



Strategic Community Plan 2018 – 2028



Making the City of Gosnell's a great place

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Front cover: Walter Padbury Park
Image: City of Gosnells Civic Centre

Mayor's Message

I am proud to present the revised City of Gosnells' Strategic Community Plan covering the period 2018 – 2028. This is the third Strategic Community Plan published by the City and represents a concise reflection of our vision and strategic priorities.

This Plan provides us with renewed focus and commitment to work closely with the community and other key stakeholders, to effectively drive forward our ambitions for the City of Gosnells and make a real and lasting difference to those who live, work and visit here.



Glenn Dewhurst
Mayor



Introduction

It is a statutory requirement that every local government must plan for the future. This Strategic Community Plan represents the highest level planning document for the City of Gosnells. It is based on identified need and takes account of the aspirations of the community as expressed in the Community Identity Survey conducted in late 2017 and completed by almost 800 residents.

The City's first Strategic Community Plan was developed in 2011 and an update published in 2015. This document has been prepared following a review of the 2015 Plan, consisting of an assessment of achievements, a review of challenges and further community consultation. The next review will be carried out in 2020.



Key Achievements

Some of the City's key achievements since 2015 include:



MILLS PARK REDEVELOPMENT

Opened in May 2016, this \$47 million redevelopment transformed Mills Park into a state-of-the-art 6 Star Green Star sport and community facility. The project has won numerous awards including the Sports Minister's Award for Industry Excellence and Parks and Leisure Australia's Leisure Facility of the Year.



EMERGENCY OPERATIONS CENTRE

The new home of the Gosnells State Emergency Service and Bush Fire Brigade, in Horley Road, Beckenham, opened in October 2016. The \$4.2 million facility provides a high tech base from which the City can manage emergencies such as fire, flood and search and rescue operations.



CUSTOMER SERVICE ENHANCEMENTS

In August 2016, the City launched its new Customer Contact Centre to provide customers with a quicker and more comprehensive response to their enquiries. Customer service staff are trained to deal with multiple, complex issues ensuring that most customer enquiries are dealt with at a single point of contact.



MADDINGTON KENWICK STRATEGIC EMPLOYMENT AREA (MKSEA)

Rezoning of land within the Maddington Kenwick Strategic Employment Area from rural to industrial use under the Metropolitan Region Scheme has occurred, providing business and employment opportunities. A number of new businesses have opened within MKSEA, including the largest Bunnings Distribution Centre in Australia.



FUSION FOOD AND CULTURE FESTIVAL

In November 2017, the City hosted the inaugural Fusion Food and Culture Festival, at Mills Park, in Beckenham. The Festival represents a rebranding and new venue for the popular and ever-growing former Multicultural Food Fair; incorporating a showcase of music, dance and costume, in addition to food, to celebrate the rich cultural diversity of the area and increase awareness and acceptance of the City's culturally diverse community.

Context

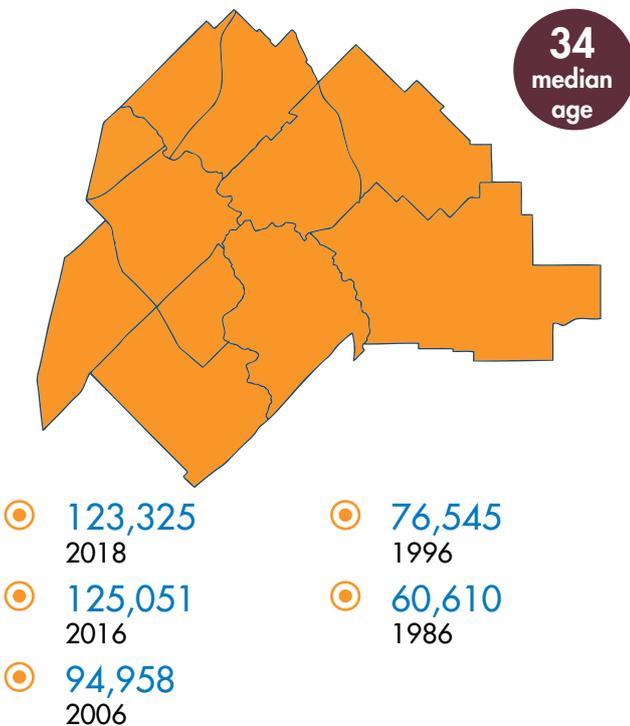
ABOUT THE CITY OF GOSNELLS

The City of Gosnells lies in the south-east corridor of the Perth metropolitan area, 17km from the Perth CBD, covers an area of 127 km² and serves a population of 123,325 (ABS Estimated Resident Population 2018).

The City has a varied natural environment, a diverse culture and a rich built and social heritage. The City's 11 suburbs include rural areas in the foothills of the Darling Range, growing commercial and industrial developments, and numerous established and new residential areas.

CITY SNAPSHOT AND LOCAL CHALLENGES

POPULATION GROWTH



The City's population has doubled since the 1980s and continues to grow rapidly. Population forecasts show that the City's population will swell to over 170,000 by 2036.

Keeping pace with this growth is a challenge for the City, which has to plan for the provision of infrastructure, key services and economic growth to ensure there are enough houses, roads, shops, schools and parks for the growing population.

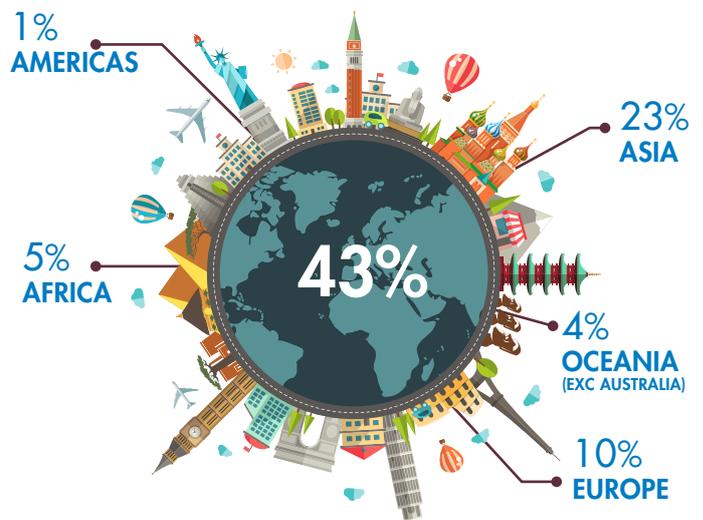
RESIDENTIAL DWELLINGS



MEDIAN WEEKLY HOUSEHOLD INCOME

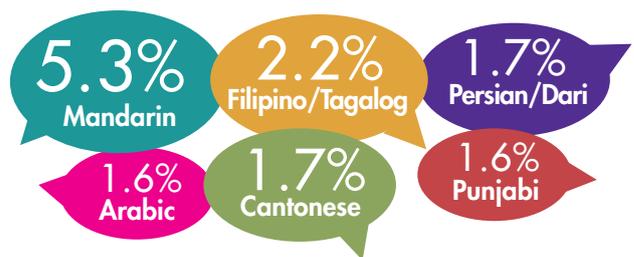
SOCIAL INCLUSION

The City of Gosnells is home to a rapidly growing multicultural population where 43% of the population was born overseas and 32% of residents are from a non-English speaking background. This presents a challenge for the City in terms of facilitating the inclusion and participation of all residents to promote a stable and cohesive community.



TOP SIX LANGUAGES SPOKEN AT HOME

32% speak a language other than English



- 157 Languages spoken at home
- 164 Countries of birth

DEPRIVATION

The Socio Economic Index for Areas (SEIFA) 2016, which ranks socio-economic advantage and disadvantage across Australia, has highlighted that the City has the fourth highest level of disadvantage among Perth metropolitan local governments.

Many parts of the City of Gosnells are prosperous and it is a vibrant place to live, work and visit. However, as shown in the following table, significant inequalities exist between our suburbs. This presents a challenge for the City in terms of providing opportunities for all and bridging the gap between the suburbs.

INDEX OF RELATIVE SOCIO-ECONOMIC DISADVANTAGE

| | Area | 2016 index |
|--|-------------------|------------|
| | Australia | 1,001.9 |
| | Western Australia | 1,015.0 |
| | Greater Perth | 1,026.0 |
| | City of Gosnells | 987.0 |
| LOWER ↑ DEPRIVATION ↓ HIGHER | Southern River | 1,073.0 |
| | Canning Vale | 1,063.2 |
| | Martin | 1,036.2 |
| | Thornlie | 997.3 |
| | Huntingdale | 997.0 |
| | Orange Grove | 994.4 |
| | Beckenham | 976.8 |
| | Kenwick | 945.9 |
| | Langford | 923.6 |
| | Gosnells | 917.1 |
| | Maddington | 914.0 |

UNEMPLOYMENT



7.8%
Unemployment rate

Unemployment is an emerging issue across much of Western Australia, linked in the main to the downturn in the mining sector. As at June 2018, the City of Gosnells had the sixth highest unemployment rate of a Perth metropolitan local government, at 7.8% (Small Area Labour Markets, Department of Jobs and Small Business). This is further exacerbated when considered alongside demographics which highlight that most of the unemployed are within the younger age brackets, in particular those under 25. Furthermore, most of the City's population growth has occurred among those of working age. This presents a challenge for the City in terms of promoting economic development to facilitate job creation.

EXTERNAL INFLUENCES

There are a range of external factors and policy positions at global, national and state level which impact the City and its ability to deliver this Strategic Community Plan. These include fluctuations in the global economy, migration, diminishing natural resources, climate change and the technological revolution.

WASTE MANAGEMENT

The management of waste is becoming a significant challenge for the City. The depressed market for recyclables means the City will have to place greater emphasis on ensuring lower contamination rates of recyclables. The City is committed to a project which will see a waste to energy plant built in the next few years.



Community Engagement

Throughout November/December 2017 the City conducted a Community Identity Survey which included a range of questions which sought to understand the aspirations of residents. The survey was completed by 795 people, who provided valuable information which helped the City to review the Strategic Community Plan to ensure that it is based on community aspirations.

The following statements are a snapshot of what residents told us in responses to our Community Identity Survey.



PLACES

- 👍 *"It's clean and the Council is always looking to beautify the parks and streets."*
- 👎 *"The main town centre is slowly improving but it's hard to be proud of it."*



COMMUNITY

- 👍 *"I regularly rave about the fantastic community events the City of Gosnells hosts."*
- 👎 *"We need more community events that encourage inclusion."*



ENVIRONMENT

- 👍 *"I'm proud of the amount of nature and bush that is around."*
- 👎 *"The river is in a terrible state."*



ECONOMY

- 👍 *"We have good transport links and we're not too far from the City."*
- 👎 *"I don't really like living here as it's known as a low socio-economic area."*



SAFETY

- 👍 *"Everyone is friendly and I never feel unsafe because everyone greets you with a smile."*
- 👎 *"I don't feel safe with people begging and hanging around the train station."*

Strategic Direction

OUR MISSION AND VISION

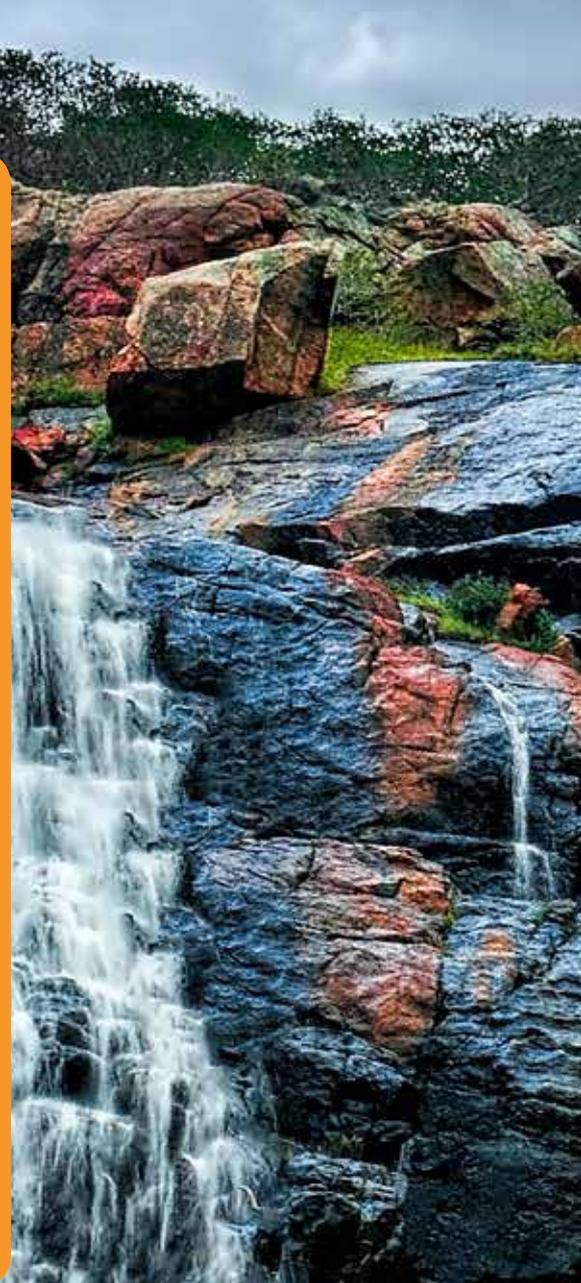
Making the City of Gosnell's a great place

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 are respected and protected for the enjoyment of current and future generations.

GUIDING PRINCIPLES

In addition to the Mission and Vision, the City has also adopted the following Principles, which will guide the delivery of this Strategic Community Plan:

- Deliver programs and services which represent best value
- Drive efficiency and performance improvement, particularly through the application of new technology
- Provide good governance and democratic accountability



60 Foot Falls, Ellis Brook Valley

City Values

In 2017 the City of Gosnells adopted the following set of Values, which guide the way employees interact with the community and each other, and assist the City to strive for excellence in every aspect of its service:



TEAMWORK

- We recognise the importance of each person's role in the team
- We work collaboratively across the organisation
- We value each other's ideas and contributions
- We are supportive and understanding



COMMUNICATION

- We are open and honest in our communication
- We share information across the organisation
- We are willing to listen to other people's points of view
- We communicate in a polite, friendly and timely manner



INNOVATION

- We seek to lead the local government industry in our practices
- We embrace new ideas
- We are flexible in our thinking
- We are open to change and prepared to take measured risks



CUSTOMER FOCUS

- We are courteous, professional and treat people with respect
- We have patience and empathy and take the time to understand our customer's needs
- We provide quality advice and service to all customers
- We ensure that our services are accessible to all



INTEGRITY

- We are transparent in our decision making
- We take responsibility for our actions, admit our mistakes and work to resolve them
- We have open discussions where differences of opinion are welcomed
- We have the confidence to speak up and challenge inappropriate behaviour

Strategic Priorities



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 to occur in our town centres and older suburbs.

| Goals | Outcomes |
|---|--|
| 1.1 Make the City a clean and attractive place. | The City is a clean and attractive place where local people and visitors want to spend time and money. |
| 1.2 Facilitate the regeneration of the City's town centres and older suburbs. | Our town centres and older suburbs will be revitalised, attractive locations for living, visiting and working. |
| 1.3 Identify, protect and conserve our historical buildings and places. | The City's built heritage is recorded and significant places are conserved and protected from destruction. |
| 1.4 Facilitate quality development of undeveloped land. | The City is home to new communities, which are well planned and contain adequate infrastructure and appropriate public open space. |
| 1.5 Optimise the use of recreation facilities, reserves and City buildings. | All of the City's community assets are fit for purpose and well used. |



2. COMMUNITY – THE COMMUNITY IS PROUD AND HARMONIOUS.

The Community Identity Survey conducted in late 2017 revealed that residents are tremendously proud of the community and of the people living within the City of Gosnells.

The City has a strong history of delivering events, programs and activities which bring people together and provide them with opportunities to grow, both as individuals and as responsible citizens.

The City will continue to nurture an inclusive community in which diversity and heritage are celebrated and where there is a quality of access to a range of programs and events, which are developed and delivered in partnership with the community and others.

| Goals | Outcomes |
|---|--|
| 2.1 Conduct suitable events and activities designed to establish a proud and harmonious community. | The City is home to a welcoming and inclusive community where people enjoy a range of events, activities and opportunities. |
| 2.2 Identify and celebrate our social heritage and contemporary culture. | There will be increased knowledge and appreciation of the City's social history and contemporary culture. |
| 2.3 Provide a range of programs designed to build community capacity. | A wide range of community members actively participate in capacity building programs. |
| 2.4 Provide the community with opportunities to participate in diverse activities which promote physical and emotional wellbeing. | 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. |



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 the Canning and Southern Rivers and a number of 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.

| Goals | Outcomes |
|--|---|
| 3.1 Develop buildings and open spaces which have minimal environmental footprints. | The City's buildings are energy efficient and water use is minimised in our irrigated parks. |
| 3.2 Protect and improve our natural assets and, where possible, integrate them with community activity. | 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. |
| 3.3 Encourage community action to protect the environment. | City actions will have contributed to environmental protection by guiding or inspiring community members and businesses to take appropriate action. |
| 3.4 Manage waste generated in the City of Gosnells in an environmentally responsible and sustainable manner. | The environmental impact of waste is minimised and waste is disposed of in a sustainable and cost effective manner. |



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. This will include 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.

| Goals | Outcomes |
|--|--|
| 4.1 Facilitate new industrial and commercial development opportunities. | There will be increased investment and business expansion, bringing employment opportunities. |
| 4.2 Grow the business base in the City of Gosnells. | A well-established and growing business base will be providing stronger and more diverse employment opportunities. |
| 4.3 Accelerate the pace of infrastructure improvements including road, rail, public transport, utilities and digital connectivity. | The City will have improved connectivity, including transport and communication networks. |
| 4.4 Maintain a high quality road and footpath network. | 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. |
| 4.5 Develop strategically located City-owned land and dispose of underutilised City land. | Revenue has been raised through the disposal of underutilised land and attractive development has occurred which supports a prosperous economic base and vibrant community. |



5. SAFETY – THE COMMUNITY IS PROTECTED FROM CRIME AND ANTI-SOCIAL BEHAVIOUR AND RISKS TO PUBLIC HEALTH AND SAFETY ARE REDUCED.

The City's neighbourhoods and activity centres must be 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.

| Goals | Outcomes |
|--|--|
| 5.1 Improve community safety in homes, neighbourhoods and the town centre. | Our residents will feel safer and crime and anti-social behaviour will be reduced. |
| 5.2 Encourage active and responsible citizenship. | City-led activities have diverted at-risk residents from becoming involved in crime and anti-social behaviour and active citizenship is acknowledged and celebrated. |
| 5.3 The City's activities effectively mitigate public health and safety risks. | People's safety is not put at risk by breaches of legislation. |
| 5.4 The City supports hazard management agencies to respond speedily and effectively to a major emergency. | The impact of a major emergency on life, property and the environment is minimised. |

Delivering our Strategic Community Plan

The City will deliver the Goals contained in this Strategic Community Plan by making sure it is the focal point for the planning and deployment of our resources. To this end, we have published the City Plan on a Page, which will ensure that our strategic priorities are recognised throughout the community and our elected members and staff are familiar with and committed to them.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Strategic Community Plan is part of the Integrated Planning and Reporting Framework, which is required by all local governments, to ensure that the City plans for the future and takes account of community aspirations in doing so.

The other components of the Framework, known as core informing strategies, are shown in the diagram below.



Measuring and Reporting on Progress

The City is committed to conducting rigorous self-evaluation of its performance and transparent and accessible public reporting to ensure it can be held accountable in relation to delivery of this Strategic Community Plan.

MEASURING PROGRESS

BIENNIAL RESIDENTS' SURVEY

A survey of residents will be conducted every two years, to 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 its 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 budget, informs residents of key achievements over the previous 12 months and states plans for future major projects.

MAJOR PROJECTS PROGRESS REPORT

This 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 UPDATES

Residents can subscribe to receive electronic newsletters such as the monthly City Update or Economic Development eNewsletters, which contain details of major projects, programs, events and activities which align with delivery of the City's Strategic Community Plan.

CITY COMMUNICATIONS

The City uses a range of methods to communicate its activities in relation to the delivery of this Strategic Community Plan. This includes updates on the website at www.gosnells.wa.gov.au, the monthly *Life in the City of Gosnells* page within the local newspaper and updates via social media channels.



CITY OF GOSNELLS

Welcome



Fusion Food and Culture Festival, 2018



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in alternative formats.