



Corporate Business Plan



Quarterly Status Report July - September 2017

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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	A budget of \$200,000 has been allocated in 2017/2018. The total estimated cost for this project is \$3 million.	This work will be undertaken following the kiosk Expression of Interest.
		Investigation of alternative funding and operation models for the kiosk at Maylands Waterland.	April -June 2019		An Expression of Interest is currently being drafted and advertised to gain market interest for a commercial operator to build and/or operate the kiosk.
	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.	Project scoping and desktop research has been conducted.
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 is at the implementation phase. The works are tracking well and the area is expected to be open by 10/1/18.	

		<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.	
	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 is implementing its Home and Community Care (HACC) Communication Plan to exit out of service delivery by 30 June 2018.Phase one of service transition is on target for 30 December 2017, when all HACC in-home services will cease. In-home services clients have all been allocated a preferred provider to continue their care from 1 January 2018.
	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.	Project team has commenced data analysis and desktop research.

	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.	A Needs Assessment has been initiated in September for the Pat O Hara Reserve to be completed February 2018. A leisure planner is being recruited to assist in this work.
	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.	Phase 1 Emberson Reserve South Lighting installed pending Western Power connection. Phase 2 Emberson Reserve North out to quotation. Completion due June 2018.
	C1.1.8 Develop and implement a City-wide play space strategy	No project has been commenced	April -June 2019	Funding has been allocated for a position to implement this project.	A Planner is currently being recruited to undertake this project.
	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.	Quotes are currently being sought from suitably qualified specialists to undertake this work.
	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	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

community interaction and participation.					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	The Community Events Advisory Committee provides broad strategic direction on City of Bayswater delivered Civic and Community Events in line with allocated budgets and community expectations.	2017/18 Event review has been completed.
	C1.2.3 Deliver and implement a youth 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 2018.
	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.	A draft copy of the City's Public Health Plan is near completion. It is intended that the final Public Health Plan will be ready for Council to endorse in the April-June quarter 2018.
	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 City has consulted with other Local Governments, internal stakeholders, completed a literature review and developed a Communication and Engagement Plan.
	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 currently in the process of being recruited. 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.	In October 2017, the City will be seeking expressions of interest from the community for Aboriginal Advisory Committee membership.
	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.	Research, consultation and engagement of Senior Citizen Clubs, staff, and contractors (Podiatrists and Hairdressers) are in progress.
	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.

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	Grants Received: Samphire grant (SALP) \$8,437.27 Living stream grant (DBAC) \$100,000 Water quality monitoring grant \$68,000 (DBAC)
	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	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	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

strengthen the resilience of the environment					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	Eric Singleton Bird Sanctuary Project has met final completion and won three prestigious awards. Russell Street Pop Up Park and Jacobson Living Stream are expected to be constructed in summer/autumn and planted in winter 2018. Annual catchment sampling completed. Report to be completed in the April-June Quarter 2018.
		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	294 large trees planted in parks and reserve within the biodiversity corridor. Ongoing restoration of natural areas
	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. Urban Forest Strategy developed and adopted. Urban Forest Strategy adopted at the Community, technical and finance corporate services committee July 2017

		Verge Greening Guideline	April -June 2021		Completion of Civic Centre Verge
		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	Implementation of urban forest strategy progressing as per strategy. 1050 large trees planted in the 2017 winter planting seasons
	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.	The project is at scoping phase.
N2.1 Reduce the City's energy and water use and	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

greenhouse gas emissions and empower the community to do the same					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 will be releasing tenders for the lease of 271 Collier Road Bayswater and the City's Kerbside, Bulk Bin and Public Litter Bin Collection Contract during the October-December quarter 2017

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 Streetscapes 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		Both plans are being scoped for appointment of consultants in late 2017.
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	Stage 1 completed. Design works underway for stage 2
	B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	Local Area Traffic Management Study.	April -June 2021		Community workshops held for precincts 3 - 7
	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 draft Morley Strategy has been advertised for public comment and will be presented to Council for final approval in late 2017. The draft Maylands Plan has been advertised for public comment and will be presented to Council for final approval in late 2017.
	B2.1.4 Investigate the implementation of a pedestrian friendly shared place in the Bayswater Town	Incorporated in the Bayswater Town Centre Streetscape Plan	April -June 2019		Plan is being scoped for appointment of consultants in late 2017.

	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 draft Bayswater Plan has been advertised for public comment and will be presented to Council for final approval in late 2017. • The Meltham Plan is with the WAPC for final approval.
	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.	A consultant has been appointed to undertake the preliminary consultation on the LPS, which will occur October 2017-February 2018. 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.	Consultant has prepared a draft MI, which is being reviewed by the City. Draft to be presented to Heritage Committee and Council late 2017 for advertising from February 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 will be presented to Council in November 2017, with consultation to occur between December 2017 and February 2018.

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. • Place Activation groups have been established this quarter in Maylands (Creative Maylands) and Noranda (Noranda Activation Network). • The Place Managers have developed partnerships on various projects with existing associations and community groups, including CEBA and the Baysie Rollers.
E1.2 Actively communicate 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	<ul style="list-style-type: none"> • Project has not commenced due to other priorities • On track for completion by target quarter.

				undertaken when time and resources permitted,	
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. The Place Managers have supported existing associations and community groups, including CEBA and 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 draft Parking Strategy has been advertised for public comment and will be presented to Council for final approval in late 2017. The Streetscape Plan is being scoped for appointment of consultants in late 2017.
	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	<ul style="list-style-type: none"> The draft Bayswater Plan has been advertised for public comment and will be presented to Council for final approval in late 2017.
	E2.1.3 Develop and implement an Public Art Strategic Plan			April -June 2021	

					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	<ul style="list-style-type: none"> All town centres have a Place Activation Plan prepared. Place Managers are 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>Progress has been 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 has commended 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.	Lobbying effort in the past quarter has been focused 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 July 2017 to 30 September 2017 show the following:

- Facebook likes: Increased from 2291 to 3266
- Instagram followers: Increased from 270 to 460
- E-Newsletter subscribers: increased from 84 to 192

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 an IT Security Policy that ties in to the Information Services strategy. Bi-annual external network penetration testing has been completed. A review of the City of Bayswater's internal network security is underway. First draft of IT Security Management practices are complete. To be reviewed and updated during 2017/18.

		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>A review of the City of Bayswater's Emergency Risk Management (ERM) has not yet been initiated. The project methodology is yet to be determined. An Emergency Risk Management Plan (ERMP) is a required component of a local government's Local Emergency Management Arrangements (LEMA).</p> <p>The City of Bayswater's LEMA are due for review in mid-2018 which will include a review of the ERMP. It is anticipated that the Office of Emergency Management will conduct "Risk Workshops" in early 2018 to assist local governments in this process. It is possible that the LEMA review could take up to 18 months.</p>
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 (Service Excellence Evaluation Discovery) project is reviewing services throughout the City on a priority basis. Twelve services are currently being reviewed in a first stage of the project. Additional services will be reviewed once efficiency recommendations for these initial services are made.
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.	First draft of workforce plan complete. To be reviewed and updated during 2017/2018

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.	A preliminary proposal and project plan have been endorsed by Council. Implementation of this project has not yet commenced. The intention is for drafting and consultation for the Thoroughfare Local Law and Standing Order Local Law to begin in the October-December quarter 2017.
		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.	A Policy Review Committee made up of Councillors and executive officers has been established. The Committees Terms of Reference have been endorsed by Council. The Committee has not yet met and no project plan setting out the review time line has yet been completed.
		Service Excellence Evaluation Discovery Project (SEED) <i>Note: This project also aligns with L1.1.2</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 (Service Excellence Evaluation Discovery) project is reviewing services throughout the City on a priority basis. Twelve services are currently being reviewed in a first stage of the project. Additional services will be reviewed once efficiency recommendations for these initial services are made.
L1.3 Deliver long term financial planning	L1.3.1 Investigate alternative funding mechanisms to meet service level needs.		April-June 2021	This work will be incorporated into the Council consideration of the 2018/19 budget.	Initial report 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 undertaking review work to look for opportunities for cost reductions and reinvestment into other areas of the organisation.

	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 commence a preliminary assessment to implement this action item until the July-September quarter of 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.	During the reporting period the City expanded its online presence, including further developing its Instagram platform and the monthly E-Newsletter that supports and supplements the monthly Advertorial that appears in the local Community Newspaper.
	L2.1.2 Review and implement the Community Engagement Framework	An internal review of the Community Engagement Framework is currently being undertaken.	April-June 2021	A Community Engagement Support Officer has been approved in the workforce plan and is currently being recruited, to assist with the implementation of the framework.	The review is currently being implemented and is expected to be completed by December 2017.
	L2.1.3 Undertake a community perception survey every two years.	Community perception survey	April - June 2018		This project is not due to commence until March 2018. Responsibility within the City for this project is still to be confirmed.
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.	The review of the City's website is at the initial scoping stage and priorities and goals are still being identified.
		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 currently being implemented and is expected to be completed by March 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 Council with information and support to enable informed decision making	L3.1.2 Maximise advocacy benefits associated with membership of Eastern Metropolitan Regional Council and Western Australian Local Government Association.	The City is currently working 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.	Jan-March 2018	No initial funding has been allocated to this project. Staffing resources have been provided by the Governance area.	DLG will be putting out an initial discussion paper in November 2017 and submissions will be accepted until February 2018. The City has sent a representative to two EMR meetings. A draft joint submission is currently being completed. It is intended that the submission will be endorsed by the CEOs prior to submission to the DLG. .
	L3.2.1 Co-ordinate ongoing training programs for Elected Members	Delivery of training to candidates following the election.	April -June 2018	No initial funding has been allocated to this project. Staffing resources have been provided by the Governance area.	An induction schedule for elected members has been prepared and will be provided following the 21 October election over 4 weeks. This also includes an induction with EMRC. Training information will also be provided to the Elected Members following the election.
L3.3 Deliver continuous improvement in all areas of	L3.3.1 Develop a continuous improvement framework and reporting process for the organisation		April -June 2018		

the City's business.	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.
		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 Services.	Analysis and review of existing performance review process complete. Process to be redesigned to align individual performance with corporate objectives.
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		Plan developed and endorsed by ELT and currently being actioned including launch of values, leadership development and recognition programme.