

Strategic Community Plan

2021 - 2031

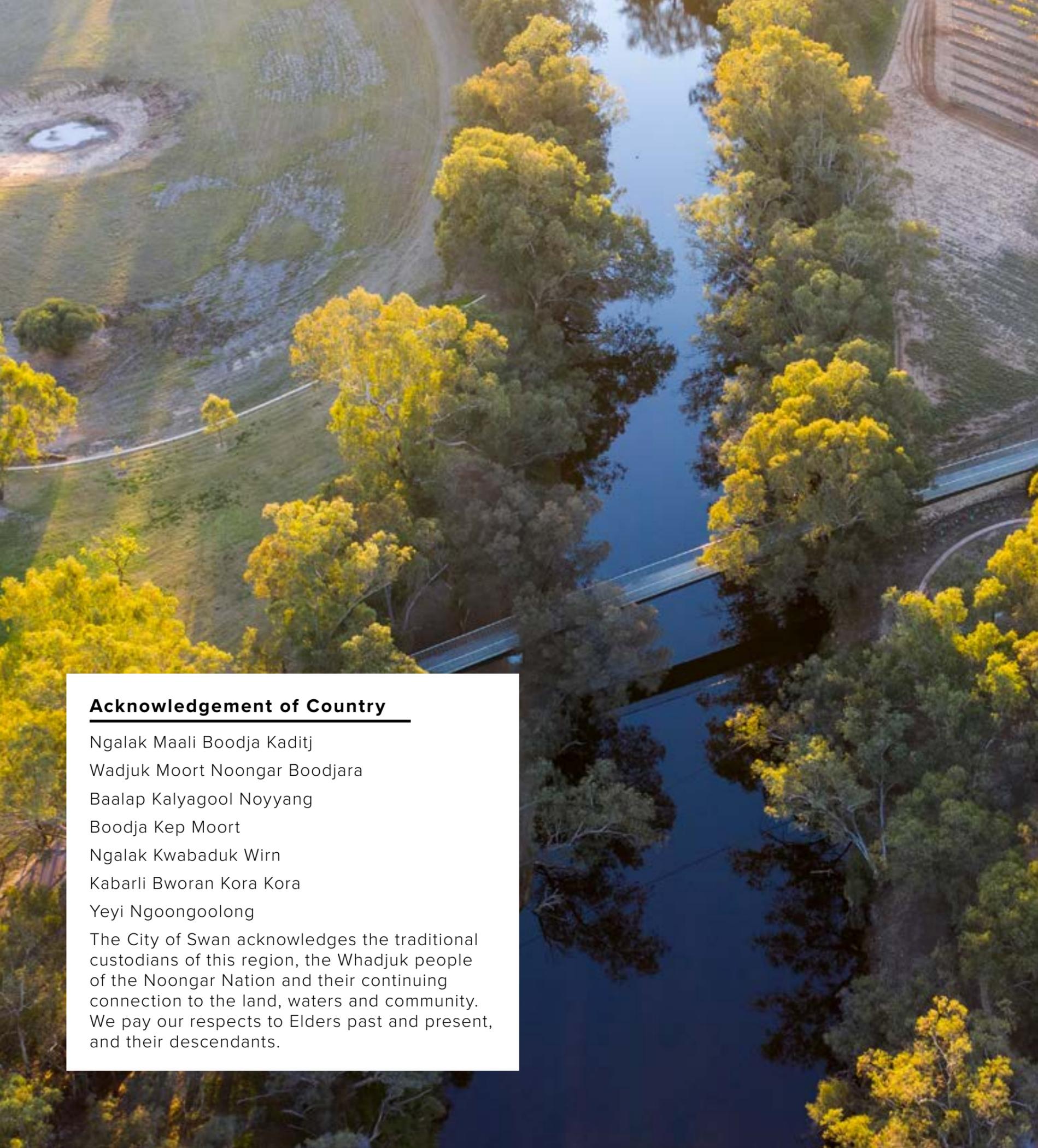


www.swan.wa.gov.au

 /cityofswan

 /cityofswanwa





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.

Contents

A MESSAGE FROM THE MAYOR	4
INTRODUCTION	6
AN OVERVIEW OF OUR CITY	8
OUR INTEGRATED PLANNING FRAMEWORK	10
HOW WE REVIEWED THE STRATEGIC COMMUNITY PLAN	11
SUSTAINABILITY AND THE STRATEGIC COMMUNITY PLAN	12
HOW TO READ THE STRATEGIC COMMUNITY PLAN	18
HOW THE STRATEGIC COMMUNITY PLAN IS IMPLEMENTED AND MONITORED	19
OUR VISION	20
EMERGENT THEMES	20
NATURAL ENVIRONMENT	22
ECONOMIC	24
SOCIAL	26
BUILT ENVIRONMENT	28
GOVERNANCE	30

A message from the Mayor



It is my pleasure to present this Strategic Community Plan (SCP) on behalf of the Council.

The City of Swan is a unique and diverse community, growing stronger every day.

This SCP represents a bold new vision for the City of Swan, a vision recognising the region's strong ties to culture, the environment and quality of life.

The City works hard to provide infrastructure and services to meet community needs and where the City cannot provide these services, we are strong advocates for State and Federal Government investment.

Achieving our vision requires significant planning. We need to make sure that our current work aligns with our vision for the City, both now and into the future. The SCP is the City's highest level planning document, looking forward over the next 10 years.

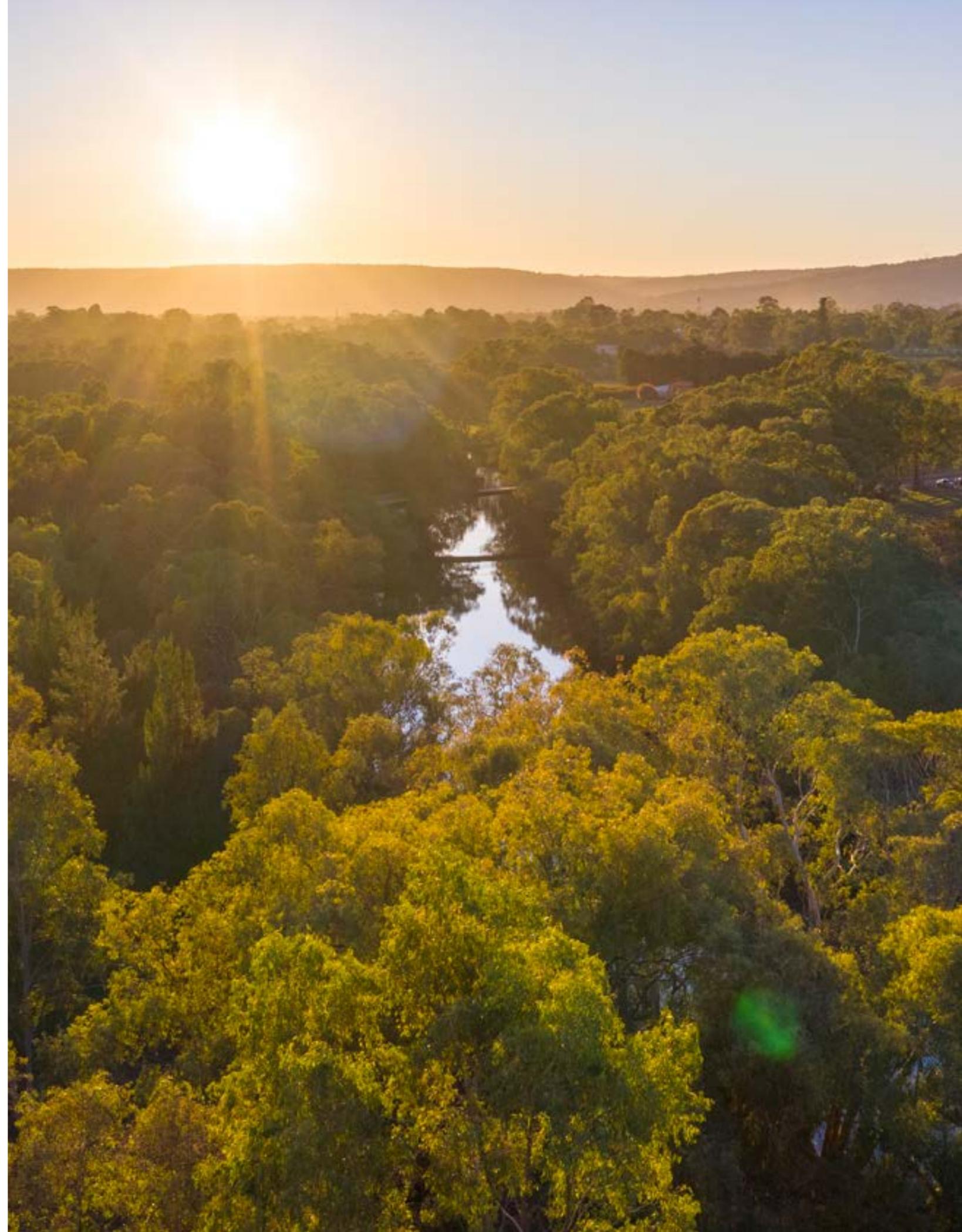
This plan has a greater focus on the natural environment, protecting our green environment, and improved targets to better measure how we are meeting community expectations. We're also incorporating the United Nations Sustainable Development Goals to demonstrate how local contributions can create an impact on a global scale. Furthermore, this SCP aims to improve and measure the way our City engages, communicates and consults with our community and stakeholders.

The Council wanted to ensure a broad cross-section of our community had an opportunity to review and participate in the development of the SCP. This is the first SCP undertaken with the assistance of a deliberative community panel, a group of randomly selected residents who considered a significant volume of research and feedback before presenting their recommendations to the Council to assist in the development of the plan. I would like to thank the community panel for their dedicated commitment and participation in the development of this SCP.

Finally, I'd like to acknowledge and thank all community members who participated in the various stages of community consultation, including those providing feedback through social media, surveys and in-person meetings.

Together we can continue to make the City of Swan a great place to live, work and play.

Cr Kevin Bailey
Mayor, City of Swan



An aerial photograph of a wide river flowing through a lush, green landscape. The river is filled with numerous colorful kayakers, some of whom are arranged in a circular pattern. The banks are lined with dense trees and vegetation, and the sky is clear and blue. The overall scene is vibrant and scenic, suggesting a recreational or community activity.

Introduction

The City of Swan's Strategic Community Plan (SCP) sets out our vision, aspirations and objectives for our community over the next 10 years and is our principal strategy document. This means that it governs all of the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The direction set through the SCP ensures infrastructure and service provision is focussed to meet the requirements of our community, now and into the future.



An overview of our City

Our region is a beautifully diverse expanse of land, rich in natural assets encompassing a wide range of unique areas, each with their own character. The City of Swan encompasses an area of 1,043 square kilometres, equivalent to almost 20 per cent of the Perth metropolitan area, and is the largest local government by area in Perth.

Our location on the periphery of the metropolitan area is characterised by a variety of urban and rural landscapes and land uses. We are the northern and eastern gateway to our State, with major road and rail transport routes running through our City. This importance is demonstrated by the designation of Midland as a “strategic metropolitan centre” in State planning documents.

Our history is steeped in Aboriginal and European significance, with the area inhabited by the Noongar people for more than 40,000 years. The land provided a natural abundance of food and water resources and the traditional owners developed a rich history of customs in the area, many of which continue to the present day.

This richness in natural resources was noted by early European settlers and saw the establishment of the first European settlement in the area, Guildford, as an inland port to service growing agricultural pursuits in the surrounding Swan Valley.

Our community is a melting pot of multiculturalism, with one in three people in the City born overseas and one in five speaking a language other than English at home according to the 2016 Census. The average age is 34 with a higher proportion of young people and lower proportion of older people than the Perth average. Our varied demographics across the City and in each local area is reflected in the diversity of housing, ranging from large rural lifestyle lots all the way to apartment living in town centres.

Our economy benefits from our location as an outer metropolitan gateway, with all kinds of businesses choosing to call our City home. Our largest industries of employment are retail, manufacturing and construction, contributing to an annual Gross Regional Product of almost \$10 billion with almost 70,000 local jobs across more than 10,000 businesses in 2020.

Our location, services and facilities make the City an attractive place to live, with the population in our 42 suburbs increasing substantially over the past few decades to more than 155,000 in 2020. This growth is particularly evident in suburbs such as Ellenbrook, Aveyley, Dayton, Caversham, Brabham and, most recently, Bushmead.

Our future will see an estimated population increase of 39 per cent by 2031, resulting in 60,000 new residents and a total population of over 215,000. The number of people aged under 18 as well as those aged over 65 will increase in relation to the total population, with respective increases in those age groups of approximately 17,000 and 9,000 by 2031.

Our ideal location, significant history, diverse community and strong economy will continue to ensure a positive future, full of opportunity.

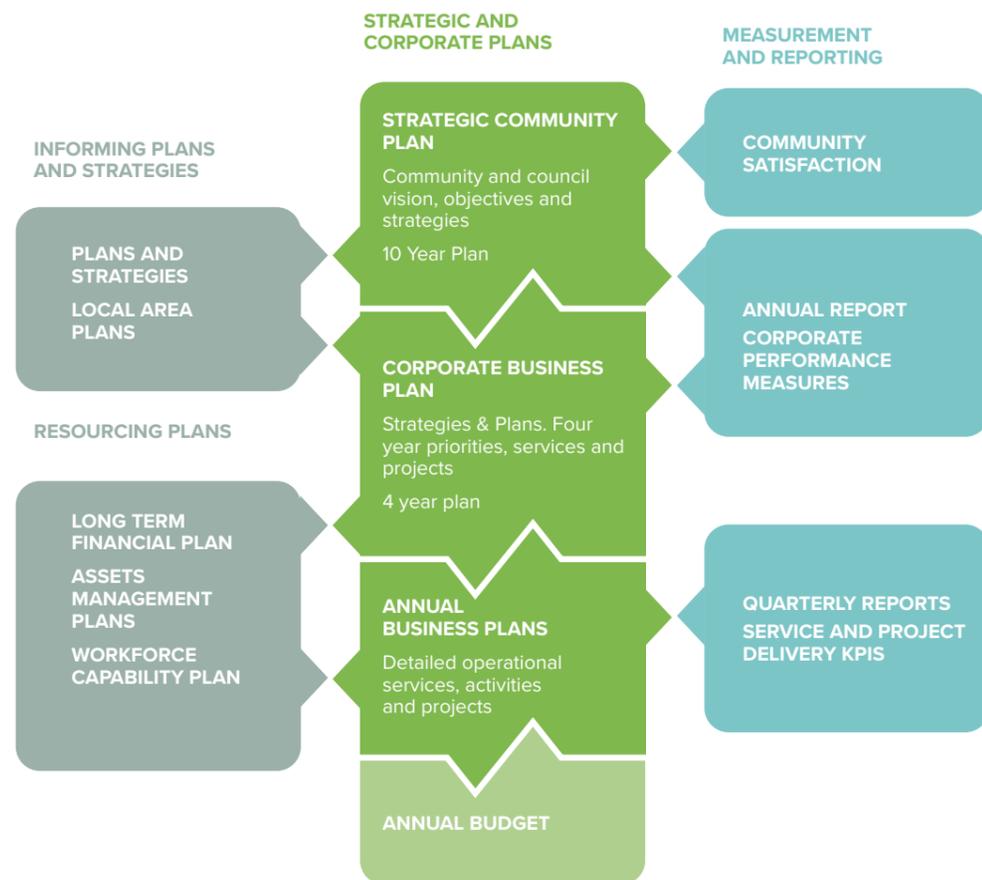
Our Integrated Planning Framework

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives.

Underlying principles of integrated planning and reporting include:

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

Recognising the importance of integrating community and organisational planning, the Local Government (Administration) Regulations 1996 require local governments to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). The diagram below shows how this is applied at the City of Swan and how these core plans both inform and are informed by other aspects of our planning and reporting.



How we reviewed the Strategic Community Plan

We are committed to ensuring that our planning is relevant and effectively captures the right information to drive the delivery of what our community requires. A review of our SCP is undertaken every two-years, alternating between a minor (desktop) review and a major review which includes community consultation.

Our SCP is reviewed through the following process:

- Research papers are developed to determine current and predicted future trends, issues and impacts.
- Broad community consultation is undertaken via a written and online survey, available through the City's website, social media, Community Hubs and Administration Building.
- A deliberative community panel works through the results of the broad community consultation and prior research in order to develop some recommendations for proposed changes to the SCP. The panel, consisting of a randomly selected group of community members from all areas and all walks of life, presents their recommendations directly to Council.
- The plan is refined with Council, who consider all prior steps, in order to develop the outcomes and objectives needed to achieve the overall vision.
- The plan is endorsed in draft form by Council before going out for public comment.
- Final adjustments are made to the plan before going to Council for final adoption and publication.



Sustainability and the Strategic Community Plan

Our SCP contributes towards global goals set out by the United Nations. The Sustainable Development Goals are a set of 17 global goals and are the blueprint to achieve a better and more sustainable future for all.

1. NO POVERTY



End poverty in all its forms everywhere

THE CITY'S ROLE

City of Swan residents experience a relatively low level of disadvantage and the City recognises its role in working in partnership with other levels of government and the not-for-profit sector to improve the health and social outcomes of our vulnerable communities.

KEY RESULT AREA

Social

2. ZERO HUNGER



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

THE CITY'S ROLE

The City works in partnership with other levels of government, the not-for-profit sector, community groups and individuals to support emergency relief programs. The City recognises its supporting role in promoting food security.

KEY RESULT AREA

Social and Economic

3. GOOD HEALTH AND WELL-BEING



Ensure healthy lives and promote health and well-being for all at all ages

THE CITY'S ROLE

The City is active in promoting community health and wellbeing through the direct delivery of leisure services, youth and community programs and activities, and community care services for our older residents. The City recognises its role in working with other levels of government and the not-for-profit sector to improve the health and wellbeing of our community.

KEY RESULT AREA

Social, Built Environment, Natural Environment and Economic

4. QUALITY EDUCATION



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

THE CITY'S ROLE

The City recognises the principles of life-long learning and supports the community to access learning opportunities through its libraries, related programs and activities and through advocating for tertiary education facilities.

KEY RESULT AREA

Social and Economic

5. GENDER EQUALITY



Achieve gender equality and empower all women and girls

THE CITY'S ROLE

The City promotes gender equality through its employment practices, community programs and activities and in partnership with the not-for-profit sector and other levels of government.

KEY RESULT AREA

Social, Governance and Economic

6. CLEAN WATER AND SANITATION



Ensure availability and sustainable management of water and sanitation for all

THE CITY'S ROLE

The majority of City of Swan residents are fortunate to enjoy high standards of cleanliness and sanitation by global standards. The City recognises its role in collaborating with key agencies to ensure these standards are maintained and any deficiencies are addressed immediately.

KEY RESULT AREA

Natural Environment and Social

7. AFFORDABLE AND CLEAN ENERGY



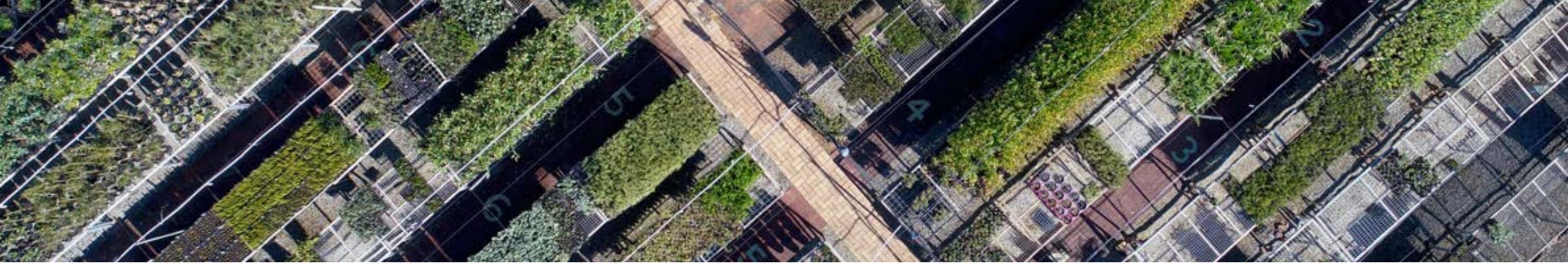
Ensure access to affordable, reliable, sustainable and modern energy for all

THE CITY'S ROLE

The City enjoys significant solar and wind resources and the cost of harnessing this energy is declining. The City recognises the need for an orderly transition to clean energy supply that maintains affordability for our residents and reduces atmospheric emissions. The City recognises its role in supporting this transition in both energy supply and transport.

KEY RESULT AREA

Natural Environment and Economic



8. DECENT WORK AND ECONOMIC GROWTH



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

THE CITY'S ROLE

The City continues to experience significant population and economic growth as an outer metropolitan local government. The City understands its role in promoting business investment in the region in order to provide employment opportunities in line with population growth.

KEY RESULT AREA

Economic and Social

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

THE CITY'S ROLE

The City's continued population growth brings challenges in the provision of infrastructure and services. The City recognises its significant role as a provider of public infrastructure and supporter of innovative solutions to growth challenges.

KEY RESULT AREA

Economic and Built Environment

10. REDUCED INEQUALITIES



Reduce inequality within and among countries

THE CITY'S ROLE

The City recognises and celebrates the diversity of our community and actively supports the principles of social inclusion in the delivery of all community programs and activities. The City understands its role in facilitating inclusion opportunities, and works in partnership with other levels of government, the not-for-profit sector and community groups to achieve this goal.

KEY RESULT AREA

Social, Economic and Governance

11. SUSTAINABLE CITIES AND COMMUNITIES



Make cities and human settlements inclusive, safe, resilient and sustainable

THE CITY'S ROLE

The majority of City of Swan residents are fortunate to enjoy high standards of living by global standards. However, these living standards and the development patterns that support them are a major factor in producing our "per capita" CO₂ emission rates which are amongst the highest in the world. The City recognises its role in determining efficient living patterns and working with partners to ensure current and future communities are sustainable.

KEY RESULT AREA

Natural Environment, Built Environment and Social

12. RESPONSIBLE CONSUMPTION AND PRODUCTION



Ensure sustainable consumption and production patterns

THE CITY'S ROLE

Product consumption levels in the City of Swan are extremely high by global standards, resulting in significant resource consumption and waste production. The City understands its role in reducing its own resource consumption as well as managing community output to reduce future resource consumption.

KEY RESULT AREA

Natural Environment and Economic

13. CLIMATE ACTION



Take urgent action to combat climate change and its impacts

THE CITY'S ROLE

The majority of City of Swan residents are fortunate to enjoy high standards of air quality by global standards. However our "per capita" CO₂ emission rates are amongst the highest in the world. The City recognises its role in addressing climate change throughout the region.

KEY RESULT AREA

Natural Environment



14. LIFE BELOW WATER



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

THE CITY'S ROLE

A number of aquatic ecosystems are present in or transit through the City of Swan and these require sensitive management to avoid degradation and biodiversity loss. Pursuing this goal requires collective action by the City, our community and other stakeholders. The City recognises its role as a steward, facilitator and advocate for aquatic environments and is committed to playing our role in protecting and restoring aquatic ecosystems and protecting biodiversity in the City of Swan.

KEY RESULT AREA

Natural Environment

15. LIFE ON LAND



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

THE CITY'S ROLE

The City is home to a variety of terrestrial ecosystems that require sensitive management to avoid degradation and biodiversity loss. Pursuing this goal requires collective action by the City, our community and other stakeholders. The City recognises its role as a steward, facilitator and advocate for our natural environment and is committed to protecting and restoring ecosystems, managing both our natural and urban forests and to protecting biodiversity in the City of Swan.

KEY RESULT AREA

Natural Environment, Built Environment and Social

16. PEACE, JUSTICE AND STRONG INSTITUTIONS



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

THE CITY'S ROLE

The City understands the principles of good governance including transparent and participatory decision making and has effective, accountable and transparent governance mechanisms to promote justice and inclusion. The City supports community groups and organisations to build capacity in improved governance.

KEY RESULT AREA

Governance and Social

17. PARTNERSHIPS FOR THE GOALS



Strengthen the means of implementation and revitalise the global partnership for sustainable development

THE CITY'S ROLE

The City recognises the importance of partnerships in achieving these Sustainable Development Goals, and works with other levels of government, industry, businesses, the not-for-profit sector, community organisations and individuals to achieve positive outcomes. The City understands its role in building the capacity of our community through our environmental, economic, social and health and wellbeing initiatives, and our community grants programs.

KEY RESULT AREA

Governance and Social



How to read the Strategic Community Plan

The Strategic Community Plan is broken into five key result areas - Natural Environment, Economic, Social, Built Environment and Governance. While these five areas and their associated outcomes and objectives are listed separately in this plan, there are often significant interdependencies that exist between them, meaning that delivery against one may assist in the delivery of another.

Within each of the key result areas are the following elements to give the overall blueprint for the City:

Vision - a descriptive statement of the future desired position for the City.

Outcomes - the end result of why we are focussing on the key result area.

Objectives - what we are trying to put in place and achieve.

Measures - data that will allow us to see how well we have implemented the SCP. These measures are a mix of state of community measures and performance of the City measures. State of community measures are those which the City strives to improve, however has only limited influence. Performance of the City measures are those that the City strives to improve through direct service or project delivery, meaning that the City has a greater level of influence.

Supporting strategies and plans - these documents further define the delivery of services, actions and projects that support each key result area. They can be found on the City's website. These lists may be subject to change as strategies and plans are completed, reviewed or removed.

Supported Sustainable Development Goals - these are the United Nations goals that we contribute to through the delivery of outcomes and objective for each key result area.

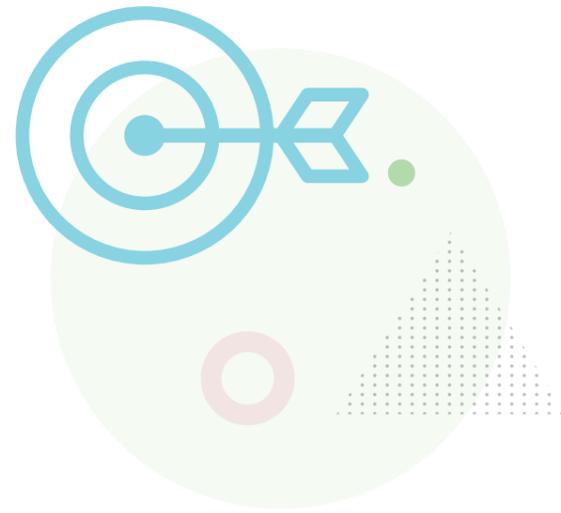


How the Strategic Community Plan is implemented and monitored

The City applies tailored business planning processes to take the priorities outlined in the SCP to turn them into real actions that will be delivered for our community.

This more detailed level of planning is contained within our Corporate Business Plan (CBP). The CBP is a four-year operational plan that is updated annually. It outlines our services and major projects and how these will be resourced through our budget allocations, assets and workforce. It is supported by a suite of key performance indicators which measure how well the City delivers its services.

The measures outlined in the SCP are collected and reviewed annually. They are used to monitor our progress in achieving strategic objectives and are published in our Annual Report. Through this mechanism, we will continue to report on our progress in delivering the SCP to our community.



Our Vision

One City, diverse people, cultures and places.

A sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing



Emergent Themes

As we developed our Strategic Community Plan, clear themes were identified that need to be considered so that we can achieve our strategic objectives. These emergent themes will guide the work we deliver for our community.

- **Sustainable growth**
We are committed to economic growth and diversity balanced with natural environment and heritage to ensure the City provides local services, industry access, local employment and diverse places to live.
- **Community partnerships and connections**
Community interactions and connections in the City are important and form the basis of our places. The City's strength is the people, the connections within activated local areas bringing energy, security and a sense of belonging for all ages and cultures. The City is focussed on engaging and partnering with the community in their decisions to realise this vision.
- **Caring for our environment**
The City is committed to caring for and protecting the environment and our history and heritage. The community is proud of the City's beautiful natural environment, its bushland, open spaces, the Swan Valley and Swan River with its natural and diverse beauty.

Natural Environment

Sustainable, green and peaceful

Our vision for 2031

Our City is proud of the green, rural nature of Swan, blessed with many natural assets, including high value natural lands, open spaces, the Swan River, wetlands and waterways.

Our natural environment, ecology and biodiversity of our ecosystems are preserved and protected.

Our City is committed to enhance our environmental performance and sustainability through our actions, services and partnerships.

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
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	Maintain or increase the two-year rolling average (baseline 72%)
		N1.2 Preserve our waterways	SERCUL Nutrient Management Scorecard Nutrient levels of monitored perennial water courses	Maintain an overall score of at least 80% Reduce excess nutrients in Bennett Brook
		N1.3 Protect our green environment	% increase in urban street tree canopy	Increase the number of urban street trees by 1% per annum

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
N2	Sustainable natural resources	N2.1 Minimise waste to landfill	% waste diverted from landfill	Achieve 60% waste diversion by 2025
			% of community satisfied with waste management	Maintain or increase the two-year rolling average (baseline 79%)
		N2.2 Protect our natural resources for future generations	City carbon emissions	Establish a baseline figure for the City's total carbon emissions
			City water consumption - potable	Establish a baseline figure for the City's total potable water consumption
		City water consumption - non-potable	Comply with DWER annual water allocations	

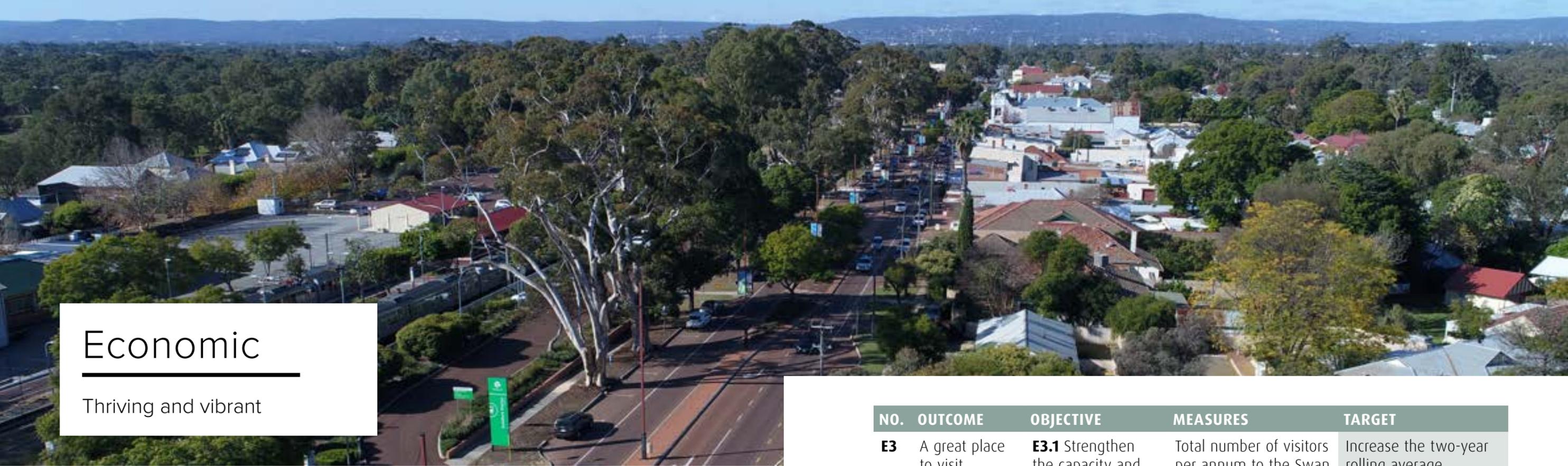
Supporting strategies and plans

Our delivery against the Natural Environment key result area is further defined in the following strategies:

- Sustainable Environment Strategy
- Water Efficiency Action Plan
- Local Biodiversity Strategy

Supported Sustainable Development Goals





Economic

Thriving and vibrant

Our vision for 2031

The City will be nationally and globally recognised as a great place and strategic location to invest, visit and establish local business centres.

Our local businesses will provide job and employment opportunities for our growing population and community, who will have access to local services, shopping, health and education.

The City will have developed partnerships with government and business to ensure local businesses are supported and sustainable.

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
E1	Sustainable business growth	E1.1 Actively support and develop thriving local businesses and centres	% 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%)
			% of businesses that indicate that it is easy to do business with the City	Achieve at least 50%
E2	Accelerated economic and employment growth	E2.1 Advocate and 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)
			Gross Regional Product	Maintain or increase the two-year rolling average (baseline \$9.4B)

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
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)
			Total visitor expenditure per annum to the Swan Valley	Increase the two-year rolling average (\$426M baseline)
			% of visitors to the Swan Valley that rate their experience as positive overall	Maintain the two-year rolling average (baseline 93%)

Supporting strategies and plans

Our delivery against the Economic key result area is further defined in the following strategies:

- Economic Development Strategy
- Tourism Development Strategy

Supported Sustainable Development Goals





Social

Diverse, engaged and safe

Our vision for 2031

Our communities are inclusive and connected, and have a sense of belonging, building the community together within safe and supportive environments.

Our sense of place, culture and local identity reflect both our diversity and sense of belonging.

Our community resilience and wellbeing is enhanced through recreation and active participation.

Our diversity enhances and differentiates our community and supported through engagement, services, facilities and service partnership in local areas.

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET	
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%	
			% of community satisfied with the City's role in community safety	Increase the two-year rolling average (baseline 62%)	
			% of community satisfied with the City's role in public health	Maintain or increase the two-year rolling average (baseline 66%)	
			% community satisfied with leisure centres	Maintain or increase the two-year rolling average (baseline 68%)	
			S1.2 Build social inclusion and connectivity in local places and areas	% of community satisfied with community hubs	Achieve at least 74%
				% of community satisfied with activities and events	Maintain or increase the two-year rolling average (baseline 67%)

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
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%)
			% of community satisfied with services and facilities for families	Maintain or increase the two-year rolling average (baseline 69%)
			% of community satisfied with services and facilities for youth	Increase the two-year rolling average (baseline 56%)
			% of community satisfied with services and facilities for people with disabilities	Maintain or increase the two-year rolling average (baseline 69%)
			% of community satisfied with libraries	Maintain above 85%

Supporting strategies and plans

Our delivery against the Social key result area is further defined in the following strategies and plans:

- Reconciliation Action Plan
- Disability Access and Inclusion Plan
- Strategy for the Ageing Population
- Youth Strategy
- Volunteer Plan
- Community Safety Plan

Supported Sustainable Development Goals



Built Environment

Modern and connected

Our vision for 2031

Our City will lead the State in providing diverse and connected places, providing housing options for our growing and diverse population, young and old.

Our growth will be supported by adaptable and flexible planning to ensure our vision and actions match our rate of growth.

Our places will reflect our local identities providing safe, central community hubs, with open spaces and facilities, such as libraries and community centres to meet, connect and recreate.

Our community will take pride in its places, with attractive, safe and maintained built assets, roads and streetscapes, while protecting our local heritage.

Our City will be accessible, providing integrated transport solutions, including public, pedestrian and cycle access.

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
B1	Planned and facilitated growth	B1.1 Create community places to live, relax and work	% of community who like living in their area	Maintain above 85%
			% of community satisfied with streetscapes and public spaces	Maintain above 70%
B2	Infrastructure that meets community need	B2.1 Manage current and future assets and infrastructure	% of community satisfied with roads	Maintain above 70%
			% of community satisfied with community buildings	Maintain above 70%
			% of community satisfied with the City's management of heritage	Achieve above 70%
			% of community satisfied with ovals and outdoor sports facilities	Maintain above 70%
			% of community satisfied with parks	Maintain above 70%

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
B3	Community access	B3.1 Advocate and provide sustainable transport solutions	% of community satisfied with ease of movement between points of interest	Maintain above 70%
			% of community satisfied with footpaths	Maintain above 65%
			% of community satisfied with cycle network	Maintain above 65%

Supporting strategies and plans

Our delivery against the Built Environment key result area is further defined in the following strategies and plans:

- Local Area Plans
- Heritage Strategic Plan
- Local Rural Planning Strategy
- Urban Housing Strategy
- Transport Strategy
- Cycleconnect Strategy
- Local Commercial and Activity Centres Strategy
- Aquatic Facilities Strategy

Supported Sustainable Development Goals



Governance

Progressive and responsible

Our vision for 2031

The City of Swan is regarded as a leader across Local Government, proactive and focussed on improvement.

The City provides good governance, displayed through our accountable, transparent and fiscally responsible management of competing community demands.

The City is strengthened to deliver community outcomes through community partnerships, engagement and communication.

Successful advocacy and ongoing collaborative partnerships with government, industry, service providers and community strengthens City outcomes.

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
G1	Aligned leadership and direction	G1.1 Provide accountable and transparent leadership	% of community who think that the City shows leadership in the community	Achieve at least 50%
			% of community who think that the City adequately communicates decisions	Increase the two-year rolling average (baseline 65%)
			% of community satisfied with the City's understanding of community needs and prioritisation	Increase the two-year rolling average (baseline 62%)
		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 (baseline 67%)
			% of community satisfied with opportunities to have a say	Increase the two-year rolling average (baseline 54%)
			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 the State and Federal governments

NO.	OUTCOME	OBJECTIVE	MEASURES	TARGET
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 (baseline 72%)
			% of community who think that the City provides good value for money	Achieve at least 50%
			% of community satisfied with the City's customer service	Increase the two-year rolling average (baseline 65%)
			Financial health indicator	Maintain above 70

Supporting strategies and plans

Our delivery against the Governance key result area is further defined in the following plans:

- Corporate Business Plan
- Annual Budget
- Long Term Financial Plan
- Advocacy Priorities
- Workforce Plan
- Asset Management Plan
- Local Area Plans

Supported Sustainable Development Goals



www.swan.wa.gov.au



city of swan

City of Swan
2 Midland Square Midland
PO Box 196 Midland WA 6936
9267 9267

This document can be made available in
alternative formats on request.

