

# Corporate Business Plan 2022-2026

Adopted 27 September 2022



# Introduction

The Corporate Business Plan (CBP) provides an overview of actions and projects that are resourced and linked to the Town of Bassendean's Strategic Community Plan. Importantly, the CBP does not represent a compilation of all the activities undertaken by the Town as part of its day-to-day operations. The CBP 2022/23 Review follows Councils approval of the annual budget on 5 July 2022.

# **Statutory Context**

As a local government, the Town of Bassendean is responsible for delivering a wide range of economic, human, recreational and property services as well as developing and maintaining essential community infrastructure. Local governments have legislative responsibility to perform a range of statutory functions for the local community.

The Local Government (Administration) Regulations 1996 provides that:

- (3) A corporate business plan for a district is to -
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
  - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
  - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

The Regulations also requires that 'a local government is to review the current corporate business plan for its district every year'.



# Day-to-Day Activities Delivered by the Town of Bassendean

Directorate	Activities
Office of the CEO	Provide oversight and compliance with the Local Government Act and Regulations; drive organisational performance and culture
Human Resources	Delivery of human resource and organisational development services in relation to workforce planning, recruitment and selection, occupational health and safety, training and development and recognition and wellbeing
Governance	Coordinate election process and education programs for councillors; management of meetings and decisions; local laws; delegations; policy reviews; risk management; Annual Report; and governance advice Monitor, report and review the Strategic Community Plan and Corporate Business Plan
Strategic Communications	Provision of strategic advocacy and media management
Council and Executive Support	Support the Mayor and Elected Members
Corporate Services	Deliver financial management and good governance

Deriver financial management and good governance
Respond to customer requests and enquiries
Efficient, effective and compliant accounting services,
financial management and reporting; long term financial
plan
Manage the application and payment of approved rates
to properties across the Town
Plan and manage IT resources to support the business;
provide systems to promote compliance with the State
Records Act and FOI requirements
Coordinate and manage the procurement of goods and
services, in compliance with legislation and policy
Manage two early childhood education centres

# Plan and deliver services and facilities for the community and undertake prescribed regulatory

Community Planning	functions
Community Development	Coordinate civic events, management of recreation facilities, provision of recreation and volunteering programs; support of community groups and initiatives and provide opportunities for community inclusion and connection. Manage the Hyde Retirement Village
Ranger Services	Provision of parking and traffic management control; management of public amenity; animal control; and emergency management
Statutory Planning and Development Services	Provision of statutory planning and development; development of Local Planning Strategy and Scheme; issue building approvals and undertake building compliance
Environmental Health Services	Regulate and deliver public health; food safety; and mosquito control
Library Services	Support the recreational, educational and technological needs of the community
Youth Services	Provision of youth programs and support

# Facilitate development and implementation of asset management plans; deliver and maintain infrastructure

Infrastructure	within the Town
Engineering Design Services	Provide safe, efficient and effective infrastructure including roads, paths, drainage, lighting, traffic management and associated structures
Parks and Gardens	Maintenance of parks and reserves, playing fields, garden beds and tree planting
Facilities Management	Day to day management of the Town's facilities and playgrounds
Asset Planning and Management	Development and management of asset plans aligned to the Strategic Community Plan and Corporate Business Plan
Project Delivery	Development and delivery of civil construction projects and contract management
Works	Maintenance of roads, paths drainage, rights of way and carparks

Sustainability and Environment	Develop, manage and implement plans for the future sustainability of our environment
Waste Management and Recycling	Coordinate the Town's collection, processing and disposal agreements and develop and implement strategies and engagement to reduce waste. Implement Waste Plan
Sustainability	Develop and implement strategies to reduce the organisation and District's water use and carbon footprint
Environment	Improve the water quality of the river and catchment areas; develop and implement plans to improve the

natural environment including urban forest and natural
area reserves



Objective 1.1	Success Measures
Fostering a culture of collaboration and trust between the organisation and community	Greater community support for decision making

1.1.1 Provide opportunity to listen and involve our community in decisions that affect them

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Undertake a review of the SCP to consider community survey results					
		•			

Objective 1.2	Su	Success Measures		
Establishing partnerships with	•	Increased percentage of services delivered by community groups compared to the Town		
the community that build	•	Increased social return on investment using an agreed approach		
capacity, connection and sense	•	Increased volunteer participation rates		
of belonging	•	Town staff hours result in greater return for time in volunteer management		

- 1.2.1 Identify community members and organisations with the capacity to deliver projects and programs
- 1.2.2 Build capacity of community groups to deliver social return on investment
- 1.2.3 Identify and deliver community funding
- 1.2.4 Foster volunteering to provide services for our community and to build connections
- 1.2.5 Build capacity of volunteers to deliver programs and services with limited input from the Town

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26

# Project actions now operationalised as BAU in 22/23 CBP Review

Implement Community insurance cover for community groups Deliver community capacity building initiatives / workshops Revise and re-launch Sponsorship and Grants Promote grant opportunities to community groups

Objective 1.3	Success Measures		
Treating people equitably with access to programs and services, regardless of advantage or ability	<ul> <li>Alignment between services delivered and community needs</li> <li>Diversity (in terms of demographic, ability, culture, background) of community members accessing spaces, places, programs and services is reflective of community structure</li> </ul>		

1.3.1 Ensure access and inclusion to spaces and places throughout our Town for all, including community members with disabilities, youth, seniors, Indigenous people, and culturally and linguistically diverse people

1.3.2 Enable programs and services that cater for all, including community members with disabilities, youth, seniors, Indigenous people, and culturally and linguistically diverse people

Project/ Actions	Timeframe				
	22/23 23/24 24/25 25/26				25/26
Prepare a new Access and Inclusion Plan for beyond 2023/24			•		

#### Project actions now operationalised as BAU in 22/23 CBP Review

Undertake and implement recommendations of service review of Seniors and Disability Services (complete)

Objective 1.4	Su	uccess Measures		
Creating an environment where	•	Increased use of public transport by different demographics		
people feel welcome and safe       Increased active transport by different demographics		Increased active transport by different demographics		
	•	Reduced antisocial incidents		

- 1.4.1 Create public spaces and transport routes that encourage people to linger, interact and enjoy (including evening use)
- 1.4.2 Encourage the adoption of a collective responsibility towards safety

Project/ Actions		Timeframe						
	22/23 23/24 24		24/25	24/25 25/26				
Facilitate Western Power in delivering Eden Hill Underground Power Project		•						
Approval of new Path Network Policy		•						
Implement and evaluate Old Perth Road Pedestrian-Zone Trial (RAC grant)								
		-						

Objective 1.5	Success Measures
Supporting healthy lifestyles	Increased use of public open spaces and other amenities
throughout our Town	Improved health and wellbeing of residents

1.5.1 Improve functionality of amenities and lifestyle options

Project/ Actions					
		22/23	23/24	24/25	25/26
Develop a Public Open Space Strategy		٠			
Develop a Public Health Plan		٠			
Creation of BIC Reserve Master Plan (RoC)		•			
Implementation of select components of the future BIC Reserve Master Plan		•	0		
Prepare a secondary (Stage 2) concept plan for Sandy Beach Reserve; providing various					
additional elements based up community feedback and user demand		•			

# Project actions now operationalised as BAU in 22/23 CBP Review

Advocate for external funding of Jubilee Masterplan

*Complete construction of nature play based Playground and Ablutions at Sandy Beach Reserve (complete)* 

O – empty dot denotes funding source to be confirmed

Objective 1.6	Success Measures
Creating a resilient and adaptable community	<ul> <li>Community organisations with their own crisis preparedness strategies</li> <li>Increased proportion of local workers who are local residents</li> </ul>
	Clarity on prioritisation of services

1.6.1 Support community organisations in crisis preparedness and recovery

1.6.2 Prioritise local employment

1.6.3 Identify essential and non-essential services for clear prioritisation

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Review of the local emergency management arrangements		•			

Objective 1.7	Success Measures
Facilitating community connection	Increased participation rates in volunteering, community activities and events

# Strategies (How the Town will do this)

1.7.1 Prioritise projects that bring people together and strengthen community connectedness

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Develop and implement project proposal for Youth Engagement projects in Ashfield (RoC)		•			

# Project actions now operationalised as BAU in 22/23 CBP Review

Deliver or promote community events and/ or activations Implement Community Awards Policy



Objective 2.1	Success Measures
Demonstrate strong leadership	SHORT TERM
in waste reduction and carbon	State Government targets are met
neutrality	<ul> <li>Waste generated per capita is reduced by 10%</li> </ul>
-	LONG TERM
	<ul> <li>70% of waste is diverted from landfill by 2030</li> </ul>
	On track to achieve carbon neutrality by 2030

2.1.1. Initiate and drive innovative waste management practices

2.1.2 Initiate and drive innovative renewable energy practices

Project/ Actions		Timeframe						
		22/23	23/24	24/25	25/26			
Develop an Emissions Reduction Strategy for the Community		•	•					
Conduct an audit of the sports lighting to determine more efficient options		•						
Undertake verification of the Town's Carbon Account		•						
Roll out FOGO to commercial properties		•						

## Project actions now operationalised as BAU in 22/23 CBP Review

Implement Emissions Reduction Strategy for organisation

Objective 2.2	Success Measures
Be innovative in responses to	SHORT TERM
sustainability challenges	Examples of being first adopters are evident

- 2.2.1 Embed sustainability considerations in Council decision making
- 2.2.2 Practise early uptake of suitable new technologies and innovations

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Conduct annual assessment to transition fleet to electric		•	•	•	•

#### Project actions now operationalised as BAU in 22/23 CBP Review

Review environmental sustainability policies

Consider power purchasing agreements including through WALGA's Energy and Renewables Project Implement the purchase of Green Power and /or carbon offsets for the Town's emissions

Objective 2.3	Success Measures
Foster an empowered	SHORT TERM
community that drives	<ul> <li>Increased community support for sustainable initiatives</li> </ul>
sustainability	

## Strategies (How the Town will do this)

2.3.1 Increase community support for sustainability considerations

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26

Implement actions as outlined in Natural Environment and Sustainability Action				
Statement	-	-	•	

Objective 2.4	Success Measures
Conserve, protect and enhance	SHORT TERM
our natural environment and	<ul> <li>Increased number and rate of participation of environmental volunteers</li> </ul>
biodiversity	LONG TERM
-	<ul> <li>Restoration and revegetation measures improve</li> </ul>

2.4.1 Conserve, enhance and repair natural and urban areas

2.4.2 Facilitate management of reserves by Friends groups

Timeframe				
22/23	23/24	24/25	25/26	
•	•			
	0	0	0	
•				
•	•			
•	•			
•	•	•	•	
		22/23 23/24 • •	22/23 23/24 24/25 • •	

#### Project actions now operationalised as BAU in 22/23 CBP Review

Progress stage 2 of Bindaring Wetland restoration (complete the 22/23 capital budget allocation is for the path only) Implement and regularly review 1 year and 10 year Natural Area Plans Undertake annual river and foreshore assessment condition

<sup>&</sup>lt;sup>1</sup> Staged implementation will be subject to grant funding

Objective 2.5	Success Measures
Value and conserve and protect	SHORT TERM
our water resources and	Gold Waterwise Council status is retained
waterways	Quality of water flows into Swan River improves
•	Stream restoration measures improve

2.5.1 Implement Waterwise initiatives and policies for residents, businesses and other organisations

2.5.2 Convert drains into living streams

Project/ Actions		Timeframe		
	22/23	23/24	24/25	25/26
Develop a Waterwise Bassendean Strategy				
Repurpose open drain between Second and Third Avenue to create a Living Stream (Stage 1)	•			
Repurpose open drain between Third and Fourth Avenue to create a Living Stream (Stage 2)	0	0		
Review the outcomes of the living stream project to assess future works		•		
Develop the Bassendean foreshore precinct plan and advocate for the creation of a foreshore Regional Park within the Lower and Middle Swan Localities	•			

Objective 2.6	Success Measures
Support the creation of a more	SHORT TERM
green and shaded Town	<ul> <li>Fewer trees lost during development</li> <li>LONG TERM</li> </ul>
	Increased proportion of tree cover
	Reduced heat island effect

# 2.6.1 Create an urban forest throughout reserves, gardens and streets

## 2.6.2 Protect existing trees and green spaces

Project/ Actions	Timeframe			
	22/23	23/24	24/25	25/26
Develop longer term tree planting and biodiversity corridors program	•			
Assess and map our existing trees to better plan for the future –				
our verge trees				
our reserve trees	•			
Develop Tree Canopy Action Plan (include provision for annual update of the retention rate of newly planted trees)	•			
Develop and implement Plan for Tree Planting on Old Perth Road (RoC)	•	•		
Plant native cover and plantings at Palmerston Reserve	•			
Develop a Plan for Tree Planting and new footpath for Lord Street	•			

# Project actions now operationalised as BAU in 22/23 CBP Review

Implement tree succession focussing on verge trees for planting in winter

•



Objective 3.1	Success Measures	
Support the town centre to	NG TERM	
thrive	Increased number of developments within the town centre	
	Increased population within the Town	
	Improved retention of existing businesses	
	Increased number and retention of new businesses	
	Increased local employment	

3.1.1 Advocate for economic growth of our Bassendean town centre

3.1.2 Engage potential government and private sector development partners to realise opportunities within the Town of Bassendean

Project/ Actions		Timeframe				
		22/23	23/24	24/25	25/26	
Develop Streetscape Plan for Old Perth Road		•				
Develop EOI process for development of 35 Old Perth Road (RoC)		•				

#### Project actions now operationalised as BAU in 22/23 CBP Review

Advocate for the town centre to attract investors and developers

Objective 3.2	Success Measures	
Increase the residential	LONG TERM	
population close to centres and	<ul> <li>Meet obligations under State population targets</li> </ul>	
train stations	Appropriately located development	
	<ul> <li>Increased dwelling numbers and diversity of dwelling types</li> </ul>	
	Enhanced quality of development outcomes	

3.2.1 Ensure planning and development strategies and policies align with the desire to focus future development around centres and train stations

Project/ Actions	Timeframe				
	22/23 23/24 24/25		25/26		
Amend the Local Planning Strategy and create a new Local Planning Scheme		●	•		
Prepare Precinct Structure Plan for the Bassendean Town Centre		$\bullet$	0		



# PRIORITY AREA 4 DRIVING FINANCIAL SUSTAINABILITY

Objective 4.1	Success Measures
Ensure there is sufficient, effective and sustainable use of assets	<ul> <li>SHORT TERM</li> <li>All Town-owned buildings increased in their utilisation</li> <li>Defined position and strategy of when buildings need renewal</li> <li>LONG TERM</li> </ul>
	<ul> <li>Consolidated infrastructure footprint</li> <li>Enhanced sustainability footprint</li> <li>Clear indications of whole-of-life costs</li> </ul>

# Strategies (How the Town will do this)

4.1.1 Assess assets (including review of portfolio, landholdings and facility condition, use and capacity) to optimise and rationalise

4.1.2Ensure financial planning has a long-term outlook and a focus on land asset rationalisation

Project/ Actions		Timeframe				
	22/23	23/24	24/25	25/26		
Review Long Term Financial Plan		•				
Integrate Long Term Financial Plan with SCP, CBP, AMPs, informing strategies and plans	•	•	•			
Review the Land Asset Strategy	•					
Formalise new Management Arrangements for HRV Tenancy	•					
Undertake subdivision of Town-owned land on Hamilton Street, Bassendean (RoC)		•				

Objective 4.2	Success Measures
Ensure community facilities are accessible to and well utilised by a diverse range of community members	<ul> <li>SHORT TERM</li> <li>Increased use of facilities</li> <li>Increased shared use of spaces/diversity of use</li> </ul>

4.2.1 Community Infrastructure Strategy (use of community spaces, shared or individual hubs, appropriate number of facilities)

4.2.2 Leasing, Licensing and Hiring Strategy

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Upgrade lighting at Bassendean Oval		•	•		
Upgrade lighting at Ashfield Reserve		•			
Renew Ashfield Flats boardwalk		•			

Objective 4.3	Success Measures
Support the local economy	SHORT TERM
	<ul> <li>Increased local employment, relative to non-local employment</li> </ul>
	Increased local supply-chain use, relative to non-local supply

#### Strategies (How the Town will do this)

4.3.1 Prioritise infrastructure projects that generate local employment and support a circular economy

4.3.2 Ensure the local economy is positioned to recover from crises

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26



# PRIORITY AREA 5 FACILITATING PEOPLE-CENTRED SERVICES

Objective 5.1	Success Measures
Ensure community members	SHORT TERM
know where and how to access	Clarity within the community and local government regarding who deals with different types of decision
services	Clarity and consistency around complaints procedure

## Strategies (How the Town will do this)

# 5.1.1 Improve communication regarding where community members can receive services, advice and provide feedback

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Installation of Notice Boards (RoC)		•			
Launch Thrive digital		•			

Objective 5.2	Success Measures
Deliver efficient and well-	SHORT TERM
connected internet and	Improved efficiency of online services for community
computer technology systems	Improved efficiency of online services for administration
	Increased customer base for online services

5.2.1 Improve efficiency of internet and computer technology systems for community- facing services

5.2.2 Explore online options for services that currently require physical presence

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Undertake Records Management review to align to ICT strategy		٠			
Upgrade audio visual equipment in Council Chambers		•			
Facilitate online applications, lodgements and payments		•			
Implementation of e-rates		●			



# PRIORITY AREA 6 PROVIDING VISIONARY LEADERSHIP AND MAKING GREAT DECISIONS

Objective 6.1	Success Measures
Make brave decisions in line with a risk appetite	<ul> <li>SHORT TERM</li> <li>Efficient and effective Council meetings</li> <li>Defensible decision making that is based on the identification of opportunities and benefits as well as negative impacts</li> <li>LONG TERM</li> <li>Examples of being first adopters</li> </ul>

## Strategies (How the Town will do this)

- 6.1.1 Early identification of potential risks / issues/ opportunities
- 6.1.2 Embed opportunity cost considerations

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Facilitate Regulation 17 Review				•	
Implement the Fraud and Corruption Control Plan		•	•	●	

Objective 6.2	Success Measures
Ensure major decision making is informed by community feedback	Ensure community engagement processes are implemented in major strategic projects

6.2.1 Ensure community engagement processes are implemented in major strategic projects

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26

Project actions now operationalised as BAU in 22/23 CBP Review

The above strategy is BAU.

Objective 6.3	Success Measures
Ensure operational activities reflect the strategic focus of Council	<ul> <li>SHORT TERM</li> <li>Openness and transparency of decision making</li> <li>Enhanced staff morale</li> <li>Staff have appropriate strategic direction</li> <li>Agreement on the link between projects and Strategic Community Plan</li> <li>General alignment regarding values</li> </ul>

6.3.1 Ensure clear communication and flow of information from decision makers to operational staff

6.3.2 Implement a framework on decision making that identifies delegated authority for different levels of decision

Project/ Actions	Timeframe			
22/23 23/		23/24	24/25	25/26
Review of Delegations (Annual)	•	•	•	•
Review Communications Policy (following Council election)		•		

Objective 6.4	Success Measures
Reinforce a culture of collaboration, trust and demarcation between Council,	<ul> <li>SHORT TERM</li> <li>Openness and transparency of decision making</li> <li>Enhanced staff morale</li> </ul>
administration and the community	<ul> <li>Staff have appropriate strategic direction</li> <li>Agreement on the link between projects and Strategic Community Plan</li> <li>General alignment regarding values</li> </ul>

- 6.4.1 Build understanding and support for the vision and Strategic Community Plan
- 6.4.2 Demonstrate clear connections between the Strategic Community Plan, project and business-as-usual services and operations
- 6.4.3 Create an organisational culture of performance, innovation and excellence
- 6.4.4 Develop shared values between Council, administration and the community

Project/ Actions	Timeframe			
	22/23 23/24 24/25 25/26		25/26	
Develop and deliver induction program for new Council				

Objective 6.5	Success Measures
Foster an environment of	SHORT TERM
innovation and leadership	<ul> <li>Councillors and staff feel empowered to make appropriate decisions</li> </ul>
	Professional development for staff and councillors
	Inductions to professional networks
	LONG TERM
	Recognition of excellence by other organisations

6.5.1 Foster an environment of innovation, where people are encouraged to contribute

- 6.5.2 Foster leadership: harness the talent of individuals
- 6.5.3 Recognise and reward innovation and leadership

Project/ Actions	Timeframe				
		22/23	23/24	24/25	25/26
Deliver Annual Staff Awards Program aligned to Corporate Values		•	•	•	•

Objective 6.6	Success Measures
Respond effectively and	SHORT TERM
efficiently to crises	Clarity of impacts to business continuity among elected members and staff prior to crisis situations
-	Clarity amongst the community of local government, organisation and community responses

6.6.1 Implement crisis management framework

6.6.2 Communicate the impacts to business continuity

Project/ Actions	Timeframe				
	22/23 23/24 24/25 25/26		25/26		
Implement a new Disaster Recovery Plan		•			



# PRIORITY AREA 7 BUILDING COMMUNITY IDENTITY BY CELEBRATING CULTURE AND HERITAGE

Objective 7.1	Success Measures
Appreciate, celebrate and engage with Noongar Boodjar (land), history, culture and people	<ul> <li>Noongar people being active participants during projects and direction, in collaboration with the Town of Bassendean</li> <li>Increased understanding of Noongar Boodjar, history, culture and people among nonindigenous community</li> </ul>

#### Strategies (How the Town will do this)

7.1.1 Enhance partnerships with Noongar people – be guided by Traditional Owners in the appreciation, celebration and participation of Noongar Boodjar, history, culture and people

7.1.2 Enhance participation and engagement of local Noongar people in community life and decision making

7.1.3 Enhance participation and engagement of local Noongar people in caring for the land

Project/ Actions	Timeframe			
	22/23	23/24	24/25	25/26
Develop Indigenous Cultural Program	•			
Establish regular engagement meetings with Noongar Aboriginal people	•	•	•	

#### Project actions now operationalised as BAU in 22/23 CBP Review

Celebrate NAIDOC and Reconciliation week (subject to Council funding)

Objective 7.2	Success Measures
Create a community closely connected to its history and heritage	<ul> <li>SHORT TERM</li> <li>Local studies collection actively accessed by the community</li> <li>LONG TERM</li> <li>Historical and heritage facilities are well used by the community</li> <li>Heritage sites and buildings are visible to locals and visitors</li> </ul>

7.2.1 Maintain and share the historical stories of the Town of Bassendean

7.2.2 Ensure heritage locations and buildings of historical value within the Town are recognised, cared for and utilised by the community

7.2.3 Implement initiatives, events and activities that focus on a range of cultural and artistic endeavours (not limited to entertainment)

Project/ Actions	Timeframe			
	22/23	23/24	24/25	25/26
Plan for a Riverpark interpretation node via partnership with DBCA's River Journeys Project, to capture the river's natural and cultural heritage while enriching visitors' experiences and encouraging custodianship of the area.		o	0	0
		0	0	0

O – empty dot denotes funding source to be confirmed

Objective 7.3	iccess Measures	
Engage the community in arts and culture	Community participation in arts and cultural programs and activities	

7.3.1 Implement arts and cultural programs and activities that reflect the unique history of the Town of Bassendean and are relevant to its community

Project/ Actions		Timeframe		
	22/23	23/24	24/25	25/26
Commission public art	0			
Investigate Aboriginal dual naming for various sites	•			
Investigate incorporation of cultural elements at Sandy Beach Reserve	0			

O – empty dot denotes funding source to be confirmed