

TOWN *of* CLAREMONT

Corporate Business Plan

2021/22 - 2024/25



PEOPLE

LIVEABILITY

LEADERSHIP & GOVERNANCE

LOCAL PROSPERITY

ENVIRONMENTAL SUSTAINABILITY

Chief Executive Officer's Foreword

Welcome to the Town of Claremont's Corporate Business Plan (CBP) 2021 to 2024. This four-year Plan sets out the key priorities, projects, services and activities within the Town's resource capacity for the next four years. It forms part of the Town's integrated planning framework that activates the Town's Strategic Community Plan 'Claremont Ahead 2031'.

The administration has carefully considered the services, facilities and programs it provides now and in the future in response to the community's aspirations and interests, and in line with available resources. This document is separated into the Town's five key areas of focus; Liveability, Prosperity; People, Environment and Leadership and integrates with the Town's key informing strategies; being the Workforce Plan, Asset Management Plan and the Long-Term Financial Plan.

This Plan identifies key projects for the Town, including:



- Support for local businesses and development of a night-time economy
- Completion of a new community facility at the Claremont Museum
- Completion of a new community facility at Creswell Park
- Increased Community Safety officers to support a safer community
- Completion of a Precinct Structure Plan for Claremont Town Centre and Local Planning Strategy to support a new Local Planning Scheme
- Plans for future use of the Town's land holdings being implemented
- Community Facility Needs Study completed and providing direction for existing and new assets including playgrounds
- Sustainability focus
- Programs, services and facilities for social connection and support

As a smaller local government, the Town manages to successfully provide a wide range of community facilities and assets such as our Aquatic centre, Hub & Library, regional Museum, lake, foreshore, as well as infrastructure to support a thriving town centre and several schools. In the next four years our staff will continue to work hard to deliver these goals and provide exceptional customer service.

Liz Ledger

Our Vision and Mission

Our vision

The Town is a proud, progressive, sustainable local government supporting a connected, flourishing community

Our mission

We exist to deliver quality services for Claremont today and to build the foundation for the future.

Our Values

RESPECT	We are responsible for how we behave in our workplace and will show respect and courtesy to all of customers and colleagues.
INTEGRITY	We are open, accountable and honest.
QUALITY COMMUNICATION	We demonstrate our respect for our community and each other through timely, accurate and understandable communication.
CUSTOMER SERVICE	Every contact with a customer is important and an opportunity to demonstrate our commitment.
EXCELLENCE	Our focus is quality outcomes achieved on time and on budget.

Key Goal Areas

Leadership and Governance

We are an open and accountable local government: a leader in community service standards

People

We live in an accessible and safe community that welcomes diversity, enjoys being active and has a strong sense of belonging

Liveability

We are an accessible community with well-maintained and managed assets. Our heritage is preserved for the enjoyment of the community

Environmental Sustainability

We are a leader in responsibly managing the built environment for the enjoyment of the community and continue to demonstrate diligent environmental practices

Prosperity

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as a premier visitor destination

Organisational Structure

The Town of Claremont has three directorates and the Executive Office, each responsible for delivering a number of outcomes as identified through this document. The directorates are managed by a member of the Executive team and have specialist areas with skilled staff to support the varied role of local government.






Executive Management Team

The Town’s administrative structure has been developed to support the delivery of the Town’s projects and programs within the key focus areas of the Strategic Community Plan ‘Claremont Ahead 2031’.

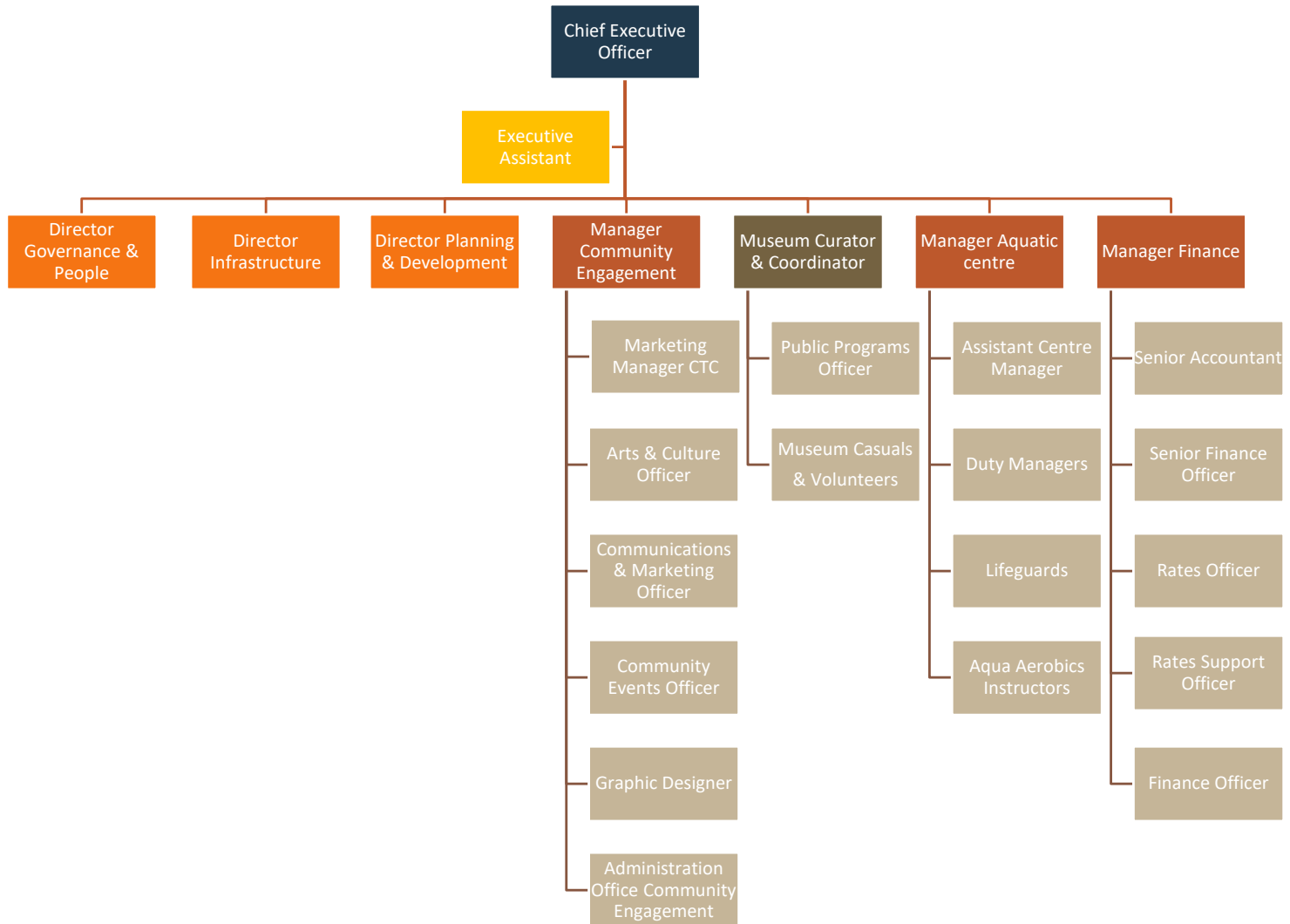


Employees

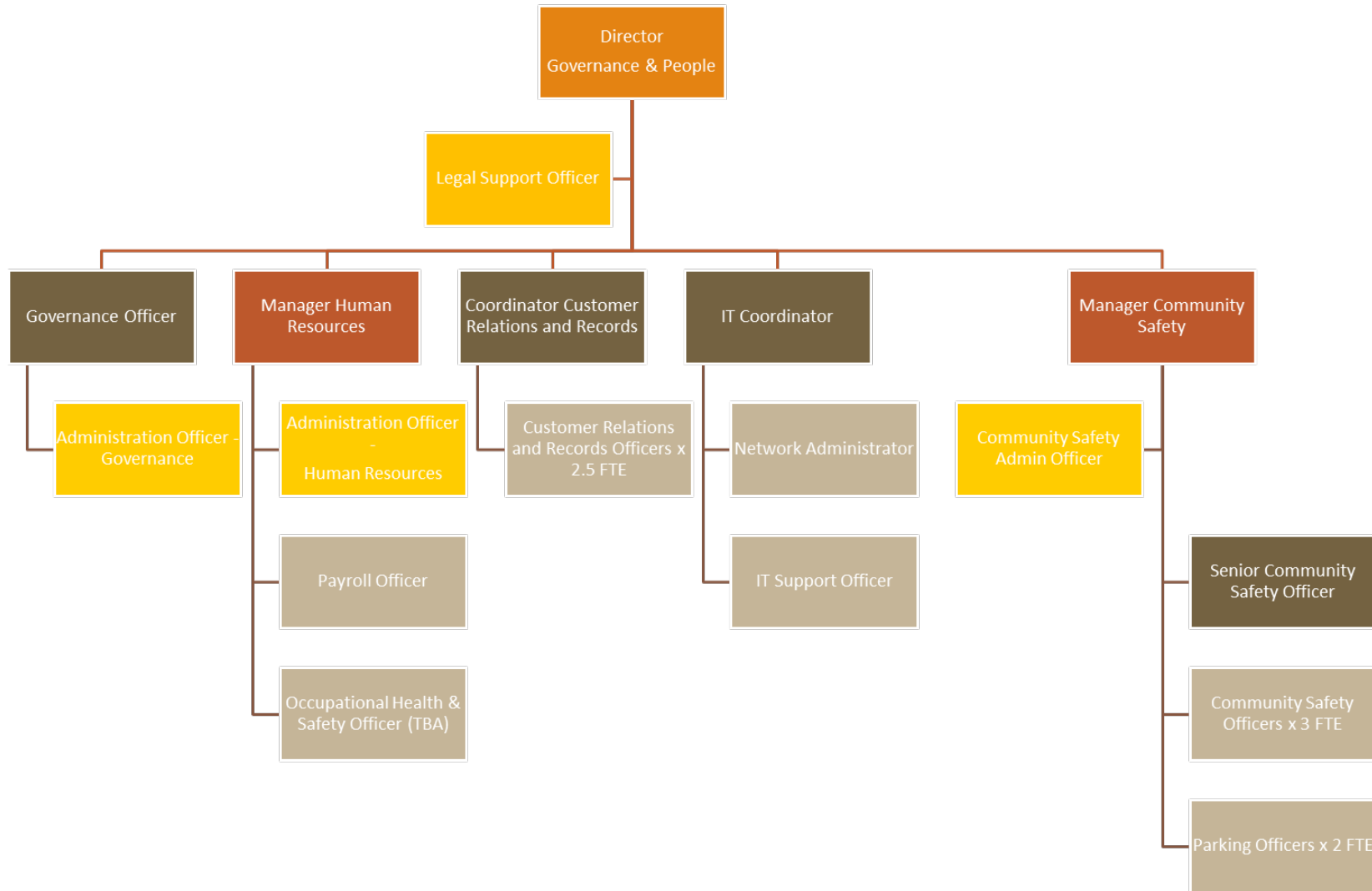
The Town highly values its employees, whose fiscal value in 2021 is approximately \$7million for 120 employees made up of full time, part time and casual employees. The Town’s Enterprise Agreement 2021 allows for annual salary increases of 1% in 21, CPI capped at 1.6% in 22, and CPI capped at 1.6% in 23. This CBP allows for the renegotiation of the EA in 2023 prior to the expiry of the 2021 agreement.

	Total employees (inc casuals)	119	
	Female	73	61%
	Male	46	39%
	Total managers/ELT/CEO	13	
	Female	6	46%
	Male	7	54%
	Average Tenure all staff	4.67 years	
	Excluding casuals	5.71 years	
	Age range: 18 - 77 Average age: 39		

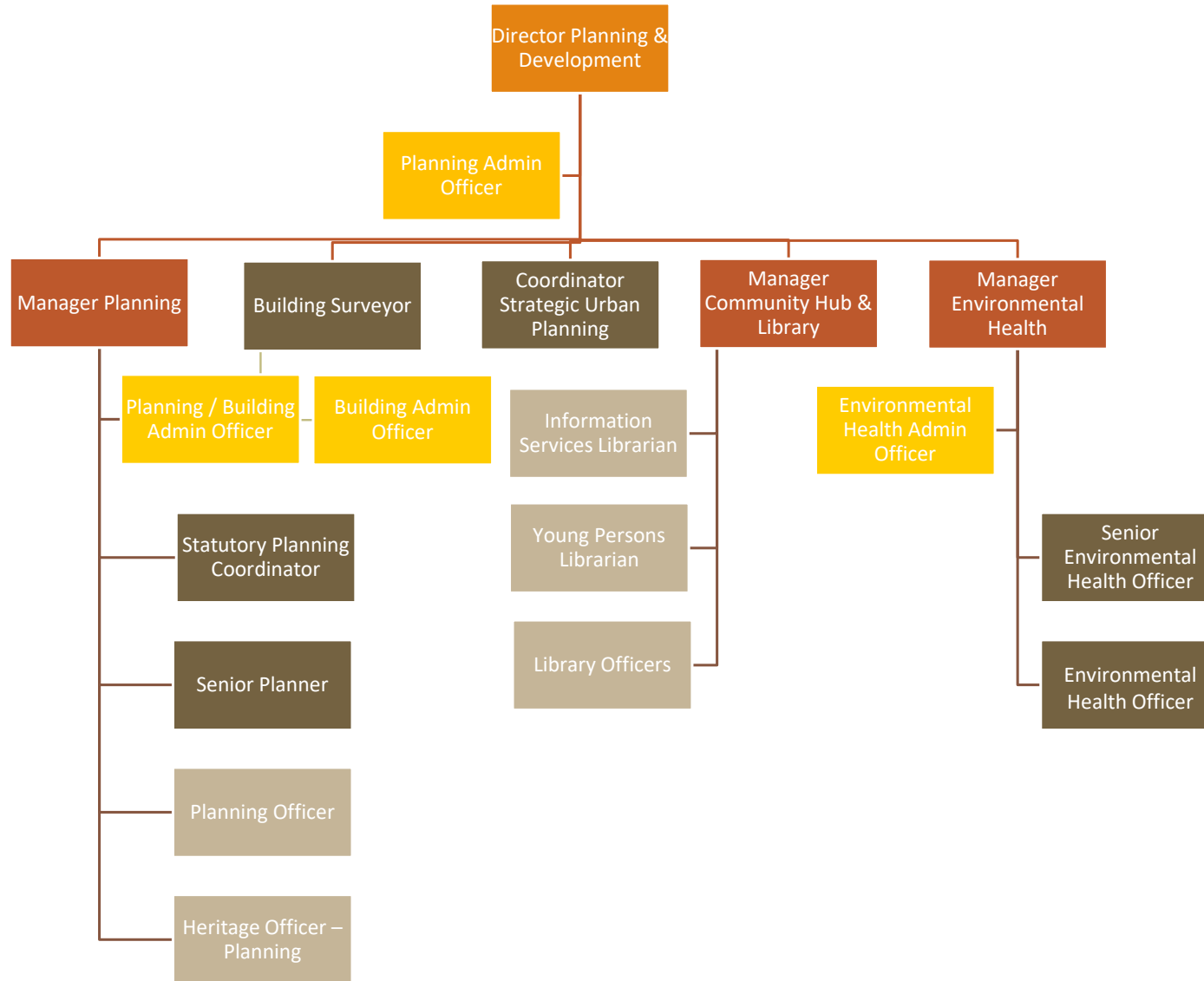
Executive Office



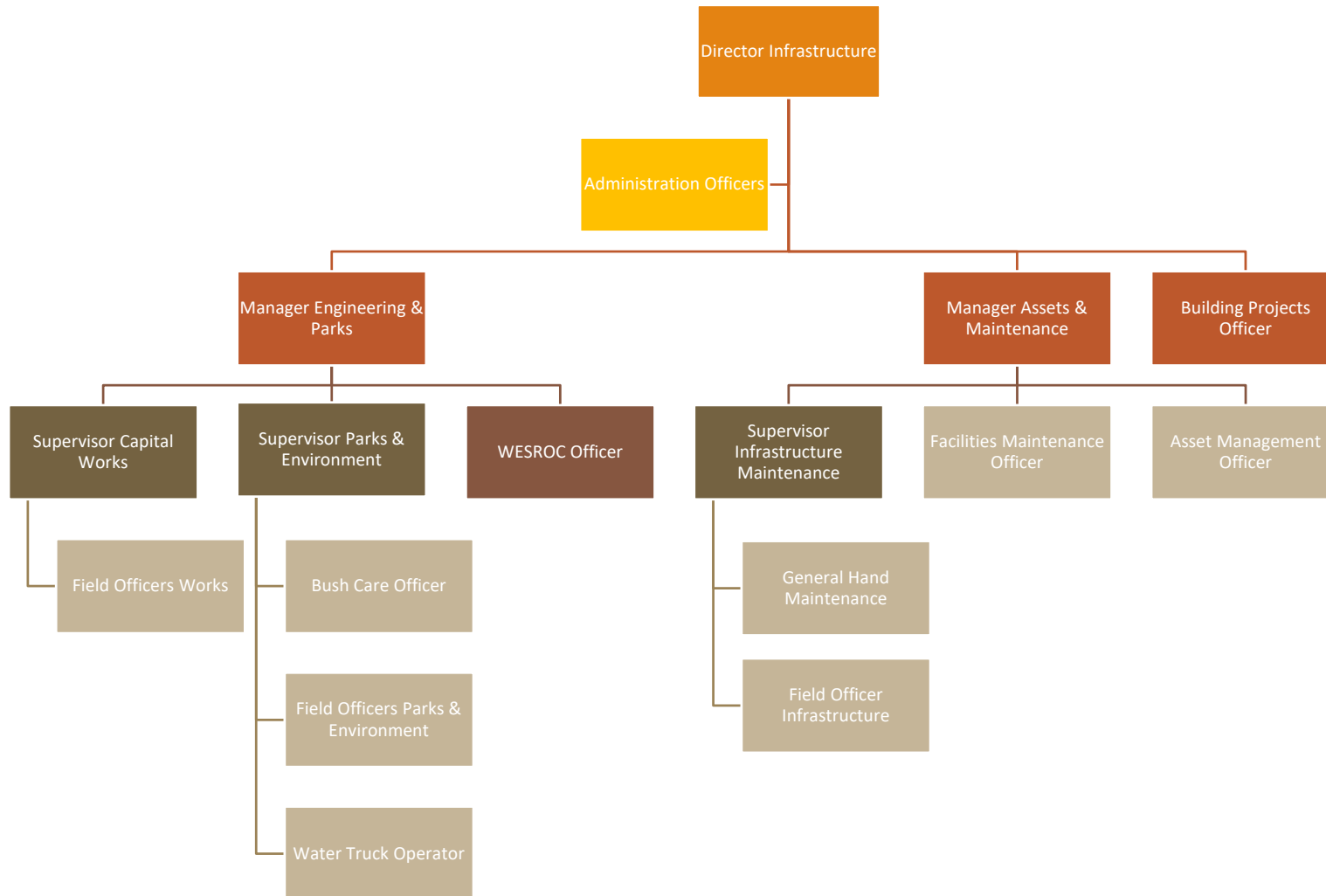
Governance and People



Planning & Development



Infrastructure Services





Leadership & Governance

We are an open and accountable local government, a leader in community service standards

Leadership and Governance

1.1 Our stakeholders are well informed, and we provide opportunities for community engagement

	21	22	23	24	Measure	Responsibility
1.1.1 Consult on major projects as per the Town's guidelines and policies					Planning consultation undertaken in timeframes Infrastructure consultation implemented as per timeframes Biennial community survey results Annual Budget advertised 14 days	Planning & Development Infrastructure Services Executive Office
1.1.2 Implement and adhere to the Town's Customer Experience Charter					Quarterly Report Data on Customer Response	Executive Office
1.1.3 Provide relevant, accessible and clear information on all the Town's services and facilities					Website upgrade completed 2021 Claremont Ahead produced quarterly Flourish produced and delivered 4 times per annum Social Media Analytics	Executive Office
1.1.4 Communicate the Town's 'Claremont Ahead' Plan and outcomes					Annual report	Executive Office
1.1.5 Implement the biennial Community Survey and Report					Survey results	Executive Office

1.1 Our stakeholders are well informed, and we provide opportunities for community engagement

1.1.6 Maintain strong relations with media channels and provide timely and accurate information					Media monitoring and coverage	Executive Office
1.1.7 Implement a digital marketing strategy that further promotes the work of the Town					Website Analytics	Executive Office
1.1.8 Support and administer our Community Advisory Committees to facilitate feedback and advice to the Town					Annual Report Attendance and number of meetings Committee agendas and minutes	Executive Office

1.2 Demonstrate a high level of leadership, transparency, governance, management

	21	22	23	24	Measure	Responsibility
1.2.1 Facilitate the Biennial Local Government Elections					Elections conducted 2021 and 2023	Governance and People
1.2.2 Review and develop and implement a Strategic Community Plan in line with community expectations					Revised SCP approved by Council in 2021	Executive Office
1.2.3 Facilitate induction for newly elected councillors					Courses attendance in Annual Report	Governance and People

1.2 Demonstrate a high level of leadership, transparency, governance, management

1.2.4 Support Elected Members with training and development opportunities					Training budget expended	Governance and People
1.2.5 Provide timely, relevant and accurate information to Elected Members					OCM Report Outcomes Check list	Governance and People
1.2.6 Complete the annual Compliance Audit Return as per the timeline requirements					Return completed and provided by 30 March	Governance and People
1.2.7 Review and implement the Town's Integrated Risk Management Framework					Risk Management Plan approved	Governance and People
1.2.8 Ensure effective risk management practices					Framework Approved by Exec	Governance and People
1.2.9 Provide professional internal legal advice services to the Town's business units.					Legal risks reduced Contract standards improved	Governance and People
1.2.10 Annually review the Town's comprehensive insurance for Town assets					Accurate costing annually	Governance and People
1.2.11 Ensure Governance requirements are in accordance with the Local Government Act and associated Regulations					Compliance Audit Review completed Minutes and Agendas available	Governance & People
1.2.12 Implement the Integrated Planning Framework					Compliance Audit Review completed	Executive Office

1.2 Demonstrate a high level of leadership, transparency, governance, management

1.2.13 Local Laws development and review					Council Report	Governance and People
1.2.14 Policy Manual Review					Council Report	Governance and People
1.2.15 Ensure compliance of the Delegation Authority Register					Review conducted Register up to date	Governance and People
1.2.16 Facilitate and support Records Management in accordance with Town's approved Record Keeping Plan					Plan approved Compliance Audit Return	Governance and People
1.2.17 Process Freedom of Information applications and Public Interest Disclosures					FOI and PID compliance	Governance and People
1.2.18 Business continuity and disaster recovery review					Plans adopted	Governance and People

1.3 Manage our finances responsibly and improve financial sustainability

	21	22	23	24	Measure	Responsibility
1.3.1 Prepare the Annual budget in line with relevant plans, policies and procedures and in consultation with stakeholders					Annual Budget Adopted in line with Policy requirements	Executive Office

1.3 Manage our finances responsibly and improve financial sustainability

1.3.2 Implement the Annual Budget in line with relevant policies and legislation					Audit findings	Executive Office
1.3.3 Identify and leverage grant funding opportunities					Percentage of grant funding per annum increased	Executive Office
1.3.4 Source and secure alternative revenue streams that can provide longer term financial sustainability					Percentage of alternative revenue per annum increased	Executive Office
1.3.5 Actively explore regional opportunities which reduce service delivery costs and/or improve service levels					WESROC outcomes Western Suburbs CEO Group	Infrastructure Services
1.3.6 Create and implement the Town's Annual Rate Revenue Strategy					Council Endorsement as per Council Policy	Executive Office
1.3.7 Review and implement Long Term Financial Plan					Adopted by Council	Executive Office
1.3.8 Compliance to changes to Australian Accounting Standards (AAS)					Annual Audit	Executive Office
1.3.9 Review audit findings and implement recommendations					Audit & Risk Committee	Executive Office Governance and People
1.3.10 Improve procurement activities and processes through guidelines, training and awareness					Procurement resource Audit Findings	Executive Office

1.3 Manage our finances responsibly and improve financial sustainability

1.3.11 Engage with and administer the Audit & Risk Management Advisory Committee					Audit & Risk Minutes and Agendas	Governance and People
1.3.12 Plan for and implement outcomes for the Town’s land assets to ensure financial viability is achieved consistent with community expectations.					Plan approved by Council	Executive Office Planning & Development
1.3.13 Develop and build partnerships that align with our Strategic Community Plan objectives					Number and triple bottom line value of partnerships assessed annually	Executive Office
1.3.14 Review tenancies to ensure fairness, commerciality and equity					Biennial valuations conducted	Governance & People

1.4 Create an environment to support and develop our staff

	21	22	23	24	Measure	Responsibility
1.4.1 Develop an annual training and development program for staff in line with PAC outcomes					Annual budget expended in line with Performance Assessment Cycle completed	Governance and People
1.4.2 Enterprise Agreement Negotiations					Completed every 3 years	Executive Office

1.4.3 Implement the Town's Induction process for new employees					Staff survey results	Governance and People
1.4.4 Review and implement the recommendations from the Workforce Plan 2021- 2026					Recommendations implemented on time	Executive Office
1.4.5 Undertake bi-annual employee engagement survey to assist with workforce planning and culture					Survey completed and reported Employee retention rate Staff Exit Surveys	Governance and People
1.4.6 Create and implement an Equal Employment Opportunity Plan					Plan completed on time Diversity data increase	Governance and People
1.4.7 Develop and implement the Town's Health & Wellbeing program					Strategies implemented annually	Governance and People
1.4.8 Maintain physical ICT assets					Lease renewal Staff Survey – improvement in this indicator	Governance & People
1.4.9 Establish and continuously review and update an OSH program					Quarterly Meetings held – minutes distributed	Governance and People

1.5 Continually assess our performance and implement initiatives that drive continuous improvement

	21	22	23	24	Measure	Responsibility
1.5.1 Research and implement technology solutions that improve organisational efficiency					Software Upgrade Year 1 2021 Year 2 2022	Governance & People
1.5.2 Develop ICT Framework					Framework endorsed by Executive Management Team	Governance & People
1.5.3 Promote a continuous improvement culture					Evidenced in Position Descriptions Staff Connect Staff Meetings Staff surveys	Executive Office
1.5.4 Review, map & document current processes to identify gaps and improvement opportunities.					Management Team – quarterly reporting	Governance & People
1.5.5 Improve the Town’s geographical information and mapping services					GIS Resource Mapping available to external users	Infrastructure Services And Governance & People

1.6 Provide the best possible customer service throughout every interaction we have with our customers

	21	22	23	24	Measure	Responsibility
1.6.1 Review the Customer Experience Charter in line with					Service levels exceed customer expectations	Executive Office

customer feedback and best practice						
1.6.2 Create and implement a Complaints Policy and Procedure in line with requirements					Complaints Policy and Procedure approved by Council	Governance & People
1.6.3 Develop a culture of customer excellence					Training and development plan Position descriptions Performance management	Governance & People

People

We live in an accessible and safe community that welcomes diversity, enjoys being active and has a strong sense of belonging



2. People

2.1 Effectively review and maintain the Towns Facilities in response to a growing community

	21	22	23	24	Measure	Responsibility
2.1.1 Undertake the redevelopment of McKenzie Pavilion					Facility completed Officially opened 2022	
2.1.2 Undertake the redevelopment of the Claremont Museum community facility					Facility completed Officially opened 2022	Infrastructure Executive Office
2.1.3 Complete upgrade to existing Aquatic Centre infrastructure					Front foyer complete 2021 New roof and solar panels 2021 Changerooms upgrade complete 2022 BBQ area complete 2022 Review of new pool infrastructure complete 2023	Infrastructure Service Executive Office
2.1.4 Undertake and complete Community Facilities Study					Plan Endorsed by Exec 2022	Planning & Development
2.1.5 Review and plan for recommendations from the Community Facilities study:					Report to Council 2023	Infrastructure Services Planning & Development

2. 1 Effectively review and maintain the Towns Facilities in response to a growing community

Bowling Club						
2.1.6 Review and plan for recommendations from the Community Facilities study: Playgrounds					Report to Council 2023	Infrastructure Services Planning & Development
2.1.7 Review and plan for recommendations from the Community Facilities study: Meals on Wheels					Report to Council 2022	Executive Office Infrastructure Services Planning & Development Governance & People
2.1.8 Review and plan for recommendations from the Community Facilities study: Open Spaces					Report to Council 2023	Infrastructure Services Planning & Development
2.1.9 Review and plan for recommendations from the Community Facilities study:					Report to Council 2023	Infrastructure Services Planning & Development

2. 1 Effectively review and maintain the Towns Facilities in response to a growing community

2.1.10 Library and community hub						
2.1.11 Review Club / not for profits leases					Council Report at lease end Lease Agreements signed	Governance

2.2 Facilitate opportunities for social participation, health, learning and inclusion through programmed activities and events

	21	22	23	24	Measure	Responsibility
2.2.1 Implement the Community Library & Hub's annual community development program					Budget expended Program KPI's met	Planning & Development
2.2.2 Implement the Claremont Museum's annual education and history program					Budget expended Program KPI's met	Executive Office
2.2.3 Implement the Aquatic Centre's annual program of leisure activities					Budget expended Program KPI's met	Executive Office
2.2.4 Manage the competing interests of the					Survey results	Executive Office

2.2 Facilitate opportunities for social participation, health, learning and inclusion through programmed activities and events

pool to ensure a balance of individual and club use						
2.2.5 Maintain and enhance the Town's Parks, playgrounds and footpaths for passive use					Footpath program completed annually Budget expended	Infrastructure Services
2.2.6 Review, enhance and implement the Town's annual calendar of community events					Review undertaken and adjustments made / approved	Executive Office
2.2.7 Implement an annual health and wellbeing community program					Program KPI's met Survey feedback	Executive Office

2.3 Support and facilitate opportunities to improve community safety

	21	22	23	24	Measure	Responsibility
2.3.1 Competently manage the enforcement of the Town's Local Laws					Nil occasions of mismanagement	Governance & People
2.3.2 Endorse and annually review the community safety and crime prevention plan					Plan reviewed and endorsed	Governance & People
2.3.3 Develop a CCTV network plan and annual maintenance program					Budget expended CCTV footage available	Governance & People

2.3 Support and facilitate opportunities to improve community safety

2.3.4 Work with service providers to develop a plan to address the issue of homelessness in Claremont					Plan completed Partnership agreement	Governance & People
2.3.5 Identify and secure grant opportunities in relation to community safety and crime prevention					Funding secured Number of programs increased	Governance & People
2.3.6 Facilitate the Licensed Premises Meetings to support improved community outcomes					Minimum number of meetings held per annum 0% complaints received related to licensed establishments	Governance & People
2.3.7 Implement regular Food inspections of food premises					Number of Food inspections conducted per annum	Planning & Development
2.3.8 Undertake an audit of lighting in the Town Centre and implement upgrades					Audit approved by Exec Budget expended	Infrastructure Services
2.3.9 Undertake an annual audit of street signs and line-marking					Audit completed and approved by Exec	Governance & People
2.3.10 Coordinate the Towns emergency management prevention,					LEMAC Meeting attendance	Governance & People

2.3 Support and facilitate opportunities to improve community safety

preparedness, response and recovery functions.						
2.3.11 Manage and reduce the risk associated with bushfires at Lake Claremont					Bushfire mitigation activities completed annually	Governance & People

2.4 Provide opportunities for local community groups that supports their capacity and ongoing sustainability

	21	22	23	24	Measure	Responsibility
2.4.1 Assist local community groups and clubs to identify external funding opportunities					Number of clubs assisted Amount of external funds delivered to the community	Executive Office
2.4.2 Promote and implement the Town's small grants that assist community groups					Annual budget allocated Number of groups assisted per annum	Executive Office
2.4.3 Provide marketing support to Clubs and sporting groups					Number of articles per annum (Quarterly report)	Executive Office
2.4.4 Continued support to local community recreation clubs through					Annual budget provision	Governance & People Infrastructure & Services

2.4 Provide opportunities for local community groups that supports their capacity and ongoing sustainability

subsidised grounds / facility maintenance						
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2.5 Develop and implement Seniors and Youth specific activities and engagement

	21	22	23	24	Measure	Responsibility
2.5.1 Implement specific senior focussed activities at the Claremont Library and Community Hub					Number of participants per annum Attendee feedback	Planning & Development
2.5.2 Implement the monthly senior focussed history talks					10 events held at the Museum annually	Executive Office
2.5.3 Specific senior focussed activities run at the Aquatic Centre					Number of activities per annum	Executive Office
2.5.4 Implementation of the Museum Education Program focussed at lower primary students in the Town					6-month program implemented Number of attendees Attendee feedback Budget expended	Executive Office
2.5.5 Support the provision of services for the elderly and people with a disability					Annual budget allocation SHINE Quarterly reports	Executive Office

2.5 Develop and implement Seniors and Youth specific activities and engagement

2.5.6 Provision of Meals on Wheels for residents in the Town					Number of meals registered per annum	Executive Office
2.5.7 Funding for the Chaplain services at Shenton College to support teenagers					Annual budget allocation expended Outcomes report received	Executive Office
2.5.8 Maintenance and provision of Claremont Park for leisure activities for students of Freshwater Bay Primary					Park maintained Schools events held	Infrastructure Services
2.5.9 Celebration of seniors in our community during Senior's Week					Senior week activation held	Executive Office
2.5.10 Celebrate the work of Volunteers through an annual awards and recognition event					Annual Awards held	Executive Office
2.5.11 Reduced costs for senior residents of the Town at the Claremont Golf Course					Lease agreement	Executive Office
2.5.12 Manage and implement the Library home delivery service for seniors					Number of deliveries conducted quarterly	Executive Office
2.5.13 Implement the Library's school holiday programs					3 school holiday programs held annually	Executive Office

2.6 Recognise and celebrate the Town's history and culture through arts and events

	21	22	23	24	Measure	Responsibility
2.6.1 Develop a policy for percent for art for development					Planning policy approved	Planning & Development
2.6.2 Manage Public Art projects in line with Council Policy					Number of public art projects reflective of budget Lake Claremont Art Trail approved	Executive Office
2.6.3 Implement the Town's annual Community Events program					Annual program of events implemented Survey feedback 90% rated good or excellent	Executive Office
2.6.4 Conduct the annual ANZAC Day ceremony					Ceremony implemented annually	Executive Office
2.6.5 Implement an annual visual art focussed major event to recognise and celebrate WA artists in our community					ART TRA 2022, 2023 Art Award 2021, 2023	Executive Office

Liveability

*We are an accessible community with well maintained and managed assets.
Our heritage is preserved for the enjoyment of the community.*



3. Liveability

3.1 Promote and support initiatives that improve traffic flow

	21	22	23	24	Measure	Responsibility
3.1.1 Facilitate the development of School Traffic and Transport Management Plans in partnership with education institutions and businesses					New applications approved Traffic Monitoring Surveys completed annually	Planning & Development
3.1.2 Develop and implement a Town wide Parking Precinct Plan with associated Cash-In Lieu Public Parking Plan					Plan approved by Council 2022	Planning & Development
3.1.3 Review the space between the Town Centre and the railway to create better connections and development opportunities					Review commenced 2021 Plan completed 2022 Budget provision 2023	Executive Office Planning & Development Infrastructure Services
3.1.4 Support Transit Oriented Developments in the Town					WAPC recognised LG	Infrastructure Services Planning & Development
3.1.5 Work strategically to guide future development in the North East area of the Town to the benefit of the community					Attendance at meetings	Planning & Development Executive Office

3.1 Promote and support initiatives that improve traffic flow

3.1.6 Incorporate public parking and transport plans in the Local Planning Strategy for the Town					Local Planning Strategy approved WAPC 2022	Planning & Development
3.1.7 Review the Town ROW Strategy					ROW policy and procedures completed 2022	Infrastructure Services
3.1.8 Undertake study of access along Stirling Highway					Study completed and approved by Council 2022	Planning & Development
3.1.9 Undertake a noise impact study along Stirling Highway and transport corridors					Study complete and approved by Council 2022	Planning & Development
3.1.10 Undertake a review of road safety incidents and implement improvements where warranted					Annual review completed	Infrastructure Services

3.2 Provide clean, usable, attractive and accessible streetscapes and public spaces

	21	22	23	24	Measure	Responsibility
3.2.1 Implement the Town's street sweeping and cleaning program					100% Budget expenditure	Infrastructure Services

3.2 Provide clean, usable, attractive and accessible streetscapes and public spaces

3.2.2 Upgrade the Town's roads as per the Asset Management Plan					Annual Budget approved and expended Road Conditions Audit completed annually	Infrastructure Services
3.2.3 Replace the Town's slab footpath network to current standards and specifications					Budget approval and expenditure annually Minimum 6-year replacement program Community feedback	Infrastructure Services
3.2.4 Develop designs for the redevelopment of Guger Street providing a shared space linking Claremont Station and Bay View Tce					Council approval 2022	Infrastructure Services Planning & Development Executive Office
3.2.5 Manage graffiti in the Town promptly to reduce offences and maintain cleanliness					Adhere to the Town's Graffiti Management policy	Infrastructure Services
3.2.6 Implement the annual drainage maintenance and upgrades program					Reduced instances of flooding	Infrastructure Services

3.2 Provide clean, usable, attractive and accessible streetscapes and public spaces

3.2.7 Consult and plan for an improved cycle network across the Town					Consultation completed Plan developed 2023	Infrastructure Services
3.2.8 Implement the annual Parks and Gardens maintenance program					Community Feedback 100% Budget expended	Infrastructure Services
3.2.9 Undertake a Public Open Space and Community Facility Analysis for incorporation into the Local Planning Strategy for the Town					Study approved by Council 2021	Planning & Development
3.2.10 Manage and enhance the Town's street trees					Review Street Tree Master Plan complete and adopted 2021 Number and type of trees planted per annum in compliance with the Plan	Infrastructure Services

3.3 Balance the Town's historical character with complementary, well designed development and planning

	21	22	23	24	Measure	Responsibility
3.3.1 Review and implement the Town's					Reviewed conducted	Planning & Development

3.3 Balance the Town’s historical character with complementary, well designed development and planning

Heritage List in line with Statutory Requirements						
3.3.2 Conduct the biennial Civic Design Awards to recognise those that contribute to the Town’s historical character					Awards conducted 2022 and 2024	Planning & Development
3.3.3 Implement the Mike Balfe Heritage Maintenance Program					Reports to Council Budget expended	Planning & Development
3.3.4 Complete a review of the Local Planning Scheme 3.					LPS3 Approved by WAPC 2022	Planning & Development
3.3.5 Prepare and review Council’s Planning Framework documents to ensure new development complies with the statutory and approved community expectations					Framework approve by Council 2022	Planning & Development
3.3.6 Prepare Local Planning Strategy in line with community and WA Planning Commission expectations					WAPC Feedback	Planning & Development
3.3.7 Process Development Applications and subdivision proposals received in line with legislative requirements					Quarterly reporting	Planning & Development

3.3 Balance the Town's historical character with complementary, well designed development and planning

3.3.8 Process Building Applications received in line with legislative requirements					Quarterly reporting	Planning & Development
3.3.9 Manage the compliance of private swimming pools					Contractor engaged annually Number of non-compliant pools decreasing annually	Planning & Development
3.3.10 Complete Swanbourne Station Local Development Plan					Plan approved by Council 2022	Planning & Development
3.3.11 Complete the Precinct Structure Plan for the Claremont Town Centre					Plan approved by Council 2022	Planning & Development
3.3.12 Develop the Loch Street Station Structure Plan and subsequent precinct plans					Plan approved by Council 2023	Planning & Development

3.4 Develop the public realm as gathering spaces for participation, prosperity and enjoyment

	21	22	23	24	Measure	Responsibility
3.4.1 Implement cosmetic and minor structural improvements to public					Maude Jackson Walk 2021 Gugeri Street 2022	Infrastructure Services Executive Office

throughfares in the town centre					Avion Way 2023 Bay view Terrace 2024	
3.4.2 Review and implement Disability Access and Inclusion plan					Plan completed 2021 and approved by Exec	Infrastructure Services
3.4.3 Manage and implement all Town of Claremont Public Art % for Art Policy Projects					Budget provision Projects managed in line with Policy	Executive Office



Environmental Sustainability

We are a leader in responsibly managing the built environment for the enjoyment of the community and continue to demonstrate diligent environmental practices

4. Environmental Sustainability

4.1 Take an environmental leadership role in the community						
	21	22	23	24	Measure	Responsibility
4.1.1 Review and update the Town's Sustainability Action Plan					Plan approved by Executive	Executive Office
					Outcomes achieved	Executive Office
4.1.2 Complete the review of WMRC					Review complete and presented to Council	Executive Office
4.1.3 Apply sustainable, energy efficient principles to all Town new buildings and developments					Building compliance	Infrastructure Services
4.1.4 Ensure businesses comply with health and safety requirements					Number of Food, skin and hair inspections	Planning & Development
4.1.5 Manage issues that can result in noise pollution					Regulation Approvals	Planning & Development
4.1.6 Promote the Town's sustainability initiatives through the Town's communication channels					Number of articles	Executive Office
4.1.7 Review Fleet purchases with consideration for fuel efficiency					Number of fuel-efficient or hybrid vehicles in the Town's fleet = 100% by 2024	Infrastructure Services

4.1 Take an environmental leadership role in the community

4.1.1 Continue to work with the community (schools and businesses) to help reduce the traffic impact around the Town					Compliance with traffic management plans	Planning & Development Governance and People
4.1.2 Continued reduction of glyphosate weed control within public areas of the Town					Glyphosate usage reduced from all public interface areas by 2022 Hand and steam weeding increases	Infrastructure Services
4.1.3 Support and facilitate a 'Sustainability Shop' for textile reuse and waste minimisation					Shop operating in Claremont 2021 - 22 Partnership Agreement 2021	Executive Office
4.1.4 Create and implement an annual event to 'Celebrate the Foreshore' based on environmental protection and enhancement					Event KPI's Met or exceeded	Executive Office
4.1.5 Enhance and preserve our Street Tree assets					Master Plan approved Tree canopy percentage maintained or increased	Infrastructure Services

4.2 Aim for best practice in water usage and waste minimisation in line with community expectations

	21	22	23	24	Measure	Responsibility
4.1.6 Implement a high standard of maintenance to improve efficiency and water wastage of Town owned reticulation systems					Gold ranking Water usage	Infrastructure
4.1.7 Implement the Town's Waste Management Plan					Plan KPI's met	Planning & Development
4.1.8 Water quality and health maintained in public pools and river					Regular testing and responses	Planning & Development
4.1.9 Support the reduction of Mosquito population					Data produced Reduced numbers	Planning & Development
4.1.10 Manage issues that can result in noise pollution					Regulations Approvals	Planning & Development
4.1.11 Promote water wise gardens and free mulch					Annual Native Plant subsidy uptake	Infrastructure Services
4.1.12 Reduce use of paper at the Town					Agendas, minutes all electronic Photocopying statistics	Governance & People
4.1.13 Plan for the transition of FOGO					Communication Strategy developed 2024	Planning & Development

4.2 Aim for best practice in water usage and waste minimisation in line with community expectations

					Project Plan and Budget approved by Exec 2024	
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4.3 Protect and conserve the natural flora and fauna of the River Foreshore and lake Claremont

	21	22	23	24	Measure	Responsibility
4.3.1 Review and implement the Lake Claremont Management Plan					Objectives in the Plan met	Infrastructure Services
4.3.2 Manage the Lake Claremont Advisory Committee					Minutes and agendas	Infrastructure Services
4.3.3 Manage the Foreshore Advisory Committee					Minutes and agendas	Infrastructure Services
4.3.4 Protect the foreshore area within the Town's jurisdiction					Revegetation east of yacht club completed 2022 Sand Management Plan implemented 2022 Dinghy storage sorted 2022	Infrastructure Services

4.3 Protect and conserve the natural flora and fauna of the River Foreshore and lake Claremont

4.3.5 Review community need for an educational environmental space					Community Facility Needs Study completed and approved by Council	Planning & Development
4.3.6 Plan for outcomes of the Community Facility Need study relative to an educational environmental space					Funding secured Plans approved	Infrastructure Services
4.3.7 Continue to support local environmentally focussed community groups					Community grants administered Marketing support	Executive Office
4.3.8 Implement an annual event to promote the protection and enhancement of the Lake					Gold Star Ranking for waste minimisation at a community event Number of attendees	Executive Office
4.3.9 Implement an annual event to promote the protection and enhancement of the Foreshore					Gold Star Ranking for waste minimisation at a community event Number of attendees	Executive Office
4.3.10 Support native flora and fauna through the management and control of feral animals					WESROC data	Infrastructure Services

Local Prosperity

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as a premier visitor destination.

Merchants
— of —
Swanbourne



5. Prosperity

5.1 Support new and existing local small businesses						
	21	22	23	24	Measure	Responsibility
5.1.1 Review and develop a Claremont Town Centre Annual Action Plan					Plan endorsed by the CTC Advisory Committee Annual Budget expended	Executive Office
5.1.2 Support and facilitate the CTC Advisory Committee					Quarterly meetings held Minutes published Recommendations completed	Executive Office
5.1.3 Create an internal Special Local Business Support Team to support local businesses					Group Meetings Outcomes documented	Executive Office
5.1.4 Provide opportunities for business to business communication, and provide accessible and timely information to businesses					Number of networking sessions held annually	Executive Office
5.1.5 Continue to be a Small Business Friendly Local Governments initiative					Acknowledged as a Small Business Friendly LG by the SBDC	Executive Office
5.1.6 Positively promote well managed					Number of businesses engaged in the 'Scores on Doors' program	Planning & Development

5.1 Support new and existing local small businesses

food and beverage businesses						
5.1.7 Provide Christmas lighting and decorations to business nodes with supporting infrastructure					Decorations installed annually Budget expended	Infrastructure Services
5.1.8 Review and where possible simplify approvals processes and applications for businesses to hold events and activations					Removal of red tape Outcomes of business support group	Executive Office
5.1.9 Provide opportunities for training and development local businesses					Attendance at training sessions and seminars	Executive Office
5.1.10 Continue to provide support through waiving alfresco fees					Alfresco activity Number of applications waived	Executive Office
5.1.11 Promote local business through existing Town of Claremont media channels					Number of articles	Executive Office

5.2 Raise the profile of the Claremont Town Centre as a visitor destination

	21	22	23	24	Measure	Responsibility
5.2.1 Continue to promote the CTC businesses through planned and targeted digital media					Traffic measured quarterly through website analytics Number of Shares and Likes increased annually	Executive Office
5.2.2 Facilitate the Claremont Town Centre Advisory Committee					Agendas and minutes Attendance	Executive Office
5.2.3 Undertake Research to develop initiatives and programs to support CTC					CTC Action Plan approved annually	Executive Office
5.2.4 Implement the annual CTC Action Plan					KPI's met	Executive Office
5.2.5 Maintain and provide appropriate infrastructure to maintain the Town Centre appeal to visitors					Town Centre Cleaning program competed annually	Infrastructure Services Executive Office
5.2.6 Develop and implement a night-time economy stimulus program					Number of night-time activations per annum Annual grant budget expended	Executive Office
5.2.7 Deliver events that drive visitation to the Claremont Town Centre					Business participation in events Consumer attendance at events	Executive Office

5.3 Plan for the development of attractive and thriving activity nodes to support local economic activity

	21	22	23	24	Measure	Responsibility
5.3.1 Complete the Town Centre Activity Centre Plan					Proposal submitted to Council Formal advertising completed Final Council Approval WAPC approval	Planning & Development
5.3.2 Research and plan for uses for Town owned land in the Town Centre					Council approved Plan	Executive Office Planning & Development
5.3.3 Complete the Swanbourne Village Local Development Plan					Council approved Plan	Planning & Development
5.3.4 Complete the Town's Loch Street Structure Plan to support the local activity node					Council approved Plan	Planning & Development