



City of Perth

# Corporate Business Plan

2017 – 2021

*Activating the State's Capital*



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This document is available in alternate formats and languages upon request.



## Message from the CEO

Welcome to the City of Perth's Corporate Business Plan. The Corporate Business Plan, *Activating the State's Capital* outlines the key initiatives and services that the City will undertake over the next four years, with emphasis on working towards delivering the strategic goals set out in the Strategic Community Plan, *Shaping Our Capital City*.

The City's Corporate Business Plan, *Activating the State's Capital* demonstrates our continued commitment to the enhancement of city living and delivering on the needs of our community. An emphasis on financial sustainability is a key focus for the City, as is the commitment to an organisation that prides itself on being community and ratepayer centred.

The City of Perth will achieve this, over the coming four years, through:

- Creating a more liveable and safer city;
- Supporting and building business vibrancy;
- Engaging more with our community, which includes ratepayers, businesses, residents and visitors to the city; and
- Strengthening our systems and processes to be more efficient and effective.

To enable this to be achieved, over the next four years the City of Perth is committed to focussing on:

- Enhancing the vibrancy of the city through street and place activation;
- Further developing the city's retail precincts through the enhancement of the city's malls;
- Reviewing opportunities to leverage parking to increase patronage;
- Developing a plan to further connect the city with the Swan River;
- Building trust and partnerships with the City's community, including business, residents and government agencies; and
- Providing educational opportunities to serve city residents.

The team at the City of Perth are committed to delivering quality outcomes for our community in a sustainable and effective way. Our Corporate Business Plan, continues to build on success and experience, in the ongoing re-imagination, building, enrichment and enhancement of our capital city.

A handwritten signature in black ink, which appears to read 'Martin Mileham'.

Martin Mileham  
**Chief Executive Officer**



# Areas of Focus

## AREA OF FOCUS:

### Activating

*To support and stimulate the city's economy, the City of Perth is focussed predominately on its local area. An approach to engaging and partnering with our community, business and stakeholders is key to creating a vibrant city, which is reflected in key initiatives over the next four years that include:*

A review of incentives to assist in driving growth in business activities, in multiple sectors, making the city more attractive for organisations to relocate.

Develop and implement an Activation Strategy to increase local patronage and visitor presence, aiding in creating a more safe and vibrant city.

Identify and address barriers for businesses to operate in the city to help businesses thrive and stimulate economic activity.

Promote local community arts and culture by activating spaces within the city to increase vibrancy.

Partner with stakeholders, including Tourism WA, to promote the City of Perth as a destination with rich cultural activities.

## GOAL ALIGNMENT

GOAL 5: **A prosperous city**

GOAL 6: **A city that celebrates its diverse cultural identity**



VISION: ***Vibrant,  
Connected,  
Progressive;***

## AREA OF FOCUS:

### People

*For Perth to continue as one of the most liveable cities in the world, the City of Perth needs to focus on providing a place which people feel included, safe and engaged. Supporting and celebrating the city's cultural identity and promoting participation through embracing diversity is reflected in the key initiatives that the City of Perth will work towards over the next four years. These include:*

Implement city safety, CCTV and emergency management initiatives to improve community safety and security concerns.

Work with key State Government and not-for-profit stakeholders to establish a comprehensive service to address homelessness.

Develop and implement a People Strategy to support and further encourage people to live, work and visit the city.

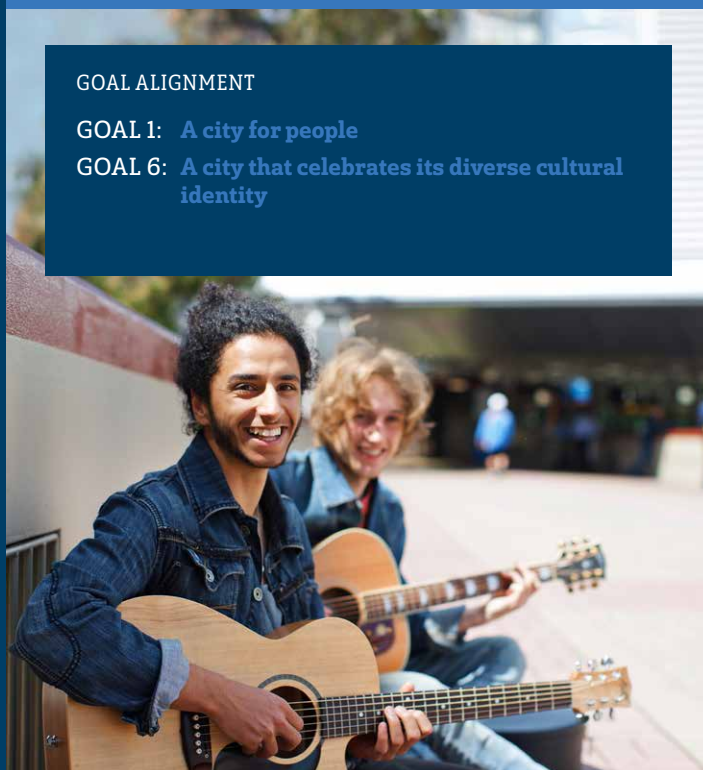
Develop and implement the City of Perth Reconciliation Action Plan to strengthen the City's relationship with Aboriginal people, create social change and support economic opportunities for Aboriginal people.

Review planning standards and policies to identify opportunities to further support the development of residential accommodation to increase the number of people living in the city.

## GOAL ALIGNMENT

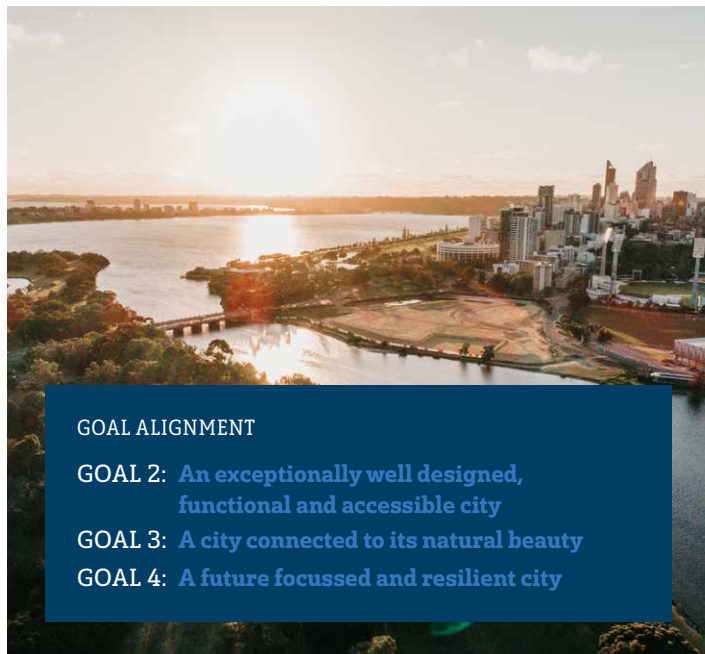
GOAL 1: **A city for people**

GOAL 6: **A city that celebrates its diverse cultural identity**



The City of Perth prides itself on delivering quality services to its community. A focus on providing a clean, beautiful and safe city, offering a range of diverse activities, has resulted in Perth being one of the most liveable cities in the world. This core business supports the city's vision as set out in the Strategic Community Plan, *Shaping Our Capital City*.

The Strategic Community Plan was released in June 2017 and provides the City of Perth with eight aspirational goals. To work towards achieving these goals, the City of Perth will embark on a range of major projects and activities, through four Areas of Focus. These Areas of Focus will guide the City of Perth's efforts in delivering a high performing organisation that plans and builds for future generations, and activates the city for the residents, workers and visitors. A full list of initiatives can be found on page 16.



#### GOAL ALIGNMENT

GOAL 2: **An exceptionally well designed, functional and accessible city**

GOAL 3: **A city connected to its natural beauty**

GOAL 4: **A future focussed and resilient city**

*A friendly  
and beautiful  
place to be*

#### AREA OF FOCUS:

##### **Planning and Building**

*With the forecast growth in the city's population and visitor numbers, the City of Perth must proactively plan and build for the increased demand on city infrastructure. This proactive approach will help to ensure that the city grows in a sustainable way, enabling it to meet the needs of its community both now and into the future. Key initiatives over the next four years include:*

Develop a City Planning Strategy to provide direction on the City of Perth's urban land use to assist in decision making regarding housing needs, the local economy and connected neighbourhoods.

Develop a plan for an education precinct in the city, including the development of Wellington Square, to provide a greater range of educational facilities within the City of Perth.

Develop and implement an Asset and Infrastructure Strategy to guide the building of necessary assets to deliver on the needs of the city's community.

Develop and implement a riverfront masterplan to increase the connection and accessibility to the Swan River.

Develop and implement a masterplan for Hay Street Mall to assist in creating a vibrant and unique space to increase retail patronage.

Review the City of Perth's planning and construction model to determine alternative models for land and asset development to drive value for ratepayers and stakeholders.



#### GOAL ALIGNMENT

GOAL 7: **An open and engaged city**

GOAL 8: **A city that delivers for its community**

#### AREA OF FOCUS:

##### **Driving Organisational Performance**

*To allow the City of Perth to achieve the goals set by the community, it must continue to refine and develop its systems and processes. This will ensure that the City remains responsive and flexible and able to meet and exceed community expectations, improves the customer focus in its service delivery, and can sustainably deliver long-term goals for the community. Key initiatives to drive organisational performance to be implemented over the next four years include:*

Develop and implement a Business Transformation Program to improve systems and process and drive organisation efficiency.

Review the City's commercial operations to ensure alignment to strategic objectives.

Develop a customer centric service model to deliver an improved customer service experience for the City's community.

Develop a holistic engagement framework and program to improve the City's consultation with its community and stakeholders.

Identify external opportunities for revenue protection, diversification, asset sales and development to ensure the sustainability of the City's financial position.

# Services

## GOAL 1

### A city for people

- Child Care
- Community & Social Partnerships
- Community Development & Support
- Community Facilities
- Public Health Approvals
- Community Education
- Community Health & Wellbeing
- Community Surveillance
- Strategic Social Planning
- Community Services Administration
- Compliance
- Ranger Services
- Library Services
- Public Safety

## GOAL 2

### An exceptionally well designed, functional and accessible city

- Building Approvals
- Concept Project Scoping & Business Case Development
- Construction & Civil Maintenance
- Contract, Materials & Cost Management
- Design & Drafting
- Design Advisory Services
- Development Approvals
- Development Compliance
- Heritage Planning & Assessment
- Mall Approvals
- Obstruction Approvals
- Parking Services
- Permits
- Project Construction Management
- Project Engineering
- Project Procurement
- Strategic Infrastructure Planning
- Strategic Land use planning
- Street Sweeping
- Traffic Management Planning
- Transport Planning & Modelling

## GOAL 3

### A city connected to its natural beauty

- Environmental & Public Health Compliance
- Environmental Approvals
- Environmental Stewardship
- High Pressure Cleaning
- Horticulture / Arboriculture
- Management & Maintenance
- Presentation Monitoring & Surveillance
- Strategic Environmental Planning
- Urban Project Concept development

VISION: *Vibrant,  
Connected,  
Progressive;*

## GOAL 4

### A future focussed and resilient city

- Business Analysis
- Business Development
- Capital Plant & Fleet Management
- Commercial Waste Collection
- Depot & Store Management
- Emergency & Disaster Management
- Facilities Management
- Leasing, Acquisitions & Disposal
- Recycling Services
- Residential Waste Collection
- Risk Management
- Sustainability Monitoring
- Waste Education



The City of Perth provides extensive operational services that impact on the hundreds of thousands of people who choose to work, live and visit our great city. The City of Perth Act, enacted in 2016, for the first time recognises Perth as our State's capital. Accordingly, the City of Perth takes great pride in delivering exceptional quality experiences to everyone who sets foot in the city.

## GOAL 5

### A prosperous city

- Car Park Operations
- Community Funding Programs
- Destination & Activity Marketing
- Economic, Environmental & social research
- Event Approvals & Administration
- Event Compliance
- Events & Functions Management
- Investment Attraction
- Management of Parking Assets
- Place Management
- Sector Support
- Sponsorship & Grants Funding

Our expectation is that the services we deliver are of a Capital City quality, and we look beyond the immediate local government boundaries, providing benefit for the wider metropolitan area. Each service we provide is aligned to the goals identified by the city of Perth community, and outlined in our Strategic Community Plan, *Shaping Our Capital City*. Through these services, the City of Perth aims to meet and exceed community expectations, to realise our shared city vision.

## GOAL 6

### A city that celebrates its diverse cultural identity

- City Art Collection Management
- Collection Management
- Cultural Engagement & Research
- Cultural Narrative Research & Advisory Programs
- Public Art

*A friendly  
and beautiful  
place to be*

## GOAL 7

### An open and engaged city

- Brand Management
- City Information Services
- Communications
- Community Database Management & Analytics
- Community Engagement & Liaison
- Customer Experience Management
- Customer Service Information & Training
- Digital Services
- Elected Member Support Services
- Electoral Services
- International Engagement
- Marketing
- Media Relations
- Policy Formation & Management
- Records Management Services
- Statutory Process Management
- Statutory Reporting
- Strategic Policy

## GOAL 8

### A city that delivers for its community

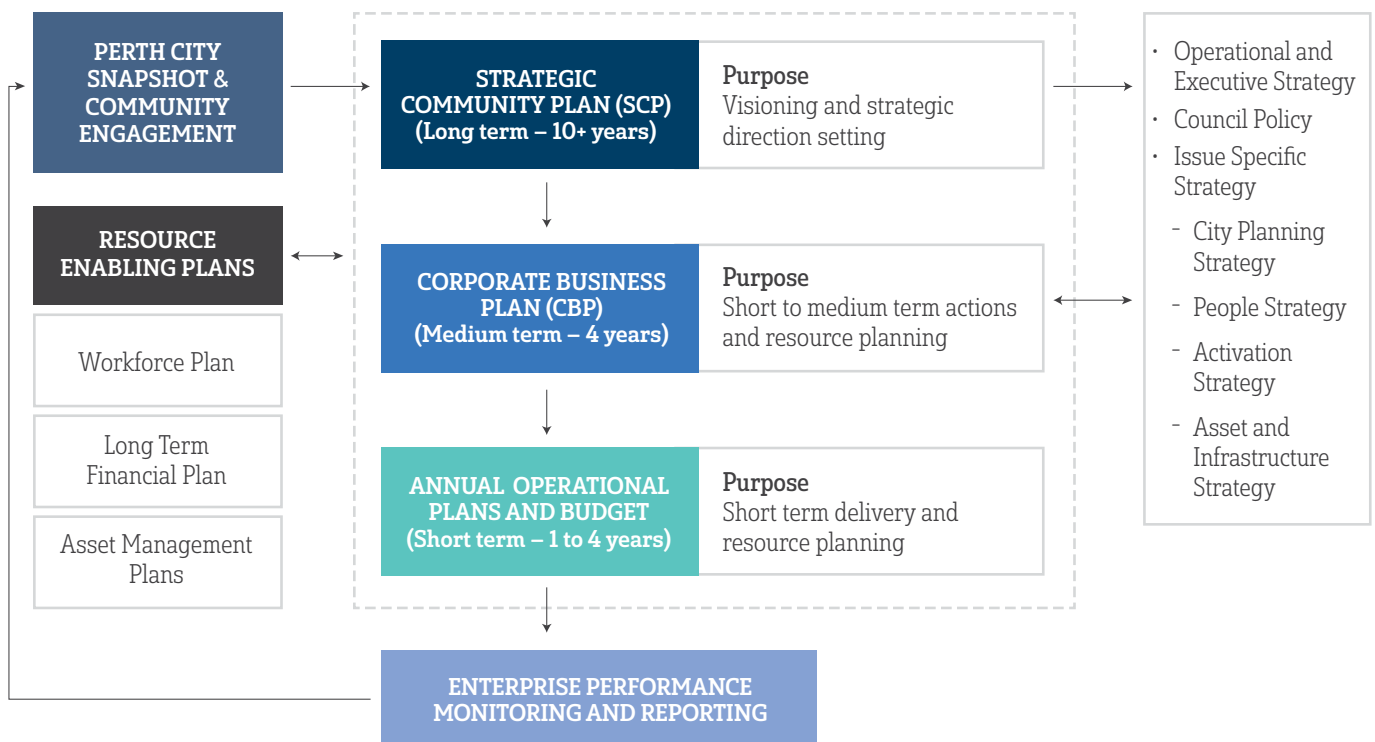
- Accountability & Performance
- Accounts Receivable & Payable
- Advisory Service to Asset Custodians
- Asset Management
- Asset Management Planning
- Budgeting & Forecasting
- Business Information & Support Programs
- Business Intelligence & Data Services
- Business Systems Administration
- Corporate Asset Management Planning
- Corporate Planning
- Corporate Strategic Advice
- Data Governance
- Employee Relations
- Financial & Management Accounting
- Financial Strategy & Investment Management
- Human Resource Advisory
- Infrastructure Technology Administration
- IR Services and Employee Contracts Management
- Leadership & Culture
- Learning & Development
- Legal Services
- Management Reporting & Analysis
- Materials and Cost Management
- Network & Security Administration
- Occupational Health & Safety
- Organisational Development
- Payroll
- Procurement & Contract Management
- Strategic Performance
- Strategic Portfolio Planning
- Strategy
- Systems & Process Improvement
- Technical Architecture & Operations

# Strategic Planning Framework

The City of Perth takes an integrated approach to its strategic planning to ensure that the City's operations are focused on delivering the community's vision for the State's capital. Through extensive research, analysis and consultation, the City develops plans aimed at enhancing the quality of Perth city as a place to live, work, do business and visit.

The City of Perth Integrated Planning and Reporting Framework provides the organisation with a clear structure that guides a coordinated and collaborative process to develop the City's strategic direction and subsequent organisational activities. While being critical to the effective planning of the City's activities, the Framework also satisfies the City's statutory planning responsibilities under the *Local Government Act 1995*.

## City of Perth Integrated Planning and Reporting Framework







Following extensive community consultation, and an examination of economic, social, demographic and environmental trends and challenges facing the city, the new Strategic Community Plan, *Shaping Our Capital City* was released in June 2017. This Plan sets a 12 year vision for the city and articulates eight goals required to achieve this vision. The Corporate Business Plan, sets out the City's initiatives and activities over the next four years aimed at achieving our community's goals and vision.

The Corporate Business Plan is informed by the City's Workforce, Long Term Financial and Asset Management Plans and will subsequently inform the review of these plans. The Corporate Business Plan will also guide the development of holistic strategies, business unit plans and the City's annual budget.

A comprehensive risk management approach is embedded in the framework and considered at all levels of the planning cycle (see page 27 for more information).

The Integrated Planning and Reporting Framework includes a performance monitoring and reporting process, so that strategies and plans are continually assessed and reviewed. This ensures that strategies and plans remain responsive and continue to be aligned with community expectations.

Reviews of strategies and plans are governed by robust corporate processes that ensure the consideration of relevant legislative requirements, economic impacts, human and financial resources and are aimed at continually improving outcomes for the City.

# The City of Perth Act 2016

The City of Perth Act was enacted in 2016 and formally recognises Perth as the capital of Western Australia. The City of Perth is the only local government authority within Western Australia to be recognised with its own legislation.

The *City of Perth Act 2016* (the Act) sets out the role of the City of Perth administration to *‘provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors’*. In addition, the Act also serves to *‘recognise, promote and enhance –*

- i. *the special social, economic, cultural, environmental and civic role that the City of Perth plays because Perth is the capital of Western Australia; and*
- ii. *the important role that the City of Perth plays in representing the broader Perth area and the State of Western Australia on both a national and international level.’*

## *City of Perth Act 2016, s.4(a)*

The Act sets out the Objects of the City of Perth, which guide the City’s operations.

Importantly the Objects acknowledge that as the administrator of a capital city, the City of Perth has a responsibility to provide services not just to the local community, but also to visitors and tourists. Further, the City of Perth has a responsibility to maintain and strengthen the local, national and international reputation of the Perth metropolitan area.

Over 900,000 international and 1,000,000 interstate visitors visit the city each year<sup>1</sup> and the City of Perth has a responsibility to ensure they have a positive long-lasting memory of Western Australia.

The Act also recognises the influence the city has on surrounding areas by legislating that the City of Perth must consider the impact on the wider Perth metropolitan area of its future growth and development.

The full Objects of the *City of Perth Act 2016* can be found on page 29.

While the Act provides a formal legislative basis for the City of Perth’s broader role as a local government authority, it also broadens the City’s geographical boundaries. As of 1 July 2016, the City of Perth’s boundaries expanded to include Kings Park, the University of Western Australia, the Queen Elizabeth II Medical Centre, and parts of Crawley and Nedlands.

Given the City’s broader role in representing the greater Perth metropolitan area and Western Australia, the Act also provides for the direct engagement and partnership with the Western Australian Government. This is facilitated through the *City of Perth Committee*, chaired by the Premier of Western Australia, which meets twice a year.

<sup>1</sup> Tourism Western Australia 2016-17 Visitor Statistics



The functions of the Committee include:

- i. *'to identify and promote opportunities and strategies for strengthening the economic, cultural, social, physical and environmental development and growth of the Perth Central Business District and other residential and non-residential areas of the City of Perth; and*
- ii. *to assist in the identification and development of mechanisms that promote greater integration between the State's planning and development processes and those of the City of Perth.'*

The new *City of Perth Act 2016* commences a new era in the governing of the Perth local government area and recognises Perth's prominent position within the Indian Ocean Rim. This recognition will enhance the City's relationships with both national and international governments, helping to drive greater opportunities and outcomes for the people of Perth and Western Australia.



# Vision, Goals and Values

Western Australia's capital city has undergone a number of changes since the City of Perth's first Strategic Community Plan was released in 2013, including:

- The *City of Perth Act 2016*;
- A major shift in economic conditions; and
- A 49.3 per cent increase in the City's population and a 36.5 per cent increase in the number of dwellings.

Recognising these changes, a comprehensive community engagement process was implemented to develop a new Strategic Community Plan, *Shaping Our Capital City*, released in June 2017. The community engagement, conducted over six months using a deliberative democracy approach, focused on six broad themes (as identified in the Perth City Snapshot). These themes were:

- People
- Culture
- Natural Environment
- Economy
- City Form
- Movement

This process resulted in a community driven Vision and Goals for the City, visualised on the right.

## CITY OF PERTH VALUES

The release *Shaping Our Capital City*, and the identification of new and emerging issues and subsequent development of the Corporate Business Plan, provides the City with an opportunity to examine its business processes and to reflect on its corporate values.

During 2017, all City of Perth staff were invited to participate in an organisational culture survey, and workshops were held to further identify the current and desired culture. The results of this work are expected to be implemented in early 2018. While teamwork, respect, courage and commitment continue to emerge from that work as key themes, the current values continue to drive the organisation's work.

### Core Values

Together, we:

- **Trust and respect**
- **Strive for excellence**
- **Be creative**



*\*Shaping Our Capital City* is available from  
[www.cityofperth.wa.gov.au](http://www.cityofperth.wa.gov.au)



## CORPORATE BUSINESS PLAN

# Key Issues

Following the development of *Shaping Our Capital City*, and the identification of the trends and challenges for Perth, the City's Elected Members and Executive Leadership Team undertook workshops to determine the priorities for the City over the next four years. These include:

- Commercial vacancy rates impacting on vibrancy.
- Key public and private assets in the city are in need of investment.
- Cost of parking influences visitation to the city.
- Confidence and trust in the City of Perth Council and Administration.
- Policies and regulations may adversely limit vibrancy and growth.
- Lack of a coordinated response to addressing homelessness in the city.
- Lack of access to the Swan River is limiting its usage.
- Lack of street and place activation limiting visitation and residential growth.
- Insufficient lighting impacting on perceptions of safety and vibrancy.
- Challenging economic conditions and subsequent impact on the City's revenue and operations.
- City of Perth's systems and processes are not sufficiently customer focussed to meet community expectations.
- City of Perth's organisational culture is not adequately aligned to its values for optimal outcomes.



# Strategic Initiatives

The Strategic Community Plan, *Shaping Our Capital City*, outlines eight goals and corresponding strategic objectives. The Corporate Business Plan identifies the key strategic initiatives that the City has committed to, focussed through key results areas, in working towards the achievement of the goals. These initiatives are outlined in the following tables.

The City of Perth also provides many services that directly and indirectly impact on the community. These key services are listed on pages 6 and 7.



## GOAL

1

## A CITY FOR PEOPLE

## Key Result Area: Greater liveability

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
A range of educational facilities in the city	Develop and implement a plan for an education precinct in the city, including the development of Wellington Square	●	●	●	●
Increased housing choice to meet the needs of a diverse population	Develop and implement a City Planning Strategy to address community housing needs	●	●		
	Review planning standards and policies to optimise opportunities for adaption of existing buildings (where appropriate) for residential accommodation and other uses that increase people living and staying in the city		●	●	
	Develop a new City Planning Scheme in line with City Planning Strategy objectives			●	●
Vulnerable people with diverse social needs are supported	Assist in creating a 'one stop shop' to tackle homelessness by partnering with State Government as the broker for all agencies to facilitate action	●	●	●	
	Through the People Strategy, create a plan to help address homelessness in partnership with relevant agencies	●	●		
Increase the amount of people that live work, visit and stay in the city so it develops a strong sense of neighbourhood	Strengthen relationships between the City and the community to understand and deliver on expectations	●	●	●	●
	Develop and implement an Asset and Infrastructure Strategy to cater for the future growth identified in the planning strategy	●	●	●	
	Develop a City Planning Strategy that drives and caters for an increase in the city's residential population	●	●		
	Develop and implement a People Strategy aimed at attracting new residents to the city	●	●		
KPIs	<ul style="list-style-type: none"> <li>Increased Liveability Index Rating (source: The Economist Intelligence Unit)</li> <li>Greater than 75% satisfaction in the Community Perception Survey</li> <li>Increase in 2 and 3 bedroom dwellings</li> <li>Increased residents to 28,700</li> <li>Completion of Wellington Square development</li> </ul>				

## Key Result Area: Create a safer city

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
A safe and secure city	Implement city safety, CCTV and emergency management initiatives to improve current community safety and security concerns	●	●	●	●
	Review lighting levels and ranger service levels to address existing community perceptions of safety	●	●		
	Develop and implement an Activation Strategy to improve vibrancy, attract visitors and improve perceptions of safety	●	●	●	●
	Deliver localised support to local businesses and community organisations to activate safer places	●	●	●	●
	Upgrade lighting through maintenance programming and capital projects	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Greater than 75% satisfaction in the Community Perception Survey</li> </ul>				



## GOAL

2

AN EXCEPTIONALLY WELL DESIGNED,  
FUNCTIONAL AND ACCESSIBLE CITY

## Key Result Area: Maintain and enhance the built environment

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Places and Open or Green Spaces throughout the city for the community	Develop and implement a City Planning Strategy to address built and open spaces to meet community needs.	●	●		
Connect the community together and within the residential spaces					
Public and private spaces support hospitality and vibrant activity	Develop and implement an Asset and Infrastructure Strategy to cater for future growth	●	●	●	
	Use lighting to uplift city neighbourhoods and create vibrancy	●	●	●	●
A beautiful city built on exceptional architecture and infrastructure	Develop and implement new building and development guidelines to ensure greater design quality in new development		●	●	●
	Create a plan for the Perth Concert Hall in partnership with the State Government	●	●		
	Advocate for the State Government to design and implement the capping of the freeway between the CBD and Parliament House	●	●	●	●
A city uninhibited by regulation	Review and reduce (where possible) regulations to facilitate land and business development in the city		●	●	
	Review alfresco regulations to facilitate increased activation opportunities	●			
	Review signage policies to facilitate businesses to be able to access greater advertising opportunities			●	
KPIs	<ul style="list-style-type: none"> <li>Greater than 75 per cent satisfaction in the Community Perception Survey</li> <li>Delivery of a plan for Perth Concert Hall by June 2019</li> </ul>				

## Key Result Area: Improve movements through and to the city

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Integrate and increase the use of public transport into and throughout the city including the river	Develop and implement a City Planning Strategy to address community needs regarding movement of people	●	●		
	Determine the feasibility for a Swan River Ferry service to link key riverfront destinations	●	●		
	Continue to engage with State and Federal Governments to create a plan for inner city public transport	●	●	●	●
People of all ability can move into and throughout the city to access and use public spaces and places	Complete the two-way street program	●	●	●	●
	Strengthen relationships between the City and community to better understand and deliver on accessibility expectations	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Greater than 75% satisfaction in the Community Perception Survey</li> </ul>				

## GOAL

3

A CITY CONNECTED TO ITS  
NATURAL BEAUTY

## Key Result Area: Improve Maintain &amp; Enhance the natural Environment

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Beautiful green spaces are enhanced and activated without compromising environmental integrity	Undertake research to identify opportunities to connect the community with the city's natural beauty, including an open space research paper	●			
	Deliver support to increase local community activation and increase the use of our natural assets and facilities	●	●		
	Develop and implement an Asset and Infrastructure Strategy to cater for future growth, increased accessibility and natural assets	●	●	●	
Trees and plantings are protected and increased maximising biodiversity resilience	Progress the deliverables of the Urban Forest Plan	●	●	●	●
The Swan River water quality is improved	Develop the City of Perth Sustainability Policy to guide improvements to the quality of the Swan River	●	●	●	●
Green networks link across the city	Identify existing and potential green and biodiversity corridors within the City Planning Strategy	●	●	●	●
Resources are used efficiently	Develop a City of Perth Sustainability Policy to guide the City's sustainable use of natural resources	●	●		
There is connection between the river, the city and Kings Park	Advocate for the State Government to design and implement the capping of the freeway between the CBD and Parliament House to provide greater access to Kings Park	●	●	●	●
Places along the riverfront are accessed and used	Design, develop and implement a riverfront masterplan to increase the connection, accessibility and usage of the Swan River between Elizabeth Quay and Point Fraser	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>• Greater than 15 per cent increase in canopy cover</li> <li>• Increase people using open space by 10 per cent</li> <li>• Greater than 75 per cent satisfaction in the Community Perception Survey</li> <li>• Deliver the riverfront masterplan</li> </ul>				



## GOAL



## A FUTURE FOCUSSED AND RESILIENT CITY

### Key Result Area: Be a leader in sustainable practices

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Sustainable principles are understood and practiced	Develop the City of Perth Sustainability Policy to position the City as a leader in sustainable practices including – water, air quality, energy and green technologies	●	●		
A city that responds to climate change	Review existing sustainability commitments based on risk and strategic focus	●	●		
	Stipulate minimum requirements for the percentage of green or sustainable inclusions in new builds	●	●	●	●
Promote and invest in the use of renewable and emerging sustainable technologies	Implement sustainable practices within the City of Perth to improve outcomes and efficiency and reduce costs. (including maturity progression)	●	●	●	●
Social enterprises are supported in the city	Continue to deliver community enhancement grants program to support social enterprises	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>• All City asset management plans to incorporate sustainable practices</li> <li>• Increase City-wide energy usage from renewable or low carbon sources</li> <li>• Increase number of social enterprises in the city</li> </ul>				

## GOAL



## A PROSPEROUS CITY

## Key Result Area: Build business vibrancy

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Technology and Infrastructure facilitates business growth and innovation	Develop and implement an Asset and Infrastructure Strategy that addresses business technology and infrastructure needs	●	●	●	
An ambitious business environment for education, research and flagship businesses	Advocate for key organisations or businesses to relocate to the city	●	●	●	●
	Identify and address barriers to businesses operating in the city	●	●	●	
	Review incentives to drive growth in targeted business activities and sectors, e.g. start-ups, technology, creative and resources	●			
Unique Retail Experience	Develop and implement an Activation Strategy to increase business vibrancy and create a unique experiential offer in the city	●	●		
	Create and implement a masterplan for Hay St Mall	●	●	●	
	Activate the city malls to improve visitor patronage and experience	●			
	Conduct economic research focussed on balancing parking revenue and city activation.	●	●	●	
	Conduct a strategic review of the parking strategy and business model to identify opportunities to leverage parking for community benefit	●	●		
Local & Diverse Entrepreneurialism at Neighbourhood Level	Review incentives to drive growth in targeted business activities and sectors, e.g. start-ups, technology, creative and resources	●			
Tourist Destination that uses uniqueness that attracts visitors	Design, develop and implement a riverfront masterplan that embeds arts, culture and tourism	●	●	●	●
	Engage with potential interstate and international tourists through digital media channels	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Greater than 75 per cent satisfaction in the Community Perception Survey</li> <li>Increase number of business with employees 1-4 to 3,940</li> <li>Increase number of businesses with employees 5-19 to 1,896</li> </ul>				

## GOAL



## A CITY THAT CELEBRATES ITS DIVERSE CULTURAL IDENTITY

### Key Result Area: Deliver diverse cultural experiences

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Arts and Culture create activation in unused spaces	Create local community arts and cultural activation at strategic spaces throughout the city	●	●	●	●
	Develop stronger relationships between the City and community to understand stakeholder needs and expectations to promote better utilisation of the City's community and cultural assets	●	●	●	
	Invest in marketing Perth city's natural assets, community and cultural offerings, and facilities	●	●	●	●
	Develop and implement an Activation Strategy around tourism, events and cultural assets that creates or enhances the cultural narrative in areas of the city	●	●		
	Partner with Tourism WA and other stakeholders to promote cultural activities	●	●		
Formal and informal places and spaces to celebrate culture along the river	Arts and cultural heritage will be an essential element of the riverfront masterplan	●	●	●	●
Built and social heritage that is protected, enhanced and developed that showcase the City's story	The City Planning Strategy recognises and celebrates the heritage of the city	●	●		
KPIs	<ul style="list-style-type: none"> <li>Number of cultural institutions within City of Perth boundaries increase</li> <li>Greater than 75 per cent satisfaction in the Community Perception Survey</li> </ul>				

### Key Result Area: Engage and collaborate with Aboriginal People

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Celebrate Indigenous Aboriginal culture	Develop and implement the Reconciliation Action Plan (RAP)	●	●	●	●
	Engage and strengthen working relationships with Aboriginal people	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Reconciliation Australia Endorse 'Reflect' RAP and reporting requirements met</li> <li>Greater than 75 per cent satisfaction in the Community Perception Survey</li> </ul>				



## GOAL

AN OPEN AND  
ENGAGED CITY

## Key Result Area: Engage with community, ratepayers and Citizens

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Community is involved and has trust in government	Implement a system for tracking engagement with the City and how it performs	●	●	●	●
	Benchmark community perception to measure performance improvements and reach service targets	●	●	●	●
	Review Elected Member expenses and allowances	●			
	Improve working relationship with State Government	●			
Leadership is held to a high ethical standard	Enhance the City's reputation through transparent and authentic leadership, partnerships and communications of programs and services	●	●	●	●
Open government is achieved through accountable decision making and reporting	Develop a policy on the application of the <i>City of Perth Act 2016</i>	●			
	Implement open government principles through engagement, active listening and transparency	●	●	●	●
Thriving neighbourhoods and communities are created by collaboration	Develop an engagement framework that builds relationships and trust with community and stakeholders	●			
	Deliver Smart City projects in line with Federal Funding received under the Smart Cities and Suburbs program.	●	●	●	
KPIs	<ul style="list-style-type: none"> <li>95 per cent of projects apply the IAP2 Framework</li> <li>Greater than 75 per cent satisfaction in the Community Perception Survey</li> </ul>				

## GOAL



## A CITY THAT DELIVERS FOR ITS COMMUNITY

### Key Result Area: Create a customer centric organisation

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Service Delivery is of a high quality and focused on the needs of the City's community, businesses and visitors.	Develop a customer centric service model to be implemented across the organisation	●	●	●	●
	Develop internal service standards, processes and service level agreements	●			
	Develop and implement the organisational cultural change program to align with customer centric model	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>100 per cent of complaints addressed within 10 working days</li> <li>Customer satisfaction is 85 per cent</li> <li>Net promoter score is &gt;12</li> <li>Internal service and collaboration key performance indicators developed</li> </ul>				

### Key Result Area: Efficient and effective systems and processes to support performance and growth

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Service Delivery is of a high quality and focused on the needs of the City's community, businesses and visitors.	Review the City of Perth business model and service delivery based on legislation and community expectations	●	●	●	
	Prioritise and review strategic projects and initiatives in line with Corporate Business Plan	●	●	●	●
	Create a single source of reliable data	●	●	●	●
	Review internal processes and systems	●	●	●	●
	Implement a business and enterprise resource planning transformation project	●	●	●	●
	Implement the Integrated Parking Management System	●	●	●	
	Develop robust decision making process	●			
KPIs	<ul style="list-style-type: none"> <li>Transformation project delivered on time and budget</li> </ul>				

## Key Result Area: Organisation that is financially sustainable

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
City's financial resources respond prudently to challenging economic conditions	Identify external opportunities for revenue protection, diversification, assets sales and development	●	●	●	●
	Reduce controllable operational costs by 10 per cent over the next four years	●	●	●	●
	Develop and utilise scenario planning through financial and economic modelling to inform decision making	●	●	●	●
Assets are planned, coordinated and managed to deliver the best value for the community	Develop a robust and sustainable asset management framework	●			
	Review the current asset portfolio and address any identified risks	●			
	Develop and implement an Asset and Infrastructure strategy that guides the management and investment in the City's asset portfolio	●	●	●	
Business activities are aligned and compatible with Strategic Community Plan and being continuously improved based on community feedback	Critically review the organisation's commercial business units to ensure alignment to long term community objectives	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Operating surplus greater than or equal to 5 per cent</li> <li>Current ratio greater than or equal to 0.7</li> <li>Debt service cover ratio greater than or equal to ratio of 2</li> <li>10 per cent controllable cost reduction</li> <li>97 per cent asset sustainability ratio</li> </ul>				

## Key Result Area: Organisational culture aligned to its values and purpose

Strategic Objective	Operational Initiative	17/18	18/19	19/20	20/21
Great people are attracted, developed and retained to meet and exceed community expectations	Develop and implement organisational and cultural programs to align the values and strategic priorities	●	●	●	●
KPIs	<ul style="list-style-type: none"> <li>Transformation project delivered on time and budget</li> </ul>				



# Risk Management

Risk management is an integral part of good management practice and an essential element of sound corporate governance. Identifying and managing risk enables a more robust basis for effective decision-making and facilitates continuous improvement in performance.

Effective risk management allows the City to:

- have increased confidence in achieving its priorities and business objectives
- constrain threats to acceptable levels
- make informed decisions about maximising opportunities
- ensure the right balance between rewards and risks in decision making
- improve partnership and working arrangements, and
- maintain a robust corporate governance structure.

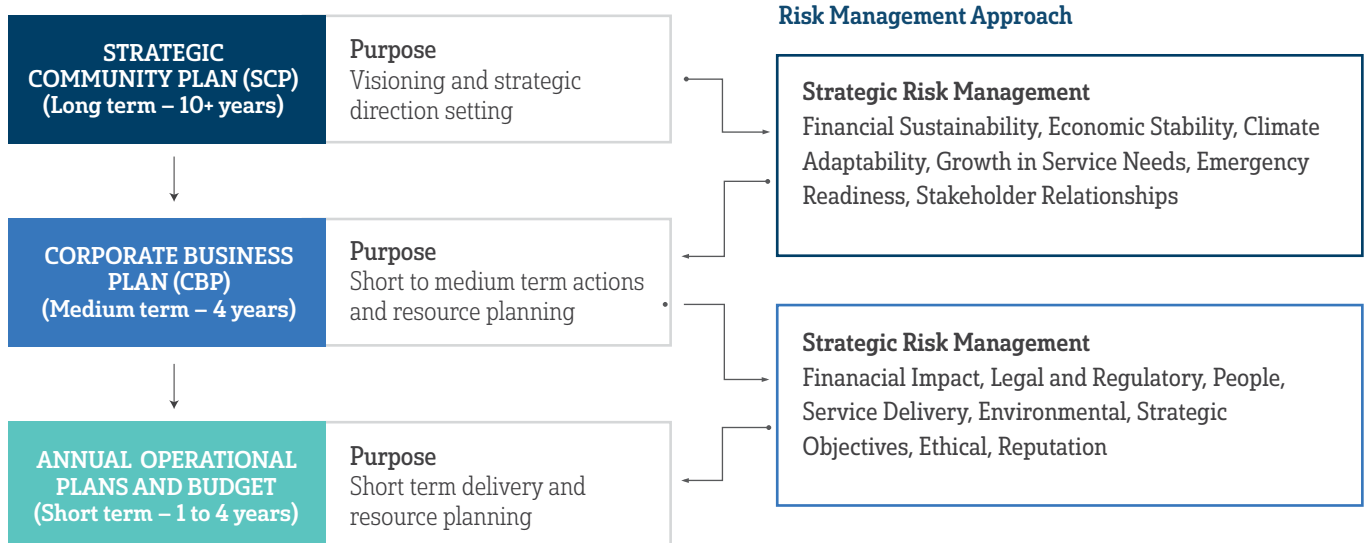
Ultimately, effective risk management will help to ensure the City minimises the impact of the risks it faces, thereby improving the City's

ability to deliver on its Strategic Community Plan and improve outcomes for residents, visitors and businesses.

The City's Integrated Planning and Reporting Framework (see page 8), provides the structure for the City's planning processes. The City's risk management approach, aligned to the AS/NZS ISO 31000:2009 risk management principles and guidelines, is embedded into this planning process.

This planning process operates on a cyclical basis and provides opportunities to undertake analysis of potential and emerging risks that may impact on the delivery of the Strategic Community Plan, Corporate Business Plan or operational plans.

Continuous monitoring and review of this risk information will continue to inform the City's decision-making process at operational and strategic levels.



# Reporting and Next Steps

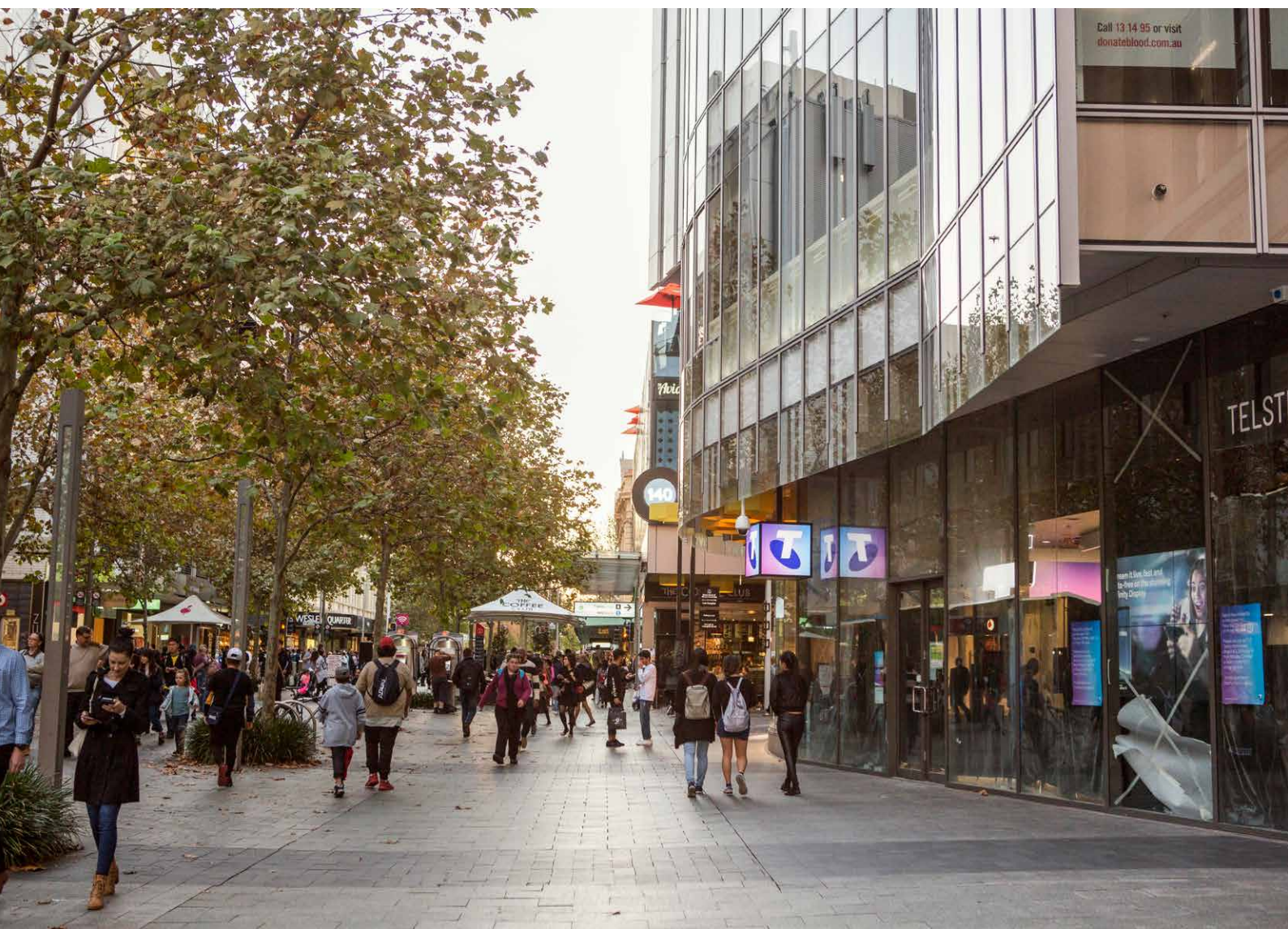
The Corporate Business Plan is reviewed annually, as part of the corporate planning process that includes the development of the City's annual budget. This process ensures that the City of Perth continues to work toward delivering initiatives and actions that work toward achieving the goals identified in the Strategic Community Plan, *Shaping Our Capital City*.

It is important for the City to be able to measure and monitor progress of initiatives throughout the year, to ensure appropriate accountability and attention is maintained. The City of Perth is committed to continued review of internal and external reporting mechanisms to ensure the

City is aligning its priorities and delivering on its commitments. Reporting to the Council, and ultimately the community, will be provided through:

- Bi Annual Progress Reports to Elected Members.
- City of Perth Annual Report to the community.

Emphasis will be given to strengthening the approach to integrate the City's strategic and corporate planning over the next four years, to deliver a more effective and efficient organisation.



# Appendix

## KEY DOCUMENTS

(Available from [cityofperth.wa.gov.au](http://cityofperth.wa.gov.au))

**City of Perth Strategic Community Plan**

**Corporate Business Plan**

**Long Term Financial Plan**

**Annual Budget**

**Annual Report**

**City of Perth Act 2016**

## **CITY OF PERTH ACT 2016 OBJECTS (S.(1))**

The objects of the City of Perth are as follows –

- a. *‘to provide for the good government of persons in the City of Perth, including residents, ratepayers and visitors;*
- b. *to represent the community and encourage community participation in decision-making;*
- c. *to provide a safe, clean and aesthetic environment for community members, people who work in the City of Perth, visitors and tourists;*
- d. *to continuously improve the services and facilities that the City of Perth provides to the community and to local, interstate and international visitors and tourists;*
- e. *to promote awareness of the facilities and events provided or facilitated by the City of Perth and encourage the community to make use of or participate in them;*
- f. *to initiate and promote the continued growth and environmentally sustainable development of the City of Perth and ensure its continued role as a thriving centre of business with vibrant cultural and entertainment precincts, while enhancing and protecting its natural environment and having due regard to the flow-on impact on the Perth metropolitan area;*
- g. *to maintain and strengthen the local, national and international reputation of the Perth metropolitan area as an innovative, sustainable and vibrant global city that attracts and welcomes everyone;*
- h. *to nurture and support the initiatives and innovations of the diverse precincts of the City of Perth;*
- i. *to develop and maintain collaborative inter-governmental relationships at regional, State, national and international levels with a view to developing and implementing strategies for the continued improvement of the City of Perth;*
- j. *in achieving its objects, to use its best endeavours to strike an appropriate balance among the complementary and competing civic, economic, social, cultural and environmental considerations, including considerations relating to visitors and tourists.’*



