



Corporate Business Plan



Quarterly Status Report

July - September 2018

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ASPIRATIONS AND OUTCOMES

Our Community - an active and engaged community

C1 A strong sense of community through the provision of quality services and facilities

C2 Accessible services that recognise diversity'

Our Natural Environment - a green and sustainable environment

N1 Natural environment and biodiversity which are conserved and protected

N2 A resilient community that responds to sustainability challenges

Our Built Environment - a quality and connected built environment

B1 Appealing streetscapes

B2 A connected community with sustainable and well maintained transport

B3 Quality built environment

Our Local Economy - a business and employment destination.

E1 Support initiatives for local business

E2 Active and engaging town and city centres

E3 Attractive to new services, businesses and investment.

Leadership and Governance- open, accountable and responsive service

L1 Accountable and good governance

L2 Proactively communicates and consults

L3 Strong stewardship and leadership

OUR COMMUNITY

Our Community - An Active and Engaged Community

Strategic Community Plan 2017-2027: Measure Of Success: - Percentage of the community satisfied with the quality and amenity of community facilities and services. This measure of success is based on the outcomes of the City's community perception survey which is completed every two years. The next survey will be undertaken in 2018. Baseline examples from the 2016 survey include:

- Services and facilities for youth- 42% of respondents rated the City's performance as good or excellent.
- Services and facilities for families- 55% of respondents rated the City's performance as good or excellent.
- Facilities, services and care available for seniors - 58% of respondents rated the City's performance as good or excellent.

STRATEGIES	CBP Action Item	Relevant Projects	Target Completion Quarter	Comments	Status
C1.1 Plan and provide a range of community facilities and services to meet current and future needs.	C1.1.1 Implement the approved future option for the Maylands Waterland site.	Council has resolved to refurbish all pools and supporting facilities at the Maylands Waterland site.	April -June 2019	In July 2018, Council resolved in short for the CEO to: <ul style="list-style-type: none"> • seek sufficient external funding for capital costs for refurbishment; • advise Council and the public of the outcome; and • in the event that funding cannot be obtained, the CEO is to progress with an alternative redevelopment option. 	In line with this resolution an advocacy program has been implemented and a CSRFF funding application submitted at the end of September. The outcome of this application will be announced in February 2019.
		Investigation of alternative funding and operation models for the kiosk at Maylands Waterland.	April -June 2019		The future design of Maylands Waterland will include the potential to build a kiosk in the future (if room allows). Additionally work is underway to find an external company to assess and report on the commercial viability of the site.

STRATEGIES	CBP Action Item	Relevant Projects	Target Completion Quarter	Comments	Status
	C1.1.2 Implement a new playground policy.	New playground policy.	July - Sept 2018	Draft Policy and Management Practice presented to May Policy Review Committee and August Council Workshop.	Policy to be deleted and Management Practice adopted. A report will be referred to October Policy Review Committee for Councils consideration.
	C1.1.3 Implement the identified refurbishment actions for Bayswater Waves.	Council has approved a tender to: <ul style="list-style-type: none"> • Replace circulation pipework to outdoor pool; • Refurbish existing 50m shell and re-tile/repaint • Replace pool concourse directly surrounding 50m pool (approximately 854m²); • Refurbish grandstand roof and covered seating; and • Remove the dive pool. 	April -June 2021	\$920,000 was allocated for this project in the 2016/17 Budget. Unspent funds carried forward to 2017/18. At the Ordinary Council Meeting on 25 July 2017, Council approved an additional \$80,000 for a variation due to unforeseen construction issues.	Classic Contractors completed refurbishment works on the outdoor pool area and the pool was re-opened in February 2018. Classic Contractors are currently finalising a number of defects and are scheduled to be finished these works by November 2018.
		Work has begun on the next stage for the Hydrotherapy Pool and Spa Refurbishment.	April -June 2021	\$900,000 was allocated for this project in the 2017/18 Budget.	Solutions 4 Building submitted a successful tender and were appointed to refurbish the hydrotherapy area / health club toilets in June 2018. Works commenced in August 2018 and the project is on track for recommissioning of this area for 20 December 2018 as planned.
	C1.1.4 Implement the findings of the review of Home and Community Care Services.	Implement the review of Home and Community Care Services	April -June 2018		The City ceased the delivery of HACC services on 30 June 2018. All clients involved were transitioned to alternate, experienced service providers to ensure continuity of care.

STRATEGIES	CBP Action Item	Relevant Projects	Target Completion Quarter	Comments	Status
	C1.1.5 Review the City's dog exercise areas.	Council has resolved to conduct a review of existing and potential new dog exercise areas to accommodate increasing demand and improve public outcomes.	April -June 2018	\$30,000 has been allocated in the 2017/18 Budget for the project review.	Council has requested a workshop to discuss further. Information is being collated for Council workshop to be held in October 2018.
	C1.1.6 Develop and implement recreation master plans for: <ul style="list-style-type: none"> Pat O'Hara Reserve Grand Promenade Reserve Maylands Peninsula 	Develop and implement recreation master plans.	April -June 2021	Needs Assessment for Pat O'Hara Reserve is completed.	SGL Consulting group has been appointed to develop the Pat O'Hara Reserve Masterplan. Desktop research, preliminary stakeholder and community engagement completed. Final Masterplan anticipated by November 2018. Grand Prom and Maylands Peninsula to be progressed in 2019/20.
	C1.1.7 Implement the City's five year floodlight replacement program.	Floodlight replacement program	April -June 2021	Funds allocated in 2018/19 budget to replace lighting at Morley Bowling Club and globes at Pat O'Hara Reserve and Lightning Park.	Completion anticipated March 2019.
	C1.1.8 Develop and implement a City-wide play space strategy.	City-wide play space strategy	Jan - March 2019	Funding has been allocated for a position to implement this project.	Preliminary community consultation and project scoping phase. Project completion anticipated February 2019.
	C1.1.9 Develop and implement a library services strategy.	Library Services Strategy	April -June 2018	\$50,000 has been allocated in the 2017/18 Budget for strategy development.	The following actions have been completed since the last report: <ul style="list-style-type: none"> Senior Library staff consultation Desktop research and lit. review. Junior Library staff consultation.

STRATEGIES	CBP Action Item	Relevant Projects	Target Completion Quarter	Comments	Status
					<ul style="list-style-type: none"> • 2 of 5 Community focus groups. • Online community consultation commenced.
	C1.1.10 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	No project has been commenced	April -June 2020		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the January-March quarter 2019.
C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	No project has been commenced	April -June 2021		In line with the CBP It is not intended to commence a preliminary assessment to implement this action item until the July-September quarter 2019.
	C1.2.2 Undertake an annual review of the City's Events program.	The review of the City's Events program is an ongoing process which occurs every year.	April -June 2021	2017/18 Event review has been completed and presented to Council at the May 2018 CTFCS committee meeting.	At the workshop held, some amendments were made to the schedule of annual events. In particular, each Ward was allocated funding to deliver an event specific to each Ward.
	C1.2.3 Deliver and implement a youth strategy.	No project has been commenced	April -June 2020		An internal Action Plan will be delivered in place of a formal Youth Strategy.
	C1.2.4 Develop and implement a Public Health Plan.	Development of Public Health Plan.	April -June 2019	No funding has been allocated to this project. Resources have been obtained from the WA Department of Health and the Environmental Health Section.	The draft Public Health Plan has been reviewed and updated to reflect the new organisational structure. It will be submitted to ELT shortly for review and endorsement.
	C1.2.5 Develop and implement a community grants program.	Community Grants Program	April -June 2019	The purpose of this project is to streamline and centralise the process for local	The Community Grants program has been finalised and approved by Council in February 2018. The Launch of the new program

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				community groups to apply for and receive funding from the City.	was held in May 2018 and the official commencement of the program was 1 July 2018.
	C1.2.6 Develop and implement an Arts Plan with support from an Arts Advisory Committee.	No project has been commenced	April -June 2021		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the January-March quarter 2019.
C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Review and implement the service delivery levels provided by Rangers and Security.	Council has resolved to employ a fulltime Parking Officer in year 1 of the city's workforce plan.	April -June 2019	As identified in the business case the revenue from parking related matters will ensure this position is cost neutral.	A full time parking officer was employed in November 2017.
C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Develop and Implement a Reconciliation Action Plan with support from an Aboriginal Advisory Committee.	Reconciliation Action Plan	April -June 2019	The City has budgeted \$50,000 to implement an Aboriginal Advisory Committee and subsequently develop a Reconciliation Action Plan.	The first meeting was held on 28 February 2018 and meetings will be held bi-monthly thereafter. Seven community engagement activities have been facilitated to inform the City's first Reconciliation Action Plan. The first draft will be presented to the AAC and subsequently to Reconciliation WA and Council in December 2018.
	C2.1.2 Review and implement the outcomes of the service delivery model of the City's senior citizen centres.	Review and implement the outcomes of the service delivery model of the City's senior citizen centres.	April -June 2019	Council were provided with further detail about the project and its engagement plan at a Council forum in August 2017.	Council adopted the Seniors Centre Review in December 2017 with implementation effective from 1 January 2019. Monthly meetings are being hosted at both Seniors' Centres until the end of year, providing an opportunity for members to receive updates on the transition of the centres from City staff.

STRATEGIES	CBP Action Item	Relevant Projects	Target Completion Quarter	Comments	Status
					New podiatry and hairdressing providers were appointed across both Centres from 1 July 2018.
	C2.1.3 Implement the City's Age Friendly Strategy.	Implementation is underway.	April -June 2021	The estimated cost to implement this strategy is \$30,000	The City has received a \$10,000 Grant from the Department of Communities to assist with the Plan's implementation of an Ambassador Program by June 2019. A Seniors Directory is currently being completed and will be finalised and distributed by November 2018.

OUR NATURAL ENVIRONMENT

Our Natural Environment - A Green and Sustainable Environment

Strategic Community Plan 2017-2027 Measure of Success: Number of trees planted annually 1050 Large Trees, 20,000 Tube Stock.

Owner	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
N1.1 Conserve, enhance and repair natural and urban areas.	N1.1.1 Seek funding and partnership opportunities to implement Reserve Conservation Plans.	Reserves with partnered community groups: Claughton, Gobba Lake, Eric Singleton, Baigup, Bardon Park, Swan lake, Lightning Swamp and Samphire flats. Other partners: Environment House, Department of Biodiversity Attractions & Conservation and Water Corporation	April -June 2021	Applied for 3 SALP grants Applied for 1 Riverbank grant	Grants Received: \$20k grant for the Jakobson living stream from Water Corporation.
	N1.1.3 Develop and implement a 10 year River Restoration Plan.		April -June 2018	Project is not funded. Allocation of Environmental staff resources	The first scoping meeting for this project will be held in November 2018.
N1.2 Develop and implement management strategies to strengthen the resilience of the environment.	N1.2.1 Develop and implement an urban heat island effect strategy.	No project has been commenced	April -June 2019		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the April - June quarter of 2019.
	N1.2.2 Implement the Bayswater Brook and Bayswater Biodiversity strategy.	Bayswater Brook Projects: Eric Singleton Bird Sanctuary Russell street pop up park Weld square living stream Jacobson living stream Annual water quality monitoring program Water efficiency action plan (WC) Local water quality	April -June 2021	The LTFP identifies funding to upgrade one living stream every three years. The LTFP identifies funding to construct a Morley Central park in 2021/22	Russell Street Pop Up Park is complete. Winner of the Public Health Advocacy Institute of WA's Children's Environment and Health Local Government Policy Awards (2018) 'Environments Promoting Physical Activity'. Jakobson Living Stream is 50% complete.

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		Improvement plan (DBAC)			Annual catchment sampling has been completed. Awarded Gold Water-wise Council status.
		Bayswater Biodiversity strategy			1,000 street trees planted. 30,000 native trees planted. Hillcrest bushland cockatoo habitat and hydro-zoning project complete.
	N1.2.3 Develop and implement an urban forest strategy and associated actions.	Urban Forest Strategy (Implement)	April -June 2021		Significant tree register developed and put online. Canopy capture and interpretation complete.
	N1.2.4 Promote water sensitive urban design in private developments and existing drainage system.	No project has been commenced	April -June 2021		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the July-September quarter of 2019.
	N1.2.5 Progress the provision of a Lightning Park bushland sustainability centre.	Lightning Park bushland sustainability centre.	April -June 2019	Proposed lightning swamp sustainability centre approach supported at the Community, technical and finance corporate services committee March 2017. Item resolved to consider \$300,000 on 17/18. This period was extended over the 17/18 & 18/19 financial years during the 17/18	This project has been put on hold.

Owner	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
				budget deliberation.	
N2.1 Reduce the City's energy and water use and greenhouse gas emissions and empower the community to do the same.	N2.1.1 Develop a City of Bayswater sustainability strategy.	No project has been commenced	April -June 2020		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the July-September quarter of 2019.
N2.2 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.2.1 Review waste collection practices and investigate and implement alternative waste treatment technologies.	Waste initiatives are currently being reviewed as a part of the City's new Lease for 271 Collier Road Bayswater and Kerbside, Bulk Bin and Public Litter Bin Collection Contract.	April -June 2019	No funding has been allocated. Staffing resources have been provided by the Environmental Health Section.	The City has advertised tenders for the lease of 271 Collier Road Bayswater and the City's Kerbside, Bulk Bin and Public Litter Bin Collection Contract.

OUR BUILT ENVIRONMENT

Our Built Environment - A Quality and Connected Built Environment

Strategic Community Plan 2017-2027 Measure Of Success: Percentage of the community satisfied with the performance of the City in the area of streetscapes. This measure of success is based on the outcomes of the City's community perception survey which is completed every two years. The next survey will be undertaken in 2018. As a base line 47% of respondents in the 2016 community perception survey rated the City's Streetscape performance as good or excellent.

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for each town/city centre.	<ul style="list-style-type: none"> Bayswater Town Centre Streetscape Plan Morley Streetscape Plan 	April -June 2021		The Bayswater Town Centre Streetscape Plan is on hold pending a decision on the Bayswater station. The consultant for the Morley Streetscape Plan has been appointed and they have commenced the project, due for completion in late 2018.
B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver the Bike Boulevarde program.	Bike Boulevarde program	April -June 2019	DOT is committed to fully funding the Bike Boulevarde program.	During the period April to June Council resolved to not proceed with Stage 2 of the Bike boulevard.
	B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	Local Area Traffic Management Study.	April -June 2021		The Citywide traffic Study for Precincts 2,4,5,6 and 7 were adopted by Council in April 2018. The next phase of this project is to do an Implementation Plan with an expected completion date of January 2019.
	B2.1.3 Develop and implement a Parking Management Strategy for each town/city centre.	<ul style="list-style-type: none"> Morley Activity Centre Parking Management Strategy Maylands Town Centre Carparking Management Plan 	April -June 2021	Funding for an additional Parking Officer and a Strategic Planning Officer was allocated in the 2017/18 Budget.	<ul style="list-style-type: none"> The Morley Strategy has been adopted and implementation has commenced. The draft Maylands Plan was adopted by Council in April 2018 and implementation of the actions has commenced.
	B2.1.4 Investigate the implementation of a pedestrian friendly shared	Incorporated in the Bayswater Town Centre Streetscape Plan	April -June 2019		The Bayswater Town Centre Streetscape Plan is on hold pending a decision on the

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
	place in the Bayswater Town Centre (south of the subway).				Bayswater station.
B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town/city centre.	<ul style="list-style-type: none"> Morley Activity Centre Structure Plan Bayswater Town Centre Structure Plan Meltham Station Precinct Structure Plan 	April -June 2021	Additional resources will be required when the WAPC determine the developer submitted Meltham Plan.	<ul style="list-style-type: none"> The Morley Plan is with the WAPC for final approval. The draft Bayswater Plan has been advertised for public comment but its presentation to Council for final approval is on hold pending a decision on the Bayswater station. The Meltham Plan was approved by the WAPC.
	B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	Local Planning Strategy (LPS)	April -June 2021	Funding for a consultant was provided for in the 2017/18 Budget.	The preliminary consultation on the LPS commenced in October 2017 and finished in March 2018. The draft LPS will be presented to Council by late 2018. A Public Open Space Strategy is being prepared to be incorporated into the LPS.
	B3.1.3 Review and implement the Municipal Heritage Inventory and associated policies.	Municipal Heritage Inventory (MI)	April -June 2018	\$66,000 was allocated in the 2017/18 Budget for this project.	A consultant has prepared a draft MI, which is being reviewed by the City. The draft was presented to a Councillor Workshop in August 2018 and further work is being undertaken prior to it being presented to the Heritage Committee and Council late 2018.
B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of food facilities in appropriate activity nodes.		April -June 2021		Due to other work priorities, this project has not commenced yet.
	B3.2.2 Develop and implement a masterplan for the future use of the	Reactivation of Maylands Brickworks Feasibility Study	April -June 2019		The Heritage Directorate of the Department of Planning Lands and Heritage has commenced the

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
	Maylands Brickworks site.				preparation of the feasibility plan. An Engagement Plan was approved by Council in December 2017, and consultation occurred between February and March 2018. The submissions are being assessed by the Heritage Directorate and a further report will be provided to the City in October or November 2019.

THE LOCAL ECONOMY

Our Local Economy - A Business and Employment Destination

Strategic Community Plan 2017-2027 Measure Of Success- Percentage of the community satisfied with the activation of the town/city centres. This measure of success is based on the outcome of the City's community perception survey which is completed every two years. The next survey will be undertaken in 2018. As a base line 68% of respondents in the 2016 community perception survey rated how the Maylands town centre is being developed as good or excellent.

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
E1.1 Form partnerships to facilitate business training and support.	E1.1.1 Develop partnerships with local business associations/groups.	Ongoing process, rather than a specific project.	April -June 2021	\$4,500 has been allocated in the 2017/18 Budget for Business Forums and Marketing and Promotion. Other than this no additional funding has been allocated. The recommendation from Council when adopting the Economic/Business Development Framework was that this year's actions would be delivered from existing resources.	<ul style="list-style-type: none"> Ongoing action, no substantial changes since the last Quarterly Report. Place Activation groups have been established in Maylands (Creative Maylands), Noranda (Noranda Vibes), and Morley (Discover Morley). The Place Managers continue to develop partnerships on various projects with existing associations and community groups.
E1.2 Actively communicates and engage with the business community.	E1.3.1 Develop a database of local businesses.	<ul style="list-style-type: none"> Promote existing local business directory to business and residents Develop a contact list of businesses and residents for each town centre 	April -June 2018 Revised target: April-June 2019	There is an existing local business directory on the City's website (www.bayswater.wa.gov.au/business/links). It lists 2,852 businesses in the City of Bayswater and is maintained by a third party (MisterWhat). The directory is not well known and therefore it needs to be actively promoted by the City to local businesses and the community. The development of an internal contact list of businesses and residents for each town centre will allow the	<ul style="list-style-type: none"> The project has not commenced due to other priorities. Promotion of the local business directory and recruitment of interest in being on the internal contact list for each town centre will commence in February 2019, for completion by June 2019.

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
				City to promote business support, place activation projects and targeted engagement for each of the town centres. Anyone with an interest in the town centres will be invited to sign up to the list.	
E1.3 Implement initiatives which support business growth.	E1.3.2 Liaise with local business groups/associations.	Ongoing process, rather than a specific project. .	April -June 2021	\$4,500 is been allocated in the 2017/18 Budget for Business Forums and Marketing and Promotion. Other than this no additional funding has been allocated. The recommendation from Council when adopting the Economic/Business Development Framework was that this year's actions would be delivered from existing resources.	<ul style="list-style-type: none"> Ongoing action. No substantial changes since the last quarterly report. The Place Managers continue to support existing associations and community groups, including the Baysie Rollers to implement initiatives which support business growth.
E2.1 Increase public amenity in town/city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre to meet future community need including the redevelopment of the Les Hansman Centre.	<ul style="list-style-type: none"> Morley Activity Centre Structure Plan Morley Activity Centre Parking Management Strategy Morley Streetscape Plan 	April -June 2021	\$40,000 has been allocated in the 2017/18 Budget for Main Town Centre Events and \$40,000 for Town Centre Activation.	<ul style="list-style-type: none"> The Structure Plan has been adopted by the WAPC. The Parking Strategy has been adopted by Council. The Streetscape Plan has been commenced.
	E2.1.2 Prepare and implement the Bayswater Town Centre Structure Plan.	<ul style="list-style-type: none"> Bayswater Town Centre Structure Plan 	April -June 2021	\$40,000 has been allocated in the 2017/18 Budget for Main Town Centre Events and \$40,000 for Town Centre Activation.	The Bayswater Plan was given approval by Council in May 2018 and is with the WAPC for final approval.

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
	E2.1.3 Develop and implement an Public Art Strategic Plan.		April -June 2021		In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the July-September quarter of 2019.
E2.2 Partner with and support communities to enhance their town/city centres.	E2.2.1 Develop and implement Place Activation Plans with local communities for each town/city centre.	<ul style="list-style-type: none"> Noranda Town Centre Place Activation Plan Morley Town Centre Place Activation Plan Bayswater Town Centre Place Activation Plan Maylands Town Centre Place Activation Plan 	April -June 2021	\$40,000 has been allocated in the 2017/18 Budget for Main Town Centre Events and \$40,000 for Town Centre Activation	The status of this project has not changed since the last Quarterly Report. All town centres have a Place Activation Plan prepared. Place Managers are currently working with the community to implement the actions in the plan.
E3.1 Attract key industries to establish within the City.	E3.1.1 Implement the Economic/Business Framework.	<ul style="list-style-type: none"> Economic/Business Framework 	April -June 2021	No funding has been allocated. Staffing resources have been provided by the Planning and Development Services Directorate.	<p>The status of this project has not changed since the last Quarterly Report. Progress continues to be made against many of the actions for 2017-18: including the following:</p> <ul style="list-style-type: none"> Continued lobbying for the immediate delivery of NBN. Communication with Police. PTA's Railway Patrol and local social services providers to create a coalition that minimises anti-social behaviour in the Maylands town centre area. Traffic and walkability in the Bayswater and Morley town centres is being assessed and improved via the Streetscape Plans.

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
E3.2 Work in partnership to attract regional investment in infrastructure.	E3.2.1 Co-ordinate lobbying activities with Eastern Metropolitan Regional Council and community associations/groups to attract regional investment in infrastructure.	Ongoing process, rather than a specific project. .	April -June 2021	\$5,000 has been allocated in the 2017/18 Budget for EMRC - Smart Cities.	Ongoing action. No substantial changes since the last quarterly report. Lobbying efforts continue to focus on a City Deal for the EMRC and on Metronet, particularly the alignment of the Ellenbrook rail line.

LEADERSHIP AND GOVERNANCE

Leadership and Governance - Open, Accountable and Responsive Service

Strategic Community Plan 2017-2027 Measure Of Success: Increased participation in the City's social media and e-newsletter program. Figures for 1 October 2017 to 31 December 2017 show the following:

- Facebook likes: Increased from 3266 to 3515
- Instagram followers: Increased from 460 to 786
- E-Newsletter subscribers: increased from 192 to 209

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
L1.1 Integrate all planning, resources and reporting in accordance with best practice and statutory requirements.	L1.1.1 Develop and review management plans for key statutory processes including: <ul style="list-style-type: none"> • Emergency risk management • Security 	Review and testing of Information Services Security Ongoing process, rather than a specific project.	January – March 2019	\$85,500 has been allocated in the 2018/19 Budget for IT Systems Security.	PCI compliance, external and internal network penetration testing has been completed for 2018. A new round of application and security testing is scheduled for January 2019. Security Management practices are due for completion in December 2018. A full Information Services security review is scheduled for November 2018.
		Review of Emergency Risk Management Plan (ERMP) for the community of the City of Bayswater.	April-June 2018	\$10,000 has been allocated in the 2017/18 Budget for emergency management.	<p>The City's Local Emergency Management Arrangements (which are due for review during 2018/19) have been updated apart from the risk register and supporting plans.</p> <p>DFES (Formerley Office of Emergency Management) are working with Local Governments in regards to the Local Risk Management Project (which is necessary for the risk register).</p> <p>As a part of this project, the City is hosting a Risk Management Workshop on 7 November 2018, in regards to heatwave, which will be attended by other Local</p>

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
					Governments.
	L1.1.2 Undertake an organisational review to better align to customer requirements and the Strategic Community Plan.	Service Excellence Evaluation Discovery Project (SEED) <i>Note: This project also aligns with L1.2.1</i>	April -June 2019	Prioritisation of SEED recommendations has been undertaken; implementation and progress will be monitored in the forthcoming period.	Ongoing implementation of SEED recommendations. Organisational review completed and implemented and effective as on 1 July 2018.
	L1.1.3 Develop and implement a Workforce Plan linked to Business Planning outcomes and leadership development.	Develop and implement a Workforce Plan	April -June 2021	No initial funding has been allocated to this project.	Required outputs realigned. Project plan developed to deliver updated workforce plan and strategy.
L1.2 Ensure policies, procedures and practices are effective.	L1.2.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	Local Laws Review- Council endorsed the local law review project plan in August 2017. Priority has been given to the Thoroughfare Local Law and the Standing Orders Local Law.	January-March 2019.	Funding has been provided in the 2018/19 budget to cover the cost of Gazettal. The Fencing and Floodlighting local law review will commence shortly.	The Standing Orders Local Law 2018 has been endorsed by Council and will take effect 27 September 2018 following gazettal. The Thoroughfares local law is currently with the Department for comments and is anticipated to be effective by November 2018.
		Review of all existing policies.	April-June 2021	No initial funding has been allocated to this project. Staffing resources have been provided by the Governance area.	The Policy Review Committee met twice in this quarter. In line with its terms of reference the Committee has made a number of recommendations to Council which resulted in 24 policies being reclassified as administrative documents. Two policies have been revoked and eight policies have been amended. There are now 68 policies to be reviewed before October 2019. The Committee's terms of reference have also been amended to enable

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
					planning issues to be considered on an "as required" basis.
L1.3 Deliver long term financial planning.	L1.3.1 Investigate alternative funding mechanisms to meet service level needs.	Investigate alternative funding mechanisms	April-June 2021		Ongoing as per 2018-19 Budget
	L1.3.2 Develop a land asset disposal and acquisition strategy and program.		April-June 2021		Project will commence in November 2018.
L2.1 Communicate and engage with the community.	L2.1.1 Implement a Public Relations and marketing strategy including online and social media.	Preparation and implementation of a Communications and Marketing Strategy	April-June 2021	The newly established Communications and Marketing Unit now has responsibility for the development of a Marketing and Communications Strategy.	Further to recent workshop with Councillors, an overarching Communications and Marketing Strategy is being prepared.
	L2.1.2 Review and implement the Community Engagement Framework.	Ongoing implementation of the Community Engagement Framework. Implementation of assessment criteria.	April-June 2021	A Community Engagement Support Officer was approved in the workforce plan.	Ongoing.
	L2.1.3 Undertake a community perception survey every two years.	Community perception survey	April - June 2018	This project was rescheduled to 2018/19, in line with the minor review of the SCP. This needs to be reflected in the coming update of the CBP.	This project is currently underway, with the survey closing on 20 September. Engagement for SCP review due to be completed by end October, with presentation to Council scheduled for November.
L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer	Review of the City's website.	April -June 2019	\$210,999 has been allocated in the 2017/18 Budget.	Development of the City's website is underway.
		Implement on-line tracking and electronic lodgement of	April -June 2019	\$90,000 has been allocated in the	Planning processes have been converted from paper based

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
	interaction.	applications		2018/19 Budget for the development of online services.	approvals to electronic processing. Development of on-line tracking and electronic lodgement of applications is still progressing and is expected to be completed by January 2019.
L3.1 Advocate and lobby effectively on behalf of the community.	L3.1.1 Develop and implement an advocacy strategy.	Nil	April -June 2019	The newly established Communications and Marketing Unit now coordinates the City's advocacy efforts.	A draft Advocacy Framework has been prepared. An Advocacy Strategy is currently being developed.
	L3.1.2 Maximise advocacy benefits associated with membership of Eastern Metropolitan Regional Council and Western Australian Local Government Association.	Nil.	Jan-March 2018	No initial funding has been allocated to this project. Staffing resources have been provided by the Governance area.	Ongoing.
L3.2 Provide Council with information and support to enable informed decision making.	L3.2.1 Co-ordinate ongoing training programs for Elected Members.	Delivery of training to candidates following the election.	April -June 2018	There is a budget allocation of \$35,000 for elected members to attend conferences and training. No additional funding has been allocated to the induction project. Staffing resources have been provided by the Governance area.	Coordination of Councillor training programs is provided as required and updated upon request.
L3.3 Deliver continuous improvement in all areas of the City's business.	L3.3.1 Develop a continuous improvement framework and reporting process for the organisation.		April -June 2019		A process mapping system has been procured to facilitate process improvement. A review of corporate reporting system is underway.
	L3.3.2 Continue to review the performance appraisal system to ensure	The City is currently undertaking a short term review of the process	April-June 2019	No initial funding has been allocated to this project. Staffing	2018 performance review cycle completed. Continuing to investigate implementation of

STRATEGIES	CBP Action Item	Current Relevant Projects	Target Completion Quarter	Comments	Status
	individual performance requirements are linked to business outputs.	involved in the performance management of employees.		resources have been provided by Corporate and Strategy.	TechOne Talent module to enable performance review process to be undertaken online.
		There is a long term project in place to link performance review to organisation KPIs and business outputs.	April-June 2021	No initial funding has been allocated to this project. Staffing resources have been provided by Corporate and Strategy.	KPI's have been implemented in all Managers PD's and KPI's now part of standard PD template. Structure and timelines to cascade goals to Managers being developed.
L3.4 Develop and foster a strong, agile, supportive and respectful organisational culture.	L3.4.1 Develop and implement an organisational culture improvement plan including reward and recognition.	Organisational culture improvement plan.	April-June 2019		Recognition programme launched and successfully operating. Leadership programme launched in April 2018 and continues with positive results.