

# City of Gosnells Corporate Business Plan 2019-2023

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## Integrated Planning and Reporting Framework

The Corporate Business Plan is part of the Integrated Planning and Reporting framework which applies to all local governments to ensure that they plan for the future and that these plans take account of community aspirations.

The following diagram shows the key elements of the Integrated Planning and Reporting Framework.



## Strategic Direction

The 10 Year Strategic Community Plan represents the highest level planning document for the City of Gosnells. The following summarises the Vision, Mission and Strategic Priorities which the City has committed to in its Strategic Community Plan 2018 – 2028:



### Strategic Community Plan 2018 – 2028

#### *Making the City of Gosnells a great place*

*We will be a vibrant community with a strong community identity; a great place to live, work, raise children, visit and invest; a place that encourages a range of lifestyles and opportunities; and where the natural environment, cultural diversity and heritage of the City is respected and protected for the enjoyment of current and future generations.*

Places - Places within the City are attractive and vibrant.

Community - The community is proud and harmonious.

Environment - The environment is protected and enhanced.

Economy - Businesses are supported and the economy is growing.

Safety - The community is protected from crime and anti-social behaviour and risks to public health and safety are reduced.

## Activating the Strategic Community Plan

The Corporate Business Plan activates the commitments made in the Strategic Community Plan by ensuring that community aspirations and priorities are translated into actions which are delivered utilising the available resources. The tables on the following pages provide details of these actions, including who has lead responsibility for the activity and when it will occur.

### Business as Usual

Much of the activity which activates the Strategic Community Plan relates to normal operations or statutory responsibility and is referred to in this document as business as usual. The key business as usual activities which contribute to the strategic priorities are included in the following tables.

### Major Projects

Ongoing projects which have prominent and significant outcomes are featured as major projects.

### Key Initiatives

The activities listed in the table as key initiatives include new initiatives, short-term initiatives or one-off projects, strategic review projects and discretionary activities.

## Strategic Priority 1: Places – Places within the City are attractive and vibrant

An attractive community is well maintained with little visual blight. Vibrancy comes when people visit and utilise local centres and public open spaces. The community identity survey found that while residents are proud of their suburbs and the City’s public open spaces, there is some concern about our town centres. The City will continue to maintain attractive suburbs, reserves and well-used facilities, and through innovative planning will enable urban regeneration in our town centres and older suburbs to occur.

Goal 1.1 Make the City a clean and attractive place.		Outcome: The City is a clean and attractive place where local people and visitors want to spend time and money.					
Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
1.1.1	Assess planning and building applications to ensure compliance.	Business as usual	Planning and Development	✓	✓	✓	✓
1.1.2	Maintain tidy and attractive public areas.	Business as usual	Infrastructure	✓	✓	✓	✓
1.1.3	Implement and ensure compliance with legislation and local laws in relation to littering, parking and abandoned vehicles.	Business as usual	Business Services	✓	✓	✓	✓
1.1.4	Support community groups and volunteers to run beautification activities.	Key initiative	Community Engagement, Keep Australia Beautiful	✓	✓	✓	✓
1.1.5	Run the Safe City Anti-Graffiti Campaign.	Key initiative	Community Engagement, Infrastructure and Police	✓	✓	✓	✓

<b>Goal 1.2</b> Facilitate the regeneration of the City's Town Centres and older suburbs.		<b>Outcome:</b> Our town centres and older suburbs will be revitalised and attractive locations for living, visiting and working.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>1.2.1</b>	Complete planning for regeneration in the Maddington Town Centre.	Major project	Planning and Development	✓	✓		
<b>1.2.2</b>	Relocate the City's Operations Centre to facilitate the future development of Maddington Town Centre and provide a modern operations centre in a more appropriate location.	Major project	Infrastructure/ Cross Directorate		✓	✓	✓
<b>1.2.3</b>	Finalise the development option for Lot 800 Albany Highway.	Major project	Infrastructure			✓	
<b>1.2.4</b>	Finalise land acquisitions in Lissiman Street and implement transformational actions.	Major project	Cross Directorate	✓	✓	✓	✓
<b>1.2.5</b>	Support the establishment and operation of Developer Contribution Arrangements in town centres where appropriate.	Business as usual	Planning and Development	✓	✓	✓	✓
<b>1.2.6</b>	Manage the provision of new infrastructure in the Central Maddington area.	Major project	Infrastructure, Planning and Development	✓	✓	✓	✓

<b>Goal 1.3</b> Identify, protect and conserve our historical buildings and places.		<b>Outcome:</b> The City's built heritage is recorded and significant places are conserved and protected from destruction.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>1.3.1</b>	Review the Heritage Inventory of buildings and features.	Business as usual	Community Engagement			✓	✓
<b>1.3.2</b>	Create and implement appropriate planning, development and conservation provisions for heritage sites within the City.	Business as usual	Planning and Development, Community Engagement	✓	✓	✓	✓
<b>1.3.3</b>	Provide information and assistance for owners of heritage sites within the City.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>1.3.4</b>	Support the Wilkinson Homestead Museum's operation.	Business as usual	Community Engagement	✓	✓	✓	✓

<b>Goal 1.4</b> Facilitate quality development of undeveloped land.		Outcome: The City is home to new communities, which are well planned and contain adequate infrastructure and appropriate public open space.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>1.4.1</b>	Support the establishment of planning documents (such as Structure Plans) to guide the development of undeveloped land.	Business as usual	Planning and Development	✓	✓	✓	✓
<b>1.4.2</b>	Implement the new Local Planning Strategy and Local Planning Scheme.	Key initiative	Planning and Development	✓	✓	✓	✓
<b>1.4.3</b>	Facilitate the development of Southern River Precinct 3.	Key initiative	Planning and Development	✓	✓	✓	✓
<b>1.4.4</b>	Establish Developer Contribution Arrangements, where appropriate, in green field development sites.	Business as usual	Planning and Development	✓	✓	✓	✓
<b>1.4.5</b>	Redevelop Robinson Park.	Major project	Infrastructure	✓	✓		
<b>1.4.6</b>	Facilitate the development of Charles Hook Park.	Major project	Infrastructure	✓	✓	✓	
<b>1.4.7</b>	Facilitate the development of various fee simple land assets.	Major project	Infrastructure	✓	✓	✓	✓

<b>Goal 1.5</b> Optimise the use of recreation facilities, reserves and City buildings.		<b>Outcome:</b> All of the City's community assets are fit for purpose and well used.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>1.5.1</b>	Support Leisure World as an attractive venue for water based leisure and other recreational pursuits.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>1.5.2</b>	Support Libraries as attractive venues for leisure pursuits.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>1.5.3</b>	Finalise the City's Sports Plan to guide sports provision.	Key initiative	Infrastructure	✓	✓		
<b>1.5.4</b>	Implement the City's Public Open Space Strategy to provide quality, accessible parks and reserves.	Key initiative	Infrastructure	✓	✓	✓	✓
<b>1.5.5</b>	Apply best practice asset management principles to the City's assets, including 'whole of life' costings and maintain and renew assets in accordance with these principles.	Business as usual	Business Services Infrastructure	✓	✓	✓	✓
<b>1.5.6</b>	Lobby for funding to redevelop Sutherlands Park into a regional recreation space and aquatic facility.	Key initiative	Executive Office	✓	✓		
<b>1.5.7</b>	Review the booking system for City Facilities.	Key initiative	Infrastructure	✓	✓		
<b>1.5.8</b>	Advocate for the Hester Park Regional Revitalisation Project.	Key initiative	Executive Office	✓	✓		
<b>1.5.9</b>	Support the Don Russell Performing Arts Centre.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>1.5.10</b>	Activate public open spaces and community facilities through delivery of programs, events and partnerships.	Business as usual	Community Engagement	✓	✓	✓	✓



## Strategic Priority 2: Community – The community is proud and harmonious

The City has a proud history of celebrating diversity and heritage, and bringing people together by delivering events, programs and activities that are equally accessible to all members of the community. These provide opportunities for residents to develop individually, and as responsible citizens. The Resident Satisfaction Survey conducted in June 2019 revealed that 83% of residents are satisfied with the City as a place to live, 56% are satisfied with the value for money from Council rates, and 79% are satisfied with community events. The City’s convenient location, well maintained parks, quiet atmosphere, community feel and access to shopping, transport and other amenities were also greatly appreciated by respondents, with 61% having a sense of belonging in their community.

<b>Goal 2.1</b> Conduct suitable events and activities designed to establish a proud and harmonious community.		<b>Outcome:</b> The City is home to a welcoming and inclusive community where people enjoy a range of events, activities and opportunities.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>2.1.1</b>	Provide or facilitate suitable events and activities which bring people together and promote awareness of, and respect for, diverse cultures, abilities and age.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.1.2</b>	Develop and implement a range of suitable events and programs	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.1.3</b>	Conduct regular citizenship ceremonies.	Business as usual	Business Services	✓	✓	✓	✓
<b>2.1.4</b>	Provide opportunities to engage in cultural and artistic experiences.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.1.5</b>	Provide opportunities for the community to conserve and protect our environment.	Business as usual	Community Engagement	✓	✓	✓	✓

<b>Goal 2.2</b> Identify and celebrate our social heritage and contemporary culture.		<b>Outcome:</b> There will be increased knowledge and appreciation of the City's social history and contemporary culture.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>2.2.1</b>	Implement the City's Heritage Strategy.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.2.2</b>	Develop and maintain local collections (historical, photographic and objects).	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.2.3</b>	Promote the City's places and collections of historic interest.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.2.4</b>	Seek funding and partnership opportunities to sustain and expand service delivery.	Business as usual	Community Engagement, Infrastructure	✓	✓	✓	✓
<b>2.2.5</b>	Provide opportunities for the community to learn about local heritage such as museum education and history talks.	Business as usual	Community Engagement	✓	✓	✓	✓

<b>Goal 2.3</b> Provide a range of programs which build community capacity.		<b>Outcome:</b> A wide range of community members actively participate in capacity building programs.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>2.3.1</b>	Deliver efficient and effective library resources and services which address local needs for life-long learning opportunities.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.3.2</b>	Promote and encourage volunteering and provide appropriate support and development opportunities for community groups and individuals.	Business as usual	Community Engagement and others	✓	✓	✓	✓
<b>2.3.3</b>	Deliver a range of programs and activities which are designed to address community issues and needs.	Business as usual	Community Engagement, Infrastructure	✓	✓	✓	✓
<b>2.3.4</b>	Work in partnership with Government, private and not-for-profit sectors to maximise our combined efforts to build community capacity and address current issues.	Business as usual	Community Engagement and others	✓	✓	✓	✓
<b>2.3.5</b>	Review and implement the City's Disability Access Inclusion Plan (DAIP).	Key initiative	Community Engagement and others	✓	✓	✓	✓
<b>2.3.6</b>	Deliver a range of programs and activities that assist the community to reduce resource consumption & living expenses.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.3.7</b>	Make publically available information to home builders regarding sustainable housing.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.3.8</b>	Provide a community grants and sponsorship program to support community organisations to deliver quality programs and services.	Business as usual	Community Engagement	✓	✓	✓	✓

<b>Goal 2.4</b> Provide the community with opportunities to participate in diverse activities which promote physical and emotional wellbeing.		<b>Outcome:</b> Our community is supported to be active and healthy at all life stages and is able to enjoy a range of sporting, recreational, cultural and artistic pursuits.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>2.4.1</b>	Provide aquatic and recreational programs/services to meet the needs of the diverse community.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>2.4.2</b>	Provide appropriate support and development opportunities for clubs and community organisations.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.4.3</b>	Provide a range of active and passive leisure activities which reflect community demographics and needs.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>2.4.4</b>	Provide opportunities to engage in cultural and artistic experiences.	Business as usual	Infrastructure, Community Engagement	✓	✓	✓	✓
<b>2.4.5</b>	Provide programs and infrastructure to increase the community's resilience to heat stress and rises in the cost of living.	Key initiative	Community Engagement, Infrastructure, Planning and Development	✓	✓	✓	✓
<b>2.4.6</b>	Provide safe and neutral spaces for people in Libraries that enhance community wellbeing by connecting people to places, knowledge and technology.	Business as usual	Infrastructure, Community Engagement	✓	✓	✓	✓

### Strategic Priority 3: Environment – The environment is protected and enhanced.

The City of Gosnells is a world leader in sustainability practices, most notably for its development of the 6 Star Green Star Mills Park Centre. The City will continue its commitment to sustainability to minimise the impact of its actions on the environment. The City is home to a diverse landscape which includes areas of environmental significance such as Ellis Brook Valley and the Greater Brixton Street wetlands which are acknowledged as among the best wildflower locations in the Perth metropolitan area, and support high levels of biodiversity. The City will continue to protect and enhance natural areas and provide opportunities for the community to enjoy the rich natural environment which the City has to offer. Through community education and opportunities to recycle, the City will help to reduce the impact of waste on the environment.

Goal 3.1 Develop buildings and open spaces which have minimal environmental footprints.		Outcome: The City's buildings are energy efficient and water use is minimised in our irrigated parks.					
Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
3.1.1	Consider the environmental impact of all new City buildings and where feasible take action to minimise it.	Business as usual	Infrastructure	✓	✓	✓	✓
3.1.2	Apply water and energy saving techniques to City buildings.	Business as usual	Infrastructure	✓	✓	✓	✓
3.1.3	Minimise water usage in open space development and connect reticulation systems to environmental sensors.	Business as usual	Infrastructure	✓	✓	✓	✓
3.1.4	Integrate on-site renewable energy technologies such as micro wind turbines and solar panels into the design of buildings and the public realm.	Business as usual	Infrastructure	✓	✓	✓	✓
3.1.5	Encourage the use of recyclable materials that will endure for the life of the development, and minimise environmental and health impacts.	Business as usual	Infrastructure	✓	✓	✓	✓
3.1.6	Monitor corporate emission reductions.	Key initiative	Community Engagement, Infrastructure and others	✓	✓	✓	✓
3.1.7	Monitor corporate renewable energy useage.	Key initiative	Community Engagement, Infrastructure and others	✓	✓	✓	✓

<b>Goal 3.2</b> Protect and improve our natural assets and where possible integrate them with community activity.		<b>Outcome:</b> Natural areas have been protected and enhanced for their environmental value and the community has been provided with opportunities to experience and enjoy the natural environment in a sustainable way.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>3.2.1</b>	Implement the Mary Carroll Park Vision Plan.	Major project	Infrastructure	✓	✓	✓	✓
<b>3.2.2</b>	Continue supporting Canning River Foreshore rehabilitation projects where possible.	Key initiative	Infrastructure	✓	✓	✓	✓
<b>3.2.3</b>	Provide enhanced public access to natural areas which is sustainable and does not degrade the natural environment.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>3.2.4</b>	Proactively manage our natural environment and work in partnership with Armadale Gosnells Landcare Group (AGLG), where appropriate, to achieve this.	Key initiative	Infrastructure	✓	✓	✓	✓
<b>3.2.5</b>	Actively seek to develop and deliver recreational opportunities in natural areas.	Business as usual	Infrastructure, Community Engagement	✓	✓	✓	✓

<b>Goal 3.3</b> Encourage community action to protect the environment.		<b>Outcome:</b> City actions will have contributed to environmental protection by guiding or inspiring community members and businesses to take appropriate action.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>3.3.1</b>	Promote and support alternative forms of travel such as cycling and walking.	Business as usual	Infrastructure, Business Services, Community Engagement	✓	✓	✓	✓
<b>3.3.2</b>	Continue the City's involvement in the Switch your Thinking Initiative.	Key initiative	Community Engagement	✓	✓	✓	✓
<b>3.3.3</b>	Work in partnership with others to encourage volunteering in environmental activities.	Business as usual	Infrastructure, SERCUL, AGLG	✓	✓	✓	✓

<b>Goal 3.4</b> Manage waste generated in the City of Gosnells in an environmentally responsible and sustainable manner.		<b>Outcome:</b> The environmental impact of waste is minimised and waste is disposed of in a sustainable and cost effective manner.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>3.4.1</b>	Maintain a collection service for household waste and recyclables.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>3.4.2</b>	Investigate the feasibility of establishing a waste transfer station.	Major project	Infrastructure	✓	✓		
<b>3.4.3</b>	Participate in the regional Waste to Energy scheme.	Major project	Infrastructure, Rivers Regional Council and others		✓	✓	✓
<b>3.4.4</b>	Support the community to produce less waste.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>3.4.5</b>	Continue to educate the community about effective recycling and waste disposal.	Business as usual	Community Engagement, Infrastructure	✓	✓	✓	✓

## Strategic Priority 4: Economy – Businesses are supported and the economy is growing.

The City has a low employment self-sufficiency ratio with only one job available to every 2.4 working residents. The City recognises the need to establish new opportunities to create employment for the growing population and will continue its efforts in this regard by facilitating new industrial and commercial development, providing support to new and existing businesses and accelerating the growth of infrastructure which supports a prosperous economic base.

Goal 4.1 Facilitate new industrial and commercial development opportunities.		Outcome: There will be increased investment and business expansion bringing employment opportunities.					
Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
4.1.1	Facilitate further development of industrial land within Maddington Kenwick Strategic Employment Area (MKSEA).	Major project	Planning and Development	✓	✓	✓	✓
4.1.2	Progress development of the Southern River Business Park.	Major project	Infrastructure	✓	✓	✓	✓

Goal 4.2 Grow the business base in the City of Gosnells.		Outcome: A well-established and growing business base will be providing stronger and more diverse employment opportunities.					
Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
4.2.1	Provide opportunities for local businesses to come together through the Local Business Forum and Business in Gosnells events.	Business as usual	Planning and Development	✓	✓	✓	✓
4.2.2	Support Business Station as an enterprise development service for small and newly established local businesses.	Business as usual	Planning and Development	✓	✓	✓	✓
4.2.3	Actively market the City of Gosnells as a location for business establishment.	Key initiative	Executive Office, Planning and Development, Community Engagement	✓	✓	✓	✓
4.2.4	Support small and local business by ensuring they are provided with the opportunity to quote for the supply of goods and services required by the City.	Business as usual	Business Services	✓	✓	✓	✓
4.2.5	Support businesses contracting to the City with their cash flow by paying invoices within 14 days.	Business as usual	Business Services	✓	✓	✓	✓



<b>Goal 4.3</b> Accelerate the pace of infrastructure improvements including road, rail, public transport, utilities and digital connectivity.		<b>Outcome:</b> The City will have improved connectivity, including transport and the communications networks.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>4.3.1</b>	Lobby for the Garden Street extension between Harpenden Street and Balfour Street.	Major project	Executive Office	✓	✓		
<b>4.3.2</b>	Upgrade Spencer Road between Yale Road and Regal Drive.	Major project	Infrastructure	✓	✓	✓	✓
<b>4.3.3</b>	Dual Southern River Road between Holmes and Bullfinch Streets.	Major project	Infrastructure	✓	✓	✓	
<b>4.3.4</b>	Duplicate Burslem Drive.	Major project	Infrastructure	✓	✓	✓	✓
<b>4.3.5</b>	Lobby for Albany Highway to be upgraded between Austin Avenue and Kelvin Road, particularly at the intersections.	Key initiative	Executive Office	✓	✓		
<b>4.3.6</b>	Encourage the State Government to make infrastructure and public transport improvements which will benefit the community.	Key initiative	Executive Office	✓	✓	✓	✓
<b>4.3.7</b>	Lobby for grade separation of road and rail for all railway crossings within the City.	Key initiative	Executive Office with National Growth Areas Alliance	✓	✓		
<b>4.3.8</b>	Lobby for funding assistance to upgrade/duplicate bridges within the City that require increased road capacity based on future traffic growth.	Key initiative	Executive Office, Infrastructure	✓	✓	✓	✓
<b>4.3.9</b>	Lobby for improved digital connectivity for the community.	Key initiative	Executive Office, Infrastructure	✓	✓	✓	✓
<b>4.3.10</b>	Support digital connectivity through Libraries.	Business as usual	Community Engagement	✓	✓	✓	✓

<b>Goal 4.4</b> Maintain a high quality road and path network.		<b>Outcome:</b> Major roads within Gosnells have the capacity to meet demand, the road network is well maintained, and the City provides a network of pathways which are integrated, accessible and well connected.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>4.4.1</b>	Local roads, stormwater drainage and the City's path network will continue to be maintained in accordance with asset management principles so that they are fit for purpose.	Business as usual	Infrastructure, Business Services	✓	✓	✓	✓
<b>4.4.2</b>	Investigate and implement road safety improvements within the City's road network.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>4.4.3</b>	Apply best practice stormwater drainage design and implementation in line with the latest water sensitive drainage principles and practices.	Business as usual	Planning and Development, Infrastructure	✓	✓	✓	✓
<b>4.4.4</b>	Manage the appropriate provision and maintenance of street trees within the road reserve.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>4.4.5</b>	Complete a comprehensive Bike Plan.	Key initiative	Infrastructure with Department of Transport	✓	✓		
<b>4.4.6</b>	Progressively implement cycling infrastructure improvements throughout the City.	Business as usual	Infrastructure	✓	✓	✓	✓
<b>4.4.7</b>	Construct a principal shared path from Lacey Street to Roe Highway (alongside the rail reserve).	Key initiative	Infrastructure	✓	✓	✓	✓
<b>4.4.8</b>	Upgrade the street lighting within Gosnells Town Centre to provide a safer vehicle and pedestrian environment.	Major project	Infrastructure	✓	✓		
<b>4.4.9</b>	Adopt street lighting policy and undertake LED renewal projects in areas with ageing infrastructure and community safety concerns.	Major project	Infrastructure, Community Engagement	✓	✓	✓	✓
<b>4.4.10</b>	Develop complementary education and activity programs to increase the use of the footpath network.	Key initiative	Infrastructure, Community Engagement	✓	✓	✓	✓

<b>Goal 4.5</b> Develop strategically located City-owned land and dispose of underutilised City land.		<b>Outcome:</b> Revenue has been raised through the disposal of underutilised land and attractive development has occurred which supports a prosperous economic base and vibrant community.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>4.5.1</b>	Identify underutilised City land and conduct cost benefit analysis and community consultation to determine suitability for disposal.	Key initiative	Infrastructure	✓	✓	✓	✓
<b>4.5.2</b>	Subdivide portions of Robinson Park to fund upgrades to the remaining parkland.	Major project	Infrastructure	✓	✓		
<b>4.5.3</b>	Subdivide portions of Charles Hook Park to fund upgrades to the remaining parkland.	Major project	Infrastructure	✓	✓	✓	

## Strategic Priority 5: Safety – the community is protected from crime and anti-social behaviour and risks to public health and safety are reduced.

We need to ensure that our neighbourhoods and town centres are places that local people and visitors are confident to visit at any time during the day or night. The City of Gosnells will continue to build on Safe City initiatives to prevent patterns of anti-social and criminal behaviour developing and to educate residents in relation to community safety. Road safety initiatives and compliance activities will ensure there is minimum risk to public health and the City will maintain a volunteer State Emergency Service and Bushfire Brigade to ensure a fast and effective response to emergencies such as bush fires or flooding.

Goal 5.1 Improve community safety in homes, neighbourhoods and town centres.		Outcome: Our residents will feel safer and crime and anti-social behaviour will be reduced.					
Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
5.1.1	Ensure Crime Prevention Through Environmental Design (CPTED) principles are applied to new developments.	Business as usual	Planning and Development	✓	✓	✓	✓
5.1.2	Implement the Community Safety and Crime Prevention Plan.	Business as usual	Community Engagement	✓	✓	✓	✓
5.1.3	Install CCTV in locations identified as crime hotspots as and when funding is available.	Key initiative	Community Engagement, Infrastructure	✓	✓	✓	✓
5.1.4	Develop and implement bush fire risk management plans to reduce the risk of major fires occurring.	Business as usual	Business Services, Infrastructure	✓	✓	✓	✓

<b>Goal 5.2</b> Encourage active and responsible citizenship.		<b>Outcome:</b> City led activities have diverted at risk residents from becoming involved in crime and anti-social behaviour and active citizenship is acknowledged and celebrated.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>5.2.1</b>	Review the City's Awards Programs.	Key initiative	Community Engagement	✓			
<b>5.2.2</b>	Recognise volunteers appropriately through an event/events.	Business as usual	Community Engagement	✓	✓	✓	✓
<b>5.2.3</b>	Run the Safe City Education Project for Schools.	Key initiative	Community Engagement	✓	✓	✓	✓
<b>5.2.4</b>	Review the City's Youth Programs to ensure that they provide diversionary activities for at-risk youth.	Key initiative	Community Engagement	✓	✓		

<b>Goal 5.3</b> The City's activities effectively mitigate public health and safety risks.		<b>Outcome:</b> People's safety is not put at risk by breaches of legislation.					
<b>Action to achieve goal</b>		<b>Business Category</b>	<b>Responsibility</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>5.3.1</b>	Conduct a range of inspections to ensure that people's safety is not put at risk, including firebreak inspections, swimming pool inspections and inspections of food premises.	Business as usual	Business Services	✓	✓	✓	✓
<b>5.3.2</b>	Conduct inspections of slabs for new buildings to ensure that foundations are adequate and comply with standards.	Business as usual	Planning and Development	✓	✓	✓	✓
<b>5.3.3</b>	Provide a ranger service to uphold community and public safety through education and enforcement of state and local laws.	Business as usual	Business Services	✓	✓	✓	✓

Action to achieve goal		Business Category	Responsibility	2019/20	2020/21	2021/22	2022/23
<b>5.4.1</b>	Maintain an active Local Emergency Management Committee.	Business as usual	Business Services	✓	✓	✓	✓
<b>5.4.2</b>	Provide and manage a fully equipped emergency operations centre.	Business as usual	Business Services Infrastructure	✓	✓	✓	✓
<b>5.4.3</b>	Maintain a volunteer State Emergency Service and Bushfire Brigade.	Business as usual	Business Services	✓	✓	✓	✓

## **Strategic Risks**

The City has a robust risk management framework in place which raises awareness of risk across the organisation and ensures sound risk management practices are integrated into the future planning and day to day activities of the City.

The City's culture of risk awareness ensures that challenges and opportunities are systematically identified and managed appropriately.

## **Resourcing the Corporate Business Plan**

### **Workforce**

The majority of actions in this plan will be carried out by City of Gosnells staff. However, the City recognises that it cannot deliver the community's vision alone and will work in partnership with others where it is appropriate to do so.

The City of Gosnells Workforce Plan is the key plan which will ensure the City has the right people with the right skills to deliver this Corporate Business Plan and realise the vision of the Strategic Community Plan. The Workforce Plan will ensure that the organisation is focused on the future, adaptable to change, and that organisational capability and capacity is strengthened in key areas.

### **Budgeting**

The costs associated with this plan have been included in the Long Term Financial Plan to ensure the City's financial sustainability.

## **Measuring and Reporting on Progress**

The City is committed to rigorous self-evaluation and transparent and accessible reporting to ensure it can be held accountable in relation to delivery of the Corporate Business Plan.

### **Measuring Progress**

#### **Biannual Residents Survey**

A survey of residents will be conducted every two years which will inform the City of resident satisfaction and aspirations. This information will inform the Strategic Community Plan review, enabling the City to measure resident satisfaction with services and to amend the strategic priorities based on resident aspirations.

#### **Performance Monitoring**

The City monitors performance in relation to a wide range of activities on a monthly basis to track progress and provides a comprehensive monthly report to elected members. This information is collated and published on the City's website as an Annual Statistics Report each year.

## **Benchmarking**

The City is a member of the Australasian Local Government Performance Excellence Program which has been developed by PricewaterhouseCoopers and is facilitated by Local Government Professionals Australasia. This program provides an opportunity for the City to measure its performance against other Councils.

## **Reporting on Progress**

### **Strategic Community Plan Progress Report**

The City is required to review the Strategic Community Plan every two years and a progress report is prepared and published on our website as part of this review which allows residents to see progress against specific goals.

### **Annual Report**

At the end of each financial year the City publishes its Annual Report which provides a comprehensive update on our budget; informs residents of our key achievements over the previous 12 months and states our plans for future major projects.

### **Major Projects Progress Report**

This annual report lists the City's major projects for the year. Progress reports are provided quarterly to Council and are available to the community through publication in Council minutes.

### **City Update**

Residents can subscribe to receive a monthly electronic City Update which contains details of major projects, programs, events and activities which align with delivery of the City's Strategic Community Plan.

### **City Media**

The City uses a range of methods to communicate its activities in relation to the delivery of the Strategic Community Plan and this Corporate Business Plan. These include updates on our website at [www.gosnells.wa.gov.au](http://www.gosnells.wa.gov.au) , our monthly *Life in Gosnells* page within the community newspaper and updates via our social media channels.