



Corporate Business Plan



Quarterly Status Report April - June 2018

Contents

ASPIRATIONS AND OUTCOMES	2
OUR COMMUNITY	3
OUR NATURAL ENVIRONMENT.....	8
OUR BUILT ENVIRONMENT	12
THE LOCAL ECONOMY	14
LEADERSHIP AND GOVERNANCE	17

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

<p>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:</p> <ul style="list-style-type: none"> · 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	A budget of \$200,000 has been allocated in 2017/2018. The total estimated cost for this project is \$3 million.	A Design and Construct tender is currently being drafted to redevelop Maylands Waterland.
		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.
	C1.1.2 Implement a new playground policy.	New playground policy.	April -June 2018	No initial funding has been allocated to this project. Staffing resources have been provided by Recreation Services.	Policy drafted and deferred (May 2018) to workshop by Council
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 	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	This project has achieved practical completion and is currently in the 12 months defects liability period. Identified remedial works are scheduled.

		<ul style="list-style-type: none"> • Replace pool concourse directly surrounding 50m pool (approximately 854m2); • Refurbish grandstand roof and covered seating; and • Remove the dive pool. 		July 2017, Council approved an additional \$80,000 for a variation due to unforeseen construction issues.	
		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.	A contractor has been appointed and negotiations are underway to establish start and finish dates for the works.
	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's Home and Community Care (HACC) services ceased on Friday 29 June 2018. The service transition has seen all of the City's former HACC clients find suitable, alternate providers to continue their care with no break in services. Client, staff and volunteer farewells were held and all reporting to the Department of Health has now been completed, with a final financial audit scheduled for September 2018. The service transition was managed delicately and communication was transparent, making it a smooth transition for those involved.
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.	The review was undertaken with results presented to Council. Council's decision is currently out for local public notice.	

	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	The estimated consulting cost is \$20,000 in 2017/18 and the same amount going forward each financial year until 2019/20. This money has been allocated in the 2017/18 Budget. In addition the appointment of a recreational planner has been included in the Workforce Plan and the 2017/18 Budget.	Needs Assessment for Pat O Hara Reserve complete. SGL consultants appointed June 2018 to complete Pat O Hara masterplan Completion by October 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 2017/18 budget to replace lighting at Emberson Reserve.	Emberson Reserve North and South completed. Noranda Sporting Complex Athletics Completed.
	C1.1.8 Develop and implement a City-wide play space strategy	City-wide play space strategy	April -June 2019	Funding has been allocated for a position to implement this project.	Preliminary community consultation and project scoping phase. Project completion anticipated December 2018.
	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 strategy and supporting documentation has been received. The documents are currently being reviewed by officers.
	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 July-September quarter 2018.
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	The review of the City's Events program is an	April -June 2021		2017/18 Event review has been completed and reported to Council

	program.	ongoing process which occurs every year.			June 2018.
	C1.2.3 Deliver and implement a youth strategy	No project has been commenced	April -June 2020		In line with Council feedback from a June Budget Workshop, the City will no longer be developing a youth strategy. City officers will look to other innovative ways to enhance the youth development portfolio in 2018/19.
	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 developed and will be reviewed by ELT.
	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 community groups to apply for and receive funding from the City.	The Community Grants program was finalised and approved by Council in February 2018. The community launch of the new program was held on 21 May 2018 and was well attended. The official commencement of the program is 1 July 2018. The City's website has now been updated to reflect the new program.
	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 July-September quarter 2018.
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.	Parking Officer has been recruited and commenced work in November 2017. New vehicles have been purchased.

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 Aboriginal Advisory Committee meeting was held on 28 February 2018 with subsequent meeting in April and June (bi-monthly). The Reconciliation Action Plan (RAP) project timeline has been noted by Council and community engagement activities are taking place during the months of June and July 2018. The information captured at these engagement activities will assist to inform the City's first Reflect RAP.
	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. New service Agreements commencing 1 July 2018 have been signed with the preferred Hairdressing and Podiatry contractors, which were assessed through an Expression of Interest process. The Centres will be re-named in late 2018.
	C2.1.3 Implement the City's Age Friendly Strategy.	No project has been commenced	April -June 2021	The estimated cost to implement this strategy is \$30,000	In line with the CBP it is not intended to commence a preliminary assessment to implement this action item until the July-September quarter 2018. The City has applied for a \$10,000 Grant from the Department of Communities to assist with the Plan's implementation. Grants are intended to be awarded by end of June 2018, however the City has not yet received news of its grant application outcome.

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, 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	17/18 Financial Year Grants	
					Grant	Total
					Bardon Park DBCA	\$ 38,115.00
					Bardon Stronger communities	\$ 8,000.00
					Bardon Park Perth NRM	\$ 22,852.50
					Maylands Lakes Stronger Communities Grant	\$ 8,662.50
					Main Roads grant	\$ 80,000.00
					Water Corporation	\$ 20,000.00
					BCA Water Officer	\$ 68,000.00
					DBCA Living Stream	\$ 100,000.00
					Water quality grant	\$ 40,000.00
	Total	\$ 385,630.00				
	N1.1.2 Identify wetlands within the City.	Mapping of wetlands and other ecologically sensitive areas	April -June 2018	Received at the Community, Technical, Finance and Corporate Services Committee of 21 June 2017	Completed	
	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 status of this project has not changed since the last Quarterly Report. A project to develop and implement a strategy for the City has not yet been commenced. It is intended to commence scoping this project in 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 July-September quarter of 2018.
	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 Improvement plan (DBAC)	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 90% complete. Revegetation will occur in winter. Jacobson Living Stream is expected to be constructed in autumn and planted in winter 2018 As per the previous Quarterly Status Report the Eric Singleton Bird Sanctuary Project has met final completion and won three prestigious awards. As per the previous Quarterly Status Report Annual catchment sampling completed.
		Bayswater Biodiversity strategy		Biodiversity Strategy Budget 2017/18 - Tree Planting (multiple action outcome as part of Urban Forest Strategy \$50,000 - Hillcrest bushland cockatoo habitat \$14,150	Winter Street Tree Planting has begun Site preparation for Hillcrest has begun
	N1.2.3 Develop and implement an urban forest strategy and associated actions	Urban Forest Strategy (Development)	April -June 2021	Urban Forest Budget 2017/18 - Urban Forest Strategy-\$15,000	Completed.
		Verge Greening Guideline	April -June 2021		Completed
		Significant tree register	April -June 2021		Completed: Development of the

					significant tree register guidelines.
		Urban Forest Strategy (Implement)	April -June 2021	Urban Forest Budget 2017/18 - Tree Canopy Capture \$30,000 - Tree Planting- \$350,000	The tree canopy capture has occurred and a report is currently being prepared. Tree valuation methodology is complete. Tree policy to be considered in August 2018. Significant tree register posted June 2018
	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 budget deliberation.	This project has been put on hold.
N2.1 Reduce the City's energy and water use and greenhouse gas emissions and empower the	N2.1.1 Develop a City of Bayswater sustainability strategy.	No project has been commenced	April -June 2020		This project has now been bought forward and will be completed over the following 12 months under the Environment and Liveability Framework.

community to do the same					
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 reviewed its waste collection practices and is in the process of implementing additional services into its new waste collection contract, to improve recycling rates and decrease the amount of waste to landfill. A short term lease has been awarded for 271 Collier Road and the City will commence negotiations in regards to the long-term lease and future use of the site.

OUR BUILT ENVIRONMENT

<i>Our Built Environment - A Quality and Connected Built Environment</i>					
<i>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.</i>					
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 the design of the Bayswater station. Preparation of the Morley Streetscape Plan has commenced, including stakeholder engagement. The project is 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	At the CTF CSC of 17 April 2018 Council resolved not to support stage 2 of the project. Works are still progressing on a signal controlled crossing on Whatley Crescent as part of stage 1 of the project..
	B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	Local Area Traffic Management Study.	April -June 2021		At the CTF CSC of 17 April 2018 Council adopted the recommendations for precincts 3 to 7 and an implementation plan is now being developed.
	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 will commence in 2018-19. • 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 the design of the Bayswater station.

	place in the Bayswater Town Centre (south of the subway).				
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 Bayswater Plan was given approval by Council in May 2018 and is with the WAPC for final approval. • 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 is to be presented to a Councillor Workshop in August 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		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.
	B3.2.2 Develop and implement a masterplan for the future use of the Maylands Brickworks site.	Reactivation of Maylands Brickworks Feasibility Study	April -June 2019		The Heritage Directorate of the Department of Planning Lands and Heritage has commenced the 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.

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 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. Place Activation groups have been established in Maylands (Creative Maylands), Noranda (Noranda Vibes), and Morley (Discover Morley and Morley Momentum). The Place Managers continue to developed partnerships on various projects with existing associations and community groups, including the Baysie Rollers.
E1.2 Actively communicates and engage with the business community.	E1.3.1 Develop a database of local businesses.	Develop a contact list of businesses and residents for each town centre	April -June 2018	The recommendation from Council when adopting the Economic/Business Development Framework was that this year's actions would be delivered from existing resources and undertaken when time and resources permitted,	<ul style="list-style-type: none"> The status of this project has not changed since the last Quarterly Report. Project has not commenced due to other priorities
E1.3 Implement initiatives	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	<ul style="list-style-type: none"> Ongoing action. No substantial changes since the last quarterly report.

which support business growth.				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"> 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 is with the WAPC for final approval. 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 n.
	E2.1.3 Develop and implement an Public Art Strategic Plan			April -June 2021	
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 	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.

		Place Activation 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.
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.	April-June 2018	\$75,000 has been allocated in the 2017/18 Budget for IT Systems Security.	Development of IT Security Policy has been completed. The annual external and internal network penetration testing has been completed for 2017. A new round of application and security testing occurred April 2018. Security Management practices have been completed.
		Review of Emergency Risk Management Plan (ERMP) for the community of the City of Bayswater.			This is an ongoing responsibility of the City of Bayswater Local Emergency Management Committee (LEMC) and currently has no defined timeframe. The City has a range of emergency management plans that are reviewable on an ongoing basis via the LEMC. The Emergency Risk Management Plan (ERMP) is simply one of these plans and will be reviewed and updated as required under the Office of Emergency Management (OEM) criteria. It is anticipated that this will commence sometime during 2018/19 and possibly take up to 18 months to complete. It is recommended that this Item therefore be removed from the Quarterly Status Report or

					alternatively the timeframe be amended to reflect the above.
	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	No additional funding has been allocated for this project in the 2017/18 Budget. Internal staffing resources have been reallocated to facilitate the project.	The SEED project will deliver the third and final round of reviews by the end of the financial year coinciding with the implementation of the new organisational strategy. The newly formed Organisational Strategy branch will take over responsibility for the monitoring of implementation of recommendations made during the project.
	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.	The status of this project has not changed since the last Quarterly Report. The first draft of the Workforce Plan has been completed. However given organisational changes a significant redraft is required. This will commence in calendar year 2018.
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 Order Local Law.	January-March 2019.	No initial funding has been allocated to this project. Staffing resources have been provided by the Governance area. \$8000 of funding will need to be allocated to this project in the 2018/19 budget to cover the cost of Gazzettal.	During this quarter a draft Thoroughfares Local Law and draft Standing Order Local Law were presented to the Council Workshop for review. Section 3.16 local and state wide public notices were published. The review was also advertised through other media. No submissions were received from the public. On 28 June 2018 Council resolved to repeal the Standing Orders Local Law 2013, with the intent of making a new local law, the Standing Orders Local Law 2018. Council approved a preliminary draft of the new Standing Orders. In accordance with section 3.12 public notices seeking comment on the draft

					Standing Orders were published. There is now a further 6 week consultation period. The Draft Thoroughfares Local Law has been reviewed by an external lawyer. It is intended that this draft will be presented to Council for preliminary approval on 24 July 2018 along with a recommendation to repeal the current Thoroughfares Local Law.
		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 once in this quarter. As a result of this meeting the Committee made a number of recommendations to Council which resulted in seven policies relating to community grants funding being replaced with a single consistent policy, five policies which related to the waiving of fees being replaced with a single consistent policy, the City's CCCTV Management Policy being reviewed and amended and four new policies relating to ICT resources and privacy being adopted. There remain a further 55 policies to be reviewed before October 2019.
		Service Excellence Evaluation Discovery Project (SEED)	April -June 2019	No additional funding has been allocated for this project in the 2017/18 Budget. Internal staffing resources have been reallocated to facilitate the project.	The SEED (Service Excellence Evaluation Discovery) project has reviewed 11 prioritised services throughout the City and made recommendations for efficiency gains. A further 11 service reviews commenced in the second round in December along with an organisational structure assessment which investigates alternate structures that support common
		<i>Note: This project also a lines with L1.1.2</i>			

					themes for improvement that have been identified..
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	This work will be incorporated into the Council consideration of the 2018/19 budget.	Discussions have been held with some government departments to commence discussions on potential projects with cost sharing arrangements. This will continue with the roll-out of major projects during 2018/19. In a previous quarter an Initial report was provided to Council to investigate reserve funding strategy and to look at specific revenue raising options eg WARR Act to raise funds for remediation of contaminated lands. The SEED project is continuing to undertake review work to look for opportunities for cost reductions and reinvestment into other areas of the organisation. The final SEED report will be provided to Council as part of the annual review of CEO performance.
	L1.3.2 Develop a land asset disposal and acquisition strategy and program.		April-June 2021		In line with the CBP it is not intended to implement this action item until the July-September quarter of 2018. The project scope was presented to a Councillor Workshop in June 2018.
L2.1 Communicate and engage with the community	L2.1.1 Implement a Public Relations and marketing strategy including online and social media.	Ongoing implementation of PR and marketing strategy	April-June 2021	The PR sections current focus is on corporate communications and media. With 1.8 FTEs, the section is able to provide only limited support to the organisation in terms of marketing.	Progressing, pending the establishment of an expanded Marketing and Communications Unit.
	L2.1.2 Review and implement the Community	An internal review of the Community Engagement	April-June 2021	A Community Engagement Support	Since the last quarter, the relevant documents within the Community

	Engagement Framework	Framework is currently being undertaken. Development of assessment criteria for the Community Engagement Framework is underway.		Officer was approved in the workforce plan.	Engagement Framework have been revised, including the Guidelines and CE Plan template. These have also been embedded in the new Project Management Framework, which was presented to staff at workshops on 19 June. Engagement Essentials training was delivered to 10 City staff as well as a number of staff from other LGAs.
	L2.1.3 Undertake a community perception survey every two years.	Community perception survey	July - December 2018		This project is now scheduled to be delivered in Q1 and 2 of 2018/19, to align with the review of the IPRF. The RFO for a suitable consultant to deliver a survey tool is currently in development, with the aim to appoint someone by August.
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 interaction.	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. Completed project stages include: governance and engagement on functionality. Tenders have been submitted for the design and development of the website and the successful tenderer to commence in the new financial year.
		Implement on-line tracking and electronic lodgement of applications	April -June 2019	\$80,000 has been allocated in the 2017/18 Budget for the development of online services.	Development of on-line tracking and electronic lodgement of applications is still progressing and building and planning e-approvals expected to be live 1 August 2018.
L3.1 Advocate and lobby effectively on behalf of the community	L3.1.1 Develop and implement an advocacy strategy	Nil	April -June 2019		A project to develop and implement an advocacy strategy for the City has not yet been commenced. It is intended to commence scoping this project and to develop a project plan in 2018/19.
L3.2 Provide	L3.1.2 Maximise advocacy	The City is currently working	Jan-March	No initial funding has	EMRC presented to Council on the City

Council with information and support to enable informed decision making	benefits associated with membership of Eastern Metropolitan Regional Council and Western Australian Local Government Association.	with other EMR members to develop a joint submission for the Review of the Local Government Act. It is noted that this submission is intended to focus on administrative matters and to represent the views of executive officers.	2018	been allocated to this project. Staffing resources have been provided by the Governance area.	Deals program proposal during the quarter and the City will continue to work on this and other advocacy initiatives
	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.	During this quarter an external trainer provided further training to elected members on the role of the audit and risk committee and elected members governance obligation. A further presentation was also provided to elected members on gifts and disclosures of interest.
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		This project is not due to commence until the first quarter of 2018/19 financial year.
	L3.3.2 Continue to review the performance appraisal system to ensure individual performance requirements are linked to business outputs.	The City is currently undertaking a short term review of the process involved in the performance management of employees.	April-June 2019	No initial funding has been allocated to this project. Staffing resources have been provided by Corporate Services.	Analysis and review of existing performance review process complete. Process to be redesigned to align individual performance with corporate objectives. Currently investigating implementation of TechOne 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	Generic KPI's linking individual performance to organisational performance are currently being drafted Implementation is subject to

				provided by Corporate Services.	confirmation of system functionality. Key Performance Indicators identified and included in Managerial position descriptions.
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		Organisational and culture improvement plan developed and being implemented. New organisational values developed and implemented, recognition programme in place, leadership programme commenced, improved focus on managing performance, communication mechanisms improved. Pulse survey conducted showing positive trends.