

# 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	April to June 2017	
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	The Local Emergency Management Arrangements are continuing to be reviewed and updated. The City's Local Recovery Plan has been completed.
	L1.1.3	Develop and provide labour force reports to facilitate workforce management - linking to Business Planning outcomes	✓	Executive Services	A workforce plan has been completed and will be reviewed as part of broader consideration of improved integration of strategic planning documentation.
	L1.1.4	Review Corporate Business Plan	✓	Executive Services	The major review of the City's Integrated Planning Strategies and documents is underway. The Corporate Business Plan has been presented to Council for adoption in June 2017, however was deferred. The deferral will ensure current decisions, made in relation to projects such as the revitalisation of Maylands Waterland and others, are reflected in our planning framework.
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 been implemented. Various policies have been reviewed and adopted by Council with suggested amendments and deletions etc. This is ongoing with the remaining policies to be reviewed.
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	See L1.2.1
	L1.3.2	Develop a Health and Safety Framework	✓	Executive Services	Framework is on track, Policy and Management Practice have been drafted and data loaded into system to enable electronic incident reporting. Documents will be progressively presented to ELT for approval.
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	Ongoing
	L2.1.2	Investigate alternative funding mechanisms to meet asset replacement/ upgrade needs	✓	Technical Services	Ongoing. Alternative sources of funding are reviewed for City projects and initiatives.
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	Investment policy was reviewed in June 2017 in response to current finance sector risk ratings and changes in legislation that now permits investment up to 3 years.
	L2.2.2	Implement audit recommendations for better practice	✓	Finance	An update on the proposed internal audit scope of work is going to the Audit & Risk Committee in August 2017. An audit of GST compliance was recently completed, and further training on some of the more complex GST classifications will be rolled out later in 2017. Audit of accounts receivable planned for later in 2017.
	L2.2.3	Manage implementation of the organisation wide compliance calendar	✓	Executive Services	The Compliance Calendar is suggested to be reviewed.
	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	LTFP has been adopted by Council - to be reviewed later in 2017
	L2.2.6	Continue to maintain an effective Records Management System	✓	Finance	Scoping is progressing and aim is to include centrally capturing Councillor action requests
	L2.2.7	Develop an organisation wide risk management framework and manage implementation and review	✓	Finance	Second Assurance report was completed and presented to the Audit and Risk Committee on 19 May, 2017. Third quarter risk topics will be selected with the third Assurance report to follow on or around 22 August, 2017.
	L2.2.8	Review insurance provisions to ensure appropriate coverage for the City	✓	Finance	Insurance portfolio reviewed May 2017, some increases in cover implemented (cyber crime and fraud). Property, MV and PL also reviewed to ensure adequate coverage.
L3.1 Communicate with the community through various mediums	L3.1.1	Continue to develop and implement a Corporate Engagement Strategy	✓	Finance	As per previous quarter - now managed by Community Engagement.
	L3.1.2	Ensure communications with the community are produced in a variety of accessible formats to reach the widest audience possible	✓	Finance	Social media has been expanded to include Instagram and an e-newsletter was introduced in May 2017. The number of Facebook 'likes' is currently at approximately 3,000.

L3.2 Engage the community in decisions which affect their quality of life	L3.1.3	Ensure all City communication methods meet Corporate protocols	✓	Finance	Style Guide has been implemented and will be reviewed in 2018.
	L3.2.1	Develop and implement a Community Engagement Framework	✓	Finance	Community Engagement sessions were delivered to all directorates, attended by 38 staff members. Engage Bayswater is being redesigned and Consultation Manager being developed to support engagement projects. CE training is being delivered in July.
	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
	L3.3.2	Continue to review and update complaints handling and resolution policy and processes	✓	Finance	Release of the updated Customer Services Charter is anticipated Sept/Oct 2017
	L3.3.3	Continue to enhance the business continuity of the IT system	✓	Finance	The City's Business Continuity Plan is currently being developed, DR Plan is a sub-set of that work. Aim is to have all work completed by October 2017.
	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	Development is continuing between other IT project priorities.
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	Due to minimal interest from schools, this program is under a review. A report to Council is due in July or August 2017.
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	
	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
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 Corporate Business plan is reported on quarterly and the reports are available on the City's website.
	L4.4.2	Co-ordinate corporate reporting against Strategic Community Plan and Corporate Business Plan	✓	Executive Services	3rd quarter status report was presented to Council in April 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 completed a number of internal improvement initiatives 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	A high level review and updating of documentation was completed to support completion of performance reviews in 2016/17. Broader structural review of process to occur in 2017/18.
	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	Succession planning has been included as an action in the workforce plan and will occur in a targeted manner.
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 including 10,000 steps, skin and health checks currently taking place with some standout results.
	L5.2.3	Identify and provide staff training targeted to priorities of skills required	✓	Executive Services	Key focus areas have been identified from the culture survey and will be supplemented from outputs from year end performance reviews.
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	Communication with staff is an area of focus as part of the internal change management process which is underway.
	L5.3.2	Manage operations in compliance with workplace conditions and regulations	✓	Executive Services	The management practices are currently being prioritised and reviewed.
	L5.3.3	Identify methods of developing and encouraging employee participation aimed at enhancing corporate culture	✓	Executive Services	Corporate values are presently being reviewed with staff input; these values will inform the development of a reward and recognition program.

# 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	April to June 2017	
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	Following the completion of the community workshops, the consultants are preparing a draft Bayswater Town Centre structure plan, to be presented to Council in July 2017.
	B1.1.2	Develop Residential Design Guidelines particularly for multiple dwellings	✓	Planning and Development	Awaiting the outcome of the WA Government's Apartment Guidelines.
	B1.1.3	Develop and implement a streetscape upgrade program	✓	Planning and Development	Streetscape program planning scheduled for Bayswater and Morley in 2017-18
	B1.1.4	Enhanced street tree planting program to enhance the garden city ethos	✓	Technical Services	Winter street tree program to commence last week of June and through into July after contract awarded and recent belated winter rains.
	B1.1.5	Native plants to residents program to enhance the garden city ethos	✓	Technical Services	Completed -Plants distributed through Environment House
B1.2 Develop parking solutions at key destinations	B1.2.1	Develop and implement a Parking Management Strategy	✓	Planning and Development	A Maylands Activity Centre Parking Strategy was adopted for advertising on 20 June 2017.
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 on the implementation of Metronet.
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	Mayor has written to Minsiter to purchase City share. No response has been received to date.
	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, the Bayswater Town Centre structure Plan, and the Meltham Station Precinct 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 review of Town Planning Scheme No 24 has commenced through the Local Planning Strategy process.
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	B4.2.1	Complete and implement a City wide Local Area Traffic Management Study	✓	Technical Services	Ongoing. Final draft precinct plans currently under review.

road safety	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	Further report to be provided to Council on future direction and alignment with community aging and seniors strategies
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	Disposition is at an advanced stage - final negotiations scheduled for mid-August 2017

# 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	April to June 2017
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	Preliminary meetings held with City Planning and Department of Parks and Wildlife. Preliminary design concepts being drafted. Consideration required for lot boundaries on site
	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	Classic Contractors have been awarded the tender and works on the outdoor area have commenced. Expected completion is early November 2017
	C1.1.5	Undertake a community engagement strategy to determine future use of Maylands Waterland site	✓	Community Services	The community engagement plan is in its final stages. All community workshops and surveys are now completed with feedback presented to Council for a final decision.
	C1.1.6	Develop and implement a playground policy	✓	Community Services	Desktop review commenced June 2017 with draft policy due September 2017.
	C1.1.7	Review future options for the Maylands Waterland site	✓	Community Services	The community engagement plan is in its final stages. All community workshops and surveys are now completed with feedback presented to Council for a final decision.
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 on hold.
	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. The Dog Pound will cease operation in line with the commencement of a contract to outsource the services.
	C1.2.4	Develop a vision for library services to inform the service model and location of the City's libraries		Community Services	Funding for development of a library strategy will be considered as part of the 2017-18 Budget.
	C1.2.5	Improve access to recreation facilities through infrastructure upgrades	✓	Community Services	Consideration of access within and around new Bayswater Tennis Clubrooms due for construction Nov 2017
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	Installation Emberson South due August 2017. Tender preparation for Emberson North to commence July 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. Community Halls for Hire Brochure updated. Consideration towards additional Facebook paid advertising as required.
	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	Program of events established for July to Dec 2017
	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	Plan is not included in the draft Corporate Business Plan commencing 2017-18 and therefore has not been funded.

C2.3 Deliver a safety service, which builds a strong sense of community safety	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. A progress report was presented to the June round of meetings.
	C2.3.2	Continue to enhance the real time Global Positioning System fleet emergency management system	✓	Technical Services	DMR Works June 2017. Ongoing
	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. 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. All programmes will be reviewed and evaluated post 30 June 2017..
	C2.4.2	Undertake a review of Home and Community Care services		Community Services	Review has been completed. Council has resolved to exit part of the program on 31/12/17 and the rest on 30/6/18.
	C2.4.3	Continue to support and facilitate the Youth Advisory Committee	✓	Community Services	Youth Strategy Planned for 18/19. YAC review will be an action as an outcome.
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	A number of capacity building workshops have been delivered. Department of Sport and Recreation confirmed Club Development funding \$40,000 for 2017/18
	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	Community Training program has incorporated this subject matter.
	C3.2.2	Develop and implement community grants program		Community Services	Planned for 17/18.
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	In the last quarter, two new partnerships have been formed to support the HACC program. Funding/partnership continues with YouthCare.
	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	Volunteer Management practice has been completed and approved by ELT. Council has resolved to only invite registered volunteers to City volunteer recognition events.
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	This project has been deleted from the 17/18 Corporate Plan.
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	Council resolved to commence feasibility planning with the State Heritage Office. This will commence in July 2017.
	C4.2.3	Develop and deliver a multicultural program of activities and events	✓	Community Services	Multicultural concert delivered June 2017 at Morley Sport and Rec Centre with 200 audience
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	The Age Friendly strategy includes this as an action. The review will take place in 17/18.
	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. An internal electronic implementation plan has been developed for use by Managers.
	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 has transitioned to a fully independent operating model.
	C5.1.5	Develop a strategy for our older population	✓	Community Services	Age Friendly Strategy has been developed and endorsed by Council. Implementation will commence 17/18.
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	See C3.3.1 Also, the City continues to work with Dept of Health and Housing Authority, to facilitate its HACC and Community Housing program and Exits strategy.

## 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	April to June 2017
N1.1 Conserve natural bushland, wetland and open spaces	N1.1.1	Implement Reserve Conservation Plans	✓	Technical Services	Ongoing - Currently collecting field data within reserves
	N1.1.2	Provide operational support for environmental 'Friends of' groups	✓	Technical Services	Ongoing - Sustainable Environment Division currently working with 11 Community Groups
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	Urban Forrest Strategy report set to go to Council for consideration July 2017. Practical implementation sometime after.
	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 continuing. The City has met with the DER and is waiting on advice regarding Bayswater Riverside Gardens. WAPC are finalising their tender process for Lot 2 and Lot 800 Wright Crescent. A report will be forwarded to Council for consideration of the remediation works. The City sought costings from the EMRC, however they advised that they were unable to undertake the work.
	N1.2.3	Implement Management and Concept Plans for Claughton Reserve, Bardon Park, Swan Lake and Gobba Lake	✓	Technical Services	This action is In hand will be reviewed in the new financial year.
N1.3 Manage and reduce river bank erosion	N1.3.1	Develop a 10 year River Restoration Business Plan	✓	Technical Services	Ongoing, investigations into implementation under consideration
	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	Deferred pending Urban Forrest Strategy. See N1.2.1
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	Ongoing projects: Russel St Park, Railway Pde Rain Garden, Jacobsons living stream, water quality monitoring.
	N1.5.3	Continue the light industry Audit Program	✓	Technical Services	Continuing to undertake 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	The Sustainability and Environment team are continuing to monitor key sites of interest; mainly around bushlands and the City's Environmental Health Services are continuing to install and monitor groundwater monitoring wells as a part of their contaminated site investigations.
N2.1 Promote the reduction of water and energy use to the community	N2.1.1	Continue to support Energy Efficiency Workshops	✓	Technical Services	The City is working with Environment House to deliver sustainability outcomes.
	N2.1.2	Continue to support Living Smart Workshops	✓	Technical Services	To be confirmed if it is included 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	Continuing to undertake monthly audits with DER.
	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 B2.1.2
	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	Complete - Beyond Gardens workshop
N3.1 Reduce the City's water and energy use	N3.1.1	Implement hydro zoning at public and active open spaces	✓	Technical Services	Irrigation system replacement program on selected reserves has commenced. Hydrozoning is a principal that is already incorporated into contemporary irrigation designs.
	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	Ongoing - Install of Solar panels at Bayswater Waves

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	Currently completing Urban Forest Strategy. Significant revegetation activities.
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	The City regularly posts on social media and local print media.
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 operational action to improve waste collection, minimise costs and divert waste from landfill. The City is a member of the EMRC and they are currently assessing tenders for alternative waste treatment facilities.
	N4.1.2	Develop waste information fact sheets and explore other strategies to raise the community awareness of waste services	✓	Technical Services	Ongoing operational. The City is continuing to raise community awareness of waste services via the website and the waste & recycling guide which is being distributed to residents in June 2017.
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 has been reviewing the waste collection services as a part of the new long-term waste collection contract. The City has held continuous improvement meetings with the City's waste contractor and checked green waste contamination levels at Red Hill.
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	April to June 2017	
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 C1.2.2
	E1.1.3	Attract strategic industries to the Morley City Centre	✓	Planning and Development	Morley Streetscape enhancement plan currently being scoped to commence in 2017-18.
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 B1.1.2
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	Council adopted an Economic/Business Framework in May 2017. This describes actions and priorities for delivery over the next 5 years
	E1.3.2	Develop the City of Bayswater Economic Profile	✓	Planning and Development	Refer to item E1.3.2
	E1.3.3	Develop and implement a business engagement strategy	✓	Planning and Development	Refer to item E1.3.2
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	Ongoing. 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 E1.3.2
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. The disposal of 43 Morley Drive was put out to the market in March 2017.
E3.1 Form partnerships to facilitate business training and support	E3.1.1	Develop a long-term economic development plan	✓	Planning and Development	Refer to item E1.3.2
	E3.1.2	Develop partnerships with Small Business Association to provide business training and support	✓	Planning and Development	Refer to item E1.3.2
E3.2 Actively communicate and engage with the business community	E3.2.1	Produce a regular business e-newsletter	✓	Planning and Development	Refer to item E1.3.2
	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 E1.3.2
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 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	The Community Safety and Crime Prevention Plan has been adopted and implementation is underway. A prevent residential burglary campaign was developed and run during June 2017.
	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 B1.1.2
E4.2 Develop community	E4.2.1	Develop a marketing and branding strategy for each town centre	✓	Planning and Development	Included as actions in the Interim Place Activation Plans for each town centre and the Economic/Business Framework as a medium/long term action.

events and marketing initiatives in partnership with the business community	E4.2.2	Support Street Festivals that promote local businesses and encourage community participation	✓	Planning and Development	Council resolved in May to change the name of the program to 'Main Town Centre Events' and other changes to the program. Next round of funding to be released in July 2017.
	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 E1.3.2
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 E1.3.2
	E5.2.2	Develop an industrial gap analysis on the regional supply chain	✓	Planning and Development	Refer to item E1.3.2

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.