

# Corporate Business Plan 2019-2023

Progress Report - 1 July 2021 to 30 September 2021

Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 July 2021 to 30 September 2021

**NOTE:** The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.

## At a glance...



### OUR COMMUNITY

**Aspiration:** An active and engaged community.

**Strategies:** C1 A strong sense of community through the provision of quality services and facilities.

C2 Accessible services that recognise diversity.



### OUR NATURAL ENVIRONMENT

**Aspiration:** A quality and connected built environment.

**Strategies:** N1 Natural environment and biodiversity that are conserved and protected.

N2 A resilient community that responds to sustainability challenges.



### OUR BUILT ENVIRONMENT

**Aspiration:** An active and engaged community.

**Strategies:** B1 Appealing streetscapes.

B2 A connected community with sustainable and well maintained transport.

B3 Quality built environment.

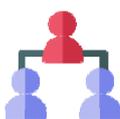


### OUR LOCAL ECONOMY

**Aspiration:** An active and engaged community.

**Strategies:** E1 Support initiatives for local business.

E2 Active and engaging town and city centres.



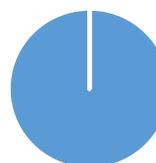
### LEADERSHIP & GOVERNANCE

**Aspiration:** An active and engaged community.

**Strategies:** L1 Accountable and good governance.

L2 Proactively communicates and consults.

L3 Strong stewardship and leadership.





## OUR COMMUNITY

Aspiration: An active and engaged community.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments	
			19/20	20/21	21/22	22/23			
C1 A strong sense of community through the provision of quality services and facilities.	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.	●	●	●	●	On track	MG Group has been appointed as the main construction and landscape contractor. Construction work commenced June 2021 following a cultural smoking ceremony to bless the land and work to be completed. Sewer, drainage and soakwells have been installed. Aquatic plant room and underground tanks are under construction, with buildings, pathways, play equipment, BBQ's etc. to follow. At the time of writing this report, work on pathways, ramps and stairs, and some landscaping commenced in early October.	
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	A report on recommendations from the Library Services Strategy, and the actions completed, underway and planned was presented to the Executive Leadership Team in December 2020. Supported actions will be implemented as part of ongoing operations.	
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	Options were identified and presented to Council. In August 2020, Council resolved not to progress a community event stage.	
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	●	●			Off track	A desktop review and preliminary engagement have been completed and draft action plans are under review. The delivery was delayed six months due to the impact of the COVID-19 pandemic during 2020.
			C1.2.2 Deliver and implement a youth plan.	●	●	●	●	Complete	The City's Youth Action Plan, The Platform, was adopted by Council at the OCM 3 September 2019. The Plan is now available on the City's website and was launched to key external stakeholders at The RISE on 4 December 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
			C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●	Complete	The Public Health and Wellbeing Plan was completed and endorsed by Council in June 2019. It was reviewed in July 2020 and a progress report was provided to the Audit and Risk Committee in August 2020. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.



# OUR COMMUNITY

Aspiration: An active and engaged community.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		C1.2.4 Develop and implement a Culture Plan.	●	●	●	●	Complete	The City's inaugural Cultural Plan 2019-2024 was adopted by Council at the OCM of 23 July 2019. The Plan was launched to the wider workforce and community in September 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
	C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	●	●	●	●	On track	CPTED principles are applied through projects as they arise.
C2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●			Off track	A report has been prepared for the November 2021 Aged Care Asset Divestment Committee on options for progressing the divestment.

\* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



# OUR NATURAL ENVIRONMENT

Aspiration: A green and sustainable environment.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
N1 Natural environment and biodiversity that are conserved and protected.	N1.1 Develop and implement management strategies to strengthen the resilience of the environment.	N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest.	●	●	●	●	On track	The draft Environment and Liveability Framework document was presented to the Executive Leadership Team during the quarter. The document has been updated per feedback and is expected to be presented to Councillors during the first half of 2022.
		N2 A resilient community that responds to sustainability challenges.	N2.1 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	●	●	●	●
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On track	The City is continuing to provide waste education through local schools in conjunction with Cleanaway. The City is working with the EMRC in relation to: 1. Implementing additional waste initiatives at the Bayswater Transfer Station 2. Delivering waste education to the community as a part of the FOGO rollout, which commenced in March 2021.

\* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



# OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B1 Appealing streetscapes.	B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	●	●			On hold	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The City is currently seeking qualified consultants to develop detailed (construction ready) designs and costings for the upgrades of the streets identified in the Streetscape plan. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with DevelopmentWA and the Public Transport Authority.
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.			●		Not started	No funding has been allocated to this project. Therefore it is not scheduled to commence in FY2021/2022. The project will be reconsidered as part of the FY2022/23 budget process.
B2 A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●	On track	The City has agreed in principle to an agreement with the Department of Transport to commence a review of the Bike Plan. The City is currently awaiting the formal funding agreement from the Department. Funding to match the Department's contribution was included in the FY2021/2022 budget.
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●	Complete	The study was complete and endorsed by Council in 2018. The Citywide Traffic Management Implementation Plan was adopted by Council in March 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2021/2022 budget. Therefore this project is not progressing at this time.
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On track	This will be implemented with DevelopmentWA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City will seek to influence the detailed road and public realm design by these two agencies.



# OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B3 Quality built environment.	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 centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●	On hold	Noranda is the only town centre without an endorsed Precinct Structure Plan. The project was not funded in the FY2021/2022 budget and is not progressing at present. The project will be reviewed as part of the FY2022/23 budget process.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On hold	The City has been awaiting comments from the Department of Planning, Lands and Heritage regarding the updated Local Planning Scheme. During the last quarter the City was advised the WA Planning Commission's Statutory Planning Committee would consider the draft Scheme in late October for approval to advertise.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM 12 February 2020. The document has been finalised and is available on the City's website. It is anticipated that a minor review will be undertaken in FY2024/25, and a major review as needed or up to five years following.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On track	The City is currently developing Implementation Plans for the Grand Promenade and Walter Road West precincts. Community consultation to develop the plans is set to commence in November 2021.

\* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



# OUR LOCAL ECONOMY

Aspiration: A business and employment destination.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
E1 Support initiatives for local business.	E1.1 Implement initiatives that support business growth.	E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	●	●			Complete	The Destination Marketing Strategy was adopted by Council at the OCM 27 April 2021. Implementation has commenced, with banner design and costings. Considerations to continue implementation were included in the 2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.
E2 Active and engaging town and city centres.	E2.1 Increase public amenity in town and city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	●	●	●	●	On track	As part of the recent grant funding from RAC, the City is investigating wayfinding signage for pedestrians to provide greater access across the town centre.
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On track	The City is implementing a number of projects within the town centres, including the recently completed public space at The RISE and the place space at the Noranda Nook, expected to be completed at the end of November. Preliminary works have commenced for upgrades at Bert Wright Park, which will be staged to limit impact on the park users. Final concept plans for the activation of the front of Morley Library, enabled by the RAC grand funding, are expected to be released for community consultation in November.
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			Off track	No funding has been allocated to this project. A project plan has been prepared to develop the strategy in-house. A budget request will be considered at mid-year review to engage specialists for peer review to ensure the strategy will deliver valuable outcomes for the Community.

\* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



# LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On track	Last quarter the City had launched a new minutes and agenda software, delivering a number of efficiencies for managing Council and committee meetings. To compliment this, work is now underway to begin live streaming Council meetings. This is expected to launch later in 2021. At the time of writing this report, live streaming of Council meetings successfully commenced following the October 2021 election.
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			Complete	Council adopted the Land Acquisition and Disposal Strategy and associated Policy at the OCM 23 June 2020.
L2 Proactively communicates and consults.	L2.1 Communicate and engage with the community.	L2.1.1 Develop a public relations and marketing strategy, including online and social media.	●	●			Complete	The development of a Public Relations and Marketing Strategy was a historic action in the CBP. In consultation with the CEO, the decision was made to instead develop a Strategic Communications Plan and Social Media Strategy. Both documents have now been completed and are currently being implemented. The Social Media Strategy includes the Baysie is My Home video campaign.
		L2.1.2 Undertake a community perception survey every two years.		●		●	Complete	The final Community Perception Survey report was received from the consultant in September 2021, with a presentation on the methodology and high level results provided to the Operational Leadership Team.
	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.	●	●	●	●	On track	The City continues to update IT infrastructure to improve facilities and service delivery. The new corporate digital strategy is also nearing completion. The strategy will provide strategic direction for upgrading key corporate system. In addition to internal business needs, the strategy also considers how the City could respond to changing customer needs.
L3 Strong stewardship and leadership	L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●	On track	Training for elected members is provided as required and updated upon request. No training was undertaken during the quarter 1 July to 30 September due to the October 2021 election.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	On track	The City has engaged a consultant to undertake the 2021/22 staff survey. Preliminary discussions have been completed, with a view to undertake the survey in late 2021 or early 2022.



# LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	Complete	Annual progress reports are presented to the Audit and Risk Management Committee. Different strategies are reported each quarter, to spread the workload for Council and the City. The reports have been well received by the Committee. The reports keep Council informed of how the City is progressing against adopted strategies. As this process is now established, this action is considered complete.

\* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.