

City of **Swan**

Annual Report

2024/25





Viewing the annual report

The City of Swan's Annual Report is available to view and download at www.swan.wa.gov.au/annual-report-2324.

To support the City's commitment to sustainability, the annual report is printed in limited numbers. These can be viewed at the City's Administration Centre and six libraries. You can request a copy of the report by contacting our Customer Experience team on **(08) 9267 9267** or swan@swan.wa.gov.au.

The City is also committed to building an inclusive community that embraces diversity. The annual report is available in alternative formats and languages on request. You can make a request by contacting our Customer Experience team on **(08) 9267 9267** or swan@swan.wa.gov.au.

You can contact the City in your own language by calling the Translating and Interpreting Service on 13 14 50 and asking them to contact the City on **(08) 9267 9267** on your behalf. The Translating and Interpreting Service will coordinate a three-way telephone conversation, where you can speak to a City Customer Experience representative through an interpreter.

If you have a hearing or speech impairment, please contact the City through the National Relay Service:

Teletypewriter (TTY): **133 677**

Voice: **1300 555 727**

Website: www.relayservice.com.au

Visualizzazione del rapporto annuale

Il rapporto annuale della Città di Swan è disponibile per la visualizzazione e il download all'indirizzo www.swan.wa.gov.au/annual-report-2324.

Per sostenere l'impegno verso la sostenibilità della Città, il rapporto annuale viene stampato in un numero limitato di copie. Queste sono consultabili presso il Centro amministrativo della Città e in sei biblioteche. È possibile richiedere una copia del rapporto contattando il nostro team della Customer Experience al numero **(08) 9267 9267** oppure scrivendo all'indirizzo swan@swan.wa.gov.au.

La Città si impegna inoltre a creare una comunità inclusiva che accolga la diversità. Su richiesta, questo rapporto è disponibile in formati e lingue alternativi. È possibile effettuarne richiesta contattando il nostro team della Customer Experience al numero **(08) 9267 9267** oppure scrivendo all'indirizzo swan@swan.wa.gov.au.

È possibile contattare la Città nella propria lingua chiamando il Servizio di traduzione e interpretariato al numero 13 14 50 e chiedendo di contattare la Città di Swan al numero **(08) 9267 9267** per proprio conto. Il Servizio di traduzione e interpretariato coordinerà una conversazione telefonica a tre, durante la quale sarà possibile parlare con un rappresentante della Customer Experience della Città tramite un interprete.

È possibile contattarci attraverso il National Relay Service nel caso in cui si sia non udenti o si abbiano disturbi dell'udito o del linguaggio:

Telescrivente (TTY): **133 677**

Voce: **1300 555 727**

Sito web: www.relayservice.com.au

Pagtingin sa taunang ulat

Ang Taunang Ulat ng Lungsod ng Swan ay available para makita at i-download sa www.swan.wa.gov.au/annual-report-2324.

Para suportahan ang pangako ng Lungsod sa pagpapanatili, ang taunang ulat ay inilimbag sa limitadong bilang. Maaaring makita ang mga ito sa Administration Center ng Lungsod at sa anim na aklatan. Maaari kang humiling ng kopya ng ulat sa pamamagitan ng pakikipag-ugnayan sa ating pangkat ng Customer Experience sa **(08) 9267 9267** o swan@swan.wa.gov.au.

Nakatuon din ang Lungsod sa pagbuo ng isang komunidad na para sa lahat na niyayakap ang pagkakaiba-iba. Ang taunang ulat ay available sa mga alternatibong pormat at wika kapag hiniling. Maaari kang humiling sa pamamagitan ng pakikipag-ugnayan sa ating pangkat ng Customer Experience sa **(08) 9267 9267** o swan@swan.wa.gov.au.

Maaari kang makipag-ugnayan sa Lungsod sa iyong sariling wika sa pamamagitan ng pagtawag sa Serbisyo sa Pagsasalin at Pagbibigay-kahulugan sa 13 14 50 at hilingin sa kanila na makipag-ugnayan sa Lungsod sa **(08) 9267 9267** sa ngalan mo. Pag-uugnayin ng Serbisyo sa Pagsasalin at Pagbibigay-kahulugan ang isang three-way na pag-uusap sa telepono, kung saan maaari kang makipag-usap sa isang kinatawan ng Customer Experience ng Lungsod sa pamamagitan ng isang tagapagsalin.

Kung mayroon kang kapansanan sa pandinig o pagsasalita, mangyaring makipag-ugnayan sa Lungsod sa pamamagitan ng National Relay Service:

Teletypewriter (TTY): **133 677**

Voice: **1300 555 727**

Website: www.relayservice.com.au

Xem báo cáo thường niên

Quý vị có thể xem và tải xuống Báo cáo Thường niên của Thành phố Swan tại www.swan.wa.gov.au/annual-report-2324.

Để hỗ trợ cam kết phát triển bền vững của Thành phố, báo cáo thường niên được in với số lượng hạn chế. Quý vị có thể xem những tài liệu này tại sáu thư viện và Trung tâm Hành chính của Thành phố. Quý vị có thể yêu cầu một bản sao báo cáo này bằng cách liên hệ với đội ngũ Trải nghiệm Khách hàng của chúng tôi theo số **(08) 9267 9267** hoặc qua email swan@swan.wa.gov.au.

Thành phố cũng cam kết xây dựng một cộng đồng hòa nhập, tôn trọng sự đa dạng. Báo cáo thường niên này có thể được cung cấp bằng những định dạng và ngôn ngữ khác khi có yêu cầu. Quý vị có thể gửi yêu cầu bằng cách liên hệ với đội ngũ Trải nghiệm Khách hàng của chúng tôi theo số **(08) 9267 9267** hoặc qua email swan@swan.wa.gov.au.

Quý vị có thể liên hệ với Thành phố bằng ngôn ngữ của quý vị bằng cách gọi cho Dịch vụ Biên Phiên dịch (Translating and Interpreting Service) theo số 13 14 50 và yêu cầu họ thay mặt quý vị liên hệ với Thành phố theo số **(08) 9267 9267**. Dịch vụ Biên Phiên dịch sẽ điều phối cuộc trò chuyện qua điện thoại ba chiều, trong đó quý vị có thể nói chuyện với chuyên viên đại diện Trải nghiệm Khách hàng của Thành phố thông qua phiên dịch viên.

Nếu quý vị bị suy giảm khả năng nghe hay nói, hãy liên hệ với Thành phố thông qua Dịch vụ Tiếp âm Quốc gia:

Máy ghi điện báo (TTY): **133 677**

Hộp thư thoại: **1300 555 727**

Trang web: www.relayservice.com.au

ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਦੇਖਣੀ

ਸਿਟੀ ਆਫ਼ ਸਵਾਨ ਦੀ ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਦੇਖਣ ਅਤੇ ਡਾਊਨਲੋਡ ਕਰਨ ਲਈ www.swan.wa.gov.au/annual-report-2324 'ਤੇ ਉਪਲਬਧ ਹੈ।

ਕੁਦਰਤੀ ਸਰੋਤਾਂ ਨੂੰ ਬਚਾਉਣ ਪ੍ਰਤੀ ਸਿਟੀ ਦੀ ਵਚਨਬੱਧਤਾ ਦਾ ਸਮਰਥਨ ਕਰਨ ਲਈ, ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਸੀਮਿਤ ਸੰਖਿਆ ਵਿੱਚ ਛਾਪੀ ਜਾਂਦੀ ਹੈ। ਇਹਨਾਂ ਨੂੰ ਸਿਟੀ ਦੇ ਐਡਮਿਨਿਸਟ੍ਰੇਸ਼ਨ ਸੈਂਟਰ ਅਤੇ ਛੇ ਲਾਇਬ੍ਰੇਰੀਆਂ ਵਿੱਚ ਦੇਖਿਆ ਜਾ ਸਕਦਾ ਹੈ। ਤੁਸੀਂ ਸਾਡੀ ਗਾਹਕ ਅਨੁਭਵ (Customer Experience) ਟੀਮ ਨਾਲ **(08) 9267 9267** ਜਾਂ swan@swan.wa.gov.au 'ਤੇ ਸੰਪਰਕ ਕਰਕੇ ਰਿਪੋਰਟ ਦੀ ਕਾਪੀ ਲਈ ਬੇਨਤੀ ਕਰ ਸਕਦੇ ਹੋ।

ਸਿਟੀ ਅਜਿਹਾ ਸਮਾਵੇਸ਼ੀ ਭਾਈਚਾਰਾ ਬਣਾਉਣ ਲਈ ਵੀ ਵਚਨਬੱਧ ਹੈ ਜੋ ਵਿਵਿਧਤਾ ਨੂੰ ਅਪਣਾਉਂਦਾ ਹੈ। ਬੇਨਤੀ ਕੀਤੇ ਜਾਣ 'ਤੇ ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਵਿਕਲਪਕ ਫਾਰਮੈਟਾਂ ਅਤੇ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਉਪਲਬਧ ਹੈ। ਤੁਸੀਂ ਸਾਡੀ ਗਾਹਕ ਅਨੁਭਵ (Customer Experience) ਟੀਮ ਨਾਲ **(08) 9267 9267** ਜਾਂ swan@swan.wa.gov.au 'ਤੇ ਸੰਪਰਕ ਕਰਕੇ ਬੇਨਤੀ ਕਰ ਸਕਦੇ ਹੋ।

ਤੁਸੀਂ ਟਰਾਂਸਲੇਟਿੰਗ ਐਂਡ ਇੰਟਰਪ੍ਰਿਟਿੰਗ ਸਰਵਿਸ (ਅਨੁਵਾਦ ਅਤੇ ਦੁਬਾਸ਼ੀਆ ਸੇਵਾ) ਨੂੰ 13 14 50 'ਤੇ ਫ਼ੋਨ ਕਰਕੇ ਅਤੇ ਉਹਨਾਂ ਨੂੰ ਤੁਹਾਡੀ ਤਰਫ਼ੋਂ **(08) 9267 9267** 'ਤੇ ਸਿਟੀ ਨਾਲ ਸੰਪਰਕ ਕਰਨ ਲਈ ਕਹਿ ਕੇ ਸਿਟੀ ਨਾਲ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਸੰਪਰਕ ਕਰ ਸਕਦੇ ਹੋ। ਟਰਾਂਸਲੇਟਿੰਗ ਐਂਡ ਇੰਟਰਪ੍ਰਿਟਿੰਗ ਸਰਵਿਸ ਇੱਕ ਤਿੰਨ-ਪੱਖੀ ਟੈਲੀਫੋਨ ਗੱਲਬਾਤ ਦਾ ਤਾਲਮੇਲ ਕਰੇਗੀ, ਜਿੱਥੇ ਤੁਸੀਂ ਇੱਕ ਦੁਬਾਸ਼ੀਏ ਰਾਹੀਂ ਸਿਟੀ ਦੇ ਗਾਹਕ ਅਨੁਭਵ ਪ੍ਰਤਿਨਿਧੀ ਨਾਲ ਗੱਲ ਕਰ ਸਕਦੇ ਹੋ।

ਜੇ ਤੁਹਾਨੂੰ ਸੁਣਨ ਜਾਂ ਬੋਲਣ ਦੀ ਕਮਜ਼ੋਰੀ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਨੈਸ਼ਨਲ ਰੀਲੇਅ ਸੇਵਾ ਰਾਹੀਂ ਸਿਟੀ ਨਾਲ ਸੰਪਰਕ ਕਰੋ:

ਟੈਲੀਟਾਈਪਰਾਈਟਰ (TTY): **133 677**

ਆਵਾਜ਼: **1300 555 727**

ਵੈਬਸਾਈਟ: www.relayservice.com.au

查看年度报告

请访问 www.swan.wa.gov.au/annual-report-2324 查看和下载《天鹅市年度报告》。

为了支持天鹅市的可持续发展承诺, 本年度报告仅印刷有限份数。您可到市行政中心和六个图书馆查阅。如需申请一份纸质版年度报告, 请致电 **(08) 9267 9267** 或致函 swan@swan.wa.gov.au 联系我们的客户体验团队。

天鹅市还致力于建设接纳多元化的包容性社区。我们可应要求提供其他格式和语言的年度报告。如需申请, 请致电 **(08) 9267 9267** 或致函 swan@swan.wa.gov.au 联系我们的客户体验团队。

您也可以使用自己的母语与天鹅市政府联系, 只需致电 13 14 50 联系翻译服务处, 请他们代表您拨打 **(08) 9267 9267** 联系天鹅市政府。翻译服务处将协调安排三方通话, 您可通过口译员与城市客户体验代表交谈。

如果您有听力或语言障碍, 请通过全国转接服务 (National Relay Service) 与天鹅市政府联系:

电传打字机 (TTY): **133 677**

语音: **1300 555 727**

网站: www.relayservice.com.au

يتم عرض التقرير السنوي

يتوفر التقرير السنوي لمدينة سوان للعرض والتحميل عبر www.swan.wa.gov.au/annual-report-2324.

لندعم التزام المدينة بالاستدامة, تتم طباعة التقرير السنوي بأعداد محدودة. يمكن الاطلاع على النسخ في مركز إدارة المدينة وفي ست مكاتب. يمكنك طلب نسخة من التقرير عن طريق الاتصال بفريق تجربة العملاء لدينا على **(08) 9267 9267** أو swan@swan.wa.gov.au.

تلتزم المدينة أيضًا ببناء مجتمع شامل يتبنى التنوع. تتوفر هذه الوثيقة بتنسيقات ولغات بديلة عند الطلب. يمكنك طلب نسخة من التقرير عن طريق الاتصال بفريق تجربة العملاء لدينا على الرقم **(08) 9267 9267** أو swan@swan.wa.gov.au.

يمكنك الاتصال بنا بلغتك عن طريق الاتصال بخدمات الترجمة التحريرية والفورية (TIS) على الرقم 13 14 50 وتطلب منهم الاتصال بالبلدية على الرقم **(08) 9267 9267** نيابة عنك. ستعمل خدمة الترجمة التحريرية والفورية على التحضير لمحادثة هاتفية ثلاثية الأطراف حتى تتمكن من التحدث إلى أحد ممثلي خدمة تجربة العملاء في المدينة من خلال مترجم.

إذا كنت تعاني ضعفًا في السمع أو الكلام, فاتصل بالبلدية من خلال خدمة المرسل الوطني (National Relay Service):

هاتف ضعاف السمع (TTY): **677 133**

صوتي: **1300 555 727**

موقع الإلكتروني: www.relayservice.com.au



Our service centres

General enquiries

(08) 9267 9267

swan@swan.wa.gov.au

Administration Centre

2 Midland Square, Midland

Beechboro Community Hub

332 Benara Road, Beechboro WA 6054

(08) 9207 8585

Ballajura Community Hub

Kingfisher Avenue, Ballajura WA 6066

(08) 9207 8686

Bullsbrook Community Hub

3 Maroubra Avenue, Bullsbrook WA 6084

(08) 9207 8989

Ellenbrook Community Hub

90 Main Street, Ellenbrook WA 6069

(08) 9207 8787

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Acknowledgement of Country

Ngalak Maali Boodja Kaditj
Wadjuk Moort Noongar Boodjara
Baalap Kalyagool Noyyang
Boodja Kep Moort
Ngalak Kwabaduk Wirn
Kabarli Bworan Kora Kora
Yeyi Ngoongoolong


The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation, and their continuing connection to the land, waters and community. We pay our respects to Elders past and present and their descendants.

The City of Swan values the cultural diversity of its people and celebrates the rich history

and culture of Aboriginal and Torres Strait Islander peoples. The City's vision for reconciliation is a community that works together with all people to foster a culture of respect, empowerment and inclusion.

The Whadjuk people of the Noongar Nation have been the Traditional Custodians of the land where the City of Swan is located for more than 40,000 years.

The Derbal Yerrigan (Swan River) holds enormous cultural significance for the Noongar people. It is a vital connector for plants and animals, bringing life-giving nutrients and strength of spirit.



Welcome to the City of Swan Annual Report 2024/25

The City of Swan is proud to present its annual report for the 2024/25 financial year.

The *Local Government Act 1995* requires local governments to produce an annual report by December 31 each year.

The annual report provides our stakeholders an opportunity to measure our progress against the objectives of our Strategic Community Plan. It provides a thorough assessment of the City's operational and financial performance and outlines our plans for the year ahead.

The Annual Report 2024/25 is broken down into five main sections:

- Our City
- Our Council
- Our organisation
- Our performance
- Our finances.

We hope you find this report engaging, informative and useful. Please note that the information contained within is correct as of June 30, 2025. If you would like to provide feedback on the report, please contact the City on **(08) 9267 9267** or swan@swan.wa.gov.au.

Our vision



Our vision

One City, diverse people, cultures and places.

Our vision is to be a sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing.



Our mission

Our mission is to deliver excellent services and facilities that meet the needs of our diverse community, now and into the future.



Our themes

To achieve our vision and mission, we are focused on the emerging themes identified in the Strategic Community Plan:



Sustainable growth

We are committed to nurturing economic growth and diversity, balanced with our natural environment and heritage, to ensure we provide local services, industry access, local employment and diverse places to live.



Community partnerships and connections

We are committed to building strong and vibrant communities. Community interactions and connections form the basis of our places. Our strength is our people and the connections in our activated local areas which bring energy, security and a sense of belonging for all ages and cultures. We are focused on engaging and partnering with our community to realise this vision.



Caring for our environment

We are committed to caring for the environment and our heritage. The community is proud of the City's beautiful and diverse natural environment, including its bushland, open spaces, the Swan Valley and the Swan River. We are working to reduce our environmental impact by lowering our greenhouse gas emissions, conserving water, increasing tree canopy and protecting biodiversity.



Our values

Our shared values provide the foundation for how we work together and deliver on priorities and services to the community. These are:



Respect

We will work cooperatively with our City colleagues, community and stakeholders.

We will respect the individual, with an understanding of our diverse roles, while working and living in one City.



Excellence

We commit to providing excellent customer services with a “can-do” approach. It is our “can-do” attitude that is built into our actions and behaviour and allows us to be responsive to our changing environment.



Accountability

We will take responsibility for our actions and behaviour. We will be ethical and act with integrity. Our professional behaviour will be reflected in our open and transparent decision-making. We will provide good governance that addresses legislative and organisational compliance.



Leadership

We will lead by example, with a professional pride in our City. We will set direction, provide guidance, and help people to be the best they can be.

Our approach

The *Local Government Act 1995* outlines the City’s responsibilities in planning for the future. The City acts in accordance with this legislation and achieves this through an integrated planning and reporting framework. This includes:

- **Strategic Community Plan**
- **Corporate Business Plan**
- **Annual service plans**
- **Local area plans**
- **Resourcing plans.**

The City’s Strategic Community Plan (SCP) is our principal strategy document, setting out priorities, aspirations and objectives for our community over a 10-year period. The SCP is broken down into the following five key result areas (KRAs):



Natural environment



Economic



Social



Built environment



Governance.

To realise our vision, we work closely with our community, from our residents and ratepayers to our businesses and visitors. We monitor and track our progress against each KRA and share these results in the interest of transparency and accountability. To track our performance, visit www.swan.wa.gov.au/our-performance.

The City is committed to making sure our diverse and growing community continues to thrive. Read more about our planning framework in *Our organisation*.



An aerial photograph of a park area. In the foreground, there's a pond with a fountain spraying water. The park is filled with various trees and greenery. In the background, modern residential or commercial buildings are visible under a clear blue sky. A large purple rectangular overlay covers the upper right portion of the image, containing the title and descriptive text. At the bottom of the image, there is a decorative graphic consisting of concentric, wavy lines and circles in a light grey color, resembling a stylized landscape or water ripples.

Our City

The City of Swan covers an area of 1,042 square kilometres, equivalent to almost 20 per cent of the Perth metropolitan area. The City has 42 suburbs, with its boundaries stretching to Bullsbrook in the north, Bushmead in the south, Ballajura in the west and Gidgegannup in the east. Swan is one of the fastest-growing local government areas in Western Australia.

The City's location, services and facilities make it a highly attractive place to live, work and visit. A beautifully diverse expanse of land, the City is rich in natural assets, including the iconic Swan River and internationally renowned Swan Valley viticulture region, established in 1829.

The population of the City as of June 2024 was 179,207, with that number predicted to rise to almost 300,000 by 2050. The City's multiculturalism is reflected by a young and diverse population, with one in three residents born overseas and one in five speaking a language other than English at home. The median age of residents is only 35 and almost half of households have children.

The Whadjuk people of the Noongar Nation have been the Traditional Custodians of the land where the City of Swan is located for more than 40,000 years.

The Derbal Yerrigan (Swan River) holds enormous cultural significance for the Noongar people. It is a vital connector for plants and animals, bringing life-giving nutrients and strength of spirit.

During the Nyitting (Creation Time), the great creator snake called the Waugal or Wagyl moved down the Derbal Yerrigan and created everything we see and know around us.

The land provided a natural abundance of food and water resources, and the Traditional Custodians developed a rich history of customs in the area.

In 1827, Captain James Stirling was sent on an exploratory voyage to the Swan River. It was his enthusiastic reports on the richness of the countryside that led to settlement of the area in 1829, when the first grapevines in the Swan Valley were planted.

The City is fortunate that there is land available for development within its boundaries to support our rapidly increasing population. Situated to the west of the Swan Valley is the 1,600-hectare local planning area of Whiteman. This is designated as the primary residential growth area in the City. Located about 20 km north-east of the Perth CBD and 7 km north-west of Midland, Whiteman encompasses the suburbs of Brabham and Dayton and parts of Caversham, Bennet Springs and Henley Brook.

With improvements in transport infrastructure, including the METRONET Ellenbrook rail line, these areas continue to be a popular choice for young families, seniors, migrants and first-home buyers looking for affordable and conveniently located housing.

Midland is the Strategic Metropolitan Centre for Perth's north-east subregion. Through the urban renewal program, as well as public and private investment in new local developments and infrastructure, Midland's role as a strategic centre is strengthening.

The new location of METRONET's Midland station brings a rail connection closer to the Midland Health Campus and shopping precinct. The City will continue to support future development of the area.

The thriving business areas of Malaga, Hazelmere, Midland and South Guildford provide a substantial employment base that supports the long-term sustainability of the City. Future industrial sites at Ellenbrook (North) and Bullsbrook, supported by the Stock Road extension, will provide development, investment, employment and business opportunities for many years to come.

The beautiful Swan Valley, the oldest viticulture region in WA, is a highly desirable tourism destination, attracting significant numbers of intrastate, interstate and international visitors. The Valley offers a huge range of tourist attractions, including Aboriginal and European heritage sites, national parks, restaurants, wineries, distilleries, breweries, fresh food producers and recreational activities.

The Swan Valley Visitor Centre, strategically located in Guildford, provides award-winning service to visitors.

While there are plenty of opportunities for the City, these must be weighed against the challenges of predicting and delivering high-quality facilities and services for such a large, diverse and fast-growing area. Existing assets must also be maintained to a standard that meets our community's high expectations.

The City remains dedicated to delivering outstanding services, infrastructure and places that meet the needs of our growing community. Our ideal location, significant history, diverse community and strong economy ensure a positive future for the City, full of opportunity.



About our community

Size of Swan



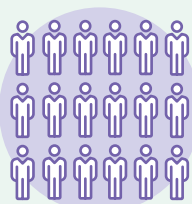
1,042km²

City of Swan is the largest local government in metro Perth by geographical size



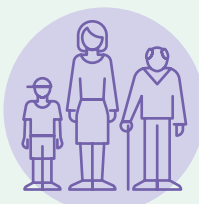
42
suburbs

Our people



196,737

forecast resident population in 2029*



35 years

is the median age of our residents*

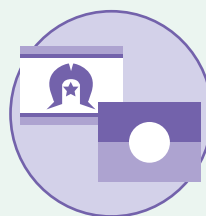


12.2%

of our residents are volunteers*



Filipino/Tagalog, Vietnamese and Punjabi are the most common languages spoken at home (other than English)*



5,298

Aboriginal and Torres Strait Islander (ATSI) people live in the City of Swan*

3.5% of the City of Swan's population*

6% of the State's Aboriginal and Torres Strait Islander population*

* sourced from www.economy.id.com.au/swan

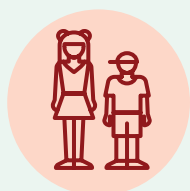
Our assets



Six
libraries



Three
leisure centres



Six
youth centres



1,257ha
of managed natural
resource areas

Our homes



74,734
forecast total dwellings in 2029*



2.69
persons average
household size*

Our economy



87,450
local jobs in the City of Swan*



12.3%
healthcare and
social assistance



11.4%
construction



11.3%
transport, postal and
warehousing



11.2%
retail trade



7.6%
manufacturing



7%
education and training



13,301
total GST registered businesses*



\$13.89B
gross regional product (GRP)*



85%
of community gave the City a
positive rating as a place to visit

* sourced from www.economy.id.com.au/swan

Welcome from the Mayor

It is my great pleasure to present the City of Swan's Annual Report for 2024/25.

During my second year as the City's first popularly elected Mayor, I continue to be deeply impressed and inspired by the diversity, energy and passion that define our community.

I am proud to have been part of a dynamic Council that not only oversees the efficient day-to-day delivery of essential services expected by our community but also has effectively communicated its vision for the City's future.

Among my personal highlights of 2024/25, I feel particularly privileged to have attended many City and community-driven events, experiencing firsthand the huge variety of enthusiasms and interests found within our fast-growing population of nearly 180,000.

The City is characterised by its enthusiastic volunteer ethos. Our community is supported by the selfless work of individuals and groups who freely devote their time to our wonderful community. We acknowledge and celebrate them to raise awareness about their efforts and inspire others to follow.

With the City offering an incredible variety of visitor experiences, I was particularly pleased for the Swan Valley Visitor Centre (SVVC), which won gold at the 2024 Perth Airport WA Tourism awards. This was followed up with another gold in the Visitor Information Services category at the Qantas Australian Tourism Awards. These prestigious award recognise our people who deliver dedicated and exceptional service for visitors to the Swan Valley.

As an example of our flexibility and responsiveness, in February the City responded promptly following a severe storm that struck communities in Gidgegannup and Brigadoon, taking an active clean-up role alongside the State Emergency Service and the Department of Fire and Emergency Services.

In a future-focused initiative, the opening of the Ellenbrook Study Hub saw the City working with education sector organisations to slash commuting time for students, providing practical support for tomorrow's workforce.

In summary, we have continued to chart a course towards a vibrant, sustainable and inclusive future for all, providing the infrastructure to meet the needs of a fast-growing, diverse and inclusive population.

I would like to thank Council Members for their support and pay tribute to the City's staff for their unswerving professionalism in serving the residents, businesses and all other stakeholders in the City of Swan.



Mayor Tanya Richardson
City of Swan



Welcome from the CEO

The City of Swan has had another busy and productive financial year, advancing and delivering on a wide range of projects on behalf of our community.

With sound long-term planning in place, we continue to focus on strengthening our community's wellbeing and sustainability while supporting the region's strong ties to culture, the environment and quality of life.

Guiding this has been our focus on conducting a major review of our Strategic Community Plan – our capstone strategy. In one of the largest City-led consultations, over 3,400 people provided feedback on our facilities, services and events, leading to the development and adoption of our Strategic Community Plan 2025-2035.

Guided by our five key result areas – Natural environment, Economic, Social, Built environment, and Governance – our Strategic Community Plan will ensure that, as the City continues to grow, we can build on our shared vision of inclusion, sustainability and community resilience.

Throughout the year, we continued to refine and improve our commitment to delivering outstanding services to our community and businesses across a wide range of issues, including community safety, green spaces, recreation, lighting and waste management.

We also continued to make solid progress in preparing for the City's predicted population growth by pursuing and delivering large-scale infrastructure projects. Many of these were delivered in partnership through grants and funding provided by the State and Federal governments.

One of the most significant commitments made possible by this support is Swan Active Ellenbrook. The largest infrastructure project ever conducted by the City of Swan, this \$145 million initiative reached a significant milestone in February with the completion of earthworks, with the main construction due to begin in late 2025. When complete, the centre will bring regional-level leisure and recreation facilities to one of the City's fastest-growing communities.

Another example of jointly-funded community infrastructure is the Ellenbrook Community Centre, due to open in January 2026. This was made possible by \$2 million in funding from the Federal Government, \$3.5 million from the State Government and \$2 million from Lotterywest. The City is also investing \$1.5 million in complementary site infrastructure.

The City opened a new Regional University Study Hub, in Ellenbrook, in June 2025. The Hub, delivered in partnership with Lumen, is now one of the most active study hubs in the whole of Australia. This project was made possible through a \$1 million Federal Government grant, which enabled existing City space to be repurposed into a modern tertiary study environment.

Other infrastructure projects delivered in 2024/25 included the extension of Henley Brook Avenue and the construction of the award-winning \$7.5 million Ballajura Intergenerational Playspace.

None of these initiatives would have been possible without the guidance of our Council Members and the professionalism of our staff. They continue to uphold the highest standards and commitment towards delivering the City's current activities and transforming our visions for the future into reality.

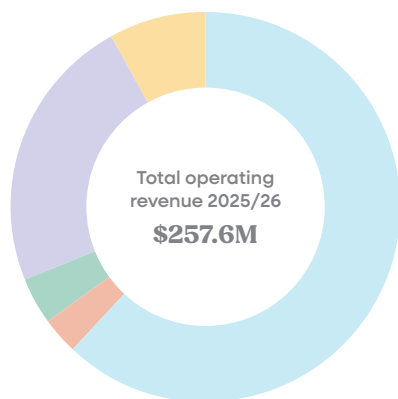


Stephen Cain
Chief Executive Officer



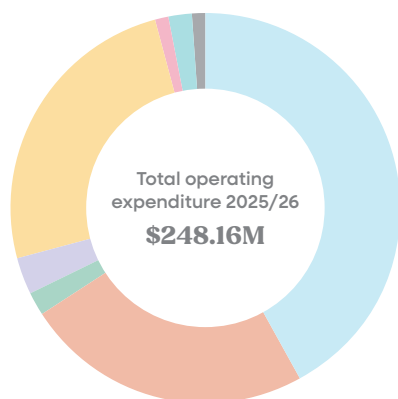
Financial overview

How services are funded



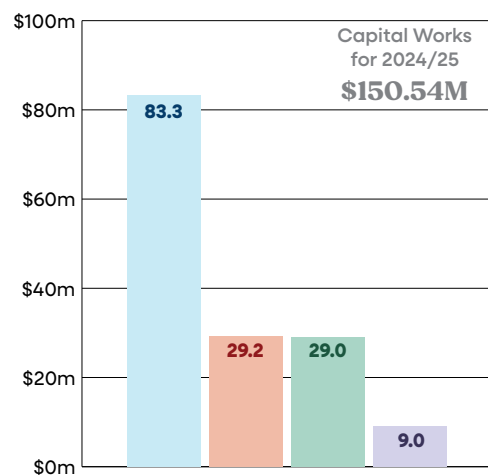
Rates	62%
Service charges & Other revenue	3%
Grants, Subsidies & Contributions	4%
Fees & charges	23%
Interest revenue	8%

How your money is spent



Employee costs	42%
Materials and contacts	24%
Capital works expensed	2%
Utility charges	3%
Depreciation	25%
Finance costs	1%
Insurance	2%
Other expenditure	1%

Capital works for 2024/25



Roads and infrastructure	83.3
Land and building	29.2
Parks infrastructure	29.0
Plant and equipment	9.0

Five-year summary of statistics

	2020/21	2021/22	2022/23	2023/24	2024/25
Total number of residents	158,689*	163,817*	168,334*	172,988*	179,207*
Total number of rateable properties	62,034	64,460	67,761	69,147	71,348
Minimum general residential rate	\$890	\$890	\$890	\$938	\$970
Rates levied (excluding refuse)	\$128.98M	\$133.4M	\$134.9M	\$143.2M	\$150.7M
Operating revenue	\$200.4M	\$204.6M	\$218.6M	\$237.5M	\$257.6M
Total current assets	\$265.9M	\$291.1M	\$349.8M	\$366M	\$411M
Capital grants revenue	\$19.5M	\$20.2M	\$31.7M	\$14.5M	\$32.5M
Operating grants revenue	\$11.3M	\$12.9M	\$14.2M	\$12.1M	\$11.4M
Full-time equivalent staff	733	681	740	686	675
Planning applications received	1,267	1,298	1,078	912	1,232
Older people/people with disabilities assisted	951	961	945	953	961
Building applications approved	5,500	4,030	3,438	5,592	4,442
Licensed animals registered	7,965	6,761	6,018	6,136	5,608
Residential kerbside general waste bin collections (weekly)	65,698	67,125	68,818	70,826	72,203
Residential kerbside recycling bin collections (fortnightly)	62,555	64,019	65,736	67,941	69,389
Swan Active Midland attendance**	366,154	22,896**	21,590**	47,800**	525,707
Swan Active Beechboro attendance	418,293	489,342	501,197	568,728	531,355
Swan Active Ballajura attendance	149,531	200,859	217,017	246,583	234,079
Active registered library borrowers	78,875	84,427	84,251	60,126^^	63,291
Library loans of books and other items	511,626	500,817	523,061	569,608	635,448
Customer service calls received	89,005	96,779	99,647	151,012**	168,916

* .id – estimated resident population for the years ending June 30

** Swan Active Midland was closed between August 2021 and May 2024 for refurbishment, with some classes held at Midland Sports Complex

^^The decrease in registered borrowers during this period is a result of the membership database being cleansed of inactive users

** The online rates portal was launched within this period which saw the number of calls and support required by customers increase during the transitional period.

Awards and recognition



Swan Valley Visitor Centre's goldrush

Fresh from securing gold at the WA Tourism Awards held in November 2024, the Swan Valley Visitor Centre again struck gold in the Visitor Information Services category at the prestigious 2024 Qantas Australian Tourism Awards, held in Adelaide on March 21 and attended by nearly 1,000 tourism industry leaders from across the nation.

The accolade confirms the Visitor Centre as the best of Australia's 500 visitor centres, adding to its growing list of State and national honours and reinforcing its position as Australia's most-awarded visitor centre.



National recognition for Ballajura Intergenerational Playspace – Weitj Park project

Parks and Leisure Australia awarded the top prize in its Best Play Space over \$500k category to the Ballajura Intergenerational Playspace – Weitj Park project. The award recognises the innovative structural design of the Playspace that generates a sense of place for the surrounding community.

The City also achieved the following for this project:

- Finalist, Parks and Leisure Australia National Awards
- Finalist, 2025 Project Management Achievement Awards – Government Projects
- Winner, Best Playground Design – National Sports Convention Awards.





A round(about) of applause

Construction of the Hepburn Avenue and Marangaroo Drive roundabout in Ballajura was recognised by The Institute of Public Works Engineering Australia WA, winning the Institute's Excellence in Road Safety Projects award.



Accolade for Tree Protection and Management Policy

The Planning Institute of Australia's State Awards for Planning Excellence recognised the City with a commendation for its Tree Protection and Management Approach.

The City's approach uses forward-thinking, cutting-edge technology and proactive community engagement to deliver a Tree Protection and Management Policy to support tree retention in the Swan region, reflecting community preferences.



Dayton District Open Space scores a prestigious goal

Dayton District Open Space became a top scorer after being named 2024 West Australian Football Facility of the Year at the West Australian Football Commission (WAFC) community awards.

As one of the City of Swan's biggest projects, the \$30 million sport and recreation hub represents the City's commitment to effectively plan and deliver infrastructure to meet the needs of our residents.

The top-class facility features competition-grade provisions including football ovals, hockey fields, cricket wickets and nets, netball and tennis courts, pavilions and more.



Honour for Stock Road extension

The City of Swan's \$71 million Stock Road extension was the WA winner of the Government Project category of the 2024 Australian Institute of Project Management (AIPM) Project Management Achievement Awards.

Bypassing Bullsbrook town completely, the Stock Road extension is a 4.3 km connection between Great Northern Highway and Tonkin Highway, featuring a bridge over Ellen Brook, a rail crossing, five T-intersections and a roundabout at Great Northern Highway.

Looking ahead

The City has successfully advocated on behalf of our community to secure more than \$34.8 million in grant funding to help deliver \$188 million worth of projects in the 2025/26 financial year.

Key projects for 2025/26 include:



**Swan Active
Ellenbrook**



**Ellenbrook
Community Centre**



**Brabham District
Community Centre**



**Neighbourhood Park
and Community
Building – Murray
Road, Brabham**



**Gngangara Road
duplication**



**Henley Brook Avenue
extension from
Gngangara Road to
Park Street**



**Marshall Road
roundabout**



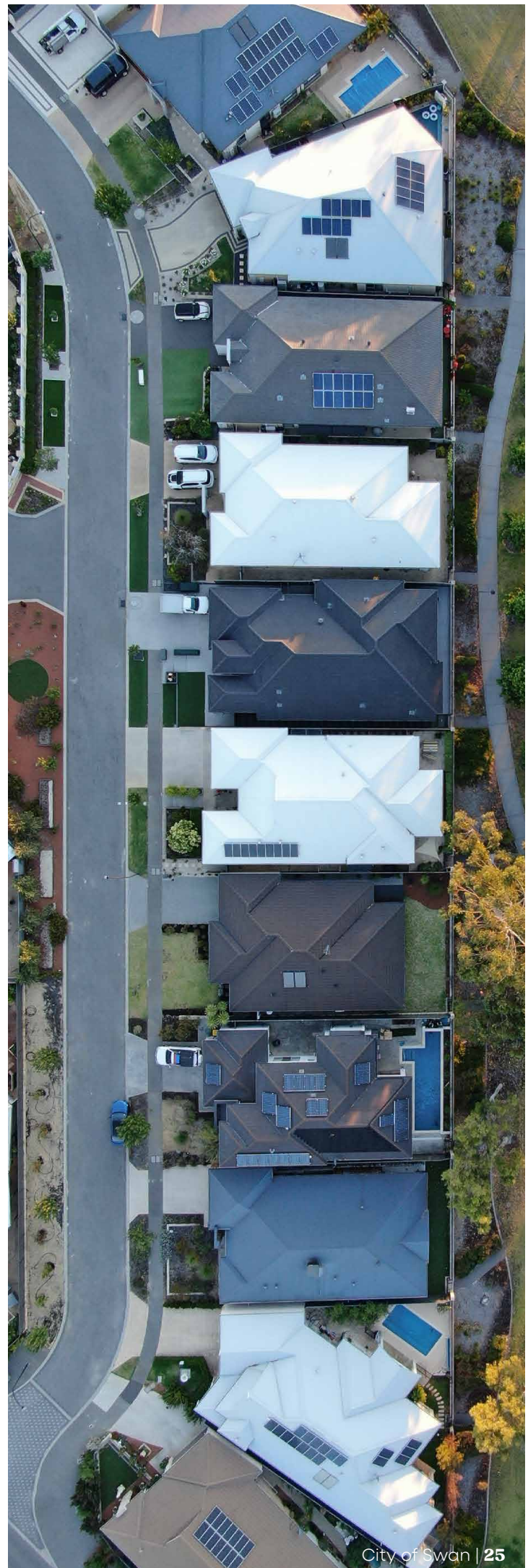
**Improve streetscapes
through the Forging
Ahead: Midland's
Renewal program**

Over the next four years, we will focus on progressing a range of facility projects, enhancing our road networks and improving urban streetscapes for the benefit of our community.

Full details of the City's priorities and progress are detailed in our annual Corporate Business Plan 2025/26-2028/29, available on our website [here](#).

Strategic risks are risks that may affect the achievement of our SCP and are aligned with the objectives of the SCP to assist with planning. There are 11 strategic risks, which have been captured within our strategic risk profile:

- Community preferences and expectations
- Strategy implementation
- Legal and regulatory
- Environment, climate change and resource optimisation
- Technology and innovation
- Economic and geopolitical environment
- Financial sustainability
- Business resilience
- Data protection
- People and culture
- Community wellbeing.







Our Council

Local government is the grassroots level of Australia's three-tiered system of government.

The *Local Government Act 1995* is the principal Act that gives local governments, such as the City of Swan, the power to make local laws and provide services and facilities. The Act describes the functions of local governments and establishes a framework for their administration, including the scrutiny of their operations.

Among all elected leaders, Council Members are best placed to understand the needs and aspirations of local communities. By listening to their electors and acting in their electors' best interests, Council Members play a key role in shaping Swan and our nation.

Representation in Swan

City of Swan electors are represented by a popularly elected Mayor and 14 Council Members who set the strategic direction for the City to implement. They oversee the City's finances and resources, determine our policies and ensure that our statutory and community responsibilities are performed effectively and efficiently.

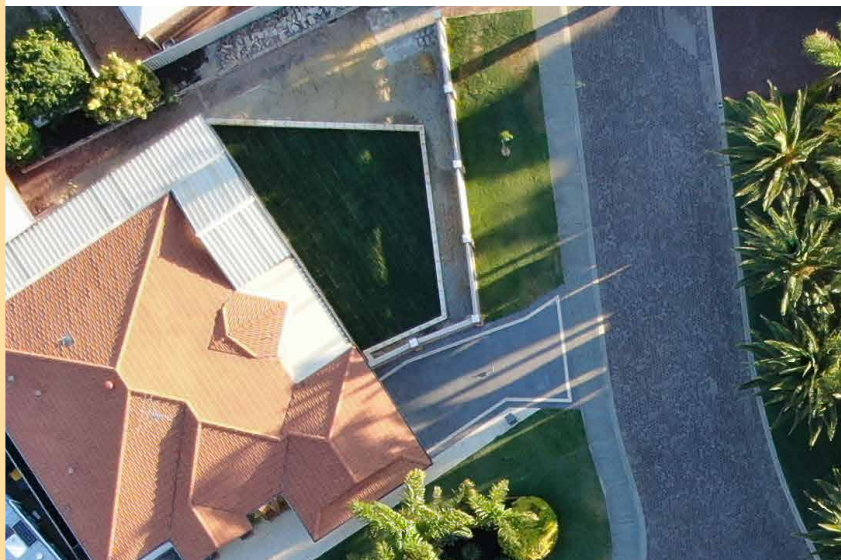
The City is divided into the following five wards:

- **Altone** – three Council Members*
- **Midland/Guildford** – three Council Members
- **Pearce** – four Council Members
- **Swan Valley/Gidgegannup** – two Council Members
- **Whiteman** – two Council Members*.

Council Members are elected to represent the community from their ward while considering the best interests of the entire City. They provide leadership and guidance to the community and participate in decision-making at meetings. They work together to provide good governance by making decisions on all aspects of community, social, environmental and economic wellbeing.

The Mayor's duties include providing leadership and guidance to the community, carrying out civic and ceremonial duties, speaking on behalf of the Council and City, liaising with the Chief Executive Officer on the Council's affairs and performance, and presiding at meetings. The Deputy Mayor performs the functions of the Mayor as required.

*Cr Amanda Dorn (representing Altone Ward) and Cr Dave Knight (representing Whiteman Ward) resigned from Council in 2024/25.



Tanya Richardson

Mayor, City of Swan

Term expires 2027

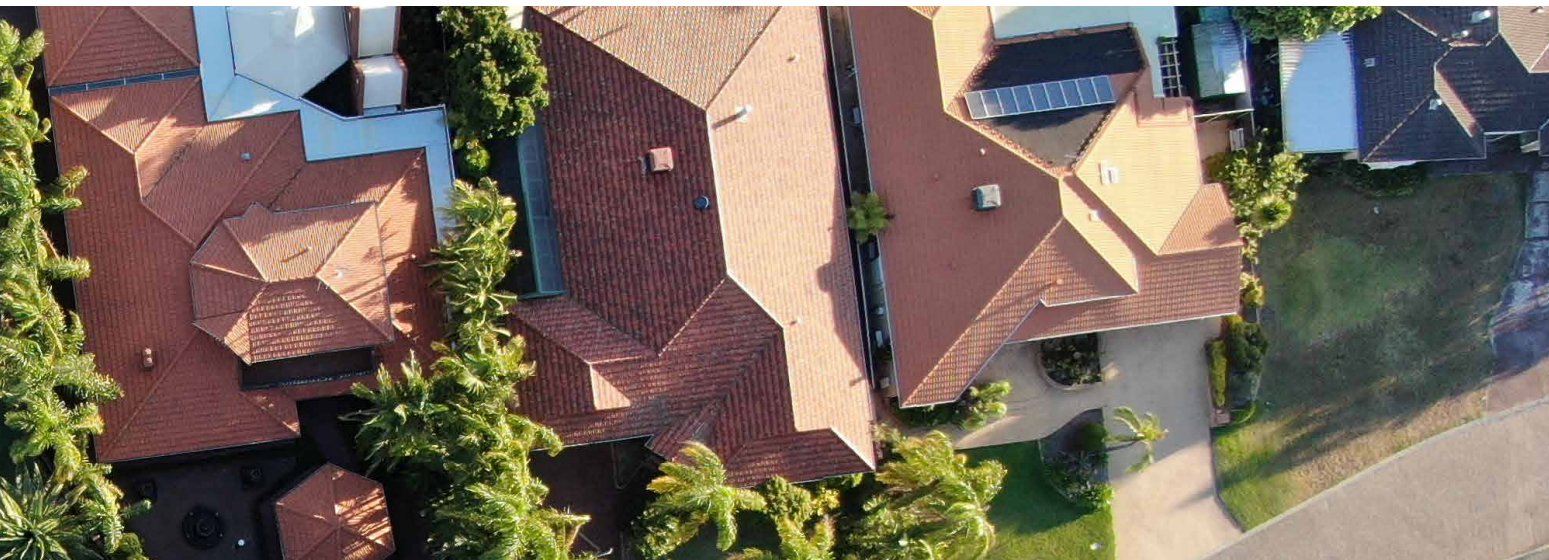
Tanya Richardson was first elected in 2019 to represent Pearce Ward. In October 2023, she became the City's first popularly elected Mayor and the first female Mayor.

She was motivated to run for Council to preserve heritage in Midland and Guildford and to advocate for City of Swan leisure facilities in Ellenbrook, due to become a reality with the planned opening of Swan Active Ellenbrook in 2027. She maintains a strong focus on enriching the lives of City of Swan residents by advocating for the widest-possible range of quality facilities and services.

A mother of four, she lives in Guildford and has worked as a nurse since 2006. She is a former Army Reserve medic with a background in aged care, hospitality and the wine industry. In her spare time she likes the outdoor life and staying active, enjoying cycling, kayaking, scuba diving, camping and spending time in her garden.

☎ **0414 384 734**

✉ **tanya.richardson@swan.wa.gov.au**



Cr Jennifer Catalano

Council Member, Altone Ward

Term expires 2025

Jennifer Catalano has been a resident of the City of Swan for over 25 years. She has worked for many years with local community groups to improve urban and natural environments. Cr Catalano works as a solicitor for a local community legal centre and is passionate about social justice.

First elected to Council in 2019, she has extensive experience as a community advocate, lobbying all levels of government to improve our communities and the environment.

“I am passionate about community consultation and participation, and I believe that by working together we can find solutions to local issues that affect people in the Altone Ward,” Cr Catalano said.

 **0403 338 002**
 **jennifer.catalano@swan.wa.gov.au**



Cr Jagdip Singh

Council Member, Altone Ward

Term expires 2025

Jagdip Singh is a Bennett Springs resident and small-business owner who was elected to the Altone Ward in 2022.

Cr Singh wants to be part of a team that engages with the wider community to deliver better infrastructure and services so that the City of Swan remains the best place to live now and in the future. He is focused on stimulating local business growth, community development and multicultural events.

“I’m an active member of the community, volunteering my time as much as I can. I am always ready to listen and support people in the community. I will represent community diversity, respect all cultures and celebrate differences,” he said.

 **0432 653 332**
 **jagdip.singh@swan.wa.gov.au**



Cr Sarah Howlett

Council Member, Midland/Guildford Ward

Term expires 2025

Sarah Howlett was elected to Midland/Guildford Ward in 2021. She is a Midland resident who values genuine community engagement from Council Members.

Cr Howlett is passionate about preserving the history and the treasures we already have – both in our natural and built environment.

"I am committed to promoting the careful and consultative use of ratepayers' money, support business growth, green the environment, and create a more equitable and inclusive community," she said.

 **0438 378 980**
 **sarah.howlett@swan.wa.gov.au**



Cr Ian Johnson

Council Member, Midland/Guildford Ward and Deputy Mayor

Term expires 2027

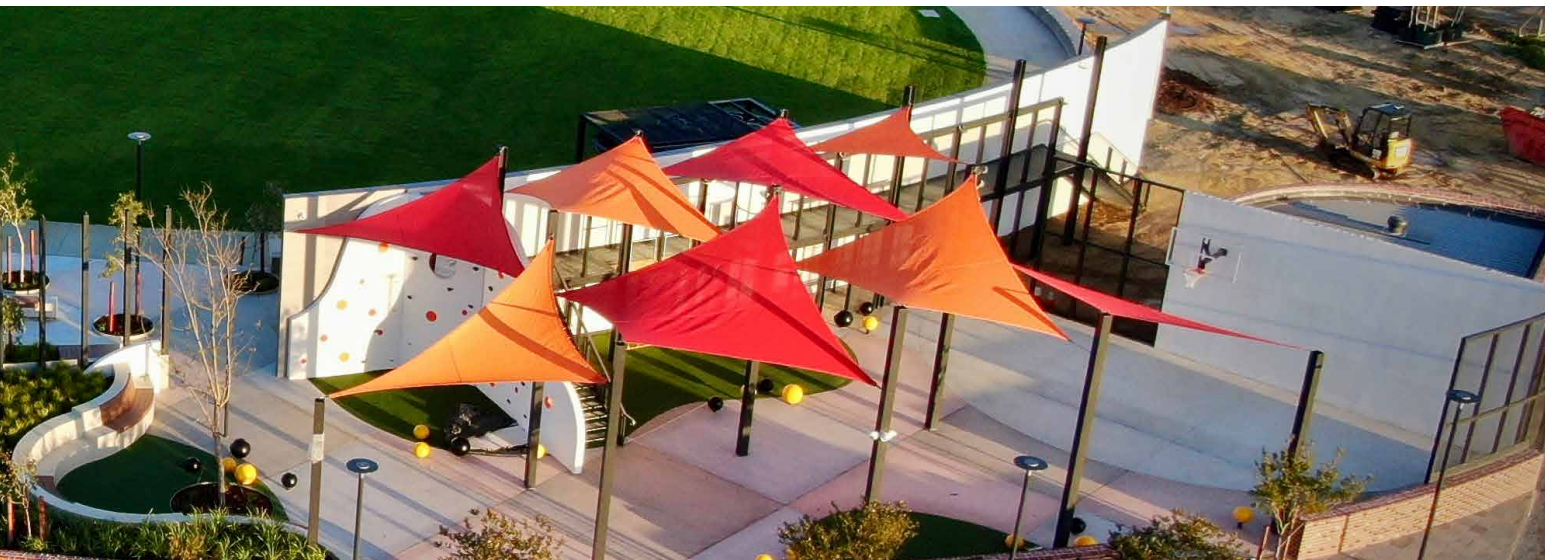
First elected to the City of Swan Council in 2015, Cr Johnson served as Deputy Mayor from 2023 to 2025 and is a former chair of the Audit Committee.

Cr Johnson has lived in Swan Street, Guildford with his wife and daughter since 2007. He has long experience of community involvement and is a member of the Guildford Association, the Midland Ascension Church and other groups. He is an active volunteer firefighter with 16 years' service.

Working as a project manager in Midland and South Guildford, Cr Johnson has experience of both living and working in the area.

He believes that Councillors are there to represent the electors, ratepayers and residents of the City of Swan and to facilitate communication with the community about Council decisions. Cr Johnson publishes a monthly newsletter and posts on Facebook about matters of community concern. He can be contacted at any time.

 **0411 097 393**
 **ian.johnson@swan.wa.gov.au**



Cr Rashelle Predovnik

Council Member, Midland/Guildford Ward

Term expires 2027

Rashelle Predovnik has a strong connection to Swan – her family has lived in the area for three generations.

Elected to Council in 2019, Cr Predovnik is a passionate community advocate and is committed to social welfare, supporting the business sector, sustainability and crime prevention. She values community consultation and is keen to hear the views of all residents.

“I am proud to represent residents living in Midland/Guildford Ward. I believe that by working together, we can make a lasting positive impact on our community,” Cr Predovnik said.

 **0468 849 344**
 **rashelle.predovnik@swan.wa.gov.au**



Cr Aaron Bowman

Council Member, Pearce Ward

Term expires 2025

Aaron Bowman is a third-generation resident of the Swan Valley region and has watched the Ellenbrook-Aveley area grow from nothing to what it is today. Married with four children, Cr Bowman is involved in a variety of sporting and community groups. He serves on a school board and is a Justice of the Peace.

Cr Bowman has an extensive history in senior local government roles, including as the Chief Executive Officer of a WA local government in 1998 at the age of just 23.

Elected to City of Swan Council in 2021, he wants to use his experience and knowledge to implement best practice and produce change – not just maintain the status quo. He is particularly interested in strategic planning, and the development of multipurpose and family focused sporting, recreational and community facilities.

 **0458 501 075**
 **aaron.bowman@swan.wa.gov.au**



Cr Patty Jones
Council Member, Pearce Ward

Term expires 2025

Patty Jones has lived in Ellenbrook since 1998. She is a local business owner, a widow, a mother and a grandmother.

Having volunteered in the community since arriving in Australia 35 years ago, she was first elected to the City of Swan Council in 2009. Cr Jones has worked on many issues affecting the Pearce Ward community she represents, especially those affecting the elderly, youth and the disadvantaged.

Cr Jones runs the non-profit Swan City Youth Choir for eight-to-80-year-olds. She recently retired from a non-profit talent school in Ellenbrook and is to retire from Council when her current term expires in October 2025.

 **0428 882 778**
 **patty.jones@swan.wa.gov.au**



Cr Cate McCullough
Council Member, Pearce Ward

Term expires 2027

Cate blends her expertise in building and interior design with a deep commitment to community engagement. Her background in education management has allowed her to inspire and empower future generations, cultivating a passion for learning and creativity.

As a dedicated community volunteer, Cate takes pride in overseeing the organization of the City's five largest free community events, turning each gathering into a celebration of local spirit and connection.

Her dynamic leadership and genuine heart resonate with residents and local community groups. Cate believes in the transformative power of community, continuously striving to enhance the cultural landscape of the City of Swan and foster lasting connections among its residents.

 **0433 432 430**
 **cate.mccullough@swan.wa.gov.au**



Cr Evia Aringo

Council Member, Pearce Ward

Term expires 2027

Evia Aringo was elected to Council in 2023 and is proud to represent the residents of Pearce Ward. She is an everyday Swan local who understands the importance of community services and facilities.

As a former nurse, Cr Aringo is a passionate community advocate with a focus on youth engagement and crime prevention.

“I am deeply committed to seeing our local government reflect the diversity of our communities and enjoy great relationships with migrant and other community groups,” she said.

 **0470 347 694**
 **evia.aringo@swan.wa.gov.au**



Cr Charlie Zannino

Council Member, Swan Valley/Gidgegannup Ward

Term expires 2025

Charlie Zannino is a Swan Valley–raised grape grower, small-business owner who lives on his family vineyard with wife, Sally, and their two sons. Educated locally, Charlie has qualifications in winemaking and horticulture.

A Councillor for the Swan Valley/Gidgegannup Ward for 30 years, Charlie cares about representing views of residents, business, growers, rural communities and local families. He also served as City of Swan Mayor for over a decade.

“My role as Councillor is to ensure City facilities and services are prioritised to benefit local families and seniors. Having a spectrum of opportunities for sports, recreation, open space, arts and cultural activities is essential to ensure our community stays engaged, connected and healthy both now and into the future,” he said.

 **0412 788 817**
 **charlie.zannino@swan.wa.gov.au**



Cr Rod Henderson

Council Member, Swan Valley/Gidgegannup Ward

Term expires 2027

Rod Henderson and his family have lived in the Swan Valley since 1991. Cr Henderson owns a successful export business.

With a diverse ward from Caversham and Middle Swan to The Vines and extending to Gidgegannup, Cr Henderson is actively engaged in the urban and rural sectors of the area. He understands that the community expects value for their rates and works to keep these as low as possible.

“My priorities are tourism development, a pool and recreation facility in Ellenbrook that will service The Vines and surrounding suburbs, and a fair go for the rural community,” Cr Henderson said.

@ rod.henderson@swan.wa.gov.au



Cr Haeden Miles

Council Member, Whiteman Ward

Term expires 2027

Haeden Miles is a proud local of Whiteman Ward who was raised in Ballajura, attended local schools and volunteers to make his community even better.

Elected to Council in 2023, Cr Miles wants to help create a City that is a great place to raise a family, work and play, and age with dignity.

“I stepped up to be a Councillor to work hard to represent the views of my community and ensure their voices are heard at the decision-making table. As the youngest on Council, I embrace the responsibility I have to advocate for the nearly 42 per cent of City of Swan residents aged under 30,” Cr Haeden said.

📞 **0451 742 093**

@ haeden.miles@swan.wa.gov.au

Council meetings

Council Members meet for Ordinary Council Meetings in Council Chambers at the Midland Town Hall on the second Wednesday of every month except January. One week before each Ordinary Council Meeting, they attend an Agenda Forum, where they can discuss items on the agenda and seek more information.

Members of the public can request to make deputations at Agenda Forums or request to make public statements and ask questions at Council meetings. While both Council meetings and Agenda Forums are open to the public, attendees may be asked to leave the chamber at times for confidential items.

All Council and committee meetings are conducted in accordance with the *Local Government Act 1995* and the City's Meeting Procedures Local Law 2023. Council meetings and Agenda Forums are streamed live online. Meeting videos, dates, times, agendas and minutes can be accessed through the City's website.

Council and Committee meetings in-person attendance

The following tables show how many meetings Council Members could attend during their term and how many they actually attended.

	Ordinary Council		Special Council		Agenda Forum		Audit Committee	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Mayor Richardson	11	11	3	3	11	10	5	5
Deputy Mayor Johnson	11	11	3	3	11	10		
Cr Aringo	11	8	3	2	11	5		
Cr Bowman	11	10	3	2	11	9	5	4
Cr Catalano	11	10	3	3	11	4		
Cr Dorn	9	7	1	1	9	6		
Cr Henderson	11	10	3	1	11	10	5	3
Cr Howlett	11	10	3	3	11	11		
Cr Jones	11	11	3	3	11	11		
Cr Knight	10	9	2	2	10	4		
Cr McCullough	11	9	3	3	11	6		
Cr Miles	11	9	3	2	11	7	5	4
Cr Predovnik	11	11	3	2	11	4		
Cr Singh	11	8	3	2	11	3	5	1
Cr Zannino	11	11	3	3	11	8		

Council and Committee meetings electronic attendance

The City policy relating to electronic attendance at Council and Committee meetings can be found on our website.

	Ordinary Council		Special Council		Agenda Forum		Audit Committee	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Mayor Richardson	11	0	3	0	11	0		
Deputy Mayor Johnson	11	0	3	0	11	1		
Cr Aringo	11	0	3	0	11	0		
Cr Bowman	11	0	3	1	11	0	5	0
Cr Catalano	11	0	3	0	11	0		
Cr Dorn	8	1	1	0	8	0		
Cr Henderson	11	0	3	0	11	0	5	0
Cr Howlett	11	0	3	0	11	0		
Cr Jones	11	0	3	0	11	0		
Cr Knight	10	0	2	0	11	0		
Cr McCullough	11	0	3	0	11	0		
Cr Miles	11	0	3	0	11	0	5	0
Cr Predovnik	11	0	3	1	11	4		
Cr Singh	11	1	3	0	11	3	4	0
Cr Zannino	11	0	3	0	11	0		



Council briefings and workshops in-person attendance

	Briefing sessions		Workshops	
	Held	Attended	Held	Attended
Mayor Richardson	16	13	7	6
Deputy Mayor Johnson	16	14	7	7
Cr Aringo	16	2	7	3
Cr Bowman	16	13	7	7
Cr Catalano	16	3	7	0
Cr Dorn	12	11	6	3
Cr Henderson	16	13	7	7
Cr Howlett	16	13	7	4
Cr Jones	16	14	7	3
Cr Knight	15	5	6	0
Cr McCullough	16	11	7	4
Cr Miles	16	9	7	4
Cr Predovnik	16	6	7	1
Cr Singh	16	11	7	2
Cr Zannino	16	15	7	7

Council briefings and workshops by electronic attendance

	Briefing sessions	
	Held	Attended
Mayor Richardson	16	2
Deputy Mayor Johnson	16	0
Cr Aringo	16	0
Cr Bowman	16	0
Cr Catalano	16	0
Cr Dorn	12	0
Cr Henderson	16	0
Cr Howlett	16	0
Cr Jones	16	0
Cr Knight	15	1
Cr McCullough	16	1
Cr Miles	16	1
Cr Predovnik	16	2
Cr Singh	16	0
Cr Zannino	16	1



Committees

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities. The Committee receives quarterly risks and assurance reports regarding risk and its management within the City, including activities such as maturity benchmarking, reviewing the City's risk management framework, the development of fraud and corruption controls, and the development of risk appetite statements. The Committee receives internal and external audit reporting covering a range of areas from information systems to ensure the City is following best practice, business continuity plans for the various business areas of the City, insurance reporting and quarterly legal reporting advising on legal expenditure within the City, and any contentious legal matters.

The Audit, Risk and Improvement Committee consists of six members – five Council Members and one independent member, who is a person with no operating responsibilities or relationships with the City.

Members of the Audit, Risk and Improvement Committee from July 1, 2024 to June 30, 2025 were:

- Cr Bowman (Presiding Member)
- Cr Henderson (Presiding Member and Deputy Presiding Member)
- Mayor Richardson
- Cr Singh
- Cr Miles (Deputy Presiding Member)
- Mr Philip Draber (Independent Member)
- Cr Johnson (Deputy Member).

The Audit, Risk and Improvement Committee met on five occasions in 2024/25.

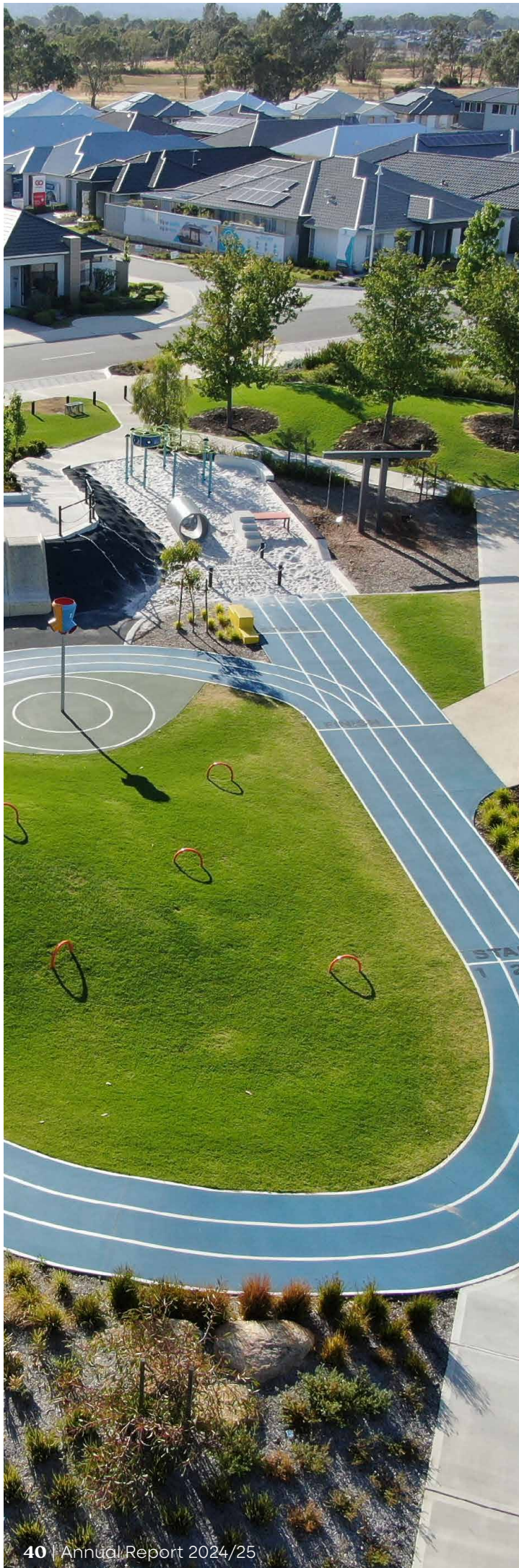
Council remuneration and expenses

It is important that Council Members can carry out their role without being unduly financially disadvantaged.

The City's Councillor Allowances, Expenses and Recognition Policy outlines what support will be provided by the City, taking into account the responsibilities and commitment of serving as community representatives.

The policy provides for electronic equipment, training, travel and reimbursement of expenses, including child-minding fees. Councillor remuneration is determined by the Salaries and Allowances Tribunal according to band classification for local governments in WA. The City is classified as a Band 1 local government. Allowances, expenses and fees paid by the City to Council Members for the 2024/25 financial year are outlined below.

	Mayor and Deputy Mayor allowance	Meeting attendance allowance	ICT allowance	Travel expenses	Child care	Conference expenses	Clothing allowance	Total
Mayor Richardson	97,115	51,412	2,400	6,622	0	6,052	1,000	164,601
Cr Johnson	24,279	34,278	2,400	0	0	218	0	61,175
Cr Aringo	0	34,278	2,400	0	0	0	0	36,678
Cr Bowman	0	34,278	2,400	1,441	0	3,987	455	42,561
Cr Catalano	0	34,278	2,400	0	0	0	0	36,678
Cr Dorn	0	27,215	1,905	0	0	876	397	30,393
Cr Henderson	0	34,278	2,400	1,772	0	0	0	38,450
Cr Howlett	0	34,278	2,400	0	0	0	0	36,678
Cr Jones	0	34,278	2,400	0	0	0	0	36,678
Cr Knight	0	31,735	2,222	0	0	0	0	33,957
Cr McCullough	0	34,278	2,400	7,673	0	0	0	44,351
Cr Miles	0	34,278	2,400	0	0	4,709	0	41,387
Cr Predovnik	0	34,278	2,400	0	0	0	268	36,946
Cr Singh	0	34,278	2,400	0	0	0	0	36,678
Cr Zannino	0	34,278	2,400	1,817	0	3,870	0	42,365
Total	121,394	521,698	35,327	19,324	0	19,712	2,120	719,576



Council training

In accordance with the *Local Government Act 1995*, Council Members are required to complete prescribed training within 12 months of their election. There are five core modules to complete:

- Understanding local government
- Conflicts of interest
- Serving on Council
- Understanding financial reports and budgets
- Meeting procedures.

The City keeps an Elected Member Training and Development Schedule, reporting what mandatory training Council Members have completed within the financial year. This register is publicly available through the City's website.

The City also keeps a public register of additional training and professional development completed by Council Members. Details for the 2024/25 financial year are below:

Council Member Training Register

July 1, 2024 – June 30, 2025

Mandatory training - Council Member Essentials

The following Council Members were required to undertake mandatory training within twelve months of being elected at the 2023 Local Government election.

	Understanding Local Government	Conflicts of Interest	Serving on Council	Understanding Financial Reports and Budgets	Meeting Procedures
Mayor Tanya Richardson	○	○	○	○	○
Cr Evia Aringo	○	○	●	●	○
Amanda Dorn*	○	○	●	○	○
Cr Rod Henderson	○	○	○	○	○
Cr Ian Johnson	○	○	○	○	○
Cr Cate McCullough	○	○	○	○	○
Cr Haeden Miles	○	○	○	○	○
Cr Rashelle Predovnik	○	○	○	○	○

Notes

● Indicates elected member has completed specified module.

○ Indicates elected member completed specified module in previously reported period.

* Term ended April 16, 2025.

Local government reform

The State Government is reforming the *Local Government Act 1995* with the most significant changes to the sector in 25 years.

The reforms are aimed at ensuring local governments better serve their residents and ratepayers, by increasing transparency, accountability and efficiency. To ensure that key election-related reforms were in place before the 2023 local government elections, the amendments to the Act were divided into two tranches.

The first tranche, which was passed by Parliament on May 11, 2023, focused on electoral reform, which was aimed at strengthening local democracy and providing greater transparency and accountability.

The *Local Government Amendment Act 2024* became law on December 6, 2024, introducing the second tranche of major reforms which includes the introduction of the new Local Government Inspector who will have greater powers to oversee local governments in WA, as well as specialised monitors to work proactively with local governments and resolve emerging issues before they escalate. These milestone reforms have:

- Clarified the roles and responsibilities of mayors and presidents, councillors and local government CEOs
- Required councils to adopt a rates and revenue policy to facilitate better financial planning and increase public transparency about rate increases
- Widened the scope of audit, risk and improvement committees and ensure these committees have an independent chair and deputy who can be shared between smaller local governments

- Required councils to document the reasons for closing part of a meeting to the public while reducing unnecessary instances of closed meetings
- Facilitated the shared employment of local government CEOs and senior employees
- Prevent Council Members who fail to complete mandatory training from receiving their allowances
- Prevented inappropriate expenditure of ratepayer funds on Council Member personal legal expenses
- Modernised several arrangements including enabling superannuation payments for Council Members and streamlining the making of local laws.

Elections and representation

As part of the local government reforms, all local government elections must now be conducted using the optional preferential voting method. This brings local government in line with State and Federal voting mechanisms and means candidates elected are more representative of the majority of electors.

Because of the optional preferential voting method, Council vacancies can now be filled based on the results of an election that has taken place within the previous 12 months. This new system allows for the identification of the overall order in which electors would prefer candidates to be elected. This provides efficiencies both in time and money for a local government where a vacancy arises within the 12-month period of its last election.

Non-electoral reforms

The second tranche of the reforms focuses on the establishment of the new Local Government Inspector and the introduction of local government monitors for early intervention.

A number of important non-electoral changes were also included in the first tranche, some of which are to be implemented on proclamation, but most require the development of regulations and guidance materials before being implemented. These regulations and materials will be created via consultation with the local government sector. Most of these reforms will not be ready for implementation until 2024.

Non-electoral reforms include:

- Requiring local governments to have a number of online registers
- Mandating live streaming and recording of council meetings to be in effect from January 1, 2025
- Publishing local government Chief Executive Officer performance indicators
- Establishing mandated communications agreements between Council Members and the local government administration
- Publishing community engagement charters
- Setting standardised council meeting procedures
- Enabling reforms to require all local governments to publish information through online registers, including registers that disclose information about local government leases, grants, and goods and services contracts
- Introducing new requirements for the publication of performance indicators and results of performance reviews for all local government chief executive officers, with provision for limited exemptions for sensitive matters
- Simplifying the integrated planning and reporting framework.

Some straightforward reforms started immediately after assent of the Act, including changes to special electors' meetings and compliance exemptions from the Act (in emergency or unusual circumstances).

The State Government brought in a set of local government regulation amendments with the *Local Government Regulation Amendment Regulations (No.3) 2023*, and these regulation amendments include:

- Comprehensive reforms to the owner and occupier enrolment which came into effect on January 1, 2024
- Changes to prevent the use of "sham leases"
- Reforms related to a statewide caretaker period that will apply to the 2025 local government elections
- Changes to enable professional development and training opportunities for Council Members.

The City has addressed and is working to implement other aspects of the reforms and subsequent legislation amendments, including:

- New reporting requirements for credit card and purchasing card transactions
- Payments for independent Council committee members following a determination in 2024 by the Salaries and Allowances Tribunal
- Standardised Council meeting procedures
- Council planning
- Communications agreement
- Engagement charter
- Compliance exemptions from the Act under limited circumstances
- Parental leave for Council Members.

The City has been actively monitoring and participating in the consultation process of the *Local Government Act 1995* reform since its inception. Where possible, the City has implemented changes early, such as the election caretaker provisions policy and live streaming of Council meetings. Preparation for other reforms is underway to ensure the City is in a position to comply with legislative changes as they come into effect.

For more information on the reforms, please visit the [**Department of Local Government, Industry Regulation and Safety**](#) website.



Council governance and transparency

Council Code of Conduct

The Local Government (Model Code of Conduct) Regulations 2021 require a mandatory code of conduct for Council Members, committee members and candidates. Council adopted the City of Swan Code of Conduct – Council Members, Committee Members and Candidates at the Ordinary Meeting of Council on May 12, 2021.

The Code provides for:

- Overarching principles to guide behaviour
- Behaviours and complaints that are managed by local governments
- Rules of conduct, with breaches considered by the independent Standards Panel where appropriate.

Council Members must comply with the provisions in the Code in fulfilling their role and responsibilities in Council and on Council committees, as set out in the Act.

An individual who has been nominated as a candidate for election as a Council Member

is also required to demonstrate professional and ethical behaviour during their election campaign. If elected, the individual must continue to comply with the Code in Council and on Council committees.

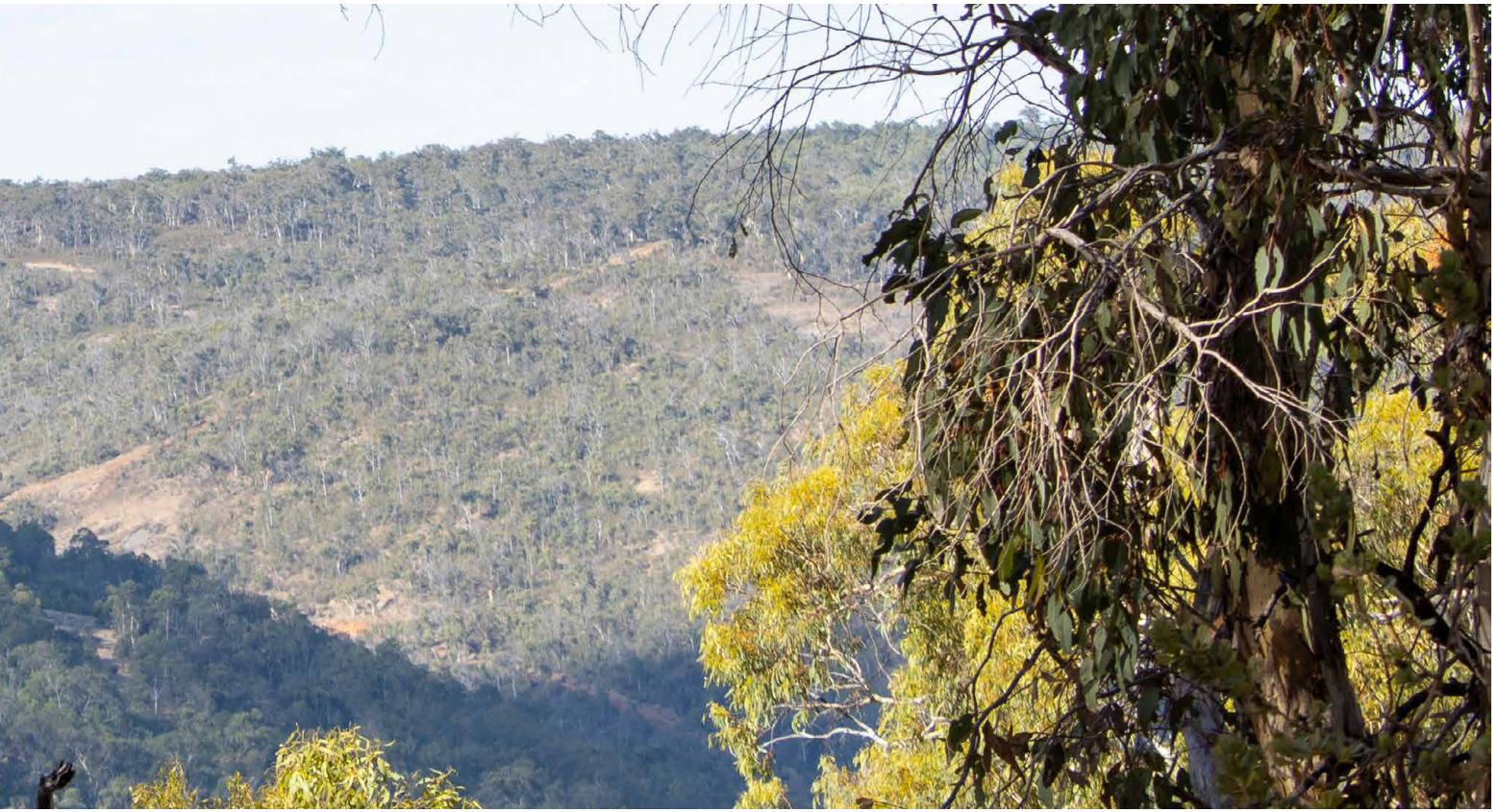
A Council policy was also adopted to help the community and Council understand how Code of Conduct (Division 3) complaints will be dealt with.

Complaints

The City received no Code of Conduct (Division 3) complaints in 2024/25.

Minor Breach (Division 4) complaints are dealt with by the Local Government Standards Panel. The City received six Minor Breach (Division 4) complaints in 2024/25.

The City of Swan Code of Conduct – Councillors, Committee Members and Candidates, POL-C-184 Complaints Management Relating to Conduct for Councillors, Committee Members and Candidates, and a register of breaches, can be found in the Councillor Conduct Complaints Register on the [City's website](#).



Local laws

Under the *Local Government Act 1995*, a local government has the general power to make local laws for the good governance of the people in its district. However, local laws will be inoperative if they are inconsistent with other written laws – for example, a State law covering the same issue.

Local laws govern what happens on land owned or managed by the City, and occasionally on privately owned land within the City's boundaries.

Delegation

Under the *Local Government Act 1995*, the Council can choose to delegate its powers and responsibilities to the CEO, allowing them to perform functions and duties on Council's behalf. The CEO can also delegate authority to other staff.

Delegated authority facilitates the efficient operation of the Council and helps Council Members maintain strategic focus on the direction of the City.





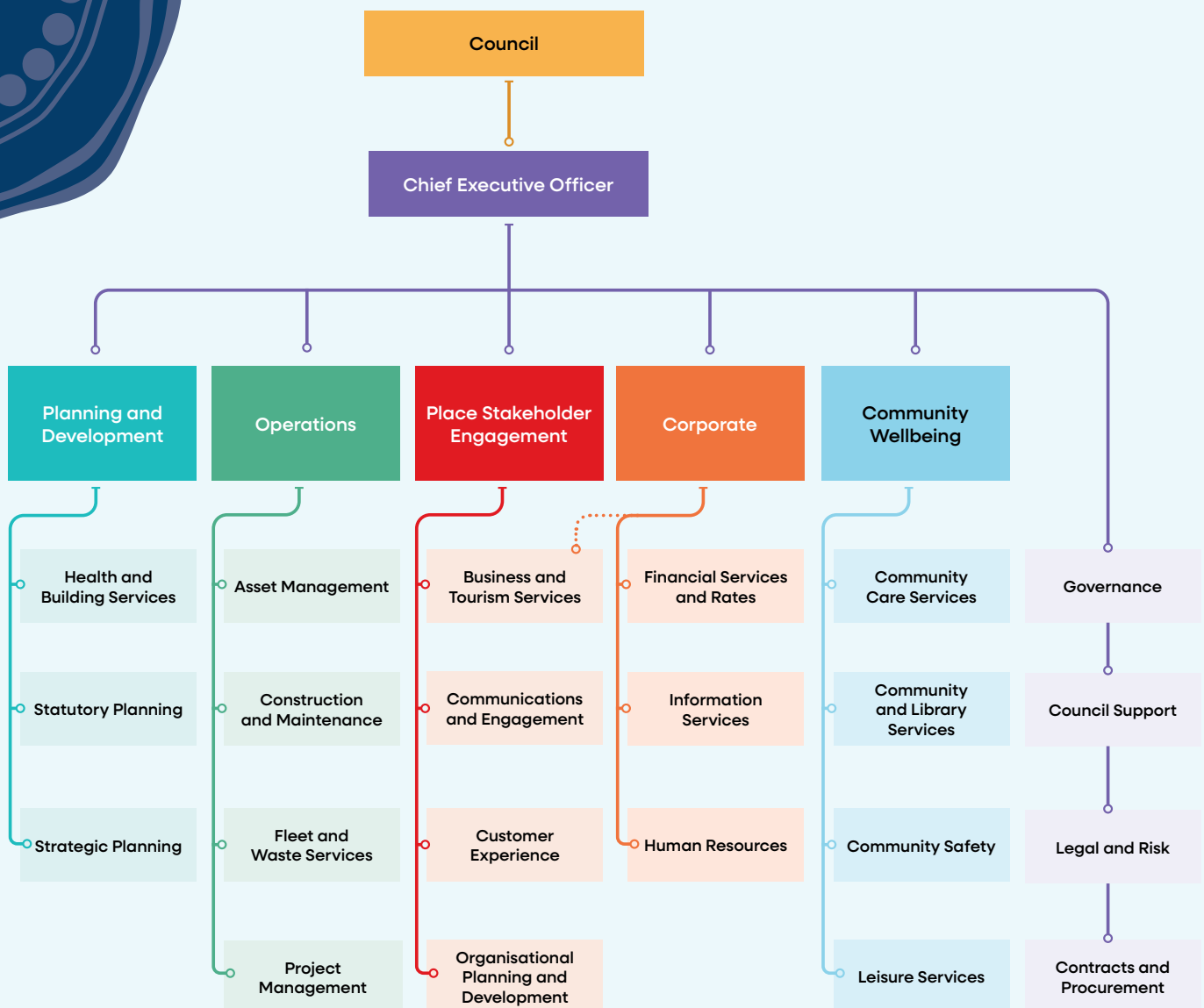
Our organisation

The City employs 1,383 people of all ages, backgrounds and skill sets. Our organisation is a reflection of our community – dynamic and diverse.

With a growing population spread across almost 20 per cent of the Perth metropolitan area, the City must ensure that our organisation has the right people and processes in place to plan for an even brighter future.

As we work to empower our staff and improve our performance, we do so with one overarching goal in mind – improving the lives of our community members.

Our structure



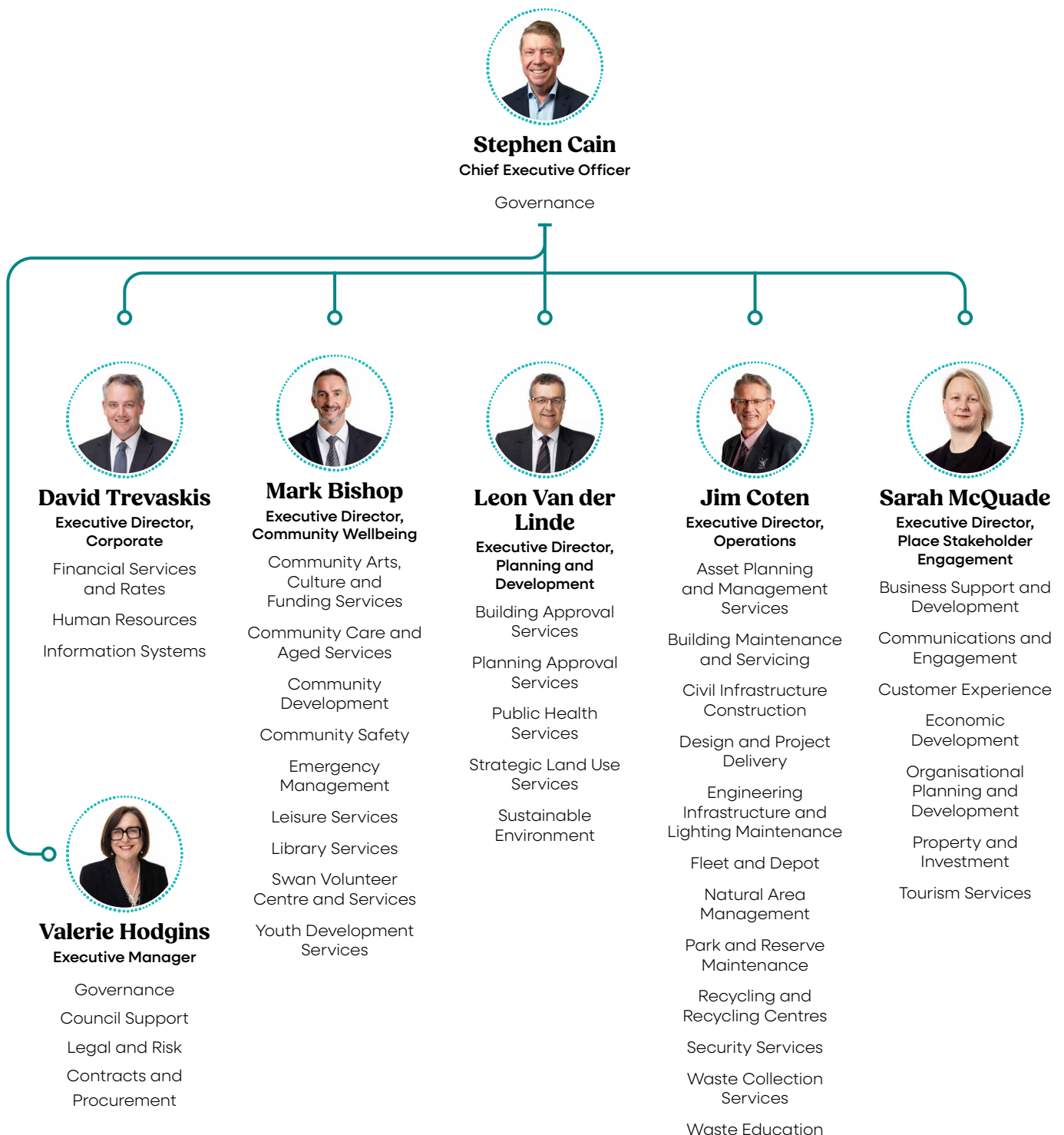
The Executive Director Team

The role of the Executive Director Team is to provide ethical, transparent and accountable leadership and strategic management for our organisation while ensuring that operations are effective, efficient and responsible.

City services

The organisational structure below details the responsible Executive Director of each service.

Organisational structure



The City's Executive Team comprises the Chief Executive Officer, five Executive Directors and one Executive Manager Governance. The role of the Executive Team is to provide ethical and accountable leadership and strategic management for the organisation while also ensuring the City's operations are effective, efficient and sustainable.

The Executive Team oversees the organisation's five divisions and their respective business units, as outlined below.



Stephen Cain **Chief Executive Officer**

As the Chief Executive Officer, Stephen is responsible for ensuring the City delivers on its commitments to our community as outlined in the Strategic Community Plan. He provides leadership and guidance to the Executive Directors and oversees the Governance Business Unit.

In accordance with the *Local Government Act 1995*, the role of the Chief Executive Officer is to:

- Advise the Council in relation to the functions of a local government under this Act and other written laws
- Ensure that advice and information is available to the Council so that informed decisions can be made
- Cause Council decisions to be implemented
- Manage the day-to-day operations of the local government
- Liaise with the Mayor or President on the local government's affairs and the performance of the local government's functions
- Speak on behalf of the local government if the Mayor or President agrees
- Be responsible for the employment, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees)
- Ensure records and documents of the local government are properly kept for the purposes of this Act and any other written law
- Perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the Chief Executive Officer.



Executive Manager Governance **Governance**

The Governance Business Unit guides the organisation through Council decision-making activities, assisting Council Members and supporting the Chief Executive Officer. This Business Unit houses the City's governance, legal, risk, and contracts and procurement teams.



Leon Van der Linde
Executive Director,
Planning and Development

The Planning and Development Division is responsible for planning and managing the sustainable growth and development of the City. The team prepares and implements local planning schemes and strategies, assessing development applications and building plans, enforcing planning controls, overseeing environmental health matters and supporting economic development.

The division consists of the following teams:

Health and Building Services

This team oversees building control, environmental health and public health matters through the management of applications, approvals and compliance under relevant legislative controls.

Statutory Planning

This Statutory Planning team implements the City's strategic planning goals through the Local Planning Scheme and administers the scheme in interactions with all stakeholders.

Strategic Planning

This Business Unit focuses on the development of long-term strategies and plans that will guide the future of our built and natural environments. Local Area Plans are also developed, informed by community consultation, to support vibrant, sustainable and attractive local places.



Jim Coten
Executive Director, Operations

Operations manages the City's infrastructure assets, provides waste management services, plans and delivers major projects, and ensures existing assets are well maintained.

The division consists of the following teams:

Asset Management

This Business Unit provides medium- to long-term planning and approvals for the creation, modification or disposal of infrastructure, natural environment and community facility assets.

Construction and Maintenance

The role of this team is to construct capital works projects, provide security services and maintain buildings, engineering, parks and natural environment assets to improve liveability in our community.

Fleet and Waste Services

This team manages, maintains and develops the City's vehicle fleet, plant and equipment. It also manages the delivery of efficient and sustainable rubbish, refuse and recycling services.

Project Management

The Project Management Business Unit plans, designs and delivers the City's Capital Works Program, ensuring projects are constructed on time, on budget and to the required specification. They ensure the City's roads, buildings, drainage, parks and footpaths meet our needs now and into the future.



Sarah McQuade
**Executive Director, Place
Stakeholder Engagement**

The Place Stakeholder and Engagement Division builds corporate capability through the effective development and implementation of strategies and systems, and ensures that the City is adaptable to customer needs so that our customers and stakeholders feel informed, engaged, heard, supported, connected and empowered.

Place Stakeholder Engagement consists of the following teams:

Business and Tourism Services

This Business Unit provides services and strategies that support local businesses and the tourism industry, with a goal of driving economic development.

Communications and Engagement

This Business Unit strategically manages the communications and marketing of the City's projects, initiatives, activities and services. The team delivers the City's corporate and civic events and manages community engagement.

Customer Experience

This Business Unit ensures the City is adaptable to customer needs and expectations through seamless and accessible customer experiences. As digital transformation enhances efficiency and effectiveness, the team ensures customers feel supported and well serviced by the City

**Organisational Planning and
Development**

This team guides the development and implementation of strategies and systems which build corporate capability, improve organisational effectiveness and support the achievement of the City's strategic goals.



Mark Bishop
**Executive Director,
Community Wellbeing**

The Community Wellbeing Division provides vibrant services for people and places that promote inclusion, community growth, place activation, health and wellbeing. These outcomes are delivered through the services provided at the City's libraries, youth centres, aged care facilities and leisure centres. They are also delivered through community safety, place activation, arts and culture and grants services.

The Community Wellbeing Division consists of the following teams:

Community Care Services

The role of Community Care Services is to provide appropriate care for the ageing population, people living with dementia, younger people with disabilities, and carers.

Community and Library Services

This Business Unit manages the City's libraries and fosters a resilient, inclusive, vibrant and connected community through volunteering, youth leadership and participation, local stakeholder engagement, place activation, access to arts and culture, and community development services.

Community Safety

This team partners with local law enforcement services, the community and other organisations to provide community awareness, education and enforcement of crime prevention, local laws and emergency management initiatives.

Leisure Services

The Leisure Services team runs the City's popular Swan Active centres and other sport and recreation facilities. They aim to enhance the quality of life of the community through diverse and accessible services and facilities.



David Trevaskis

Executive Director, Corporate

David is responsible for leading the Corporate division, working internally in partnership with colleagues to deliver high-quality corporate services that enable the City to fulfil its community expectations. The division focuses on people, system capability, and financial sustainability to ensure the City is accountable and well-resourced to meet future challenges.

The Corporate division consists of the following teams:

Financial Services and Rates

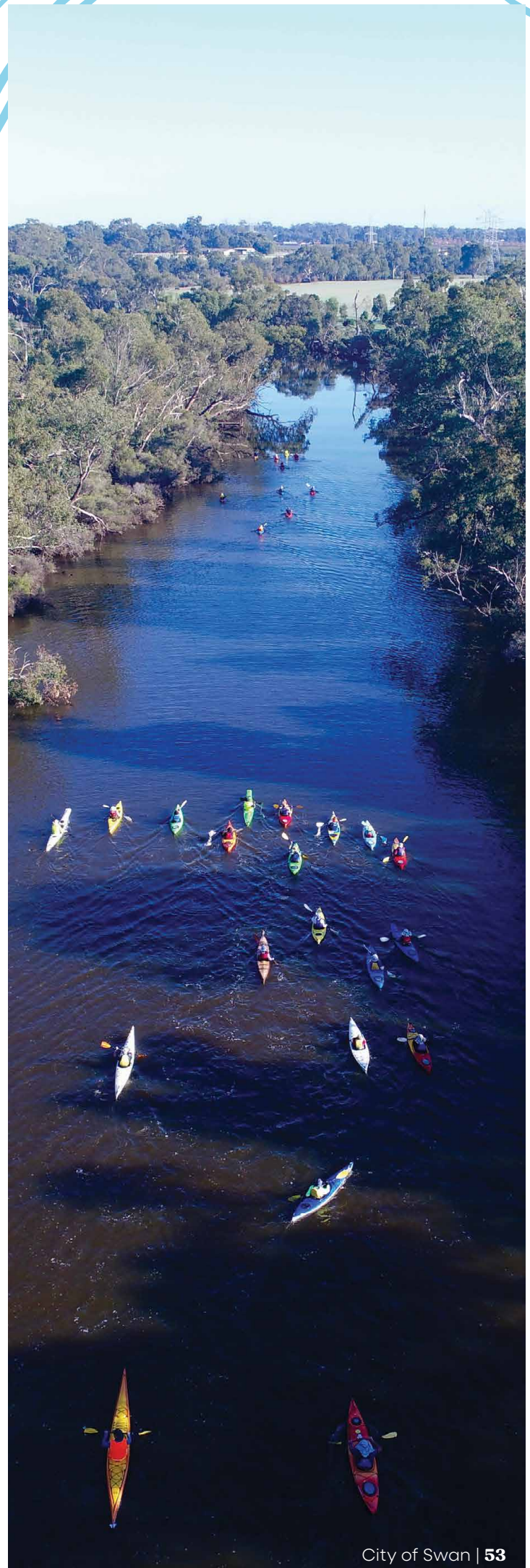
This Business Unit ensures the long-term effective financial management and accountability of the City and promotes the efficient use of funding and assets.

Information Services

This team manages the City's information technology, including the access, storage, processing, development, retrieval and disposal of hardware and software. The team also manages paper-based information for the City.

Human Resources

The Human Resources team provides a full suite of people, culture, safety and capability services, which support the City to achieve its vision through its employees.








Our services

The City has 35 services, each with a specialised, unique role to play in delivering our strategic direction and community vision. Resources such as infrastructure, people and finances are allocated in order to deliver these services.

Below are the services we deliver to our community members to achieve their vision as well as how those services are divided among our Executive Team.

For more detailed information about our services, please see the service plans published on our website.

 Natural Environment: <i>Sustainable, green and peaceful</i>	 Economic: <i>Thriving and vibrant</i>	 Social: <i>Diverse, engaged and safe</i>	 Built Environment: <i>Modern and connected</i>	 Governance: <i>Progressive and responsible</i>
<ul style="list-style-type: none"> • Emergency management • Natural area management • Park and reserve maintenance • Recycling and recycling centres • Sustainable environment • Waste education • Waste collection services. 	<ul style="list-style-type: none"> • Business support and development • Economic development • Property and investment • Tourism services. 	<ul style="list-style-type: none"> • Community arts, culture and funding • Community care and aged services • Community development • Community safety • Leisure services • Library services • Public health services • Security services • Swan volunteer centre and services • Youth development services. 	<ul style="list-style-type: none"> • Asset planning and management services • Building approval services • Design and project delivery • Construction and maintenance • Fleet and depot • Planning approval services • Strategic land use services. 	<ul style="list-style-type: none"> • Communications and engagement • Customer experience • Financial services and rates • Governance • Human resources • Information systems • Organisational planning and development.



Our stakeholders

The City has a comprehensive and diverse mix of stakeholders that we work with collaboratively to achieve mutually beneficial outcomes. The table below lists our main stakeholder groups at a high level, with many fitting into multiple groups.



Residents and ratepayers

What is their role?

Local Community members and ratepayers.

Area of interest in the City

Quality of life, access and use of local services, representation.

How can they contribute?

Participate in consultations, pay rates, run for Council.



Traditional Custodians

What is their role?

The recognised Aboriginal custodians of the land where the City of Swan is located (the Whadjuk Noongar people).

Area of interest in the City

Cultural heritage protection measures, enhance connection to the land through regulation, act as advocates.

How can they contribute?

Preserve cultural sites, provide traditional knowledge, partner with the City to maximise outcomes for the First Nations community.



Community groups

What is their role?

Organisations representing local interests.

Area of interest in the City

Local Community development, representation.

How can they contribute?

Organise events, advocate for Community needs.



Service providers

What is their role?

Businesses providing services to the community.

Area of interest in the City

Business opportunities, community wellbeing.

How can they contribute?

Offer services that benefit the community, support events, provide insights.



Educational institutions

What is their role?

Provide teaching and learning opportunities for people of all ages and backgrounds.

Area of interest in the City

Educational opportunities, youth development activities, community inclusion.

How can they contribute?

Collaborate on educational programs, engage with the City to provide feedback on initiatives.



Government

What is their role?

To provide State and Federal services, funding, partnerships, or play a regulatory role.

Area of interest in the City

Effective governance, public service delivery and collaboration.

How can they contribute?

Develop policies, provide essential services, proactive communication.



Businesses

What is their role?

Contribute to the local economy.

Area of interest in the City

Promote community wellbeing through economic growth of the area.

How can they contribute?

Provide and sustain jobs, support local economy, engage in local events.



City employees

What is their role?

Workers employed by the local government.

Area of interest in the City

Governance of local area, deliver public services, model employer.

How can they contribute?

Provide essential services, support government operations.



Industry associations

What is their role?

Organisations representing specific industries.

Area of interest in the City

Amplify their message, engage with them on specific issues and provide a local response.

How can they contribute?

Advocate for industry interests, collaborate with City on initiatives.



Sporting and leisure clubs and associations

What is their role?

Organisations promoting sports, recreation and leisure activities for social connection, fun and wellbeing.

Area of interest in the City

Recreation space and facility provision and management, funding, community engagement opportunities..

How can they contribute?

Organise sports activities, promote active lifestyle, partner with the City on community development initiatives and promotional opportunities.



Visitors

What is their role?

Individuals visiting businesses, public facilities or natural attractions in the local area.

Area of interest in the City

Well-developed tourism attractions and opportunities support the local economy and a safe, attractive physical environment.

How can they contribute?

Spend money at local businesses, generate content businesses can use, explore local attractions.



Media

What is their role?

News outlets and communication platforms.

Area of interest in the City

Inform the public, provide news coverage.

How can they contribute?

Report on local news, events and issues, raise awareness about the City and its programs/activities.



Special interest groups

What is their role?

Organisations advocating for specific causes.

Area of interest in the City

Provide and advocate for inclusiveness, advocate for specific community concerns, provide support through programs and initiatives.

How can they contribute?

Advocate for specific causes, engage in relevant issues.



Politicians

What is their role?

Elected representatives and policymakers at State and Federal level.

Area of interest in the City

Deliver local services which affect their constituents.

How can they contribute?

Develop and implement policies beneficial to the community, partner with City or provide funding to ensure sustainability of services.

Our people

Our people deliver the services to meet the needs and expectations of our wonderfully diverse community.

With the City’s population reaching an estimated total of 300,000 by 2050, it is vital to ensure that our workforce remains adaptable to forecasted change and well-equipped with the necessary skills to deliver essential services to residents and businesses.

We invest in staff through training and development opportunities, actively working to attract highly skilled candidates and building the capacity of our workforce through programs, policies and frameworks to comply with legislative requirements for employment.

We are proud to deliver a comprehensive staff wellbeing program to our people and recognise the evolving needs of our workforce to achieve a holistic work-life balance.

In 2024/25, the City also began work on the following initiatives, with our people at the forefront of our focus:

- Redeveloping our employee value proposition
- Establishing talent plans that complement recruitment activities
- Developing a competency, accountability and behavioural framework
- Forming an internal mentoring program
- Assisting with the agile office planning
- Conducting a City-wide psychosocial risk assessment.

Code of Conduct

The City’s Code of Conduct sets out the standards of conduct and integrity required by all City staff, including volunteers and contractors. Upon commencing employment with the City, all employees are required to read and sign the code of conduct and agree to upholding the City’s values.

A copy of the employee Code of Conduct is available from the City’s website [here](#).

Our workforce profile

Employee salary range table

Salary range \$	2022/23	2023/24	2024/25
130,000-139,999	16	20	8
140,000-149,999	7	18	32
150,000-159,999	4	5	4
160,000 - 169,999	6	6	7
170,000-179,999	3	4	4
180,000-189,999	2	5	2
190,000-199,999	0	2	6
200,000-209,999	0	2	3
210,000-219,999	0	2	0
220,000-229,999	1	2	0
230,000-239,999	4	2	0
250,000-259,999	0	4	1
260,000-269,999	0	0	4
310,000-\$319,999	1	0	0
320,000-329,999	0	1	0
340,000-349,999	0	0	1

CEO remuneration

During 2024/25 there was one incumbent in the role of the Chief Executive Officer for the City.

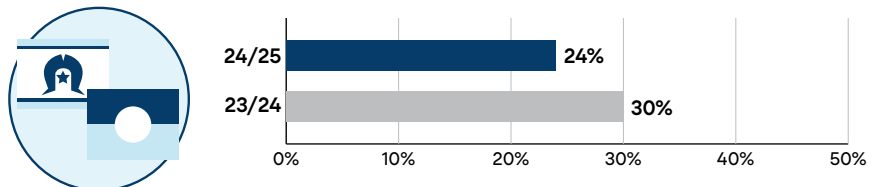
- Stephen Cain’s total remuneration for 2024/25 was **\$417,430**.

City of Swan Employee type

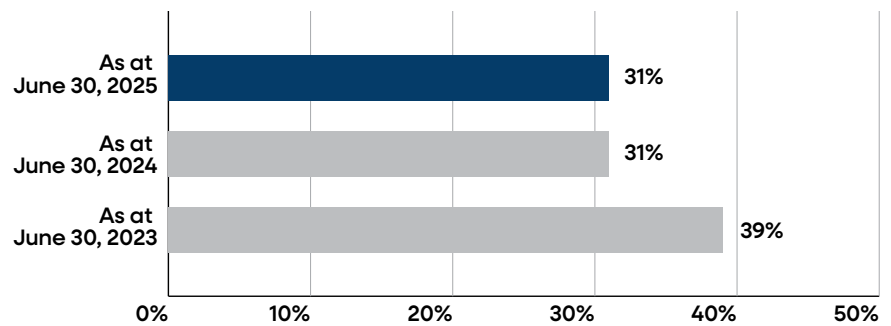


- Full-time (675)
- Part-time (208)
- Casual (500)

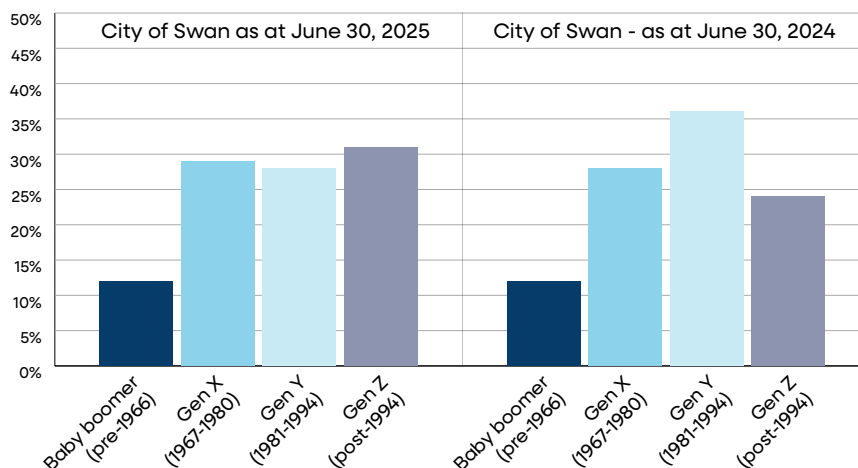
Aboriginal cultural awareness training: Percentage of staff completed



Women in manager roles (Manager and above)



Employee by generation



Staff turnover



14.05%
City of Swan
turnover in 2024/25

WA local government
average **26.8%**

Work health and safety

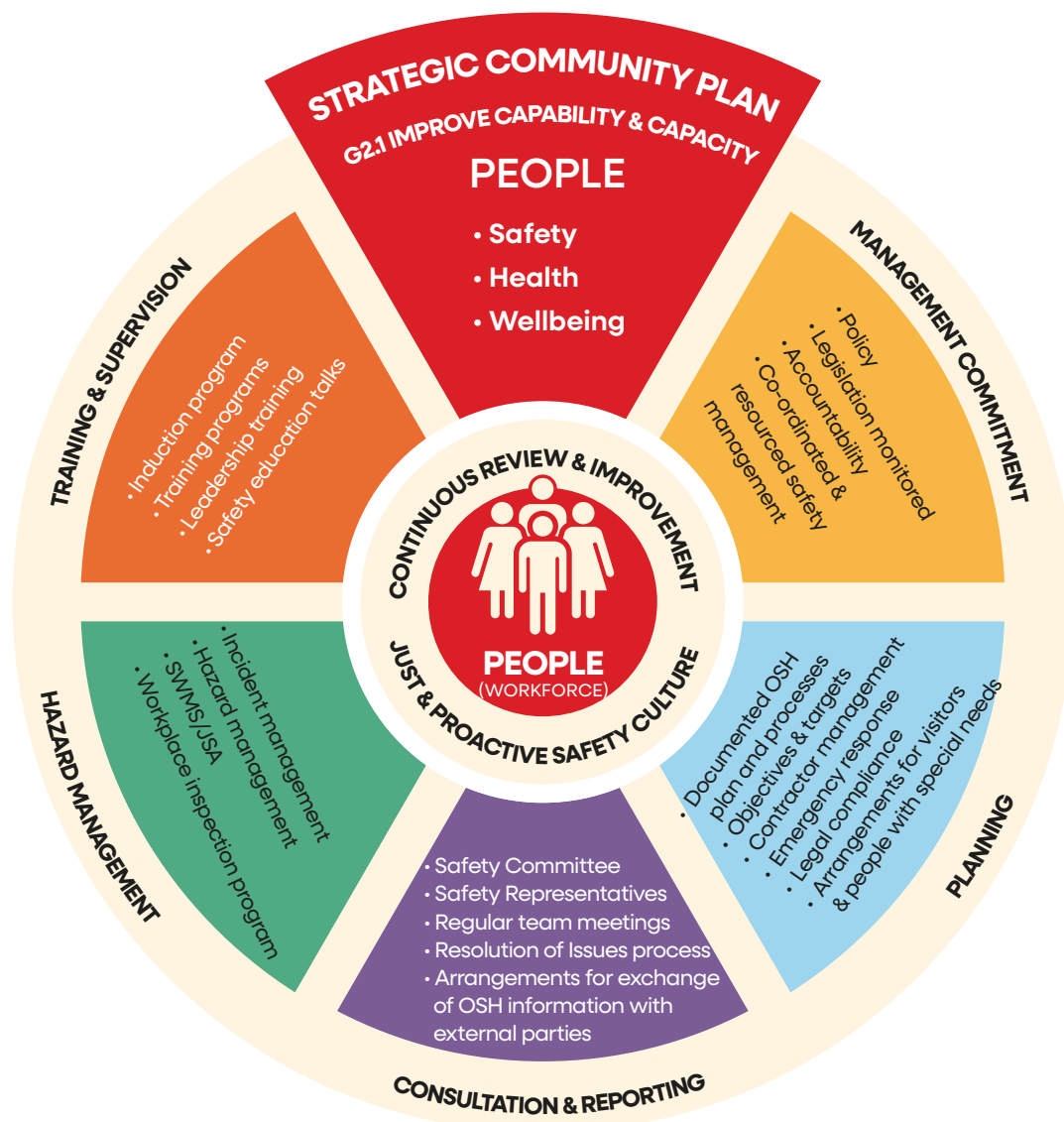
The safety of our people is always our highest priority. The City is committed to providing a safe and healthy workplace to minimise the risk of work injuries for all staff. This is achieved through:

- Maintaining a strong focus and commitment to reducing the risk of injury and damage in the workplace
- Providing clear planning processes and objectives, with an emphasis on continuous improvement of systems
- Implementing best practice work health and safety (WHS) principles throughout all City operations

- Ensuring compliance with WHS legislation and other related legislative requirements are met
- Ensuring all objectives and activities of the Work Health and Safety Management System (WHSMS) are properly resourced.

The City's WHSMS provides a framework in which the City works to eliminate and/or minimise the risk of all WHS hazards relevant to its operations. This framework consists of the following components:

- Management commitment
- Planning
- Consultation and reporting
- Hazard management
- Training and supervision
- Measurement, review and improvement.





The City was subject to its scheduled external audit of WHS Management Systems systems during 2024/25. The audit was undertaken by a member of the WHS team at LGIS and the City received a final score of 97 per cent. This outstanding result resulted in the City receiving the Diligence in Safety Tier 3 Gold Certificate from LGIS.

The City was audited on six different elements: Management Commitment, Planning, Consultation and Reporting, Hazard Management, Training and Supervision, and for the first time, Volunteer Management.

There were 833 incidents recorded during 2024/25, compared to 709 incidents in 2023/24. The increase, however, is linked to the increased reporting focus undertaken within operational and community focusing areas.

There were 987 hazards reported during 2024/25, an increase from 697 during the previous year, with an increased focus on hazard identification. By identifying hazards early, they can be addressed and eliminated before an incident can occur.

The City facilitated a Psychological Safety Assessment during 2024/25, which was conducted by an external firm specialising in Organisational Psychology. This involved 20 individual leader interviews, 18 focus groups with 164 workers participating, and a City-wide online survey.

Due to the increased incidences of antisocial behaviour and aggression towards City workers by members of the public, the City provided 11 individual De-escalation Skills training sessions, with up to 25 workers attending each session.

The City has begun the deployment of mobile technology to field workers, with iPads and Samsung tablets being implemented within the Construction and Maintenance field crews.

City staff engaged in several health and wellbeing initiatives, including:

- Blood donations: 156 staff participated
- Skin Screenings: 236 staff participated
- Flu Vaccinations: 207 staff participated.

Connecting with our community

The City is committed to supporting and connecting with our thriving community by:

- Delivering compelling communications and effective engagements on behalf of the City, with our community and customers front of mind
- Providing accessible, reliable information to empower the community when they interact and transact with our team and services.

We do this in a number of ways, including our engagement platform, Swan Engage, social media channels, media and newsletters, websites and events.

For a detailed overview on what we have achieved in this area during 2024/25, see the Governance key result area within *Our Performance*.



A family enjoying a City event



Customer Experience Charter

Our Customer Experience Charter signifies the City's commitment to providing exceptional customer service.

The City is guided by three key principles that build a foundation for how we conduct ourselves and engage with our customers. All employees and contractors are expected to uphold the same principles, which are:

1. **View processes from a customer lens.** We are listening. We encourage two-way communication and will seek your opinion through regular surveys to improve and enhance service delivery to meet your needs.
2. **Invest in technology.** Technology will be used to support and provide more effective and efficient interactions for customers who want to feel empowered and in control of their experience.
3. **Adaptable to customer needs.** We want to give you choices. The City is committed to adapting our communication channels to ensure you can connect with us via a method that meets your unique needs.

We encourage continuous improvement on all programs and services. Our full Customer Experience Charter is available through the City's website.



Calendar of events

Ballajura Pump Track opening

Friday, July 5, 2024

The City officially opened the new Pump Track at Kingfisher Oval. The City-funded event featured a live DJ, performances by Freestyle Now, and complimentary sausage sizzles and juice for attendees.



Avon Descent Festival

August 2024

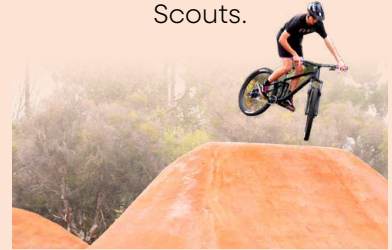
Held at Lilac Hill, this is the City of Swan's largest signature event, attracting over 9,000 attendees. The festival featured live woodchopping displays, local market stalls, and free amusement rides.



Ellenbrook BMX Pump Track opening

Friday, August 23, 2024

The upgraded Ellenbrook BMX Pump Track on Library Avenue was officially opened. Designed in collaboration with residents, the new track includes both intermediate and advanced jump lines. The City-funded event included a DJ, Freestyle Now performances, free ice cream and a sausage sizzle hosted by the Ellenbrook Scouts.



Dayton District Open Space – official opening

Saturday, September 21, 2024

The opening featured interactive cricket and hockey activations, various family-friendly activities, and local food trucks.



Leadership Symposium

October 2024

A celebration and advocacy event showcasing the City's leadership, achievements and community impact.



Entwined in the Valley

October 2024

A month-long celebration featuring more than 30 local Swan Valley growers, producers and makers. Events included wine tastings, food experiences and artisan showcases.



Australia Day Citizenship Ceremony and Community Citizen of the Year Awards

January 2025

This event welcomed our newest Australian citizens and honoured local heroes, with over 30 nominations received for the Community Citizen of the Year Awards.



Ellenbrook Inflatable Day

February 2025

A brand-new community event featuring inflatable water slides, providing fun for families before the school year began.



Reformer Pilates Studio Launch – Swan Active Beechboro

May 2025

Swan Active Beechboro celebrated the opening of its new Reformer Pilates studio with a community launch event.



Ballajura Intergenerational Play Space Opening – Weitj Park

January 2025

About 1,500 people attended the opening of the new intergenerational play space at Weitj Park.



Altone Comes Alive

March 2025

A vibrant multicultural celebration showcasing the City's diversity, including a citizenship ceremony for new Australians.



Volunteer Fire Brigade Awards Night

June 2025

An evening dedicated to recognising and honouring the dedication and service of our local volunteer firefighters.



Swan Volunteer Resource Centre statistics:



169
volunteer
opportunities listed



1,970
online applications
processed (highest
age group was 18–25)



98
face-to-face
interviews conducted



Volunteer referral
officers donated
3,133 hours
which equates to a **\$136,000**
contribution to the City



Delivered eight
training sessions for
volunteer managers and
community groups



Delivered six
Step Into Volunteering
sessions



Gifted 127
movie tickets gifted to
recognise volunteers in Swan.

Volunteering

Volunteering plays a vital role in the City by fostering a sense of community, supporting local services, and enhancing the wellbeing of its residents.

Volunteers contribute invaluable time and skills, helping to deliver essential programs that promote social cohesion, environmental sustainability and cultural diversity. Their efforts not only improve the quality of life for individuals but also strengthen the City's resilience, making Swan a more vibrant, connected and inclusive community. Through their dedication, volunteers create lasting positive impacts that align with the City's vision for a thriving future.

Organisations involving volunteers have had to review their programs to offer greater flexibility, style and a range of new opportunities. We are now starting to see increasingly diverse roles being offered in the community and an openness to meet volunteers' needs and their availability. It is hoped that this move will increase the potential volunteer pool and increase the diverse and inclusive nature of volunteering, which is a key focus both nationally and within the City

The state of volunteering in WA:

- WA volunteers contribute 398.7 million hours of time and create \$63.9 billion in economic value annually. Around 1.5 million people volunteer each year in WA, representing nearly 70 per cent of the population over 15 years of age
- For every \$1 invested in volunteering, \$4.70 is returned to the Western Australian community
- Volunteering in WA generates about 41,800 jobs across the community, according to economic models
- The top three motivators for volunteering continue to be to help others, for enjoyment, and to be active and engaged with the community.

Source: Volunteering WA (most recent data)

The Swan Volunteer Resource Centre

The Swan Volunteer Resource Centre (SVRC) provides a face-to-face and online referral service for enquiring volunteers and supports a membership of 250 volunteer-involving organisations. Members receive:

- free promotion of their volunteer roles through online portals and social media
- access to training and a suite of internally produced resources
- networking opportunities
- provision of information relating to grants, current trends and mentoring.

The SVRC operates with a diverse team of 18 volunteer staff across four sites: Midland, Ellenbrook, Bullsbrook and Beechboro.

Internal volunteer program

In response to the *Work Health and Safety Act 2020* and subsequent harmonisation Act that came into force in 2023 which places volunteers on the same level as paid staff in terms of safety and compliance, the City has made significant efforts to align its internal volunteer management processes with these updated requirements. This involved a comprehensive review of existing policies and procedures, followed by the implementation of enhanced safety protocols to ensure the wellbeing of all volunteers.

The City has established an internal working group to continue to improve on the management and recognition of volunteers. Swan provides interesting and rewarding roles for volunteers that create additional support to the community and in return foster a sense of belonging and professional development for the individual.

Swan Volunteers support the community through roles with Swan Community Care, Youth Centres Libraries, Waste, Friends of Groups, Swan Volunteer Resource Centre hubs and the Bush Fire Brigades. Internal volunteers are honoured for their recognition through a range of recognition events and milestone celebrations.

For the second year in a row place activation has extended the City's recognition of volunteers for National Volunteer Week by providing a successful free movie night for community volunteers. Another larger scale community event is being planned in December for International Volunteer Day.

Best practice and research

The City's volunteer practices are based upon the National Standards for Volunteer Involvement 2023, the National Strategy for Volunteering 2023-33, the National Principles for Child Safe Organisations, West Australian Volunteer Strategy 2023, West Australian Volunteering Strategy Action Plan 2023 - 2026, the West Australian State of Volunteering Report 2024 (Volunteering WA), and the National Standards for Volunteer Involvement.



Advocacy

The City is committed to working alongside our community, stakeholders and all levels of government to bring the vision of our Strategic Community Plan to life. We do this by building strong relationships, listening to what matters most to our residents, and advocating for the projects that will make the biggest difference in our community.

Our Financial Advocacy Priorities 2023-2025 set out the key social and infrastructure projects that could benefit from State and Federal Government funding. Determined through identifying projects on the City's Capital Works Program and the priorities we've heard from the community through local area planning and community consultation, the list guides our strategic and proactive advocacy efforts.

The list includes over 70 projects, covering everything from smaller improvements like new water refill stations and shaded areas in local parks to major initiatives such as building the Ellenbrook Community Centre, expanding changing facilities at Swan Active Midland, and upgrading key roads like Marshall Road to ease congestion and boost safety.

In the 2024/25 financial year, we delivered a range of local improvements, including upgraded change rooms at Altone Pavilion,

new play equipment at Lockridge Family Centre, and the completion of the Old Marshall Road shared path.

Since adopting the 2023-2025 Financial Advocacy Priorities, the City has been actively advocating for the community, aligning efforts with recent election cycles and targeting projects with strong funding potential. To date we have secured over \$20 million in external funding commitments. We're committed to building on this success.

The Financial Advocacy Priorities 2023-2025 were endorsed by Council in April 2024. By focusing our efforts and taking a more strategic and proactive approach to advocating for our local community, we have worked to secure more government funding for the projects that matter most to our residents.

Visit the City's website to see the full list of our **Financial Advocacy Priorities**.



Planning for our community

The Integrated Planning and Reporting Framework

As part of the Integrated Planning and Reporting Framework, local governments are required to adopt a Strategic Community Plan and Corporate Business Plan.

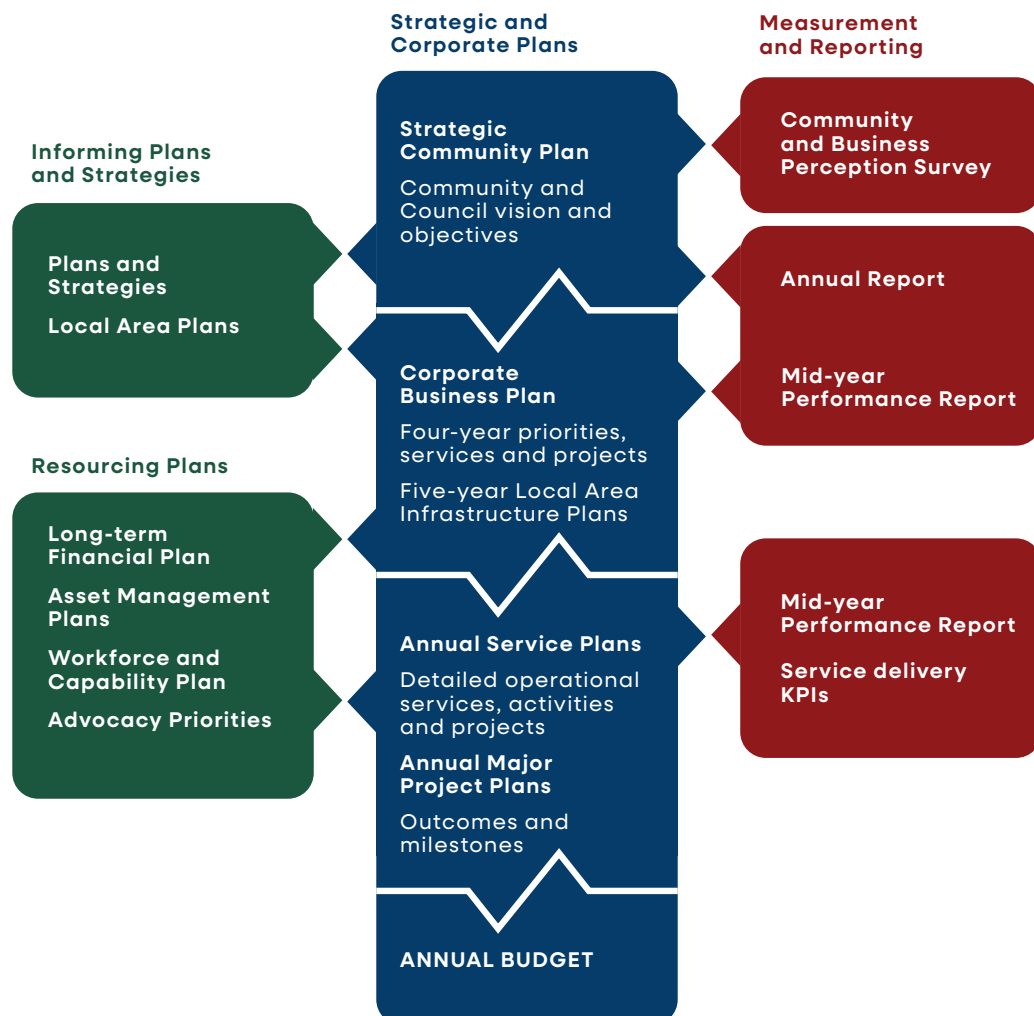
- **Strategic Community Plan** – a 10-year plan, which is our guiding strategy and is informed by community aspirations for the future
- **Corporate Business Plan** – a four-year plan, which details the resources and priorities required to implement the first four years of the Strategic Community Plan.

The framework provides local governments with a guide for translating community priorities and aspirations into operational objectives. The plans developed as part of the framework detail how we plan to deliver the objectives and report on our progress.

Underlying principles of the framework include:

- Understanding the external environment and what the community aspires to
- Setting direction within resource capacity
- Monitoring performance for accountability and adaptability
- Applying a holistic approach to improve outcomes.

The diagram below shows how the framework is applied at the City of Swan.



Strategic Community Plan

Our highest-level plan, the Strategic Community Plan (SCP), sets out the vision, aspirations and objectives for the City of Swan community over a 10-year period.

The SCP was developed through extensive research and community consultation. It undergoes a major review every four years in consultation with the community.

The most recent major review was completed in January 2021. The resulting Strategic Community Plan 2021-2031 was adopted by Council in January 2021 and had a stronger focus on the natural environment and community engagement.

The SCP underwent a minor review in early 2023, which resulted in no changes to the plan. From February to April 2025, the City ran its largest ever SCP community engagement campaign to provide everyone who lives, works and plays in the City a convenient and accessible way to help shape the City's future.

The plan also includes the 17 United Nations Sustainable Development Goals – a set of global goals that form a blueprint for a better and more sustainable future for all – to demonstrate how the City is contributing to making a positive global impact.

Corporate Business Plan

The Corporate Business Plan (CBP) translates the aspirations of the SCP into concrete operational priorities and indicates how they will be resourced over a four-year period.

The CBP articulates how the SCP objectives will be delivered through specific service delivery, capital works, strategic priorities and projects.

The City delivers 35 services which inform the CBP. The CBP and all service plans are reviewed annually to ensure the City remains adaptable and responsive to the changing external environment and community needs.

To view the SCP and CBP, visit www.swan.wa.gov.au/our-performance.

Annual service planning

As part of the City's annual business planning process, we develop annual service plans for each of our 35 services. These service plans detail service delivery, service levels, allocated and forecasted resourcing, allocated funding and community feedback. They are designed to monitor operational output and identify potential risks in the delivery of our services, projects and outputs.



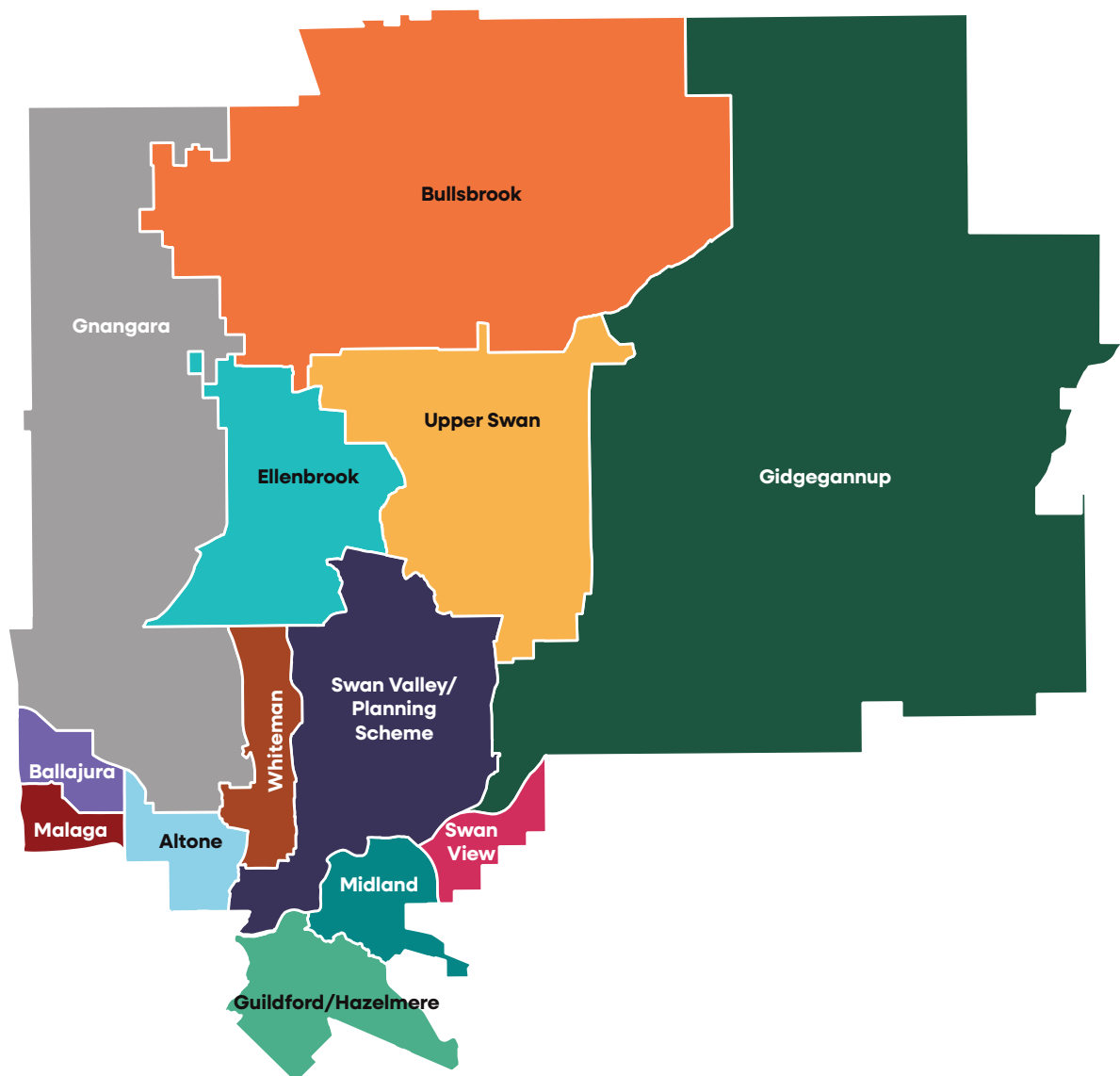
Local area planning

Spread across almost 20 per cent of the Perth metropolitan area, our City is home to a range of culturally rich and diverse communities living in a range of settings, from high-density suburbs to rural areas.

Local area planning provides an opportunity to recognise the character and needs of diverse communities. It is a mechanism that allows the City to identify local issues in consultation with local communities, then produce a plan that prioritises and addresses those specific needs.

Local area plans are integrated with the City's Strategic Community Plan so they can inform corporate business planning for the delivery of services to the community. They are important documents that help the City plan infrastructure and services and manage change at a local level. They consolidate and support the delivery of the City's vision of 'One City, diverse people, cultures and places', while meeting the objectives and actions in the Local Planning Strategy.

Our 12 local areas are Altone, Ballajura, Bullsbrook, Ellenbrook, Gidgegannup, Guildford/Hazelmere, Malaga, Midland, Swan Valley, Swan View, Upper Swan and Whiteman.



Local area snapshot



Residential
population

24,136



Median age

36



Persons per dwelling

2.75



Aboriginal and Torres
Strait Islanders

4.1%



Born overseas

38%



Couples
with children

34.3%

Altone

The Altone local area is in the south-west area of the City and includes the suburbs of Bennett Springs, Beechboro, Kiara, Lockridge and parts of Caversham and Whiteman.

Altone local area priorities

- 1 Ensuring adequate amenities and infrastructure for public open space
- 2 Improving movement and access networks
- 3 Protecting bushland and tree retention
- 4 Facilitating social cohesion through community programs and activities
- 5 Provision of social opportunities for young people
- 6 Provision of service delivery for the community
- 7 Promoting Aboriginal and Torres Strait Islander culture.

Successes

Priority one

- Altone Park Pavilion change room upgrade and playground relocation at Rosher Park Oval

Priority two

- Installing a new bus shelter (Stop 15670) on Bennett Springs Drive

Priority three

- The City planted 1,500 seedlings at Swaminarayan Temple, 2,985 in Caversham, and 560 at Oriole Reserve. Two community events were held at Woolgar Park, where an additional 200 seedlings were planted, contributing to over 43 volunteer hours

Priority four

- The City held the Ellenbrook and Swan Active Beechboro Inflatables Days, free community events

Priority five

- Weekly art sessions are hosted by Art Jam WA at the Beechboro Library for young people

Priority six

- The City has supported a volunteer group to establish the Altone Memory Café, offering a welcoming space for people living with dementia

Priority seven

- The City held the Beechboro NAIDOC and Kiara NAIDOC community events, celebrating Aboriginal and Torres Strait Islander culture and community spirit.

Local area snapshot



Residential population

19,644



Median age

37



Couples with children

38%



Lone-person household

17%



Aboriginal and Torres Strait Islanders

2.1%



Born overseas

37%



Language at home other than English

31%



Needs assistance with core activities

4.8%

Ballajura

The Ballajura local area is made up entirely of the suburb of Ballajura. It is predominantly a residential suburb with established schools, commercial centres and open spaces.

Ballajura local area priorities

- 1 Ensuring adequate amenities and infrastructure for public open space
- 2 Improving movement and access networks
- 3 Streetscape maintenance and improvements
- 4 Improve access to local social spaces and services.

Successes

Priority one

- Upgrades to the Kingfisher Oval South Pavilion, Kings Park, LED lights at Ballajura Oval and replacement of play equipment at Bayview Park and Belvoir Park
- Completion and opening of the Ballajura Intergenerational Playspace, Weitj Park

Priority two

- Resurfacing works completed at the Alexander Drive/Beach Road intersection
- Starting the Ballajura safe active street cycle link to connect Ballajura Central Shopping Centre to the Tonkin Highway principal shared path
- Installing nine new pram ramps to improve disability access to the footpaths

Priority three

- Street tree planting at Hepburn Avenue, Kingfisher Avenue and Cassowary Drive

Priority four

- The City provided various programs and events for young people, such as the Youth Summit, Sexual Health Quarters Share forum, Young Women's Self-Defence class, ArtJam, Ballajura Youth Summit, Youth Art Club workshops and R U OK Day
- The City held a successful seniors open day at the South Ballajura Community Centre about topics such as aged care, home care and Swan Community Care.

Local area snapshot



Residential
population

6,482



Couples
with children

35%



Born overseas

19%



Lone-person
household

18%



Aboriginal and Torres
Strait Islanders

2.8%



Technicians and
trade workers

33%



Needs assistance
with core activities

4.6%



Median age

37

Bullsbrook

The Bullsbrook local area encompasses the entire locality of Bullsbrook, which is mainly a rural and rural-residential area with rural land used for grazing, orchards and market gardening.

Bullsbrook local area priorities

- 1 Provide more opportunities for young people
- 2 Advocate for more public transport options
- 3 Upgrade and maintain local government parks and reserves
- 4 Protect the natural environment
- 5 Facilitate and advocate for more employment opportunities.

Successes

Priority one

- Bullsbrook Youth Centre furniture, fittings and equipment replacement
- Facilitation of a Give a Hoot Homeschoolers Market and education day in March

Priority three

- Building renewal and conservation works at West Bullsbrook Hall are underway
- Upgrade of the footpath network within Lowery Park
- Upgrade of BBQs at Lowery Park
- Installation of four rustic artworks forming a trail, following the path of the fire from Wooroloo to Bullsbrook, including some artworks in the Shire of Mundaring
- Bullsbrook District Masterplan planning has started

Priority four

- Upgrade of the Bullsbrook Recycling Centre to ensure it remains fit for purpose.

Local area snapshot



Residential
population

52,024



Median age

32



Couples
with children

42%



Aboriginal and Torres
Strait Islanders

3.2%



Born overseas

34%



Lone-person
household

17%

Ellenbrook

The Ellenbrook local area is made up of several vibrant communities, including Ellenbrook, The Vines, Aveley and future urban areas in North Ellenbrook.

Ellenbrook local area priorities

- 1 Provide more support and social activities for young people
- 2 Protect and retain trees and the natural environment
- 3 Increase visibility of safety and crime prevention initiatives
- 4 Promote Ellenbrook to increase business and service attraction
- 5 Attract local support services to Ellenbrook.

Successes

Priority one

- The City coordinates the Youth Leadership Committee to deliver activities and events such as R U OK Day and Halloween events
- Replacing play space equipment and park upgrades at Badminton Park, Holdsworth Park, Wistful Wetland, Coolamon Oval and Brook Park

Priority two

- Tree planting at various streets including Hawthornden Avenue, Wilding Boulevard, Westgrove Drive, Sandown Crescent, Martingale Avenue, Berrington Trail, Epworth Way, Huxley Drive, Packwood Link and Putley Road
- The City supports 11 Friends Groups and volunteers who have completed over 1,500 hours of environmental restoration activities

Priority three

- 10 mobile CCTV units deployed throughout the Ellenbrook area

Priority four

- The City has joined the Small Business Friendly Local Governments (SBFLG) initiative to provide services and support to local businesses.

Local area snapshot



Residential
population

3,234



Median age

47



Couples
with children

39%



Aboriginal and Torres
Strait Islanders

1.5%



Born overseas

21%

Gidgegannup

The Gidgegannup local area is in the eastern part of the City and includes the Gidgegannup town site, Tilden Park, Brigadoon and Herne Hill.

Gidgegannup local area priorities

- 1 Support the amenity and lifestyle of residents
- 2 Enhance the road network for all users
- 3 Balance sustainable growth with lifestyle
- 4 Protect and raise awareness of natural assets
- 5 Support and champion community
- 6 Provide bushfire mitigation education
- 7 Support local growth of shops and businesses.

Successes

Priority one

- Constructing a play space in Brigadoon
- Playground replacements at the Gidgegannup Showgrounds completed May 2024
- Upgrades to the Gidgegannup Agriculture Hall completed

Priority two

- Large pipe replacement underneath Berry Road to ensure effective drainage in the area

Priority four

- Upgrades to Bells Rapids Lookout
- Large-scale revegetation planting by the City involved the planting of over 9,094 seedlings throughout the Gidgegannup area in 2024

Priority six

- New firefighting assets added to various areas in Gidgegannup, including fire access tracks, fire tanks and other firefighting infrastructures
- Renewal of existing firefighting assets that are in poor condition

Priority seven

- Launched the Perth Hills visitor guide and the Experience Perth Hills website.

Local area snapshot



Residential
population

9,106



Median age

39



Couples
with children

32%



Aboriginal and Torres
Strait Islanders

2.4%



Lone-person
household

23%



Born overseas

27%

Guildford/Hazelmere

The Guildford/Hazelmere local area is in the southern part of the City and includes the suburbs of Guildford, South Guildford, Hazelmere, Perth Airport North, Rosehill Waters and Bushmead. It is predominantly a residential area with some commercial land.

Guildford/Hazelmere local area priorities

- 1 Promote Guildford's heritage and tourism sector
- 2 Strengthen relationships with our diverse cultural community
- 3 Provide adequate bicycle and pedestrian infrastructure
- 4 Protect and retain trees and the natural environment.

Successes

Priority one

- Three plaques were installed around the Light Horse Brigade statue at Stirling Square, recognising the 10th Light Horse Regiment
- The City helped deliver the annual Swan Open Studios, with several local Guildford artists and businesses participating in the 10-day event

Priority two

- The City offers a wide range of grants and sponsorships, such as the Swan Aboriginal Community Christmas Celebration – Ngala, Accessioning Project – Guildford Association Inc, Growing your Brighter Future and Guildford 2024 dance rehearsal and social connectivity space

Priority three

- The City is currently designing a safe active street along Helena Street in Guildford

Priority four

- Planning the restoration of Fishmarket Reserve continues, with public consultation completed. Revegetation works are due to begin mid-2025.

Local area snapshot

Top three industries
of employment



construction
17.7%
manufacturing
17%
wholesale trade
7.2%



Registered
businesses

2,300



Labour force

17,146 persons

Malaga*

Malaga is one of the City's major employment centres, which is strategically located to continue to grow as a major industrial centre. Business numbers are growing, and business types are diverse, with manufacturing, construction, rental and real estate, wholesale and retail trade industries strongly represented by local and national brands.

Malaga local area priorities

- 1 improve parking compliance and its impacts
- 2 Improve pedestrian and cycling connectivity
- 3 Reduce illegal dumping and minimise its impacts
- 4 improve community safety through lighting and CCTV
- 5 Improve traffic and road safety and flows
- 6 Ensure the growth of compatible and rational land uses in Malaga.

Successes

Priority two

- Constructed a new shared path along the old Marshall Road reserve into Guadalupe Drive

Priority five

- Rectification works on Beach Road to replace the uneven surface, including resurfacing the Alexander Drive/Beach Road intersection from Alexander Drive to Bonner Drive
- Resurfacing works on Beringarra Avenue (between Atley Street and Boulder Road)
- Resurfacing works on Kent Way (between Crocker Drive and Westchester Road)
- Reconstructing Truganina Road (between Camboon Road and Agett Road)
- Installing new mast arms to improve visibility at the Victoria Road/Malaga Road signalised intersection

Priority six

- Engagement events for local businesses in Malaga delivered, aimed at educating them about the upcoming opening of the Malaga Film Studios.

*This Local Area Plan (LAP) is currently under review. Community consultation was held from February to March 2025, with adoption of the new LAP anticipated in August 2025.



Local area snapshot



Residential
population

16,357



Median age

38



Couples
with children

17%



Aboriginal and Torres
Strait Islanders

5.4%



Born overseas

32%



Medium and high-
density housing

41%

Midland

The Midland local area is the gateway to regional WA. The local area includes the suburbs of Midland, Viveash, Woodbridge, Bellevue, Koongamia, Midvale and parts of Middle Swan. The Midland Central Business District (CBD) is a strategic metropolitan centre, servicing the eastern metropolitan area of Perth.

Midland local area priorities

- 1 Improve community safety and antisocial behaviour in the Midland town centre
- 2 Ensure Midland has public open space that caters for the community
- 3 Facilitate the retention of trees and bushland and improve Midland's connection to the Swan and Helena River
- 4 Promote and protect Midland's heritage
- 5 Improve traffic safety and congestion
- 6 Ensure there are adequate community services
- 7 Facilitate streetscape improvements
- 8 Create a vibrant place through place activation, community events and community consultation
- 9 Facilitate cycle and public transport options
- 10 Review the interface between residential and other zones.

Successes

Priority one

- The City partnered with Midland Police, providing them with real-time access to footage, enabling quicker and more effective responses to ongoing and emerging situations
- Security upgrade works at Midland Town Hall and Midland Public Library

Priority two

- Renewal and upgrade works have been completed at the Dulcie Liddelow Netball Centre, Koolbardi Park and Ron Jose Oval

Priority three

- The Helena River Steiner School River Rangers, Friends of Archerfield Park and the Bushmead Conservation Cobbers Friends Groups planted about 1,962 native seedlings

Priority four

- Midland Lotteries House and the Midland Junction Arts Centre have undergone structural and restorative work to ensure structural integrity and continued protection

Priority five

- Road rehabilitation works on Great Eastern Highway from Bushby Street to Victoria Parade, and from Lloyd Street to Cope Street, as well as on Toodyay Road from Great Northern Highway to Lloyd Street

Priority six

- The City hosted advocacy events and training programs such as the Swan Family and Domestic Violence Network, Midland Alliance to End Homelessness, Swan Mental Health Network, and Midland and Guildford Community Champions

Priority eight

- The City hosted various events such as Fridays at LoCale – Under the Sea and Lunar New Year, and OutDaw (Digital Audio Workstation) DJ sessions
- The City supported various events such as the NAIDOC Fashion Show, Burundi Culture Festival, BUCOWA, Bop N Shop - Youth Market and the Myanmar New Year's Festival

Priority nine

- Footpath renewal works on the Great Eastern Highway between Brockman Road and Lloyd Street

Priority ten

- The City has finalised Local Planning Scheme Amendment No. 203, which addresses land use conflicts in Bellevue and sets out supported land uses moving forward.

Local area snapshot



Residential
population

5,934



Median age

49



Couples
with children

28%



Aboriginal and Torres
Strait Islanders

4.9%



Born overseas

23%



Needs assistance
with core activities

4.7%

Swan Valley

The Swan Valley is situated centrally within the City's boundaries. A significant proportion of the land area is used for viticulture and agricultural purposes, unique within the metropolitan area.

The local area includes the suburbs of Belhus, Baskerville, Henley Brook, Millendon, Herne Hill, West Swan, Middle Swan and parts of Caversham, Brigadoon and Upper Swan.

The Swan Valley is regarded as one of WA's premier tourism regions. It is a renowned grape-growing region containing world-class wineries, restaurants, cafes, galleries, fresh food produce, breweries, distilleries, recreational activities, antiques, nature-based attractions, arts, crafts, trails and accommodation.

Swan Valley local area priorities

- ① Enhance presentation and character by improving amenity and protecting environmental values
- ② Advocate for sustainable development that supports tourism and protects agricultural production
- ③ Improve active transport links to enhance access and support public transport in the Swan Valley
- ④ Improve road safety
- ⑤ Improve fire safety and management.

Successes

Priority one

- Lilac Hill foreshore restoration and planting completed
- Bells Rapids look out tender awarded, construction to start in early 2025/26

Priority three

- Upgrade of a section of shared path along West Swan Road, north of the Benara Road roundabout and at the South West corner of the West Swan Road/Gnangara Road roundabout

Priority four

- Reconstruction of West Swan Road/Gnangara Road roundabout
- Road resurfacing at the Millhouse Road and Chateau Place intersection

Priority five

- Installation of a new 400 metre long, 3 metre wide firebreak in the northern middle section of Wandoo Heights reserve
- East West Swan Fire Station schematic design completed.

Local area snapshot



Residential
population

10,606



Median age

37



Couples
with children

31%



Aboriginal and Torres
Strait Islanders

6.4%



Born overseas

21%



Lone-person
household

24%

Swan View

Located in the southern portion of the City, the Swan View local area is made up of the suburbs of Stratton, Jane Brook, part of Midvale, part of Swan View, and part of Red Hill.

The Swan View local area is well connected to other parts of the Perth metropolitan area and is close to Midland, the Swan Valley, Darling Scarp and John Forrest National Park.

Swan View local area priorities

- 1 Increase safety and crime prevention initiatives
- 2 Support and improve natural landscapes, bushland and public open spaces
- 3 Provide more support for positive social activities for young people
- 4 Increase local tree canopy by planting more trees
- 5 Promote and strengthen cross-cultural community relationships
- 6 Improve accessibility to nearby businesses and services.

Successes

Priority one

- Middle Swan Primary School, in partnership with the Western Australian Police, Neighbourhood Watch and the City of Swan, is leading the way in safety education with the Junior Neighbourhood Watch Program

Priority two

- Friends Groups such as Jane Brook Association, May Brook, Blackadder Creek and Miles Road have donated over 200 hours controlling weeds, collecting litter and planting trees

Priority three

- The City held various events supporting young people, including R U OK Day at Swan View High School and Stratton Youth Day at the Stratton Edge Youth Centre

Priority four

- The City gave away tree seedlings to residents, with 831 in Jane Brook, 366 in Stratton, 511 in Swan View and 288 in Midvale

Priority five

- The City awarded a grant to Midvale Hub to create a special Bush Tucker Garden in partnership with Midland Swan Primary School, Stratton.

Local area snapshot



Residential
population

2,230



Median age

46



Couples
with children

38%



Aboriginal and Torres
Strait Islanders

1.8%



Born overseas

25%



Purchased or fully
own their home

90%

Upper Swan

The Upper Swan local area is located centrally in the City and includes the suburbs of Upper Swan, Brigadoon, Bullsbrook and Baskerville. The area comprises of urban, regional reserve – parks and recreation, landscape, special rural, general rural and Swan Valley rural land use zones. This area has traditionally been a significant source of food, shelter, tools and gatherings for the Whadjuk Noongar people.

Upper Swan local area priorities

- 1 Improve traffic management on local roads
- 2 Protect the habitats of wildlife
- 3 Maintain local government parks and reserves
- 4 Better manage and monitor the impact of land uses
- 5 Improve the pedestrian movement and access network.

Successes

Priority one

- Constructing Rutland Road from Muchea Road to Great Northern Highway was completed, and finishing works are in progress

Priority two

- The Bells Rapids foreshore and restoration and preservation project is in progress to ensure the natural area is protected and retained
- Tree planting completed around Almeria Park, Upper Swan playspace

Priority three

- The City delivered maintenance to parks within the Upper Swan area in line with the maintenance programs

Priority four

- New bushfire planning policies were released and implemented, which improve how the City addresses planning in bushfire areas

Priority five

- Installing median islands, line markings and additional lighting throughout Upper Swan to address pedestrian and driver safety concerns.

Local area snapshot



Residential
population

29,191



Median age

30



Couples
with children

49%



Aboriginal and Torres
Strait Islanders

2.4%



Born overseas

44%



Households with a
mortgage

74%

Whiteman

Whiteman (formerly Urban Growth Corridor) is located about 20 km north east of the Perth CBD, and seven kilometres north-west of the Midland strategic metropolitan centre. The Whiteman local area stretches between Ellenbrook to the north and Caversham to the south, bounded by Whiteman Park to the west and the Swan Valley to the east.

Whiteman local area priorities

- 1 Provide more social and active opportunities for all ages
- 2 Promote Whiteman to increase business and service attraction
- 3 Protect and retain trees and the natural environment
- 4 Increase opportunities to safely walk and cycle in Whiteman
- 5 Support and celebrate Whiteman's multicultural communities.

Successes

Priority one

- The City offers support to various local groups, including the Caversham Seniors Healthy Aging Group Association, the Seniors Carpet Bowling Club, and the Caversham Country Women's Association
- Upgrades have been completed for several parks and playgrounds, including Sandown Park, Lilac Hill Oval, Baluran Park, and playgrounds in Brabham, Caversham, and Bennett Springs

Priority two

- The City installed an entry statement and planted 50 street trees in Dayton

Priority three

- The City partnered with various groups to plant seedlings, including 800 seedlings planted by Millennium Kids, 2,730 seedlings planted by volunteers, nearly 4,000 seedlings planted by the Swan Alcoa Landcare Program, and 1,452 seedlings in the water bodies at Oriole Reserve, Masonry Way Basin, and Woolgar Park

Priority five

- A public art project by an emerging Noongar digital designer was completed on the Dayton Community Centre's bin storage unit.



Resourcing plans

Resourcing plans include financial and non-financial resources that are required over the life of the Corporate Business Plan (CBP). These plans ensure the City has adequate resources to deliver on the priorities set out in the CBP, while maintaining the standard set by Council.

One of the key challenges for the City is to achieve ongoing financial sustainability to provide appropriate services and infrastructure for the community into the future. It achieves this through producing the following financial resourcing plans.

The Long-Term Financial Plan is a 10-year rolling plan that informs the CBP to activate Strategic Community Plan (SCP) priorities. It indicates the City's long-term financial sustainability, allowing early identification of financial issues and longer-term impacts. It describes the City's operating and capital needs, enhancing our transparency and accountability to the community.

The Annual Budget is a product of accountable, transparent and responsible management of the City's funds. It is aligned to the SCP and is consistent with the Long-Term Financial Plan and CBP. Following adoption by Council in July, the budget is reviewed halfway through the financial year and revised as required.

The Capital Works Program is a list of capital projects (new works, upgrades and renewals) planned for construction each year. The program aims to meet the City's infrastructure service requirements, focusing on

asset supply and funding sources. The funding analysis determines our financial capability to meet community expectations and provide services and facilities.

Developer Contribution Plans are legislated under State Planning Policy 3.6 and provide an equitable system for charging development contributions across Development Contribution Areas. Developer Contribution Plans are legal arrangements between the City and landowners to share the cost of identified infrastructure requirements within the Development Contribution Areas. This is vital to meet the future needs of communities in new and established urban areas. Contributions made by developers are usually in kind by way of land, infrastructure or payments towards the provision of infrastructure.

There are seven gazetted Developer Contribution Plans in Swan:

1. Brabham (Albion)
2. Dayton (West Swan East)
3. Caversham
4. Ellenbrook Bridge
5. South Bullsbrook Industrial
6. Bullsbrook Residential Townsite
7. Henley Brook.

The City is working on three additional Developer Contribution Plans:

1. West Swan West (Bennett Springs)
2. North Ellenbrook West
3. North Ellenbrook East.

Asset management planning

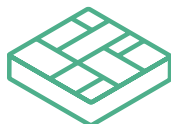
The City manages and maintains thousands of physical assets with a combined value of over \$3 billion, including roads, bridges, buildings, bridle trails, bus shelters, car parks, stormwater drainage systems, jetties, natural bushland, footpaths, parks, sports ovals, sports courts, signage, street lighting, street trees, verges, vehicle fleet, plant and equipment.

The City's approach to asset management is defined in our Asset Management Strategy, endorsed by Council on September 7, 2022. The strategy outlines the City's asset position and process to continually improve and optimise management. Asset Management Plans are prepared to undertake life cycle analysis to predict the cost of renewing and maintaining our assets. The difference in cost between asset consumption and renewal (renewal gap) is addressed in the Long-Term Financial Plan and will be the focus of future budgets.

Funding for the asset renewal has been increased to ensure sustainability in the longer term. Ongoing investment in asset renewal, maintenance and upgrades results in better facilities that have benefits for our community.

Asset acquisitions and capital works projects are funded by rate revenue, specific cash reserves, grants or external borrowings. Assets are also gifted to the City through urban development and the Developer Contribution Plans.

Assets managed in 2024/25



2,565
land parcels



300
buildings



929 ha
parks and streetscape



1,259 ha
natural areas



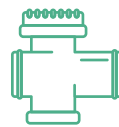
1,695 km
of roads



1,036 km
of footpaths



273
bridges, jetties
and culverts



912 km
of drainage pipes



143 | **1,360**
off-street car parks | on-street car parks



Major land transactions

Midland Oval Redevelopment Precinct Business Plan (New Junction)

The 11 ha New Junction precinct is on track to become an iconic, vibrant and diverse destination in Midland.

Key precinct achievements in 2024/25 include settlement of Lot 9508 to Swan Valley Fresh. When complete, the proposed development will include a basement and nine floors, consisting of:

- 640 car bays
- 7,920 m² of retail space
- 2,630 m² of office space
- 2,214 m² medical centre
- 130 residential apartments.

Council resolved to sell Lot 811 for an over-55s vertical lifestyle village. Lot 811 is 5,325 m², adjacent to the proposed Residential Park, and opposite the new Catalyst building.

The site has a plot ratio of 5.3:1 and a height range of three to eight storeys. This lot is now under option to the trustee for the Swan Vertical Village Land Trust.

They propose to build an 11-level over-55's lifestyle village with 207 one-, two- and three-bedroom apartments, with the option of leasing or shared equity.

For residents, every second floor – which is connected by internal stairs as well as lifts – will have a mix of social and private spaces. In addition, the proposal includes a day spa, sauna and gym, private cinema, pool, men's and women's activity areas, plus music and games rooms.

Construction of the Trackside Entrance, which links Junction Parade and Morrison Road and provides vehicle access to the Swan Valley Fresh redevelopment, was substantially completed by the City's Operations team. Excluded from the works are the Morrison Road intersection until Atco deepens their gas assets and the paving/landscaping until the final access and egress to the Swan Valley Fresh development are known.



Underground works began for the construction of Grandstand Way, which is to the east of Weep Park and links Junction Parade to Morrison Road. The sewer line was relocated and the water supply was laid.

Several lots were created during the year, including 9501, which is adjacent to Australia Post, and 9509 on the corner of Junction Parade and Trakside Entrance.

Weep Park and LoCale continue to be used as community event spaces, with Hyper Festival being the signature event. Once again, the event was a sellout. Other events included NAIDOC, the Reconciliation Walk, the Giant Easter Egg Hunt, the Tamil Pongal Festival and the ongoing Friday Nights at LoCale.

The Museum of Perth has been steadily restoring the heritage buildings at 43 and 45 Sayer Street and implementing a Work for the Dole program. Over eight weeks, participants learn how to compost, build worm farms, manage pests using natural sprays and understand plant cycles. Many also take seedlings and skills home with

them, starting their own gardens and even using the experience to find work. For participants, it is about finding purpose, learning new skills and building connections. Many report improved mental health by being outside and working with people, the land, plants and animals.

The first group of QR codes were installed at New Junction. Linking to the New Junction website, they further interpret the Insects of New Junction in the children's play area, Trees of New Junction, Houses and What's in a Street Name of New Junction, and the Whadjuk Boya Ngura Shadow Arbour. The QR codes will be expanded to include the Sporting History of New Junction, Noongar Six Seasons and the Sculpture Trail.

Financial overview

As of June 30, 2025, the project is progressing as follows according to its performance indicators.

The New Junction Precinct Statement of Financial Position for the year 2024/25 is included as Appendix 2.

Corporate governance

Privacy

The City is committed to protecting the privacy of individuals and ensuring the responsible handling of personal information. While the WA privacy legislation is not yet in full effect, the City is proactively working towards the implementation of a compliant and robust privacy framework. This includes reviewing internal practices, developing new policies and procedures, and embedding privacy considerations into business processes and systems.

The City continues to monitor developments in privacy law and is taking steps to ensure readiness, accountability, and responsible data governance.

National Competition Statement

The City is not aware of any divergence with the National Competition Policy in 2024/25. The City has no laws or policies that contain anti-competitive provisions, and no complaints were received during the period.

Risk management

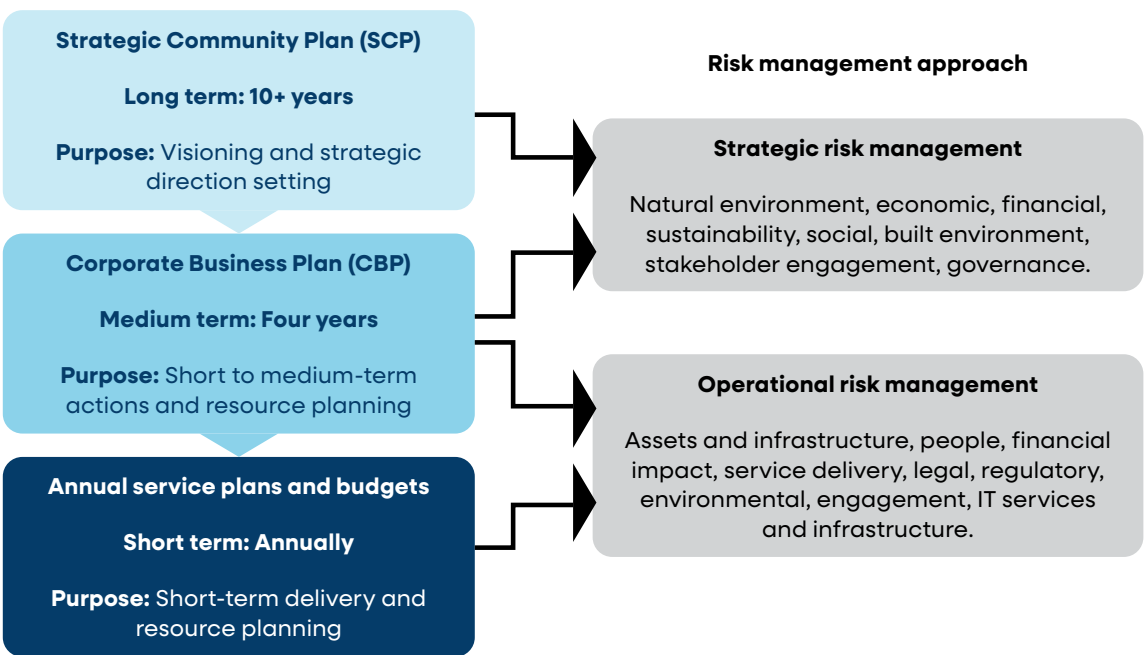
The City is committed to embedding a positive and accepting risk management culture that is supported by a tailored, practical and integrated approach for the identification and

management of uncertainty inherent in our Strategic Community, Corporate and annual service Plans.

The City's Risk Management Policy and supporting Risk Management Framework integrates risk management principles and methodology into the City's operations and activities. This supports the City's system of governance by providing a structure to ensure identified risks are documented, analysed, allocated, treated, monitored and reported against.

In 2024/25, the City:

- Reviewed and updated the Risk Management Policy
- Reviewed and updated the Risk Management Framework
- Established a set of City Risk Appetite Statements
- Conducted risk information briefings to Council
- Reviewed operational risk assessments across the City's operations
- Conducted risk assessments for specific activities
- Improved business unit capability to analyse, manage and report risk.



Internal audit

Internal audit activities are an independent and objective review designed to provide assurance that the City’s internal control processes are operating in an efficient, effective and ethical manner.

The City has an Internal Audit Plan 2023/24 to 2026/27, which is designed to ensure that the audit activities are focused on areas where management relies on internal controls for risk mitigation.

The plan is reviewed annually on a formal basis and can be flexible to meet emerging needs, should management require assurance that business processes and existing controls are operating as intended.

Audit and risk activities

The City reviews all of the better practice recommendations and outcomes of investigations and audits relating to local government undertaken by the Corruption and Crime Commission and the Office of the Auditor General (OAG) to determine if similar risk exposures are present in the City.

If an internal review is undertaken based on the better practice recommendations, the results are reported to management with any identified areas for improvement that will enhance controls and mitigate risks.

Cyber and incident security

The City understands its role in the protection and security of community, resident, employee and other critical data and will identify and mitigate risks that will compromise this data. The City undergoes a number of annual audits to improve security controls. Audit recommendations and their implementation are reported to the Audit, Risk and Improvement Committee.

External audit

The OAG issued a clean audit report with a management letter containing some recommendations for improving the IT General Controls environment. The status of the actions addressing these recommendations is reported to the Audit and Risk Committee.

Freedom of information

Measure	2024/25
Freedom of information applications processed	43
Average application processing time^	23 days^
Requests for non-personal information	43
Requests for access to personal information	0
Amendments of personal information	0
Applications decided with edited access	30
Applications declined access*	2
Fees and charges collected	\$2,701

^The Freedom of Information Act 1992 requires applications to be processed within 45 calendar days.

*In accordance with Section 26 of State Records Act 2000.

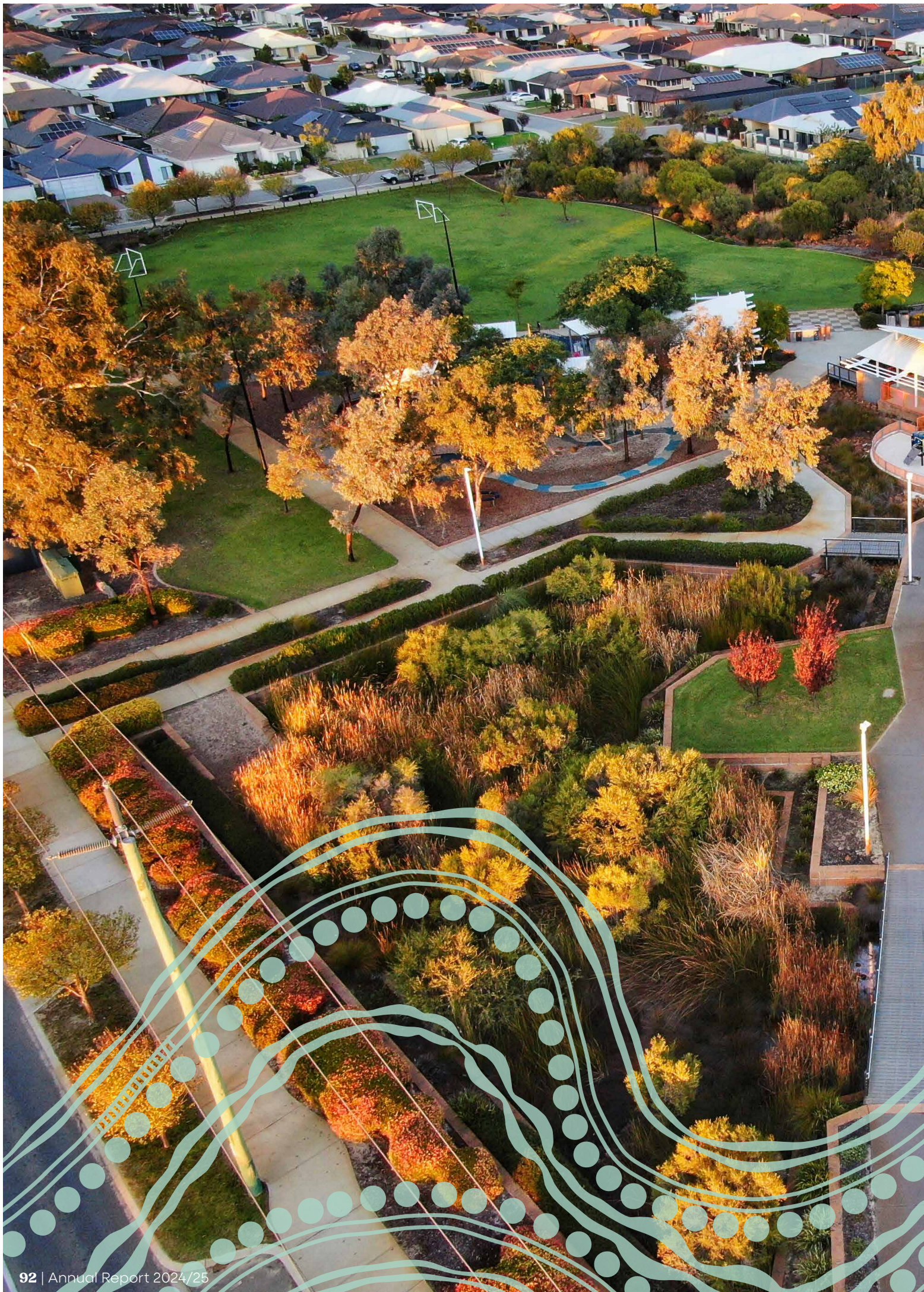
Recordkeeping

The City remains committed to meeting the requirements of the State Records Act 2000. Records are a core information resource, and sound recordkeeping practices contribute to the overall effectiveness and efficiency of the organisation.

The City’s Recordkeeping Plan was approved by the State Records Commission in 2022. In accordance with the State Records Act 2000, a further review of the plan must be submitted to the State Records Office within five years.

Training

The City has a responsibility to ensure all staff are aware of their recordkeeping requirements. To this end, the City provides an induction program to all new staff that includes an online recordkeeping training module. All staff are required to revisit the training at least once every two years.





Our performance

The City is dedicated to ensuring our diverse and growing community continues to thrive.

We are guided by the vision laid out in our major strategic document, the Strategic Community Plan 2021-2031 (SCP).

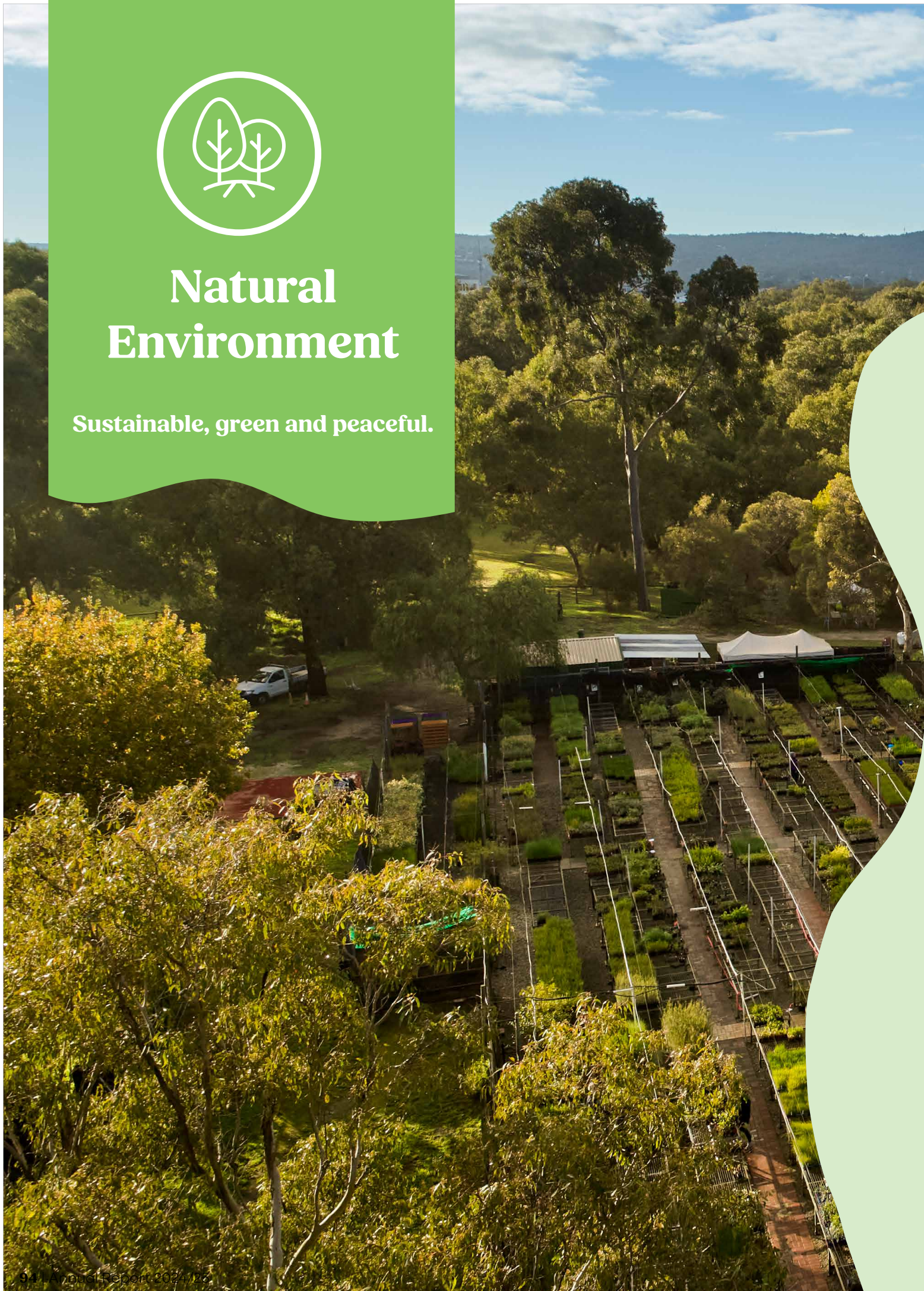
The SCP is based on five key result areas (KRAs): Natural Environment, Economic, Social, Built Environment and Governance. Each of these KRAs has its own objectives, measures and targets.

We track and share our progress against these KRAs in our key performance documents and on our website. To read more, visit www.swan.wa.gov.au/our-performance.



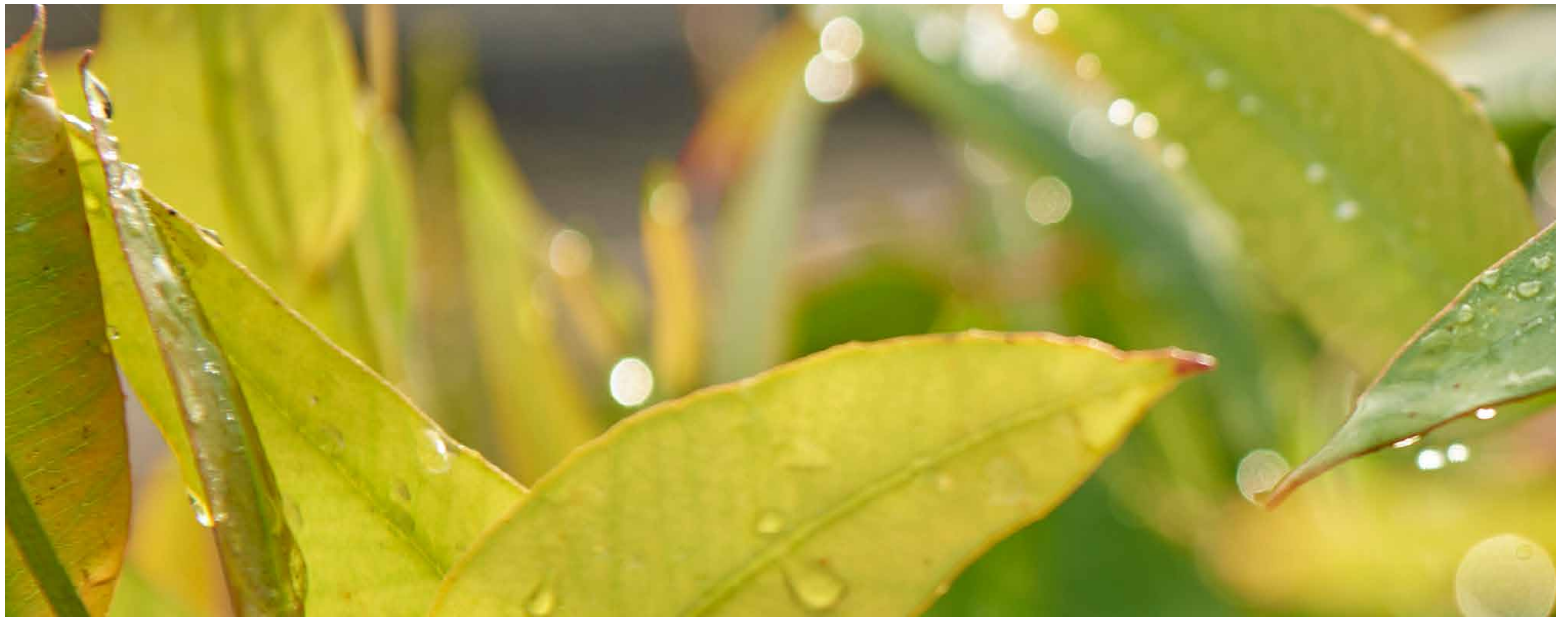
Natural Environment

Sustainable, green and peaceful.



Objective	Measure	Target	2023/24	2024/25
N1. Sustainable natural environment				
N1.1 Enhance, preserve and protect local ecology and biodiversity of natural ecosystems	% of community satisfied with management of City of Swan nature reserves	Increase the two-year rolling average (baseline 72%)	84%	75%
N1.2 Preserve our waterways	SERCUL Nutrient Management Scorecard	Maintain an overall score of at least 80%	100% in 2023 calendar year	100% in 2024 calendar year
	Nutrient levels of monitored perennial water courses	Reduce excess nutrients in Bennett Brook	Nitrogen decreased 7%, phosphorous decreased 4%*	Nitrogen increased 13%, phosphorous decreased 3%*
N1.3 Protect our green environment	% increase in urban street tree canopy	Increase the number of urban street trees by 1% per annum	1.5% increase	1.4% increase
N2. Sustainable natural resources				
N2.1 Minimise waste to landfill	% of community satisfied with waste management	Maintain or increase the two-year rolling average (baseline 79%)	86%	69%
	% waste diverted from landfill	Achieve 60% waste diversion by 2025	28.79%	31.19%
N2.2 Protect our natural resources for future generations	City carbon emissions	Establish a baseline figure for the City's total carbon emissions	15,145 tCO ₂ e	18,202 tCO ₂ e
	City water consumption – potable	Establish a baseline figure for the City's total potable water consumption	136,489 kL	140,907 kL
	City water consumption – non-potable	Comply with DWER annual water allocations	4,384,9314 L allocated and 4,022,875 L used	4,465,280 L allocated and 3,263,884 L used

* Compared to the three-year average.



Sustainability focus

FOGO (Food Organics and Garden Organics)

The City started a staged rollout of a three-bin kerbside collection service, including FOGO, in July 2024. Following the rollout of the first three stages, the City paused to review before making any necessary changes to the program and continuing implementation.

Council remains committed to an outcome that helps our community get the waste services they expect while balancing a responsibility to ensure a sustainable environment for future generations.

Waste to Energy

The Waste to Energy plant in East Rockingham is nearing completion and is scheduled to be practically complete by July 2026. Once the plant is completed and operational, the majority of the City's general waste will be diverted there, instead of to landfill, where it will be converted into energy. About half of the energy generated is deemed renewable, which supports the City's sustainability goals.

E-waste ban

The State Government is implementing an e-waste to landfill ban in WA. Phase one of the ban came into effect on July 1, 2024. To prepare for this change, the City reviewed its operations and submitted a grant application for funding.

The Waste Avoidance and Resource Recovery (e-waste) Regulations 2024 prohibit the disposal of regulated e-waste to landfill by e-waste service providers, significant entities, and landfill operators. Households are not obligated under

the ban but are encouraged not to dispose of e-waste in kerbside bins and to take regulated e-waste to drop-off points. The initial phase of the ban does not include solar panels/ photovoltaics, small household appliances like toasters, children's toys, electric toothbrushes or e-cigarettes, also known as vapes.

Green waste shredded

Total green waste material shredded from recycling centres and the depot was 3,499 tonnes. This has been turned into mulch and used at local parks and gardens, or given away to residents at the Recycling Centre – Bullsbrook.

Modern cloth nappy kits

After a successful trial of cloth nappies in 2023, this project was approved to continue. Expressions of interest in upcoming events are being collated, with workshops starting in 2025.

Garage Sale Trail

The Garage Sale Trail is Australia's largest coordinated garage sale event, with over 400,000 Australians shopping at more than 13,000 garage sales across two weekends in November 2024. Here are the results:

- 84 Garage Sale Trail events
- 3,405 people participated
- 8,897 items sold/reused over two weekends
- 39 per cent would otherwise have gone to landfill
- 63 per cent of participants would not otherwise have had a garage sale
- 92 per cent of people were not previously known to the resident, supporting social interaction and local connectivity.



Clothes swaps

The City holds clothes swaps, enabling residents to give away unwanted items and shop for free without needing to make donations. It is a highly popular way to reduce the amount of clothing going to landfill. The results of clothes swaps in 2024/25 are:

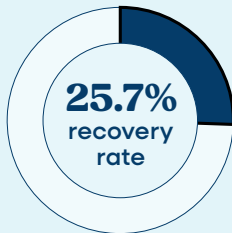
Date	Event	Weight in (kg)	Weight out (kg)
11/08/2024	Avon Descent – Caversham	15.66	54.67
14/09/2024	Bullsbrook Goes Green – Adult	68.86	58.39
14/09/2024	Bullsbrook Goes Green – Kids	25.01	25.59
21/09/2024	Reloved Railway – Midland	7.344	15.948
12/10/2024	Midland – Conscious Consumerism	104.4	71.1
23/11/2024	Brabham Eco Fest	39.34	32.77
14/12/2024	Reloved Railway – Midland	32.37	45.474
8/04/2025	Sustainable Seniors – Care to Rewear clothes swap	159.00	74.64
3/05/2025	Visible Mending and Care to Rewear Clothes Swap – Ellenbrook	21.44	36.19
23/06/2025	Aveley Secondary College	23.32	16.96
Total		627.52	534.77

Date	Event	Weight in (kg)	Weight out (kg)
18/07/2024	Depot – uniforms	43.00	
18/07/2024	Admin – uniforms	15.00	
18/07/2024	Depot – steelcapped boots	34.00	
23/07/2024	Depot – uniforms	3.46	13.75
24/07/2024	Beechboro – uniforms		
25/07/2024	Admin – uniforms		
17/12/2024	Depot – uniforms	13.50	
Total		108.96	13.75

Waste and recycling

Pre-booked
verge collections

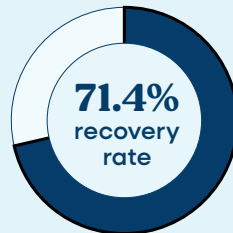
46,091 collections
5.6% more than 2023/24



decrease of 13.7%

Recycling Centre
– Bullsbrook

74,299 vehicle visits
13.74% more than 2023/24



decrease of 3.9%

Recycling Centre
– Malaga

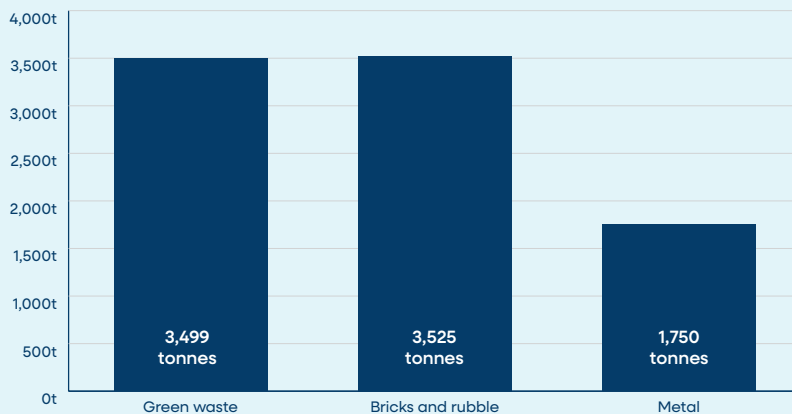
50,064 vehicle visits
42% more than 2023/24



decrease of 2.8%

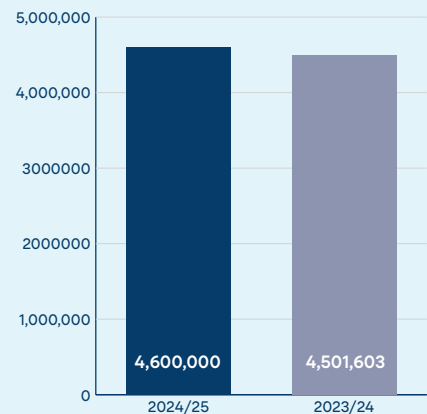
Top three recovered items

Bulk operations through pre-booked verge
collections and recycling centres



Containers for Change

4.6 million containers processed
11 thousand transactions



Kerbside general waste services



72,203 total number of
bins in the City
1.8% more than last year



Equates to
2,938,324 bins emptied weekly
over the year



44,695 total tonnage for 2024/25
Decrease of 9.5%

Kerbside recycling services



69,389 bins in the City
5.33% more than last year



Equates to
1,391,181 bins that were emptied
fortnightly over the year

- 10,499 tonnes sent to the material recovery facility for processing. **3.5% increase**
- 8,480 tonnes recovered for recycling
- 2,540 tonnes sent to landfill as contaminated or unrecyclable materials



Thinking Green

Thinking Green is a free community sustainable living workshop series presented by the City of Swan, split into two-month programs which align with the Noongar seasons and the City's Sustainable Environment Strategy. During the 2024/25 financial year, the City hosted 31 community workshops covering a wide variety of environmental topics.

Branching Out

The City conducted the second edition of this program in Ballajura during April/May 2025. The program consisted of six workshops across the month focusing on gardening skills and encouraging the planting of tree canopy within the Ballajura suburb.

Worm farm workshops

During the 2024/25 financial year, the City conducted six worm farm workshops to share information about the benefits of worm farming. Attendees learnt how to set up and maintain a worm farm at home and basic worm ecology. Workshop, participants had the opportunity to purchase an advanced worm farm set-up and/or 1 kg of worms at a subsidised price.

Tree planting

With a yearly target of 1,200 tree plantings, the City planted just under 1,800 trees to improve canopy coverage. The City's Urban Forest Strategy supports land conservation and encourage biodiversity, preserving natural amenity and protecting valuable plant resources as the region develops.

Lilac Hill foreshore revegetation

This project was developed to manage weeds and restore and revegetate over 1 ha of Lilac Hill Park foreshore and parkland using endemic species to stabilise the soil and riverbank.

Over 8,500 rushes and sedges, of six different species, have been planted along the foreshore, with over 1,000 trees and shrubs planted within the revegetation area.

Free trees and plants giveaway

The City gave away more than 62,000 seedlings to urban and rural residents, community groups and environmental groups under the Free Trees and Plants Giveaway Program.

The native varieties were selected to enhance the urban forest, support provision of shaded spaces and create habitats for biodiversity.

Applications typically open early in the calendar year, with collection taking place in May or June of the same year.

Increase in hybrid/electric fleet

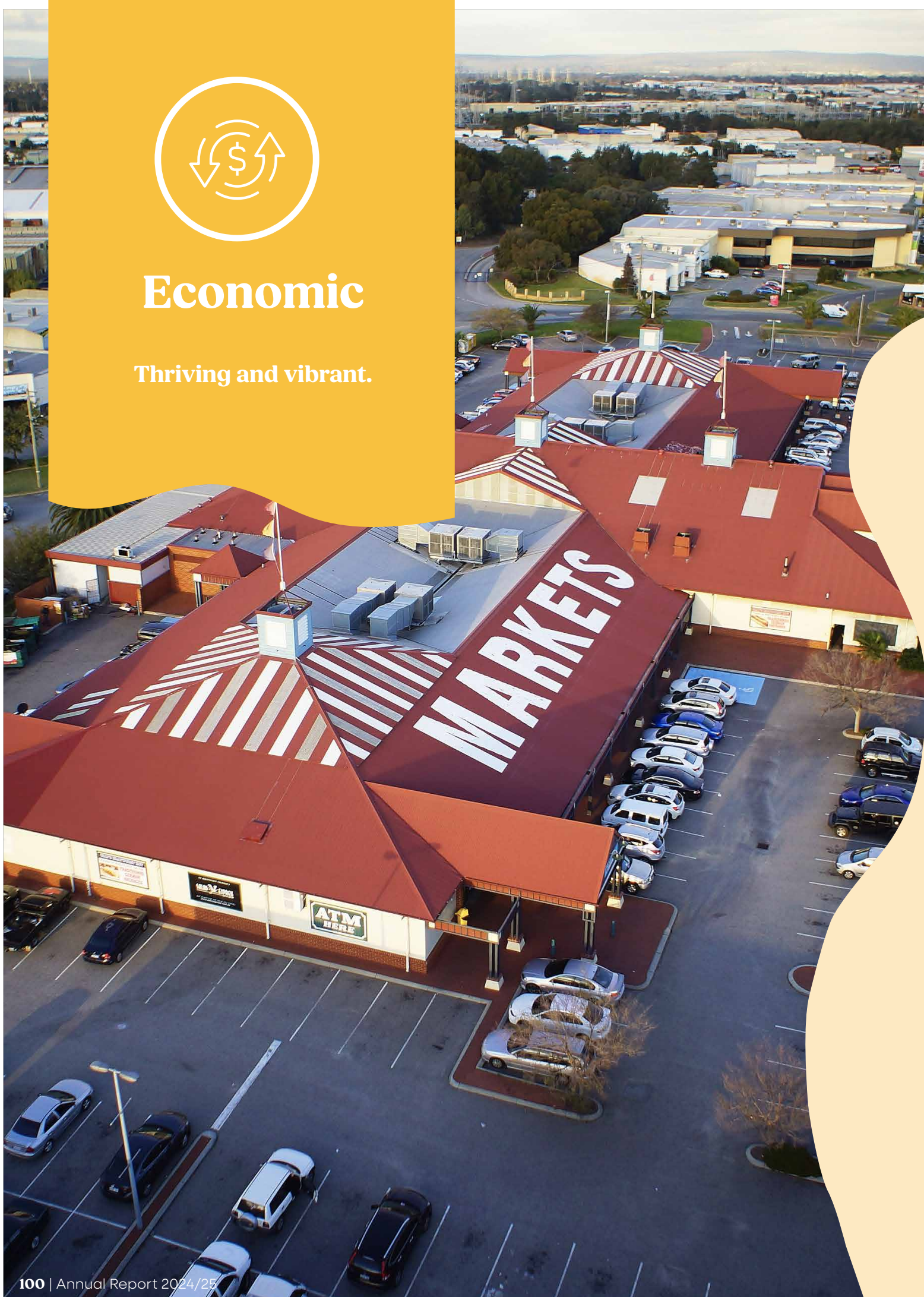
The City has made significant progress in transitioning to more sustainable vehicles. As of 2024/25, 99 per cent of the passenger vehicle fleet is now hybrid-powered, increasing from 79 in 2023/24 to 82 vehicles. The fleet also includes five fully electric vehicles and one plug-in hybrid electric vehicle.

The City continues to transition plant and equipment to battery-electric alternatives, further reducing reliance on petrol-powered tools and enhancing environmental sustainability across operations.



Economic

Thriving and vibrant.



Objective	Measure	Target	2023/24	2024/25
E1. Sustainable business growth				
E1.1 Actively support and develop local and new business	% of businesses that indicate that they like owning a business in the City of Swan	Maintain or increase the two-year rolling average (baseline 79%)	90%	84%
	% of businesses that indicate that it is easy to do business with the City	Achieve at least 50%	70%	58%
E2. Accelerated economic and employment growth				
E2.1 Attract business and investment opportunities	Value of non-residential private sector investment in the City	Maintain or increase the two-year rolling average (baseline \$104M)	\$339,542,542	\$302,363,878
	Gross Regional Product	Maintain or increase the two-year rolling average (baseline \$9.4B)	\$12.36B	\$13.91B
E3. A great place to visit				
E3.1 Strengthen the capacity and integration of the tourism industry	Total number of visitors per annum to the Swan Valley	Increase the two-year rolling average (4.25M baseline)	4.4M	Data collected every three years
	Total visitor expenditure per annum to the Swan Valley	Increase the two-year rolling average (\$426M baseline)	\$544M	Data collected every three years
	% of visitors to the Swan Valley that rate their experience as overall positive	Maintain the two year rolling average (93% baseline)	93%	Data collected every three years



Economic development

Awards and highlights

- Finalist in the EDA Awards for Excellence for the Accessible and Inclusive Businesses initiative
- Winner of the Most Accessible Community in WA in the Services and Events category and for the Accessible and Inclusive Businesses initiative
- Delivered digital Business Welcome Packs for new businesses starting in the City
- Built a crime prevention web page, connecting businesses to resources.



Tourism

Showcase WA

- **Award-winning year**
The Swan Valley Visitor Centre (SVVC) claimed gold at both the WA Tourism Awards and the Qantas Australian Tourism Awards, recognising national excellence in visitor servicing. The Swan Valley website also achieved international acclaim, earning silver at the Better Future World Website Awards.
- **Record enquiries**
SVVC handled more than one million enquiries in 2024/25 across in-centre, digital, pop-up and information bay channels, connecting visitors with over 200 local businesses and experiences.
- **Swan Valley digital gift cards**
Redeemable online and offline at 200+ businesses, the Swan Valley digital gift card program sold 510 cards with \$36,000 redeemed. Forty-one per cent were gifted, driving new enquiries. Feedback and data show uplift in spend, cross-business purchases and repeat visits, delivering strong economic benefits.

Other highlights

Investment focus

The City delivered a new Swan Invest web page offering users an interactive tour of the City's commercial and industrial precincts, including vignettes on key precincts and sectors, testimonials, downloadable investment sheets and new aerial and on-ground imagery to provide a virtual investment tour through the City of Swan.

A series of 11 Investment sheets were introduced, focusing on location, industry, investment benefits and opportunities in the region. The sheets cover Bullsbrook, the City of Swan, Ellenbrook, Freight Logistics and Warehousing, Hazelmere, Healthcare, Industrial, Malaga, Midland, the Swan Valley, and Tourism.

Commercial properties

The City has 14 commercial properties in and around Midland, generating \$2.45 million of property rental income and other revenue. The revenue reduces reliance on rates and facilitates the land assembly for the New Junction redevelopment.

Land sales

Following public advertising, Council resolved to sell proposed lots 503 and 504 Paradise Quays Ballajura for the construction of 73 proposed retirement village lots with a clubhouse and an 8,536 sqm residential aged care facility at the southern side of the Paradise Quays and Alexander Drive intersection.

The settlement of Elvire Chalets in Viveash facilitated private sector investment in refurbishing 36 units for over 55s rental accommodation.

The sale of these two properties supports Council's strategy to create more aged care facilities.





Social

Diverse, engaged and safe.



Objective	Measure	Target	2023/24	2024/25
S1. Safe and healthy community				
S1.1 Build a strong sense of community health, wellbeing and safety	% of community who feel safe in their area	Achieve at least 75%	74%	72%
	% of community satisfied with the City's role in community safety	Increase the two-year rolling average (baseline 62%)	75%	66%
	% of community satisfied with the City's role in public health	Maintain or increase the two-year rolling average (baseline 66%)	83%	76%
	% of community satisfied with leisure centres	Maintain or increase the two-year rolling average (baseline 68%)	76%	79%
S1.2 Build social inclusion and connectivity in local places and areas	% of community satisfied with community hubs	Achieve at least 74%	92%	87%
	% of community satisfied with activities and events	Maintain or increase the two-year rolling average (baseline 67%)	79%	78%
S2. Accessible services meeting changing community needs				
S2.1 Build service delivery options to meet the future needs of aged, youth, families and children	% of community satisfied with services and facilities for seniors	Maintain or increase the two-year rolling average (baseline 70%)	80%	72%
	% of community satisfied with services and facilities for families	Maintain or increase the two-year rolling average (baseline 69%)	85%	81%
	% of community satisfied with services and facilities for youth	Increase the two-year rolling average (baseline 56%)	74%	68%
	% of community satisfied with services and facilities for people with disabilities	Maintain or increase the two-year rolling average (baseline 69%)	84%	74%
	% of community satisfied with libraries	Maintain above 85%	93%	93%



Community Safety

Community Safety Plan

Community safety and crime prevention are key priorities for our community, as reinforced in recent Community and Business Perceptions Surveys. A Community Safety Plan 2024-28 was endorsed by Council on June 12, 2024, focusing the City and its partners on coordinating efforts to build a stronger sense of safety and wellbeing. Community feedback shaped the plan, identifying six focus areas to guide City actions, advocacy and funding priorities:

- | | |
|---|---|
|  1 Crime prevention, intervention and sense of safety actions |  4 Local partnerships that address complex problems |
|  2 Service delivery that strengthens safety in local suburbs |  5 Emergency preparedness, response and recovery activities |
|  3 Providing solutions to maintain safety in public spaces |  6 Supporting everyone to create a safer community. |

Illegal dumping

The City runs the 'Reducing Illegal Dumping' (RID) program using a variety of approaches to address illegal dumping including by acting on community reports, use of CCTV in hotspot locations and working with other agencies to address larger scale illegal dumping activity. Cleaning up illegal dumping costs ratepayers significantly each year and has a negative impact on both community amenity and the environment.

The City will pursue alleged illegal dumpers by taking enforcement action including court prosecution. Two examples of court outcomes were in Bullsbrook and Caversham where a total of \$5,028 and \$2,363 in fines, legal costs and clean-up costs were imposed against offenders. Pursuing these court prosecutions attracted higher penalties and recovered the clean-up costs that would otherwise have been at the expense of ratepayers.

Dog management

The City has over 18,000 registered dogs and has a range of activities and programs to keep our furry friends and the broader community safe. This includes identified dog exercise and dog prohibited areas, regular patrols of community parks and ovals by the Community Safety Ranger team and responding as a high priority to dogs wandering and dog attacks in the community.

Gidgegannup storm

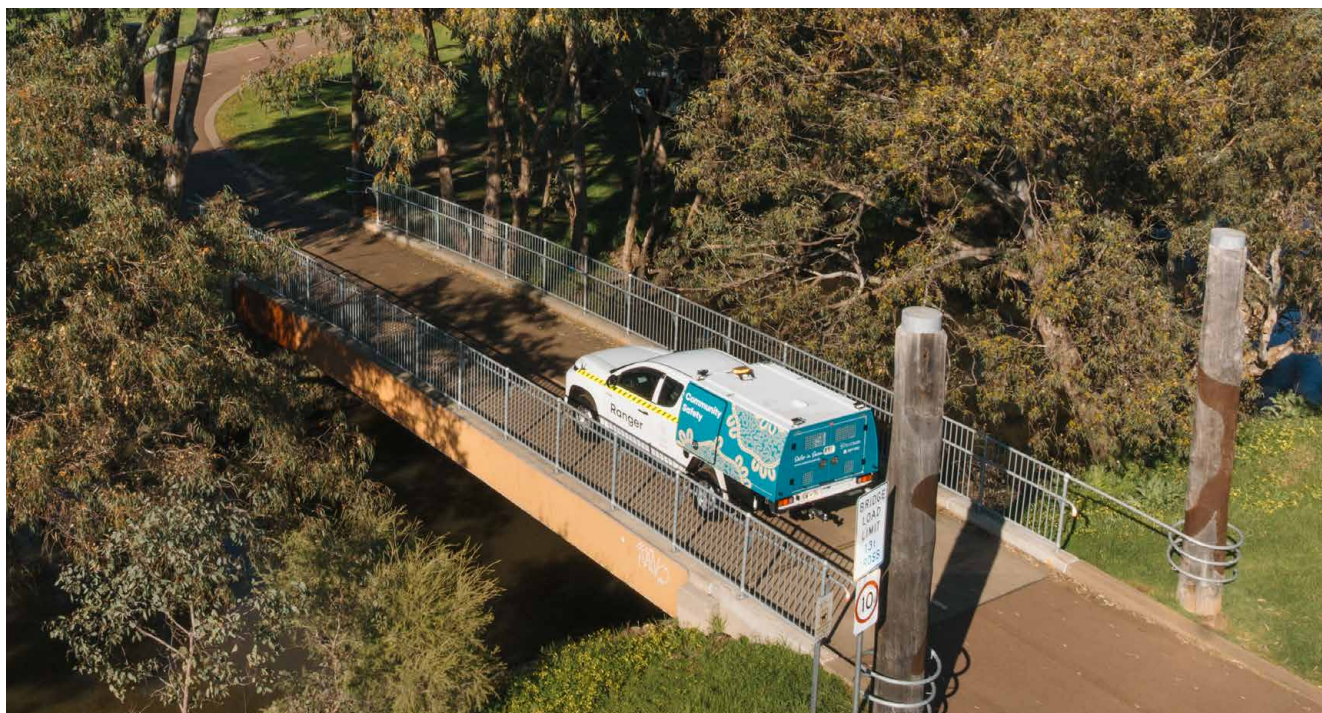
On Wednesday, February 19, 2025, an unexpected severe storm impacted residents in parts of Perth Hills, affecting power supply and uprooting trees and plants. City staff – in partnership with SES, DFES, volunteers from Disaster Relief Australia (DRA) and the Red Cross – responded promptly to the situation and worked hard to clean up, prioritising the removal of debris which was preventing access to local roads.

Emergency management and crime prevention

City staff delivered crime prevention and emergency management preparedness presentations to more than 500 seniors and young people with disabilities, covering topics including home safety, security and heatwaves.

BIG Maps

In partnership with DRA, the City hosted three BIG Maps exercises for emergency management agencies, community groups and residents to raise awareness of local hazards, identify critical infrastructure and build disaster resilience and preparedness throughout the City.





Libraries

In 2025, saw Quiet Hour arrived at all six Swan libraries, creating a regular schedule of sessions suitable for study, relaxation, and quiet library enjoyment. Quiet Hour's low-sensory environment includes dim lighting, reduced movement and low noise and has attracted positive feedback from many members of our diverse community.

Other libraries highlights from 2024/25 included:

- A vibrant new mural at Ballajura Library Hub, created by a group of talented young people from the local area under the guidance of three professional graffiti artists. Driven by workshops and consultations with local young people, the project was a successful collaboration between Ballajura Library, Place Activation, and Youth Development
- The new Quick Picks collection, a selection of new in-demand titles available to browse in the library and borrow for a quick seven-day loan. This collection was created in response to customer feedback asking for more bestsellers and easier access to new releases and is updated with new titles monthly
- The newest outreach program, Play in the Park, helps families with children aged 0-4 discover the value of play-based learning. Held at a new location each term, these free weekly sessions use stories, songs, crafts, and play to build skills in early literacy, social development, and emotional wellbeing
- Seniors exercise program G-Fit has rolled out to Beechboro and Ellenbrook libraries after running successfully for over a year at Ballajura and Midland. Older adults can now stretch and step their way to fitness five days a week in four library branches across the City of Swan. These relaxed and social sessions are led by our friendly Library staff and are open to anyone aged 50+
- New Digitisation Stations have arrived at Ballajura and Guildford libraries to help customers bring their old memories back to life. Users can scan old journals, letters, documents, photographs and negatives, or convert CDs, DVDs, cassettes and VCR tapes to digital formats and save them on a USB
- Home Energy Audit Kits are now available to loan, thanks to a new program from Switch Your Thinking and the WA Government. The kits include equipment and information to help homeowners measure the energy efficiency of their home, cut costs and stop hidden leaks.



- Following a successful trial period, Beechboro Library's unstaffed extended opening hours will continue on a permanent basis. From 7-9pm Monday-Thursday and 5.30-9pm on Fridays, customers can return and borrow books, explore the collection, use public wi-fi, and study, read or quietly enjoy the library space.
- Gidgegannup Library members continue to access a local drop-point library service at the Gidgegannup CWA building following the 2025 closure of the Gidgegannup Place Office. A weekly courier allows library users to collect and return items, with full library services available at the nearest library, Midland Public Library, and online via our eResources.

Libraries statistics 2024/25



63,291
library members



497,261
visits



635,448
items loaned



2,150
program sessions
39,664
program attendees



43,278
library computer use



48,829
enquiries



38,253
wi-fi users



5,762,010
hits on digital and
social media

Arts and culture

The City coordinates a robust program of regular activities, events and opportunities, engaging the whole of community in the visual arts, literature, performance, music, dance, languages and more.

Commissioned artworks

Public art is recognised for its contribution to place making, liveability, local identity, community pride and sense of safety. Through our Capital Works Program, the City commissioned a variety of new public artworks across the year worth \$242,000. These new sculptures and murals can be found at Dayton District Open Space, Percy Cullen Oval, Ballajura Library, Gidgegannup Showgrounds, Ethel Warren Community Centre, Ellenbrook Youth Centre, Weitj Park, Bourke View Park and Rosher Oval.

Midland Junction Arts Centre

Situated in the heart of Midland, Midland Junction Arts Centre (MJAC) is a vibrant visual and performing arts centre. This historic venue offers three galleries; a 142-seat theatre; ceramics, dance and print studios; textiles and drawing rooms; classrooms; a function room; and a range of workspaces for artists, workshops and meetings. The facility is managed by Mundaring Arts Centre Inc. (MAC Inc.) with dual operational funding from the City and Department of Local Government Sport and Cultural Industries.

In 2024/25, the MJAC program included 14 exhibitions, 29 artists in residence and 379 creative learning workshops. Some highlights were the Swan Environmental Art Project; exhibitions Coincident and Unbound of the Indian Ocean Craft Triennial; Fringe Festival, Building Fabric, which surveyed the heritage architecture of Midland; and a month-long residency from Swan Valley nonagenarian Mollie Edgecombe.

Midland Junction Arts Centre	
Exhibitions	14
Exhibiting artists	240
Artists in residence	29
Activities	379
Activities participation	4,320
Venue bookings	649
Venue hire attendance	13,130
Members	429
Subscribers	5,065

Ellenbrook Arts

Ellenbrook Arts was founded in 2002 as a non-profit organisation to provide leadership and advocacy in the arts and culture for the rapidly growing Ellenbrook community. The organisation receives operational funding from the City to deliver a community arts service in Ellenbrook via two cultural venues, Ellenbrook Arts HQ and the Grapevine Community Art Space.

The service offering consists of a curated program of exhibitions, a broad range of arts workshops, artist talks, performances, residencies, venue hire, community outreach projects, and professional development programs for local artists, as well as the annual signature cultural events the Ellenbrook Art Award and Swan Open Studios.

In 2024/25 the program included 12 exhibitions and 12 artists in residence alongside a program of 227 creative events and activities. Notable outreach programs funded by Department of Local Government Sport and Cultural Industries included the Creativity in Schools Project across six local primary schools and the Creativity and Wellbeing for Young People program at the Ellenbrook Youth Centre.

Ellenbrook Arts	
Exhibitions	12
Exhibiting artists	287
Artists in residence	12
Activities	227
Activities participation	4,161
Venue bookings	261
Venue hire attendance	6,265
Members	262
Subscribers	1,881

Community Development

Community and sector development

The core work of the Community Development team is to deliver capacity building programs such as the Inspire Series and to provide ongoing support to community groups, community leaders and clubs. Training opportunities throughout the year for community groups and clubs included First Aid, Strategic Planning, Essentials for Treasures, Get that Grant, Accidental Counsellor, Good Governance, Starting a Club or Group, LGBTQIA+ Awareness, Mental Health First Aid and many more. Various “People at Place” and other information sharing and networking events took place at a suburb level to support local initiatives.

LGBTQIA+

The City celebrated Pride month in November with various celebrations and awareness-raising initiatives, including a TransFolk of WA training session for City staff.

Swan Writer in Residence Program

Each year the City provides a public platform for six writers while activating community spaces and inspiring residents. Based in the Midland Courtyard Studio, each writer facilitates a variety of community workshops and is required to produce a commissioned work of writing inspired by their experience. Annual commissions will be collated and are intended to be published in a volume. Our 2024/25 writers were Nina Dakin, Lakshmi Kanchi, Chris Bell, Talya Valenti, Emily Bridget Taylor and Chris Arnold.

Rustic Farm Art Awards 2024

The Rustic Farm Art Awards is an outdoor exhibition of junk-art sculptures delivered by the City each year in partnership with the Gidgegannup Agricultural Society. In the lead up to the awards, the City provides a variety of all-ages recycled sculpture workshops and demonstrations in conjunction with the Gidgegannup CWA and Gidgegannup Men’s Shed. This grassroots rural arts initiative was founded in the aftermath of the 2021 Wooroloo Bushfire and funded by the disaster recovery. In 2024, 40 sculptures were on show with awards presented to Scott Michell, Madaishe Gokora, Heather Barrett and the Wooroloo Prison Farm Metalshop.

Karla Bidi

For the duration of the 2025 Perth Festival, we welcomed Karla Bidi to the Kings Meadow Reserve and Lilac Hill Park, forming a metro-wide trail of light beacons from the hills to the sea. Inspired by the Noongar tradition of lighting fires to greet and guide visitors, Karla Bidi, meaning Fire Trail, transformed the Swan River into a stunning, illuminated pathway.



Karla Bidi, Perth Festival 2025. Photo by Tristan Mackenzie

Place activation

Swan Street Gallery, Talkie Tea Rooms, Midland Town Hall Tours, Re-loved Railway Markets and Fridays at Locale were programs and initiatives delivered by the City’s Place Activation team in 2024/25. These events and beautification projects are grounded in place making approach, improving vibrancy and community connection to build resilient communities, foster a strong sense of place, increase visitation, and enhance perceptions of the City more broadly.

Swan Street Gallery

In 2024, five electrical boxes at the Brabham Pavilion as well as 12 NBN boxes across the City were added to the Swan Street Gallery. The Brabham boxes were wrapped in traditional cultural dress donated by local community groups: Brabham Blokes, Brabham Gujarati Club, Vietnamese Women’s Association and Cook Islands Community WA. The NBN boxes featured the vibrant artwork of the Connections to Home community calendar.

Talkie Tea Rooms

The Talkie Tea Rooms support and promote local non-profit groups and community artists to display their work at Midland Town Hall. In 2024/25 displays showcased the work of CWA Midland, National Volunteer Week, Weave with Love, Chris Bell and DADAA artists Emma Coleman, Kelly Grant and Marina Psalia.

Re-loved Railway Markets

In 2024, the City ran two Re-loved Railway Markets events featuring preloved, vintage, retro, handmade and upcycled sustainable fashion vendors at the historic Midland Railway Workshops.

Midland Town Hall tours

Since 2023, the City's Place Activation team has partnered with the Midland and Districts Historical Society (MDHS) to develop and deliver monthly guided tours of the Midland Town Hall. These highly popular tours recognise and celebrate Midland's unique built heritage.



Fridays at Locale

Each year the City activates LoCale with the family-friendly event series Fridays at LoCale. From Lunar New Year to Under the Sea, each evening of free fun includes art activities, storytimes and back-to-back performances by local cultural groups.

Access and inclusion services

Disability initiatives included Deaf Awareness training, sensory spaces and accessible matting at various events, Auslan storytime, 'roll and stroll' inclusive walking group, seated yoga, support of two disability expos, and disability audits of staffed facilities.

Multicultural services

A Swan multicultural leadership forum was held; the Sikh temple free meals program continued to support vulnerable people in our community, Multicultural Fusion events were held monthly at Dayton Family Hub, Multicultural Seniors Program continues in Brabham, Interfaith tours and intercultural awareness training sessions were held, the City facilitated four East Metropolitan Multicultural Network meetings and the annual Altone Comes Alive event was successfully moved to an afternoon/evening timeslot.

Children and families services

Significant service delivery took place from the new Dayton Family Hub; outreach 'Play in the Park' term programs were delivered in Dayton, Lockridge, Bullsbrook, Stratton and Ellenbrook; and school holiday activities were delivered in Aveley, Dayton, Gidgegannup and Bullsbrook. Bullsbrook and Gidgegannup Junior Hangouts continue to be successful. The City also supports four Early Years Networks across the City.

Homelessness

The Midland Alliance to End Homelessness has developed a draft Homelessness Action Plan to be finalised in late 2025. The City has included homelessness as a key non-financial advocacy priority. The Swan Homelessness and Family Domestic Violence Forum took place in June, bringing together government, non-profit, business and individuals to discuss causes, impacts and solutions. A referral pathway to a local outreach service has been successful in assisting many people in need.

Family and domestic violence

The eleventh Midland March that Matters took place in November. Midland Meals has been supported to use a City kitchen facility for preparation of food. A new Mental Health services network has been established for Swan. DV-Alert training has been rolled out to staff and the community. A World Elder Abuse Awareness Day event took place in partnership with Swan Community Care.

Aboriginal services

The City supported or delivered 12 NAIDOC events including the first NAIDOC Fashion Show at Midland Gate. We support the Aboriginal Men's Group (Moorditj Maaman) and two Aboriginal Women's Groups (Gynning Yorgas and Maali Deadly Yorgas) to be involved in projects including Noongar Lullabies, Metronet Artwork, the Midland March that Matters, and Swan Open Studios. The Aboriginal Services Network has been reinstated and meeting regularly. Various events took place during National Reconciliation Week, including Elders talks, Maali RecFast and Malli Kwoba Bidi.



Age-friendly services

Senior Services: A seniors information and services flyer has been developed as well as a Dementia Alliance flyer. Seenagers Yoga in Ellenbrook is continuing with support from the City and developer funding. Many events were supported for Seniors Week, including a mini expo in Bullsbrook. Seniors safety talks have taken place with four seniors clubs. The Dementia Alliance Action Plan is on track with numerous awareness raising activities and events supported.

LGBTIQA+: A monthly LGBTIQA+SB Safe Place group was established and delivered at Dayton Family Hub and the group was supported to incorporate as 'Pride in Swan' and deliver a Pride event in Midland with many partner organisations. IDAHOBIT was celebrated in Juniper Gardens in May. LGBTIQA+ training was delivered to our multicultural community.

Community and Sector Development: The core work of the Community Development team is in this space to deliver capacity building programs such as the Inspire Series and to provide ongoing support to community groups, community leaders and clubs.

In 2024/25, training delivered included, including Accidental Counsellor, Deaf Awareness, Trauma in the Workplace, First Aid, Gender Diversity, Setting up a Club or Group, Intercultural Readiness, De-escalation and a Community Grants information session with Lotterywest, Healthway and the Office of Multicultural Interests.

Over 250 community programs, activities and events were supported by the Community Development team and over 350 meetings took place to support community members, groups, clubs or organisations with projects, programs or events.

Number of Community Development initiatives supported or delivered in 2024/25:

Access and Inclusion	25
LGBTIQA+	12
Multicultural	20
Children and Families	45
Children's activities at Dayton Family Hub	165
Homelessness	68
Homeless referrals made	61
FDV/Mental Health/Emergency Relief	12
Aboriginal	28
Seniors/Age-Friendly	31
Seniors network/Dementia Alliance meetings held	12
Community capacity building training sessions held	18
Support opportunities provided to community groups/ leaders	369
Community led programs, activities and events supported or partnered on	261



Reconciliation Action Plan

A Reconciliation Action Plan (RAP) is an important corporate document that confirms the City's ongoing commitment to working collaboratively with our Aboriginal and Torres Strait Islander communities.

According to the 2021 Population Census (ABS), the City had the highest population of Aboriginal and Torres Strait Islander (ATSI) people in the Greater Perth area, with 5,302 people. This equates to 3.24 per cent of the City's total population, which is significantly higher than the Greater Perth average of two per cent. The City is home to nearly six per cent of all First Nations people in Western Australia.

The City's RAP progress is guided by an Advisory Group made up of Council Members, Aboriginal and Torres Strait Islander community members, and non-Aboriginal or Torres Strait Islander community members. The primary objectives of the Advisory Group are to:

- Make recommendations and agree on actions taken by the City in relation to its RAP
- Guide processes for engaging and consulting with the local community
- Provide ideas and feedback on RAP initiatives produced by an internal working group, Maali Boodja Kaartadjin
- Where practicable, work collaboratively with the City in carrying out selected actions to achieve its RAP goals.

Progress towards delivering actions in 2024/25 included:

- The reconciliation, truth-telling, and Aboriginal language revival project: Place Names Maali (in partnership with Landgate and Moodjar Consulting) was launched at the 2024 Midland NAIDOC event

- The City supported the 2024 NAIDOC Fashion Show, held at Midland Gate in September, in partnership with Peter Farmer Designs and Karlup Aboriginal Corporation. Workshops took place with young Aboriginal people over 10 weeks in the lead-up to the event
- Maaman Weitj: Noongar Lullabies from Swan was launched on November 2, 2024, at Mandoon Estate by Community Arts Network with support from the City of Swan. This family-friendly afternoon concert featuring the Moorditj Maaman men's group from Midland, led by Noongar creatives Kobi Arthur Morrison and Cyndy Moody, was a celebration of community and connection
- Consultation took place with Whadjuk Aboriginal Corporations, Cultural Advice Committee, Traditional Owners and local Elders on lodged and registered Aboriginal Heritage sites across the City (over 160 in total), seeking agreement on continued maintenance and event activities
- The City has partnered with Binar to offer basketball competitions at Swan Active Midland on Saturdays
- 355 staff attended the 1.5-day face-to-face Aboriginal Cultural Awareness Training program during 2024/25, delivered by Kambarang Services
- Staff vehicles now have number plate surrounds incorporating Aboriginal designs and the words Maali Boodja
- The City's phone welcome message now includes "*Kaya Wandjoo, hello, and welcome to the City of Swan*", spoken by a Noongar person
- The Community Safety team vehicles have been rebranded with an Aboriginal-designed wrapping



- Karla Bidi – the City supported the Perth Festival in lighting up the skies and riverways with a Noongar-inspired fire trail from February 7-March 2, 2025. Instalments were located at Lilac Hill and Kings Meadow, Guildford, every evening
- The Aboriginal men's women's groups supported by the City were involved in creating artworks for the Midland Metronet project
- In May 2025, the City held numerous National Reconciliation Week events and activities, including Recfast (reconciliation breakfast), Recwalk (a walk for reconciliation), a screening of the truth-telling project Genocide in the Wildflower State and Six Elders Talks across our libraries
- NAIDOC events supported by the City took place across Midland, Beechboro, Ballajura, Brabham, Bullsbrook and Ellenbrook
- Consultation occurred throughout the year seeking feedback on the development of the City's next Reconciliation Action Plan
- Swan Active sites displayed the 50 years of NAIDOC commemorative posters along the corridors of Swan Active during NAIDOC Week
- The City now includes a section on Aboriginal and Cultural Heritage in Local Area Plans as they are updated
- Aboriginal designs were incorporated into the cloth nappy program delivered as part of the City's Thinking Green program
- A variety of First Nations artists were included in Swan Open Studios in May 2025, including Gynning Yorgas, Birli Gallery and Ma'Ochre, where local artists opened their studios to the public
- The Libraries program team has incorporated the Noongar Six Seasons into storytime activities
- Consultation has taken place to develop the City's Aboriginal Engagement Guidelines, which are on track for endorsement in late 2025
- An Arts and Culture Plan is in development for the City, with First Nations cultural expression intended to be central to the plan
- The Swan Active Ellenbrook project team has engaged an Aboriginal consultancy (Nyungar Birdiyia) to prepare a Noongar cultural context document. This has included meetings with Elders, incorporating Noongar culture and language into the project design
- Guildford wayfinding signage has been refreshed and includes dual naming of Guildford (Mandoon), Swan River (Derbal Yerrigan) and Helena River (Bilya Mandoon). The new design includes Aboriginal elements of the new Swan Valley brand
- The publication *Bush Tucker & Beyond Trail* map has been reviewed and reissued in consultation with Dale Tilbrook
- The City gave out 15 grants to a total value of over \$118,000 to projects that included core goals to directly impact the Aboriginal and Torres Strait Islander community in and around Swan. All bar one of these grants employed Aboriginal people to inform their programs in various ways.

Access and Inclusion Plan

This financial year was the second year of the City's endorsed five-year Access and Inclusion Plan (AIP). This plan links up to the City's Social Strategy and works alongside our other social plans, including the Reconciliation Action Plan (Innovate RAP), Health and Wellbeing Plan, Youth Plan and Community Safety Plan.

Outcomes have been developed to address the access and inclusion needs of our culturally and linguistically diverse (CALD) community, our LGBTQIA+ community, and our children and young people, along with seniors and people with disability.

Some of the key disability outcomes for 2024/25 include:

- In January 2025, the City of Swan opened Ballajura Intergenerational Playspace – Weir Park, an inclusive playground thoughtfully designed to encourage active play, creativity and social connection. Accessibility and inclusion features include:
 - Accessible paths – easy for mobility devices and prams, though sand and bark areas that are typically less accessible
 - Sensory-friendly features – water play, drums, chimes, sand play and tactile play panel
 - Multiple ways to climb – offering stairs, ramps, nets, ladders and balance poles to suit all abilities
 - Inclusive swings and a universal carousel – ensuring all children can play together
 - Quiet spaces – the nature play area and outer park edges are great for kids who may need a break from the excitement.
 - At the community's request, we have also installed a communication board to encourage playground chat and support interaction for all
- The Asset Management team raised items relating to infrastructure with the Public Transport Authority when universal access limitations or non-compliance challenges are raised by the community. A good example is providing universal access to a bus stop. This work was completed recently as part of the 2024/25 road resurfacing work
- The Business and Tourism Services team's Accessible Swan initiative continues to engage the business community, with participating businesses promoted through e-newsletters and City social media, the introduction of ongoing Accessible and Inclusive categories in the Swan Chamber of Business Awards, and the City's sponsorship of the CCIWA Diversity and Inclusion Awards for the past two years
 - The City claimed top honours at the 2024 Most Accessible Communities WA (MACWA) Awards in recognition of the City's commitment to fostering accessibility and inclusivity in our region through its Accessible Swan Business initiative. In November 2024, Swan was declared the winner in the Services and Events category.
 - Business and Tourism Services supported a local business member through the Accessible and Inclusive Businesses initiative, with the first Accessible School Excursion Program.
- The Community Safety team has strengthened the management of ACROD bays by increasing enforcement across the City, with Community Safety Officers conducting more targeted weekend patrols at community centres and sporting facilities. This work is supported by the ongoing "This Bay is Someone's Day" campaign, with campaign bollard covers continuing to be rolled out as new ACROD bays are installed
- The Fleet and Waste team rolled out DAIP Bin Collection Service to 137 properties, provided free tactile indicators for our kerbside bins to community members with vision impairment, encouraged and supported the employment and volunteering opportunities for people with disability within Waste Services, and improved physical access to the Depot's Waste Office with a ramp installed
- The Communications and Engagement team supports business unit requests for collateral in multiple languages and updates the City's guidelines for accessible printed materials. The City's website is designed and maintained to meet the Website and Accessibility Content Guidelines (WCAG) version 2.1 at an AA rating

- The City's multi-business unit approach to digital inclusion culminated on February 20, 2025, with West Tech Assemblage, which brought together local government leaders, community advocates and tech experts to explore digital inclusion, equity and accessibility. The event underscored the importance of reliable internet access and digital literacy for all, featuring a series of spotlight presentations, including the City's showcase of how Access and Inclusion Plans (AIP) support equitable access for everyone
- The Youth Development team drop-in sessions and programs continue to be accessible for a diverse range of young people. Hyperfest, the City's major youth festival, included a accessible viewing platform and chill-out zone, along with all Youth Centres developing their sensory spaces in conjunction with young people
- The Community Care Services team installed sit-stand desks to support staff members with disability; hosted a Deaf Aware Workshop for internal staff; conducted audits of venues before visits to ensure people of all abilities can access and use facilities with ease and dignity; established partnerships with Guildford Grammar, NIDO Caversham, Playgroup WA, Aveley Secondary College and Brockman House to initiate and host intergenerational activities
- The Community Development, Youth Development and Place Activation teams have supported two disability expo events in Midland and Ellenbrook, where high volumes of residents, businesses and non-profits shared information. Accessible matting and sensory chill-out zones have been provided at several events, including Hyperfest, Altone Comes Alive, Bullsbrook Xmas Community event, Children's Week, and NAIDOC week
- In February 2025, our Swan Active Swim School instructors/staff gained valuable training, skills and knowledge on supporting children with Down Syndrome in the water environment. Down Syndrome WA came to Beechboro to hold a development session with over 20 staff members
- Staff and facilitators further joined forces with Beechboro Library to bring water safety messaging into storytime
- Swan Active and Community and Libraries staff have also completed deaf awareness training, mental health awareness, cultural awareness and de-escalation techniques, WADSA professional development days and Puggles Swim endorsed training (Deaf Children Australia). Libraries have also introduced quiet hours across all locations multiple times a week
- Swan Active has introduced a range of new initiatives to improve accessibility and inclusion, including chair yoga at Swan Active Midland, a Teen Swim program to support students who may not thrive in mainstream lesson structures, an all-ability access ramp and accessible gym equipment at Swan Active Midland, accessible change places at all three sites, and communication boards for use in aquatic facilities.



Leisure Services

SWAN ACTIVE

Swan Active Midland has completed its first year of operations since the \$30 million refurbishment was completed and was reopened on May 11, 2024. The facility has been warmly welcomed and well attended by the community, with the highest attendance recorded at the facility with 525,707 attendances in 2024/25. There were even more exciting things this year at Swan Active Midland with the delivery of the accessible change village, with change facilities and options that improve accessibility and provide a modern, contemporary and comfortable experience for the community.

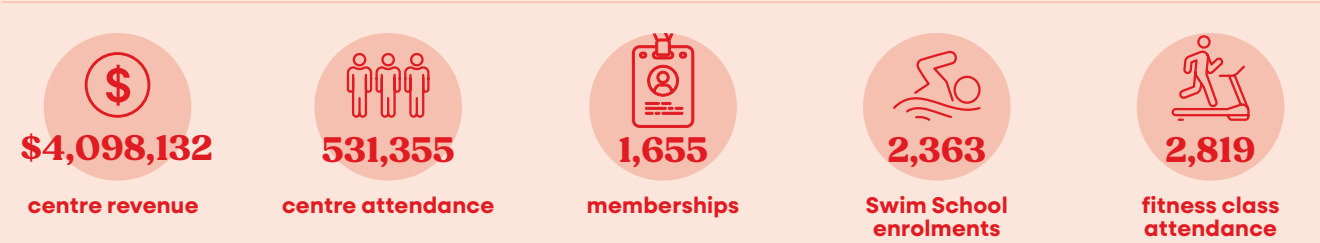
Other highlights for Swan Active in 2024/25 included:

- Swan Active Midland partnership with Binar Futures has been a successful addition and has seen 60 teams and over 400 junior players participate in the competition as well as other community programs
- Reformer Pilates has launched at Swan Active Beechboro, bringing a new experience

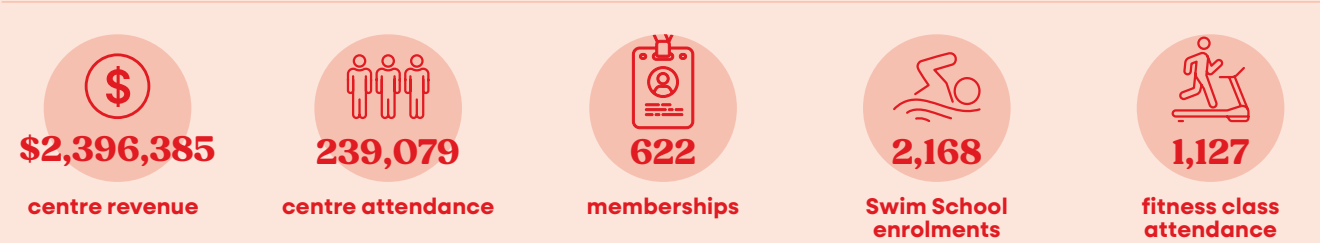
that develops mindfulness and core strength through low-impact exercises that improve health and wellbeing

- The Women's Aquatic Program continues to be a success at Swan Active Beechboro. The program gives women a chance to learn how to swim in a safe and comfortable environment and is provided in both Term 4 and Term 1
- Around 2,200 people attended Swan Active Inflatables Day at Swan Active Beechboro on Saturday, January 18, 2025. It was a day full of fun in the sun, with stalls giving staff the opportunity to promote their programs and engage with the community
- The annual Silver Linings Variety Show continues to be a very popular event and was attended by over 600 senior members of our community who enjoyed a day of entertainment, social connection and sharing in the fun and memories as we turned back the clock.

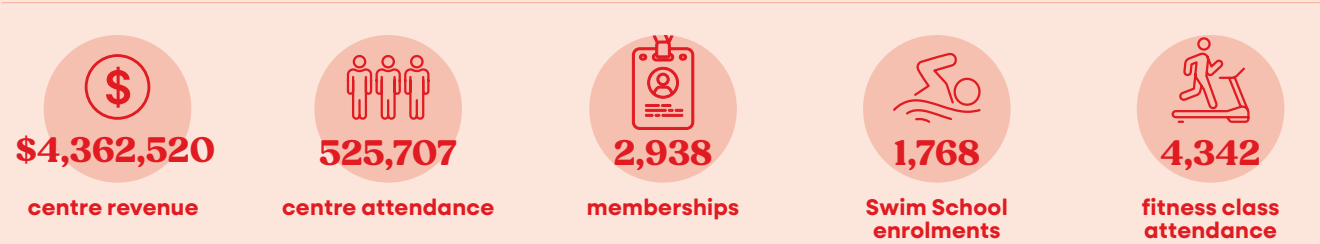
SWAN ACTIVE Beechboro



SWAN ACTIVE Ballajura



SWAN ACTIVE Midland





Club Development

The City of Swan delivered a range of impactful initiatives in 2024/25 to strengthen the capacity, sustainability, and connectivity of local sporting clubs. These efforts reflect our ongoing commitment to supporting grassroots sport and building stronger, more inclusive communities.

To enhance our support network, the Club Development team expanded with the appointment of two dedicated Club Development Officers. This has allowed for greater engagement across the City, providing clubs with personalised guidance and improved access to development opportunities.

A major milestone was the delivery of the **Strategic Planning Program**, which supported 11 local clubs to create tailored three-year strategic plans. Through one-on-one mentoring and facilitated planning sessions, clubs are now better equipped to make informed decisions, plan for growth, and improve their long-term sustainability.

The launch of the **Online Club Hub** provided clubs with a one-stop digital resource centre, offering essential tools and templates related to governance, sustainability, volunteer management, and inclusive practices. The platform ensures clubs have 24/7 access to guidance that supports their ongoing development.

To drive participation and strengthen community-club connections, the **Come and Try Program** delivered eight free community

events in partnership with rugby, cricket, and hockey associations. These sessions attracted 214 participants and helped introduce local residents to new sporting opportunities while supporting clubs in expanding their reach.

The **Sports Medicine Program** played a vital role in improving the safety and professionalism of our local clubs. Across five subsidised sessions, 48 club volunteers were trained in areas including sports taping, first aid, concussion management, and sports trainer certification aimed at building internal capacity to manage player welfare effectively.

As part of our focus on innovation and leadership, we hosted workshops in **AI Marketing** and **Conflict Resolution**. These sessions provided clubs with contemporary tools to promote their programs, strengthen committee operations, and manage internal challenges more effectively.

To celebrate the contributions of local volunteers who are the backbone of community sport, the City proudly hosted a **Volunteer Thank You Breakfast** at Mandoon Estate. This special event brought together 32 volunteers from various sporting clubs across Swan and provided an opportunity to recognise their efforts, share stories, and network with peers in a relaxed and welcoming setting.

Together, these initiatives demonstrate the City of Swan's commitment to building strong, sustainable, and connected sporting communities where clubs are empowered, volunteers are valued, and all residents have the opportunity to participate in local sport.

Community Care Services

Community Care provides an array of government-subsidised basic maintenance and support services for eligible people who are experiencing age-related frailties, dementia and/or disabilities, and their carers. Whether it's a need to travel from A to B, socialising at clubs and outings, or some extra support at home, we have a range of services to meet community needs.

Funky Friday and Awesome Saturday Clubs

Members of Community Care's National Disability Insurance Scheme Funky and Awesome clubs continue to forge friendships, engage in meaningful activities and build life skills.

One recent member-driven initiative was regarding menu and meal planning. Members now determine what meals to make, with a focus on colourful, balanced, and nutritious dishes. It's been a great way to get everyone involved and healthy to boot.

A recent audit of NDIS services has given the rubber stamp to excellent service provision, with high levels of customer satisfaction.

Age friendly initiatives

In 2024, Community Care joined the City's Age Friendly Communities Group with staff actively contributing to its initiatives. The new relationships have fostered a strong network of collaboration across Community Safety, Community Development, Community Engagement, Swan Valley Volunteer Resource Centre, Waste Education, Libraries, and Leisure Services.

This has resulted in significantly enhanced internal communication and coordination, particularly in the sharing and dissemination of information relevant to seniors. It has also led to increased opportunities for joint initiatives, event participation and program referrals.

Through this partnership, Community Care has actively participated in and contributed to Seniors Week events, Elder Abuse Awareness, Reuse/Recycle and Sustainability initiatives, crime and bushfire awareness.

Ongoing involvement and collaboration will allow Community Care to strengthen their capacity to support and advocate for seniors in Swan.

Dementia awareness and support

Community Care team members are active members of the Swan Dementia Alliance, accepting responsibilities on various subcommittees with the group and progressing actions in the 2024/25 Swan Dementia Action Plan.

The team throughout the year endeavour to engage the community in dementia awareness activities. However, during September – Dementia Action Week – efforts are heightened with targeted news and social media campaign, hosting information booths and facilitating Become A Dementia Friend sessions to empower interested community members with knowledge and the tools to create an inclusive dementia friendly community.

Community Care is fortunate that it is supported by Swan Community Care Services Advisory Committee Inc, who have provided funding to facilitate dementia-specific projects and products.

Volunteer support

In 2024/25, the volunteers of Community Care had a combined service of over 263 years, something truly worth celebrating.

Nine Community Care volunteers and their partners attended the International Volunteer Day Garden party held in the magnificent gardens of Government House in December 2024.

At the Christmas lunch in December 2024 a number of volunteers were recognised as they had achieved over 20 years of service with Community Care, the longest being for 29 years as a club support volunteer.

Youth services

The City of Swan is committed to youth centre service provision, meeting the identified needs of young people, working collaboratively with local service providers to deliver youth services and programs from City-owned youth centres in Altone, Ballajura, Bullsbrook, Ellenbrook, Midland, and Stratton. Bullsbrook and Ellenbrook are operated by the City, with the other four operated by non-profit organisations.

Youth development officers work with contracted service providers to deliver services and programs to young people from the centres but also offer significant support to young people through general outreach work.

Youth services	Sessions/ activities	Attendance
Youth centre	301	11,060
School holiday programs	64	855
Youth leadership	210	1,133
Ballajura Youth Outreach Project	86	2,022

www.swan.wa.gov.au/city-and-council/news-and-media/news/ballajura-youth-outreach-project

Hyper Festival

Celebrating its twenty-fifth birthday, Hyper delivered a sellout event on March 29, 2025, featuring headline acts including:

- San Cisco
- Ruby Fields
- Dice
- South Summit
- The Buoy.

Over 5,000 attended WA’s longest-running, alcohol-free, all-ages music festival.





Built Environment

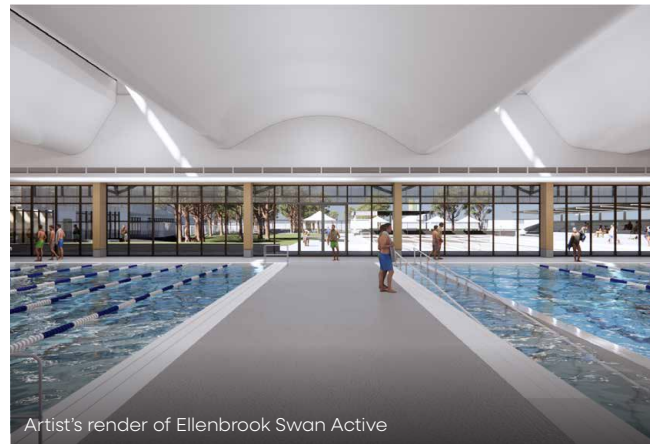
Modern and connected.



Objective	Measure	Target	2022/23	2023/24
B1. Planned and facilitated growth				
B1.1 Create community places to live, relax and works	% of community who like living in their area	Maintain above 85%	95%	92%
	% of community satisfied with streetscapes and public spaces	Maintain above 70%	64%	51%
B2. Infrastructure that meets community needs				
B2.1 Manage current and future assets and infrastructure	% of community satisfied with roads	Maintain above 70%	82%	75%
	% of community satisfied with community buildings	Maintain above 70%	79%	75%
	% of community satisfied with the City's management of heritage	Achieve at least 70%	84%	78%
	% of community satisfied with ovals and outdoor sports facilities	Maintain above 70%	77%	79%
	% of community satisfied with parks	Maintain above 70%	79%	72%
B3. Community access				
B3.1 Advocate for and provide sustainable transport solutions	% of community satisfied with ease of movement between points of interest	Maintain above 70%	76%	70%
	% of community satisfied with footpaths	Maintain above 65%	73%	63%
	% of community satisfied with the cycle network	Maintain above 65%	75%	68%

Major projects

- Ballajura Intergenerational Playspace – completed in 2024/25
- Brabham District Community Centre – construction throughout 2024/25
- Ellenbrook Community Centre – construction throughout 2024/25
- Implementation of a three-bin kerbside collection system, including FOGO
- Gngangara Road Duplication – construction throughout 2024/25
- Henley Brook Avenue (Gngangara Road to Park Street) – construction throughout 2024/25
- Neighbourhood Park and Community Building – Murray Road – construction throughout 2024/25
- Swan Active Ellenbrook – site works throughout 2024/25
- Swan Active Midland – Family Change Extension– completed in 2024/25



Artist's render of Ellenbrook Swan Active



Ballajura Intergenerational Playspace

Other projects

Ellenbrook Town Centre parking management

The City implemented parking management in the Ellenbrook Town Centre, coinciding with the opening of the new Ellenbrook Train Station, to ensure parking availability for visitors and customers to the Town Centre as well as all-day parking options for workers in the area. Parking fees were introduced to ensure parking is available for users in Ellenbrook and not occupied by commuters utilising the train station.

Local Heritage Survey review

Local governments are required under the *Heritage Act 2018* to compile and maintain a Local Heritage Survey of places that are, or may become, places of local cultural heritage significance. It helps communities recognise and protect their local cultural heritage. The City has undertaken a significant review of the Local Heritage Survey and it is expected to be completed by the end of 2025.



Artist's render Brabham Community Centre

Maintenance programs

The City has extensive maintenance programs for its built environment assets that aim to deliver the best value for the community and improve community satisfaction with assets. Where possible, the City aims to maintain its infrastructure using programmed works rather than reactive works, and we are consistently reviewing our maintenance practices. The implementation of Snap Send Solve has significantly increased feedback from the community. This program has been used to ensure programs focus on community priorities.

In 2024/25, the City received 21,008 maintenance requests, including:



1,270
tree pruning/
maintenance issues
resolved



1,255
verge maintenance
issues resolved



2,192
graffiti removal
requests



91
syringes removed



454
community
building faults



243
broken glass



878
footpath hazards
resolved



465
playground repairs

Building services statistics

	Applications					
	Received	Approved	Refused	Rejected	Withdrawn	Undetermined
Certified permits	4,213	3,524	388	282	16	3
Uncertified permits	286	116	130	38	2	0
Demolition permits	94	74	8	12	0	0
Occupancy permits	156	135	12	7	1	1
Building approval certificates	153	114	17	22	0	0
R-code variations	591	479	21	23	31	37
Copy of plans	1,165	1,124	0	19	22	0
Total	6,658	5,566	576	403	72	41



Governance

Progressive and responsible.

Objective	Measure	Target	2022/23	2023/24
G1. Aligned leadership and direction				
G1.1 Provide accountable and transparent leadership	% of community who think the City shows leadership in the community	Achieve at least 50%	65%	51%
	% of community who think the City adequately communicates decisions	Increase the two-year rolling average (baseline 65%)	65%	48%
	% of community satisfied with the City's understanding of community needs and prioritisation	Increase the two-year rolling average (62% baseline)	65%	50%
G1.2 Engage, communicate and consult with our community and stakeholders	% of community who feel appropriately informed about the City's services, events and activities	Increase the two-year rolling average (67% baseline)	55%	48%
	% of community satisfied with opportunities to have a say	Increase the two-year rolling average (54% baseline)	53%	43%
G1.3 Promote and advocate on behalf of the City of Swan	% of community satisfied with the City's advocacy on behalf of the community to State and Federal government	Increase the two-year rolling average (60% baseline)	61%	44%
G2. Sustainable and optimal use of City resources				
G2.1 Improve capability and capacity	% of community satisfied with the City of Swan overall	Increase the two-year rolling average (72% baseline)	88%	
	% of community who think the City provides good value for money	Achieve at least 50%	64%	
	% of community satisfied with the City's customer service	Increase the two-year rolling average (65% baseline)	79%	
	Financial health indicator	Maintain above 70	This figure is produced by the Department of Local Government, Sport and Cultural Industries and is currently under review. The last reported figure was 91 for the 2020/21 financial year.	



Organisational planning

Annual service planning

In 2024/25, the City continued its service planning approach, providing simple one-page service statements for Council and the community. The City continues to review and improve these annual service plans to provide greater value and transparency to the community in terms of what services and service levels will be provided and how we resource service delivery.

Service plans were improved in line with the City's strategic workforce forecasting and planning to integrate an FTE (full-time equivalent staff) forecast for future service delivery. These service plans are published and available for the community to view on the City's website.

Key result area performance reporting

Comprehensive performance reporting against each KRA for Council and the community was delivered in 2024/25 and this will continue, with one KRA performance update to be delivered per quarter. To help the community track our performance, and to increase transparency and accountability, this information is now published on the City's website at www.swan.wa.gov.au/our-performance.

Community and Business Perceptions Survey

The City delivered its annual Community and Business Perceptions Survey with the support of an external market research agency. This survey helps us understand the community's perception of City services, identifying top priorities for improvement.

The City used the results from this survey to inform the planning process. All business units reviewed the comments in detail to make sure customer feedback was acted on where possible.



Organisational self-assessment

In late 2023, the City engaged a consultant to conduct a detailed self-assessment. This is a systematic, comprehensive, and regular review of the City's management processes and performance against the Australian Business Excellence Framework.

The assessment helps to measure the City's capability to achieve outcomes and clearly define its strengths and opportunities for improvement. Based on the report, the City has developed an organisational improvement plan which is to be delivered over two years and completed by December 2025.

Change framework

With the City committed to continuous improvement, a review was conducted of the change management framework. This framework is in place to support City staff by foreseeing any change-related issues and ensuring they are sufficiently prepared to smoothly transition to the desired state.

The revised framework works to integrate with other City processes such as corporate project management, business process management, and internal communications. It can be adapted and applied to any business area when leading change and will help individuals make successful personal transitions, resulting in the adoption and realisation of change.

Communications and engagement

The City’s Communications and Engagement team delivered a number of large-scale, complex communications projects such as FOGO and Swan Active Ellenbrook, alongside engagement such as the Strategic Community Plan Review

The team distributed 23 media releases and responded to more than 60 media enquiries, conducted 69 consultations, held and supported a wide range of events across Swan, and welcomed more than 1,208 new Australians at our citizenship ceremonies.

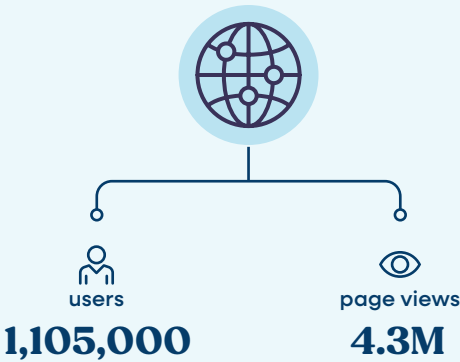
Social media growth

With more and more people seeking information on social media, it is important to make sure that information is engaging and accurate. The City has brought focus to this area which has led to significant social media growth, including on Instagram, where the City aims to reach its younger residents.

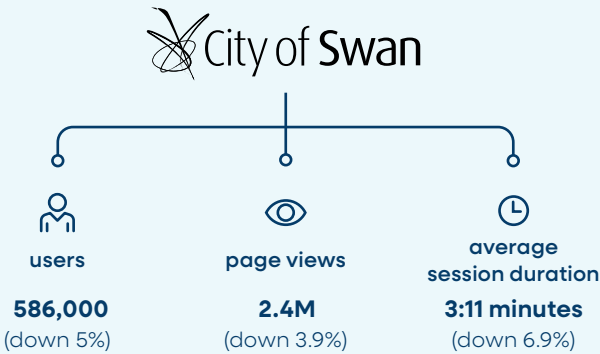
Communications and engagement statistics 2024/25

Websites

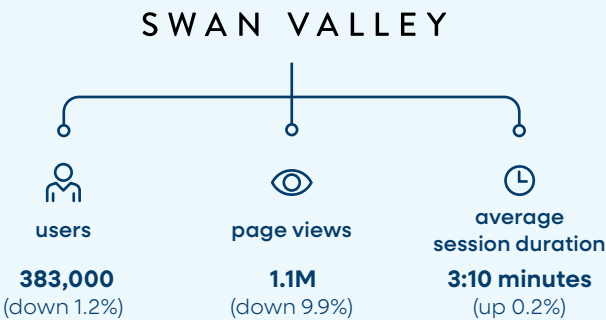
Total across all three sites



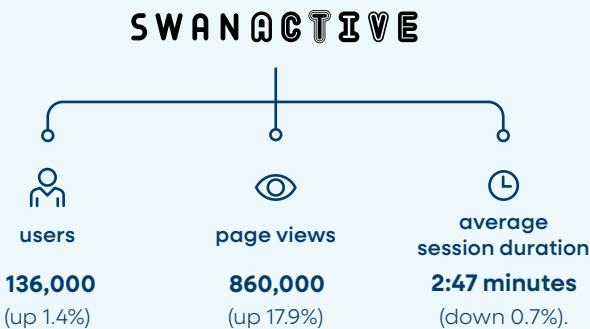
City of Swan



Swan Valley



Swan Active – excluding Envibe



Social media

Statistics combine the following channels:

City of Swan (Facebook, Instagram, LinkedIn), Swan Active (Facebook, Instagram), Swan Valley (Facebook, Instagram), and Swan Libraries (Facebook, Instagram).



Audience

143,492
(7.2% increase)



Net audience growth

9,854
(30% decrease)



Published content

2,786
(27.1% decrease)



Engagements

754,195
(15.8% decrease)



Engagement rate

4.9%
(1.3% increase)



Video views

1,018,551
(2.4% increase)



Impressions

15,477,690
(16.9% decrease)

Events

The events team put on another diverse calendar of events, ranging from the loud party-like atmosphere of Swan Active Midland's reopening to the advocacy-focused Leadership Symposium.

A full calendar of events can be viewed on page [xx](#).

Marketing and design

Major campaigns conducted

Major campaigns were conducted for Swan Active Midland reopening, Entwined in the Swan Valley, and FOGO.



Over 850

graphic design jobs completed

Swan Engage

Forty-one engagement plans were developed by the Community Engagement team.



3,589

contributions on Swan Engage consultations



28,645

visitors, of which 69.2% were first-time visitors to Swan Engage



50,496

page views on Swan Engage



42,348

document downloads



70

email campaigns sent in support of engagements



65.9%

average consultation email open rate

Customer experience statistics 2024/25



19,327

live chats via the City's website handled



114,699

calls handled



Over 5,119

hours via phone support



24,850

Snap Send Solve requests performed by the team



Over 15,000

front counter interactions



78,252

customer emails processed



3.64/5

customer satisfaction



20.83

net promoter score



Customer experience

At the City, delivering quality customer service is a top priority, providing around-the-clock services that support our community 24 hours a day, seven days a week.

Measuring our progress

Performance measurement and target setting are important to the growth process of an organisation. By measuring our progress with reliable supporting data, we can better understand, manage and improve our performance, efficiency and accountability.

The Corporate Reporting and Measurement Framework

In line with our commitment to continuous improvement through the Australian Business Excellence Framework, our Corporate Reporting and Measurement Framework helps us adapt to change. The framework translates strategic outcomes into useful measures at each level of the organisation, ensuring we are best placed to succeed in delivering on our community vision and priorities.

The framework describes the intent of the City's reporting structure and provides clear guidance about how progress is measured. Through reporting and measurement analysis, we can identify, evaluate, prioritise and monitor risks at all levels of the organisation.

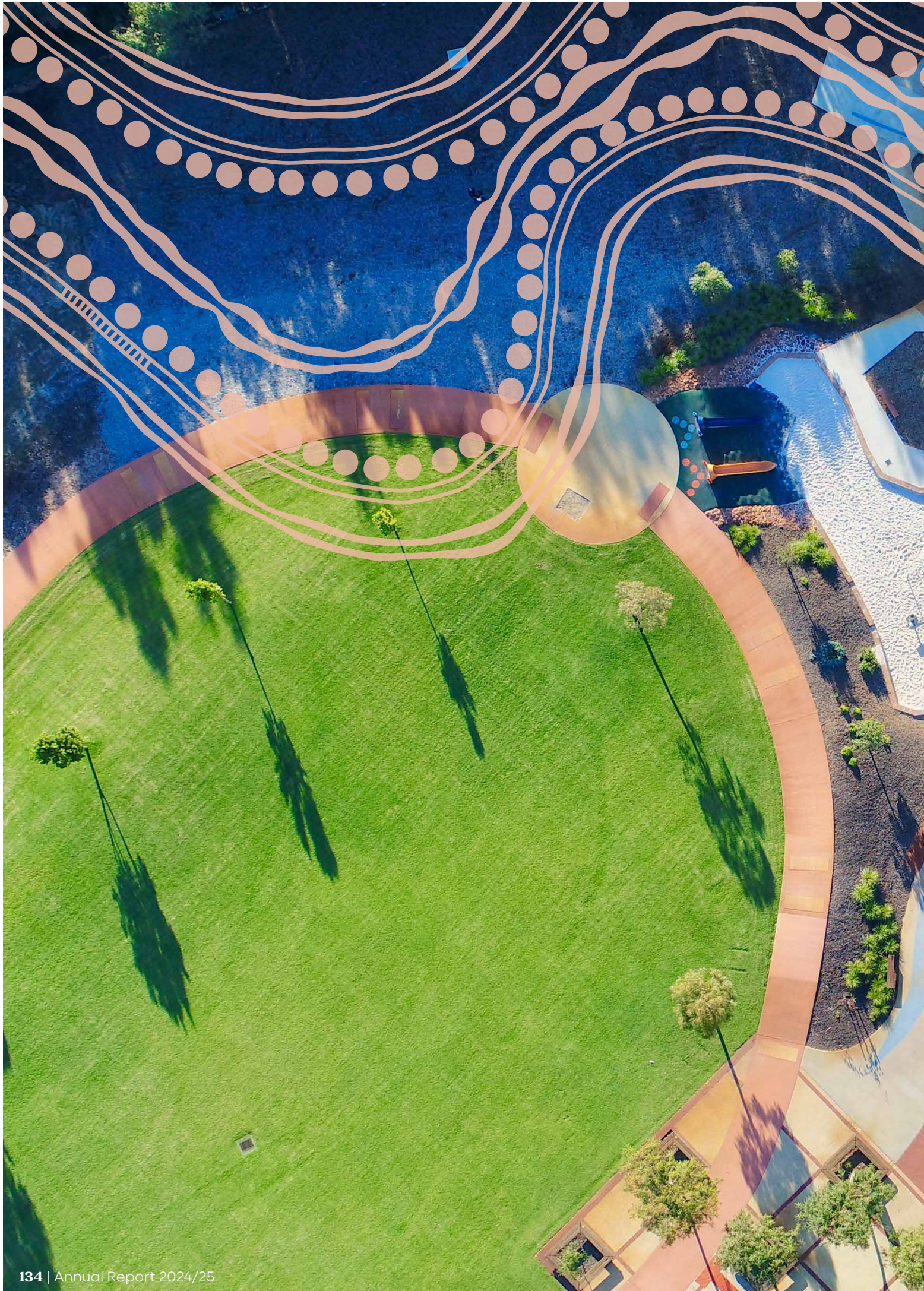
The framework covers the three core levels of the City's planning and reporting structure:

1. **The Strategic Community Plan level** – measures focus on outcomes that should be visible to the community.
2. **The Corporate Business Plan level** – measures identify organisational health and how well-placed the City is to resource and support the delivery of the Strategic Community Plan outcomes. Strategic risks are also monitored throughout the planning cycle.
3. **The annual service plan level** – measures monitor specific operational output or identify potential risks in the delivery of our services, projects and outputs.

To ensure transparency and accountability, in addition to an annual progress report for each key result area, the City reports on the progress of our Corporate Business Plan through a mid-year performance report in March. Both of these reports are available on the City's website here: [City of Swan - Our performance](#).

Corporate Reporting and Measurement Framework

Strategic and Corporate Plans	Measurement and Reporting	Audience
Strategic Community Plan Community vision, goals and aspirations	Annual Community and Business Perceptions Survey Quarterly Key Result Area Reporting (one per quarter) Annual Report	Community, Council, Executive, Staff
Corporate Business Plan Corporate approach, services and projects	Mid-year Performance Report	Community, Council, Executive, Staff
Annual service plans Service delivery, (sub-services/outputs/projects)	Mid-year Performance Report Service Delivery KPIs	Community, Council, Executive, Staff





Our finances

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Annual Financial Report for the year ended June 30, 2025

The Annual Financial Report has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies, which have been adopted in the preparation of the financial report are stated in the notes and have been consistently applied unless otherwise stated.

Except for cash flow and statement of financial activity, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of the selected non-current assets, financial assets and liabilities.

For the year ended June 30, 2025, a net result of \$67.99 million, against a budgeted \$98.41 million was produced. This variance was mainly due to land ceded to the Crown and the performance of the Eastern Metropolitan Regional Council (EMRC). A strong financial position resulted in net assets increasing to \$2.74 billion, up from \$2.67 billion in the financial year 2024/25.

Statement of Comprehensive Income

Revenue

Total revenue for the financial year 2024/25 amounts to \$257.61 million, surpassing the budgeted \$247.57 million and improving upon the \$237.07 million reported in 2023/24. This growth reflects the City's ability to generate diverse income streams, including:

- Rates: contributed \$158.69 million, aligning closely with the budget of \$156.90 million and marking an increase from \$150.89 million from the previous financial year. This reflects sustained property growth and efficient rate management.
- Grants, subsidies, and contributions: Despite initial budget projections of \$13.79 million, actual contributions reached \$11.45 million, primarily due to the early payment of Financial Assistance Grants.
- Interest revenue: The City recorded \$20.04 million in interest income, exceeding the prior year's \$18.40 million due to favorable investment strategies amid higher interest rates.

Expenditure

Operating expenses for the financial year 2024/25 totalled \$248.16 million, higher than the original budget of \$233.05 million.

Employee costs amounted to \$105.16 million, up by 9.96% from the last financial year, noting that the increase aligns with the indexation requirements of the enterprise agreements;



increasing services, including the return to full service of Swan Active Midland; and catering for the City's growing population and asset base.

Materials and contracts totalled \$60.44 million, balancing ongoing operational requirements and cost containment measures.

Utilities rose from \$7.34 million in 2023/24 to \$8.25 million in 2024/25, slightly above the budgeted \$7.97 million. This increase was influenced by factors such as inflationary pressures and higher energy prices.

Depreciation was recorded at \$61.29 million, lower than the budgeted \$64.42 million due to the timing of completion of the capital works program.

Finance and insurance costs totalled \$2.16 million, while insurance expenses were \$3.81 million, both in line with expectations and prior-year trends.

Non-operating grants

The City has recognised \$94.49 million in capital grants, subsidies and contributions including in-kind, enabling continued investment in infrastructure and community projects. Of the capital grants, subsidies and contributions, \$57.12 million is attributed to contributed assets.

Additionally,

- Profit on asset disposals generated \$0.93 million, less than the budgeted \$2.65 million due to the deferment of a number of asset sales.
- Revaluation surplus contributed a gain of \$7.54 million, enhancing the value of City assets and further strengthening its financial position.

Capital grants, subsidies and contributions

During the 2024/25 financial year the City received various capital grants, subsidies and contributions. The below do not include in-kind. Below is an overview of the amounts received by the City during the year and the two financial years prior.

Year	Amount
2024/25	\$32,481,390
2023/24	\$15,570,207
2022/23	\$31,711,838

Statement of financial position

Assets

The City's total assets reached \$2.96 billion, a significant increase from \$2.87 billion reported in the financial year 2023/24, mainly driven by infrastructure investments. Cash and cash equivalents: \$52.51 million, ensuring adequate liquidity to meet operational requirements. Other financial assets: \$331 million, indicating strategic financial management.

Liabilities

Total liabilities rose to \$224.25 million, reflecting a manageable increase in provisions and other liabilities. Of the total liabilities, \$131.03 million worth of liabilities are fully cash backed. Borrowings remained stable at \$42.76 million. Employee-related provisions increased to \$21.50 million, aligned with workforce growth and accrued entitlements. Other provisions, including development contributions, were carefully monitored to ensure sustainability.

Equity

The City manages 22 reserves restricted by legislation/agreement and 15 reserves restricted by Council with a combined total balance of \$342.42 million as of June 30, 2025. These reserves are carefully managed to ensure funding is available for projects to meet the needs of our current and future community needs.

	2020/21	2021/22	2022/23	2023/24	2024/25
	Actual (\$'000's)	Actual (\$'000's)	Actual (\$'000's)	Actual (\$'000's)	Actual (\$'000's)
Total assets	2,469,477	2,578,447	2,785,33	2,869,182	2,964,355
Total liabilities	169,026	172,573	202,869	204,066	224,253
Net assets	2,300,451	2,405,874	2,582,462	2,665,116	2,740,102

The marginal increase in total assets is due to the expanding asset base of the City.

Financial year 2025/26 and beyond

As we progress into the financial year 2025/26, the City remains focused on delivering excellent services and addressing its planned infrastructure requirements for our ratepayers and local businesses.

Our Integrated Planning and Reporting Framework includes the Strategic Community Plan 2025-2035 (SCP), our guiding strategy informed by community aspirations for the future. The Corporate Business Plan 2025-2029 details the resources and priorities required to implement the first four years of the SCP.

The annual business planning process develops annual service plans for each of the City's services. The Long-Term Financial Plan includes provisions for an increased focus on allocating long-term funding to ensure the City's ability to allocate sufficient resources to the preservation and renewal of its rapidly growing asset base.

Investment in the Eastern Metropolitan Regional Council (EMRC)

The City's equity holdings in the EMRC increased by \$11.3 million from \$89.5 million in 2023/2024 to \$100.8 million in 2024/25. On December 1, 2024, the City issued its Notice of Withdrawal from the EMRC. The effective date of the withdrawal is after June 30, 2025. Consequently, the withdrawal takes effect from July 1, 2025, and the City is entitled to the equity payment from the EMRC on July 1, 2027.

The financial statement is prepared on the basis that the City of Swan is a Participant of the EMRC as at balance date, June 30, 2025, and the City's share of equity is represented in the notes to the accounts. The City of Swan's equity entitlement is subject to a different valuation methodology and process prescribed in the Establishment Agreement for withdrawing participants.

At present, a separate process is in progress and the value is not yet finalised. The City has elected to impair the value of its investment in the EMRC by 10% as at June 30, 2025, which reduces the value from \$100.8 million to \$90.7 million.



David Trevaskis

Executive Director, Corporate



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

City of Swan

To the Council of the City of Swan

Opinion

I have audited the financial report of the City of Swan (City) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Investment in Associates

I draw attention to Note 25 to the financial report, which states that the City has resolved to withdraw as a member participant from Eastern Metropolitan Regional Council effective from 1 July 2025. My opinion is not modified in respect of this matter.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Swan for the year ended 30 June 2025 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
25 November 2025

**CITY OF SWAN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

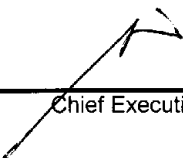
*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

Statement by CEO

The accompanying financial report of the City of Swan has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 24TH day of November 2025



Chief Executive Officer

Stephen Cain
Name of Chief Executive Officer

CITY OF SWAN
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Revenue				
Rates	2(a),28	158,692,524	156,896,630	150,892,440
Grants, subsidies and contributions	2(a)	11,445,622	13,786,883	12,825,611
Fees and charges	2(a)	59,350,795	54,522,057	49,824,239
Service charges	2(a)	488,141	487,481	455,854
Interest revenue	2(a)	20,039,476	17,575,125	18,399,816
Other revenue	2(a)	7,588,921	4,301,034	4,670,429
		257,605,479	247,569,210	237,068,389
Expenses				
Employee costs	2(b)	(105,156,819)	(106,909,253)	(95,629,512)
Materials and contracts		(60,438,530)	(45,923,729)	(47,260,458)
Capital works expensed	2(b)	(5,250,928)	0	0
Utility charges		(8,252,751)	(7,974,021)	(7,336,965)
Depreciation		(61,285,449)	(64,423,120)	(57,856,195)
Finance costs	2(b)	(2,164,906)	(2,165,420)	(2,020,788)
Insurance		(3,814,478)	(3,583,409)	(3,396,708)
Other expenditure	2(b)	(1,798,862)	(2,071,248)	(2,290,819)
		(248,162,723)	(233,050,200)	(215,791,445)
		9,442,756	14,519,010	21,276,944
Capital grants, subsidies and contributions	2(a)	94,488,130	81,474,587	68,152,766
Profit on asset disposals		928,296	2,651,411	187,050
Loss on asset disposals		0	0	(863,741)
Land ceded to the crown		(28,250,611)	(1,328,578)	(8,077,250)
Contribution to state infrastructure		(2,832,139)	0	(3,299,724)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(7,105)	5,000	3,364
Fair value adjustments to investment property	12	537,680	0	(4,884,085)
Share of net profit/loss of associates accounted for using the equity method	23(c)	(6,308,260)	1,090,506	9,097,976
		58,555,991	83,892,926	60,316,356
Net result for the period	27(b)	67,998,747	98,411,936	81,593,300
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Share of other comprehensive income of associates accounted for using the equity method	18, 23(b)	7,544,099	1,146,789	1,060,028
Total other comprehensive income for the period	18	7,544,099	1,146,789	1,060,028
Total comprehensive income for the period		75,542,846	99,558,725	82,653,328

This statement is to be read in conjunction with the accompanying notes.

CITY OF SWAN
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025	2024
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	52,512,937	33,032,215
Trade and other receivables	5	19,377,376	25,230,445
Other financial assets	4(a)	331,000,000	290,240,795
Inventories	6	3,325,524	2,481,979
Other assets	7	1,399,868	2,016,124
Non-current assets classified as held for sale	7	3,397,245	12,554,559
TOTAL CURRENT ASSETS		411,012,950	365,556,117
NON-CURRENT ASSETS			
Trade and other receivables	5	7,398,872	3,175,885
Other financial assets	4(b)	159,239	166,344
Inventories	6	2,301,704	2,057,900
Investment in associate	23(a)	90,698,135	89,490,827
Property, plant and equipment	8	550,248,605	559,259,805
Infrastructure	9	1,888,513,703	1,822,135,538
Right-of-use assets	11(a)	1,300,197	1,823,052
Investment property	12	10,940,000	23,140,000
Intangible assets	13	1,781,985	2,376,523
TOTAL NON-CURRENT ASSETS		2,553,342,440	2,503,625,874
TOTAL ASSETS		2,964,355,390	2,869,181,991
CURRENT LIABILITIES			
Trade and other payables	14	36,098,236	38,522,240
Other liabilities	15	31,368,513	36,392,966
Lease liabilities	11(b)	527,001	508,250
Borrowings	16	6,566,418	8,472,487
Employee related provisions	17	19,625,142	18,612,322
TOTAL CURRENT LIABILITIES		94,185,310	102,508,265
NON-CURRENT LIABILITIES			
Other liabilities	15	91,186,183	57,436,498
Lease liabilities	11(b)	812,184	1,339,186
Borrowings	16	36,197,756	41,171,431
Employee related provisions	17	1,872,354	1,611,047
TOTAL NON-CURRENT LIABILITIES		130,068,477	101,558,162
TOTAL LIABILITIES		224,253,787	204,066,427
NET ASSETS		2,740,101,603	2,665,115,564
EQUITY			
Retained surplus		1,338,515,061	1,344,362,433
Reserve accounts	31	342,416,254	271,391,923
Revaluation surplus	18	1,059,170,288	1,049,361,208
TOTAL EQUITY		2,740,101,603	2,665,115,564

This statement is to be read in conjunction with the accompanying notes.

CITY OF SWAN
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	Retained surplus	Reserve accounts	Revaluation surplus	Total equity
		\$	\$	\$	\$
Balance as at 1 July 2023		1,277,862,173	245,692,705	1,058,907,358	2,582,462,236
Comprehensive income for the period					
Net result for the period		81,593,300	0	0	81,593,300
Other comprehensive income for the period	18	0	0	1,060,028	1,060,028
Total comprehensive income for the period		81,593,300	0	1,060,028	82,653,328
Transfers from reserve accounts	31	63,102,097	(52,495,919)	(10,606,178)	0
Transfers to reserve accounts	31	(78,195,137)	78,195,137	0	0
Balance as at 30 June 2024		1,344,362,433	271,391,923	1,049,361,208	2,665,115,564
Change in accounting policies		(2,821,789)	0	2,264,981	(556,808)
Restated balance at 1 July 2024		1,341,540,644	271,391,923	1,051,626,189	2,664,558,756
Comprehensive income for the period					
Net result for the period		67,998,747	0	0	67,998,747
Other comprehensive income for the period	18	0	0	7,544,099	7,544,099
Total comprehensive income for the period		67,998,747	0	7,544,099	75,542,846
Transfers from reserve accounts	31	36,691,165	(36,691,165)	0	0
Transfers to reserve accounts	31	(107,715,496)	107,715,496	0	0
Balance as at 30 June 2025		1,338,515,061	342,416,254	1,059,170,288	2,740,101,603

This statement is to be read in conjunction with the accompanying notes.

CITY OF SWAN
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2024 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		157,383,957	149,424,305
Grants, subsidies and contributions		11,290,224	7,839,906
Fees and charges		59,450,399	49,986,298
Service charges		488,141	455,854
Interest revenue		20,039,476	18,399,816
Goods and services tax received		10,793,271	13,832,273
Other revenue		7,588,921	4,670,429
		267,034,389	244,608,881
Payments			
Employee costs		(107,227,493)	(94,842,663)
Materials and contracts		(59,620,293)	(48,939,599)
Utility charges		(8,252,751)	(7,336,965)
Finance costs		(2,164,906)	(2,020,788)
Insurance paid		(3,814,478)	(3,396,708)
Goods and services tax paid		(10,033,138)	(13,909,532)
Other expenditure		(1,679,154)	(2,290,819)
		(192,792,213)	(172,737,074)
Net cash provided by operating activities	19(b)	74,242,176	71,871,807
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for financial assets at amortised cost		(229,500,000)	(131,800,000)
Payments for purchase of property, plant & equipment	8(a)	(32,365,003)	(48,120,626)
Payments for construction of infrastructure	9(a)	(55,968,648)	(57,127,172)
Payments for investment property	12	(5,089,384)	0
Proceeds from capital grants, subsidies and contributions		74,284,001	33,838,836
Distributions from investments in associates		28,534	2,793,964
Proceeds for financial assets at amortised cost		188,700,000	120,000,000
Proceeds from financial assets at amortised cost - self-supporting loans		40,795	77,783
Proceeds from sale of property, plant & equipment		12,201,695	1,740,095
Net cash (used in) investing activities		(47,668,010)	(78,597,120)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	30(a)	(8,537,256)	(7,597,023)
Payments for principal portion of lease liabilities	30(d)	(508,250)	(374,193)
Transfers from trust accounts	32	294,550	0
Proceeds from new borrowings	30(a)	1,657,512	9,184,926
Net cash provided by (used in) financing activities		(7,093,444)	1,213,710
Net increase (decrease) in cash held		19,480,722	(5,511,603)
Cash at beginning of year		33,032,215	38,543,818
Cash and cash equivalents at the end of the year	19(a)	52,512,937	33,032,215

Non-cash investing and financing movements are disclosed at note 19.(c)

This statement is to be read in conjunction with the accompanying notes.

CITY OF SWAN
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	28	150,669,675	149,018,117	143,166,955
Rates excluding general rates	28	8,022,849	7,878,513	7,725,485
Grants, subsidies and contributions		11,445,622	13,786,883	12,825,611
Fees and charges		59,350,795	54,522,057	49,824,239
Service charges		488,141	487,481	455,854
Interest revenue		20,039,476	17,575,125	18,399,816
Other revenue		7,588,921	4,301,034	4,670,429
Profit on asset disposals		928,296	2,651,411	187,050
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(7,105)	5,000	3,364
Share of net profit/loss of associates accounted for using the equity method	23(c)	(6,308,260)	1,090,506	9,097,976
		252,218,410	251,316,127	246,356,779
Expenditure from operating activities				
Employee costs		(105,156,819)	(106,909,253)	(95,629,512)
Materials and contracts		(60,438,530)	(45,415,479)	(47,260,458)
Capital works expensed		(5,250,928)	0	0
Utility charges		(8,252,751)	(7,974,021)	(7,336,965)
Depreciation		(61,285,449)	(64,423,120)	(57,856,195)
Finance costs		(2,164,906)	(2,165,420)	(2,020,788)
Insurance		(3,814,478)	(3,583,409)	(3,396,708)
Other expenditure		(1,798,862)	(2,071,248)	(2,290,819)
Land ceded to the crown	8(a)	(28,250,611)	(1,328,578)	(8,077,250)
Contribution to state infrastructure	9(a)	(2,832,139)	0	(3,299,724)
Fair value adjustments to investment property	12	537,680	0	(4,884,085)
Loss on asset disposals		0	0	(863,741)
		(278,707,793)	(233,870,528)	(232,916,245)
Non-cash amounts excluded from operating activities	29(a)	80,157,578	83,397,327	32,759,790
Amount attributable to operating activities		53,668,195	100,842,926	46,200,324
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		94,488,130	81,474,587	68,152,766
Proceeds from disposal of assets		16,282,105	12,298,300	1,740,095
Proceeds from financial assets at amortised cost - self-supporting loans	30(a)	40,795	40,796	77,783
Distributions from investments in associates	23(b)	28,534	0	0
		110,839,564	93,813,683	69,970,644
Outflows from investing activities				
Acquisition of property, plant and equipment	8(a)	(32,365,003)	(47,588,774)	(48,120,626)
Acquisition of infrastructure	9(a)	(55,968,648)	(107,949,071)	(57,127,172)
Payments for investment property	12	(5,089,384)	0	0
		(93,423,035)	(155,537,845)	(105,247,798)
Amount attributable to investing activities		17,416,529	(61,724,162)	(35,277,154)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	30(a)	1,657,512	0	9,184,926
Transfers from trust accounts	32	294,550	40,000	0
Transfers from reserve accounts	31	36,691,165	40,742,121	52,495,919
		38,643,227	40,782,121	61,680,845
Outflows from financing activities				
Repayment of borrowings	30(a)	(8,537,256)	(8,462,519)	(7,597,023)
Payments for principal portion of lease liabilities	30(d)	(508,250)	(508,250)	(374,193)
Transfers to reserve accounts	31	(107,715,496)	(80,949,232)	(78,195,137)
		(116,761,002)	(89,920,001)	(86,166,353)
Amount attributable to financing activities		(78,117,775)	(49,137,880)	(24,485,508)
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	29(b)	23,107,411	10,019,116	36,669,749
Amount attributable to operating activities		53,668,195	100,842,926	46,200,324
Amount attributable to investing activities		17,416,529	(61,724,162)	(35,277,154)
Amount attributable to financing activities		(78,117,775)	(49,137,880)	(24,485,508)
Surplus or deficit after imposition of general rates	29(b)	16,074,360	0	23,107,411

This statement is to be read in conjunction with the accompanying notes.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

1. BASIS OF PREPARATION

The financial report of the City of Swan which is a Class 1 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls ;

and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from *AASB 116 Property, Plant and Equipment*, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - Note 8
 - Infrastructure - Note 9
- Expected credit losses on financial assets - Note 5
- Assets held for sale - Note 7
- Investment property - Note 12
- Estimated useful life of intangible assets - Note 13
- Measurement of employee benefits - Note 17

Fair value hierarchy information can be found in Note 26

The local government reporting entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 32 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 Amendments to Australian Accounting Standards
 - Classification of Liabilities as Current or Non-current
- AASB 2022-5 Amendments to Australian Accounting Standards
 - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards
 - Non-current Liabilities with Covenants
- AASB 2023-3 Amendments to Australian Accounting Standards
 - Disclosure of Non-current Liabilities with Covenants: Tier 2
- AASB 2024-1 Amendments to Australian Accounting Standards
 - Supplier Finance Arrangements: Tier 2 Disclosures
- AASB 2023-1 Amendments to Australian Accounting Standards
 - Supplier Finance Arrangements

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 Amendments to Australian Accounting Standards
 - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

These amendment may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards
 - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2024-4b Amendments to Australian Accounting Standards
 - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-9 Amendments to Australian Accounting Standards
 - Insurance Contracts in the Public Sector
- AASB 2023-5 Amendments to Australian Accounting Standards
 - Lack of Exchangeability
- AASB 18 (FP) Presentation and Disclosure in Financial Statements
 - (Appendix D) [for for-profit entities]
- AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements
 - (Appendix D) [for not-for-profit and superannuation entities]
- AASB 2024-2 Amendments to Australian Accounting Standards
 - Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards
 - Annual Improvements Volume 11

These amendments are not expected to have any material impact on the financial report on initial application.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Grants, capital grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	When the entity satisfies its performance obligations or achieves project milestones under the transfer.
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Revenue recognition

Rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2025

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	158,692,524	0	158,692,524
Grants, subsidies and contributions	0	11,445,622	0	0	11,445,622
Fees and charges	23,914,726	0	35,436,069	0	59,350,795
Service charges	488,141	0	0	0	488,141
Interest revenue	20,039,476	0	0	0	20,039,476
Other revenue	7,588,921	0	0	0	7,588,921
Capital grants, subsidies and contributions	0	94,488,130	0	0	94,488,130
Total	52,031,264	105,933,752	194,128,593	0	352,093,609

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	150,892,440	0	150,892,440
Grants, subsidies and contributions	0	12,825,611	0	0	12,825,611
Fees and charges	18,619,145	0	31,205,094	0	49,824,239
Service charges	455,854	0	0	0	455,854
Interest revenue	18,399,816	0	0	0	18,399,816
Other revenue	4,670,429	0	0	0	4,670,429
Capital grants, subsidies and contributions	0	68,152,766	0	0	68,152,766
Total	42,145,244	80,978,377	182,097,534	0	305,221,155

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2025 Actual \$	2024 Actual \$
Assets and services acquired below fair value		
Contributed assets	57,120,351	31,908,434
	57,120,351	31,908,434
Interest revenue		
Financial assets at amortised cost - self-supporting loans	1,562	6,930
Interest on reserve account	12,209,279	13,323,010
Trade and other receivables overdue interest	1,707,802	1,484,504
Other interest revenue	6,120,833	3,585,372
	20,039,476	18,399,816

(b) Expenses

Auditors remuneration		
- Audit of the Annual Financial Report	99,185	83,500
- Other services – grant acquittals	5,650	2,600
- Other services – deferred pension audit	1,450	680
- Other services – SUGC audit	26,700	0
- Other services – internal audit	65,440	0
	198,425	86,780
Employee Costs		
Employee benefit costs	105,156,819	95,629,512
	105,156,819	95,629,512
Capital works expensed		
Ellenbrook leisure centre	3,088,415	0
Other WIP not capitalisable	1,431,005	0
Software licence fees	332,275	0
Other capital works expensed	399,233	0
	5,250,928	0
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	2,164,906	2,020,788
	2,164,906	2,020,788
Other expenditure		
Impairment losses on trade receivables	119,708	185,989
Sundry expenses	1,679,154	2,104,830
	1,798,862	2,290,819

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

3. CASH AND CASH EQUIVALENTS

Note	2025	2024
	\$	\$
Cash at bank and on hand	24,512,937	33,032,215
Term deposits	28,000,000	0
Total cash and cash equivalents	52,512,937	33,032,215
Held as		
- Unrestricted cash and cash equivalents	29,899,232	31,886,797
- Restricted cash and cash equivalents	22,613,705	1,145,418
	52,512,937	33,032,215

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

Note	2025	2024
	\$	\$
(a) Current assets		
Financial assets at amortised cost	331,000,000	290,240,795
	331,000,000	290,240,795
Other financial assets at amortised cost		
Self-supporting loans receivable	0	40,795
Term deposits	331,000,000	290,200,000
	331,000,000	290,240,795
Held as		
- Unrestricted other financial assets at amortised cost	0	40,795
- Restricted other financial assets at amortised cost	331,000,000	290,200,000
	331,000,000	290,240,795
(b) Non-current assets		
Financial assets at fair value through profit or loss	159,239	166,344
	159,239	166,344
Financial assets at fair value through profit or loss		
Units in Local Government House Trust - opening balance	166,344	162,980
Financial assets at fair value through profit and loss	(7,105)	3,364
Units in Local Government House Trust - closing balance	159,239	166,344

MATERIAL ACCOUNTING POLICIES

Other financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows; and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 26 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The City classifies the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has elected to recognise as fair value gains and losses through profit or loss.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 24.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

5. TRADE AND OTHER RECEIVABLES

	Note	2025 \$	2024 \$
Current			
Rates and statutory receivables		11,523,618	10,944,164
Trade receivables		788,529	1,420,636
GST receivable		913,929	1,674,062
Receivables for employee related provisions	17	365,584	524,975
Allowance for credit losses of trade receivables	24(b)	(675,700)	(576,096)
Accrued revenue		6,461,416	11,242,704
		19,377,376	25,230,445
Non-current			
Rates and statutory receivables		3,254,746	3,077,581
Deferred proceeds - land sale		4,080,410	0
Receivables for employee related provisions		63,716	98,304
		7,398,872	3,175,885

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non-financial assets is:

	Note	30 June 2025 Actual \$	30 June 2024 Actual \$	1 July 2023 Actual \$
Trade and other receivables from contracts with customers		11,759,655	13,286,619	8,300,914
Allowance for credit losses of trade receivables	5	(675,700)	(576,096)	(414,037)
Total trade and other receivables from contracts with customers		11,083,955	12,710,523	7,886,877

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 24.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

6. INVENTORIES

	Note	2025	2024
Current		\$	\$
Fuel and materials		3,325,524	2,481,979
		3,325,524	2,481,979
Non-current			
Library books		2,301,704	2,057,900
		2,301,704	2,057,900
The following movements in inventories occurred during the year:			
Balance at beginning of year		4,539,879	4,485,401
Additions to inventory		1,087,349	54,478
Balance at end of year		5,627,228	4,539,879

MATERIAL ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

7. OTHER ASSETS

	2025	2024
	\$	\$
Other assets - current		
Prepayments	1,399,868	2,016,124
	1,399,868	2,016,124
Non-current assets held for sale		
Buildings	0	132,559
Land	3,397,245	12,422,000
	3,397,245	12,554,559

Land classified as held for sale

The land is currently being advertised for sale via an "Expression of Interest" campaign which closed on 18 September 2025:

- Lot 9509 Junction Parade, Midland
- Lot 9501 Morrison Road, Midland

MATERIAL ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Non-current assets held for sale

Assets are classified as held for sale where the carrying amount will be recovered through a sale rather than continuing use and the asset is available for immediate sale with a sale being highly probable. Non-current assets classified as held for sale are valued at the lower of the carrying amount and fair value less costs to sell.

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 26(i).

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Assets not subject to operating lease			Total property			Plant and equipment							Total property, plant and equipment
	Note	Land	Buildings	Land	Buildings	Total property	Furniture and equipment	Plant and equipment	Computing	Vehicles	Artworks	Work in progress		
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Balance at 1 July 2023		256,517,541	230,053,233	256,517,541	230,053,233	486,570,774	448,063	10,338,840	4,400,973	4,640,125	634,436	60,467,093	567,500,304	
Additions		8,196,371	0	8,196,371	0	8,196,371	67,563	7,271,094	769,892	2,185,218	55	29,630,433	48,120,626	
Disposals		(1,330,000)	(486,351)	(1,330,000)	(486,351)	(1,816,351)	0	(16,016)	(11,779)	(572,640)	0	0	(2,416,786)	
Assets classified as held for sale - Transfer in		4,430,000	0	4,430,000	0	4,430,000	0	0	0	0	0	0	4,430,000	
Assets classified as held for sale - Transfer out		(6,020,000)	(132,559)	(6,020,000)	(132,559)	(6,152,559)	0	0	0	0	0	0	(6,152,559)	
Assets classified as investment properties		(10,086,000)	(17,938,085)	(10,086,000)	(17,938,085)	(28,024,085)	0	0	0	0	0	0	(28,024,085)	
Land ceded to the crown		(8,077,250)	0	(8,077,250)	0	(8,077,250)	0	0	0	(368,842)	0	0	(8,077,250)	
Depreciation		0	(12,514,358)	0	(12,514,358)	(12,514,358)	(125,894)	(2,102,626)	(1,008,725)	(368,842)	0	0	(16,120,445)	
Transfers		0	56,927,797	0	56,927,797	56,927,797	389,732	15,491,292	0	0	0	(56,927,797)	0	
Balance at 30 June 2024		243,630,662	255,909,677	243,630,662	255,909,677	499,540,339	0	0	4,150,361	5,883,861	634,491	33,169,729	559,259,805	
Comprises:														
Gross balance amount at 30 June 2024		243,630,662	406,642,866	243,630,662	406,642,866	650,273,528	1,816,892	26,792,045	22,956,116	8,247,709	634,491	33,169,729	743,890,510	
Accumulated depreciation at 30 June 2024		0	(150,733,189)	0	(150,733,189)	(150,733,189)	(1,427,160)	(11,300,753)	(18,805,755)	(2,363,848)	0	0	(184,630,705)	
Balance at 30 June 2024	8(b)	243,630,662	255,909,677	243,630,662	255,909,677	499,540,339	389,732	15,491,292	4,150,361	5,883,861	634,491	33,169,729	559,259,805	
Additions		10,223,887	0	10,223,887	0	10,223,887	439,823	3,097,283	2,836,755	1,921,345	16,978	13,828,932	32,365,003	
Disposals		(15,881,955)	(815,535)	(15,881,955)	(815,535)	(16,697,490)	0	(208,095)	(24,552)	(1,082,735)	0	0	(18,012,872)	
Assets classified as held for sale - Transfer in		12,422,000	132,559	12,422,000	132,559	12,554,559	0	0	0	0	0	0	12,554,559	
Assets classified as held for sale - Transfer out		(3,397,245)	0	(3,397,245)	0	(3,397,245)	0	0	0	0	0	0	(3,397,245)	
Assets classified as investment properties	12	11,784,644	5,603,233	11,784,644	5,603,233	17,387,877	0	0	0	0	0	0	17,387,877	
Land ceded to the crown *		(28,250,611)	0	(28,250,611)	0	(28,250,611)	0	0	0	0	0	0	(28,250,611)	
2023/24 Depreciation		0	(117,622)	0	(117,622)	(117,622)	0	0	0	0	0	0	(117,622)	
Capital works expensed		0	0	0	0	0	0	0	0	0	0	(3,819,923)	0	
Depreciation		0	(12,591,944)	0	(12,591,944)	(12,591,944)	(140,094)	(2,724,963)	(1,550,411)	(712,954)	0	0	(17,720,366)	
Transfers		0	28,252,107	0	28,252,107	28,252,107	689,461	(276,823)	5,412,153	6,286,340	651,469	(28,252,107)	0	
Balance at 30 June 2025		230,531,382	276,372,475	230,531,382	276,372,475	506,903,857	0	0	0	0	0	14,926,631	550,248,605	
Comprises:														
Gross balance amount at 30 June 2025		230,531,382	433,759,894	230,531,382	433,759,894	664,291,276	2,256,715	28,851,675	25,526,236	8,808,047	651,469	14,926,631	745,312,049	
Accumulated depreciation at 30 June 2025		0	(157,387,419)	0	(157,387,419)	(157,387,419)	(1,567,254)	(13,472,981)	(20,114,083)	(2,521,707)	0	0	(195,063,444)	
Balance at 30 June 2025	8(b)	230,531,382	276,372,475	230,531,382	276,372,475	506,903,857	689,461	15,378,694	5,412,153	6,286,340	651,469	14,926,631	550,248,605	

* Includes land acquired through Developer Contribution Plans (DCP) and then Ceded to the Crown.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying amount measurements

Asset class	Note	Carrying amount 2025	Carrying amount 2024	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land - market value		230,531,382	243,630,662	2	Market	Independent	30 June 2022	Adjusted market price per square metre
Total land	8(a)	230,531,382	243,630,662					Price per square metre. Evidence of market value was obtained from the sales evidence of similar or reference assets. The asset was assessed in terms of the factors relevant to a market participant and a value determined after adjusting the difference in these factors embodied with the asset and the reference assets.
Buildings - non specialised								
		276,372,475	255,909,677	2	Market	Independent	30 June 2022	
Total buildings	8(a)	276,372,475	255,909,677					

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, p level 2 or level 3 inputs.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

9. INFRASTRUCTURE

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Roads \$	Drainage \$	Footpaths \$	Parks & reserves \$	Other infrastructure \$	Work in progress \$	Total infrastructure \$
Balance at 1 July 2023	771,781,289	407,923,249	90,386,362	203,019,687	172,989,411	131,044,524	1,777,144,522
Additions	19,681,634	4,481,435	1,015,509	6,729,856	0	57,127,172	89,035,606
(Disposals - Contribution to state infrastructure)	0	0	0	0	(3,299,724)	0	(3,299,724)
Depreciation	(17,948,769)	(6,562,634)	(3,849,287)	(7,244,412)	(5,139,764)	0	(40,744,866)
Transfers	71,683,330	19,252,707	3,433,115	20,528,265	7,819,414	(122,716,831)	0
Balance at 30 June 2024	845,197,484	425,094,757	90,985,699	223,033,396	172,369,337	65,454,865	1,822,135,538
Comprises:							
Gross balance at 30 June 2024	1,122,949,252	577,779,451	175,954,740	300,957,862	256,041,823	65,454,865	2,499,137,993
Accumulated depreciation at 30 June 2024	(277,751,768)	(152,684,694)	(84,969,041)	(77,924,466)	(83,672,486)	0	(677,002,455)
Balance at 30 June 2024	845,197,484	425,094,757	90,985,699	223,033,396	172,369,337	65,454,865	1,822,135,538
Additions	27,389,780	12,163,214	2,457,175	15,110,182	0	55,968,648	113,088,999
(Disposals - Contribution to state infrastructure) *	0	0	0	(132,668)	(2,699,471)	0	(2,832,139)
Capital works expensed	0	0	0	0	0	(1,431,005)	(1,431,005)
Depreciation	(18,953,321)	(6,914,964)	(3,931,696)	(7,536,399)	(5,111,310)	0	(42,447,690)
Transfers	25,511,958	7,904,242	5,505,481	37,593,488	7,481,711	(83,996,880)	0
Balance at 30 June 2025	879,145,901	438,247,249	95,016,659	268,067,999	172,040,267	35,995,628	1,888,513,703
Comprises:							
Gross balance at 30 June 2025	1,175,850,990	597,846,908	183,917,396	353,528,863	260,824,063	35,995,628	2,607,963,848
Accumulated depreciation at 30 June 2025	(296,705,089)	(159,599,659)	(88,900,737)	(85,460,864)	(88,783,796)	0	(719,450,145)
Balance at 30 June 2025	879,145,901	438,247,249	95,016,659	268,067,999	172,040,267	35,995,628	1,888,513,703
Asset additions included non-cash additions. Refer to note 19(b)							
During the year ended 30 June 2024	19,681,634	4,481,435	1,015,509	6,729,856	0	0	<u>31,908,434</u>
During the year ended 30 June 2025	27,389,780	12,163,214	2,457,175	15,110,182	0	0	<u>57,120,351</u>

* Includes infrastructure works by the City of Swan on Streetlights owned by Western Power.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

9. INFRASTRUCTURE (Continued)

(b) Carrying amount measurements

Asset class		Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date						
Roads	3	Cost	Management	30 June 2023	Components, useful life assumptions (residual value assumed at nil), unit rates, overall value, consumption scores (included consideration of condition, obsolescence and restrictions) and valuation profiles.	
Drainage	3	Cost	Management	30 June 2023	Components, useful life assumptions (residual value assumed at nil), unit rates, overall value, consumption scores (included consideration of condition, obsolescence and restrictions) and valuation profiles.	
Footpaths	3	Cost	Management	30 June 2023	Components, useful life assumptions (residual value assumed at nil), unit rates, overall value, consumption scores (included consideration of condition, obsolescence and restrictions) and valuation profiles.	
Parks & reserves	3	Cost	Management	30 June 2023	Components, useful life assumptions (residual value assumed at nil), unit rates, overall value, consumption scores (included consideration of condition, obsolescence and restrictions) and valuation profiles.	
Other infrastructure	3	Cost	Management	30 June 2023	Components, useful life assumptions (residual value assumed at nil), unit rates, overall value, consumption scores (included consideration of condition, obsolescence and restrictions) and valuation profiles.	

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

10. FIXED ASSETS

(a) Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset class	Useful life
Buildings	16 to 92 Years
Furniture and equipment	2 to 25 Years
Plant and equipment	3 to 10 Years
Computing	3 to 5 Years
Vehicle	4 Years
Roads	30 to 60 Years
Drainage	85 Years
Footpaths	45 Years
Parks & Reserves	15 to 35 Years
Bridges	30 to 80 Years
Bus shelters	25 Years
Car Parks	30 to 60 Years
Signage	30 Years
External art	10 to 100 Years
Streetlights	30 Years
Right of use - plant and equipment	Remaining lease period
Intangible assets - computer software	5 years

(b) Temporarily idle or retired from use assets

The carrying amount of assets held by the City which are temporarily idle or retired from active use and not classified as held for sale are shown in the table below.

	2025	2024
	\$	\$
Land - freehold land	1,050,000	1,050,000
Buildings - non specialised	0	1,246,320
	1,050,000	2,296,320

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

10. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the City.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the City to revalue earlier if it chooses to do so.

Revaluation (Continued)

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the City is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

11. LEASES

(a) Right-of-use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

	Note	Right-of-use assets - plant and equipment	Total right-of-use assets
		\$	\$
Balance at 1 July 2023		583,109	583,109
Additions		1,634,660	1,634,660
Depreciation		(394,717)	(394,717)
Balance at 30 June 2024		1,823,052	1,823,052
Gross balance amount at 30 June 2024		2,584,082	2,584,082
Accumulated depreciation at 30 June 2024		(761,030)	(761,030)
Balance at 30 June 2024		1,823,052	1,823,052
Depreciation		(522,855)	(522,855)
Balance at 30 June 2025		1,300,197	1,300,197
Gross balance amount at 30 June 2025		2,584,082	2,584,082
Accumulated depreciation at 30 June 2025		(1,283,885)	(1,283,885)
Balance at 30 June 2025		1,300,197	1,300,197

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the City is the lessee:

		2025 Actual	2024 Actual
		\$	\$
Depreciation on right-of-use assets		(522,855)	(394,717)
Finance charge on lease liabilities	30(d)	(57,271)	(52,889)
Total amount recognised in the statement of comprehensive income		(580,126)	(447,606)
Total cash outflow from leases		(565,521)	(427,082)

(b) Lease liabilities

Current		527,001	508,250
Non-current		812,184	1,339,186
	30(d)	1,339,185	1,847,436

MATERIAL ACCOUNTING POLICIES

Leases

At inception of a contract, the City assesses whether a contract contains a lease or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 30(d).

Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the material accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

12. INVESTMENT PROPERTY

	2025	2024
	Actual	Actual
	\$	\$
Non-current assets - at reportable value		
Carrying balance at 1 July	23,140,000	0
Acquisitions	5,089,384	28,024,085
Reclassification as Property Plant & Equipment		
- 21 Junction Parade	(174,594)	0
- 22 Junction Parade	(1,549,892)	0
- 23 Junction Parade	(1,600,000)	0
- 25 Junction Parade	(1,189,144)	0
- 27 Junction Parade	(1,030,000)	0
- 47-51 Sayer Street	(3,133,497)	0
- 45 Sayer Street	(607,196)	0
- 43 & 45 The Crescent	(3,204,735)	0
- 27 The Crescent	(1,275,918)	0
- 29 The Crescent	(1,922,901)	0
- 39 The Crescent	(1,700,000)	0
	(17,387,877)	0
Net gain/(loss) from fair value adjustment	98,493	(4,884,085)
Closing balance at 30 June	10,940,000	23,140,000
Amounts recognised in profit or loss for investment properties		
Rental income	1,223,500	2,153,468
Direct operating expenses from property that generated rental income	(737,314)	(854,931)
Net gain/(loss) from fair value adjustment		
30 June 2024	439,187	(4,884,085)
30 June 2025	98,493	0
Fair value gain/(loss) recognised in profit or loss	537,680	(4,884,085)
Leasing arrangements		
Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:		
Less than 1 year	1,053,918	1,811,924
1 to 2 years	825,806	1,115,734
2 to 3 years	113,781	1,034,233
3 to 4 years	7,734	38,505
	2,001,239	4,000,396

Management have reclassified a number of Investment Properties based on a further assessment of AASB 140 back to Property, Plant and Equipment as detailed above under the heading, Non-current assets – at reportable value, actual 2025.

The investment properties are leased to tenants under operating leases with rentals payable monthly. Lease income from operating leases where the City is a lessor is recognised in income on a straightline basis over the lease term.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on the index or rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City group typically enters into new operating leases and therefore will not immediately realise any reduction in the residual value at the end of these leases. Expectation about the future residual values are reflected in the fair value of the properties.

MATERIAL ACCOUNTING POLICIES

Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City.

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

Revaluation

In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140 and, in any event, every five years.

Fair value of investment properties

A management valuation was performed to determine the fair value of investment properties. The main Level 3 inputs used in the valuation were discount rates, yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

13. INTANGIBLE ASSETS

	2025 Actual	2024 Actual
	\$	\$
Intangible assets		
Non-current		
Computer software development	2,972,690	2,972,690
Less: Accumulated amortisation	(1,190,705)	(596,167)
	1,781,985	2,376,523
 Movements in balances of computer software during the financial year are shown as follows:		
Balance at 1 July	2,376,523	2,972,690
Amortisation	(594,538)	(596,167)
Balance at 30 June	1,781,985	2,376,523
TOTAL INTANGIBLE ASSETS	1,781,985	2,376,523

MATERIAL ACCOUNTING POLICIES

Computer software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Computer software (continued)

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

14. TRADE AND OTHER PAYABLES

Current

	2025	2024
	\$	\$
Sundry creditors	13,612,953	13,533,229
Prepaid rates	10,416,479	10,968,427
Accrued payroll liabilities	295,718	3,639,844
ATO liabilities	132,526	133,201
Bonds and deposits held	4,011,993	2,037,484
Advance revenue	0	60,658
Emergency services levy	(307,346)	322,724
Accrued expenses	7,861,916	7,678,501
Contract retention	73,997	148,172
	36,098,236	38,522,240

MATERIAL ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Statutory liabilities

Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises income for the prepaid rates that have not been refunded.

CITY OF SWAN
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FOR THE YEAR ENDED 30 JUNE 2025

15. OTHER LIABILITIES

	2025	2024
	\$	\$
Current		
Grant liabilities	776,183	2,338,837
Capital grant liabilities	10,373,292	15,766,682
Developer Contribution Plan liabilities	20,219,038	18,287,447
	31,368,513	36,392,966
Non-current		
Developer Contribution Plan liabilities	91,186,183	57,436,498
	91,186,183	57,436,498
Reconciliation of changes in Grant liabilities		
Opening balance	2,338,837	2,204,199
Additions	0	175,508
Revenue from contracts with customers included as a contract liability at the start of the period	(1,562,654)	(40,870)
	776,183	2,338,837
Reconciliation of changes in Capital grant liabilities		
Opening balance	15,766,682	14,733,016
Additions	2,436,131	2,043,666
Revenue from capital grant/contributions held as a liability at the start of the period	(7,829,521)	(1,010,000)
	10,373,292	15,766,682
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	31,368,513	36,392,966
1 to 2 years	85,695,599	52,895,207
2 to 3 years	259,000	140,000
3 to 4 years	259,000	140,000
4 to 5 years	259,000	140,000
> 5 years	4,713,584	4,121,291
	122,554,696	93,829,464

MATERIAL ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

16. BORROWINGS

	Note	2025			2024		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Loans		6,566,418	36,197,756	42,764,174	8,472,487	41,171,431	49,643,918
Total secured borrowings	30(a)	6,566,418	36,197,756	42,764,174	8,472,487	41,171,431	49,643,918

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the City of Swan.

The City of Swan has complied with the financial covenants of its borrowing facilities during the 2024 and 2025 years.

MATERIAL ACCOUNTING POLICIES

Borrowing costs

The City has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 26(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 30(a). Information regarding exposure to risk can be found at Note 24.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

17. EMPLOYEE RELATED PROVISIONS

Employee related provisions

	2025	2024
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	8,090,405	7,897,955
Long service leave	9,657,356	8,880,697
Other employee leave	1,877,381	1,833,670
	19,625,142	18,612,322
Total current employee related provisions	19,625,142	18,612,322
Non-current provisions		
Employee benefit provisions		
Long service leave	1,872,354	1,611,047
	1,872,354	1,611,047
Total non-current employee related provisions	1,872,354	1,611,047
Total employee related provisions	21,497,496	20,223,369

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2025	2024
		\$	\$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		19,625,142	18,612,322
More than 12 months from reporting date		1,872,354	1,611,047
		21,497,496	20,223,369
Expected reimbursements of employee related provisions from other WA local governments included within other receivables			
Receivables for employee related provisions - Current	5	365,584	524,975
Receivables for employee related provisions - Non-current	5	63,716	98,304
		429,300	623,279

MATERIAL ACCOUNTING POLICIES

Employee benefits

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

CITY OF SWAN
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18. REVALUATION SURPLUS

	2025 Opening balance	2025 Change in Accounting Policy *	Total Movement on revaluation	2025 Closing balance	2024 Opening balance	Total Movement on revaluation	2024 Closing balance
	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land	208,467,646	3,723,996	0	212,191,642	212,674,907	(4,207,261)	208,467,646
Revaluation surplus - Buildings	82,031,915	(1,459,015)	0	80,572,900	88,430,832	(6,398,917)	82,031,915
Revaluation surplus - Plant and equipment	438,673	0	0	438,673	438,673	0	438,673
Revaluation surplus - Vehicles	130,596	0	0	130,596	130,596	0	130,596
Revaluation surplus - Artworks	173,672	0	0	173,672	173,672	0	173,672
Revaluation surplus - Roads	282,728,177	0	0	282,728,177	282,728,177	0	282,728,177
Revaluation surplus - Drainage	178,934,880	0	0	178,934,880	178,934,880	0	178,934,880
Revaluation surplus - Footpaths	44,901,342	0	0	44,901,342	44,901,342	0	44,901,342
Revaluation surplus - Parks & reserves	69,096,066	0	0	69,096,066	69,096,066	0	69,096,066
Revaluation surplus - Other infrastructure	164,735,938	0	0	164,735,938	164,735,938	0	164,735,938
	1,031,638,905	2,264,981	0	1,033,903,886	1,042,245,083	(10,606,178)	1,031,638,905
Revaluation surplus - Share from investments in associates - EMRC	17,722,303	0	7,544,099	25,266,402	16,662,275	1,060,028	17,722,303
	1,049,361,208	2,264,981	7,544,099	1,059,170,288	1,058,907,358	(9,546,150)	1,049,361,208

* Management have reclassified a number of Investment Properties based on a further assessment of AASB 140 back to Property, Plant and Equipment.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

19. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of cash

For the purposes of the Statement of cash flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2025 Actual \$	2024 Actual \$
Cash and cash equivalents	3	52,512,937	33,032,215
Restrictions			
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	22,613,705	1,145,418
- Financial assets at amortised cost	4	331,000,000	290,200,000
		353,613,705	291,345,418
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	31	342,416,254	271,391,923
Contract liabilities	15	776,183	2,338,837
Capital grant liabilities	15	10,373,292	15,766,682
Unspent loans	30(c)	47,976	1,847,976
Total restricted financial assets		353,613,705	291,345,418
(b) Reconciliation of net result to net cash provided by operating activities			
Net result		67,998,747	81,593,300
Non-cash items:			
Adjustments to fair value of financial assets at fair value through profit or loss		7,105	(3,364)
Adjustments to fair value of investment property		(537,680)	4,884,095
Depreciation/amortisation		61,285,449	57,856,195
Capital works expensed		5,250,928	0
(Profit)/loss on sale of asset		(928,296)	676,691
Share of profits of associates	23	6,308,260	(9,097,976)
Land ceded to the crown	8(a)	28,250,611	8,077,250
Contributions to state infrastructure	9(a)	2,832,139	3,299,724
Assets contributed by developers	9(a)	(57,120,351)	(31,908,434)
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		1,630,082	(6,737,004)
(Increase)/decrease in other assets		616,256	(1,224,529)
(Increase)/decrease in inventories		(1,087,349)	(54,478)
Increase/(decrease) in trade and other payables		(2,607,419)	651,778
Increase/(decrease) in employee related provisions		1,274,127	102,901
Increase/(decrease) in other liabilities		28,725,232	(2,405,496)
Capital grants, subsidies and contributions		(67,655,665)	(33,838,836)
Net cash provided by/(used in) operating activities		74,242,176	71,871,817
(c) Undrawn borrowing facilities			
Credit standby arrangements			
Bank overdraft at balance date		0	0
Credit card limit		450,000	450,000
Credit card balance at balance date		0	0
Total amount of credit unused		450,000	450,000
Loan facilities			
Loan facilities - current		6,566,418	8,472,487
Loan facilities - non-current		36,197,756	41,171,431
Total facilities in use at balance date		42,764,174	49,643,918
Unused loan facilities at balance date		47,976	1,847,976

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

20. CONTINGENT LIABILITIES

	2025	2024
	\$	\$
Workers Compensation Insurance - Burning Risk	2,559,302	2,635,071
Urban Growth Corridor Sub-Regional Reserves	951,356	2,590,663
	3,510,658	5,225,734

Contingent liabilities and assets at balance sheet date, not otherwise provided for in the financial statements, relate to:

(a) The City has taken out a 'burning cost' policy with respect to its workers compensation insurance. This involves setting the premium range with the final amount to be determined by the City's actual claims experience for the relevant period. While it allows the City to potentially pay lower premiums for their workers compensation insurance, it also carries the risk that the City could ultimately pay a higher than conventional rate.

(b) A number of Public Liability Claims are still pending against the City of Swan at balance date. The value of the claims and the probability of success cannot be determined at this stage.

(c) The City of Swan has a number of freehold and vested properties that are confirmed to be contaminated or were previously contaminated. There is one property classified as "Contaminated - Remediation Required", four properties classified as "Contaminated - Restricted Use", seven properties classified as "Possibly Contaminated - Investigation Required" and fourteen properties classified as "Remediated For Restricted Use". There are also twenty four properties that have been Decontaminated. The City does not have pricing to rehabilitate all the contaminated sites within the City's boundaries. It is very difficult to estimate these as the end use of a site as well as the extent of ground disturbance determines how it is to be remediated. In order to estimate the rehabilitation cost, each site will need to be investigated, which is very costly in both time and resources. In addition DWER does not necessarily require the City to remediate all sites.

21. CAPITAL COMMITMENTS

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	9,502,802	5,962,060
- plant & equipment purchases	5,110,823	2,720,321
	14,613,625	8,682,381
Payable:		
- not later than one year	14,613,625	8,682,381

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

22. RELATED PARTY TRANSACTIONS

(a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.

Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Mayor's annual allowance	97,115	97,115	92,251
Mayor's meeting attendance fees	51,412	51,412	56,679
Mayor's child care expenses	0	333	0
Mayor's other expenses	7,052	6,000	5,120
Mayor's annual allowance for ICT expenses	2,400	2,400	3,550
Mayor's travel and accommodation expenses	6,622	2,667	6,884
	164,601	159,927	164,484
Deputy Mayor's annual allowance	24,279	24,279	23,063
Deputy Mayor's meeting attendance fees	34,278	34,278	40,402
Deputy Mayor's child care expenses	0	333	0
Deputy Mayor's other expenses	218	5,750	0
Deputy Mayor's annual allowance for ICT expenses	2,400	2,400	3,550
Deputy Mayor's travel and accommodation expenses	0	2,667	3,157
	61,175	69,707	70,172
All other council member's meeting attendance fees	436,009	445,614	407,611
All other council member's child care expenses	0	4,329	0
All other council member's All other council member expenses	14,562	71,500	21,070
All other council member's annual allowance for ICT expenses	30,527	31,200	33,025
All other council member's travel and accommodation expenses	12,702	34,671	19,762
	493,800	587,314	481,468
22(b)	719,576	816,948	716,124

(b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the City during the year are as follows:

Short-term employee benefits	1,663,662	1,538,691
Post-employment benefits	243,486	214,217
Employee - other long-term benefits	186,869	44,243
Employee - termination benefits	0	4,327
Council member costs	719,576	716,124
22(a)	2,813,593	2,517,602

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

22. RELATED PARTY TRANSACTIONS (Continued)

(c) Transactions with related parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2025 Actual	2024 Actual
	\$	\$
Sale of goods and services	370	1,371
Purchase of goods and services	13,425,790	14,160,950
Employee benefits - other related parties	2,094,017	1,801,478
Payment of council member costs (Refer to Note 22(a))	719,576	716,124
Amounts payable to related parties:		
Trade and other payables	969,732	0

(d) Related parties

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the City, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

Short-term employee benefits related to an associate person of the CEO who was employed by the City under normal employment terms and conditions.

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the City

There were no such entities requiring disclosure during the current or previous year.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

23. INVESTMENT IN ASSOCIATES

(a) Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest		2025	2024
	2025	2024	Actual	Actual
			\$	\$
Eastern Metropolitan Regional Council	56.88%	56.45%	90,698,135	89,490,827
Total equity-accounted investments			90,698,135	89,490,827

(b) Share of investment in Eastern Metropolitan Regional Council

The City has a 56.88% share in the net assets of the Eastern Metropolitan Regional Council (EMRC) as a member Council. The value of this investment is based on the City's share of Net Assets as disclosed in the Financial Statements of the EMRC for 2024/25. The City's investment in the EMRC has increased by \$11,284,879 to \$100,775,706.

In compliance with AASB128 the City's investment is accounted for using the equity method. The City's net results for the period includes its share of the EMRC's profit and the City's other comprehensive income includes its share of the EMRC's other comprehensive income.

On 1 December 2024, the City issued its Notice of Withdrawal from the EMRC. The effective date of the withdrawal is after 30 June 2025. Consequently, the withdrawal takes effect from 1 July 2025. The financial statement is prepared on the basis that the City of Swan is a Participant of the EMRC as at balance date, 30 June 2025 and the City's share of equity is represented in the notes to the accounts. The City of Swan's equity entitlement is subject to a different valuation methodology and process prescribed in the Establishment Agreement for withdrawing participants. At present, a separate process is in progress and the value is not finalised.

The City has elected to impair the value of the Investment in EMRC by 10% as at 30 June 2025 which reduces the value from \$100,775,706 to \$90,698,135

Summarised statement of comprehensive income		2025	2024
	Note	Actual	Actual
		\$	\$
Revenue		68,140,483	69,666,053
Interest revenue		3,842,875	3,896,789
Finance cost		(280,254)	(270,658)
Depreciation		(7,341,143)	(7,131,129)
Profit/(loss) from continuing operations		(11,090,472)	16,116,875
Profit/(loss) from discontinued operations			
Profit/(loss) for the period		(11,090,472)	16,116,875
Other comprehensive income			
Total comprehensive income for the period		(11,090,472)	16,116,875
Summarised statement of financial position			
Cash and cash equivalents		11,307,217	27,350,538
Other current assets		68,448,027	66,920,818
Total current assets		79,755,244	94,271,356
Non-current assets		151,800,790	141,786,776
Total assets		231,556,034	236,058,132
Other current liabilities		45,561,860	40,583,440
Total current liabilities		45,561,860	40,583,440
Other non-current liabilities		8,808,999	36,935,224
Total non-current liabilities		8,808,999	36,935,224
Total liabilities		54,370,859	77,518,664
Net assets		177,185,175	158,539,468
Reconciliation to carrying amounts			
Opening net assets 1 July		158,539,468	177,673,742
Changes in members contributions		29,736,179	(35,251,149)
Profit/(Loss) for the period		(11,090,472)	16,116,875
Closing net assets 30 June		177,185,175	158,539,468
Carrying amount at 1 July		89,490,827	82,126,789
- Share of associates net profit/(loss) for the period	23(c)	(6,308,260)	9,097,976
- Distribution of equity by associate		(28,534)	(2,793,966)
- Contribution to equity in associate		17,621,673	1,060,028
- 10% Impairment		(10,077,571)	0
Carrying amount at 30 June (Refer to Note 23(a))		90,698,135	89,490,827

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

23. INVESTMENT IN ASSOCIATES (Continued)

MATERIAL ACCOUNTING POLICIES
Investments in associates
 An associate is an entity over which the City has significant influence, that is it has the power to participate in the financial and operating policy decisions of the investee but not control or joint control of those policies.

 Investments in associates are accounted for using the equity method. The equity method of accounting, is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

(c) Share of associates net profit/(loss) for the period
 Investment in Eastern Metropolitan Regional Council

2025 Actual	2024 Actual
\$	\$
(6,308,260)	9,097,976
(6,308,260)	9,097,976

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rates	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance department under policies approved by the council. The finance department identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted average interest rate	Carrying amounts	Fixed interest rate	Variable interest rate	Non interest bearing
	%	\$	\$	\$	\$
2025					
Cash and cash equivalents	4.08%	52,512,937	28,000,000	24,512,937	0
Financial assets at amortised cost - term deposits	4.70%	331,000,000	331,000,000	0	0
2024					
Cash and cash equivalents	4.15%	33,032,215	0	33,032,215	0
Financial assets at amortised cost - term deposits	5.34%	290,200,000	290,200,000	0	0

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2025	2024
	\$	\$
Impact of a 1% movement in interest rates on profit or loss and equity*	245,129	330,322

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs.

The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 30(a).

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

24. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and other receivables

The City's major trade and other receivables comprise contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies.

The level of outstanding receivables is reported to council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 Financial Instruments simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade and other receivables. To measure the expected credit losses, receivables from grants, contributions and reimbursements are separated from other trade receivables due to the difference in payment terms and security.

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 60 months before 1 July 2024 or 1 July 2025 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2025 and 30 June 2024 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2025					
Trade receivables					
Expected credit loss	5.74%	0.90%	6.08%	70.63%	
Gross carrying amount	128,244	34,777	4,114,073	591,845	4,868,939
Loss allowance	7,359	312	250,013	418,016	675,700
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	7,804,645	0	0	0	7,804,645
Loss allowance	0	0	0	0	0
30 June 2024					
Trade receivables					
Expected credit loss	7.10%	0.91%	7.86%	65.39%	
Gross carrying amount	550,617	5,193	49,655	815,171	1,420,636
Loss allowance	39,075	47	3,904	533,070	576,096
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	13,540,045	0	0	0	13,540,045
Loss allowance	0	0	0	0	0

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade receivables	
	2025	2024
	Actual	Actual
Opening loss allowance as at 1 July	\$	\$
	576,096	414,037
Increase in loss allowance recognised in profit or loss during the year	119,708	185,989
Receivables written off during the year as uncollectible	(20,104)	(23,930)
Closing loss allowance at 30 June	675,700	576,096

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 19(c).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying amounts, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying amount
2025	\$	\$	\$	\$	\$
Trade and other payables	36,098,236	0	0	36,098,236	36,098,236
Borrowings	6,566,418	21,493,143	14,704,613	42,764,174	42,764,174
Lease liabilities	527,001	812,184	0	1,339,185	1,339,185
	<u>43,191,655</u>	<u>22,305,327</u>	<u>14,704,613</u>	<u>80,201,595</u>	<u>80,201,595</u>

2024

Trade and other payables	38,522,240	0	0	38,522,240	38,522,240
Borrowings	8,472,487	27,384,022	13,787,409	49,643,918	49,643,918
Lease liabilities	508,250	1,339,186	0	1,847,436	1,847,436
	<u>47,502,977</u>	<u>28,723,208</u>	<u>13,787,409</u>	<u>90,013,594</u>	<u>90,013,594</u>

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

25. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

On 1 December 2024, the City issued its Notice of Withdrawal from the EMRC. The effective date of the withdrawal is after 30 June 2025. Consequently, the withdrawal takes effect from 1 July 2025. The financial statement is prepared on the basis that the city of Swan is a Participant of the EMRC as at balance date, 30 June 2025 and the City's share of equity is represented in the notes to the accounts. The City of Swan's equity entitlement is subject to a different valuation methodology and process prescribed in the Establishment Agreement for withdrawing participants. At present, a separate process is in progress and the value is not finalised. The City has elected to impair the value of the Investment in EMRC by 10% as at 30 June 2025 which reduces the value from \$100,775,706 to \$90,698,135

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

26. OTHER MATERIAL ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

27. FUNCTION AND ACTIVITY

(a) Service objectives and descriptions

City operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objective	Description
Governance To collect revenue to allow for the provision of services	Administration and operation of facilities and services to members of council. Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.
General purpose funding To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
Law, order, public safety To provide services to help ensure a safer community.	Supervision of various by-laws, fire prevention, emergency services and animal control.
Health To provide an operational framework for good community health.	Food and water quality, pest control, immunisation services, child health services and health education.
Education and welfare To meet the needs of the community in these areas.	Management and support for families, children, youth and the aged within the Community by providing Youth, Aged and Family Centres. Home and Community Aged Care Program, Junior Council and assistance to schools.
Housing To help ensure adequate housing.	Maintain and administer Elvire Chalets.
Community amenities Provide services required by the community.	Rubbish collection services and disposal of waste, urban stormwater drainage, protection of environment, town planning and regional development and other community amenities (bus shelters, public toilets).
Recreation and culture To establish and efficiently manage infrastructure and resources which will help the social wellbeing of the community.	Maintenance of public halls, civic centre, recreation and aquatic centres, parks and reserves, libraries, heritage and culture.
Transport To provide effective and efficient transport services to the community.	Construction and maintenance of roads, footpaths, bridges, street cleaning and lighting, traffic lights, road verges, street scaping and depot maintenance.
Economic services To help promote the Municipality and improve its economic wellbeing.	The regulation and provision of tourism, area promotion, building control, noxious weeds and vermin control.
Other property and services	Public works overheads, plant and equipment operations and activities not reported in the above programs.

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27. FUNCTION AND ACTIVITY (Continued)

(b) Income and expenses

	2025 Actual	2024 Actual
	\$	\$
Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	4,358,690	2,544,161
General purpose funding	179,515,475	170,143,827
Law, order, public safety	2,730,170	2,335,481
Health	554,699	454,130
Education and welfare	754,357	596,630
Housing	6,151	34,708
Community amenities	37,278,084	32,604,533
Recreation and culture	13,239,572	9,540,716
Transport	210,405	177,257
Economic services	3,384,050	2,755,325
Other property and services	4,247,706	12,344,400
	246,279,359	233,531,168
Grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	63,182	70,982
General purpose funding	5,543,715	7,527,829
Law, order, public safety	557,984	571,282
Education and welfare	3,924,306	3,605,290
Community amenities	17,466,251	20,697,161
Recreation and culture	17,328,774	8,853,469
Transport	60,586,421	39,339,111
Economic services	0	9,370
Other property and services	463,118	303,883
	105,933,751	80,978,377
Total income	352,213,110	314,509,545
Expenses		
Governance	(12,543,187)	(10,556,916)
General purpose funding	(3,506,171)	(3,041,877)
Law, order, public safety	(8,777,117)	(7,928,020)
Health	(2,963,949)	(2,635,787)
Education and welfare	(12,815,827)	(11,747,561)
Housing	(20,879)	(90,441)
Community amenities	(45,458,950)	(41,373,053)
Recreation and culture	(81,639,834)	(67,838,921)
Transport	(64,300,530)	(56,468,612)
Economic services	(6,338,779)	(5,538,211)
Other property and services	(45,849,140)	(25,696,846)
Total expenses	(284,214,363)	(232,916,245)
Net result for the period	67,998,747	81,593,300
(c) Assets		
Governance	7,766,029	7,515,814
General purpose funding	332,061,990	321,363,212
Law, order, public safety	7,276,421	7,041,980
Health	2,859,721	2,767,583
Education and welfare	18,413,956	17,820,673
Housing	2,956,025	2,860,784
Community amenities	163,549,287	158,279,857
Recreation and culture	583,935,434	565,457,307
Transport	1,498,522,550	1,450,241,324
Economic services	1,981,675	1,917,827
Other property and services	172,616,695	167,055,120
Unallocated	172,415,607	166,860,510
Total assets	2,964,355,390	2,869,181,991

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28. RATING INFORMATION

(a) General rates

RATE TYPE	Rate description	Basis of valuation	Rate in \$	Number of properties	2024/25 Actual rateable value*	2024/25 Actual revenue	2024/25 Actual interim rates	2024/25 Actual total revenue	2024/25 Budget rate	2024/25 Budget interim rate	2024/25 Budget total revenue	2023/24 Actual total revenue
	Residential	Gross rental valuation	0.077397	57,281	1,093,719,563	84,650,613	2,235,879	86,886,492	83,895,222	1,600,000	85,495,222	81,206,556
	Commercial / Industrial	Gross rental valuation	0.099482	3,434	421,140,116	41,895,861	264,300	42,160,161	41,407,755	400,000	41,807,755	40,455,373
	Heavy Industry	Gross rental valuation	0.166771	52	34,135,359	5,692,788	(125,373)	5,567,415	5,613,557	0	5,613,557	5,493,072
	Commercial / Industrial Storage Units	Gross rental valuation	0.099482	66	787,336	103,727	0	103,727	0	0	0	67,664
	UV General	Unimproved valuation	0.0029721	3,390	2,667,406,211	7,927,798	(15,507)	7,912,291	7,830,749	0	7,830,749	7,873,700
	UV Commercial	Unimproved valuation	0.0052499	41	62,072,992	325,877	14,149	340,026	329,428	0	329,428	318,442
	Farmland	Unimproved valuation	0.0024608	507	532,196,034	1,309,628	(61,039)	1,248,589	1,397,259	0	1,397,259	1,250,693
	Total general rates			64,771	4,811,457,613	141,906,292	2,312,409	144,218,701	140,473,970	2,000,000	142,473,970	136,665,500
	Minimum payment											
	Residential	Gross rental valuation	970	6,049	43,707,107	5,867,530	0	5,867,530	6,020,790	0	6,020,790	5,822,166
	Commercial / Industrial	Gross rental valuation	1,515	453	5,187,192	686,295	0	686,295	789,315	0	789,315	741,290
	Heavy Industry	Gross rental valuation	1,830	0	0	0	0	0	0	0	0	0
	Commercial / Industrial Storage Units	Gross rental valuation	640	2	10,320	1,280	0	1,280	0	0	0	9,225
	UV General	Unimproved valuation	970	50	6,542,610	48,500	0	48,500	57,230	0	57,230	55,342
	UV Commercial	Unimproved valuation	970	18	264,992	17,460	0	17,460	17,460	0	17,460	16,884
	Farmland	Unimproved valuation	970	5	1,845,100	4,850	0	4,850	4,850	0	4,850	4,690
	Total minimum payments			6,577	57,557,321	6,625,915	0	6,625,915	6,889,645	0	6,889,645	6,649,597
	Concessions											
	Total general rates and minimum payments			71,348	4,869,014,934	148,532,207	2,312,409	150,669,675	147,363,615	2,000,000	149,018,117	143,166,955
	Specified area rates											
	Midland District Drainage		0.006496			1,245,347	374	1,245,721	1,243,871	0	1,243,871	1,202,924
	Hazelmere / Guildford District Drainage		0.006322			336,533	1,027	337,560	336,210	0	336,210	324,842
	GRV Hazelmere Industrial Area Infr.		0.03980037			1,856,299	(24,966)	1,831,333	1,719,377	0	1,719,377	1,769,114
	UV Hazelmere Industrial Area Infr.		0.00074551			59,700	2,552	62,252	59,700	0	59,700	59,755
	Ex-gratia rates											
	Various					4,545,983	0	4,545,983	4,519,355	0	4,519,355	4,368,850
	Total amount raised from rates (excluding general rates)			0	0	8,043,862	(21,013)	8,022,849	7,878,513	0	7,878,513	7,725,485
	Total rates							156,692,524			156,896,630	150,892,440
	(b) Rates related information											
	Rates instalment interest										618,000	685,385
	Rates overdue interest										772,500	799,119

*Rateable Value at time of raising of rate.

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29. DETERMINATION OF SURPLUS OR DEFICIT

Note	2024/25 (30 June 2025 carried forward) \$	2024/25 Budget (30 June 2025 carried forward) \$	2024/25 (1 July 2024 carried forward) \$	2023/24 (30 June 2024 carried forward) \$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals	(928,296)	(2,651,411)	(187,050)	(187,050)
Less: Assets contributed by developers	(57,120,351)	0	(31,908,434)	(31,908,434)
Less: Movement in liabilities associated with restricted cash	(3,857,511)	0	(11,359,830)	(11,359,830)
Less: Fair value adjustments to financial assets at fair value through profit or loss	7,105	(5,000)	(3,364)	(3,364)
Less: Share of net profit of associates and joint ventures accounted for using the equity method	6,308,260	(1,090,506)	(9,097,976)	(9,097,976)
Add: Loss on disposal of assets	0	0	863,741	863,741
Add: Depreciation	61,285,449	64,423,120	57,856,195	57,856,195
Add: Capital works expensed	5,250,925	0	0	0
Non-cash movements in non-current assets and liabilities:				
Investment property	(537,680)	0	4,884,085	4,884,085
Pensioner deferred rates	(177,165)	(100,000)	83,302	83,302
Non-current trade and other receivables	(4,080,410)	0	0	0
Assets held for sale	9,157,314	0	0	0
Employee benefit provisions	261,307	1,000,000	(108,534)	(108,534)
Land ceded to the crown	28,250,611	1,328,578	8,077,250	8,077,250
Non-cash movements in Investment in associates	0	0	2,793,966	2,793,966
Contribution to state infrastructure	2,832,139	0	3,299,724	3,299,724
Developer Contribution Plan liabilities	33,749,685	20,492,546	7,786,030	7,786,030
Inventory	(243,804)	0	(219,315)	(219,315)
Non-cash amounts excluded from operating activities	80,157,578	83,397,327	32,759,790	32,759,790
(b) Surplus or deficit after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	(342,416,254)	(316,094,073)	(271,391,923)	(271,391,923)
Less: Financial assets at amortised cost - self-supporting loans	0	0	(40,795)	(40,795)
Less: Current assets not expected to be received at end of year				
- Land held for resale	(3,397,245)	(11,982,725)	(12,554,559)	(12,554,559)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	6,566,418	6,424,512	8,472,487	8,472,487
- Current portion of contract liability held in reserve	20,219,038	20,703,414	18,287,447	18,287,447
- Current portion of lease liabilities	527,001	527,001	508,250	508,250
- Employee benefit provisions	17,747,762	17,091,184	16,778,652	16,778,652
Total adjustments to net current assets	(300,753,280)	(283,330,687)	(239,940,441)	(239,940,441)
Net current assets used in the Statement of financial activity				
Total current assets	411,012,950	378,910,241	365,556,117	365,556,117
Less: Total current liabilities	(94,185,310)	(95,579,554)	(102,508,265)	(102,508,265)
Less: Total adjustments to net current assets	(300,753,280)	(283,330,687)	(239,940,441)	(239,940,441)
Surplus or deficit after imposition of general rates	16,074,360	0	23,107,411	23,107,411

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30. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual					Budget				
		Principal at 1 July 2023		Principal at 30 June 2024		Principal at 30 June 2025	Principal at 1 July 2024		Principal at 30 June 2025		
		\$	\$	\$	\$	\$	\$	\$	\$		
Various existing loans		20,715,227	0	(5,289,493)	15,425,734	9,987,863	15,360,965	0	(5,373,102)	9,987,863	
Stock Road extension - Roadworks		27,222,210	0	(2,229,747)	24,992,463	22,665,492	24,992,463	0	(2,326,971)	22,665,492	
Shady Hills Estate, Bullsbrook		0	7,757,846	0	7,757,846	7,139,900	7,610,532	0	(609,526)	7,001,006	
Land - Great Northern Highway, Bullsbrook		0	1,427,080	0	1,427,080	1,313,407	1,399,981	0	(112,124)	1,287,857	
Shady Hills Estate, Bullsbrook		0	0	0	0	1,657,512	0	0	0	0	
Total		47,937,437	9,184,926	(7,519,240)	49,603,123	42,764,174	49,363,941	0	(8,421,723)	40,942,218	
Self-supporting loans											
Hills Community Support		118,578	0	(77,783)	40,795	0	40,796	0	(40,796)	0	
Total self-supporting loans		118,578	0	(77,783)	40,795	0	40,796	0	(40,796)	0	
Total borrowings	16	48,056,015	9,184,926	(7,597,023)	49,643,918	42,764,174	49,404,737	0	(8,462,519)	40,942,218	
Self-supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost.											
All other loan repayments were financed by general purpose revenue.											
Borrowing finance cost payments											
Purpose	Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024	Budget for year ending 30 June 2024	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	
Various existing loans	Various	WATC*	3.05%	12/05/2031	\$ (414,284)	\$ (428,630)	\$ (1,310,486)	\$ (622,679)	\$ (1,310,486)	\$ (622,679)	
Stock Road extension - Roadworks	222	WATC*	4.29%	7/06/2033	(1,196,661)	(1,203,173)	(23,509)	(4,324)	(1,310,486)	(622,679)	
Shady Hills Estate, Bullsbrook	223	WATC*	4.87%	13/06/2033	(417,464)	(400,980)	(4,324)	(1,310,486)	(23,509)	(4,324)	
Land - Great Northern Highway, Bullsbrook	224	WATC*	4.87%	13/06/2033	(76,794)	(73,762)	(4,324)	(1,310,486)	(23,509)	(4,324)	
Shady Hills Estate, Bullsbrook	225	WATC*	4.31%	26/06/2035	(1,130)	(2,106,545)	(1,960,998)	(1,960,998)	(1,960,998)	(2,106,545)	
Total					(2,106,333)	(2,106,545)	(1,960,998)	(1,960,998)	(1,960,998)	(2,106,545)	
Self-supporting loans finance cost payments											
Hills Community Support	185	WATC*	3.05%	20/11/2024	(1,302)	(1,604)	(6,900)	(6,900)	(6,900)	(6,900)	
Total self-supporting loans finance cost payments					(1,302)	(1,604)	(6,900)	(6,900)	(6,900)	(6,900)	
Total finance cost payments					(2,107,635)	(2,108,149)	(1,967,898)	(1,967,898)	(1,967,898)	(2,108,149)	

* WA Treasury Corporation

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30. BORROWING AND LEASE LIABILITIES (Continued)

(b) New borrowings - 2024/25

Particulars/purpose	Institution	Loan type	Term years	Interest rate %	Amount borrowed			Amount (used)	
					2025 Actual	2025 Budget	2025 Actual	2025 Budget	2025 Actual
Shady Hills Estate, Bullsbrook	WATC*		10 Years		\$ 1,657,512	\$ 0	\$ 0	\$ (1,657,512)	\$ 0
* WA Treasury Corporation					1,657,512	0	0	(1,657,512)	0

(c) Unspent borrowings

Particulars	Institution	Date Borrowed	Unspent balance 1 July 2024	Borrowed during 2024-25	Expended during 2024-25	Unspent balance 30 June 2025
The New Junction: Modular Toilet Block	WATC*	11/05/2021	\$ 47,976	0	0	\$ 47,976
Shady Hills Estate, Bullsbrook (Access Road)	WATC*	10/06/2024	1,800,000	0	(1,800,000)	0
* WA Treasury Corporation			1,847,976	0	(1,800,000)	47,976

(d) Lease liabilities

Purpose	Actual						Budget			
	Principal at 1 July 2023	New leases during 2023-24	Principal at 30 June 2024	Principal repayments during 2023-24	New leases during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025
	Note	\$	\$	\$	\$	\$	\$	\$	\$	\$
Gym equipment - SA Beechboro		586,969	0	(122,663)	464,306	337,301	464,306	0	(127,005)	337,301
Konica Photocopiers		0	499,982	(146,489)	353,493	187,489	353,493	0	(166,004)	187,489
Gym equipment - SA Midland		0	1,134,678	(105,041)	1,029,637	814,395	1,029,636	0	(215,241)	814,395
Total lease liabilities	11(b)	586,969	1,634,660	(374,193)	1,847,436	1,339,186	1,847,435	0	(508,250)	1,339,185

Lease finance cost payments				Actual for year ending 30 June 2024		Lease term	
Purpose	Lease number	Institution	Interest rate	Date final payment is due	\$		
Gym equipment - SA Beechboro		MAIA Financial	3.50%	31/12/2027	(18,355)	60 Months	
Konica Photocopiers		Konica	4.08%	27/07/2026	(15,900)	36 Months	
Gym equipment - SA Midland		MAIA Financial	3.05%	31/12/2028	(18,634)	60 Months	
Total finance cost payments					(52,889)		

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31. RESERVE ACCOUNTS

	2025 opening balance	2025 Actual to	2025 Actual transfer	2025 Actual closing balance	2025 Budget opening balance	2025 Budget to	2025 Budget transfer	2025 Budget closing balance	2024 Actual opening balance	2024 Actual to	2024 Actual transfer	2024 Actual closing balance
Restricted by legislation/agreement												
(a) Brabham	25,545,859	3,020,406	(814,395)	27,751,870	24,271,143	4,240,836	(3,552,269)	24,959,710	29,384,876	4,534,903	(8,373,820)	25,545,859
(b) Caversham	37,815	256,538	(106,503)	127,850	1,229,954	1,085,192	(79,493)	2,235,653	5,178,391	504,115	(5,644,691)	37,815
(c) Dayton	24,563,722	7,747,096	(2,642,092)	29,668,726	32,772,648	11,100,000	(4,019,535)	38,854,013	28,641,636	4,555,622	(8,633,536)	24,563,722
(d) West Swan West	255,913	280,162	(427,323)	108,152	78,750	2,090	(37,881)	43,959	1,295,172	325,644	(1,365,503)	255,913
(e) Bullsbrook Residential	4,504,340	1,149,833	(29,849)	5,624,324	1,854,219	3,708,733	(58,866)	5,504,066	3,523,413	1,015,821	(34,994)	4,504,340
(f) Ellenbrook Bridge	39,912	75,127	(76,536)	38,503	0	93,908	(93,908)	0	62,920	0	(23,008)	39,912
(g) Hazelmere industrial area infrastructure	29,455,324	9,181,985	(670,000)	37,957,309	29,376,492	8,937,492	(70,000)	38,243,984	21,901,064	8,048,449	(495,189)	29,455,324
(h) Henley Brook	15,955,094	30,902,318	(4,780,798)	42,076,614	11,535,212	9,022,283	(8,303,028)	12,254,467	6,512,766	9,666,645	(224,317)	15,955,094
(i) Midland district drainage development	7,677,745	2,309,699	(4,652,465)	5,334,979	6,876,537	2,106,712	(2,790,000)	6,193,249	5,636,848	2,185,993	(144,896)	7,677,745
(j) Hazelmere/Guildford drainage	619,756	646,006	(1,265,162)	0	717,090	688,883	(300,000)	1,105,943	610,585	595,802	(586,631)	619,756
(k) South Bullsbrook Industrial	0	0	0	0	7,161,982	8,736,920	(207,315)	15,691,587	0	0	0	0
(l) Reserve Roadwork	3,250,080	841,863	0	4,091,943	3,480,080	650,000	0	4,130,080	3,250,080	0	0	3,250,080
(m) Reserve Drainage	76,584	0	0	76,584	76,584	0	0	76,584	76,584	0	0	76,584
(n) Reserve Footpath	242,258	0	0	242,258	242,258	0	0	242,258	242,258	0	0	242,258
(o) Reserve Parking Malaga	202,046	0	0	202,046	202,046	0	0	202,046	202,046	0	0	202,046
(p) Reserve Parking Midland	24,928	0	0	24,928	24,928	0	0	24,928	24,928	0	0	24,928
(q) Reserve Parking Ellenbrook	11,140	0	0	11,140	11,140	0	0	11,140	11,140	0	0	11,140
(r) Reserve Parking Guildford	500	0	0	500	500	0	0	500	500	0	0	500
(s) Reserve External Art	919,755	524,971	(234,350)	1,210,376	844,755	200,000	(283,220)	761,535	889,255	200,500	(140,000)	919,755
(t) Reserve POS Swan View	9,000	0	0	9,000	9,000	0	0	9,000	9,000	0	0	9,000
(u) Reserve POS Middle Swan	85,000	0	0	85,000	85,000	0	0	85,000	85,000	0	0	85,000
(v) Reserve POS Hazelmere	113,476,771	56,990,612	(15,760,073)	154,707,310	120,851,288	50,573,949	(19,795,515)	151,629,722	107,446,942	31,697,314	(25,666,585)	113,476,771
Restricted by council												
(w) Employee entitlements - LSI and AL reserve	18,389,700	1,230,416	0	19,620,116	19,930,174	1,000,000	0	20,930,174	18,498,234	1,584,161	(1,692,695)	18,389,700
(x) Aged services asset replacement	1,102,386	58,147	(314,037)	846,496	1,242,022	57,470	(313,000)	986,492	1,046,274	56,112	0	1,102,386
(y) General insurance	9,883,700	1,489,166	(76,1035)	10,611,831	10,061,637	2,506,220	(519,750)	12,048,107	8,366,863	2,619,904	(1,103,167)	9,883,700
(z) Gravel pit rehabilitation	1,769,059	83,755	0	1,852,814	1,772,994	86,630	0	1,861,224	1,669,060	79,969	0	1,769,059
(aa) Plant & equipment	20,511,274	3,123,205	(3,138,121)	20,496,357	18,236,340	2,194,030	(2,883,400)	17,546,970	20,546,249	2,777,022	(2,811,997)	20,511,274
(ab) Waste management	21,382,295	4,303,197	(1,667,320)	24,017,760	21,846,084	4,495,270	(4,312,536)	22,031,818	30,954,117	2,296,083	(11,867,905)	21,382,295
(ac) City asset replacement	25,489,871	6,160,835	(1,240,148)	30,390,558	24,708,159	6,207,869	(824,715)	30,091,333	24,583,074	8,142,182	(7,285,385)	25,489,871
(ad) Ellenbrook community facilities	882,048	139,321	(45,027)	966,342	730,472	242,480	(231,865)	741,097	640,905	388,281	(137,138)	882,048
(ae) Aveley community	1,019,608	43,625	(237,495)	825,738	1,121,201	180,110	(368,200)	933,111	1,220,150	65,759	(266,301)	1,019,608
(af) Strategic development	1,146,979	10,829,721	(6,518,006)	5,458,694	172,575	11,158,600	(7,343,360)	3,987,785	867,549	1,464,176	(1,184,746)	1,146,979
(ag) Deferred project	13,231,388	9,515,503	(1,908,754)	20,838,137	13,231,388	0	(558,000)	12,673,388	8,218,221	5,513,167	(500,000)	13,231,388
(ah) Strategic project	34,109,856	12,735,053	(2,400,000)	44,444,909	33,041,741	1,557,090	(200,000)	34,398,831	21,615,867	12,493,989	0	34,109,856
(ai) Energy efficiency reserve	9,016,988	685,897	(2,700,460)	7,002,199	8,938,287	364,410	(3,391,750)	5,910,947	0	9,016,988	0	9,016,988
(aj) Elections	0	300,000	0	300,000	0	300,000	0	300,000	0	0	0	0
(ak) Dayton DOS synthetic hockey surface replacement	157,915,152	50,724,684	(20,931,092)	187,708,744	155,035,674	30,375,283	(20,946,606)	164,464,351	138,246,863	46,497,823	(26,829,334)	157,915,152
(al) Hazelmere DOS synthetic hockey surface replacement	271,391,923	107,715,496	(36,691,165)	342,416,254	275,886,962	80,949,232	(40,742,121)	316,084,073	245,682,705	78,195,137	(52,465,919)	271,391,923

**CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025
31. RESERVE ACCOUNTS (Continued)**

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account Restricted by legislation/agreement	Purpose of the reserve account
(a) Brabham	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Swan Urban Growth Corridor, which comprises Development Contribution Area of Brabham. Funded by Developers contributions. Established in 2010/11
(b) Caversham	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Swan Urban Growth Corridor, which comprises Development Contribution Area of Caversham. Funded by Developers contributions. Established in 2010/11
(c) Dayton	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Swan Urban Growth Corridor, which comprises Development Contribution Area of Dayton. Funded by Developers contributions. Established in 2010/11
(d) West Swan West	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Swan Urban Growth Corridor, which comprises Development Contribution Area of West Swan West. Funded by Developers contributions. Established in 2010/11
(e) Bullsbrook Residential	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Bullsbrook Residential Development Contribution Area. Funded by Developers contributions. Established in 2019/20
(f) Ellenbrook Bridge	Purpose - to fund the construction of a bridge over the Ellen Brook (Ellenbrook Bridge) in the vicinity of Lot 9000 Railway Parade, Upper Swan. Funded by Developers contributions. Established in 2013/14
(g) Hazelmere industrial area infrastructure	Purpose - to fund the renewal and upgrade of infrastructure in the Hazelmere Industrial Area. Funds are maintained by a Specified Area Rate charged to properties in the area, matched by a \$3 to \$1 City's contribution. Established in 2013/14
(h) Henley Brook	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Henley Brook Development Contribution Area. Funded by Developers contributions. Established in 2021/22
(i) Midland district drainage development	Purpose - to fund the renewal and upgrade of the stormwater drainage system in Koongamia, Bellevue, Midland, Woodbridge, Middle Swan, Viveash and Midvale. Funds are collected by a Specified Area Rate matched by a 30c per \$1 contribution by the City, and Developer contributions of \$70.619 per hectare as per Policy POL-C-040. Established in 1982/83
(j) Hazelmere/Guildford drainage	Purpose - to fund the renewal and upgrade of the stormwater drainage system in Hazelmere and Guildford. Funds are collected by a Specified Area Rate matched by a 30c per \$1 contribution by the City, and Developer contributions of \$70.619 per hectare as per Policies POL-C-062 and POL-C-096. Established in 1982/83
(k) South Bullsbrook Industrial	Purpose - to fund land acquisition, construction of infrastructure and administration costs in the South Bullsbrook Industrial Development Contribution Area. Funded by Developers contributions. Established in 2021/22

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025
31. RESERVE ACCOUNTS (Continued)

(l) Reserve: Roadwork	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(m) Reserve: Drainage	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(n) Reserve: Footpath	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(o) Reserve: Parking Malaga	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(p) Reserve: Parking Midland	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(q) Reserve: Parking Ellenbrook	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(r) Reserve: Parking Guildford	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(s) Reserve: External Art	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 1994/95
(t) Reserve: POS Swan View	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 2021/22
(u) Reserve: POS Middle Swan	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 2021/22
(v) Reserve: POS Hazelmere	Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given. Funds are maintained by transfer of unspent contributions. Established in 2024/25
Restricted by council	
(w) Employee entitlements - LSL and AL reserve	Purpose - to fund Long Service Leave and Annual Leave requirements. Funds are maintained by an annual contribution equivalent to the Long Service Leave and Annual leave entitlements of the City's employees.
(x) Aged services asset replacement	Purpose - to fund the replacement of assets used for the provision of Aged Care services. Funds are maintained by an annual transfer of unspent HACC capital and operating grants and a plant replacement component for plant used on Aged Care services. Established in 2001/02
(y) General insurance	Purpose - to fund both general insurance claims against the City that are under the excess and the difference between standard workers compensation premium paid and the estimated maximum. General Insurance contributions to the value of the difference between the standard premium payable and the actual premium paid. Workers Compensation Insurance contributions to the value of the difference between the estimated maximum and the actual premium paid; varying dependent on the number of claims. Established in 1991/92

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025
31. RESERVE ACCOUNTS (Continued)

(2) Gravel pit rehabilitation	Purpose - to fund the remediation of the existing quarry and to acquire land for future quarries. Contributions are made to the value of gravel extracted from the quarry for use on the City's works.
(1) Plant & equipment	Purpose - to fund motor vehicles, plant and equipment associated with the City's works and services. Funds are maintained by an allocation to the value of the plant replacement component on all City's works and services.
(1) Waste management	Purpose - to fund the operations and development of the City's sanitation service, including capital acquisitions. Funds are maintained by an annual allocation to the value of the net 'surplus' in the sanitation operations and a plant replacement component for plant used by Waste Management services.
	Established in 1992/93
(1) City asset replacement	Formed by the amalgamation of the Sanitation Reserve and West Midland Rehabilitation. Purpose - to fund the renewal and replacement of City's infrastructure and capital assets. Funds are maintained by an annual contribution equivalent to 3% of Rate Revenue.
	Established in 2006/07
(~) Ellenbrook community facilities	Purpose - to provide community facilities and services within the Ellenbrook Estate Contributions from the Ellenbrook Joint Venture matched 1:1 by City contributions.
	Established in 1994/95
(1) Aveley community	Purpose - to provide community facilities and services within Aveley and the region. Contributions from the Developers of Vale matched 1:1 by City contributions.
	Established in 2005/06
(€) Strategic development	Purpose - to fund the acquisition, construction and development of freehold properties for the purpose of the City's strategic development. Funds are maintained by contributions from the City and the proceeds from asset sales at the Council's discretion.
	Established in 2010/11
(1) Deferred project	Purpose - to hold the City's collected municipal funds, raised for specified Capital Work projects which have been deferred to a future date.
	Established in March 2023
(1) Strategic project	Purpose - to fund the acquisition, construction and development of properties for the purpose of meeting community infrastructure needs of population growth.
	Established in March 2023
(f) Energy efficiency reserve	Purpose - to fund CAPEX Initiatives to support the City's Energy Efficiency and Emission Reduction Plan.
	Established in June 2023
(~) Elections	Purpose - to fund the bi-annual Councillors elections. Funds are maintained by annual contribution of \$300,000 from Rates Revenue.
	Established in June 2024
(...) Dayton DOS synthetic hockey surface replacement	Purpose - to fund the renewal and replacement of the synthetic hockey surface located at Dayton District Open Space. Funds are maintained from annual contribution of the annual fee from licence agreement for this facility.
	Established in June 2024

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

CITY OF SWAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

32. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$
Town Planning Act (Section 154)				
Public Open Space	2,593,762	107,517	(112,392)	2,588,887
Other Trust Items				
BAL Grant - Wooroloo & Hills Bushfire Appeal	182,158	0	(182,158)	0
	<u>2,775,920</u>	<u>107,517</u>	<u>(294,550)</u>	<u>2,588,887</u>

Appendix 1: Grants and sponsorship

Grants and sponsorship

The City makes funding available to the community to support initiatives and programs that deliver on Strategic Community Plan objectives linked to community outcomes and social improvements to enhance the vibrancy and amenity of the region.

The delivery of the Grants and Funding Program is guided by a Council policy to ensure grants are awarded fairly and equitably. All funding is awarded through an application and assessment process, based on eligibility and selection criteria as well as merit and need.

Some funding opportunities are open to applications continuously, while others are available only at prescribed times and intervals, known as funding rounds.

City funding ranges from individual support and donations between \$500 and \$1,000 to significant community grants and event sponsorships of up to \$30,000. City grants support a range of activities, outcomes and services, including community wellbeing, events and community-focused projects. The Council policy and grants budget are designed to help the City support local communities in the delivery of Strategic Community Plan-related outcomes.

Funding awarded by the City

City funding is delivered through the City's Grant and Sponsorship Funding Policy (POL-C-176) and the associated community funding program.

In 2024/25 the grant and sponsorship program awarded grants, sponsorships, cash donations, value-in-kind and a financial assistance program (Access All Areas) and had a total value of \$744,099.45 to 451 recipients comprising 342 individuals and 109 community groups and/or organisations. This total includes 14 value-in-kind awards, 24 community grants, 12 activation grants, five community advisory grants, 13 proactive grants (including four ANZAC grants), 38 event sponsorships and \$60,000 of extemporaneous funding to two organisations through the CEO's Office.

In 2024/25 the City awarded the following grants: **Central-Funding-Register-2425-YTD-Paid-as-at-30-06-25.pdf**

Funding awarded to the City

Incoming grants

The City was awarded grant funding by a range of agencies to help with the delivery of important infrastructure projects and community programs. These included:

- The City was awarded grant funding by a range of agencies to help with the delivery of important infrastructure projects and community programs. These included:
- \$8.3 million through the Federal Government's Financial Assistance Grants Program
- \$ 9.5 million from State and Federal Government agencies for road-related works
- \$3.38 million from the Federal Department of Health for the Commonwealth Home Support Program
- \$2.6 million through the Department of Infrastructure, Transport, Regional Development and Communications towards the Local Roads and Community Infrastructure Program
- \$800,000 from the Department of Transport for the West Australian Bicycle Network (WABN) grant programs.
- \$3.38 million from the Department of Infrastructure, Transport, Regional Development, Communications and Arts Thriving Suburbs Program – Brabham District Community Centre
- \$500,000 from the Department of Fire and Emergency Services' Bushfire Fire Service and SES and Mitigation Activity Fund Grants Program 2024/25 to reduce bushfire hazards
- \$105,000 Election Commitments DFES new equipment for brigades.
- \$1.4 million from Department of Industry, Science and Resources for Swan Active Energy Management
- \$280,000 Department of Water and Environmental Regulation E-waste Storage Collection
- \$880,000 Department of Local Government, Sport and Cultural Industries CSRFF and CNLP programs
- \$222,645 Western Australian Local Government Association Urban Greening Program Round 2 and 3 and Arena Future Fuels EV Chargers
- \$5.5 million from Election Commitments for EDOS North Pavilion, Bells Rapids, and other Community Projects
- \$16,500 from the National Australia Day Council for the City's Australia Day Citizenship Ceremony
- \$25,000 from the Department of Local Government, Sport and Cultural Industries Every Club Grant Scheme to support sport and recreation clubs to build their organisational capacity and capability.

Appendix 2:

Major land transactions

The New Junction Precinct Statement of Financial Position for the year ending 2024/25

New Junction Precinct

Statement of Comprehensive Income

for the year ended 30 June 2025

	Note	2024/25	2023/24
Operating Revenue		\$	\$
Fees and charges		1,138,817	1,059,172
Rates		89,630	86,599
Other Revenue		114,813	138,295
Operating Revenue		1,343,260	1,284,066
Operating Expenses			
Employee costs		0	(191)
Material and Contracts		(450,337)	(483,584)
Utilities charges		(145,560)	(144,423)
Depreciation		(305,197)	(608,063)
Insurance		(28,020)	(29,670)
Finance costs		(114,532)	(138,011)
Other expenditure		(3,690)	(6,778)
Operating Expenses		(1,047,336)	(1,410,720)
		295,924	(126,654)
Profit/Loss on Disposals		(1,016,340)	0
Net result for the period		(720,416)	(126,654)
Other comprehensive income for the period			
Land		0	0
Buildings		0	0
Infrastructure		0	0
Total other comprehensive income for the period		0	0
Total comprehensive income for the period		(720,416)	(126,654)

New Junction Precinct

Statement of Financial Position

for the year ended 30 June 2025

	Note	2024/25	2023/24
Current Assets		\$	\$
Cash and Cash equivalents		0	0
Trade and Other Receivables		0	0
Land classified as held for sale		3,397,245	7,168,930
Current Assets		3,397,245	7,168,930
Current Liabilities			
Trade and Other Payables		0	0
Accrued Interest		7,918	9,931
Borrowings		1,046,499	1,021,970
Current Liabilities		1,054,417	1,031,901
Net Current Assets		2,342,828	6,137,029
Non-Current Assets			
Trade and Other Receivables		4,080,410	0
Land	1	55,768,311	56,893,922
Buildings	1	10,966,514	10,924,443
Less Accumulated depreciation		(3,203,579)	(3,233,498)
Infrastructure Assets	1	12,561,184	11,260,424
Less Accumulated depreciation		(272,179)	(284,388)
Non-Current Assets		79,900,661	75,560,903
Total Assets		82,243,489	81,697,932
Non-Current Liabilities			
Trade and Other Payables		0	0
Borrowings		3,731,198	4,777,697
Non-Current Liabilities		3,731,198	4,777,697
Net Assets		78,512,291	76,920,235
Equity			
City of Swan Contribution		47,285,398	38,987,796
Revaluation Reserves		31,226,893	37,932,439
Total Equity		78,512,291	76,920,235

**Land, Buildings and Infrastructure
Movement in financial year**

	Land	Buildings	Infrastructure
	\$	\$	\$
Gross balance amount as at 30 June 2023	\$ 52,053,000	\$ 10,739,702	\$ 11,370,765
Accumulated depreciation	0	(2,797,879)	(242,950)
	52,053,000	7,941,823	11,127,815
Additions	1,177,854	184,741	20,664
Depreciation Expense	0	(435,619)	(172,443)
Transfers	0	0	0
Initial recognition of assets	0	0	0
Land classified as held for sale	3,663,070	0	0
	56,893,924	7,690,945	10,976,036
Comprises			
Gross balance amount as at 30 June 2024	56,893,924	10,924,443	11,260,424
Accumulated depreciation	0	(3,233,498)	(284,388)
	56,893,924	7,690,945	10,976,036
Additions	2,999,455	251,388	1,438,768
Disposals	(7,896,750)	0	0
Revaluation increment/decreases	0		
Depreciation Expense	0	(179,398)	(125,799)
Transfers	0	0	0
Land classified as held for sale	3,771,685	0	0
	55,768,314	7,762,935	12,289,005
Comprises			
Gross balance amount as at 30 June 2025	55,768,314	10,966,514	12,561,184
Accumulated depreciation	0	(3,203,579)	(272,179)
	55,768,314	7,762,935	12,289,005

**New Junction Precinct
Expected future cash flows**

	2025/26	2026/27	2027/28	2028/29	Total
	\$	\$	\$	\$	\$
Cash outflows					
Payments for land held for sale	0	(4,155,500)	0	0	(4,155,500)
Payments for development of land held for sale	(350,000)	(150,000)	(150,000)	(150,000)	(800,000)
	(350,000)	(4,305,500)	(150,000)	(150,000)	(4,955,500)
Cash Inflows					
Proceeds from new borrowings					0
Proceeds on sale of land held for sale	3,753,597	11,191,875	14,435,410	7,000,000	36,380,882
	3,753,597	11,191,875	14,435,410	7,000,000	36,380,882
Net cash flows	3,403,597	6,886,375	14,285,410	6,850,000	31,425,382

City of **Swan**

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