting

Informing Strategies

- Finance
- Workforce
- Assets
- Information Communications and Technology
- Services
- Issue Specific Strategies etc.

Achieving our goals

The City of Bayswater continues to deliver an ever increasing range of services and facilities to a growing and changing population.

These changes place demands not only on service delivery but also on preserving and enhancing the amenity and character of the City as more people choose to call Bayswater home. We are also challenged with environmental and financial sustainability issues as our natural resources are highly valued and used and we try to balance the cost of services with the ability of our community to pay for these.

The City of Bayswater's Strategic Community Plan 2017 – 2027 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.

But aspirations and vision are only part of the story of good local government. In support of the Strategic Community Plan, the City has developed key informing and resourcing strategies that clarify the City's capacity to deliver all the services required. These strategies include:

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

These documents are detailed in the *City of Bayswater Corporate Business Plan*.



Key points of our Long Term Financial Plan

The City of Bayswater Long Term Financial Plan has been developed to ensure the sustainability of services and the continued good maintenance of assets over the life of the plan.



Delivering sustainable public open spaces and services to the most vulnerable members of our community have also been considered in developing workforce and asset management plans.

Council is aware of the growing expectations of our community and the struggle by many sectors to meet household needs in constrained financial situations. The City of Bayswater needs to make realistic and achievable plans in order to maintain or reduce the burden of costs on ratepayers, both now and in the future.

A review of the City's workforce plans has identified increased needs for regulation and compliance as well as specialist staff to improve economic and built form outcomes. Delivering sustainable public open spaces and services to the most vulnerable members of our community have also been considered in developing workforce and asset management plans.

The City has well established Asset Management Plans to support the renewal of assets ensuring that they remain fit for purpose throughout the active life of an asset. Currently the City is debt free apart from some small self-supporting loans to community groups and holds funds in reserves in response to identified requirements and statutory provisions.

These include securing bonds held in trust for aged care residents, cash in lieu of parking or public open space and a range of other financial arrangements. Where appropriate and compliant, reserve funding can be used to support acquisition or development of new capital within the City. In addition, grant funding opportunities are pursued to support new or redeveloped facilities.

It is anticipated that over the 10 year timeframe for the Long Term Financial Plan that the City of Bayswater will be able to meet its statutory obligations and secure funding and support from other tiers of government to deliver improved facilities and services. This is a balanced approach to new asset development, asset maintenance and renewal, operating and capital budget initiatives.

Other plans and strategies

In developing the Strategic Community Plan, the Council has given consideration to the following internal and external informing and resourcing strategies.

Internal	External
Workforce Plan	State Planning Strategy 2050
Asset Management Strategy and Plans	Directions 2031 and Beyond
Biodiversity Strategy	Perth and Peel at 3.5M
Community Safety and Crime Prevention Plan	Economic and Employment Lands Strategy: non-heavy industrial Perth metropolitan and Peel regions
Disability Access and Inclusion Plan	Metropolitan Planning Scheme
Reserve Conservation plans	Liveable Neighbourhoods
Bayswater Brook Action Plan	Perth and Peel sub-Regional Planning Frameworks/structure Plans
Local Climate Change Adaption Action Plan	Urban Forest of Perth and Peel
Local Bicycle Plan	State Planning Policy 4.2: Activity Centres for Perth and Peel
Local Housing Strategy	Perth and Peel Green Growth Plan for 3.5 million
Commercial and retail analysis of the City of Bayswater	Vision 2015 Framework for Strategic Action Public Library Services in WA (WALGA)
Town Planning Strategies	Bushfire Policy Framework
Municipal Heritage Inventory	



Services at a glance

Division by division description of the units and work

Division/Business Unit	Business as usual and statutory activities
Executive Services	Compliance with the WA Local Government Act and Regulations
Human Resources	Occupational Health and Safety; recruitment and training.
Public Relations	Communicating with the community; promoting services, programs and events; publish annual report.
Community Engagement	Engagement with the community to understand needs, involve in decision making and report outcomes.
Governance	Local governance – election of councillors, management of meetings and decisions.
Integrated Planning and Reporting	Monitor and review the Strategic Community Plan and Corporate Business Plan
Council and Executive Support	Support the Mayor and Elected members Advocacy with other tiers of government and funding bodies; risk management.
Community Services	Plan and deliver services and facilities for the community within budgetary constraints
Recreation Services	Provision of recreation and leisure facilities.
Community Services	Facilitate and promote opportunities for community participation and inclusion.
Events	Facilitate and support community led events.
Library Services	Support the recreational, educational and technological needs of the community.
Senior Citizens Centres	Provide facilities to meet the needs of older adults
Home and Community Care Services	Facilitate the delivery of services to allow residents to age at home
Ranger and Security Services	Facilitate community safety and ensure local law enforcement
Recreation Facilities	Provide facilities that meet the recreation needs of the community
Technical Services	Implement asset management plans; deliver and maintain infrastructure within the City
Engineering Services	Provide safe, efficient and effective infrastructure including roads and drainage
Geographic Services	Manage a real time Global Positioning System fleet emergency management system; support business units in delivering their services.
Sustainable Environment	Implement Management and Concept Plans for natural areas; Improve the water quality of the river and catchment areas

Division/Business Unit	Business as usual and statutory activities
Environmental Health Services	Water and food inspections; waste management; mosquito control; immunisation;
Parks and Gardens	Development and management of parks and open spaces.
Planning and Development Services	Manage development within the City of Bayswater in compliance with the Metropolitan Regional Scheme and state planning frameworks
Statutory Planning	Manage development to facilitate a quality built environment; issue development approvals and undertake development compliance.
Strategic Planning Projects	Plan for future growth and development; facilitate economic development and undertake place management
Building Services/ Asset Management	Maintain City owned buildings in accordance with Asset Management Plans; issue building approvals and undertake building compliance.
Finance and Corporate Services	Ensure that the City works in compliance with the WA Financial Regulations
Customer Service	Responding to enquiries and requests for service in courteous and efficient ways
Accounting Services	Efficient, effective and legislatively compliant financial management.
Rating Services	Managing the application and payment of approved rates to property within the City
Information Services	Ensure business continuity; manage IT resources to support the business systems of the City
Information Management	Ensuring the City works in compliance with the State Records Act and Freedom of Information requirements; appropriately keeping and disposing of records.

Identified strategic risks and challenges

The strategic risks and challenges identified below have been used to inform strategy development within the Strategic Community Plan. These strategies are designed to meet community aspirations whilst responding to risks that are already evident or anticipated within the life of the plan.

1. **Governance** – ensuring that there are sufficient internal controls, responding to increasing legislative compliance.
2. **Financial sustainability** – can we generate sufficient funds to deliver required services and maintain assets. Possible introduction of rate capping.
3. **Leadership** – Council and Administration displaying leadership characteristics and working as a team, alleviating outrage.
4. **Changing role of government** – cost shifting from other tiers of government, Development Assessment Panels and WA Planning Commission which constrain local government's ability to make decisions and control outcomes relating to development.
5. **Water and Climate** – availability and management of resources in changing circumstances.
6. **Economic Development and Place Management** – the capacity to build viable and vital activity centres which generate local employment.
7. **Built Environment** – ensuring that the quality of Bayswater's built environment makes it a destination for business and living.
8. **Digital Environment** – monitoring cyber security, ensuring up to date systems that are responsive and safe.
9. **Changing Community** – undertaking appropriate engagement, understanding the perceptions of our residents and stakeholders.
10. **Changing Workforce** – planning for the City's future needs and responding to safety and an aging workforce.
11. **Change in direction of organisation** – ability to respond to new directions as a result of a new CEO, changeover of councillors at elections, requires agility of responses and managing change fatigue.
12. **Communications** – disseminating, receiving and retaining the right information.
13. **Community Safety** – understanding and managing perceptions, understanding local risks and implementing appropriate responses.
14. **Local Government Sector reputation** – the flow on consequences from the poor behaviour of other Local Governments, both individuals and organisations, on the confidence of our community.
15. **Aging Assets** – ability to make tough decisions about which ones to replace, renew or disposal.

Council's decision making criteria

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 types 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?

These decision making criteria are addressed in every report to Council and Committees. Currently officers provide information about consultation undertaken, financial implications, links to the Strategic Community Plan and risk management. It is proposed in the future to consider a prompt before the recommendation to each report to remind the community and the organisation about the decision making criteria in the context of each specific report.

Outcomes and strategies

Our Community



Aspiration: *An active and engaged community*

Outcome		Strategies	
C1	A strong sense of community through the provision of quality services and facilities.	C1.1	Plan and provide a range of community facilities to meet current and future needs.
		C1.2	Deliver community programs that encourage community interaction and participation.
		C1.3	Deliver a safety service which builds a strong sense of community safety.
C2	Accessible services that recognise diversity.	C2.1	Ensure the City's services and facilities are accessible and inclusive.

Our Natural Environment



Aspiration: *A green and sustainable environment*

Outcome		Strategies	
N1	Natural environment and biodiversity which are conserved and protected.	N1.1	Conserve, enhance and repair natural and urban areas.
		N1.2	Develop and implement management strategies to strengthen the resilience of the environment.
N2	A resilient community that responds to sustainability challenges.	N2.1	Reduce the City's energy and water use and greenhouse gas emissions and empower the community to do the same.
		N2.2	Provide innovative waste and recycling services to reduce waste and empower the community to do the same.

Our Built Environment



Aspiration: *A quality and connected built environment*

Outcome		Strategies	
B1	Appealing streetscapes.	B1.1	Develop and maintain streetscapes.
B2	A connected community with sustainable and well maintained transport.	B2.1	Advocate for safe and accessible public transport.
B3	Quality built environment.	B3.1	Develop plans, policies and guidelines for quality built form.
		B3.2	Facilitate the development of activity nodes.

Our Local Economy

Aspiration: A business and employment destination.



Outcome		Strategies	
E1	Support initiatives for local business.	E1.1	Form partnerships to facilitate business training and support.
		E1.2	Actively communicate and engage with the business community.
		E1.3	Implement initiatives which support business growth.
E2	Active and engaging town and city centres.	E2.1	Increase public amenity in town/city centres to enhance community interaction and public safety.
		E2.2	Partner with and support communities to enhance their town/city centres
E3	Attractive to new services, businesses and investment.	E3.1	Attract key industries to establish within the City.
		E3.2	Work in partnership to attract regional investment in infrastructure.

Leadership and Governance

Aspiration: Open, accountable and responsive service



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	Ensure policies, procedures and practices are effective.
		L1.3	Deliver long term financial planning.
L2	Proactively communicates and consults.	L2.1	Communicate and engage with the community.
		L2.2	Provide quality customer services to the community.
L3	Strong stewardship and leadership.	L3.1	Advocate and lobby effectively on behalf of the community.
		L3.2	Provide Council with information and support to enable informed decision making.
		L3.3	Deliver continuous improvement in all areas of the City's business.
		L3.4	Develop and foster a strong, agile, supportive and respectful organisational culture.

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.

Aspiration	Measure of Success
Our community	Percentage of the community satisfied with the quality and amenity of community facilities and services
Our natural environment	Number of trees planted annually
Our built environment	Percentage of the community satisfied with the performance of the City in the area of streetscapes
Our local economy	Percentage of the community satisfied with the activation of the town/city centres
Leadership and governance	Increased participation in the City's social media and e-newsletter program



Every two years the City of Bayswater commissions a Community Perceptions survey to help us to understand which services are most important and how satisfied the community is with the way the City is delivering these. We are then able to use these results to measure improvements in performance and report against these.

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 and Reporting 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 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.



