Town of Bassendean | Council Plan 2023-33

An Integrated Strategic Community Plan and Corporate Business Plan



BASSENDEAN HOTEL

BASSENDEAN HOTEL



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Introduction

Welcome to the Town of Bassendean's Council Plan. This plan integrates our Strategic Community Plan and Corporate Business Plan into one succinct document – our Council Plan, our plan for the future.

Our community and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR[®] strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan for the future.

This plan describes:

- A future vision for the Town of Bassendean
- How the Town will achieve and resource its objectives
- How success will be measured and reported

Executive Message

Nagalak kaadtitji boodja Baal Whadjuk Noongar boodja Ngalak nyininy.

We-together know this land. It Whadjuk Noongar land. We together sitting.

In the language of the first people of this land we say that we know that wea re gathered together here on the land of the Whadjuk Noongar people, Always was, always will be.



Kath Hamilton Mayor

Cameron Woods Chief Executive Officer



Bassendean at a glance

People have been connecting along the Derbal Yerrigan (Swan River estuary) and caring for Boodja (country) in the Town of Bassendean for more than 45,000 years. Today, the community continues to care deeply about respecting, preserving and promoting the area's natural, cultural and built heritage.

Located 8km north-east of the Perth CBD, the Town of Bassendean is a Home by the Swan for 16,601 people (ABS Census). Residents live in the green and leafy riverside suburbs of Bassendean, Ashfield and Eden Hill.

The Noongar people were the first people to care for this Boodja, with campsites and spiritual areas along the Derbal Yerrigan. One of the most significant spiritual sites, is a bend in the river near Success Hill, where the Waugal lives¹. Neighbouring Noongar groups would gather here for important cultural ceremonies and practical purposes such as resolving disputes, arranging marriages, or deciding on hunting and gathering activities to sustain their families over the coming seasons. Today, Success Hill is a registered Aboriginal Heritage site, along with the Swan and Helena rivers, Bennett Brook and Alice's Corner.

After Lieutenant James Stirling surveyed the country in 1827, a small settlement with British migrants formed in 1829 and the fertile alluvial flats along both sides of the Swan River were chosen as prime agricultural land. In 1832, Peter Broun, the 1st Colonial Secretary, took occupation of Stoke Farm in West Guildford and named the dwelling Bassendean after the name of his family seat in Berwickshire, England. In 1922, Bassendean was chosen as a new name for the area. Initially populated by gentleman farmers and Pensioner Guard families, the area grew rapidly during the goldrush years of the 1890's. In the 1900's, the establishment of industries, and the demand for labour at the Midland Railway Workshops, gave the area its distinct working-class character and further accelerated its development. Post-World War II emigration saw an influx of European nationalities, giving Bassendean a more cosmopolitan flavour.

Social life for Bassendean families in the first quarter of the 20th century revolved around home, sport, and church activities. So much so that residents took pride in the fact that their suburb was known locally as 'the holy city' because of the presence of many churches but no hotel². A pub was to follow shortly afterwards, with the Bassendean Hotel built in 1930. Recently renovated and paying homage to the history of the site, this heritage building is valued by the community.

Over coming years, the community is anticipating significant growth and infill to accommodate the State Government's target of 4,150 additional homes by 2050. Through BassenDream our Future and the Bassendean Town Masterplan the community has expressed a desire for many of these new homes to be located around the town centre and transport hubs. The community values the Town's village-style lifestyle, sense of community, natural reserves and public open spaces, and connections with history and heritage.

The community is represented by a Mayor and six Councillors who share a commitment to preserving and enhancing community values as the area grows.





Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Town of Bassendean must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Town of Bassendean will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at https://sdgs.un.org/goals.



State Priorities

The State Government of Western Australia has more than 100 agencies, each with their own priorities. The Town of Bassendean regularly reviews priorities across all areas of government to align service delivery. In response to the COVID-19 pandemic, the State Government of Western Australia prepared a WA Recovery Plan with 20 priorities, listed in the table below. Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

	People	Planet	Place	Prosperity
Wa Recovery Plan United States of the second states	 Supporting our most vulnerable Putting patients first 	 Investing in renewable energy and new technologies Green jobs and environmental protection 	 Building infrastructure Maintenance blitz Major road construction Building community infrastructure Housing construction 	 Driving industry development Unlocking future mining opportunities Revitalising culture and the arts Supporting small businesses Buying local Growing WA's food industries Investing in our tourism sector Boosting local manufacturing Rebuilding TAFE and reskilling our workforce Building schools for the future Unlocking barriers to investment

Local Priorities

To understand local needs and priorities, the Town of Bassendean commissioned an independent review. In June 2022, 1,125 community members completed a MARKYT[®] Community Scorecard. The main priorities were community safety and the development of the town centre, followed by sustainability and climate action, management of the Swan River, and arts, culture and community events.



^{*} Kaizen = provide continuous improvement

Our Purpose

The Town of Bassendean exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

This is in accordance with the Local Government Act 1995 (Section 1.3 (3) Role of Local Government).

We fulfil our purpose through the following roles:



Lead

We lead community engagement and strategic planning to create and achieve a shared vision for the community.



Advocate

We are a voice for the local community on contemporary issues.



Facilitate

We enable service delivery through partnerships, funding and other support.



Provide

We provide infrastructure, services, events and communications to meet local needs.



Educate



We deliver public education programs for improved sustainability and wellbeing.

Regulate



We regulate compliance with legislation, regulations, local laws and policies.

Our Values

Our values guide our behaviour and decision making as an organisation and how we strive to lead and serve our community.



People

Councillor, staff and volunteer contributions are vital in striving to meet our diverse community's aspirations and wellbeing.



Heritage

Preserving and communicating our shared history and heritage increases our capacity to balance today's needs with longterm interests of future generations.



Sense of Place

We recognize that maintaining our natural environment is crucial to our future.

We acknowledge that our community requires Counil to preserve and enhance our streetscapes, built and natural environment, and to protect the Swan River as our greatest asset.



Partnerships

Collaborative partnerships and regional cooperation increase value to our community and the East Metropolitan Region.



Excellence

We strive to achieve the highest standards in local goverment and to consistently provide consultative, ethical and responsive services.



HOME BY THE SWAN

Our vision for the Town of Bassendean is to be a safe, healthy and inclusive community that respects and celebrates cultural heritage and diversity; a home by the Swan for everyone to enjoy.

We share responsibility for climate action and the adoption of sustainable practices to conserve and enhance our environment and natural heritage, including the Swan River ecological corridor, tree canopy, and nature reserves.

We accommodate population growth responsibly with sustainable development, housing diversity, and tree-lined streets. We value and respect our built heritage and have excellent social infrastructure.

Our town centre and precincts are vibrant and welcoming, supporting a diverse range of businesses and local employment opportunities. Community events, markets and other attractions help to draw visitors and connect the community.

Council effectively engages the community, makes well-informed, responsible and transparent decisions, embraces innovation and best practice, and maintains financial sustainability.



To achieve the vision, the community helped to shape a plan for the future. This resulted in 10 desired outcomes aligned with five performance areas – People, Planet, Place, Prosperity and Performance. Each outcome has supporting objectives and actions. The outcomes are interrelated, and each must be satisfied to deliver excellent overall quality of life.

Performance areas:



People covers all aspects of community health and wellbeing, from youth and senior services, to access and inclusion, sport and recreation, culture and the arts, community safety, responsible pet ownership, and volunteering.



Planet

Planet covers all aspects of the environment and sustainability, from the river foreshore and nature reserves to waste and energy management, water conservation, tree planting, and ranger services.



Place covers the built form, from urban planning and building services, to housing, streetscapes, roads, footpaths, parks, playgrounds, community buildings, toilets, parking and transport.



Prosperity

Prosperity covers all aspects of economic development, place activation, business support services, education and life-long learning, and library services.



Performance

Performance covers all aspects of leadership and governance, from financial sustainability, risk management, human resources and fleet management, to community engagement, communications and customer service.







The Town of Bassendean is a safe, healthy and inclusive community that respects and celebrates cultural heritage and diversity; a home by the Swan for everyone to enjoy.

Current situation

Recent achievements







We share responsibility for climate action and the adoption of sustainable practices to conserve and enhance our environment and natural heritage, including the Swan River ecological corridor, tree canopy, and nature reserves.

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Recent achievements







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Recent achievements

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Current situation

Recent achievements







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Current situation

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Informing Strategies and Plans

As specified in the State Government's Integrated Planning and Reporting Framework and Guidelines, the Council Plan has been informed by the Long-Term Financial Plan, Asset Management Plans, Workforce Plan, Risk Management Framework and various issue-specific strategies and plans.

Long-Term Financial Plan

The Long-Term Financial Plan is Council's 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects.

Asset Management Plans

Effective management of local government assets is crucial to the sustainable delivery of services to meet community needs. Asset management planning is essential to ensure that assets are created, maintained, renewed, and retired or replaced at appropriate intervals to ensure continuity of services at chosen service levels.

Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators.

Risk Management Framework

The Town of Bassendean's Risk Management Framework encourages and guides Councillors and officers to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss.

Issue-specific strategies and plans

The Town of Bassendean has various issue-specific strategies and plans. Several of these plans fulfill statutory requirements such as the Local Planning Framework, Disability and Inclusion Plan, Public Health Plan, and Waste Plan. Additional plans and strategies have been created to provide an in-depth review and assessment of options to address local priorities.

The following table lists informing plans and strategies that make up the Town of Bassendean's management framework, the current status of these documents, and the time frame for review or retirement.

Issue specific strategies and plans (current)	Statutory requirement	Year adopted or last reviewed	Year to be reviewed or retired
Local Planning Strategy 2023	Yes	2023	TBA
Public Health Plan 2022	Yes	2022	TBA
Town Centre Masterplan		2022	2042
Access and Inclusion Plan 2019-2024	Yes	2019	2024
Reconciliation Action Plan 2024-2026 [Draft]		2024	2026
Youth Statement		2015	TBA
Arts, Culture and Events Strategy 2023-2026		2023	2026
Jubilee Reserve Concept Master Plan and Building Design		2021	TBA
Point Reserve Foreshore Plan		2022	TBA
Tree Canopy Action Plan 2023-2027		2023	2027
Waterwise Council Action Plan 2023		2023	TBA
Waste Plan 2021	Yes	2021	TBA
Corporate Emissions Reduction Strategy 2022-2024		2022	2024
10 Year Management Plans for Natural Areas (various reserves)		2021/22	2030/31
Land Asset Strategy		2023	ТВА
Rights of Way Strategy 2022		2022	ТВА
Local Area Traffic Management Plan		2012	TBA
Capital Works Program		2023	2024

Service Area Planning

Service teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

Every team is responsible for developing and implementing a Service Plan to continuously improve the customer experience, business efficiencies, and value for money. Teams are required to review and update their Service Plan annually. This table provides an overview of the service teams, services they are responsible for, and the number of employees expressed as the full-time equivalent (FTE).

Directorate	Service Team		Services		Employees (FTE, 2024)
	CEO Office	CEO Office Administration Council Members Support	Council Meeting SupportLocal Government Elections	Executive Management Team Support	2
Office of the CEO	Governance and Strategy	 Governance Council decision making support and legislative reporting 	 Elected Member Support Corporate Planning Corporate Reporting 	 Agendas and Minutes Risk Management Business Improvement 	1.5
	Communications	Corporate CommunicationsMarketing Communications	 Management of Digital Channels 	Media relationsWriting, editing and design	1
	Human Resources	Human Resources	Payroll	Workplace Health and Safety	5.5
Corporate Services	Corporate Services Administration	Financial Services	Property & Rating		3.6
	Children's Services	 Early Childhood Education and Care for Children 0-5 years National Quality Framework Child Protection Cleaning 	 Policy Review Parenting Services Education and Support Inclusion support and care for Children 0-5 years 	 Early Years Learning Framework Health and Safety Food Services to Children under 6 years Partnerships with community schools and community 	35
	Procurement	Contracts	Lease Management		2
	Financial Services	Accounting Services	Management, Financial & Financia	al Planning	5
	Information and Communication Technology	ICT Governance and OperationsSpatial ServicesBusiness System Administration	ICT Governance and ArchitectureService Desk	Cyber SecurityData Analysis	3.5

Directorate	Service Team		Services		Employees (FTE, 2024)
Corporate Services	Customer Services	 Manage Customer Enquiries Receipting, banking and Finance support Electronic Advice of Sale Waste assistance 	 Development Services Administration Provide information on council activities and events Rates enquiries 	 Animal Registrations Hall Hire Customer Service Statistics 	3.5
(continued)	Records Management	Records System AdministrationFOI Request Fulfillment	 Incoming Email via Town Mailbox 	Records Audit & AdministrationRecords Awareness and Training	2
	ERP Project	ERP Project	ERP System Support		1
	Community Planning Administration	 Management of Hyde Retirement Village including grounds maintenance, financial services and asset management Strategic management of Town Land 	 Local Emergency Management Committee Facility Booking Management Emergency Management Business Development Land Asset Optimisation 	 Tenure Management Emergency Prevention and Preparedness Emergency Response and Recovery 	2
	Urban Planning	 Local Planning Strategy & Scheme Urban Planning Policy 	Strategic Planning & ProjectsPrecinct Planning	 Development Assessment and Control Development Compliance 	3.5
	Building Services	Development Compliance	Swimming Pool Inspections	Building Application Assessment	1.6
Community Planning	Environmental Health	 Food Businesses Public Buildings Trading in Public Places Mosquito and Rodent Control 	 Noise Assessment & Monitoring Environmental Protection Event Management Disability Access and Inclusion 	 Personal Appearance Establishments Public Health Planning Recreation Water Quality 	2
	Ranger Services	Parking Management and Control	Animal Management and Control	Local Law ComplianceBushfire Compliance	3
	Youth Services	Youth Events and ActivitiesYouth Grants	Management of Drop-In Youth Centre	School Holiday ProgramsRYDE Program	2
-	Community Programs and Events	Community ProgramsCommunity Events	Community FundingACE Committee Management	Citizenship ServicesPublic Art & Art Collection	2.5
	Sport & Recreation	Reserve Bookings Facility Usage	KidSportSport Club Liaison	Community Sport & Recreation Facilities Fund	1
	Volunteer Services	Volunteer Services including recru	itment and induction	Volunteer Appreciation Event	1
	Library Services	Library Services	Child, Youth & Lifelong Learning	Local Studies	8.66

Directorate	Service Team		Services		Employees (FTE, 2024)
Sustainability and Environment	Sustainability	 Community Sustainability Promotion Water Conservation Sustainable Living Programs 	 Carbon Emissions Reduction Reconciliation including Reconciliation Action Plan 	 Corporate Environmental Responsibility / Environmental Risk Management 	2
	Environment Conservation	 Natural Area Management and Projects Foreshore and Wetland / Waterway Management and Projects 	 Streetscape Weed Control (Hard Surfaces & adjacent Guildford Road PSP) 	 Volunteer Programs Community Engagement & Events 	1
	Waste and Recycling	 Residential and Commercial Waste Collection 	Public Bin Management	Waste Education	1.4
	Arboriculture	 Tree Protection and Management 	Partnerships and AdvocacyStrategic Tree Planting	Community Awareness and Programs	1
	Infrastructure Services Administration	Strategic Operational Services	Technical Services Administration	Business Support	5
	Engineering	 Asset Management (Fleet, Transport, Recreation, Property, Building) 	 Engineering Compliance Capital Works Design Capital Works Planning 	Capital Works ProcurementCapital Works Construction	0.5
	Asset Management	Asset ManagementCapital Works Project Planning	Capital Works Project Budgeting	•	1
Infrastructure	Engineering Maintenance	 Road Network (including Laneways, PAWs etc.) 	Path NetworkDrainage Network	Parking Signs & LinesBus Shelters	6
-	Building Maintenance	Building MaintenanceBuilding SecurityParks Lighting	Street LightingBuilding Capital Works ProjectsCleaning	Parks Furniture MaintenanceRoadside Furniture Maintenance	3.5
	Fleet Management	 Fleet, Plant & Equipment Maintenance 	Fuel Management	Minor Fabrication	1
	Parks and Gardens	Turf ServicesLandscape Services	Irrigation Services	Tree Services	15
Total					130.26



Developing and Reporting

The Local Government Act 1995 requires all local governments to plan for the future. As of 2023, Council was required to adopt a 10 year Strategic Community Plan, 4 year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan

To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

In 2022, Council commenced its journey to review the Strategic Community Plan by inviting community members to complete a MARKYT[®] Community Scorecard. In 2023, the Town extended the review program to embrace the FUTYR[®] approach for integrated planning and reporting. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Detailed review of the MARKYT® Community Scorecard and VoiceBank to consider and integrate community-driven actions
- Workshops with councillors, staff, key stakeholders and local community members



To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.bassendean.wa.gov.au to access the latest Annual Report.





The Town of Bassendean participates in the MARKYT[®] Benchmarking Excellence Program to monitor and benchmark service levels.

Council aims to be above the MARKYT[®] industry average and strives to be the industry leader in all areas.

This chart shows Council's Performance Index Score out of 100 compared to the MARKYT[®] Industry Standards. The preferred target zone is shown as coloured bars.





• Town of Bassendean 2022 performance score

○ Town of Bassendean 2019 performance score

➡ No change in performance from 2019 to 2022

Shading shows industry average to industry high from the MARKYT® Community Scorecard.

For further information. visit catalyse.com.au



2022 Performance Measures





Would you like to get involved in making the Town of Bassendean more sustainable, inclusive, and vibrant?

Please reach out to your elected member or the responsible officer at the Town of Bassendean to find out more or discuss your ideas.

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