



# Corporate Business Plan 2024/25 Mid-year Performance Report

July to December 2024

Organisational Planning and Development

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# Corporate Business Plan 2024/25

## Mid-year Performance Report

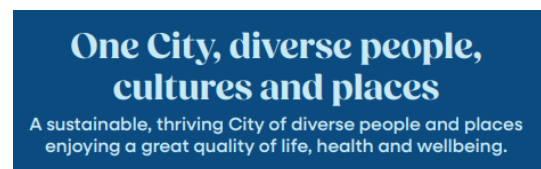
### Introduction

#### Our Corporate Business Plan

The City of Swan Corporate Business Plan (CBP) 2024/25-2027/28 translates the aspirations and objectives of the Strategic Community Plan (SCP) into operational priorities. It outlines our services and projects and details how we deliver them over the four-year period. The CBP is developed within the City's financial, workforce and asset management capability, and in turn informs resourcing across those areas. The Corporate Business Plan is available on the [City's website](#).



City of Swan five Key Result Areas

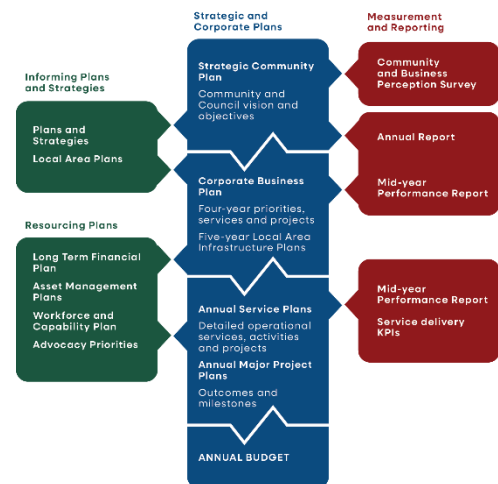


#### Our Vision

#### How we plan

The [City's SCP](#) outlines the vision, aspirations and strategic objectives of both our Council and community for a 10-year period. The vision guides our future direction and is supported by five key result areas, each of which has specific outcomes, objectives and measures with targets that outline what we aim to achieve and how we will achieve it.

It is a requirement that local governments prepare an Integrated Planning and Reporting Framework (IPR); the City's IPR is illustrated to the right. Our IPR aims to ensure our Council and community's priorities and aspirations are effectively translated into actionable operational objectives. It outlines how we will measure, assess, and report our performance annually to the community – supporting continuous improvement and tracking our progress.



City of Swan Integrated Planning and Reporting Framework

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### Performance report structure

This report provides a six-month progress update on the City's performance against the key projects and service deliverables outlined in the Corporate Business Plan 2024/25 – 2027/28 from July 1 to December 31, 2024.

Performance is assessed for each key project and service and is detailed against each SCP key result area: Natural Environment, Economic, Social, Built Environment and Governance.

Each project and service is assigned a traffic light status based on performance, with a corresponding rating key from below. For any projects or services that are not on track or completed, an updated performance status and explanation are provided.

### Performance rating key



(Green) On track or complete – item within 10 per cent of intended outcome



(Yellow) Not progressing as intended – delayed by greater than 10 per cent or may be at risk of future delays



(Red) Overdue or critical delays by over 20 per cent, or item is affected by outside influencing factors preventing completion



(White) On hold or not started.

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### Overall performance summary

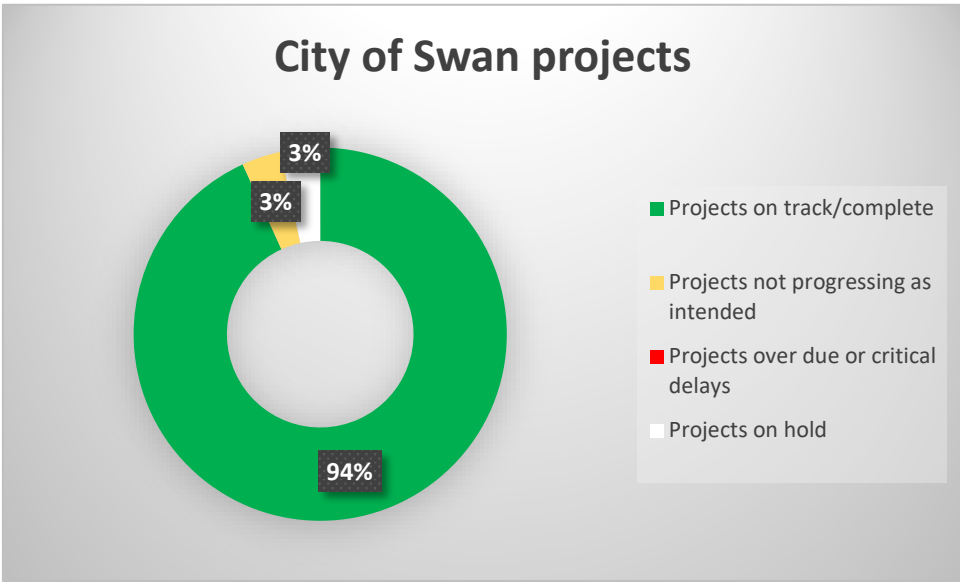
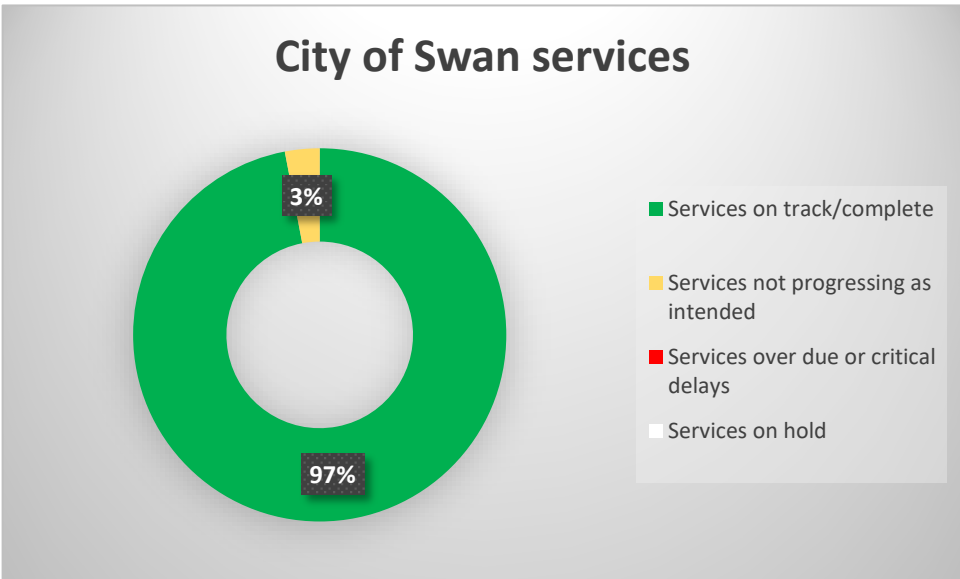
#### Mid-year performance summary

Overall, the City's services and operational projects are progressing largely as planned for the period from July 1 to December 31, 2024, with **97 per cent** of services and **94 per cent** of projects on track.

**Three per cent** of services (one service out of 35) and **three per cent** of projects (one project out of 29) are experiencing delays and **three per cent** of projects (one project out of 29) are currently on hold.

Resourcing challenges, legislative and regulatory changes, and external dependencies are the primary factors contributing to the delays in several services and projects.

The diagrams illustrated below detail the progress of the City's services and projects, representing the proportion of services and projects that are on track and delayed, providing a clear overview of current performance.



# Corporate Business Plan 2024/25

## Mid-year Performance Report

Key achievements to date include:

- Stage two of the FOGO (Food Organics Garden Organics) rollout has been successfully completed, coupled with educational initiatives to reduce contamination and promote sustainable waste management
- Waste Education has delivered multiple successful initiatives, including clothes swaps, school education for FOGO, and the introduction of modern cloth nappy kits and upcycling workshops
- The Swan Valley Visitor Centre launched an award-winning website and implemented advanced people counter technology, significantly enhancing visitor engagement and experience
- Since the re-opening of Swan Active Midland in May, the centre has had their highest numbers of attendance, centre membership and swim school membership in the history of the centre
- The implementation of a new volunteer recruitment practice has been effective, with an average of 150 applications per month leading to successful volunteer placements
- Development of the Community Infrastructure Plan is complete, and the plan is now available on the City's website with key projects for the next five years identified and mapped – it will be available in May 2025
- Stage one assessment of the Local Heritage Survey (LHS) review has been completed, with stages two and three in motion. The draft LHS is anticipated to be available by the end of the financial year
- The City now delivers quarterly key result area (KRA) performance reporting for the Strategic Community Plan available on the City's website, improving transparency with the community.

Services or projects currently not progressing as intended:

- The Revenue and Rating Plan adoption has been delayed to allow additional community consultation and engagement to occur
- The normalisation of the Midland Redevelopment Area has been put on hold by the State Government to progress their latest capital investment in the area
- The building approval services are not progressing as planned due to resourcing and systems challenges.

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### Performance by key result area

## 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 ecosystem**
- N1.2 Preserve our waterways**
- N1.3 Protect our green environment**

#### Outcome N2 - Sustainable natural resources

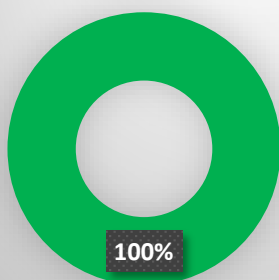
- N2.1 Minimise waste to landfill**
- N2.2 Protect our natural resources for future generations**

### 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.

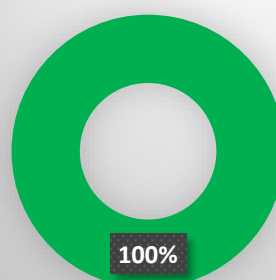
### Progress against the Natural Environment

#### Natural Environment services



- Services on track/complete
- Services not progressing as intended
- Services over due or critical delays
- Services on hold

#### Natural Environment projects






- Projects on track/complete
- Projects not progressing as intended
- Projects over due or critical delays
- Projects on hold

# Corporate Business Plan 2024/25




## Mid-year Performance Report

### Natural Environment services

Service and Service Statement	SCP objective	Overall performance comment and Service KPI (YTD)		Performance Status
<b>Emergency Management</b> Engaging with our community to be prepared for emergencies, develop resilience to assist in responding to and recovering from emergencies.	N1.1	Emergency Management service delivery is currently on track. Key initiatives include: <ul style="list-style-type: none"><li>• Delivery of preparedness and response activities related to local volunteer bush fire brigades</li><li>• Training for volunteers responding to emergency management incidents</li><li>• Implement treatment actions in the Bushfire Risk Management Plan</li><li>• Implementing a prescribed burns program on City land.</li></ul> The City continues to ensure close engagement with relevant communities on bushfire and other emergency safety through bushfire preparedness material, direct mailouts to at-risk properties, social media, local street visual campaigns and in-person community information sessions.		 On track
		<b>KPI</b>	Number of inspections – fire hazard	
		<b>Annual Target</b>	4,000 targeted property fire hazard inspections	
		<b>YTD Result</b>	4,391 first inspections conducted	
<b>Natural Area Management</b> Maintain and protect the City's natural areas.	N1.3	The Natural Area Management service has delivered to a high standard throughout the first half of the year. The program continues to be optimised and refined to ensure staff consistently deliver at a high standard to the community. A key focus for the second half of the year is internal customer service.		 On track
		<b>KPI</b>	Percentage growth in Friends Group numbers	
		<b>Annual Target</b>	5 per cent	
		<b>YTD Result</b>	6.6 per cent growth in Friends Group numbers with new Friends Groups established in Henley Brook, Stratton and Bushmead.	
<b>Park and Reserve Maintenance</b> Construct and maintain the	N1.3	Park and Reserve Maintenance is on track, however, there have been some challenges with staff resourcing and contractor changeovers, impacting the park's maintenance programs. Efforts are underway to resolve these delays and implement process improvements.		 On track


# Corporate Business Plan 2024/25

## Mid-year Performance Report



City's parks and reserves.		<b>KPI</b>	Percentage maintenance programs completed	
		<b>Annual Target</b>	100 per cent	
		<b>YTD Result</b>	98 per cent. There were missed services in the arterial verge mowing program and east programs.	
<b>Recycling and Recycling Centres</b> Provides a convenient and accessible way to repurpose recyclable materials whilst promoting sustainability and waste reduction.	N2.1	The City has successfully started the roll-out of FOGO, with stage two of the program now complete. City staff are focusing on educational efforts to help residents adapt and reduce contamination, with an audit scheduled in February 2025 to assess current contamination rates. Recycling centres are performing well, with nearly 10,000 vehicles visiting this year.		 On track
		<b>KPI</b>	Roll out of FOGO as per the schedule, promoting sustainability and reusing of items	
		<b>Annual Target</b>	80 per cent	
		<b>YTD Result</b>	100 per cent	
<b>Sustainable Environment</b> Provides strategic development, coordination and promotion of the environmental objectives and targets of the City.	N1.3	Sustainable Environment is currently on track, key achievements include ongoing planning and implementation of the Thinking Green program, community engagement for the Local Biodiversity Action Plan, completion of the Branching Out pilot, annual emission inventory, progressing the LED streetlighting implementation, supporting the Carnaby's Forever Project and working towards becoming owl friendly.		 On track
		<b>KPI</b>	City water consumption (potable)	
		<b>Annual Target</b>	Baseline set at 129,146 kL	
		<b>YTD Result</b>	137,168 kL in 2024	
<b>Waste Collection Services</b> Dedicated to ensuring appropriate waste collection and disposal.	N2.1	The City has maintained consistent kerbside collection services, with weekly collections in non-FOGO areas and a transition to fortnightly as FOGO is rolled out. Verge collection services have also continued, with the City attending to around 20,000 verges to date, which is a 6 per cent increase compared to the previous financial year.		 On track
		<b>KPI</b>	Number of completed verge collections	
		<b>Annual Target</b>	100 per cent	

# Corporate Business Plan 2024/25

## Mid-year Performance Report




		<b>YTD Result</b>	100% completed	
<b>Waste Education</b> 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	The Waste Education service is on track with the FOGO rollout project starting, resulting in the delivery team being expanded and diversified. This has enabled the team to deliver new projects including FOGO stalls, primary incursion programs, uniform upcycling, nappy workshops and developing education resources. Data collection on contamination levels has started, resulting in a better understanding of the education needs of the residents and enabling the City to positively engage and deliver education programs.		 On track
		<b>KPI</b>	Percentage recycled from recycling bins collected	
		<b>Annual Target</b>	80 per cent	
		<b>YTD Result</b>	76.7 per cent of material collected from the kerbside recycling stream was recycled in the reporting period. The remainder residual went to landfill	

### Natural Environment key projects

Project	SCP objective	Overall performance comment	Performance status
<b>Biodiversity Plan review</b>	N1.1	The Biodiversity Plan review is ongoing, with the community engagement phase currently underway. The newly developed actions are out for community consultation and the City is hosting workshops to allow the community to participate and provide feedback on the actions.	 On track
<b>Tree planting program</b>	N1.3	The annual Tree Planting Program aims to expand tree canopy and vegetative cover while improving streetscapes. About 2,394 trees are proposed to be planted in the 2024/25 Capital Works Program. These include WALGA Urban Greening Grant projects, ward priority tree plantings, the City Gateways Midland project, the Playspace Shade Improvement Program, and landscaping inclusions in several road projects. Out of the 2,394 trees proposed for planting as part of the Capital Works Program, 347 were planted in August 2024, with the remainder of the tree planting scheduled to take place in the wetter months of the financial year, between May and July 2025. An additional 744 street trees have been planted so far this year in response to ad hoc community requests.	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

<b>Waste education workshops and programs</b>	N2.1	The Waste Education team has delivered several projects this year, including clothes swaps, attendance at events to educate and provide advice to the community, bin tagging and education at schools for FOGO. The uniform upcycling and recycling, modern cloth nappy kits and workshops projects are currently in progress, due to be delivered over the remainder of the year, alongside several new projects, FOGO stalls and primary incursion programs.	 On track
<b>LED streetlight replacement project</b>	N2.1	The City continues to progress the LED streetlight replacement project and is currently working with Western Power to determine the most feasible approach to LED streetlight replacement in the City of Swan.	 On track
<b>Bulk Verge Collection System</b>	N2.2	The pre-booked bulk verge collection service is becoming increasingly popular with 20 per cent of the community participating. This was a total of 27,413 bookings for 2024. The amount of material recovered was 791.38 tons with a recovery rate of 28 per cent. Due to this, the popularity has increased the wait time for booking. The City currently accepts 200 bookings per day and the average wait time for a booking is 3-12 weeks, depending on seasonal demand.	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### 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**

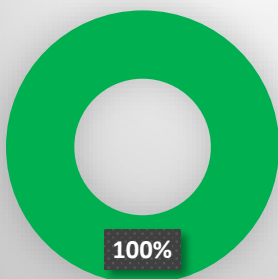
E3.1 Strengthen the capacity and integration of the tourism industry

**Key informing strategies and plans**

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

#### Progress against the Economic KRA

##### Economic services



- Services on track/complete
- Services not progressing as intended
- Services over due or critical delays
- Services on hold

##### Economic projects






- Projects on track/complete
- Projects not progressing as intended
- Projects over due or critical delays
- Projects on hold

# Corporate Business Plan 2024/25


## Mid-year Performance Report

### Economic key services



Service	SCP objective	Overall performance comment and service KPI (YTD)		Performance status
<b>Business Support and Development</b> Provides support and development activities for the growth and development of local businesses enabling them to reach their full potential.	E1.1	The Business Support and Development service delivery is on track with significant progress having been made against the Business Support and Enhancement Plan, initiatives have been detailed above in the operating projects section. The service is collaborating with Communications and Engagement to improve communication tools for distributing information to businesses and has completed a review of the business page on the City's website.		 On track
		<b>KPI</b>	Business Support and Enhancement Plan actions completed	
		<b>Annual Target</b>	25 per cent	
		<b>YTD Result</b>	28 per cent of actions completed.	
<b>Economic Development</b> Provide strong leadership in governance and planning to stimulate economic development in the City of Swan, attract new investment and provide planning and development support for strategic projects.	E1.1	Economic Development service delivery is on track, the supporting Economic Development Strategy and New Business and Attraction and Opportunities Plan have been approved and are available on the City's website. Progress on business attraction is steady, with key marketing efforts for Hazelmere, Malaga, and Midland freight hubs on track, supported by investment prospectuses and a new virtual tour website. Advocacy efforts for transport, infrastructure and health and education services are ongoing with positive engagement. The City is progressing the vision for Midland as an attractive investment prospect.		 On track
		<b>KPI</b>	New Business Attraction and Opportunities Plan actions completed	
		<b>Annual Target</b>	12 actions	
		<b>YTD Result</b>	Four actions completed	
<b>Property and Investment</b> Provides management of the City's investment	E2.1	Property sales, acquisitions and property development are tracking well. The City continues to prioritise investment opportunities and assist the wider organisation with commercial discussions, local area plan outcomes and service level agreements.		 On track
		<b>KPI</b>	Number of strategic acquisitions	

# Corporate Business Plan 2024/25

## Mid-year Performance Report




property assets and commercial portfolio in order to generate alternate revenue to rates.		<b>Annual Target</b>	100 per cent as endorsed by Council	
		<b>YTD Result</b>	Two	
<b>Tourism Services</b> Provides visitor services and develops initiatives for the local tourism industry, using a variety of resources and innovations.	E3.1	Tourism Services are on track with the new Tourism Plan anticipated to be ready for approval by the end of the financial year. From July to December 2024, the Swan Valley Visitor Centre delivered high-quality tourism services, launching an award-winning website, introducing digital gift cards, and implementing advanced people counter technology to enhance visitor engagement and insights.		 On track
		<b>KPI</b>	Satisfaction on total feedback forms with the Swan Valley Visitor Centre	
		<b>Annual Target</b>	Four stars (stars out of five)	
		<b>YTD Result</b>	4.5 stars	

### Economic key projects

Project	SCP objective	Overall performance comment	Performance status
<b>Business support and enhancement action projects</b>	E1.1	The City has made significant progress on the Business Support and Enhancement Plan. Successful initiatives include the development of accessible and inclusive business initiatives, a business engagement strategy, the creation of the business welcome pack, Small Business Awards Program and networking opportunities in collaboration with the Swan Chamber of Commerce. Although some initiatives have faced delays, the City has delivered some notable achievements including the reinstatement of a new and improved Business Directory and the inclusion of business as a key stakeholder in the corporate service planning process.	 On track
<b>Business attraction and opportunities actions</b>	E2.1	The Business Attraction and Investments Plan has been approved and is now available on the City's website. The Plan guides the property and investment service and includes a set of actions to achieve a clear set of objectives for attracting business investment. Delivery of these actions, which are ongoing, will contribute to	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

		economic development and lead to new employment opportunities and improved quality of life for residents.	
<b>New Junction Planning</b>	E2.1	The Midland Oval Redevelopment Precinct Business Plan annual report has been developed and is presented as part of the City's annual report. The designs for streets one (Trackside Entrance) and street two (Grandstand Way) are complete with construction to start in early 2025. The contract for the sewer line relocation from Lot 9501, adjacent to Australia Post, to under Grandstand Way, has been awarded with construction to start in early 2025. Following the Council resolution to acquire 82 and 84 Morrison Road, negotiations with the land owners continue.	 On track
<b>Development of the Tourism Plan</b>	E3.1	The new Tourism Plan is progressing with the research and benchmarking phases complete. The City is currently reviewing resourcing to start the next phase, the analysis and plan development component. It is anticipated the plan will be ready for approval by the end of the financial year.	 On track
<b>Visitor centre booking system implementation</b>	E3.1	The Swan Valley Visitor Centre (SVVC) transitioned from the Bookeasy booking system to a referral-based model, following an industry survey and consultation with local tourism operators. This decision aligns with industry preferences and broader market trends and allows businesses to retain 100 per cent of their booking revenue while enhancing the visibility of all accommodation and tour operators in the region. The SVVC continues to support operators by providing high-quality referrals, ensuring visitors can easily book directly through their preferred platforms.	 On track

### 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

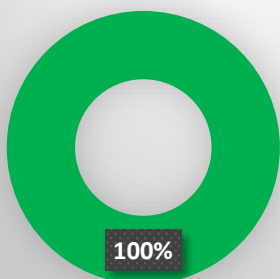
S2.1 Build service delivery options to meet the future needs of aged, youth, families and **children**

#### 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.

#### Progress against the Social KRA

##### Social services



- Services on track/complete
- Services not progressing as intended
- Services over due or critical delays
- Services on hold

##### Social projects





- Projects on track/complete
- Projects not progressing as intended
- Projects over due or critical delays
- Projects on hold

# Corporate Business Plan 2024/25


## Mid-year Performance Report

### Social Services

Service and service statement	SCP objective	Overall performance comment and service KPI (YTD)	Performance status	
<b>Community Arts, Culture and Funding Services</b> Provides support to community art and culture, multicultural community events and community services.	S1.2	Community, Arts, Culture and Funding Services is on track with several key achievements for the period. The Activation Officer has successfully launched a range of local activities and events, fostering community engagement, while also developing stronger relationships with local organisations and updating the events kit. Significant progress has been made on the 10-Year Arts and Culture Plan. Grants have been submitted and feasibility studies are in progress for key projects like the Ellenbrook Civic Heart. Cultural hubs like Midland Junction Arts Centre and Ellenbrook Arts are performing well, with upgrades and recruitment of new roles. The City has delivered and partnered for arts and cultural development programs. Additionally, the City's grants program has been successfully managed, with ongoing efforts to streamline processes and ensure alignment with community needs.	 On track	
		<b>KPI</b>		Number of funding applications process
		<b>Annual Target</b>		200
		<b>YTD Result</b>		281 funding applications have been processed and determined
<b>Community Care and Aged Services</b> Provides support to older people and people living with disabilities through high quality person-centred community services.	S2.1	The Community Care Services (CCS) team have delivered 66 per cent of their overall Community Health Support Programme contract for the period. This figure shows a 6 per cent increase in comparison to the previous year 2023. Clubs and outing groups, community transport and home support continue to be delivered. The newly developed Community Care Plan objectives and actions are progressing and responsible officers and timeframes for delivery have been appointed. The team has been working with Communications and Engagement to ensure target groups are engaged with through different social media channels, development of collateral, articles in Swanning Around, updating of relevant pages on the City's website and promotion of initiatives through community Facebook.	 On track	
		<b>KPI</b>		Number of community transport trips
		<b>Annual target</b>		12,355



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		YTD result	8,471	
<b>Community Development</b> 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	<p><b>Access and Inclusion Services:</b> Disability initiatives delivered included deaf awareness training, sensory spaces and accessible matting at various events, Auslan storytime, 'roll and stroll' inclusive walking group and seated yoga.</p> <p><b>LGBTQIA+:</b> Established and delivered monthly LGBTQIA+SB Safe Place group at Dayton Family Hub and supported group to incorporate as 'Pride in Swan' and deliver a Pride event in Midland with many partner organisations.</p> <p><b>Multicultural services:</b> Sikh temple free meals program continues to support vulnerable people in the community. New Multicultural Fusion events were held fortnightly at Dayton Family Hub: Multicultural Seniors Program continues in Brabham and Multicultural Hockey Program started in Dayton.</p> <p><b>Children and Families services:</b> Significant service delivery from the new Dayton Family Hub: Outreach 'Play in the Park' term program delivered in Dayton and Lockridge. School holiday activities delivered in Aveley, Dayton, Gidgegannup and Bullsbrook. Bullsbrook and Gidgegannup Junior Hangouts continues to be successful. \$100k grant received for Early Years initiatives.</p> <p><b>Homelessness:</b> The Midland Alliance to end homelessness has developed a draft Homelessness Action Plan to be finalised in early 2025. The City has included Homelessness as a key non-financial advocacy priority. A referral pathway to a local outreach service has successfully helped people in need. Initiatives help address actions in the Community Safety Plan.</p> <p><b>Family and Domestic Violence, Emergency Relief, Mental Health:</b> The 11th Midland March that Matters was held in November. Midland Meals has been supported to use a City kitchen facility for meal preparation. A new Mental Health services network has been established for Swan.</p> <p><b>Community support:</b> The core work of the Community Development service is to deliver capacity building programs such as the Inspire Series and to provide ongoing support to community groups, community leaders and clubs.</p> <p><b>Aboriginal services:</b> The City supported or delivered 12 NAIDOC events including the first NAIDOC Fashion Show at Midland Gate. We support the Aboriginal Men's Group and 2 Aboriginal Women's Groups to be involved in projects including Noongar Lullabies, Metronet Artwork and the Midland March that Matters. The Aboriginal Services Network has been reinstated and is meeting regularly.</p> <p><b>Senior services:</b> A senior's information and services flyer has been developed as well as a Dementia Alliance flyer.</p>		 On track



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		Seenagers Yoga in Ellenbrook is continuing with support from developer funding. World Elder Abuse Day event held in partnership with Swan Community Care, and many events supported for Seniors Week, including a mini expo in Bullsbrook.	
	<b>KPI</b>	Number initiatives supported or delivered (Aboriginal)	
	<b>Annual Target</b>	12 p/annum	
	<b>YTD Result</b>	12 delivered	
<b>Community Safety</b> Engaging with the community to ensure everyone living, learning, working and visiting the City of Swan feels safe and heard.	S1.1	Delivery of the Community Safety service is on track, ensuring community safety responses to legislated responsibilities. Annual programs include private property fire hazard inspections, dangerous dog inspections, dog exercise area patrols and the Reduce Illegal Dumping program (RID). Investigating and responding to parking matters continues to be an area of growth, focus and improvement as parking management continues to be reported via Snap, Send, Solve.	 On track
	<b>KPI</b>	Conduct daily weekday parking patrols of Midland CBD, Guildford and respond to reports via SSS	
	<b>Annual Target</b>	Daily patrols	
	<b>YTD Result</b>	Daily patrols occurred during weekdays for the first six months of the reporting	
<b>Leisure Services</b> Provides a diverse and accessible range of leisure and recreational facilities, programs and experiences.	S1.1	<p><b>Swan Active Ballajura:</b> There has been a slight increase in centre attendances, number of centre memberships and swim school memberships in comparison to 2023/24. A key issue for the centre has been resourcing for the swim school, limiting the ability for the program to grow, this is currently under review.</p> <p><b>Swan Active Beechboro:</b> There has been a slight decrease in some service areas attributed to the reopening of Swan Active Midland. Staff have delivered several community activations throughout the year, and the annual Silver Linings attendance reached 565 attendees.</p> <p><b>Swan Active Midland:</b> The centre reopened to the public on May 11, 2024. The attendances, centre memberships and swim school memberships for Swan Active Midland are all at their highest in the history of the centre. Ongoing recruitment has been conducted as the facility matures in its first year to ensure the continuation of high quality service delivery.</p> <p><b>Ellenbrook Sports Hub:</b> Junior sports programs have been impacted with the reopening of Swan Active Midland as many junior basketball teams have joined the Binar Future</p>	 On track




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## Mid-year Performance Report

		<p>Competition. Total attendance to programs is currently at 9,356.</p> <p><b>Community facility bookings and liaison:</b> The number of bookings has seen an increase of 1,567 in comparison to last year. A project for a new facility bookings software is currently in progress. A new Council policy was updated in November 2024 for Community and Sporting Facility Allocation, Usage and Management.</p> <p><b>Club development and liaison:</b> The establishment of a strategic planning program for Sports Clubs has enabled six sports clubs to work with a consultant to develop a tailor-made strategic plan for their club. The development of the City of Swan Online Sporting Club Hub provides a variety of resources for sports clubs to help build capacity and sustainability. The City also facilitated their first ever 'Volunteer Thank You Recognition Breakfast'.</p>							
		<table><tr><td>KPI</td><td>Total Leisure Centre Visits</td></tr><tr><td>Annual Target</td><td>N/A</td></tr><tr><td>YTD Result</td><td>646,664 leisure centre visits (37 per cent increase for the same period in 2023/24)</td></tr></table>	KPI	Total Leisure Centre Visits	Annual Target	N/A	YTD Result	646,664 leisure centre visits (37 per cent increase for the same period in 2023/24)	
KPI	Total Leisure Centre Visits								
Annual Target	N/A								
YTD Result	646,664 leisure centre visits (37 per cent increase for the same period in 2023/24)								
<b>Library Services</b> 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	<p>Library Services remains on track, with continuation of the development and implementation of Branch and Portfolio Improvement plans after the workshops with the library consultants. Ellenbrook Library has experienced a few changes with the school taking ownership of the HyperLab from February 2025 and the upstairs Study Hub proposed to open in March 2025. The library programs team is on track to deliver the stretch target of 2,000 programs this financial year.</p> <table><tr><td>KPI</td><td>Number of programs delivered</td></tr><tr><td>Annual Target</td><td>1,800</td></tr><tr><td>YTD Result</td><td>1,069 programs delivered</td></tr></table>	KPI	Number of programs delivered	Annual Target	1,800	YTD Result	1,069 programs delivered	 On track
KPI	Number of programs delivered								
Annual Target	1,800								
YTD Result	1,069 programs delivered								
<b>Public Health Services</b> Provides effective regulatory response to public health risks and deliver innovative and	S1.1	<p>The Public Health Services team has demonstrated a strong overall performance for the period, despite operating in a highly challenging regulatory environment. The volume and complexity of work requests being received, combined with the increase in formal enforcement actions, has placed significant pressure on the team's limited resourcing. To address this, a review of current processes and procedures is currently in progress, which will include the prioritisation of work requests based on their public health risk.</p>	 On track						

# Corporate Business Plan 2024/25

## Mid-year Performance Report






accessible public health programs that promote health and well-being in the community.		<b>KPI</b>	Investigation of public health issues and complaints	
		<b>Annual Target</b>	75 per cent completed within 30 days	
		<b>YTD Result</b>	86 per cent resolved within 30 days	
<b>Security Services</b> Provides a reliable security and CCTV network to protect the functionality of the City's assets.	S1.1	Security Services is on track with the security program being completed as planned. Customer service continues to remain high with very few complaints having been received during the period. In addition, the team has helped with several police investigations, which have improved community safety.		 On track
		<b>KPI</b>	Percentage of reactive customer service requests compliant with the customer service charter	
		<b>Annual Target</b>	95 per cent	
		<b>YTD Result</b>	95 per cent	
<b>Swan Volunteer Centre and Services</b> Provides and promotes best practice volunteering support and resources for individuals, organisations and community groups.	S1.2	Swan Volunteer Centre and services are on track with progress in several key areas. The Service Agreement was successfully acquitted with positive feedback from the Department of Communities, noting the increase in volunteer interest and engagement. The implementation of a new volunteer recruitment practice has been effective, with an average of 150 applications per month leading to successful volunteer placements. The Beechboro Hub has generated strong interest, and a Draft Volunteer Plan 2025/2030 has been developed. Training and information sessions have met KPIs, while continued outreach efforts with TAFE, Job Service Providers, and social media promotion have further increased awareness and engagement.		 On track
		<b>KPI</b>	Adherence to National Standards and Legislations	
		<b>Annual Target</b>	Annual implementation and review of relevant policies and procedures	
		<b>YTD Result</b>	City of Swan Volunteering Policy has been reviewed and successfully adopted by Council. City of Swan Volunteering Management Practice has been developed, reviewed and endorsed by Executive.	
<b>Youth Development Services</b> Provides a range of programs,	S2.1	Youth Development Services is currently on track. All place-based, youth center, and specialised programs are progressing well with young people actively involved in consultations, asset projects, and community events. Capacity-building efforts have focused on supporting City		 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report


events and opportunities to young people who live, work or recreate within the City of Swan.		staff with training on youth issues and ensuring continuous improvement in service delivery. Youth Committees remain active, planning events and enhancing communication with the Council. Additionally, planning for the Hyper 2024 event is progressing well, and the Hypervision Art Competition was successfully delivered.	
	<b>KPI</b>	Number of structured and semi-structured activities delivered	
	<b>Annual Target</b>	20 sessions	
	<b>YTD Result</b>	Total of 16 structured programs (120 sessions) delivered in this period.	

### Social key projects

Project	SCP objective	Overall performance comment	Performance status
Public health statutory inspections applications process review	S1.1	The public health statutory inspections applications process review identified incompatibility with the current Pathway UX system. All technology-based service improvements will be further addressed through the TechOne compliance module being conducted.	 On track
Leisure facility bookings system replacement	S1.1	The leisure facility bookings system replacement project is progressing well with the contract awarded. The working group has been established to inform system requirements and engage key stakeholders. The first start-up meeting will be held in February 2025.	 On track
Arts and Culture Plan	S1.2	The 10-year Arts and Culture Plan is in development with the RFQ completed and awarded in December. The current timeline will deliver a first draft of the Plan in June 2025.	 On track
Develop new Reconciliation Action Plan (RAP)	S2.1	Development of the new Reconciliation Action Plan (RAP) is in progress. Three internal working group meetings and two external working group meetings have been held this period while the City develops the next RAP. Actions from the previous RAP will continue to be delivered through this period.	 On track
Develop Children and Families Action Plan	S2.1	The City has obtained a consultant to develop the new Children and Families Action Plan. The creation of the Plan will be fully grant funded by the Australian Early Development Census (AEDC). Internal meetings across the organisation identified gaps within the skeleton plan that was created. The process will continue in the new year with further improvements and updates.	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

<b>Youth Plan review</b>	S2.1	<p>The Youth Plan review process has started, this review will guide the City's actions through to 2036, with regular reviews in between. A desktop review is in progress, focusing on changes since the last review and emerging trends, with an external peer review planned. An internal working group is assessing the current implementation schedule and identifying actions and youth forums will inform the next iteration of the implementation schedule and plan. Completion of the review is targeted for June 30, 2025.</p>	 On track
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### 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

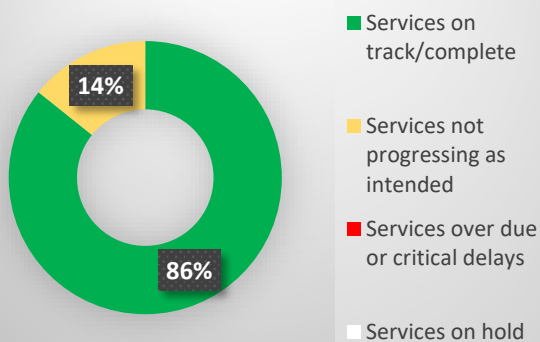
B3.1 Advocate and provide sustainable transport solutions

#### Key informing strategies and plans

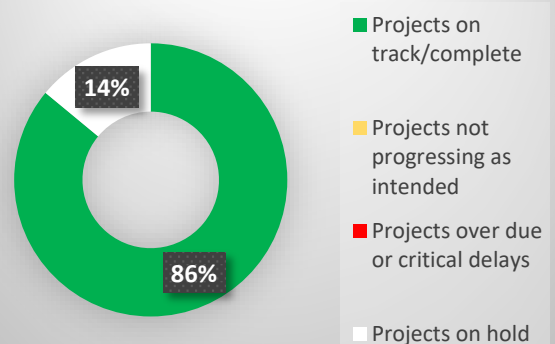
- Local Planning Strategy
- Asset Management Strategy
- Local Planning Scheme
- Transport Plan
- Community Infrastructure Plan (City Wide).

#### Progress against the Built Environment KRA

##### Built Environment services






##### Built Environment projects



# Corporate Business Plan 2024/25




## Mid-year Performance Report

### Built Environment services

Service	SCP objective	Overall performance comment and service KPI (YTD)		Performance status
<b>Asset Planning and Management Services</b> Provides management to the City's infrastructure, community facilities, land, and natural environment assets.	B2.1	Asset planning and management services are on track to deliver all KPIs. Service improvement initiatives continue, including process mapping and a review of the approach for community infrastructure planning. Project charters for 2024/25 are complete and have been handed over to design and project delivery services, pending adoption of the annual budget. All operational projects are on track for completion within the financial year.		 On track
		<b>KPI</b>	Capital Works Process (targets Percentage of project charters completed per the Capital Works Process)	
		<b>Annual Target</b>	100 per cent completion by October each year	
		<b>YTD Result</b>	99 per cent 2025/26 charters completed and fully handed over to Project Management. One remaining charter in review.	
<b>Building Approval Services</b> 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	Building approval services have performed well despite challenges in the regulatory environment, human resourcing and system shutdowns, which have impacted customer service outcomes. The determination target for residential design code applications is now 90 days to align with the statutory period. All applications are consistently determined well within this new timeframe, although a reporting mechanism for tracking this timeline has yet to be established.		 Not progressing as intended
		<b>KPI</b>	Applicable building applications assessed within 10-day statutory timeframe.	
		<b>Annual Target</b>	100 per cent	
		<b>YTD Result</b>	97 per cent achieved within statutory timeframe.  On Track to meet target by end of the year - While most statutory timeframes are being met, and backlogs addressed, system challenges are being addressed.	
<b>Construction and Maintenance</b>	B2.1	Maintenance programs are being delivered as planned, with some delays with the building maintenance programs due to changes of contractors and availability of technical trades. Customer service numbers have increased in volume due to signage requests as more of the community		 On track


# Corporate Business Plan 2024/25

## Mid-year Performance Report



Construct and maintain the City's infrastructure.		use Snap Send Solve. This will be addressed and planned for through the 2025/26 service planning process.		
		<b>KPI</b>	Percentage of maintenance programs completed.	
		<b>Annual Target</b>	100 per cent	
		<b>YTD Result</b>	98 per cent. Some minor delays to building maintenance activities due to changeover of contractors.	
<b>Design and Project Delivery</b> To plan, design and deliver the City's Capital Works Program on time, to budget and to the required specification.	B2.1	The Capital Works Program encompasses more than 500 individual projects, of which 266 require handover (some projects are grouped for a combined handover). Presently, 94 projects (35 per cent) have reached the handover stage, aligning with expectations for this point in time, as most handovers are anticipated in the latter part of the financial year. For the design team, there are 86 projects for 2025/26 delivery which require design. Currently, 9 per cent are completed, which is on track as all designs are progressed throughout the year with the final issued for construction sign off typically occurring in the later part of the financial year.		 On track
		<b>KPI</b>	Percentage of budget committed and expended	
		<b>Annual Target</b>	End of year: 85 per cent Mid-year: 50 per cent	
		<b>YTD Result</b>	Current actuals and commitments: 48 per cent Planned actuals and commitments: 50 per cent	
<b>Fleet and Depot</b> Manages and maintains the City's plant, equipment, fleet, stores and depot sites.	B2.1	Fleet and depot services are on track with delivering the purchasing of fleet for 2024/25, with a continued focus on battery-operated plant and equipment to reduce emissions and support firebreak season. The main challenge that remains is delivery delays from manufacturers and dealers. The depot is well resourced and the depot stores management is running smoothly with the team reviewing methods and working with the State Government to ensure compliance.		 On track
		<b>KPI</b>	Number of replacement purchases made and deliveries meeting safety ratings and emissions as per Motor Vehicle MP-115	
		<b>Annual Target</b>	100 per cent	
		<b>YTD Result</b>	50 per cent	
	B1.1	Planning approval services are on track and are currently exceeding their set key performance indicator targets for		

# Corporate Business Plan 2024/25

## Mid-year Performance Report






<b>Planning Approval Services</b> Implements the City's strategic planning goals via administering the Local Planning Scheme.		the processing of development applications. Processing of subdivisional referrals is currently within 3 per cent of its target and is on track to be achieved by end of the year.	On track
		<b>KPI</b> Processing of designated fast track development applications within 30 days	
		<b>Annual Target</b> 90 per cent within 30 days	
		<b>YTD Result</b> 91 per cent within 30 days	
<b>Strategic Land Use Services</b> Provides integrated strategic land use development, coordination and guidance on a regional and City-wide scale.	B1.1	Strategic land use services overall performance has largely met expectations with most projects being delivered to schedule. Several key project deliverables include: the Local Planning Scheme No.18 and Tree Local Planning Policy ready for advertising, adoption of two Local Area Plans – Bullsbrook and Swan Valley, City of Swan Parking Framework adopted by Council, Local Heritage Survey Stage One assessments completed and the Sustainable Growth Model updated.	 On track
		<b>KPI</b> Local Area Plans annual updates produced	
		<b>Annual Target</b> 100 per cent	
		<b>YTD Result</b> All Local Area Plans annual updates are on track	

### Built Environment key projects

Project	SCP objective	Overall performance comment	Performance status
<b>Draft Local Planning Scheme</b>	B1.1	The Draft Local Planning Scheme (LPS) No.18 was endorsed by Council for advertising at the 13 March 2024 Ordinary Council Meeting. Before the draft LPS is publicly advertised, the Western Australian Planning Commission (WAPC) are required to give their approval. The City has met with and provided a comprehensive response to the Department of Planning, Lands and Heritage (DPLH), with the DPLH officers advising the City's responses would be reviewed in early 2025, to finalise their report to the WAPC.	 On track
<b>Local Planning Strategy</b>	B1.1	The review of the Local Planning Strategy continues, with a series of research documents having been prepared, which are required by the DPLH for Local Government's five-year reviews of the Local Planning Strategy. A council report is currently being prepared per the Local Planning Strategy	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

		Guidelines so that a recommendation can be determined for the next phase of the Local Planning Strategy review.	
<b>Sustainable growth model</b>	B1.1	A model has been prepared and is regularly updated which demonstrates the financial cost of residential growth to the City. The findings of this model provide key evidence based on which planning, advocacy and other City interventions are made. Data from the model is instrumental to the review of the Local Planning Strategy, Bullsbrook industrial growth study, as well as other projects.	 On track
<b>Midland redevelopment</b>	B1.1	Normalisation of the Midland Redevelopment Area is unlikely to proceed in the short term, however the City is currently looking to address need for public realm upgrades throughout Midland. The review of the Midland Activity Centre Precinct Structure is to occur later.	 On Hold
<b>Community Infrastructure Plan</b>	B2.1	The Community Infrastructure Plan is available on the City's website. Key projects in each area for the next five years have been identified and a draft map is currently being developed and reviewed. The anticipated completion date of the map is May 2025.	 On track
<b>Maintenance program review</b>	B2.1	A major review of building maintenance and servicing contracts was carried out to simplify and streamline their use for both staff and contractors. This has made pricing and administration more efficient, resulting in cost savings to the City.	 On track
<b>Local Heritage Survey review</b>	B2.1	The Local Heritage Survey (LHS) review is currently on track with stage one of the LHS assessments having been completed. Stages two and three have been combined and all nominations/existing properties are currently being addressed by the consultant. It is anticipated that advertising of the draft LHS and heritage list will occur in May/June 2025, to then present the proposed LHS and heritage list to Council in about August/September 2025.	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### 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

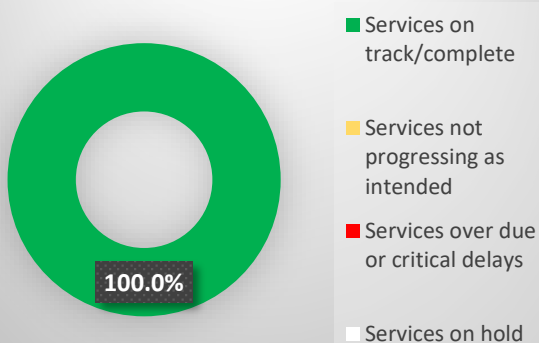
G2.1 Improve capability and capability and responsible

#### Key informing strategies and plans

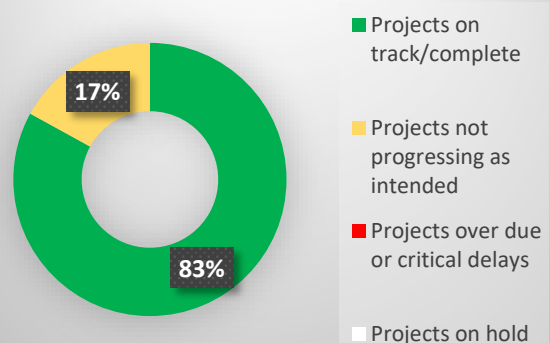
- Long Term Financial Plan
- Workforce and Capability Plan
- Advocacy Priorities
- Local Area Plans (LAPs).

#### Progress against the Governance KRA

##### Governance services






##### Governance projects



# Corporate Business Plan 2024/25




## Mid-year Performance Report

### Governance Services

Service	SCP objective	Overall performance comment and service KPI (YTD)		Performance status
<b>Communications and Engagement</b> Delivers compelling communications and effective engagements on behalf of the City of Swan, with our community and customers front of mind.	G1.2	Communications and Engagement is tracking well, key achievements include partnering with business units to develop, implement and analyse engagement plans and implementation of the new Swan Engage portal. Best practice engagement is being championed through the business partner model, resulting in developing strong working relationships with other services and increased confidence within the community through engagement initiatives.		 On track
		<b>KPI</b>	Increase e-newsletters subscribers by > 10 per cent in 2024/25	
		<b>Annual Target</b>	> 10 per cent in 2024/25	
		<b>YTD Result</b>	20.25 per cent increase in subscribers within the period	
<b>Customer Experience</b> Provides accessible, reliable information to empower the community when they interact and transact with the team and services.	G2.1	Customer Experience demonstrated exceptional adaptability and commitment to meeting the diverse needs of our community, managing an impressive volume of customer interactions across multiple channels. This included facilitating 10,439 live chat interactions, handling 40,894 emails and managing 92,299 phone calls, efficiently navigating peak periods such as rates and animal renewals. These efforts highlight the scalability, resilience, and customer-focused approach of the service delivery.		 On track
		<b>KPI</b>	Emails answered within 48 hours	
		<b>Annual Target</b>	100 per cent	
		<b>YTD Result</b>	100 per cent, throughout the peak season, the Customer Experience maintained a service level of 24 to 48 hours.	
<b>Financial Services and Rates</b> Provides comprehensive, compliant and reliable financial advice, data and management to suit	G2.1	Financial Services and Rates is tracking well with all rates notices being issued within the legislated timeframe. The City's annual budget for 2024/25 was adopted by Council in June 2024 and implemented as of July 1, 2024, with the mid-year budget review currently being conducted and the development of the 2025/26 annual budget and Long-Term Financial Plan significantly in motion. All reporting deadlines and requirements have been met for the period. The UV Review is currently delayed due to a Council resolution.		 On track


# Corporate Business Plan 2024/25

## Mid-year Performance Report



organisational and customer needs.		<b>KPI</b>	Issue the rates notices within the legislated timeframe.	
		<b>Annual Target</b>	Percentage issued within timeframe	
		<b>YTD Result</b>	100 per cent	
<b>Governance</b> 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	Governance service delivery is currently on track for the period with the centralisation of all legal services for the City, resulting in achieved oversight of external legal spend. The Governance Framework is going to the Ordinary Council Meeting on February 12, 2025, for adoption and will be published on the City's website to help provide greater transparency for the community on the City's governance. The approved Integrity Framework will form part of the report on the Governance Framework at the February Ordinary Council Meeting, further enhancing the suite of governance resources available on the City's website.		 On track
		<b>KPI</b>	Timely, accurate information provided for the scheduling agenda forums, Council meetings, briefings and workshops	
		<b>Annual Target</b>	Agendas uploaded to website a week before meeting	
		<b>YTD Result</b>	100 per cent achieved for the period	
<b>Human Resources</b> Provides advice, support and ensures regulatory compliance in relation to human resourcing	G2.1	Human Resources service delivery is currently on track. The Workforce and Capability Plan continues to be implemented with responses for the Employee Development Program (EDP) currently being reviewed. The Employee Branding and Employee Value Proposition report is complete and is awaiting feedback. The City conducted a Psychosocial Risk Assessment for employees, with the report received from consultants for review and actioning.		 On track
		<b>KPI</b>	Percentage of staff turnover	
		<b>Annual Target</b>	13 per cent or below	
		<b>YTD Result</b>	14.95 per cent	
<b>Information Systems</b> Manages the City's information and	G2.1	Information systems are on track, including the IS Replacement Program. The implementation of TechOne is progressing, including the Property and Rating module and the appropriate upgrades. This service has significantly improved with the creation and implementation of the Digital Transformation Board,		 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report





digital services with a focus on improving and transforming customer service and business capability.		which is responsible for strategically overseeing the City's information and communications technology framework and IT priorities.	
		<b>KPI</b> All employees and Elected Members to Multi Factor Authentication	
		<b>Annual Target</b> 100 per cent	
		<b>YTD Result</b> 100 per cent	
<b>Organisational Planning and Development</b> Drives continuous improvement to build capacity, efficiency and quality, bringing to life and delivering our community's vision, values, aspirations and priorities.	G2.1	Organisational Planning and Development is on track, key major projects delivered include: Development of the Social Strategy, the Change Framework, which was endorsed by Executive and a corporate calendar to help the wider organisation with planning and coordination of projects and initiatives. The annual planning process for 2025/26 is in progress and progressing well. The major review of the Strategic Community Plan in line with legislative requirements has started, including initial community consultation.	 On track
		<b>KPI</b> Delivery of corporate projects to agreed scope	
		<b>Annual Target</b> 100 per cent	
		<b>YTD Result</b> All projects have been or are being delivered to agreed scope.	

### Governance key projects

Project	SCP objective	Overall performance comment	Performance status
<b>SCP major review</b>	G1.1	The Strategic Community Plan major review has started, with initial community consultation held in November 2024. The targeted engagement workshop was successful with a wide range of community members involved, where they provided the City with their aspirations and priorities for the next 10 years. The broad community engagement survey opens in February 2025.	 On track
<b>Advocacy Plan</b>	G1.3	Council endorsed the City's list of 70 Financial Advocacy Priorities at a Special Council Meeting in April 2024. Further to this, Council endorsed the list of eight non-financial advocacy items at its November 2024 Ordinary Council Meeting. After Council endorsed the list of Financial Advocacy priorities, fact sheets were prepared for each of the major projects and have been shared with the relevant State and Federal Members. In the lead up to the State and Federal Election, the Mayor, CEO and Executive	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

		Director Place Stakeholder Engagement have been meeting with local State and Federal sitting members and candidates, to advocate for pre-election funding commitments.	
<b>Digital and Technology Plan</b>	G2.1	The Digital and Technology Plan is to be developed in the first half of 2025, with initial projects to be informed through the Digital Transformation Board projects and consultations with stakeholders to occur. The Plan will consider agile working impacts and emerging technologies.	 On track
<b>Corporate performance reporting improvements</b>	G2.1	The City now delivers quarterly key result area performance reporting against the Strategic Community Plan. For the period July-December 2024, the Built Environment and Economic key result areas were delivered. Key service delivery information and the latest results of the SCP's measures are available on the City's website. The Natural Environment key result area is currently in progress and will be available on the City's website in April. This new process supports the City's commitment to improving transparency with our community's.	 On track
<b>Revenue and Rating Plan</b>	G2.1	Adoption of the Revenue and Rating Plan has been delayed in-line with Council's decision at the December 11, 2024 Ordinary Council Meeting. Council resolved to conduct community consultation and engagement prior to Council considering endorsement of the Revenue and Rating Plan. Community consultation and engagement will start in June 2025.	 Not progressing as intended
<b>Leadership and Employee Development Program</b>	G2.1	The City developed a Capability, Behavioural and Accountability Framework during the period May-August 2024. The framework was approved in September 2024, resulting in a request for tender (RFT) for the Employee Development Program. The RFT has been put to market and closed at the end of 2024, the tenders are now under evaluation.	 On track

# Corporate Business Plan 2024/25

## Mid-year Performance Report

### Conclusion

In conclusion, the City's services and projects are largely on track for the first half of the 2024/25 financial year, with significant progress made in key areas.

While there have been challenges, particularly related to resourcing, legislative and regulatory changes, and external dependencies, these are being actively addressed where possible to minimise any impact on delivery.

As we move into the second half of the year, we remain committed to achieving our objectives, continuously monitoring progress, and ensuring that any delays are managed effectively.

The City will continue to report on performance, adjusting as needed to ensure alignment and delivery of our strategic objectives.

The City is currently conducting a major review of its Strategic Community Plan (SCP) 2021-2031, during which the objectives and measures will be thoroughly assessed and refined in line with the community's long-term priorities and aspirations.

This review is a critical step in ensuring that the SCP remains aligned with the evolving needs and aspirations of the community, as well as the City's long-term goals.

By revisiting these key elements, the City aims to enhance the effectiveness and relevance of its services and projects, ensuring they continue to meet community expectations and drive sustainable growth.

The outcomes of this review will play a pivotal role in shaping the future direction of the City. As part of the review, from February 10 to April 30, 2025, the City will be conducting broad and localised engagement with the community to understand their aspirations and priorities over the next 10 years.



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