

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	October to December 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: • emergency risk management • security	✓	Technical Services	Continuing to review 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	The Workforce Plan is now in draft form and being reviewed.
	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.
	L1.3.2	Develop a Health and Safety Framework	✓	Executive Services	Development of the various parts of the framework is underway.
L2.1 Deliver long term financial planning for asset	L2.1.1	Implement asset management plans and review practices	✓	Technical Services	Plans implemented in accordance with adopted budget. Works ongoing.

replacement and new capital projects	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 Continue to provide prudent financial controls and compliance systems	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	Monitoring and reports of the City's investments is undertaken in accordance with the relevant policy and statutory requirements.
	L2.2.2	Implement audit recommendations for better practice	✓	Finance	The annual audit of financial statements has been completed, no issues raised by the auditors however non urgent procedural improvements are still being worked through.
	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	The review of the LTFP has commenced, in conjunction with the major review of the City's Intergrated Planning Framework.
	L2.2.6	Continue to maintain an effective Records Management System	✓	Finance	Email volume continues to be a challenge and has been noted in the IT Plan for 2017 onwards.
	L2.2.7	Develop an organisation wide risk management framework and manage implementation and review	✓	Finance	Second phase (assurance testing) has commenced, aim to have report readyfor review early February.
	L2.2.8	Review insurance provisions to ensure appropriate coverage for the city	✓	Finance	No action required at this time. Next review is scheduled for March/April 2017.
L3.1 Communicate with the community through various mediums	L3.1.1	Continue to develop and implement a Corporate Engagement Strategy	✓	Finance	The City has undertaken a number of approved community engagement activities over this period.
	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	L3.2.1	Develop and implement a Community Engagement Framework	✓	Finance	The City's engagement activities are informed by this Framework.

in decisions which affect their quality of life	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	See comments below regarding content review of Customer Service Charter.
	L3.3.2	Continue to review and update complaints handling and resolution policy and processes	✓	Finance	A Management Practice has been developed and a content review of the Customer Charter is scheduled for early 2017.
	L3.3.3	Continue to enhance the business continuity of the IT system	✓	Finance	Disaster recovery Plan for IT systems is in progress. Emergency power supply for main building has been installed and tested.
	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	A project scope and proof of concept is currently being developed for on-line lodgement of forms and the early projection is that the system will be live by late 2017.
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	In November 2016 Council resolved a new meeting structure comprising of 2 committees and 1 Council meeting per month. In December 2016 Council adopted its 2017 meeting schedule.
	L4.1.3	Maintain the schools' visit program to promote understanding of Council and local government	✓	Community Services	The second quarter of the year does not promote school visits to Council Chambers due to schools being busy with exams and graduations. Coordination of the City of Bayswater book awards and certificates for schools, takes precedence at this time.
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	A number of activities have been undertaken over this period and include, requests for funding towards purchase of Carter's land.
	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	Reports compiled for Council on related matters as they arise.

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. Council has adopted its 2015/16 Annual Report and held an AGM on 15 December 2016.
	L4.4.2	Co-ordinate corporate reporting against Strategic Community Plan and Corporate Business Plan	✓	Executive Services	1st quarter status report presented to Council in October 2016, 2nd quarter report to be presented in February 2017.
	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.
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. Currently working on performance requirements aligned to the proposed Corporate Business Plan.
	L5.1.3	Support continual improvements in OSH management and systems	✓	Executive Services	See L1.3.2
	L5.1.4	Develop succession plans and service level agreements for critical service and compliance plans	✓	Executive Services	See L1.1.3
L5.2 Implement appropriate staff development and training programs	L5.2.1	Develop and maintain a staff training calendar	✓	Executive Services	To be developed for 2017/18.
	L5.2.2	Develop and implement an holistic health and wellbeing program for City staff	✓	Executive Services	Initiatives scheduled for February/March/April.
	L5.2.3	Identify and provide staff training targeted to priorities of skills required	✓	Executive Services	Identified during annual reviews and Corporate Culture Programs will inform the priorities.

L5.3 Develop and foster a strong, supportive and respectful corporate culture	L5.3.1	Develop an internal communications strategy that promotes corporate culture	✓	Finance	Internal communication with officers is undertaken to keep staff informed. Further development of this is underway as part of shifting the organisational culture.
	L5.3.2	Manage operations in compliance with workplace conditions and regulations	✓	Executive Services	Review ongoing. Management Practices reviewed and revised. 6 are due to be released.
	L5.3.3	Identify methods of developing and encouraging employee participation aimed at enhancing corporate culture	✓	Executive Services	Further to Councils resolution to implement an employee of the month program, staff service awards were presented at the 2016 Christmas Party. Other initiatives will be informed in 2017 in consultation with staff as part of developing corporate values.

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	October to December 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. A series of workshops have been held.
	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; the Streetscape Enhancement plan for the Morley area is currently on hold.
	B1.1.4	Enhanced street tree planting program to enhance the garden city ethos	✓	Technical Services	The City's street tree planting program is completed for this calendar year until it commences again in Autumn.
	B1.1.5	Native plants to residents program to enhance the garden city ethos	✓	Technical Services	This is an annual action and has been completed.
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.
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 high 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. Council adopted a submission on the state governments 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	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	Plans implemented in accordance with adopted budget.
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	Final draft precinct plans currently under review.
	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	The Information Memorandum for the long term lease (& sale of business and any assets held by Council associated with Mertme Village) is being advertised.

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	October to December 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. Contractors Norman Disney and Young have been appointed to scope and design the tender document which will be released early in 2017.
	C1.1.5	Undertake a community engagement strategy to determine future use of Maylands Waterland site	✓	Community Services	Negotiables and non-negotiables were set by Council and a number of Community workshops have been run to identify a options for the future of the facility. A Councillor workshop will be run early in 2017 to further assess options.
	C1.1.6	Develop and implement a playground policy	✓	Community Services	Not yet commenced. Plan is to undertake a scan 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	Community engagement on this project is underway.
	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 on hold.

C1.2 Develop new facilities which provide for future community needs	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 accommodating 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 City's current 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	A report will be presented to Council in January to seek direction from Council regarding this initiative.
	C1.2.5	Improve access to recreation facilities through infrastructure upgrades	✓	Community Services	Funding received to add accessible pathways to Bert Wright Park Bayswater, and St Margaret Reserve Maylands
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	Community consultation completed at Emberson Reserve with now community objection to proposed lighting replacement. Community workshop held with residents around DE lacy Reserve with a report to Council to follow Feb 2017.
	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	City website content reviewed and updated.
	C1.3.4	Undertake a review of Dog Exercise Areas			To be undertaken in 2017/18 pending budget allocation.
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	The review of the policy has been presented to Council and changes adopted.
C2.3 Deliver infrastructure	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. Upgrade works to commence March 2017.

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	Programs are ongoing and the program is evaluated at the end of each financial year.
	C2.4.2	Undertake a review of Home and Community Care services		Community Services	A review of the HACCC program is underway.
	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	The annual Club's Conference was held in October, with 40 club representatives partaking in four workshops. The annual club survey was completed, with 76 responses received. An application for further funding for the Club Development Officer position for the period July 2017 through until June 2019 was submitted to the Department of Sport and Recreation
	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	5 workshops have been held this quarter, with all being fully booked with a waiting list. A Community Club Conference was 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	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.

new partnership arrangements with the community	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	A City volunteer recognition event was held on 5 December. The City will 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 and Committee 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 considered as a part of the 2017 - 2021 Corporate Business Plan development and 2017 -18 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	An offer from the State Heritage Office has been received to undertake a feasibility plan for 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	This work will be undertaken as an action emanating from the Age Friendly Strategy. 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	A Regional Youth Strategy has not been developed however, 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	✓	Finance	The Association is finalising its transition to a fully independent operating model.

	C5.1.5	Develop a strategy for our older population	✓	Community Services	In November 2016, Council resolved to develop an Age Friendly strategy. This is supported by a budget of \$30,000. Recruitment of an officer to undertake this work is in progress.
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.

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	October to December 2016
N1.1 Conserve natural bushland, wetland and open spaces	N1.1.1	Implement Reserve Conservation Plans	✓	Technical Services	Plan for Baigup, Gobba, Cloughton, Eric Singleton Bird Sanctuary, Swan Lake, Tranby Foreshore are all currently being implemented. The remaining Reserve Plans are under review.
	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. The City has recently held 3 x workshops with focus groups. Held (ongoing) an online survey. From the workshops and background research, officers have developed the key focus areas and actions of the UFS. A Public Tree forum will be held on 20 February 2017 as the final informing stage of the consultation.
	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 Cloughton Reserve, Bardon Park, Swan Lake and Gobba Lake	✓	Technical Services	See N1.1.1
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	The City has recently held 3 x workshops with focus groups. Held (ongoing) an online survey. From the workshops and background research, officers have developed the key focus areas and actions of the UFS. A Public Tree forum will be held on the 20th Of February 2017 as the final informing stage of the consultation.
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	Currently negotiating with DPAW regarding grant funding to implement the next stage.
	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 strategies	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	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	Not budgetted for this financial year. This action is to be included in the next budget.
	N2.1.2	Continue to support Living Smart Workshops	✓	Technical Services	This action is to be included for consideration in the next budget.
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.
	N2.3.1	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 Encourage the community to have sustainable lifestyles	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	One workshop held.
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	Solar panel installation for Civic Centre May/June 2017.
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. More information for the public has been included on the City's website.
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 information 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	The City and its Waste Contractor are working towards implementing changes to the bulk bin ordering system in February 2017 to improve efficiencies. The City is continuing to investigate the recycling of waste from the bulk bins. The City is currently working with the EMRC in regards to battery disposal outlets 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	October to December 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	Refer to item B1.1.1
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	On 6 December 2016 Council resolved that a draft Economic/Business framework be developed. Officers are currently working on this framework.
	E1.3.2	Develop the City of Bayswater Economic Profile	✓	Planning and Development	Refer to item E1.3.1
	E1.3.3	Develop and implement a business engagement strategy	✓	Planning and Development	Refer to item E1.3.1
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	Refer to item E1.3.1
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 Wotton Reserve was identified. Council resolved to consider a lease for this parcel of land and also resolved to dispose of 43 Morley Drive.
	E3.1.1	Develop a long-term economic development plan	✓	Planning and Development	Refer to item E1.3.1

E3.1 Form partnerships to facilitate business training and support	E3.1.2	Develop partnerships with Small Business Association to provide business training and support	✓	Planning and Development	Refer to item E1.3.1
E3.2 Actively communicate and engage with the business community	E3.2.1	Produce a regular business e-newsletter	✓	Planning and Development	To be further considered 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 to item E1.3.1
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 Increase public amenity in town centres to enhance community interaction and public safety	E4.1.1	Provide streetscape improvements in town centres	✓	Planning and Development	To be considered as an outcome of the Urban Forrest Strategy and or Place Management for each centre.
	E4.1.2	Implement crime prevention initiatives as contained in the Community Safety and Crime Prevention Plan	✓	Community Services	Implementation is underway.
	E4.1.3	Investigate the feasibility of implementing Wi-Fi services in the Maylands and Morley town sites	✓	Community Services	The City offers free community WiFi at it's libraries and the Rise.
	E4.1.4	Develop and implement a Bayswater Town Centre Structure Plan	✓	Planning and Development	Refer to item B1.1.1
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	To be investigated when the Place Managers commence in 2017.
	E4.2.2	Support Street Festivals that promote local businesses and encourage community participation	✓	Planning and Development	Council resolved to review the policy in preparation for the next round of funding.
	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	Refer to item E1.3.1
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 item E1.3.1
	E5.2.2	Develop an industrial gap analysis on the regional supply chain	✓	Planning and Development	Refer to item E1.3.1

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.