



Natural Environment

Thriving and protected

The Natural Environment key result area (KRA) seeks to preserve our abundant natural reserves, maintain green open spaces and support healthy waterways, while ensuring the impacts of unavoidable urban development on the environment are appropriately mitigated.

Goals and objectives

Goal N1 – Conserve and enjoy natural areas

N1.1 Enhance, preserve and protect local biodiversity and natural ecosystems

N1.2 Preserve our waterways by enhancing the surrounding natural areas

N1.3 Increase and advocate for urban canopy and green corridors.

Goal N2 – Resource management

N2.1 Achieve resource recovery and minimise waste to landfill

N2.2 Consume water, energy and other natural resources responsibly

N2.3 Partner with community to promote and educate on sustainability and waste management practices.

Measures and targets

Measure	Target
1 Potable water (kL) – corporate consumption per capita	Annual decrease per capita
2 Non-potable water (per cent DWER allocation and consumption per hectare)	Comply with Department of Water and Environmental Regulation (DWER) annual water allocations
3 SERCUL Nutrient Management Scorecard	Maintain an overall score of at least 80 per cent
4 Number of plantings on foreshore reserves	At least 2,000 plantings annually
5 Carbon emissions trajectory per annum and per capita	Net zero by 2050 with an annual decrease overall and per capita
6 Percentage of community satisfied with management of nature reserves	Maintain above 70 per cent
7 Percentage of community satisfied with waste management	Maintain above 70 per cent
8 Percentage of waste diversion to landfill	Achieve a 60 per cent waste diversion by 2030
9 Resource recovery rate – percentage of waste that is recovered, reused, reprocessed, recycled, or used in energy recovery	Achieve a 75 per cent resource recovery rate by 2030
10 Material recovery rate – percentage of waste that is recovered, reused, reprocessed or recycled	Achieve a 60 per cent of material recovery by 2030
11 Increase the total canopy cover >3m on the City's road reserves to at least 8 per cent.	Achieve 8 per cent per Local Area Plan by 2035



Social

Growing and diverse

The Social KRA focuses on improving wellbeing and accessibility to meet the diverse needs of our community. We want our community to be healthy and safe, growing and diverse, engaged and participating, and celebrated and vibrant.

Goals and objectives	
Goal S1 – A safe community	
S1.1	Work with community and partners to create a safer City
S1.2	Provide effective emergency management, and disaster recovery.
Goal S2 – Healthy and active	
S2.1	Facilitate, partner and deliver a range of services and recreational opportunities that support health and wellbeing.
Goal S3 – A connected and inclusive community	
S3.1	Foster opportunities for community connection
S3.2	Deliver and support inclusive events, services and facilities to meet current and future needs.

Measures and targets

Measure	Target
1 Percentage of community that feel safe in their area	Maintain above 60 per cent
2 Percentage of community satisfied with safety and crime prevention	Maintain above 60 per cent
3 Percentage of community satisfied with leisure centres	Maintain above 70 per cent
4 Percentage of community satisfaction with services and facilities for seniors	Maintain above 60 per cent
5 Percentage of community satisfied with services and facilities for families	Maintain above 70 per cent
6 Percentage of community satisfied with services and facilities for youth	Maintain above 60 per cent
7 Percentage of community satisfied with services and facilities for people with disability	Maintain above 70 per cent
8 Percentage of community satisfied with libraries	Maintain above 85 per cent
9 Percentage of community satisfied with activities and events	Maintain above 70 per cent
10 Attendance rates for libraries and leisure facilities	Maintain above 450,000 annually for libraries Maintain over 1.2 million annually for leisure facilities
11 Percentage of community satisfied with emergency management.	Maintain above 70 per cent



Built Environment

Sustainable and connected

The Built Environment KRA ensures the sustainable growth and development of urban spaces within our community. It focuses on creating well-planned areas where individuals can live, work and relax, while meeting the community’s current and future infrastructure needs.

Goals and objectives	
Goal B1 – Accessible infrastructure that meets present and future community need	
B1.1	Provide sustainable, well maintained and accessible community facilities
B1.2	Create and enhance public spaces and parks.
Goal B2 – Accessible and sustainable movement	
B2.1	Provide and maintain a safe and accessible network of roads, cycle paths and footpaths, connecting people and places.
Goal B3 – Sustainable growth	
B3.1	Facilitate urban growth, while minimising the impact on the natural environment
B3.2	Balance development with preservation and protection of the City’s heritage.

Measures and targets

Measure		Target
1	Percentage of community that like living in their area	Maintain above 80 per cent
2	Percentage of community satisfied with streetscapes and public spaces	Achieve above 40 per cent
3	Percentage of community satisfied with community buildings	Maintain above 65 per cent
4	Percentage of community satisfied with ovals and outdoor sports facilities	Maintain above 70 per cent
5	Percentage of community satisfied with parks	Maintain above 65 per cent
6	Percentage of community satisfied with local roads	Maintain above 60 per cent
7	Percentage of community satisfied with footpaths	Maintain above 50 per cent
8	Percentage of community satisfied with cycle network	Maintain above 60 per cent
9	Percentage of community satisfied with preserving local heritage	Maintain above 70 per cent
10	Km additional footpaths	An additional 15 km annually
11	Km additional cycle paths	An additional 1 km annually
12	Asset consumption ratio, asset sustainability ratio and asset renewal funding ratio.	Consumption ratio: above 50 per cent Sustainability ratio: above 90 per cent Renewal funding ratio: between 75-95 per cent or higher



Economic

Prosperous and vibrant

The Economic KRA aims to foster a thriving local economy by supporting local businesses, attracting investment and strengthening the tourism industry.

Goals and objectives	
Goal E1 – Thriving local businesses and vibrant activity centres	
E1.1	Support, grow and sustain local businesses with business support programs
E1.2	Assist and encourage thriving activity centres.
Goal E2 – Diverse employment opportunities and economic growth	
E2.1	Advocate for infrastructure, business and investment opportunities to drive local job creation and sustainable economic growth.
Goal E3 – A leading tourism and visitor destination	
E3.1	Support the tourism sector through collaboration and advocacy
E3.2	Create and promote engaging visitor experiences.

Measures and targets

Measure		Target
1	Percentage of businesses that like owning a business in the City of Swan	Maintain above 80 per cent
2	Percentage of businesses that find it easy to do business with the City	Achieve above 50 per cent
3	Gross Regional Product	Maintain growth rates above State Growth Domestic Product (GDP) growth rate of 1.8 per cent
4	Number of local jobs	2,300 new jobs annually
5	Number of businesses	350 new businesses annually
6	Estimated visitor expenditure per annum (City of Swan)	Maintain a 12 per cent annual growth rate
7	Annual brand familiarity with Swan Valley (Percentage of).	Achieve above 50 per cent



Governance

Accountable and engaged

The Governance KRA focuses on effective leadership and governance. We seek to lead and support the community with good customer service, clear communication and opportunities to have a say on matters that affect them.

Goals and objectives	
Goal G1 – Empower and represent the community	
G1.1	Involve, engage and inform our community
G1.2	Communicate effectively and provide a consistent, responsive customer experience
G1.3	Advocate for and on behalf of the City of Swan community.
Goal G2 – Leadership and good governance	
G2.1	Deliver transparent, accountable and ethical leadership that ensures responsible decision-making
G2.2	Ensure the sustainable and optimal use of City resources through continuous improvement and innovation.

Measures and targets

Measure	Target
1 Percentage satisfied with the City of Swan overall	Maintain above 70 per cent
2 Local Government Financial Indicator	Maintain above 70 per cent
3 Percentage of community who believe that the City provides good value for money	Achieve above 40 per cent
4 Percentage of community satisfaction with the City’s customer service	Maintain above 65 per cent
5 Percentage of community satisfaction with how the community is consulted on local projects, plans and issues	Achieve above 40 per cent
6 Percentage of community satisfaction with how the community is informed about what’s happening in the local area	Achieve above 40 per cent
7 Participation in community engagement per capita	Achieve average engagement of one per cent or more across target populations
8 Percentage of community satisfaction with advocacy and lobbying on community’s behalf.	Achieve above 45 per cent