




# Corporate Business Plan

2024/25 – 2027/28



## 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.



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**“We believe that planning must be informed by the evolving priorities of our diverse community...”**





# A message from the Mayor and CEO

We are proud to present the City of Swan's Corporate Business Plan (CBP) 2024/25-2027/28, which outlines the City's service and project priorities based on our community's needs and aspirations.

With the biggest land area of any Perth local government and a population expected to reach almost 300,000 by 2050, careful planning is critical to ensuring a bright future for our community.

We believe that planning must be informed by the evolving priorities of our diverse community, so we seek regular feedback through a variety of channels.

The CBP is a vital document that sets goals and provides direction on how we will deliver the vision laid out by our community in our Strategic Community Plan (SCP).

In the last 12 months, we have reopened the refurbished Swan Active Midland, completed Dayton District Open Space, and launched our new City and Swan Valley websites.

These are just a few examples of projects which were outlined in last year's CBP and have now been completed.

It is our responsibility to provide high-quality services and projects for our community, but we must also meet the financial challenges that come with our rapidly expanding population.

We have successfully advocated on behalf of our community to secure \$26 million in State and Federal grant funding to help deliver \$156 million worth of projects in the 2024/25 financial year.

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.

Some of these major projects include:

- Swan Active Ellenbrook
- Ellenbrook Community Hub
- Ballajura intergenerational playspace
- Gnangara Road duplication
- Henley Brook Avenue upgrade and extension
- Improving urban streetscapes as part of the Midland revitalisation.

The delivery of these projects, and many more, would not be possible without the hard work of our Council Members and City staff, who are dedicated to enhancing our community.

We thank them for their commitment to providing the services and projects that will create positive change and enrich the lives of our residents for years to come.



**Stephen Cain**  
Chief Executive Officer



**Mayor Tanya Richardson**  
Mayor, City of Swan



A graduate engineer planning with the City of Swan

# How we plan

## Understanding the Corporate Business Plan

The Corporate Business Plan (CBP) translates Council and our community's priorities identified in the Strategic Community Plan 2021-2031 (SCP) into operational delivery within the resourcing capability of the organisation. The SCP has five key result areas (KRAs) depicted in the image to the right. Throughout this document you will see references to how the City's planned services and projects are aligned to these key result areas, objectives and priorities identified in the SCP.



## Reading the Plan

In the CBP each KRA is underpinned by our strategic goals and guiding strategies and plans. It outlines the services and key projects we will deliver to meet our goals and contains:

- Our strategic (long-term) vision and direction
- Our Integrated Planning and Reporting Framework
- Council's structure and function
- An overview of our administration and alignment of services to directorates
- An overview of our community
- Major projects for the next four years
- Resourcing plans that support the delivery of the CBP:
  - Assets and infrastructure
  - Workforce
  - Finance and budget
  - Risk management.
- How we will measure and monitor our performance.

The City uses a number of frameworks and approaches to help achieve our strategic vision and ensure our services provided to the community are of the highest quality.



# The Integrated Planning and Reporting Framework

Local governments are required to adopt as part of the Integrated Planning and Reporting Framework:

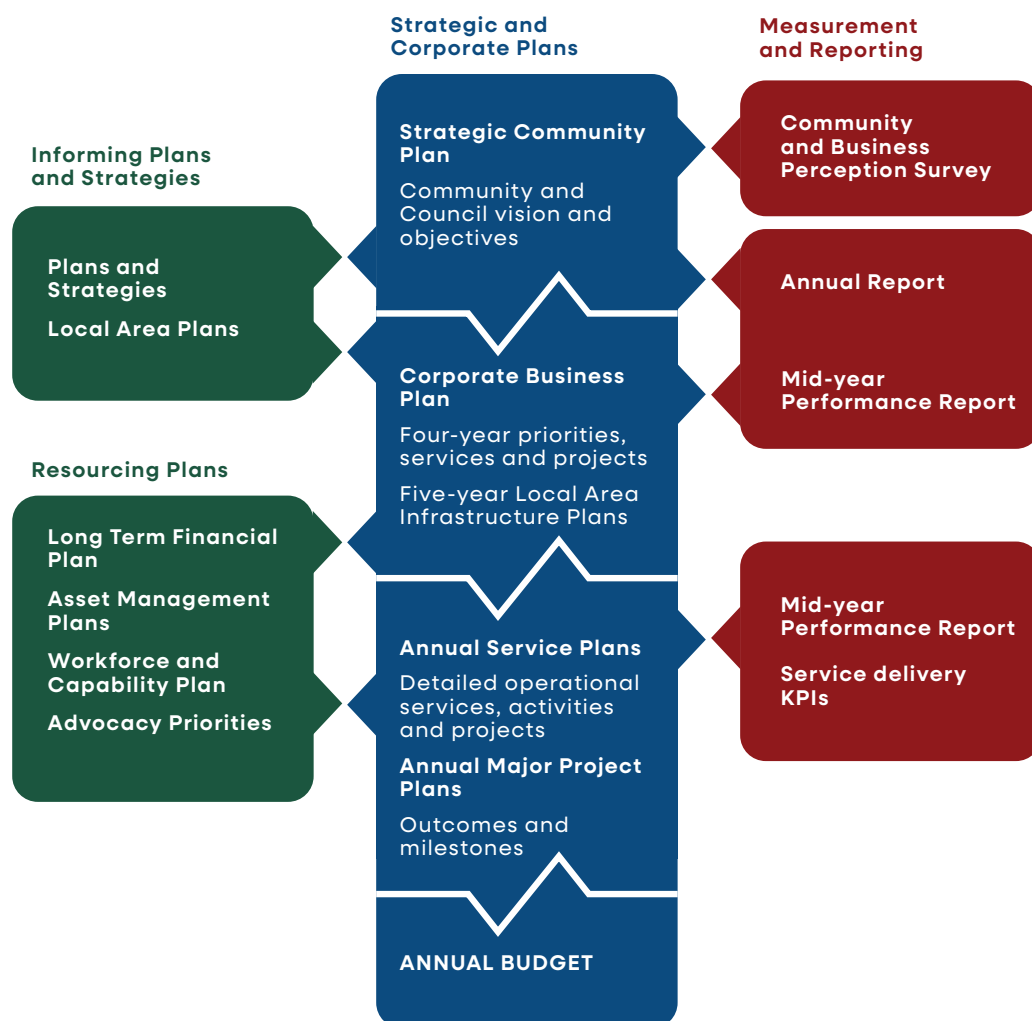
- **Strategic Community Plan** – 10-year plan, which is our guiding strategy that is informed by community aspirations for the future.
- **Corporate Business Plan** – 4-year plan, which details the resources and priorities required to implement the first four years of the SCP.

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. The CBP is a key part of the City's Integrated Planning and Reporting Framework.

Underlying principles of the integrated planning and reporting 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 below diagram shows how the framework is applied at the City.



# Our vision

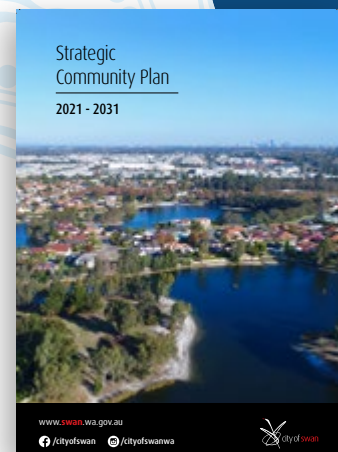
## One City, diverse people, cultures and places

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

### The Strategic Community Plan 2021-2031

The City's SCP underwent a major review in 2020-2021 and was adopted by Council in January 2021. The SCP is due for its next major review in 2024/25, coinciding with the local government reforms.

This is the third CBP against the SCP 2021-2031, and insights from the 2024 Community and Business Perceptions Survey are below.



#### Residents



**88%** satisfied with the City's  
overall performance



**95%** like living in the  
City of Swan

#### Businesses



**90%** like owning a business  
in the City of Swan



**70%** indicate that it is easy to do  
business with the City of Swan



## Emergent themes

The SCP 2021-2031 identifies clear themes which 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 and the connections within the activated local areas bringing energy, security and a sense of belonging for all ages and cultures. The City is focused 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.



Kambarang Festival

# Our Council

## Mayor



**Tanya Richardson^**  
Mayor  
0414 384 734

## Altone Ward



**Cr Jennifer Catalano\***  
0403 338 002



**Cr Jagdip Singh\***  
0432 653 332



**Cr Amanda Dorn^**  
0430 575 594

## Midland/Guildford Ward



**Cr Sarah Howlett\***  
0438 378 980



**Cr Ian Johnson^**  
Deputy Mayor  
0411 097 393



**Cr Rashelle Predovnik^**  
0468 849 344

## Pearce Ward



**Cr Aaron Bowman JP\***  
0458 501 075



**Cr Cate McCullough^**  
0433 432 430



**Cr Patty Jones\***  
0428 882 778



**Cr Evia Aringo^**  
0470 347 694

## Swan Valley/Gidgegannup Ward



**Cr Rod Henderson^**  
0413 496 688



**Cr Charlie Zannino\***  
0412 788 817

## Whiteman Ward



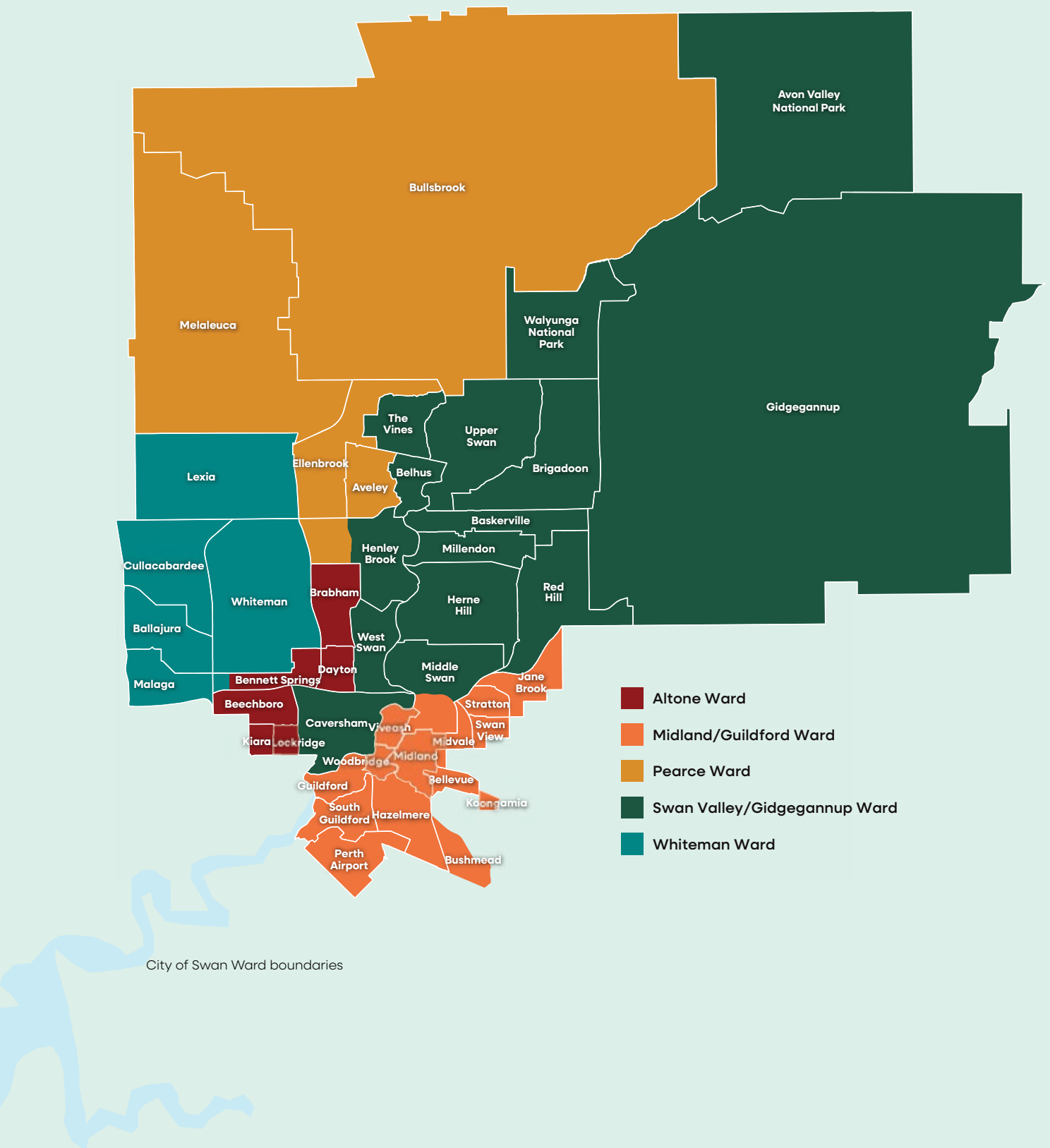
**Cr Haeden Miles^**  
0451 742 093



**Cr Dave Knight\***  
0417 962 004

\*Term expires in 2025  
^Term expires in 2027





## Council Members

The City currently has 14 Council Members representing five wards and a popularly elected Mayor. Council Members are elected for four-year terms, with half of those terms concluding at each ordinary election.

The Council is responsible for setting the strategic direction, informed by community aspirations, which the City's administration then implements.

## The role of Council

The Council oversees the City's finances and resources, determines our policies and ensures that our statutory and community responsibilities are performed effectively and efficiently.

The Council meets on the second Wednesday of each month (except January) in Council Chambers at the Midland Town Hall. An agenda forum is held the week prior to the Council meeting, where Council Members can ask questions and request more information about agenda items. Members of the public can make deputations and ask questions on agenda items.

Both Council meetings and agenda forums are open to the public, but members of the public may be asked to leave the chamber at times if Council need to discuss confidential items.

All Council and committee meetings are conducted in accordance with the Local Government Act 1995. Meeting dates, times, agendas and minutes are published on the City's website.







### **Mayor**

The Mayor is popularly elected by the community. The Mayor's duties include providing leadership and guidance to the community, carrying out civic and ceremonial duties, speaking on behalf of the Council, liaising with the CEO on the Council's affairs and performance, and presiding at meetings.

### **Council Members**

Council Members represent the interests of electors, ratepayers and residents. Council Members are elected to wards but are required to consider the interests of the entire community in their decision-making.

They also facilitate communication between the community and the Council, provide leadership and guidance to the community, and participate in decision making at Council and Committee meetings.

### **Committees**

The Council is responsible for such an extensive range of activities and functions that it sometimes elects statutory and advisory committees to provide expertise in specific areas.

# Our community

## An overview of our community

The City of Swan, located north-east of Perth, is the largest local government by land size in Perth and has one of the fastest growing populations.

The City covers an area of 1,042 square kilometres, equivalent to almost 20 per cent of the metropolitan area. 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.

Our location, services and facilities make the City an attractive place to live. The population across our 42 suburbs stands at 171,588 in 2023, but is set to reach almost 300,000 by 2050.

The Whadjuk people of the Noongar Nation have been the Traditional Custodians of the land for more than 40,000 years. The Derbal Yerrigan (Swan River) holds enormous cultural significance for the Noongar people. The City is also rich in European history, and our community is a melting pot of multiculturalism, with one in three people being born overseas and one in five speaking a language other than English at home.

Our ideal location, significant history, diverse community and strong economy ensures a positive future for Swan, full of opportunity.

## Preserving our environment

The City continues to implement its Sustainable Environment Strategy and underpinning plans through the six measurable focus areas of water efficiency, water quality, carbon reduction, biodiversity retention, waste minimisation and adaptation.

We facilitate ongoing community involvement and education across all focus areas through our friends of reserve groups, waste education programs, Thinking Green and Switch Your Thinking Programs.

Carbon reduction initiatives are ongoing, including LED lighting replacement, WALGA power purchase agreement and an increase in hybrid fleet.

The City will commence implementation of Food Organics Garden Organics (FOGO) in July 2024 and Waste to Energy in September 2024, two waste minimisation initiatives which aim to achieve over 90 per cent waste diversion from landfill.

## Planning and delivering to meet the needs of our growing and diverse communities

The City's population is projected to increase by more than 46,000 people over the next 10 years and by more than 126,000 over the next 30 years, which represents a 73 per cent increase on our current population. The map on page 15 details the City's projected population growth in key areas over the next 30 years.

The City continues to plan for and deliver infrastructure and services in line with the needs of our growing communities. Two of the ways we are doing this is through the development of our Community Infrastructure Plan and Social Strategy, due to be finalised in 2024.

We provide for diverse community needs through the ongoing implementation of our Access and Inclusion Plan, Reconciliation Action Plan, Youth Plan, Community Health and Wellbeing Plan and Play Space Plan.

We continue to increase community partnerships, empowering community groups through support for their events and initiatives.

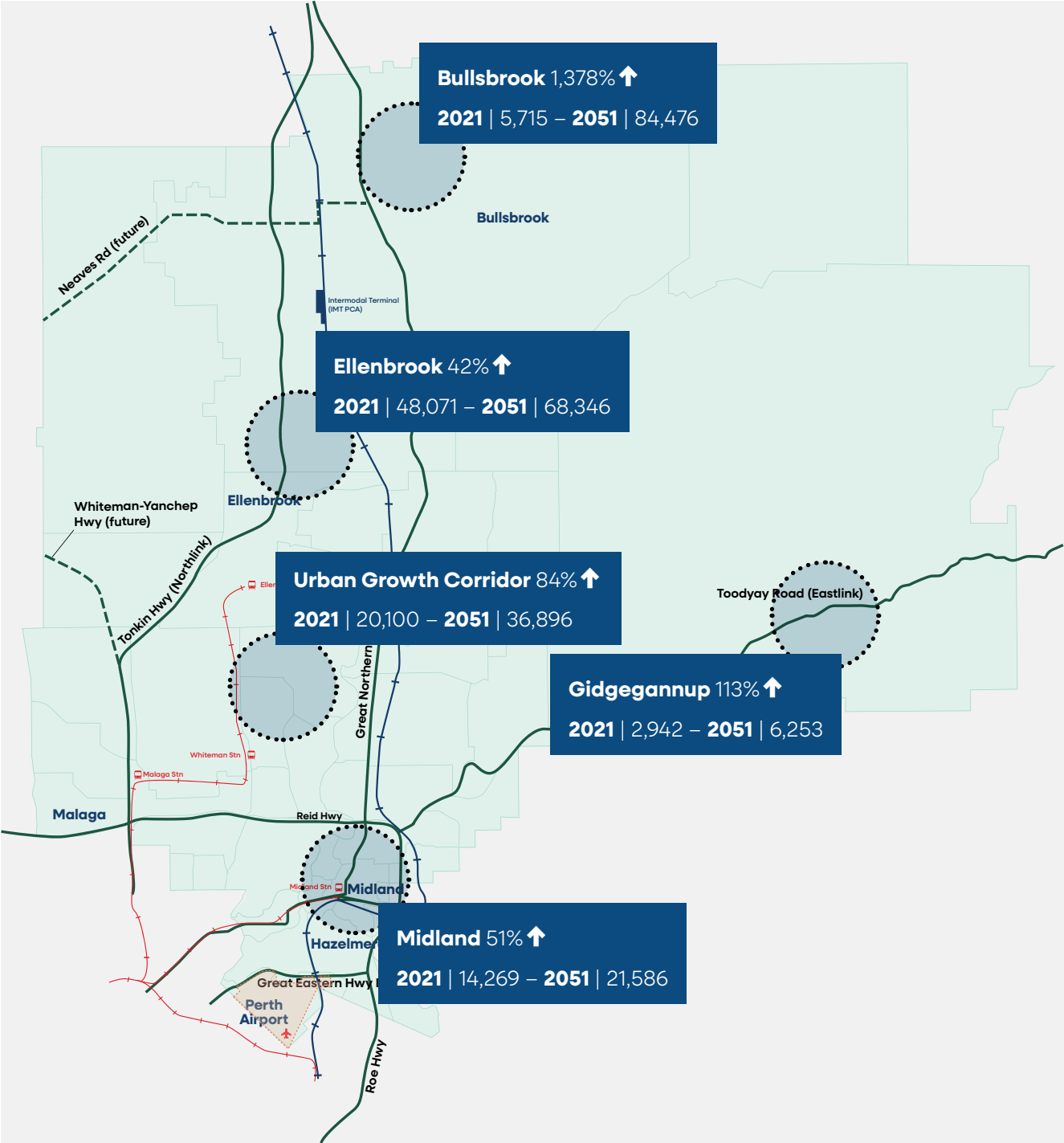
Our Community Safety Plan was revised and endorsed in June 2024, setting actions to improve community safety for our communities.

The Economic Development Strategy will be advertised for public comment in 2024. The strategy provides overarching principles to attract, support and grow local businesses and advocate for infrastructure to support our employment areas and local jobs.

Our expansive geographic size, natural and heritage assets, and population growth highlight the need for our local area planning approach. This approach enables unique and sustainable economic, environmental and community development in our new, emerging and existing areas.

See page 20 for more information about the City's approach to local area planning.

City of Swan projected population growth over the next 30 years





## About our community

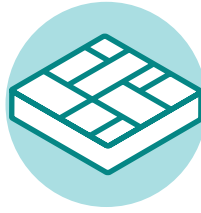
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### Size of Swan



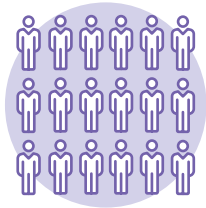
**1,042km<sup>2</sup>**

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



**42  
suburbs**

### Our people



**192,116**

forecast resident population in 2028\*



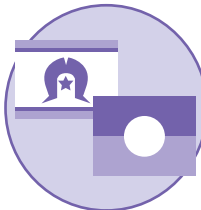
**35 years**

is the median age of our residents\*



**12.2%**

of our residents are volunteers\*



**5,298**

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



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

**3.5% of the City of Swan's population\***

**6% of the State's ATSI population\***

\* sourced from [www.economy.id.com.au/swan](http://www.economy.id.com.au/swan)

## Our assets



**6**  
libraries



**3**  
leisure centres



**7**  
youth centres



**1,256ha**  
of managed natural  
resource areas

## Our homes



**70,629**  
forecast total dwellings in 2028\*



**2.4**  
persons average  
household size\*

## Our economy



**78,167**  
local jobs in the City of Swan\*



**12%**  
healthcare and  
social assistance



**11.2%**  
retail trade



**10.9%**  
construction



**8.5%**  
manufacturing



**8.1%**  
transport, postal  
and warehousing



**7.9%**  
education and training



**12,010**  
total GST registered businesses\*



**\$11.37B**  
gross regional product (GRP)\*



**91%**  
of community gave the City a  
positive rating as a place to visit

\* sourced from [www.economy.id.com.au/swan](http://www.economy.id.com.au/swan)

# Our services






## An overview of 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 to deliver these services.

Below are the services the City delivers to residents to achieve the community vision to create “a sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing”.

Pages 52-63 provides a summary of each service, and how the service contributes to our

community’s aspirations in the SCP. As part of the annual business planning process, the City develops annual service plans which detail service delivery, service levels, allocated and forecasted resourcing, allocated funding and community feedback. The annual service plans are available on the City’s website: **[Service plans](#)**

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



## Our organisation

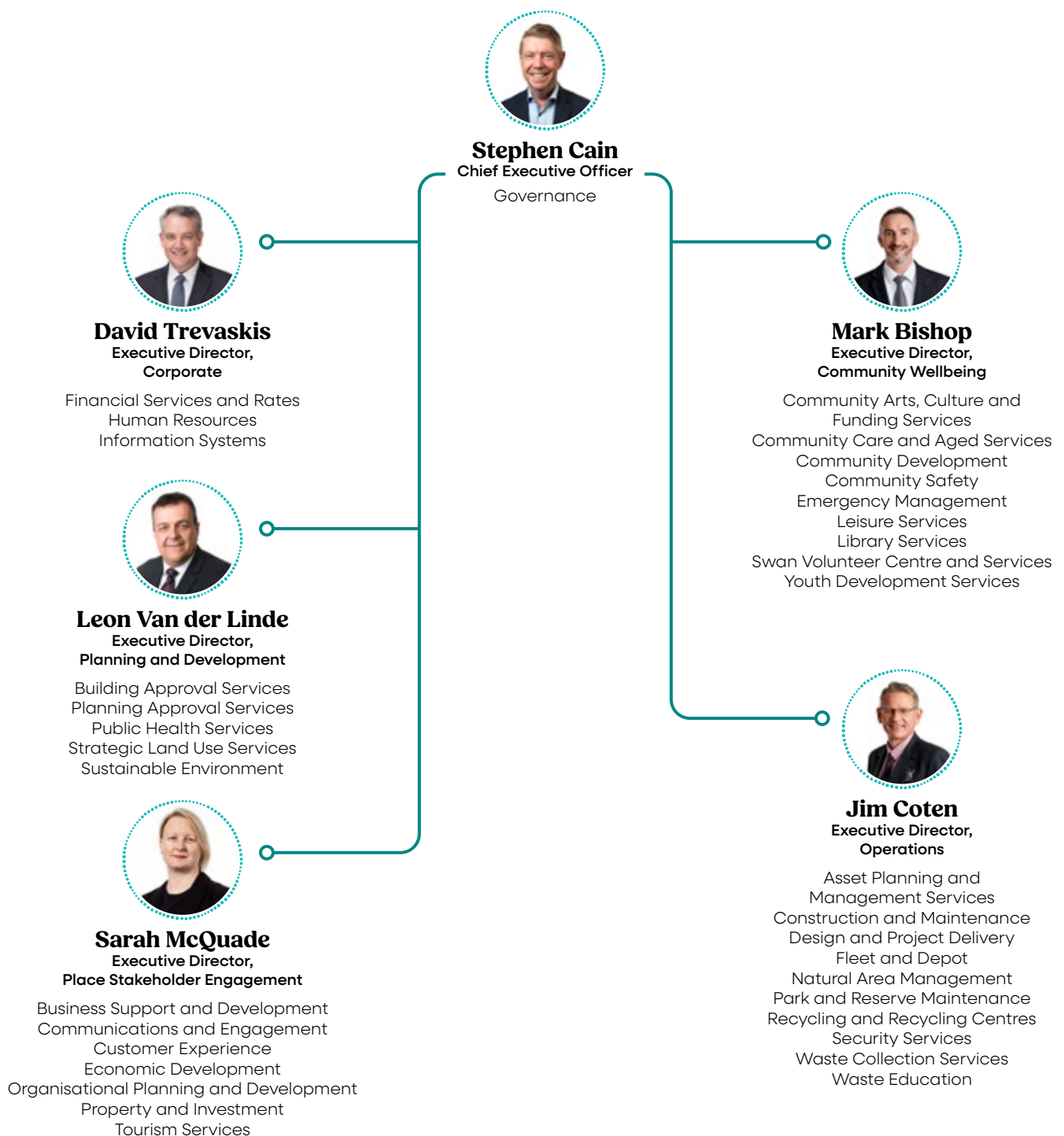
## The Executive Team

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

## City services

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

## Organisational structure





# Local area planning

Local area planning provides a mechanism for local communities to address issues through a consultative process. The process establishes community priorities for each local area.

Local area plans (LAPs) help consolidate and support the delivery of the City's SCP vision of "One City, diverse people, cultures and places", while meeting the objectives and actions in the Local Planning Strategy.

These objectives and outcomes are then further developed to be prioritised specific to the relevant local area.

## Background Report

The City undertakes a thorough review of the current practices in the local area and discusses the known issues in the community.

## Community consultation

The City conducts community consultation to determine what the community wants the City to prioritise over the next five years.

## Local Area Plan

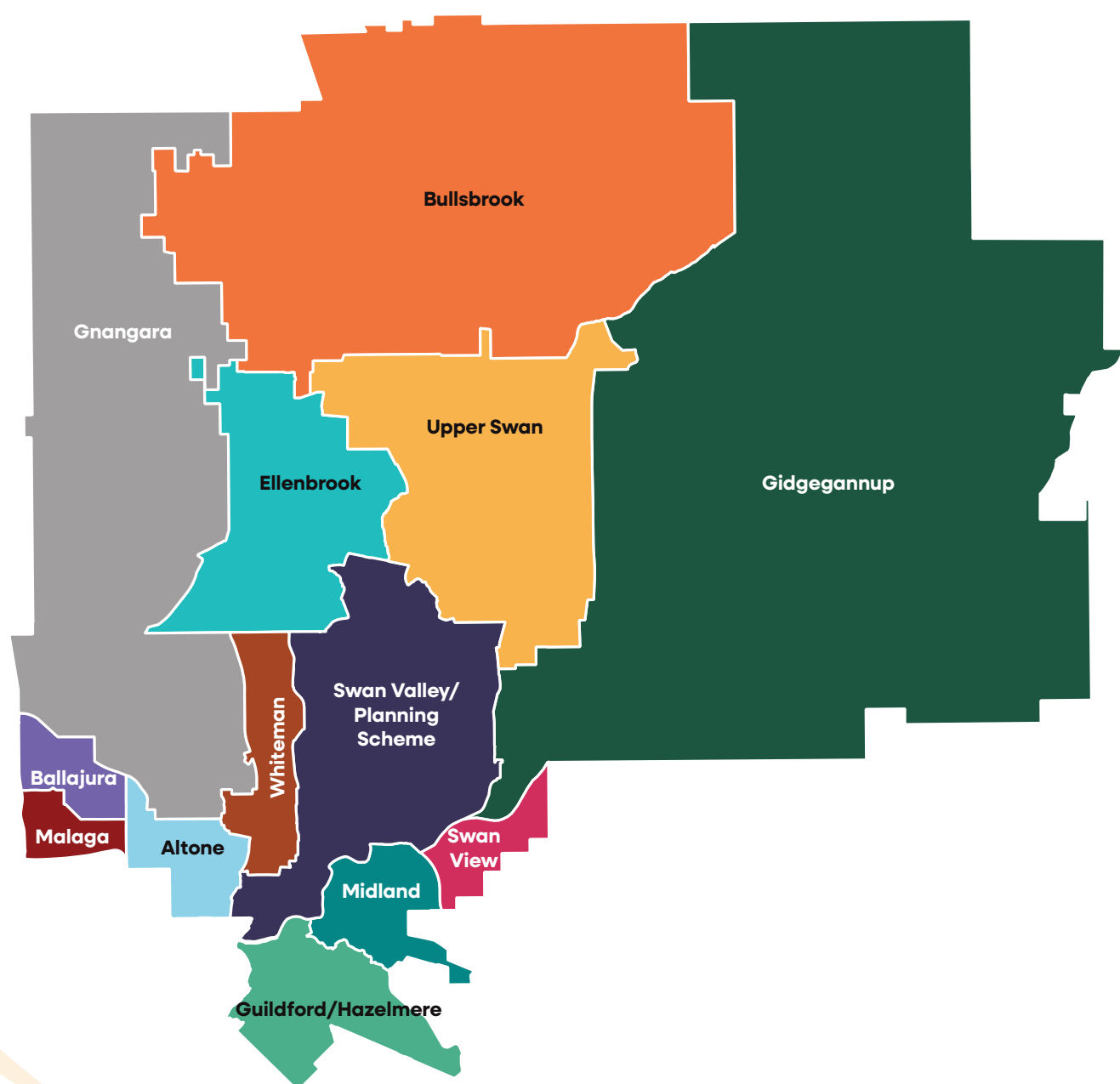
The top priorities established through the consultation are summarised, with key themes. These are combined with the Background Report to form the Local Area Plan.

## Review and reporting

The City will review its progress against local area priorities and make these available via the City's website annually.



Local area planning involves local community members working together with the City to identify the specific issues affecting their community.



City of Swan local planning areas



## Altone

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



### Local area snapshot



**23,493**  
residential population



**36 years**  
median age



**2.75 persons**  
per dwelling

### Altone local area priorities

- 1 Ensure adequate amenities and infrastructure for public open space
- 2 Improve movement and access networks
- 3 Protect bushland and tree retention
- 4 Facilitate social cohesion through community programs and activities
- 5 Provide social opportunities for young people
- 6 Provide service delivery for the community
- 7 Promote Aboriginal culture

### Successes

#### Priority 1

- Completion of playground renewal at Seine Park, Beechboro
- Shade sails installed at Grimrey Oval, Lockridge and Seine Park, Beechboro
- Construction work on various upgrades and renewals completed at Swan Active Beechboro and will continue into 2024/25
- Completion of Western Swan Home Support Building Renewal Project

#### Priority 2

- New footpath installed along Bottlebrush Drive in Kiara

#### Priority 3

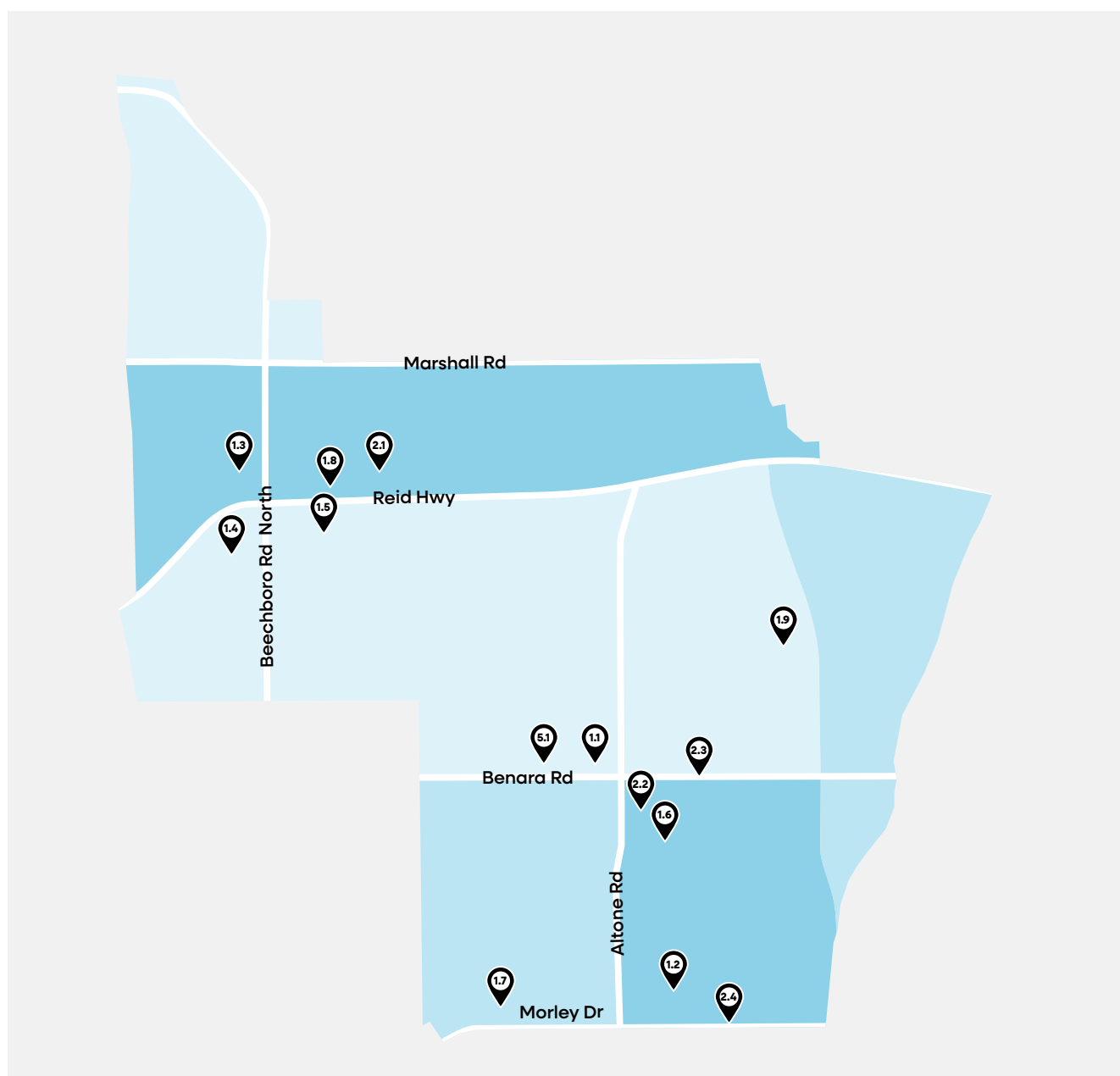
- Street tree planting along Amazon Drive, Danube Drive and Bottlebrush Drive

#### Priority 4

- Altone Comes Alive Harmony Week celebration was held in March 2024

#### Priority 7

- Beechboro Public Library ran a range of programs during NAIDOC Week for kids and families



## Key projects against priorities

1.1	Altone Park Pavilion change room upgrade in 2024/25	1.8	Playground refurbishment at Fairywren Park in 2027/28
1.2	Playground relocation at Roshier Park Oval in 2024/25	1.9	Playground extension including a nature play space at Greenfield Park, Caversham in 2024/25
1.3	Installation of a water fountain at Orchard Park in 2025/26	2.1	Tree planting along Bridgeman Drive in 2024/25
1.4	Installation of a water fountain Figtree Park in 2025/26	2.2	Tree planting along Weddall Road in 2025/26
1.5	New BBQ installation at St Lawrence Park in 2025/26	2.3	Tree planting along Benara Road in 2026/27
1.6	Playground refurbishment at Lockridge Family Centre in 2026/27	2.4	Tree planting along Morley Drive in 2026/27
1.7	Playground refurbishment at Forrest Park in 2026/27	5.1	Altone Skate Park and BMX Upgrade in 2025/26

## 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.

Tree planting along Hepburn Avenue



### Local area snapshot



**19,440**

residential population



**37 years**

median age



**38%**

couples with children



**6,660**

private dwellings

### 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 1

- BMX pump track installed at Kingfisher Oval
- Completion of Kingfisher Play Space upgrade, including installation of playful artwork

#### Priority 2

- Installation of a roundabout at the intersection of Marangaroo Drive and Hepburn Avenue
- Installation of raised platforms along Illawarra Crescent North to improve safety

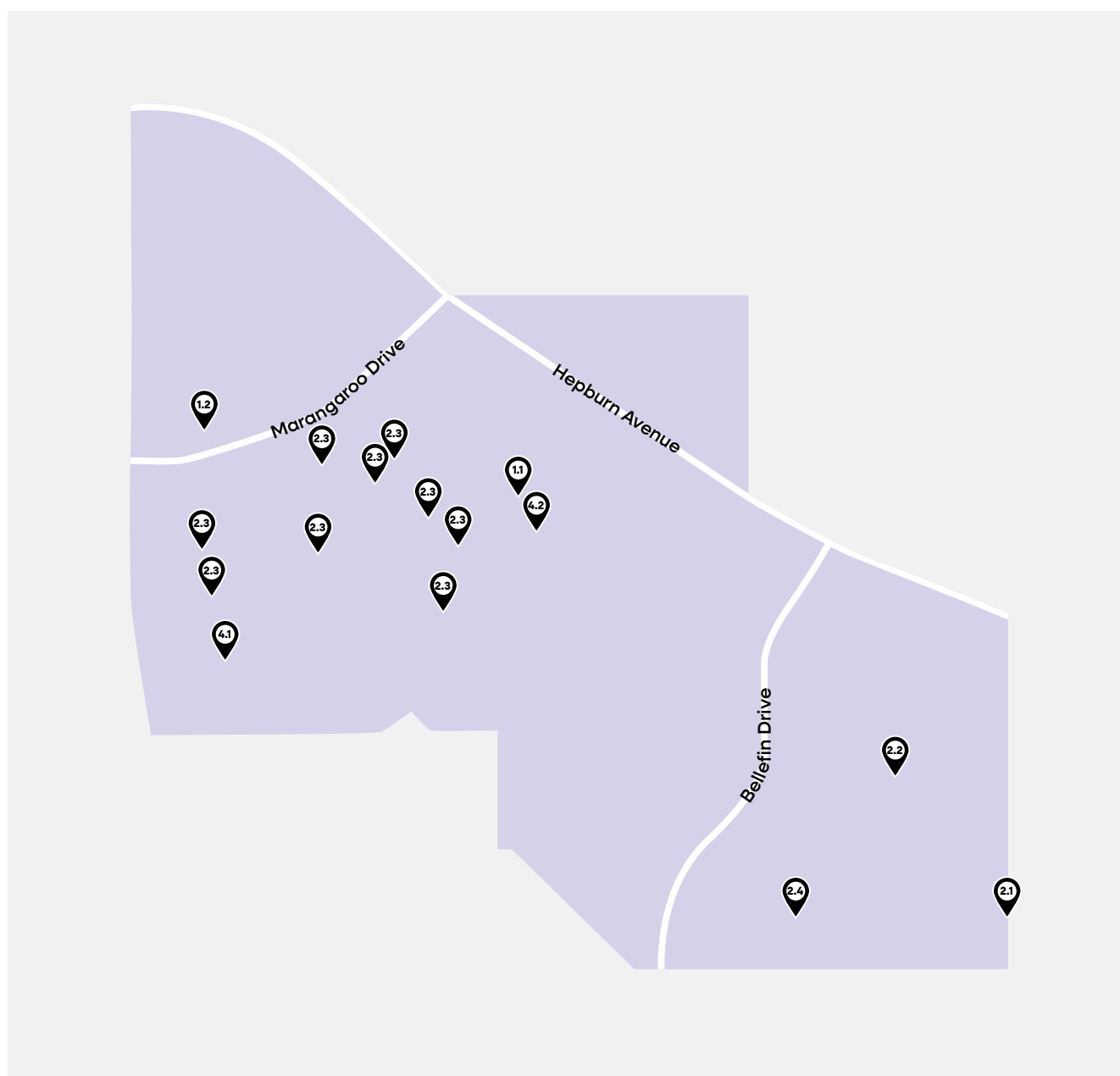
#### Priority 3

- Planted trees along Hepburn Avenue and various parks in Ballajura as part of the Shade Improvement Program
- The City has a tree planting program where residents city-wide can request a free street tree for their verge

#### Priority 4

- The Ballajura youth centre provides access to professional youth workers, recreation services, meals and refreshments three days a week for secondary students





## Key projects against priorities

- |     |  |
|-----|--|
| 1.1 | Design and installation for replacements at the Ballajura Youth Centre in 2024/25  |
| 1.2 | Installation of exercise equipment at Ballajura Oval in 2025/26  |
| 2.1 | The City is working with METRONET to maximise the community benefit of the new footbridge across Tonkin Highway  |
| 2.2 | Design and obtain approvals to construct a 'Safe Active Street' cycle link from Ballajura Central to the Tonkin Highway Principal Shared Path in 2024/25 |
| 2.3 | Installation of 9 new pram ramps to improve disability access to the footpaths in 2024/25  |
| 2.4 | Installation of a shared path along Old Marshall Road in 2025/26   |
| 4.1 | Alta Laguna Park tennis courts to be repurposed in 2024/25   |
| 4.2 | Upgrade and renewal of the South Ballajura Community Centre in 2028/29   |

## Bullsbrook

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

Stock Road extension



### Local area snapshot



**6,143**

residential population



**2.1%**

Aboriginal & Torres Strait  
Islander population



**35%**

couples with children



**12.1%**  
Construction



**9.6%**  
Mining

top employment  
industries

### Bullsbrook local area priorities

- ① Review interface between residential zones and other zones
- ② Support and facilitate social and active opportunities
- ③ Improve and preserve rural streetscapes
- ④ Ensure there are adequate community facilities

### Successes

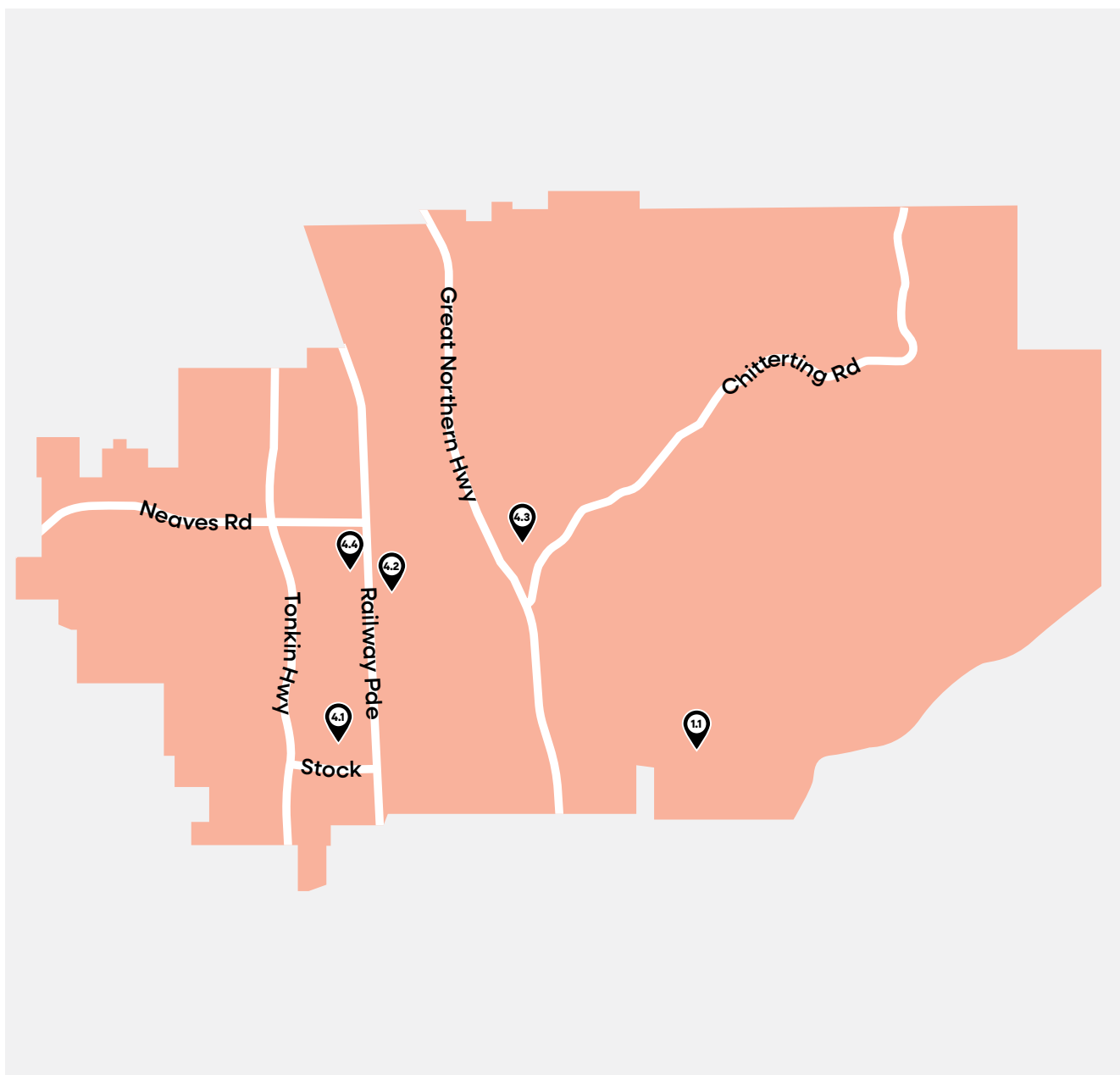
#### Priority 1

- Completion of Stock Road extension: connecting Tonkin Highway to Great Northern Highway including a no-through road to a single carriageway connector road to alleviate freight traffic
- Widening of Raphael Road
- Neaves Road rehabilitation, Tonkin Highway to Railway Parade completed
- Rutland Road upgrade from Muchea Road to Great Northern Highway completed
- A new bus shelter constructed at Stop 15434 on Brearley Street






#### Priority 4

- Play equipment replacement at Pickett Park
- Subsoil drainage installation at Pickett Park to prevent flooding

This Local Area Plan (LAP) is currently under review. Community consultation was held October 2023 to March 2024, with adoption of the new LAP anticipated in July 2024.



## Key projects against priorities

	Construction of a second access road within the Shady Hills development area, construction to be finished late 2024
	Construction component renewal at Bullsbrook Waste Transfer Station in 2024/25-2026/27
	Building renewal upgrades to West Bullsbrook Hall in 2024/25
	Design of upgrade and renewal of Bullsbrook Sports Club in 2024/25 and construction in 2025/26-2026/27
	Installation of water fountain at West Road and Railway Parade in 2026/27

# 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 library

## Local area snapshot



**49,935**

residential population



**32 years**

median age



**42%**

couples with children

## 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 1

- Installation of soccer goals at Wistful Wetlands
- Shade sails installed at Badminton Park, Holdsworth Park, Moulton Wetland, Mundego Park and Vasse Park
- Replacement of play space equipment at Central Park, Moulton Wetland and Ellenbrook District Open Space North
- Replacement of BMX track in Ellenbrook

### Priority 2

- Tree planting at various streets including Hawthornden Avenue, Wilding Boulevard, Westgrove Drive, Sandown Crescent, Martingale Avenue, Berrington Trial, Epworth Way, Huxley Drive, Packwood Link and Putley Road

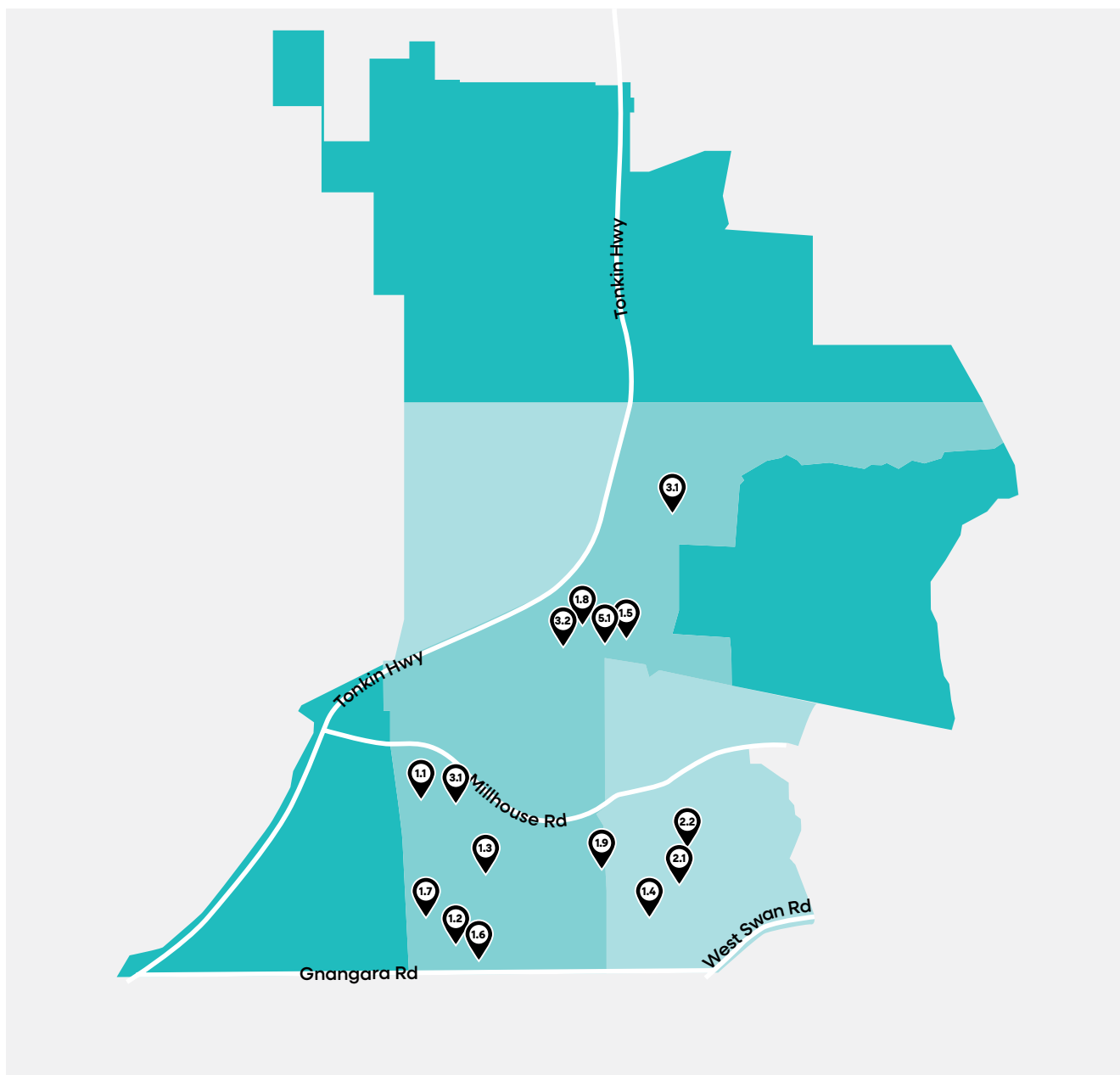
### Priority 3

- Lighting upgrades at Tindale, Lomas and Tobermory Parks

### Priority 5

- Building renewal of Charlottes Vineyard Pavilion





## Key projects against priorities

1.1	Swan Active Ellenbrook planning and construction 2024/25 to 2026/27	1.9	Completion of a shared path along Westgrove Drive and Henley Brook Avenue in 2026/27
1.2	Playground replacement at Forestview Park South in 2025/26	2.1	Tree planting on Wistful Parade and Edgecombe Pass Aveley in 2024/25
1.3	Improved lighting around the lake at Hollingsworth Park in 2025/26	2.2	Tree planting along Wistful Parade and Egerton Drive in 2026/27
1.4	New dog play equipment at Aveley Dog Park in 2025/26	3.1	Construction of a new bus shelter on Main Street and Catlidge Street in Ellenbrook in 2024/25
1.5	Ellenbrook District Open Space North Pavilion redevelopment in 2026/27	3.2	Installation of traffic calming devices along Arbor Drive and Brookmount Drive, Ellenbrook in 2024/25
1.6	Woodlake Sports Ground upgrade in 2026/27	5.1	Ellenbrook Community Hub construction in 2024/25-2026/27
1.7	Installation of exercise equipment at Forestview Park North in 2026/27		
1.8	Installation of water fountain at Mussellbrook Park in 2026/27		

# Gidgegannup

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

Australian Rustic Art Awards



## Local area snapshot



**3,121**

residential population



**47 years**

median age



**39.1%**

couples with children

## 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 1

- The Gidgegannup Place Office will remain open to the public

### Priority 2

- Completion of Gidgegannup Showgrounds play space upgrade
- Resurfacing of Higgins Road completed
- Upgrading of Tilden Drive Bridge to repair fire damage was completed

### Priority 4

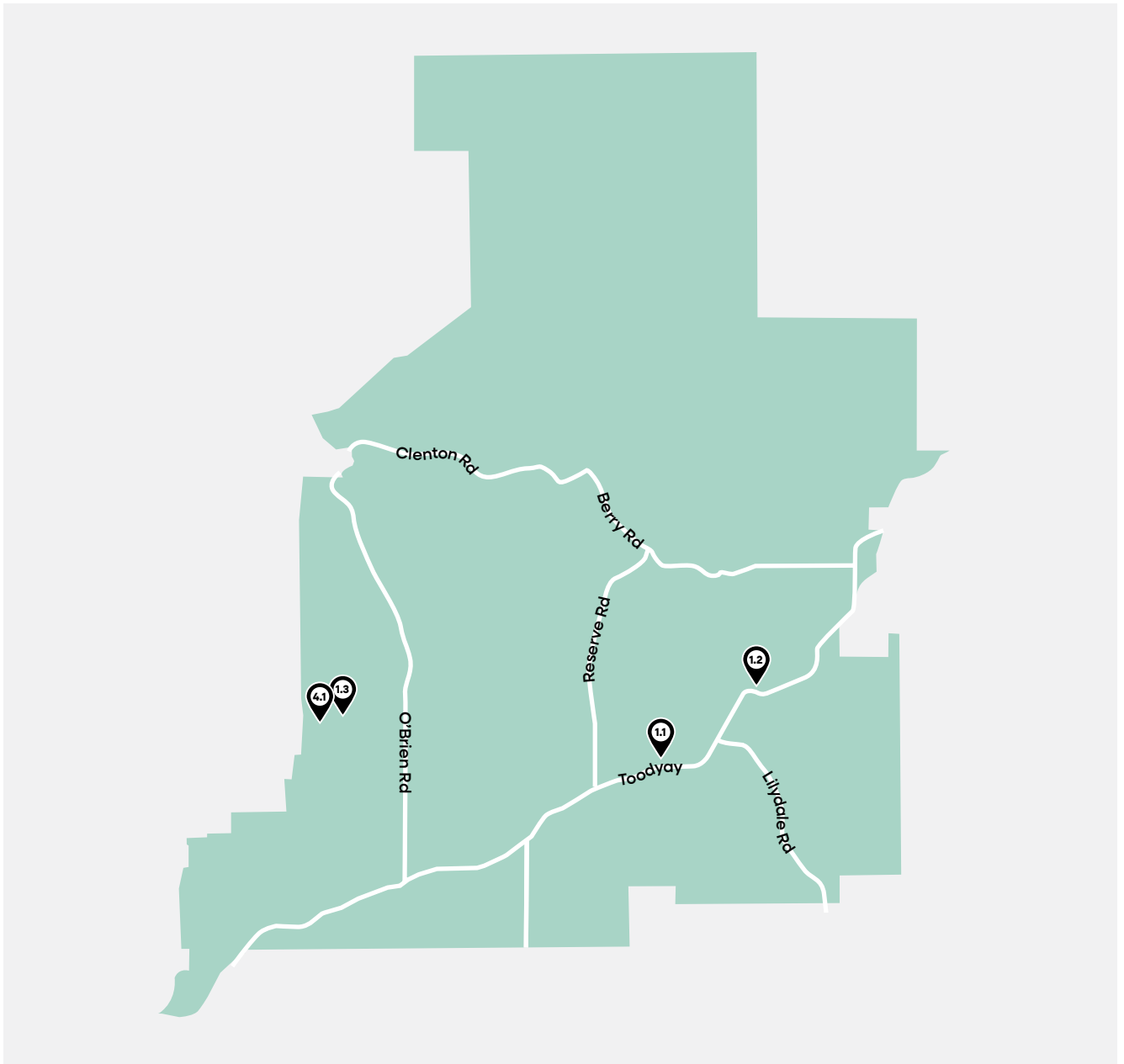
- In 2023, the City gave away 45,600 tube stock varieties of shrubs, ground covers and climbers as part of the city-wide revegetation program

### Priority 5

- The City partnered with the Gidgegannup Agricultural Society to deliver the Australian Rustic Farm Art Awards 2023 at the Gidgegannup Agricultural Show
- The Gidgegannup Equestrian Pavilion design was completed and is included on the City's advocacy priority list for funding
- Consultation with Gidgegannup Men's Shed to consider a new location and design

### Priority 6

- Replacement of the fire tank at Falls Heights



## Key projects against priorities



Planning of design upgrades at the Gidgegannup Agricultural Hall in 2024/25, with construction in 2025/26



Playground replacement at Noble Falls in 2026/27



Construction of a play space in Brigadoon in 2024/25



Upgrades to Bells Rapids Lookout in 2024/25

## Guildford-Hazelmere

The Guildford-Hazelmere local area is located 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.

Garrick Theatre



### Local area snapshot



**8,577**

residential population



**3,087**

Dwellings



**39**

Median age



Health care



Social assistance



Education and training



Construction

**Key occupations**

### 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 1

- The City facilitates quarterly meetings of the Guildford Heritage Reference Group to discuss the implementation of the Guildford-Mandoon Heritage Area Policy

#### Priority 2

- Whadjuk public artwork constructed and installed at Stirling Square

#### Priority 3

- The City is currently investigating the implementation of a "Safe Active Street" along Helena Street in Guildford







#### Priority 4

- Tree planting at Fishmarket Reserve, Riverview Avenue and Kings Meadow
- The City prepared a draft local Tree Retention and Management Policy
- The City ran public consultation from November 2023 to January 2024 for the restoration of Fishmarket Reserve
- Bollards installed to protect heritage sugar gums at Stirling Square





## Key projects against priorities

- |   |   |
|---|---|
|  | Planning of renewal upgrades to the Guildford Potters Studio heritage building in 2024/25, with construction in 2025/26 |
|  | Renewal upgrades to the Guildford Town Hall in 2024/25, with construction in 2025/26                                    |
|  | Playground replacement at King Meadow Oval in 2025/26   |
|  | Heritage refurbishments at Garrick Theatre in 2026/27   |
|  | Construction of a Safe Active Street on Helena Street and Market Street in Guildford in 2024/25                         |
|  | Renewal of existing bus shelter on Johnson Street and James Street, Guildford in 2024/25                                |

## 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 streetart mural



### Local area snapshot



**17.7%**  
Construction



**17%**  
Manufacturing



**7.2%**  
Wholesale trade

**Top three industries of employment**



**1,955**  
registered businesses



**17,146**  
person labour force

### Malaga local area priorities

- ① Improving parking compliance and its impacts
- ② Improve pedestrian and cycle connectivity
- ③ Reduce illegal dumping and minimising its impacts
- ④ Improving 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 1

- The City's Compliance team conducts regular parking patrols

#### Priority 3

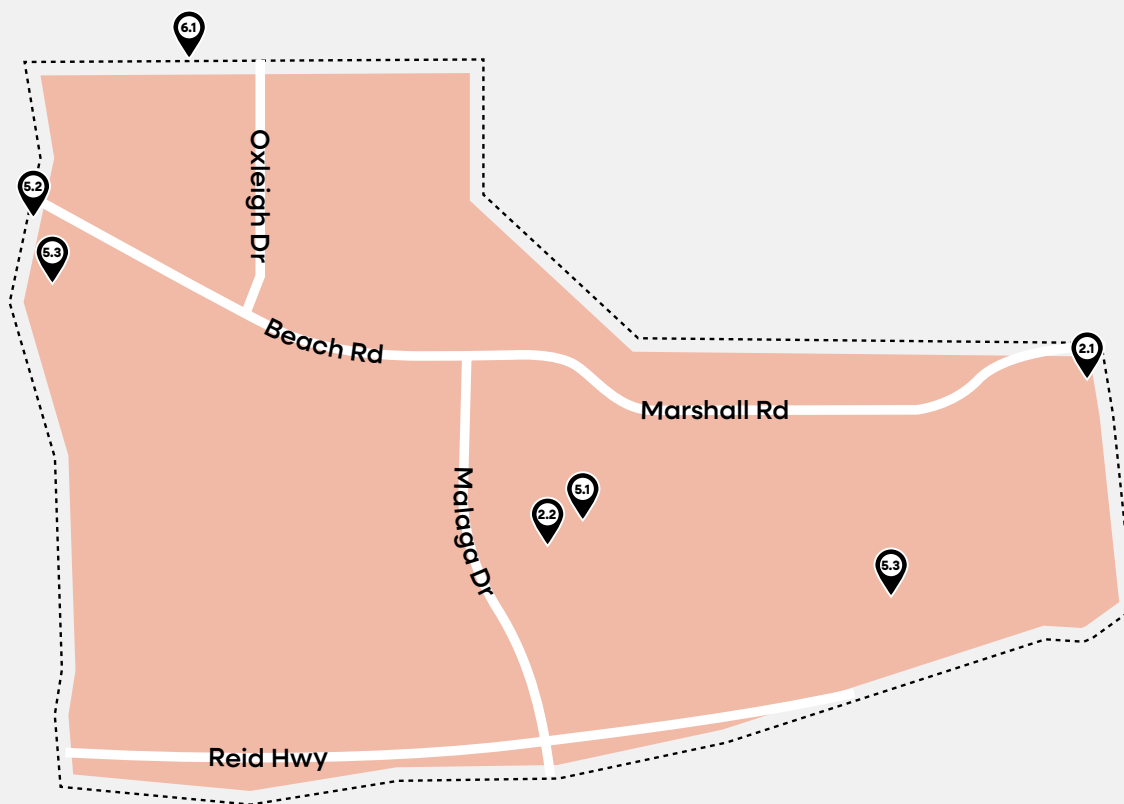
- 46 litter work requests were completed in Malaga in 2022/23 via the online reporting tool

#### Priority 4






- CCTV deployed throughout Malaga, with the City continuing to work with the Malaga Crime Management forum

#### Priority 5

- Installation of overhead mast arms at the intersection of Victoria Road and Malaga Drive



## Key projects against priorities

- |   |   |
|---|---|
|  | Planning of a Safe Active Street Link to the future Malaga Station in 2024/25   |
|  | Installation of a shared path along Victoria Road in 2026/27  |
|  | Road upgrades along Malaga Drive and Mulgul Road in 2025/26   |
|  | Undertake rectification works on Beach Road in 2024/25 to replace uneven surface, including resurfacing of Alexander Drive and Beach Road intersection from Alexander Drive to Bonner Drive |
|  | Undertake resurfacing works on Beringarra Avenue and Kent Way/Westchester Road in 2024/25   |
|  | Review the City's Local Planning Scheme to allow Malaga to adapt and grow to meet contemporary industrial area needs  |

## Midland

The Midland local area is the gateway to regional WA. The local area includes the suburbs 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 Junction Arts Centre

### Local area snapshot



**15,828**

residential population



**5.4%**

Aboriginal & Torres Strait  
Islander population



**35%**

lone person households  
(very high number)



**41%**

medium and  
high-density housing



## 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 3

- The Midland train station development includes the retention or relocation of a large number of trees, including the Oak Tree which dates back to 1910
- The City has planted 34 trees at playspaces, 39 street trees through the LAP area and 5,739 seedlings at the Wangalla Brook Foreshore in Koongamia

### Priority 4

- Stage 1 of the Local Heritage Survey Review is currently underway and includes Midland, Woodbridge and Bellevue. Over 284 nominations were received and are now being assessed

### Priority 5

- Preparation of parking management plans as part of the completed Midland Parking Strategy review

### Priority 6

- Re-opening of the refurbished Midland Public Library in January 2024
- Construction of Midland Men's Shed workshop extension

### Priority 7

- The City has completed a Healthy Streets Assessment for Midland, which will guide future streetscape upgrades on key pedestrian routes through Midland
- Tree planting along Morrison Road, Llyod Street, Whittome Street, Dance Drive and Dickson Drive
- Due to the success of the wildflower verges near Midland Town Hall and Swan Regional Riverside Park, the City has extended this program

### Priority 8

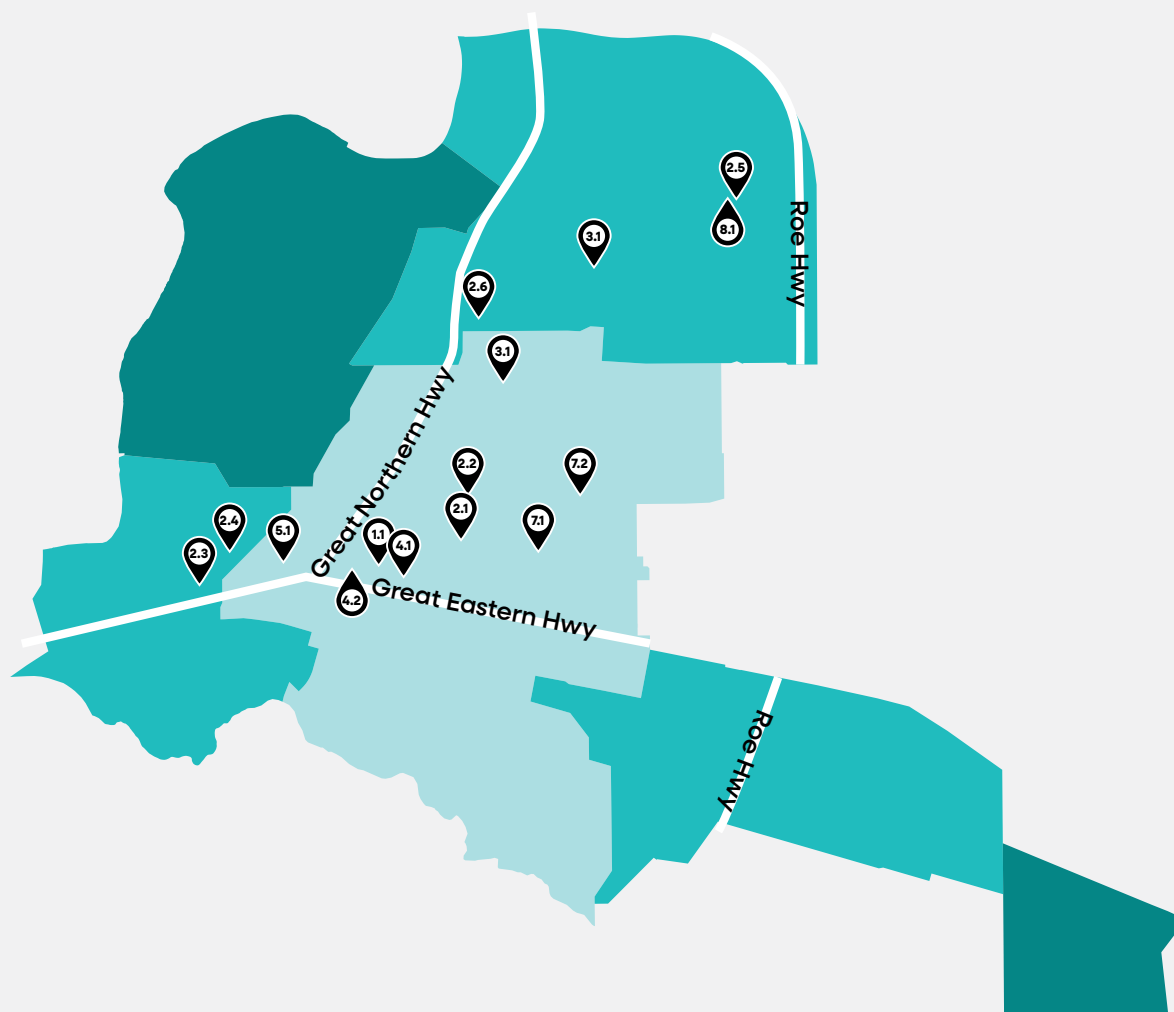
- The City has recently signed a lease agreement for Railway Square in the Midland Workshops. The space will be used for events and activation
- In the 2022/23 financial year, \$123,485 in grant funding for events, groups and initiatives was awarded in the LAP area

### Priority 9

- New footpaths have been constructed on Alice Street, Kensington Street and Great Eastern Highway to facilitate safe access for pedestrians and cyclists

### Priority 10

- 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



## Key projects against priorities

1.1	Security upgrade works at Midland Town Hall and Midland Public Library in 2024/25
2.1	Playground renewal at Corti Park in 2025/26
2.2	Playground replacement at Koolbardi Park in 2026/27
2.3	Playspace renewal at Swan River Regional Park in 2026/27
2.4	Formalised dog park at Ray Marshall Oval in 2025/26
2.5	North Swan Park lighting upgrade in 2026/27
2.6	Playground replacement in Viveash Park in 2027/28
3.1	Tree planting on Stratton Boulevard, Spring Avenue and Toodyay Road in 2024/25

4.1	Planning for beautification of Midland Town Centre in 2024/25
4.2	Conservation works to Midland Junction Arts Centre, Midland Lotteries House and Midland Town Hall in 2024/25
5.1	Commencement of the Targeted Underground Power Program in Midland and Woodbridge in 2025/26
7.1	Tree planting along Lloyd Street in 2026/27
7.2	Tree planting along Morrison Road in 2026/27
8.1	Midland Bowling Upgrade to synthetic grass in 2026/27







## 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 and is therefore unique within the metropolitan area.

Entwined at Bailey Brewing Co



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.

### Local area snapshot



**5,613**  
residential population



**49 years**  
median age



**14%**  
older couples without children

#### Swan Valley local area priorities

- 1 Protect the Swan Valley's unique character and heritage
- 2 Continue to support and promote the Swan Valley as a key tourism region

#### Successes

##### Priority 1

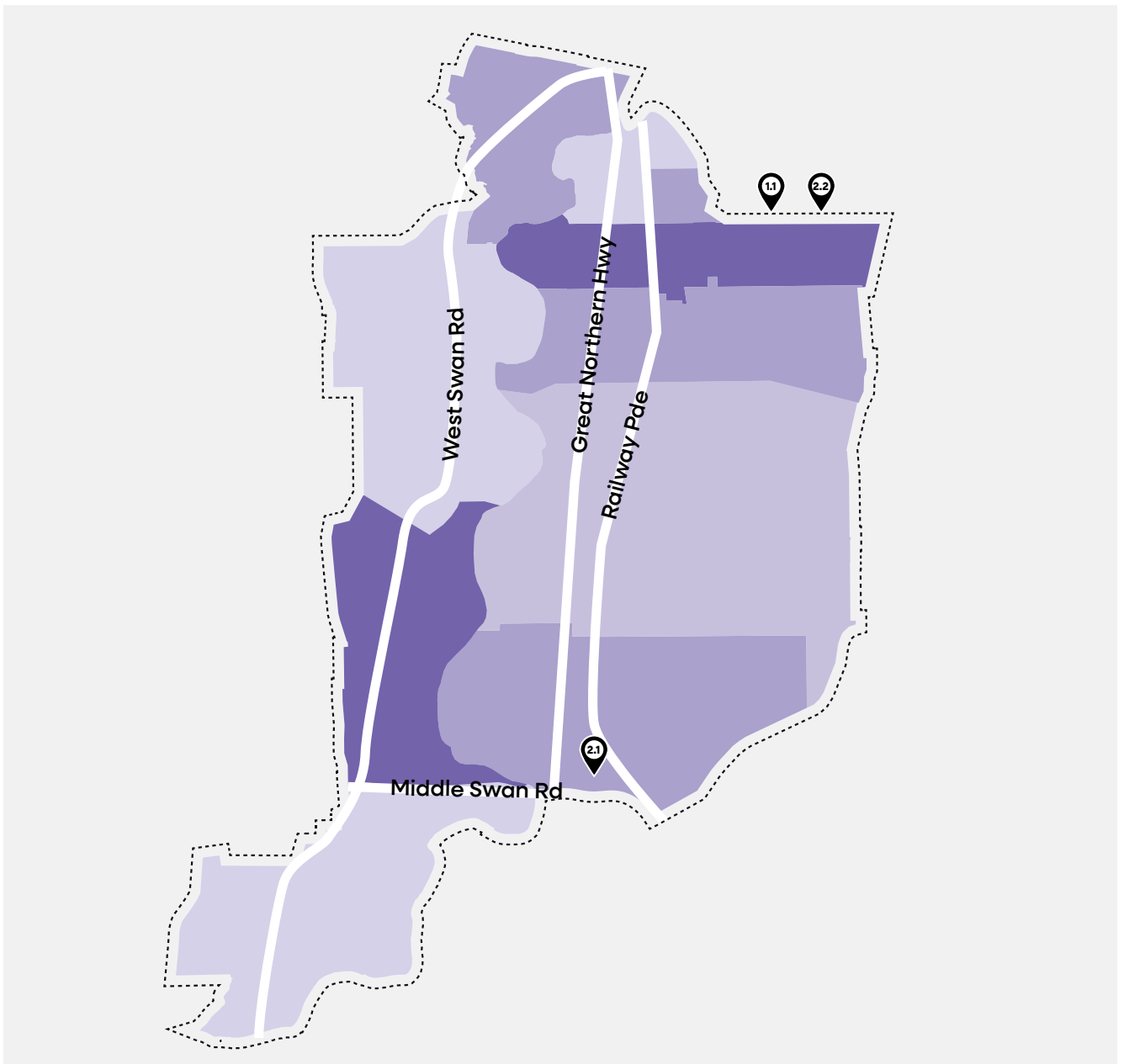
- Installation of 5 new Swan Valley entrance signs

##### Priority 2

- The new Swan Valley website was launched
- Development of the new Tourism Action Plan has started
- Entwined in the Swan Valley was held in October 2023
- Harvest in the Swan Valley festival was held in February – March 2024
- Launch of Swan Valley "Moments" campaign on TV and digital channels

This Local Area Plan (LAP) is currently under development, with adoption of the new LAP anticipated for December 2024.





## Key projects against priorities



Adoption of the first Swan Valley Local Area Plan in 2024/25



Installation of a half basketball court at Vellgrove Reserve in 2026/27



Continue to advocate for NBNCo BFZ and greater connectivity in the Swan Valley in 2024/25

## 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.

Swan Active Midland



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.

### Local area snapshot



**10,431**

residential population



**6.4%**

Aboriginal & Torres  
Strait Islander



**27%**

High proportion vocational  
education qualified

### Swan View local area priorities

- ① Increase safety and crime prevention initiatives
- ② Support and improve natural landscapes, bushland and public open space
- 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 3

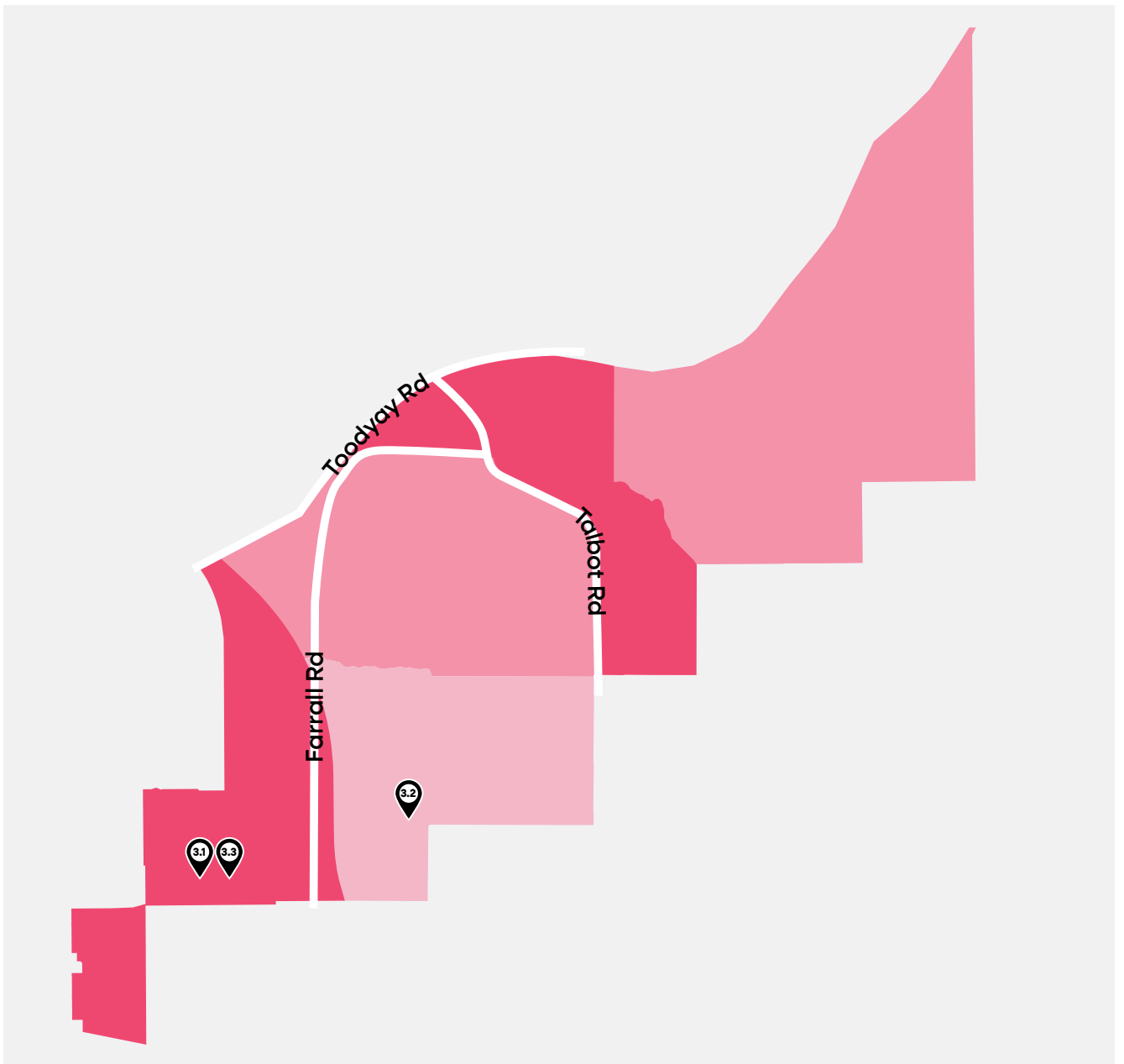
- Refurbishment of the Dulcie Liddelow Netball Centre including extensions, internal modifications and tiered seating
- Stage 1 of Swan Active Midland completed, re-opened to the public in May 2024
- Reconfiguration of Ron Jose Oval has started including removal of old baseball batting cages and remediation works

#### Priority 4

- Tree planting at Augustus Park, Dorriggo Park, Farrall Oval, Kangaroo Court Park, Snow Bennett Park and along Daviot Road/Benara Road intersection

#### Priority 6

- City wide footpath replacements Blackadder Road to Northend Close and Farrall Road



## Key projects against priorities



Improved lighting at the Dulcie Liddelow netball courts in 2025/26



Playground replacement at Swan View Oval Playground in 2027/28



Construction of a family change extension in Swan Active Midland in 2024/25

## Upper Swan

The Upper Swan local area is located centrally in the City and includes the suburbs of Upper Swan, Brigadoon, Bullsbrook and Baskerville.



City of Swan Tree giveaway

The area is comprised mainly of 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.

### Local area snapshot



**1,984**  
residential population



**46 years**  
median age



**38%**  
couples with children

### 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 1

- Resealing of the full width of Railway Parade from Maralla Road to Warbrook Road

#### Priority 2

- In 2023, the City hosted its largest tree giveaway to both rural and urban properties. The City distributed 45,600 tube stock varieties city-wide

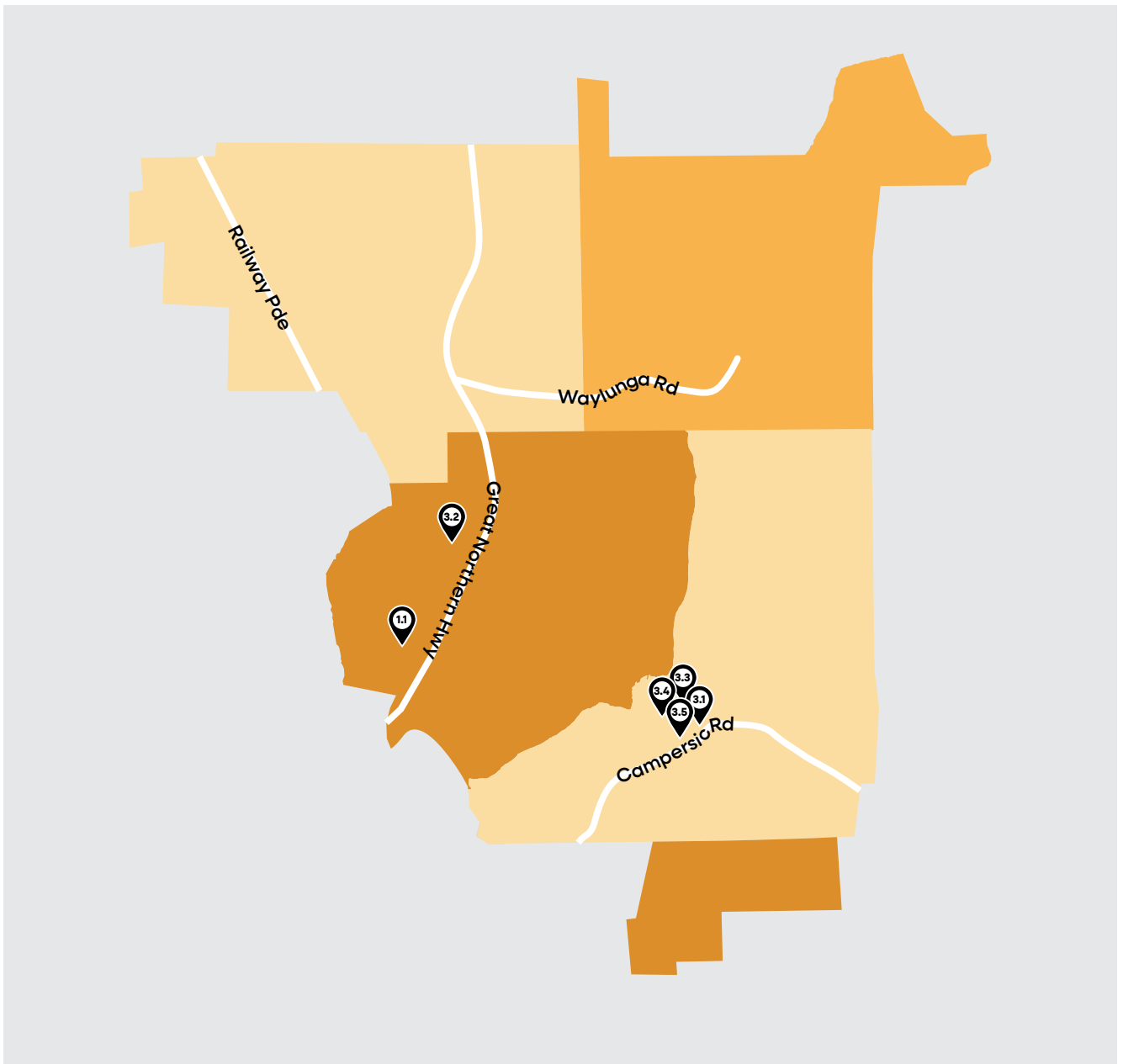
#### Priority 3

- The City has prioritised funds for the environmental restoration/maintenance of the Wagul Lagoon area
- In 2023, the City and the local Friends Group planted 1,009 seedlings in the revegetation area of Bells Rapids
- Bells Rapid foreshore restoration project has started with drainage studies being completed



#### Priority 5

- New concrete footpath installed on Almeria Parade to Railway Parade





## Key projects against priorities

	Installation of active rail crossing at Apple Street in 2025/26
	Upgrades to Bells Rapids Lookout in 2024/25
	Upgrades to Baskerville Oval lighting in 2024/25
	Bells Rapids footbridge refurbishment in 2025/26
	Installation of shade sails at Brigadoon Park in 2026/27
	Renewal of the picnic area at Bells Rapids in 2027/28

# Whiteman

Whiteman (formerly Urban Growth Corridor) is located approximately 20km north east of the Perth CBD, and 7km north west of the Midland Strategic Metropolitan Centre.

Dayton Open Space

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.

## Local area snapshot



**26,778**  
residential population



**30 years**  
median age



**49%**  
couples with children

## 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 1

- Dayton District Open Space which will provide a new green recreation space for Dayton was completed and opened to the public in May 2024

### Priority 2

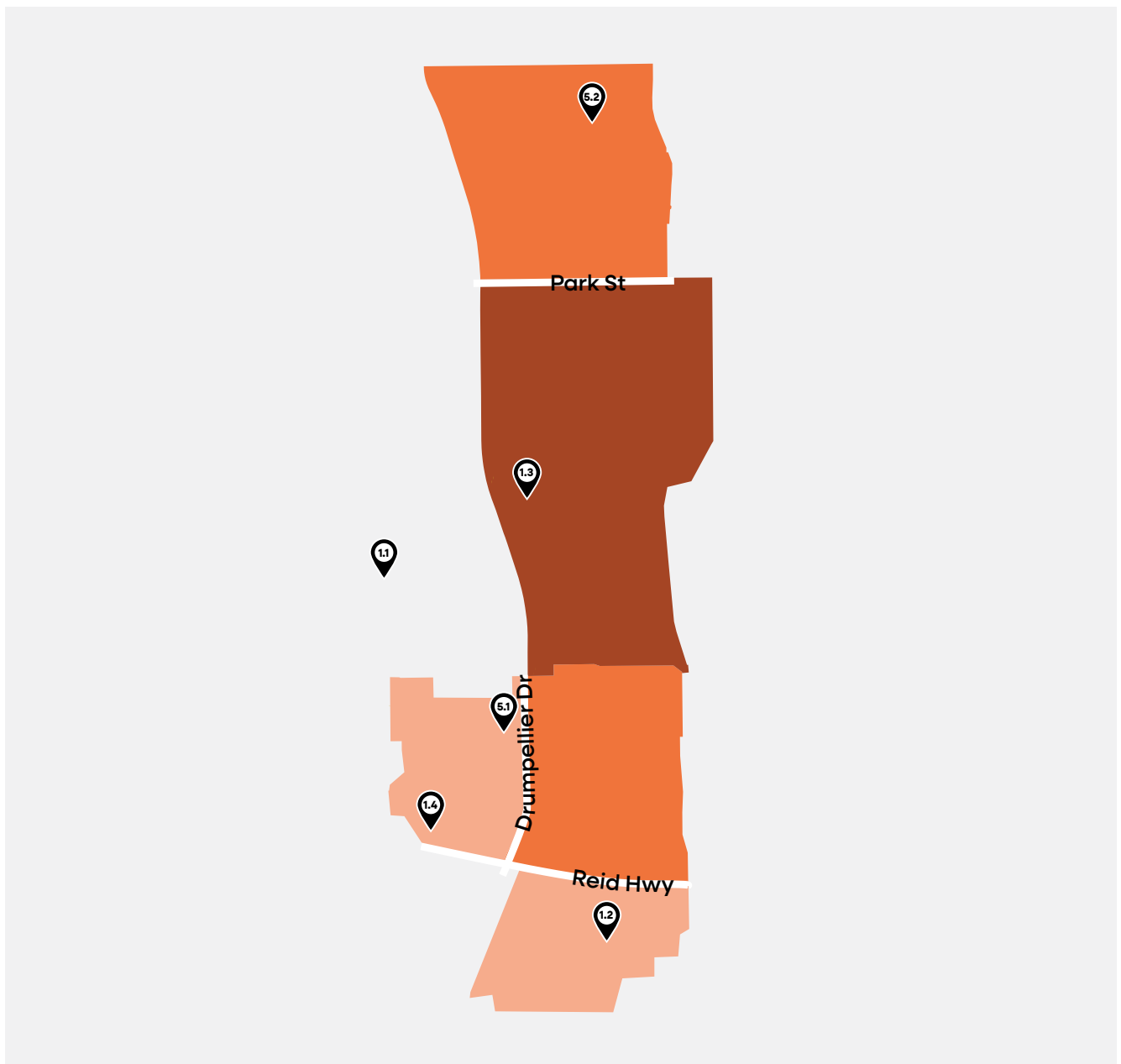
- Completion of the Dayton Central Shopping Centre

### Priority 3

- The City hosted worm farming (West Swan) and gardening for wellbeing and wildlife (Dayton) workshops as part of its Nature Know-How and Thinking Green programs
- 990 street trees have been planted as part of the City's Urban Forest Plan
- 185 trees planted across various parks as part of the shade improvement program

### Priority 5

- A number of workshops and events were hosted to support local community and cultural groups through the City's inspire and kaleidoscope programs



## Key projects against priorities

	Planning for Whiteman Regional Open Space in 2024/25
	Installation of a netball half court at Caloria Chase Park in 2025/26
	Design and construct Brabham District Community Centre Building (including main hall and function rooms) in 2025/26
	Installation of shade sails at Micro Gardens Park in 2026/27
	The new Whiteman Park station and precinct will provide better connections for safe travel to and within the area and increase service and business attraction
	Installation of shared path along Henley Brook Avenue extension in 2025/26

# Corporate Business Plan

## Delivering on the plan

The following section describes how the City plans to deliver on our SCP commitments over the next four financial years.

This section includes a summary of our 35 services and the aligned plans and strategies that facilitate our activities and projects. To improve transparency with the community, our detailed annual service plans are published on the City’s website: **Service plans**.

In addition, this section also provides information on planned projects including major projects, key projects, advocacy priorities and capital works.

## Delivering on our strategic objectives:

The SCP 2021-2031 plan sets out to:



### 2024 Community feedback and progress





## Sustainability and the SCP

The SCP contributes towards the United Nation's sustainable development goals. These goals are a blueprint to achieve a better and more sustainable future, and we reference these goals to demonstrate we are making a positive global impact.



## Business excellence

The City is committed to continual improvement and uses the Australian Business Excellence Framework.

We are assessed against the framework every two to three years to identify areas for improvement and to challenge our thinking. This ensures the organisation is both sustainable and adaptable to meet changing stakeholder and community needs.



The Australian Business Excellence Framework categories

# Major projects 2024/25 – 2027/28

These are the City's approved major projects for the next four years. For more detailed information about the major projects being delivered by the City, please see our major project plans which are published on the City's website: [Major projects](#)

SCP Objective	Project	2024/25	2025/26	2026/27	2027/28	Total cost
N2	<b>Food Organics and Garden Organics (FOGO)</b> Introduce a three-bin kerbside collection system – recycling, general waste and FOGO	✓	✓	✓		\$6.7M
S1	<b>Swan Active Midland – family change extension</b> New family change room extension to Aquatic side of Swan Active Midland	✓				\$2M
S1	<b>Swan Active Ellenbrook</b> Construct an aquatic recreation centre in Ellenbrook	✓	✓	✓	✓	\$105M
S2	<b>Brabham District Community Centre</b> Construct a district community centre in Brabham		✓	✓		\$6.1M
S2	<b>Ballajura Intergenerational Playspace</b> Construct an inclusive playspace for all ability levels	✓				\$6.4M
S2	<b>Ellenbrook Community Hub</b> Design and construct a community hub in Ellenbrook	✓	✓			\$8M
S2	<b>Neighbourhood Park and Community Building – Murray Road</b> Construct a senior size multi-use playing field and community building	✓	✓	✓		\$10.6M
B2	<b>Gnangara Road Duplication</b> Duplicate Gnangara Road between Henley Brook Avenue and Pinaster Parade	✓	✓			\$11M
B2	<b>Henley Brook Avenue (Gnangara Road to Park Street)</b> Upgrade and extend Henley Brook Avenue from Gnangara Road to Park Street	✓	✓			\$18.3M

## Making the most of major government investments

The City has worked closely with the State and Federal governments for many years to bring many community projects to life. We're making the most of the current unprecedented levels of investment by advocating for and aligning key infrastructure projects and upgrades, ensuring timely and fit for purpose linkages to the new and upgraded infrastructure wherever possible.

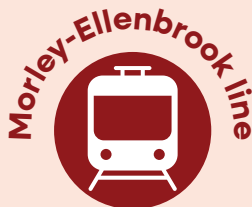
For more information on the Morley – Ellenbrook line and new Midland Station, please visit

[www.metronet.wa.gov.au](http://www.metronet.wa.gov.au)

For more information on East Link, please visit

[www.mainroads.wa.gov.au/projects-initiatives/all-projects/metropolitan/eastlinkwa](http://www.mainroads.wa.gov.au/projects-initiatives/all-projects/metropolitan/eastlinkwa)

Artist impression of Ellenbrook station



21km line, connecting to the Perth CBD with stations and precincts at Morley, Noranda, **Malaga**, **Whiteman Park** and **Ellenbrook**. Bayswater Station will be rebuilt and a future station is planned at **Bennett Springs East**.

### 2024/25 City Projects linking to this investment;

- Construction of Pinaster Parade shared path (with State funding) which provides a link to Ellenbrook Station
- Continue designing and planning for the Marshall Road/ Beechboro Road North roundabout, which will improve traffic flow and safety in the area. Construction is anticipated to commence in 2025/26.



Construction of the new Midland Station commenced in mid-2023 and is expected to open by 2025. The new location will improve connections to Midland Gate Shopping Centre and Midland health Campus. 2024/25 City Projects linking to this investment;

- Upgrade of Railway Parade footpath (between Cale Street and #72 Railway Parade, Midland)
- Street trees planting and streetscape improvements around Midland Station.



This Main Roads WA Project will connect Midland to Northam and create a safer route for all vehicles travelling to the City. Initial supporting works include the construction of grade-separated interchanges along Reid Highway, with Altone Road and Daviot Road/Drumpellier Drive expected to start in mid-2024 and Henley Brook Avenue (currently West Swan Road) expected to start in 2027.



# Natural Environment

**Sustainable, green and peaceful**

**Goal: How will we get there?**

## **Outcome N1 - Sustainable natural environment**

- N1.1** Enhance, preserve and protect local ecology and biodiversity of natural ecosystems
- N1.2** Preserve our waterways
- N1.3** Protect our green environment

## **Outcome N2 - Sustainable natural resources**

- N2.1** Minimise waste to landfill
- N2.2** Protect our natural resources for future generations

## **Key informing strategies and plans**

- Sustainable Environment Strategy
- Urban Forest Plan
- Local Biodiversity Plan
- Emissions Reduction Action Plan
- Waterwise Council Action Plan
- Waste Management Plan



## How this will be achieved

Services		
Service	Service statement	SCP objective
Emergency Management	Engaging with our community to be prepared for emergencies, develop resilience to assist in responding to and recovering from emergencies.	N1.1
Natural Area Management	Maintain and protect the City's natural areas.	N1.3
Park and Reserve Maintenance	Construct and maintain the City's parks and reserves.	N1.3
Recycling and Recycling Centres	Provides a convenient and accessible way to repurpose recyclable materials whilst promoting sustainability and waste reduction.	N2.1
Sustainable Environment	Provides strategic development, coordination and promotion of the environmental objectives and targets of the City.	N1.3
Waste Collection Services	Dedicated to ensuring appropriate waste collection and disposal.	N2.1
Waste Education	Provides the community with the knowledge and tools to reduce, reuse and recycle waste effectively with an overall goal to divert waste from landfill.	N2.1

Key projects		
Project	Description	SCP objective
Biodiversity Plan review	A full review of the City's existing Biodiversity Plan to ensure it remains relevant and provides sufficient protection.	N1.1
Tree planting program	Deliver an increased tree planting program.	N1.3
Waste to Energy	Transporting household waste to Hazelmere transfer station for landfill diversion.	N2.1
Waste education workshops and programs	Provide waste education and materials to internal and external stakeholders through workshops and programs.	N2.1
LED streetlight replacement project	Replacement program implementation contingent on Western Power application approval.	N2.2

## SUPPORTED SUSTAINABLE DEVELOPMENT GOALS





# Economic

Thriving and vibrant

**Goal: How will we get there?**

**Outcome E1 - Sustainable business growth**

E1.1 Actively support and develop thriving local businesses and centres

**Outcome E2 - Accelerated economic and employment growth**

E2.1 Advocate and attract business and investment opportunities

**Outcome E3 - A great place to visit**

E3.1 Strengthen the capacity and integration of the tourism industry

**Key informing strategies and plans**

- Economic Development Strategy
- New Business Attraction and Opportunities Plan
- Business Support and Enhancement Plan
- Tourism Development Plan

## How this will be achieved

Services		
Service	Service statement	SCP objective
Business Support and Development	Provides support and development activities for the growth and development of local businesses enabling them to reach their full potential.	E1.1
Economic Development	Provide strong leadership in governance and planning to stimulate economic development in the City, attract new investment and provide planning and development support for strategic projects.	E1.1
Property and Investment	Provides management of the City's investment property assets and commercial portfolio in order to generate alternate revenue to rates.	E2.1
Tourism Services	Provides visitor services and develops initiatives for the local tourism industry, using a variety of resources and innovations.	E3.1

Key projects		
Project	Description	SCP objective
Business support and enhancement action projects	Implementation of individual projects to support the delivery of the Business Support and Enhancement Plan.	E1.1
Business attraction and investment opportunities actions	Implementation of individual actions to support the delivery of the New Business Attraction and Opportunities plan.	E2.1
New Junction planning	Progression of the New Junction Masterplan.	E2.1
Development of the Tourism Action Plan	Develop and start implementation of the new Tourism Action Plan.	E3.1
Visitor centre booking system implementation	Implementation of the visitor centre booking system to new website.	E3.1

## SUPPORTED SUSTAINABLE DEVELOPMENT GOALS





# Social

**Diverse, engaged and safe**

**Goal: How will we get there?**

**Outcome S1 - Safe and healthy community**

**S1.1** Build a strong sense of community health, wellbeing and safety

**S1.2** Build social inclusion and connectivity in local places and areas

**Outcome S2 - Accessible services meeting changing community needs**

**S2.1** Build service delivery options to meet the future needs of aged, youth, families and children

**Key informing strategies and plans**

- Social Strategy
- Community Safety Plan
- Reconciliation Action Plan (RAP)
- Access and Inclusion Plan (AIP)
- Community Health and Wellbeing Plan
- Youth Plan



## How this will be achieved

Services		
Service	Service statement	SCP objective
Community Arts, Culture and Funding Services	Provides support to community art and culture, multicultural community events and community services.	S1.2
Community Care and Aged Services	Provides support to older people and people living with disabilities through high quality person-centred community services.	S2.1
Community Development	Working to build resilient, inclusive, vibrant and connected communities through capacity building, supporting community-led initiatives, providing opportunities for engagement and developing partnerships.	S1.2
Community Safety	Engaging with the community to ensure everyone living, learning, working and visiting the City feels safe and heard.	S1.1
Leisure Services	Provides a diverse and accessible range of leisure and recreational facilities, programs and experiences.	S1.1
Library Services	Provides a service that connects people with each other in the spaces, both physical and virtual, and provides resources that grow learning, knowledge and creativity.	S2.1
Public Health Services	Provides effective regulatory response to public health risks and deliver innovative and accessible public health programs that promote health and well-being in the community.	S1.1
Security Services	Provides a reliable security and CCTV network to protect the functionality of the City's assets.	S1.1
Swan Volunteer Centre and Services	Provides and promotes best practice volunteering support and resources for individuals, organisations and community groups.	S1.2
Youth Development Services	Provides a range of programs, events and opportunities to young people who live, work or recreate within the City.	S2.1

## Key projects

Project	Description	SCP objective
Public health statutory inspections applications process review	Review the current public health statutory inspections process and investigate the feasibility of an electronic system.	S1.1
Leisure facility bookings system replacement	Implement a leisure facility bookings software solution to efficiently manage the City's diverse bookings of community facilities.	S1.1
Arts and Culture Plan	Development of the City Arts and Culture Plan and start implementing key actions.	S1.2
Develop new Reconciliation Action Plan (RAP)	Development of the new Reconciliation Action Plan (RAP) and start implementing key actions.	S2.1
Develop Children and Families Action Plan	Development of the Children and Families Action Plan and commence implementing key actions.	S2.1
Youth Plan review	Review the City's existing Youth Plan.	S2.1

## SUPPORTED SUSTAINABLE DEVELOPMENT GOALS









# Built Environment

## Modern and connected

### Goal: How will we get there?

#### Outcome B1 - Planned and facilitated growth

B1.1 Create community places to live, relax and work

#### Outcome B2 - Infrastructure that meets community need

B2.1 Manage current and future assets and infrastructure

#### Outcome B3 - Community access

B3.1 Advocate and provide sustainable transport solutions

### Key informing strategies and plans

- Local Planning Strategy
- Asset Management Strategy
- Local Planning Scheme
- Transport Plan
- Community Infrastructure Plan (City Wide)



## How this will be achieved

Services		
Service	Service statement	SCP objective
Asset Planning and Management Services	Provides management to the City's infrastructure, community facilities, land, and natural environment assets.	B2.1
Building Approval Services	Provides efficient and effective building application approvals that meet all regulatory requirements and delivers private swimming pool barrier inspections to meet statutory obligations.	B1.1
Construction and Maintenance	Construct and maintain the City's infrastructure.	B2.1
Design and Project Delivery	To plan, design and deliver the City's Capital Works Program on time, to budget and to the required specification.	B2.1
Fleet and Depot	Manages and maintains the City's plant, equipment, fleet, stores and depot sites.	B2.1
Planning Approval Services	Implements the City's strategic planning goals via administering the Local Planning Scheme.	B1.1
Strategic Land Use Services	Provides integrated strategic land use development, coordination and guidance on a regional and City-wide scale.	B1.1

Key projects		
Project	Description	SCP objective
Draft Local Planning Scheme	A review of the Local Planning Scheme No.18.	B1.1
Local Planning Strategy	A review of the Local Planning Strategy.	B1.1
Sustainable growth model	Development of a sustainable growth model which provides the evidence and methodologies to advocate optimum outcomes for growth.	B1.1
Midland redevelopment	Coordinate the redevelopment of Midland.	B1.1
Community Infrastructure Plan	Finalisation and implementation of the newly developed Community Infrastructure Plan.	B2.1
Maintenance program review	A review of the maintenance program against industry best practice and efficiency benchmarks.	B2.1
Local Heritage Survey review	A review of the City's Local Heritage Survey to ensure all appropriate heritage buildings and structures are provided suitable protection.	B2.1

### SUPPORTED SUSTAINABLE DEVELOPMENT GOALS





# Governance

## Progressive and responsible

### Goal: How will we get there?

#### Outcome G1 - Aligned leadership and direction

- G1.1 Provide accountable and transparent leadership
- G1.2 Engage, communicate and consult with our community and stakeholders
- G1.3 Promote and advocate on behalf of the City of Swan

#### Outcome G2 - Sustainable and optimal use of City resources

- G2.1 Improve capability and capacity

#### Key informing strategies and plans

- Long Term Financial Plan
- Workforce and Capability Plan
- Advocacy Priorities
- Local Area Plans (LAPs)

## How this will be achieved

Services		
Service	Service statement	SCP objective
Communications and Engagement	Delivers compelling communications and effective engagements on behalf of the City, with our community and customers front of mind.	G1.2
Customer Experience	Provides accessible, reliable information to empower the community when they interact and transact with the team and services.	G2.1
Financial Services and Rates	Provides comprehensive, compliant and reliable financial advice, data and management to suit organisational and customer needs.	G2.1
Governance	Works closely with customers and stakeholders to achieve excellence in governance, procurement and contract management with sound risk, assurance and legal support to assist proper decision-making.	G1.1
Human Resources	Provides advice, support and ensures regulatory compliance in relation to human resourcing.	G2.1
Information Systems	Manages the City's information and digital services with a focus on improving and transforming customer service and business capability.	G2.1
Organisational Planning and Development	Drives continuous improvement to build capacity, efficiency and quality, bringing to life and delivering our community's vision, values, aspirations and priorities.	G2.1

Key projects		
Project	Description	SCP objective
SCP major review	Conduct the major review and implementation of the SCP.	G1.1
Advocacy Plan	Implementation of the new Advocacy Plan.	G1.3
Digital and Technology Plan	Development and implementation of a Digital and Technology Plan.	G2.1
Corporate performance reporting improvements	Development of a Corporate Reporting Plan and reporting improvements to drive organisational performance.	G2.1
Revenue and Rating Plan	Development of a Revenue and Rating Plan.	G2.1
Leadership and Employee Development Program	Delivery of Leadership and Employee Development Program to improve Employee Value Proposition.	G2.1

## SUPPORTED SUSTAINABLE DEVELOPMENT GOALS







## Resourcing the plan

Resourcing plans include both financial and non-financial resources that are required over the life of the CBP. These resource plans ensure we have adequate means to deliver our services and assets to meet the community vision.

### Advocacy priorities 2023-25

Securing external funding through grants is a vital means for the City to deliver our services while keeping rates increases to a minimum. We also champion numerous strategically significant priorities to enrich the lifestyle of our residents and ratepayers. These priorities are reviewed by Council to ensure they remain relevant.

The City adopted its Advocacy priorities list in April 2024, with a list of projects that the City is now seeking funding for.

This list is available on the City's website:

**[Advocacy priorities](#)**



Midland Men's Shed exterior



Midland Men's Shed interior



## Asset management

Asset management planning optimises the management of City assets including roads, bridges, buildings, bridle trails, bus shelters, car parks, storm water drainage systems, jetties, natural bushland, footpaths, parks, sports ovals and courts, signage, street lighting, street trees, verges, vehicle fleet, plant and equipment.

We apply a strategic approach to asset management, with asset management plans based on the complete lifecycle of our assets. These plans are used to predict the cost to renew and maintain our assets. The difference between asset consumption and renewal is addressed in the City's Long Term Financial Plan and will be the focus of future budgets.

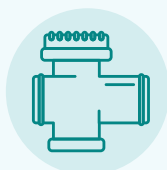
We have increased allocated funding to renew our assets to ensure sustainability in the longer term. Ongoing funding towards asset renewal and funding for maintenance and upgrades will result in a positive investment for our community.

Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, and sales of existing land assets, government grants or external borrowings.

### Capital works program 2024/25

These are the projects that keep the City turning – whether it be keeping our parks pristine, our drains in working order or our footpaths up to scratch.

#### Drainage infrastructure



**\$11M**

#### Building construction and works



**\$20.2M**

#### Park and reserve infrastructure



**\$29.7M**

#### Land acquisitions



**\$4M**

#### Road and bridges



**\$48.7M**

#### Other assets



**\$18.4M**

NB: The above totals also include assets gifted to the City (e.g. handover of assets by developers etc.)



Silvestra Railroad Bridge, Guildford

## Financial planning

One of the key challenges for the City is to ensure we achieve ongoing financial sustainability, while providing appropriate services and infrastructure for the community, and catering for future growth.

### The Long Term Financial Plan

The Long Term Financial Plan (LTFP) estimates are an integral part of our strategic planning process. The LTFP is a 10-year rolling plan that informs the CBP to activate SCP Plan priorities. It indicates our long-term financial sustainability, allowing early identification of financial issues and longer-term impacts.

The LTFP describes the City's operating and capital needs, enhancing transparency and accountability to the community. The key financial strategies underpinning the plan are:

- Achieving operating surpluses;
- Continuous improvement in financial position;
- Maintaining a positive unrestricted cash and investment balance;
- Maintaining and improving service levels;
- Adequately funding for asset renewal/replacement; and
- Maintaining a fair and equitable rating structure.

### The Capital Works Program

The Capital Works Program is a list of capital projects (new works, upgrades and renewals) programmed for construction. The program aims to meet our 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. (Please see summary figures on previous page).

### The Annual Budget

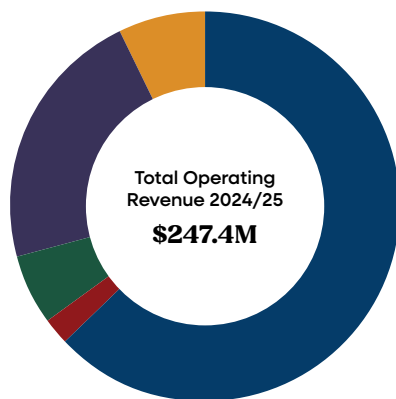
The Annual Budget is a product of accountable, transparent and responsible management of the City's funds. It is aligned to our SCP and is consistent with the LTFP and CBP.

Each year, the City undertakes an extensive annual planning exercise. This work reviews our LTFP in light of our planning projects and services for the upcoming year, ensuring integration of all key planning documents and sustainability into the future.



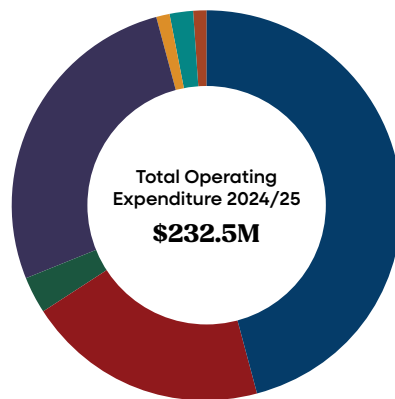


## How services are funded



<span style="color: #005596;">●</span> Rates	<b>63%</b>
<span style="color: #C00000;">●</span> Service charges & other revenue	<b>2%</b>
<span style="color: #008080;">●</span> Operating Grants, subsidies and contributions	<b>6%</b>
<span style="color: #4B4B8B;">●</span> Fees and Charges	<b>22%</b>
<span style="color: #FFA500;">●</span> Interest Earnings	<b>7%</b>

## How your money is spent



<span style="color: #005596;">●</span> Employee Costs	<b>46%</b>
<span style="color: #C00000;">●</span> Materials and contacts	<b>20%</b>
<span style="color: #008080;">●</span> Utility charges	<b>3%</b>
<span style="color: #4B4B8B;">●</span> Depreciation	<b>27%</b>
<span style="color: #FFA500;">●</span> Finance costs	<b>1%</b>
<span style="color: #00B0F0;">●</span> Insurance	<b>2%</b>
<span style="color: #8B4513;">●</span> Other expenditure	<b>1%</b>

## Workforce capability planning

To ensure we achieve our vision of being “One City, diverse people, cultures and places” and meet our strategic objectives, the Workforce Capability Plan (WCP) has a focus on these areas:

1. Workforce forecasting
2. Position management
3. Workforce capability initiatives (such as engagement and diversity)
4. Learning and development

*Our workforce is the means by which we deliver services to the community and customers to meet their needs and aspirations.*

We focus on ensuring the organisation understands its workforce growth; and has the internal capability to deliver our projects and services to achieve the vision of the community.

The WCP supports annual business planning, and the delivery of our CBP, LTFP and Annual Budget.

Given the current economic climate with increased costs of living and difficulty in talent attraction; our capability initiatives focus on engagement, value proposition and leadership development. As an example, our capability initiatives ensure staff have career pathways to prepare and sustain our workforce to achieve the City’s strategic and community objectives into the future.

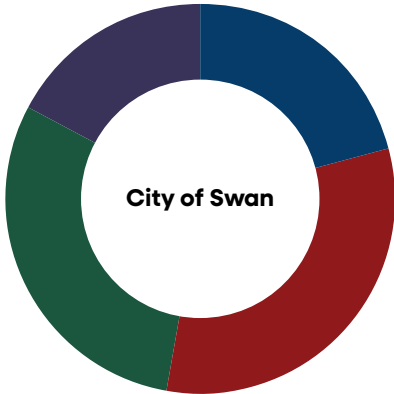
Our ongoing aim is to improve overall service delivery to our customers and communities through our diverse, capable and performance focussed workforce.



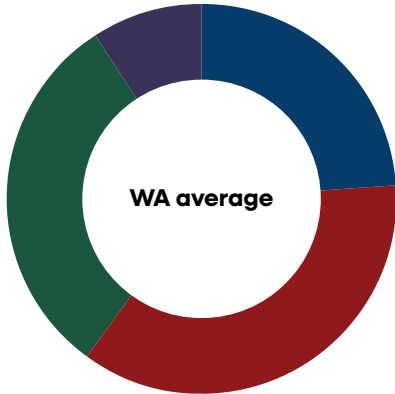
# Generational composition of staff in 2024

City of Swan

WA average



	Baby Boomers (born before 1966)	<b>21%</b>
	Generation X (born 1967-1980)	<b>32%</b>
	Millennials (born 1980-1996)	<b>30%</b>
	Generation Z (born after 1997)	<b>17%</b>



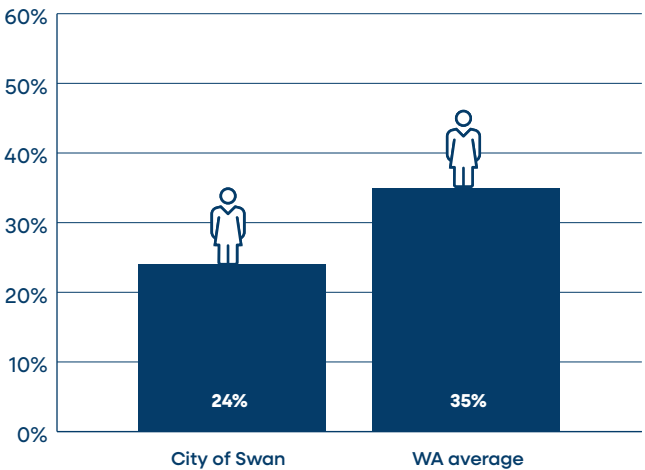
	Baby Boomers (born before 1966)	<b>24%</b>
	Generation X (born 1967-1980)	<b>36%</b>
	Millennials (born 1980-1996)	<b>31%</b>
	Generation Z (born after 1997)	<b>9%</b>

## Gender split

Workforce gender split



Women in manager roles and above





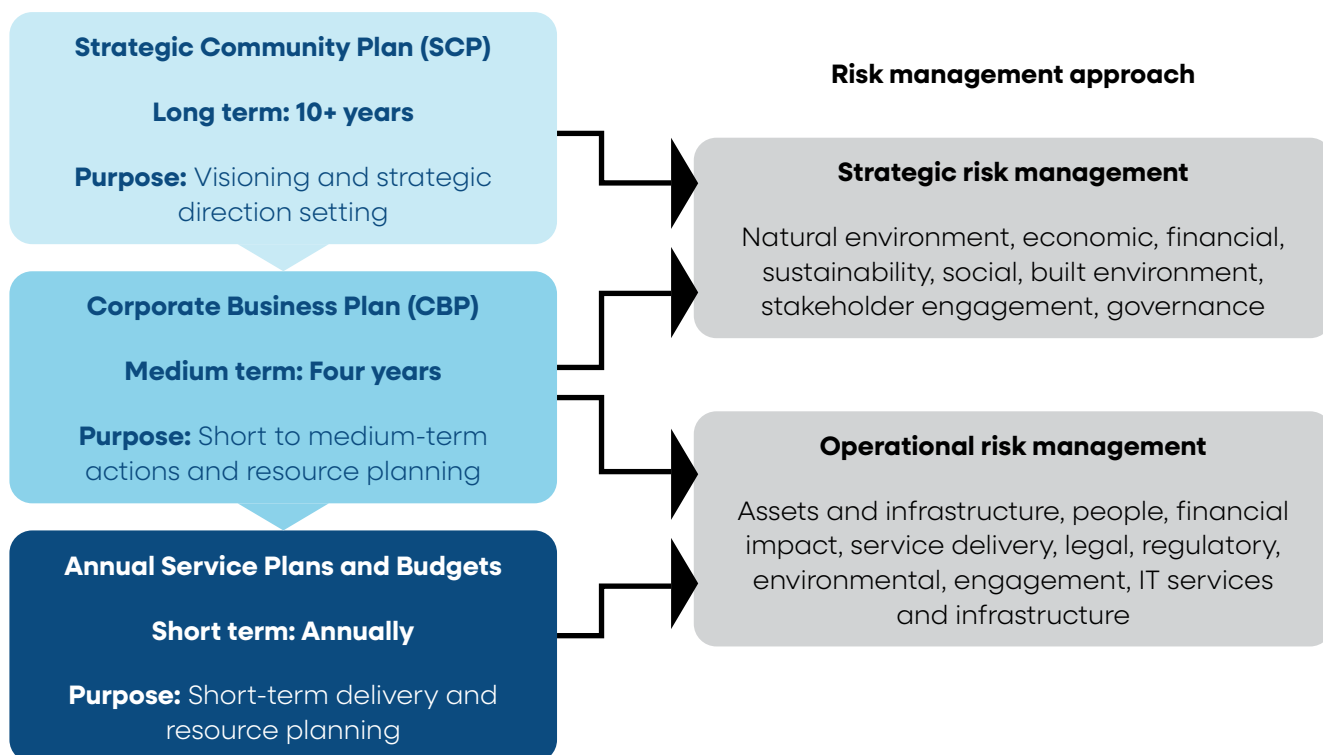
Noble Falls, Giddegannup

## Risk Management Framework

The City's Risk Management Framework (the Framework) is aligned with the Australian Standard AS ISO 31000:2018 and provides the foundations and principles for managing risk across the City.

We manage risk in accordance with our Council's agreed risk acceptance level. To ensure robust risk management at all levels of planning and decision-making, risks are assessed at the strategic, operational and project levels.

We regularly review, monitor and where appropriate, report to the Audit Committee and Executive Management Team in compliance with our framework to ensure adequate progress is made to address our prioritised risks, and that our management systems and controls are effective.



# Our performance

## 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 are able to 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 SCP level – measures focus on outcomes that should be visible to the community
2. The CBP level – measures are designed to identify how well-placed the City is to resource and support the delivery of the SCP outcomes. Strategic risks are also monitored throughout the planning cycle
3. The Annual Service Plan level – measures are designed to 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 SCP and CBP measurement outcomes are included in our Annual Report and reported on quarterly, which is available on the City's website: [Our performance](#)

### Corporate Reporting and Measurement Framework

Strategic Planning Service level plans	Performance measurements Frequency and type	Performance measurements Where reported and audience
<b>Strategic Community Plan</b> Community vision, goals and aspirations	<b>Community and Business Perceptions Survey (satisfaction)</b> Annual	<b>Community, Council, Executive, staff</b> Annual report
<b>Corporate Business Plan</b> Corporate approach, priority focus areas	<b>CEO targets, major projects, corporate KPI and strategic risk monitoring</b> Quarterly	<b>Community, Council, Executive, staff</b> Annual report
<b>Annual Service Plans</b> Service delivery, projects (outputs/workload)	<b>Services/activities, Local Area Plan actions, capital and operational projects, risk monitoring and KPIs</b> Annual	<b>Executive, staff</b> Annual report



## Hubs, libraries and offices

Community hubs, City libraries and the place office are conveniently located across the City to ensure convenient access is provided to a wide range of services and information for the community.

### **Beechboro Community Hub**

332 Benara Road,  
Beechboro WA 6063

### **Ballajura Community Hub**

Corner Kingfisher Avenue and Ilawarra Crescent,  
Ballajura WA 6066

### **Bullsbrook Library**

3 Maroubra Ave,  
Bullsbrook WA 6084

### **Ellenbrook Library**

90 Main Street,  
Ellenbrook WA 6069

### **Gidgegannup Place Office**

Unit 4, 2125 Toodyay Road,  
Gidgegannup WA 6083

## City of **Swan**

2 Midland Square, Midland  
PO Box 196, Midland DC WA 6936

9267 9267

[swan@swan.wa.gov.au](mailto:swan@swan.wa.gov.au)

[www.swan.wa.gov.au](http://www.swan.wa.gov.au)



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alternative formats and languages on request.

