

# Leadership and Governance

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

**Outcome:** L1 Accountability and good governance

Strategic Community Plan - Strategy	Corporate Business Plan - Actions		2016-17	Owner	July to September 2016
L1.1 Integrate all planning, resources and reporting in accordance with best practice and statutory requirements	L1.1.1	Ensure all regulatory and statutory processes meet benchmarks and standards	✓	Executive Services	Benchmarking and compliance is coordinated through the organisations compliance calendar. Each business area has varying statutory responsibilities which they conduct; governance monitors compliance with the LG Act and associated regulations.
	L1.1.2	Develop and review management plans for key statutory processes including: <ul style="list-style-type: none"> <li>• emergency risk management</li> <li>• security</li> </ul>	✓	Technical Services	Currently reviewing Local Emergency Management Arrangements and sub-plans.
	L1.1.3	Develop and provide labour force reports to facilitate workforce management - linking to Business Planning outcomes	✓	Executive Services	This will be undertaken as part of the review of the Strategic Community Plan and the Workforce Plan will be revised and integrated into ongoing business unit and directorate planning.
	L1.1.4	Review Corporate Business Plan	✓	Executive Services	This occurs on an annual basis in line with legislative requirements and will be completed as part of the major review of the integrated planning framework of documents in the 2016/17 year.

L1.2 Develop a policy framework that supports decision making	L1.2.1	Implement the policy framework and review current provisions in place	✓	Executive Services	The policy framework has now been implemented. A timeline for policy review is currently in progress and involves managers and officers throughout the organisation coordinated through a policy review advisory working group.
L1.3 Ensure policies, procedures and practices are effective, transparent and aligned to program delivery	L1.3.1	Continue development and/or review of policies and practices related to service delivery to ensure currency and relevancy	✓	Executive Services	Due to the quantity of policies to be reviewed, it is anticipated that the review will continue into mid 2017. The City is currently reviewing policies based on Council and community feedback and changing needs.
	L1.3.2	Develop a Health and Safety Framework	✓	Executive Services	An action plan has been developed and is currently being reviewed by LGIS.
L2.1 Deliver long term financial planning for asset replacement and new capital projects	L2.1.1	Implement asset management plans and review practices	✓	Technical Services	Developed the asset management plan and implemented 65% of the plan.
	L2.1.2	Investigate alternative funding mechanisms to meet asset replacement/ upgrade needs	✓	Technical Services	Always looking for alternative grants etc, attending workshops. Ongoing.
	L2.2.1	Continue to manage the City's investment portfolio to maximise returns within risk diversification policy and report to Council monthly on investment performance and holdings	✓	Finance	The City has recently reviewed the investment policy to give more flexibility and ensure practices are relevant and appropriate.
	L2.2.2	Implement audit recommendations for better practice	✓	Finance	The major audit of the City's annual financial statements is still in progress; earlier recommendations arising from the interim audit have been implemented.

L2.2 Continue to provide prudent financial controls and compliance systems	L2.2.3	Manage implementation of the organisation wide compliance calendar	✓	Executive Services	Compliance calendar has been established and implemented across the organisation. Officers are currently refining and adding content to the calendar in liaison with divisional managers.	
	L2.2.4	Manage compliance with Councils legislative requirements	✓	Executive Services	Refer to action L1.1.1	
	L2.2.5	Continue to update the annual review of the 10 Year Long Term Financial Plan	✓	Finance	This action is subject to the completion and update of the Corporate Strategic Plan, Corporate Business Plan and Asset Management Plans. Remains a work in progress	
	L2.2.6	Continue to maintain an effective Records Management System	✓	Finance	Records Management manage the Citys incoming mail and email channels to ensure robust records management. There has been in increase in incoming mail specifically for emails.	
	L2.2.7	Develop an organisation wide risk management framework and manage implementation and review	✓	Finance	First phase has been completed (development of risk themes - moving into second phase comprising testing and assurance.	
	L2.2.8	Review insurance provisions to ensure appropriate coverage for the city	✓	Finance	The annual review of the Citys insurance requirements has been completed.	
	L3.1 Communicate with the community through various mediums	L3.1.1	Continue to develop and implement a Corporate Engagement Strategy	✓	Finance	Adopted by Council in September 2016.
		L3.1.2	Ensure communications with the community are produced in a variety of accessible formats to reach the widest audience possible	✓	Finance	Ongoing, includes monthly advertorial, media responses, social media and corporate publications communications for projects such as the Mertome Residents Newsletter.
L3.1.3		Ensure all City communication methods meet Corporate protocols	✓	Finance	All media releases approved by CEO and Mayor. External media communications follow internal sign off processes.	

L3.2 Engage the community in decisions which affect their quality of life	L3.2.1	Develop and implement a Community Engagement Framework	✓	Finance	Adopted by Council in September 2016.
	L3.2.2	Undertake a community perception survey every two years in-keeping with the Integrated Planning Framework			
L3.3 Provide quality customer services to the community	L3.3.1	Implement the City's Customer Service Charter	✓	Finance	Ongoing.
	L3.3.2	Continue to review and update complaints handling and resolution policy and processes	✓	Finance	Currently being reviewed.
	L3.3.3	Continue to enhance the business continuity of the IT system	✓	Finance	Hardware and Software systems in place for dealing with outages. Off-site repository at the Rise, moving to third party supplier.
	L3.3.4	Continue to develop and review processes and Corporate systems to be more responsive to community needs and contemporary customer interaction	✓	Executive Services	The City is reviewing how it interacts with the community through provision of the Community Engagement Strategy. The City has implemented the online portal to provide easy access to information with respect to community engagement projects.
L4.1 Communicate the roles and responsibilities of Council in advocating for and representing the community	L4.1.1	Undertake an Elected Member Induction Program after each Government Ordinary Election to introduce Elected Members to local government and provide information on their roles and responsibilities			
	L4.1.2	In May 2016 a new structure for Council meetings was implemented to improve efficiency for the community, the trial period was set for 21 June 2016 to 23 August 2016 with a final decision on the structure to be made in August 2016.	✓	Executive Services	The administration has implemented Councils resolution of 23 August 2016 to trial a 3 weekly meeting structure with a briefing session the week prior. A report will be presented to Council in December to review the trial and determine an outcome.
	L4.1.3	Maintain the schools' visit program to promote understanding of Council and local government	✓	Community Services	The City has facilitated three local primary school visits since July 2016.

L4.2 Advocate and lobby effectively on behalf of the community	L4.2.1	Prepare, update and implement the City's annual advocacy program each year	✓	Executive Services	Public relations develop an advocacy program with Senior Management at the start of each year.
	L4.2.2	Continue to be an active member of EMRC	✓	Executive Services	Elected Members were appointed to the EMRC on 21 October 2015 following the elections. Environmental Health have a deputy member allocated to the EMRCs Technical Advisory Committee and Resource Recovery Committee.
	L4.2.3	Continue to reply to requests for submissions by State and Federal Government on issues that are relevant to the community	✓	Executive Services	Regular reports compiled for Council on related matters.
L4.3 Provide Council with information and support to enable informed decision making	L4.3.1	Co-ordinate and maintain appropriate ongoing training programs for Elected Members	✓	Executive Services	Ongoing training occurs throughout the term of Council.
	L4.3.2	Continue to integrate corporate systems into the spatial environment to improve effectiveness and data integrity	✓	Technical Services	Ongoing. Corporate Spatial Viewer Training in October (Technology update Mobile/Tablets/etc)
L4.4 Maintain good communication between Council, the community and organisation	L4.4.1	Provide regular reports to the community on corporate performances	✓	Executive Services	Monthly advertorials and the Bayswater Brief are used by the City to communicate with the community. The City is currently compiling the 2015/16 Annual Report.
	L4.4.2	Co-ordinate corporate reporting against Strategic Community Plan and Corporate Business Plan	✓	Executive Services	Initial report to be presented to Council in October 2016.
	L4.4.3	Develop, promote and maintain online communication tools including the website, twitter, Facebook-newsletters, online forums and other social media mechanisms	✓	Finance	Ongoing. Facebook and twitter maintained by Public Relations and provide guidance to the organisation relating to our online engagement portal: Engage Bayswater. Website maintained by IT.

L5.1 Implement continuous improvement plan	L5.1.1	Development and implementation of a continuous improvement framework	✓	Executive Services	The City has an internal improvement initiatives. The program is focused on continuous improvement with a number of projects in progress.
	L5.1.2	Continue to review the performance appraisal system to ensure individual performance requirements are linked to business outputs	✓	Executive Services	The performance appraisal system has been completed for the 2015/16 year and a working group will be set up in January 2017 to review the documentation for the performance review process to ensure that requirements are linked to business outputs identified in the major review of the Corporate Business Plan.
	L5.1.3	Support continual improvements in OSH management and systems	✓	Executive Services	An action plan has been developed and is currently being reviewed by LGIS. One of the initiatives in the plan is to develop an OSH management system.
	L5.1.4	Develop succession plans and service level agreements for critical service and compliance plans	✓	Executive Services	Development of a succession plan will be addressed as part of the review of the Workforce Plan.
L5.2 Implement appropriate staff development and training programs	L5.2.1	Develop and maintain a staff training calendar	✓	Executive Services	On hold, insufficient resources to deliver.
	L5.2.2	Develop and implement an holistic health and wellbeing program for City staff	✓	Executive Services	The 2015/16 program was not well patronised, so initiatives have been reduced for the 2016/2017 year.
	L5.2.3	Identify and provide staff training targeted to priorities of skills required	✓	Finance	Identified with corporate initiatives and outputs from performance reviews.
	L5.3.1	Develop an internal communications strategy that promotes corporate culture	✓	Finance	On hold, insufficient resources to deliver.

L5.3 Develop and foster a strong, supportive and respectful corporate culture	L5.3.2	Manage operations in compliance with workplace conditions and regulations	✓	Executive Services	Workplace legislative compliance requirements are identified and monitored by Human Resources and Governance with reports provided to Executive on areas of concern.
	L5.3.3	Identify methods of developing and encouraging employee participation aimed at enhancing corporate culture	✓	Executive Services	The City implemented a staff recognition postcard program and is currently reviewing other ways to recognise and develop high performing team culture.

# 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:** B1 Streetscapes which allow for community interaction in an urban environment

Strategic Community Plan - Strategy	Corporate Business Plan - Actions		2016-17	Owner	July to September 2016
B1.1 Develop high quality streetscapes, which are well maintained and allow for safe pedestrian and vehicle movement	B1.1.1	Prepare a Structure Plan for each Activity Area	✓	Planning and Development	The Bayswater Structure Plan is underway. The Community Engagement plan for this project was approved by Council. Engineering provide a supporting advisory role to Planning for this action.
	B1.1.2	Develop Residential Design Guidelines particularly for multiple dwellings	✓	Planning and Development	A new policy is currently being drafted.
	B1.1.3	Develop and implement a streetscape upgrade program	✓	Planning and Development	Parks and Gardens have been conducting a tree canopy program and Strategic Planning are developing a Streetscape Enhancement plan for the Morley area in late 2016, following recommendations from the Morley Activity Centre Structure Plan.
	B1.1.4	Enhanced street tree planting program to enhance the garden city ethos	✓	Technical Services	1000 trees planted in the city's streetscapes.
	B1.1.5	Native plants to residents program to enhance the garden city ethos	✓	Technical Services	The City has donated 12,000 native tube stock to residents
B1.2 Develop parking solutions at key destinations	B1.2.1	Develop and implement a Parking Management Strategy	✓	Planning and Development	A draft Maylands Activity Centre parking strategy is underway and will be finalised in late 2016.
B1.3 Provide sustainable and well managed open spaces for people to recreate	B1.3.1	Review and implement Public Open Space areas and facilities	✓	Planning and Development	This is being addressed as part of the new Local Planning Strategy which is currently being prepared.



B2.1 Advocate for safe and accessible public transport	B2.1.1	Promote higher density residential development in proximity to public transport and commercial facilities	✓	Planning and Development	This action is being addressed as part of the new Local Planning Strategy which is currently being prepared and is included in the scope of works for the Bayswater Town Centre Structure Plan.
	B2.1.2	Lobby for safe and accessible public transport, including a light rail connection between Morley and the City	✓	Planning and Development	A substantial upgrade of the Bayswater Rail Station is part of the City's lobbying efforts. The City is completing a submission on the state government's draft transport plan highlighting the priority projects.
B2.2 Provide safe bicycle and pedestrian connections	B2.2.1	Implement the Local Bicycle Plan	✓	Technical Services	Staged process in conjunction with recently adopted Footpath Program.
	B2.2.2	Continue to provide facilities and services to enhance safety at public transport sites, Maylands rail crossing and surrounding areas			
	B2.2.3	Continue to extend and improve connected cycleways	✓	Technical Services	refer to item 2.2.1
B3.1 Facilitate diverse and affordable housing options	B3.1.1	Implement the exit strategy for the Community Housing Program	✓	Community Services	Council have endorsed the exit strategy for the Community Housing Program. The City is currently liaising with the Housing Authority to facilitate this.
	B3.1.2	Maintain current partnership for community housing as a level 3 service provider with Department of Housing	✓	Community Services	The partnership will continue while working through the exit strategy.
	B3.1.3	Implement the Local Housing Strategy	✓	Planning and Development	Implemented in Morley Activity Centre Structure Plan and is part of the scope of works for the Bayswater Town Centre structure Plan.
B3.2 Encourage the development of quality built form	B3.2.1	Develop and implement a Local Planning Strategy and develop a new town planning scheme	✓	Planning and Development	The City's Town Planning Scheme No 23 has been revoked by Council and the Town Planning Scheme No 24 amendment has commenced.

B3.3 Provide commercial and industrial areas aligned with commercial and community needs	B3.3.1	Implement the outcomes of the Commercial and Retail Analysis for the City of Bayswater	✓	Planning and Development	This is being addressed as part of the new Local Planning Strategy which is currently being prepared.
B4.1 Implement asset management plans for road and civil infrastructure	B4.1.1	Implement asset management improvement plans	✓	Technical Services	65% completed, ongoing exercise.
B4.2 Facilitate initiatives which maintain and improve road safety	B4.2.1	Complete and implement a City wide Local Area Traffic Management Study	✓	Technical Services	Ongoing, the study is 60% complete.
	B4.2.2	Pursue opportunities for funding initiatives aimed at improving road safety	✓	Technical Services	Ongoing. Continuous submissions made for blackspot funding.
B5.1 Provide local accommodation facilities which allow aging in place	B5.1.1	Review the existing accommodation sites against industry trends and identify future gap areas	✓	Finance	This has been undertaken with respect to the Mertome redevelopment project and will be ongoing as part of developing the strategy for the city's other ILU and RCF sites.
B5.2 Develop partnerships with the aged care sector to develop service models	B5.2.1	Review redevelopment options for Mertome Aged Care facility	✓	Finance	Council resolved at its meeting on 2 August 2016 to pursue a long term lease arrangement for the land and sell the business and any assets held by Council associated with Mertome Village. This redevelopment project is underway.

# Our Community

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

**Outcome:** C1 Facilities that offer a sense of community, that cater for a range of affordable services and social amenities

Strategic Community Plan - Strategy	Corporate Business Plan - Actions		2016-17	Owner	July to September 2016
C1.1 Maintain current facilities to an appropriate standard across the City for the community	C1.1.1	Manage the City's infrastructure and other built assets in accordance with the City's Asset Management Plan to ensure that an appropriate level of service is provided to the community	✓	Organisational	Ongoing in line with the City's Annual Budget and strategies.
	C1.1.2	Monitor the redevelopment of the Maylands and Embleton golf courses in line with facility management contracts	✓	Community Services	Regular monthly meetings are held with the management contractor. Redeveloping the building facilities at the Maylands Golf Course within the next 2-3 years.
	C1.1.3	Prepare a Strategic Plan for Community and Recreation facilities		Community Services	This action is to commence in 2017/18 pending budget.
	C1.1.4	Implement the identified refurbishment actions for Bayswater Waves	✓	Community Services	A number of minor refurbishments have been completed. Currently seeking a consultant to scope some of the major works. Aim to release a tender and finalise prior to 2017.
	C1.1.5	Undertake a community engagement strategy to determine future use of Maylands Waterland site	✓	Community Services	The engagement plan for this project has been approved. A Council workshop was held on 20 September 2016 to discuss the negotiables and non negotiables for the project, an online survey has been sent to Councillors to seek their comment and progress to the next stage of the plan.

	C1.1.6	Develop and implement a playground policy	✓	Community Services	Not yet commenced. Plan is to undertake a desktop review of other local government policies to develop a draft and then conduct community consultation on the draft.
	C1.1.7	Review future options for the Maylands Waterland site	✓	Community Services	The Community engagement strategy is underway.
C1.2 Develop new facilities which provide for future community needs	C1.2.1	Continue to pursue redevelopment of the Les Hansman Centre (temporary location of Morley Library)	✓	Planning and Development	The City has made a request to purchase the adjacent crown land from the Department of Lands. This application is pending.
	C1.2.2	Develop Master and Management Plans that include the design of streetscapes, town centre, and cash-in-lieu funded parking for Bayswater and Maylands train stations	✓	Planning and Development	The Morley Activity Centre streetscape plan is still in the scoping phase and not yet commenced.
	C1.2.3	Review the provision of the city's dog and cat pound	✓	Community Services	The City has implemented an agreement with the Cat Haven for the re-housing and accomodating of cats, rather than building a specific cat pound. Similar arrangements are being reviewed for dog pound services prior to making a determination whether to upgrade the citys curretn dog pound facility.
	C1.2.4	Develop a vision for library services to inform the service model and location of the City's libraries		Community Services	An item will be prepared for a Council workshop late 2016 to seek Council's endorsement of the project. No provision has been made in the 2016-17 budget for this project.
	C1.2.5	Improve access to recreation facilities through infrastructure upgrades	✓	Community Services	Regional playgrounds being upgraded, adding access inclusive equipment.

C1.3 Increase participation in leisure and recreation activities within the City	C1.3.1	Develop and implement a program of lighting upgrades at key parks and reserves to enable greater participation in recreation	✓	Community Services	Works to commence for Emberson Reserve floodlights in new calendar year. Grant application to Dept Sport and Recreation for Noranda Sporting Complex (Athletics) submitted for next financial year.
	C1.3.2	Develop and implement a Community Recreation Plan including a community needs analysis for recreation activities within the City		Community Services	To be developed in 2017/18 pending budget allocation.
	C1.3.3	Continue marketing strategies promoting community recreation aimed at increased participation	✓	Community Services	Golf Oracal developing a TV and radio campaign aimed at the Maylands and Embleton Golf Courses. Funding received for Bayswater Connect Program to link community members with local clubs and groups.
C2.1 Deliver a vibrant range of local community events	C2.1.1	Undertake a review of the City's Civic and Community Events program	✓	Community Services	Review of community events is ongoing via the Community Events Advisory Committee.
	C2.1.2	Facilitate and support community led events	✓	Community Services	A number of community events have been supported. Community events are promoted on the City's website.
C2.2 Facilitate the installation of public art at key community hubs	C2.2.1	Establish a Public Art Strategic Plan	✓	Planning and Development	Review of policy is underway to be presented to Council late 2016.
	C2.3.1	Develop and implement a Community Safety and Crime Prevention Plan	✓	Community Services	Community Safety and Crime Prevention Plan has been adopted by Council and implementation is underway.
	C2.3.2	Continue to enhance the real time Global Positioning System fleet emergency management system	✓	Technical Services	System continually reviewed and 2016-17 will see the upgrade from analogue to digital environment.

C2.3 Deliver a safety service, which builds a strong sense of community safety	C2.3.3	Continue to conduct regular public health programs	✓	Technical Services	The City's Environmental Health Section has continued to conduct public health programmes on an ongoing basis. These include infant child health immunisation clinics, school immunisation programmes, food handler training for food businesses and waste education at schools (via the City's waste contractor).
C2.4 Organise programs that encourage community interaction and participation	C2.4.1	Provide a range of life-long learning programs for adults and children at the City's libraries	✓	Community Services	Ongoing program evaluated at the end of each financial year.
	C2.4.2	Undertake a review of Home and Community Care services		Community Services	This was planned to be undertaken in 17/18. However, recent changes to government funding has necessitated this being brought forward. Review to be undertaken in 2016/17.
	C2.4.3	Continue to support and facilitate the Youth Advisory Committee	✓	Community Services	The City supports the Youth Advisory Committee and is looking at ways to build the leadership of the team and capture their ideas to build the community in support of youth
C3.1 Continue to deliver capacity building activities for sporting, environmental and community groups	C3.1.1	Continue to assist clubs and community groups to be viable and active through the Club Development Program	✓	Community Services	Funding received for Club Development Officer position. The Blue Ribbon Club program has been refreshed and the annual club's conference is planned for October 2016.
	C3.1.2	Continue to provide community leases to a range of community and sporting groups	✓	Community Services	All community leases have been managed and a number of new community leases have been approved by Council in this quarter.

C3.2 Empower and enable community groups to attract external funding and deliver programs and events	C3.2.1	Facilitate workshops twice per year on external funding opportunities for community groups	✓	Community Services	A community training program has been developed for the year which is to be launched in October for all community groups and clubs. In addition, a Community Club Conference will be facilitated in October.
	C3.2.2	Develop and implement community grants program		Community Services	To be considered in 2017/18 pending budget allocation.
C3.3 Strengthen and develop new partnership arrangements with the community	C3.3.1	Continue partnerships with a number of key community groups to support services to the city	✓	Community Services	This is supported through the new community training program and inclusive events e.g. Have A Go Day. The City also provides funding support to YouthCare, OutCare and Environment House. A formal partnership with Inclusion WA has been established to deliver the Bayswater Connect program.
	C3.3.2	Continue to support City registered volunteers through a range of volunteer programs, recognition activities, training and promotion of the value of volunteers	✓	Community Services	This year the City will hold a volunteer recognition event in December and continue to recruit City volunteers and align them to suitable programs. Officers are reviewing the City's volunteer policy. The Club Development Program hosts community workshops throughout the year to support community based volunteers.
C4.1 Strengthen the relationship between the City and the Aboriginal and multicultural community	C4.1.1	Acknowledgement of the Noongar people as traditional custodians of the land and involvement in events and activities where appropriate	✓	Executive Services	Acknowledgement of the Noongar people has been included in all Mayoral speeches and included in the agenda for Ordinary Council meetings.
	C4.1.2	Develop a Multicultural Engagement Plan that identifies strategies to engage with and to respond to the needs of the CALD community including the ability for people from a CALD background to participate in a full range of activities and Council processes		Community Services	To be undertaken in 2017/18 pending budget allocation.

C4.2 Celebrate and recognise the City's cultural diversity	C4.2.1	Provide funds for maintenance, conservation and improvement of heritage places	✓	Planning and Development	Funds are allocated on an annual basis.
	C4.2.2	Develop a Master Plan for the future use of the Maylands Brickworks		Planning and Development	Discussions with the State Heritage Office on progressing the future use of the site.
	C4.2.3	Develop and deliver a multicultural program of activities and events	✓	Community Services	Multicultural program has not been specifically funded. However, the City is reviewing all community events via the Community Events Advisory Committee.
C5.1 Determine service requirements and delivery models in the areas of childcare, youth, senior and people with disabilities	C5.1.1	Review the service delivery model of the City's senior citizen centres	✓	Community Services	Review has not been funded. A preliminary scope of work is being developed.
	C5.1.2	Continue to implement actions of the Disability Access & Inclusion Plan (DAIP) and review and report in accordance with state government requirements	✓	Community Services	The City holds DAIP Advisory and Interdepartmental meetings to monitor and implement the plan.
	C5.1.3	Deliver the Regional Youth Strategy in partnership with EMRC	✓	Community Services	The City works collaboratively with the EMRC to deliver a suite of activities under the regional events program.
	C5.1.4	Continue to support the development of the COB Childcare Association and identify potential business improvements	✓	Community Services	The City provides back of house services to the Bayswater Child Care Association and is assisting transitioning to a fully independent operating model.
C5.2 Seek alternative service providers and partnerships to facilitate services	C5.2.1	Continue to partner and support not-for-profit organisations, community groups and State Government departments	✓	Community Services	This is supported through the new community training program and inclusive events e.g. Have A Go Day. The City also provides funding to YouthCare, OutCare and Environment House. A formal partnership with Inclusion WA has been established to deliver the Bayswater Connect program.

**Additional**



C5.1 Determine service requirements and delivery models in the areas of childcare, youth, senior and people with disabilities	C5.1.5	Develop a strategy for our older population	✓	Community Services	In December 2015, Council resolved to include a new action in the CBP to develop an active ageing strategy and a budget of \$30,000 was allocated to undertake this work. Officers are in the process of preparing a report for Council's consideration to progress this work.
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# 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:** N1 Natural environment and biodiversity which is preserved and protected

Strategic Community Plan - Strategy	Corporate Business Plan - Actions		2016-17	Owner	July to September 2016
N1.1 Conserve natural bushland, wetland and open spaces	N1.1.1	Implement Reserve Conservation Plans	✓	Technical Services	Baigup Reserve plan has been adopted/ Lightning Swam Bushland and Bardon Park reserve plans are currently under development.
	N1.1.2	Provide operational support for environmental 'Friends of' groups	✓	Technical Services	Support for the groups is provided on their preferred method of working with the Council.
N1.2 Improve community amenity with consideration of environmental benefits or impacts	N1.2.1	Continue to develop a Street Tree Policy (deferred pending the development of an Urban Forrest Strategy)	✓	Technical Services	This policy is deferred pending the development of an Urban Forrest Strategy.
	N1.2.2	Environmental Health investigates old landfill sites and remediation works are undertaken where necessary to minimise impact on human health and the environment	✓	Technical Services	Landfill investigations are being undertaken in relation to Bayswater Riverside Gardens - 6 monthly investigation - due for completion approximately early 2017. Lot 2 Wright Crescent Bayswater - quotations for remediation works - to be compared with costs provided by WAPC.
	N1.2.3	Implement Management and Concept Plans for Claughton Reserve, Bardon Park, Swan Lake and Gobba Lake	✓	Technical Services	Plans endorsed by Council include: Swan Lake, Claughton Reserve, Gobba Lake, Bath Street, Tranby Foreshore, Bordon Park, Baigup Reserve, Eric Singleton Bird Sanctuary.

N1.3 Manage and reduce river bank erosion	N1.3.1	Develop a 10 year River Restoration Business Plan	✓	Technical Services	The plan will be completed in the calendar year of 2017 which will include an initial scoping session with the Swan River Trust and community consultation.
	N1.3.2	Implement River Restoration Business Plan	✓	Technical Services	This will be completed after the plan is adopted.
N1.4 Improve the water quality of the river and catchment areas	N1.4.1	Develop and implement a tree canopy program	✓	Technical Services	Urban Forrest Strategy - in the meantime the City is currently carrying out tree protection programs, and tree maintenance programs - preventative measures. A draft greening policy has been developed; as well as an engagement strategy to develop a Urban Forrest strategy with the community.
N1.5 Implement ground and surface water management strategies	N1.5.1	Develop mechanisms to promote water sensitive urban design in private developments	✓	Planning and Development	Currently on hold pending other priorities.
	N1.5.2	Implement Bayswater Brook Action Plan	✓	Technical Services	This action is led by the Environmental Sustainability team. This is an ongoing iterative plan. The first major project to be completed from it was the Eric Singleton Bird Sanctuary Project.
	N1.5.3	Continue the light industry Audit Program	✓	Technical Services	Continuing to undertaken monthly audits with DER.
N1.6 Implement ground and surface water management	N1.6.1	Consider water management strategies as part of Infrastructure Study	✓	Planning and Development	Completed.
	N1.6.2	Incorporate Water Sensitive Urban Design on existing drainage system	✓	Technical Services	Third year of retrofitting some locations with water sensitive design. Ongoing program.
	N1.6.3	Participate in, support and implement the International Council for Local Environmental Initiatives (ICLEI) Water Campaign	✓	Technical Services	The program no longer exists, recommend Council remove this action.

Surface water management strategies	N1.6.4	Develop and implement Groundwater Monitoring across nominated sites	✓	Technical Services	Install and monitor groundwater monitoring wells as part of the contaminated site investigations of the City's old landfill sites. This action is implemented by the Environmental Sustainability team for key sites of interest mainly around bushlands.
N2.1 Promote the reduction of water and energy use to the community	N2.1.1	Continue to support Energy Efficiency Workshops	✓	Technical Services	This action is ongoing for the organisation. 2 sustainability workshops were delivered over 2015-16.
	N2.1.2	Continue to support Living Smart Workshops	✓	Technical Services	This action has not been budgeted for.
N2.2 Preserve and protect air quality	N2.2.1	Ensure appropriate conditions are placed and monitored to control emissions on planned developments	✓	Technical Services	Operational action - ongoing and factored into business as usual.
	N2.2.2	Monitor emission from industries within the City	✓	Technical Services	Refer N1.5.3 - in addition we require dust monitoring as a condition of approval on certain sites. The City monitors the reports as provided and carries out ad hoc monitoring whilst in the field.
N2.3 Encourage the community to have sustainable lifestyles	N2.3.1	Promote high density and quality residential development in proximity to public transport and commercial facilities in accordance with Local Housing Strategy	✓	Planning and Development	refer to action B2.1.1
	N2.3.2	Provide enhanced walking and cycling facilities	✓	Technical Services	The local bike plan and new footpath program adopted. Process of implementation over the next 15 years.
	N2.3.3	Support community workshops such as Great Gardens	✓	Technical Services	The City delivers 2-3 workshops annually. The City's annual garden awards are delivered in partnership with the program.
N3.1 Reduce the City's water and energy use	N3.1.1	Implement hydro zoning at public and active open spaces	✓	Technical Services	Rolling Program - 159 Parks - upgrade the irrigation. 10 irrigation upgrades proposed over 2016-17 and 2017-18.
	N3.1.2	Continue to monitor the outcomes of energy efficient lighting and pump retrofits at Bayswater Waves (completed)			

	N3.1.3	Audit and retrofit energy and water saving equipment at the City's facilities	✓	Technical Services	Each year one new facility is audited. The City has been endorsed as a Water Wise Council.
N3.2 Provide leadership in the delivery of sustainability initiatives	N3.2.1	Implement the City's Local Climate Change Adaption Action Plan	✓	Technical Services	Key actions include tree planting and greening of the City.
N3.3 Regular communications with the community on the City's sustainability initiatives and achievements	N3.3.1	Promote sustainable practices through the City's communications, including printed publications and social media	✓	Technical Services	PR are promoting current projects and initiatives underway as relevant. Numerous articles on tree planting produced.
N4.1 Reduce waste through reduction and recycling initiatives	N4.1.1	Review waste collection practices and investigate and implement alternative waste treatment technologies	✓	Technical Services	Ongoing operation action to improve waste collection, minimise costs and divert waste from landfill. Liaison with EMRC regarding alternative waste treatment technologies with tender released for alternative waste treatment facility.
	N4.1.2	Develop waste information fact sheets and explore other strategies to raise the community awareness of waste services	✓	Technical Services	Ongoing operational - July 2016 provide waste and recycling guidelines annually to residents - information on the website informaiton sheets - links to EMRC R-Gang website - educational programs at schools through the City's waste contractor.
N4.2 Continue to provide an efficient and effective waste management service	N4.2.1	Conduct regular audits of waste collection services and recommend changes as required	✓	Technical Services	Currently reviewing the bulk bin ordering system to increase efficiencies - investigating recycling of waste from the bulk bins. Highlighting recycling initiatives across the industry, also looking at provision of battery disposal outlets positioned at major shopping areas.
N4.3 Pursue new waste management technologies to reduce waste	N4.3.1	Actively working with LGAs and the EMRC to continuously pursue new initiatives to reduce, reuse and recycle waste	✓	Technical Services	Ongoing

# The Local Economy

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

**Outcome:** E1 Strong economic growth

Strategic Community Plan - Strategy	Corporate Business Plan - Actions		2016-17	Owner	July to September 2016
E1.1 Strengthen the Morley City Centre to meet future community needs	E1.1.1	Develop the Morley City Centre Structure Plan associated studies	✓	Planning and Development	This action was completed and reported to Council May 2015. Implementation will occur through scheme amendment.
	E1.1.2	Implement Morley Centre streetscape upgrades	✓	Planning and Development	Refer to item C1.2.1
	E1.1.3	Attract strategic industries to the Morley City Centre	✓	Planning and Development	Morley Streetscape enhancement plan currently being scoped.
E1.2 Support the development of key economic nodes through land use planning	E1.2.1	Promote Morley City Centre and Maylands Activity Zone to development industry	✓	Planning and Development	Ongoing.
	E1.2.2	Undertake Bayswater Town Centre Structure Plan	✓	Planning and Development	Project commenced. Community Engagement plan for this plan adopted by Council.
E1.3 Attract key industries to establish within the City	E1.3.1	Prepare a business attraction prospectus and promote to key industry groups	✓	Planning and Development	This work has not yet commenced, and is scheduled to occur in 2016/17.
	E1.3.2	Develop the City of Bayswater Economic Profile	✓	Planning and Development	Work has commenced.
	E1.3.3	Develop and implement a business engagement strategy	✓	Planning and Development	This work has not yet commenced, and is scheduled to occur in 2016/17.

E2.1 Lobby for infrastructure improvements which support economic growth	E2.1.1	Develop a strategy to lobby governments to increase or upgrade infrastructure	✓	Technical Services	Strategy has been developed and implemented in conjunction with EMRC. City also pursuing undergrounding of power under State Underground Power Program (SUPP).
	E2.1.2	Hold an annual infrastructure briefing for key stakeholders	✓	Planning and Development	This work has not yet commenced, and is scheduled to occur in 2016/17.
E2.2 Work together with the business community to attract increased infrastructure and services	E2.2.1	Co-ordinate lobbying activities in partnership with the EMRC and business groups	✓	Planning and Development	Ongoing.
	E2.2.2	Identify under utilised facilities to be used by businesses and the community	✓	Planning and Development	A portion of Wortton Reserve was identified. Council resolved to consider a lease for this parcel of land.
E3.1 Form partnerships to facilitate business training and support	E3.1.1	Develop a long-term economic development plan	✓	Planning and Development	Not yet commenced.
	E3.1.2	Develop partnerships with Small Business Association to provide business training and support	✓	Planning and Development	The City partnered with CEBA three years ago, to facilitate regular business forums. The city provided funding to CEBA for the awards presentation.
E3.2 Actively communicate and engage with the business community	E3.2.1	Produce a regular business e-newsletter	✓	Planning and Development	This action is currently on hold and scheduled to recommence in 2017.
	E3.2.2	Enhance and update the City's website to engage local business	✓	Planning and Development	Ongoing.
	E3.2.3	Maintain regular communications with local business associations including regular business forums	✓	Planning and Development	Refer action E3.1.2.
E3.3 Implement initiatives which support business growth	E3.3.1	Develop partnerships that will assist business growth and development	✓	Planning and Development	Refer action E2.2.1.
	E4.1.1	Provide streetscape improvements in town centres	✓	Planning and Development	A strategy will be presented to Council in 2016 with targeted implementation to commence in 2017. (Pending budget allocation)

E4.1 Increase public amenity in town centres to enhance community interaction and public safety	E4.1.2	Implement crime prevention initiatives as contained in the Community Safety and Crime Prevention Plan	✓	Community Services	The Community Safety and Crime Prevention Plan has been adopted and implementation is underway.
	E4.1.3	Investigate the feasibility of implementing Wi-Fi services in the Maylands and Morley town sites	✓	Community Services	This was investigated for Morley in late 2014 and Council resolved not to progress with WiFi for the Morley town centre. The City offers free community WiFi at its libraries at the Rise.
	E4.1.4	Develop and implement a Bayswater Town Centre Structure Plan	✓	Planning and Development	This project is underway.
E4.2 Develop community events and marketing initiatives in partnership with the business community	E4.2.1	Develop a marketing and branding strategy for each town centre	✓	Planning and Development	This work has not yet commenced, and is scheduled to occur in 2016/17.
	E4.2.2	Support Street Festivals that promote local businesses and encourage community participation	✓	Planning and Development	There is Street Festival funding for 2016/17.
	E4.2.3	Partner with local businesses and the community on key community events	✓	Planning and Development	Refer to item E4.2.2.
E5.1 Support EMRC to develop regional business attraction strategies	E5.1.1	Develop regional business attraction strategy together with surrounding local governments	✓	Planning and Development	This action is ongoing, and occurs through active participation with the EMRC and Economic Development Working Group who meet every two months.
E5.2 Work in partnership with the EMRC to attract regional investment in infrastructure	E5.2.1	Develop a regional infrastructure attraction plan with the EMRC	✓	Planning and Development	Refer to action E5.1.1
	E5.2.2	Develop an industrial gap analysis on the regional supply chain	✓	Planning and Development	Refer to action E5.1.1

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.