



# Corporate Business Plan

2025/26 – 2028/29





## 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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# A message from the Mayor and CEO

We're excited to present the City of Swan's Corporate Business Plan (CBP) 2025/26-2028/29, outlining our service and project priorities in alignment with the community's vision and aspirations.

This plan details how we will deliver high-quality services and projects while addressing the financial challenges of a rapidly growing population.

With the City expected to reach 300,000 residents by 2050, we're not only a growth council but also Perth's largest metropolitan local government by geographic area.

Meeting the needs of our diverse people, culture, and places requires thoughtful planning to ensure we are effectively delivering on those needs.

We believe that evolving priorities must inform planning, and we regularly consult our community through a variety of channels.

Our CBP complements our Strategic Community Plan 2021-2031 (SCP) which is currently undergoing a major review and supports the long-term goals by providing clear direction on how we will progress them over the next four years.

To meet the needs of our community, we have one of the largest capital works programs of any local government, and we have successfully advocated on behalf of our community for funding for many projects.

In the 2025/26 financial year, we will receive more than \$34.8 million in grant funding to help us deliver more than \$188 million worth of projects.

In the past 12 months, we've reached significant milestones for our community, including completing earthworks at Swan Active Ellenbrook aquatic and leisure centre,



opening the Ballajura Intergenerational Playspace – Weitj Park, and launching the Ellenbrook Study Hub.

Through this CBP, we'll continue advancing key projects, such as boosting our road network and greening urban streetscapes with tree planting.

We'll also continue to progress/complete these major projects:

- Swan Active Ellenbrook
- Ellenbrook Community Hub
- Brabham District Community Centre
- Neighbourhood Park and Community Building – Murray Road, Brabham
- Gngangara Road Duplication
- Henley Brook Avenue extension from Gngangara Road to Park Street
- Marshall Road roundabout, Beechboro
- Improve streetscapes through the Revitalise Midland project.

The delivery of these and many other projects is made possible by the dedication of Council Members and City staff, whose ongoing commitment continues to shape a vibrant and thriving future for our community.

**Stephen Cain**  
Chief Executive Officer

**Mayor Tanya Richardson**  
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 below. 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 supported 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 and our guiding strategy informed by community aspirations for the future
- **Corporate Business Plan** – four-year plan, detailing the resources and priorities required to implement the first four years of the SCP.

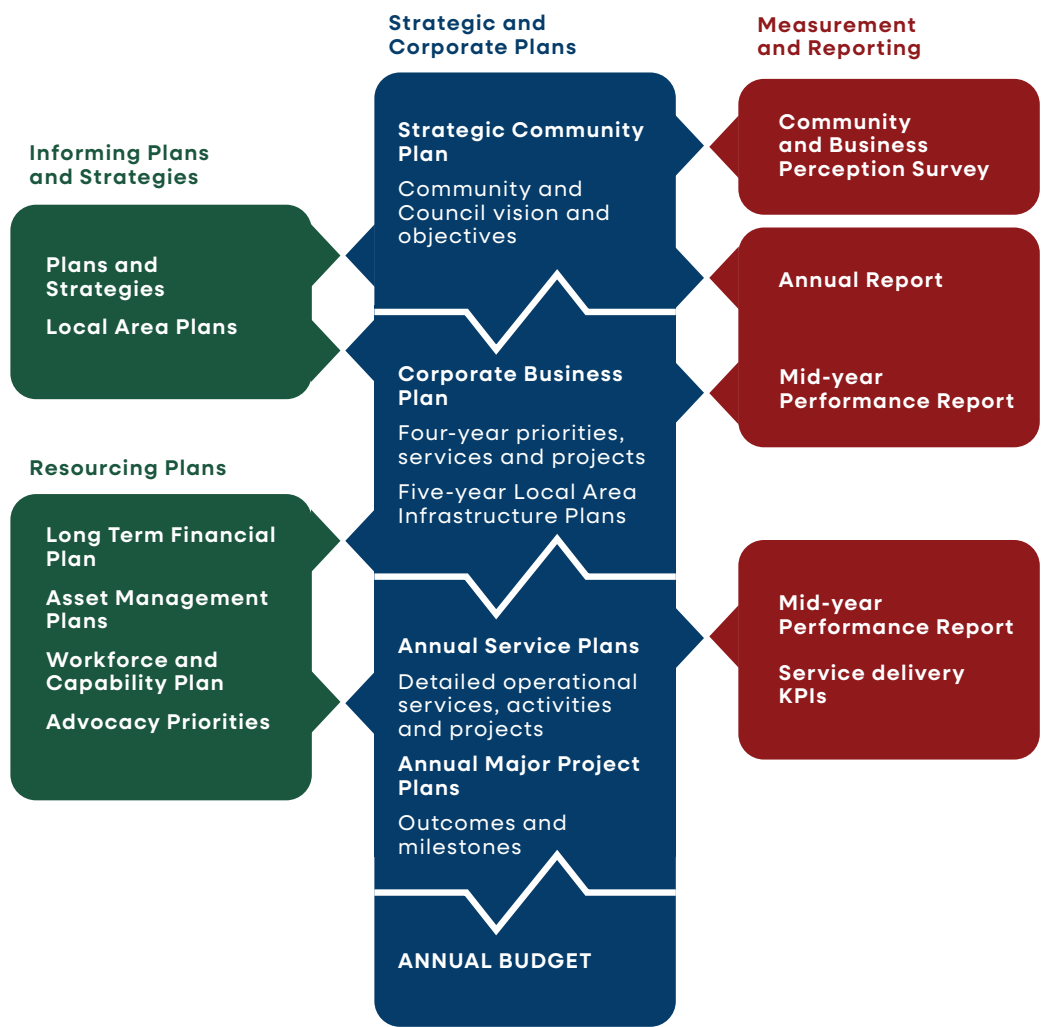
The framework provides local governments with a guide for translating community priorities and aspirations into operational objectives. The plans developed as part of the framework

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.

Core principles of the integrated planning and reporting framework include:

- Understanding the external environment and **community aspirations**
- 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.

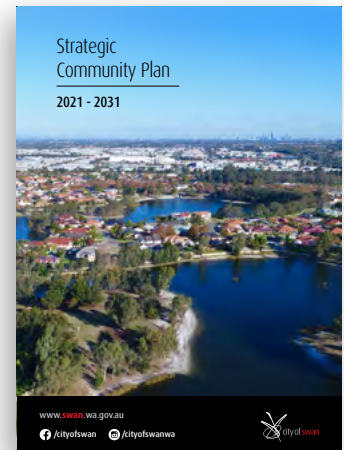


## The Strategic Community Plan 2021-2031

The City's SCP is undergoing a major review in 2024/2025 and is anticipated to be adopted by Council in August 2025. While this CBP is based on the current SCP, it is important to note that a new SCP was under development at the time of writing. The 2025/26 financial year will serve as a transition period, during which the City's planning, service delivery and reporting will begin to align with the updated strategic direction and goals as outlined in the reviewed SCP.

This is the fourth CBP measured against the SCP 2021-2031 through our annual Community and Business Perceptions Survey (CBPS).

Insights from the 2025 CBPS are below:



### Residents



**79%** satisfied with the City's overall performance



**92%** like living in the City of Swan

### Businesses



**76%** satisfied with the City's overall performance



**84%** like owning a business in the City of Swan



# Our Council

## Mayor



**Tanya Richardson^**  
Mayor  
0414 384 734

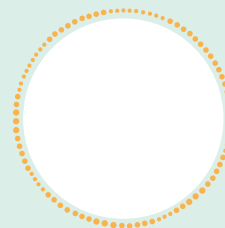
## Altone Ward



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



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



**The office is vacant  
until October 2025**

## 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/Giddegannup Ward



**Cr Rod Henderson^**  
(08) 9267 9267

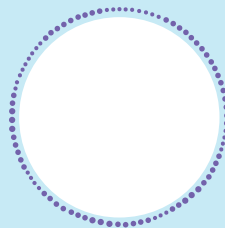


**Cr Charlie Zannino\***  
0412 788 817

## Whiteman Ward



**Cr Haeden Miles^**  
0451 742 093



**The office is vacant  
until October 2025**

\*Term expires in 2025

^Term expires in 2027





City of Swan Ward boundaries



## Council Members

The City's Council comprises of 14 Councillors representing five wards and a popularly elected Mayor (Council Members). Council Members are elected for four-year terms, with half of those terms concluding at each ordinary election. The next local government election will be held in October 2025. Local government elections play a critical role in renewing Council's leadership and ensuring community representation remains strong and responsive.

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 strategically plans for the City's future by overseeing its finances and resources, determining our policies, and ensuring 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 per the *Local Government Act 1995* and the City's Meeting Procedures Local Law 2023. 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 Council and 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. Two examples of the types of Committees include the Audit, Risk and Improvement Committee and the Bush Fire Advisory Committee.



# 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 the metropolitan area and has one of the fastest-growing populations.

Covering an area of 1,042 square kilometres, the City is a beautifully diverse expanse of land, 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 179,207 in 2024 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 23.2 per cent speaking a language other than English at home.

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

## Preserving our environment

The City continues to implement its Sustainable Environment Strategy and associated 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 Groups, sustainable living programs and community education programs like Thinking Green and Branching Out.

Carbon reduction initiatives are ongoing, including LED Streetlight Replacement Program, the ongoing transition to efficient fleet vehicles, and we are on track to exceed a 5-star equivalence at the future Swan Active Ellenbrook.

The City started implementing Food Organics Garden Organics (FOGO) in July 2024, with 24 per cent of properties currently with FOGO. Following initial rollout, the City is reviewing implementation to date before making any necessary changes to the program and continuing implementation. The Waste to Energy project is nearing completion and project planning for E-Waste banned from landfill has started, these three 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 community

The City's population is projected to increase by more than 45,000 people over the next 10 years and by almost 120,000 by 2050, representing a 67 per cent increase on our current population. The map on page 13 details the City's projected population growth in key areas by 2050.

The City continues to plan for and deliver infrastructure and services in line with the needs of our growing communities. We are achieving this by implementing our two newly endorsed documents, the Social Strategy and Community Infrastructure Plan.

We provide for diverse community needs through the ongoing enactment of our Access and Inclusion Plan, Reconciliation Action Plan, Youth Plan and Community Health and Wellbeing 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 by Council in June 2024. The City has started delivering the actions within the plan to improve community safety for our communities.

The Economic Development Strategy was endorsed in November 2024. The strategy outlines key principles to attract investment, grow and support local businesses, and strengthen the City's employment areas. By advocating for essential infrastructure and fostering a business-friendly environment, the strategy aims to create more local jobs, enhance economic resilience, and deliver long-term benefits for the broader community.

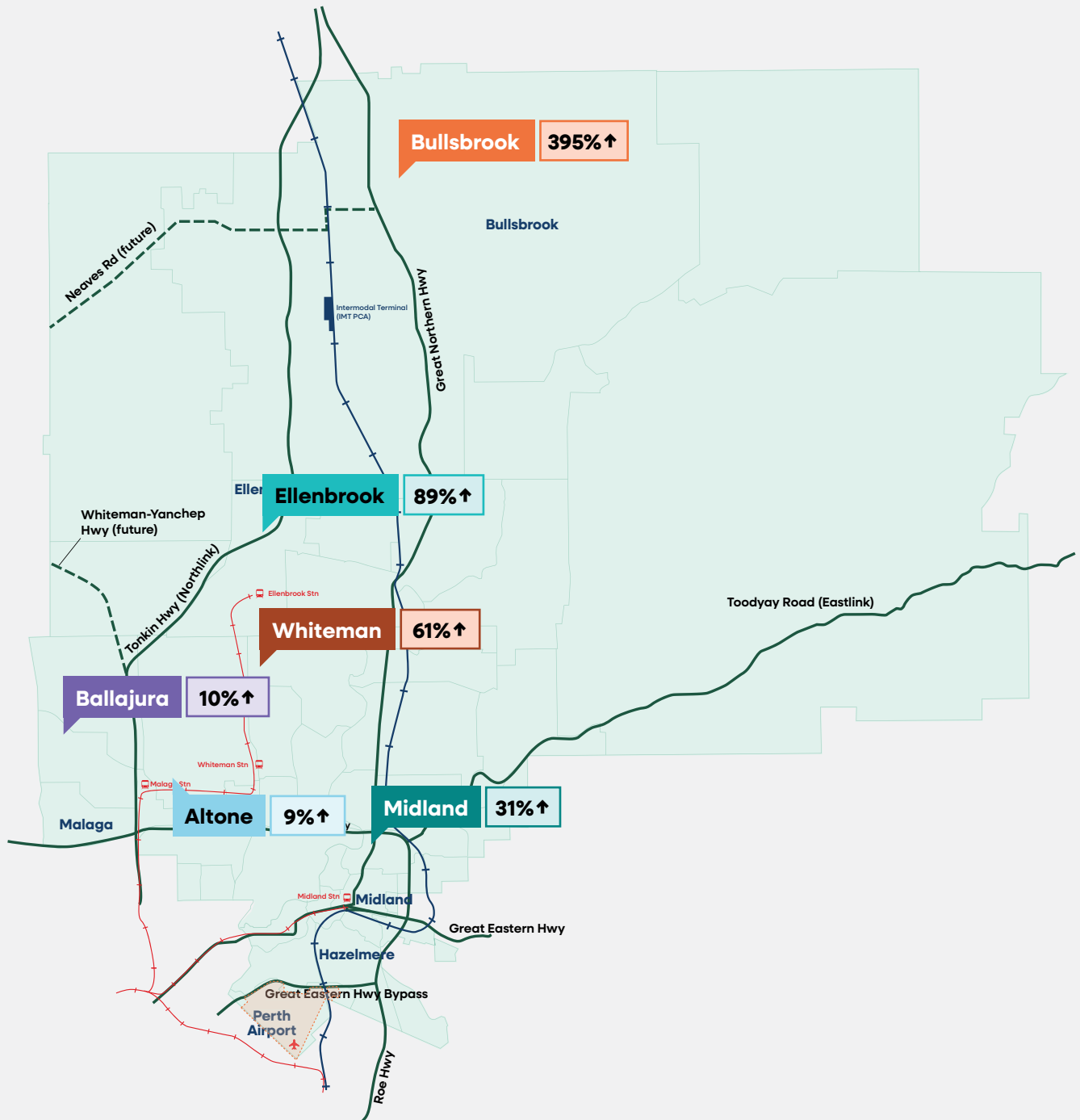
Our expansive geographic size, natural and heritage assets, and population growth highlight the need for our local area planning approach. This approach enables unique and sustainable economic, environmental and community development in our new, emerging and existing areas.

See page 18 for more information about the City's approach to local area planning.



A family enjoying a city community event

## City of Swan projected population growth 2024-2050



|              | Population |        | Population change (%) |
|--------------|------------|--------|-----------------------|
|              | 2024       | 2050   |                       |
| ● Bullsbrook | 6,482      | 32,093 | 395% ↑                |
| ● Ellenbrook | 52,024     | 98,439 | 89% ↑                 |
| ● Whiteman   | 29,191     | 46,973 | 61% ↑                 |
| ● Ballajura  | 19,644     | 21,677 | 10% ↑                 |
| ● Altone     | 24,136     | 26,411 | 9% ↑                  |
| ● Midland    | 16,357     | 21,347 | 31% ↑                 |

## About our community

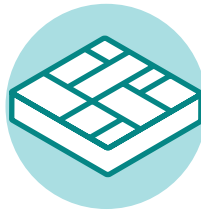
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### Size of Swan



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

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



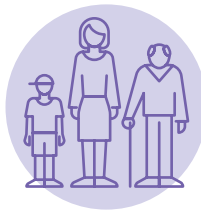
**42  
suburbs**

### Our people



**196,737**

forecast resident population in 2029\*



**35 years**

is the median age of our residents\*

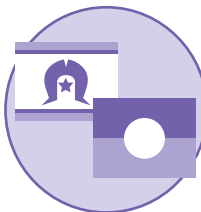


**12.2%**

of our residents are volunteers\*



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



**5,298**

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

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

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

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



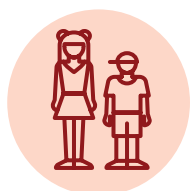
## Our assets



**6**  
libraries



**3**  
leisure centres



**6**  
youth centres



**1,257ha**  
of managed natural  
resource areas

## Our homes



**74,734**  
forecast total dwellings in 2029\*



**2.69**  
persons average  
household size\*

## Our economy



**87,450**  
local jobs in the City of Swan\*



**12.3%**  
healthcare and  
social assistance



**11.4%**  
construction



**11.3%**  
transport, postal and  
warehousing



**11.2%**  
retail trade



**7.6%**  
manufacturing



**7%**  
education and training



**13,301**  
total GST registered businesses\*



**\$13.89B**  
gross regional product (GRP)\*



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

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

# Our services

## An overview of our services

The City has 37 services, each with a specialised, unique role 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 and businesses to achieve the community vision of “A sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing”.

Pages 50-59 summarise 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><br><i>Sustainable, green and peaceful</i>  |  <b>Economic:</b><br><i>Thriving and vibrant</i>  |  <b>Social:</b><br><i>Diverse, engaged and safe</i>   |  <b>Built Environment:</b><br><i>Modern and connected</i>  |  <b>Governance:</b><br><i>Progressive and responsible</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> | <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> | <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> | <ul style="list-style-type: none"> <li>• Asset planning and management services</li> <li>• Building approval services</li> <li>• Building maintenance and servicing</li> <li>• Civil infrastructure construction</li> <li>• Design and project delivery</li> <li>• Engineering infrastructure and lighting maintenance</li> <li>• Fleet and depot</li> <li>• Planning approval services</li> <li>• Strategic land use services</li> </ul> | <ul style="list-style-type: none"> <li>• Communications and engagement</li> <li>• Customer experience</li> <li>• Financial services and rates</li> <li>• Governance</li> <li>• Human resources</li> <li>• Information systems</li> <li>• Organisational planning and development</li> </ul> |

# Our organisation

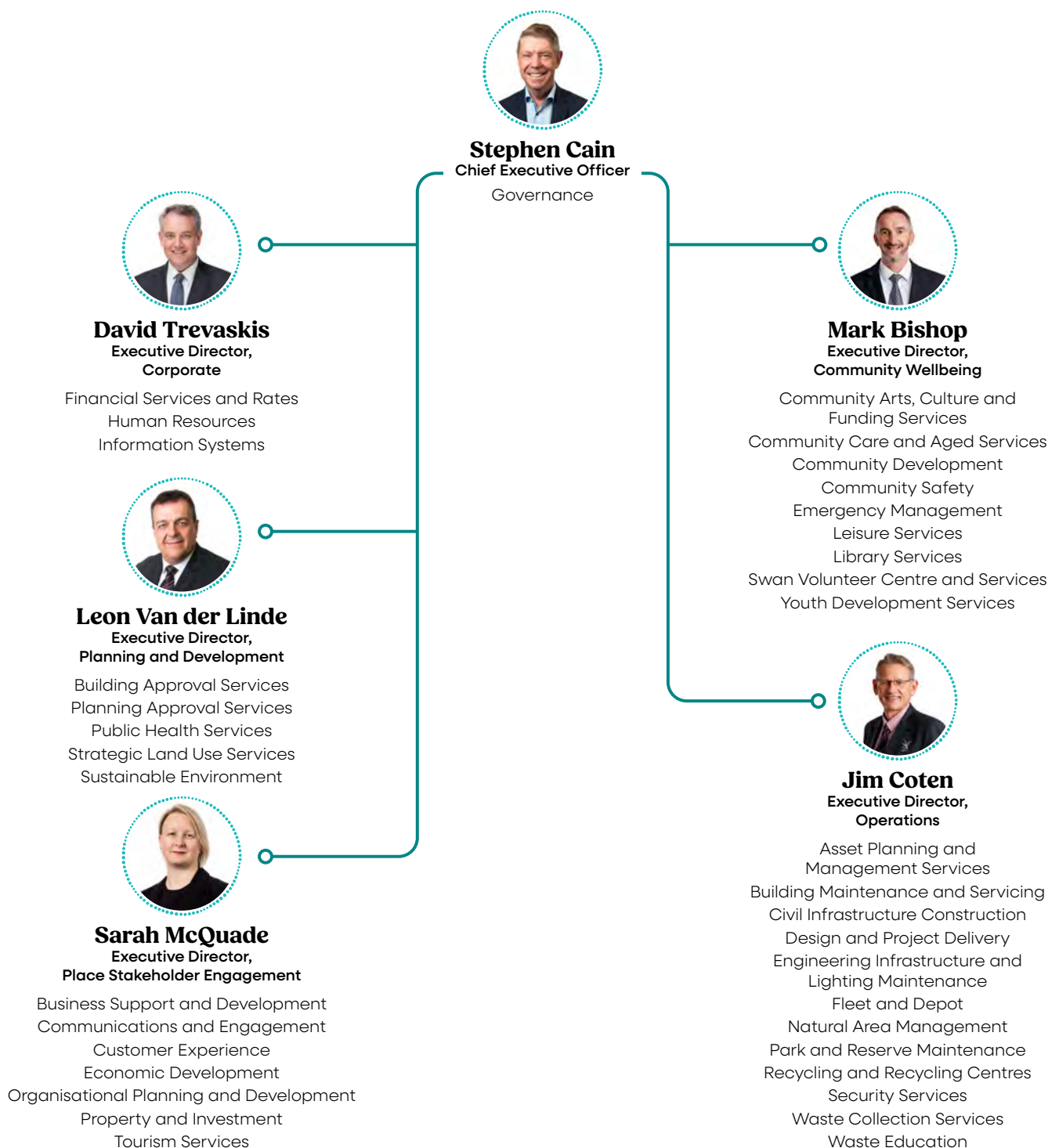
## The Executive Team

The role of our Executive Team is to provide ethical, transparent and accountable leadership and strategic management for our organisation, while 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 neighborhoods, including businesses, 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. The priorities formed through the local area planning process are then used to inform service delivery across the local areas.

## Background report

The City undertakes a thorough review of the local area, including known issues, key projects and opportunities. This information is used to formulate a background report and to inform the consultation with the local community.

## Community consultation

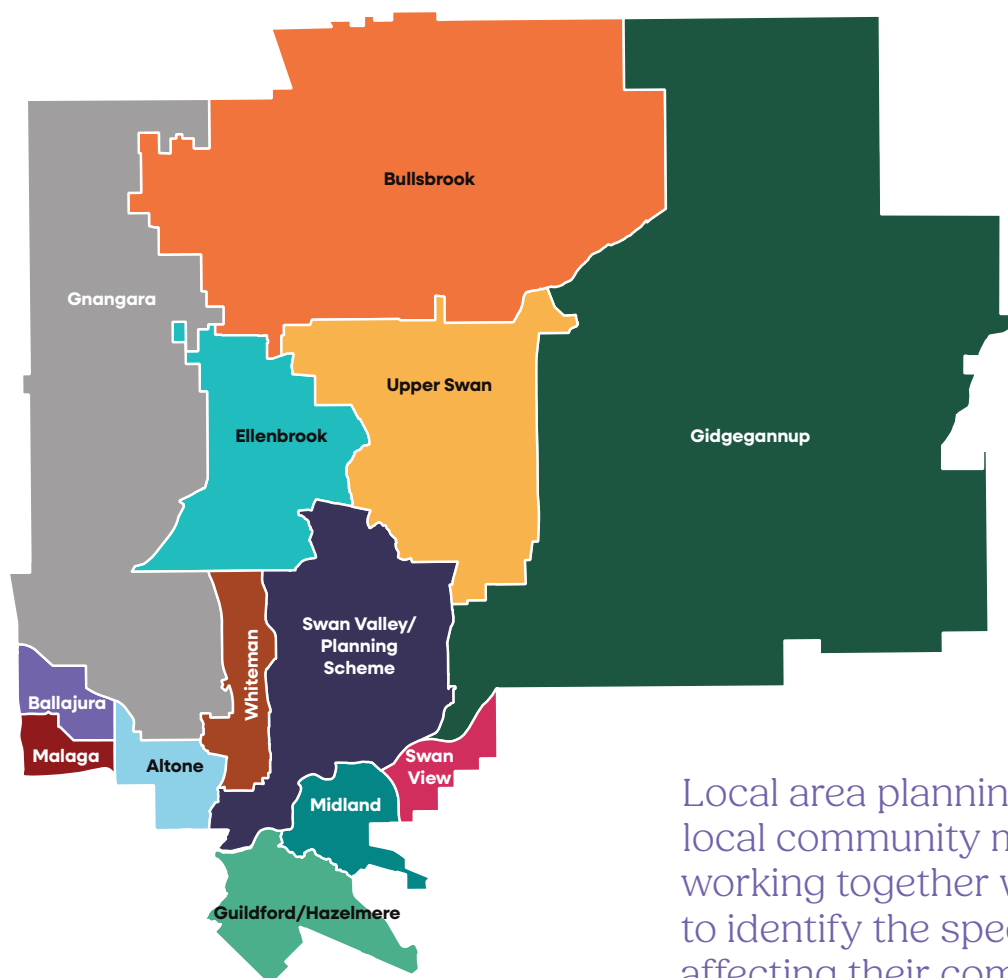
The City conducts community consultation to determine what the community wants the City to prioritise over the next five years.

## 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.



City of Swan local planning areas

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



# Local area priorities and projects



Bruce Elliot Reserve playground, Hazelmere



## Local area snapshot



Residential  
population

**24,136**



Median age

**36**



Persons per dwelling

**2.75**



Aboriginal and Torres  
Strait Islanders

**4.1%**



Born overseas

**38%**



Couples  
with children

**34.3%**

## Altone

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

### Altone local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

#### Priority 3

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

#### Priority 4

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

#### Priority 5

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

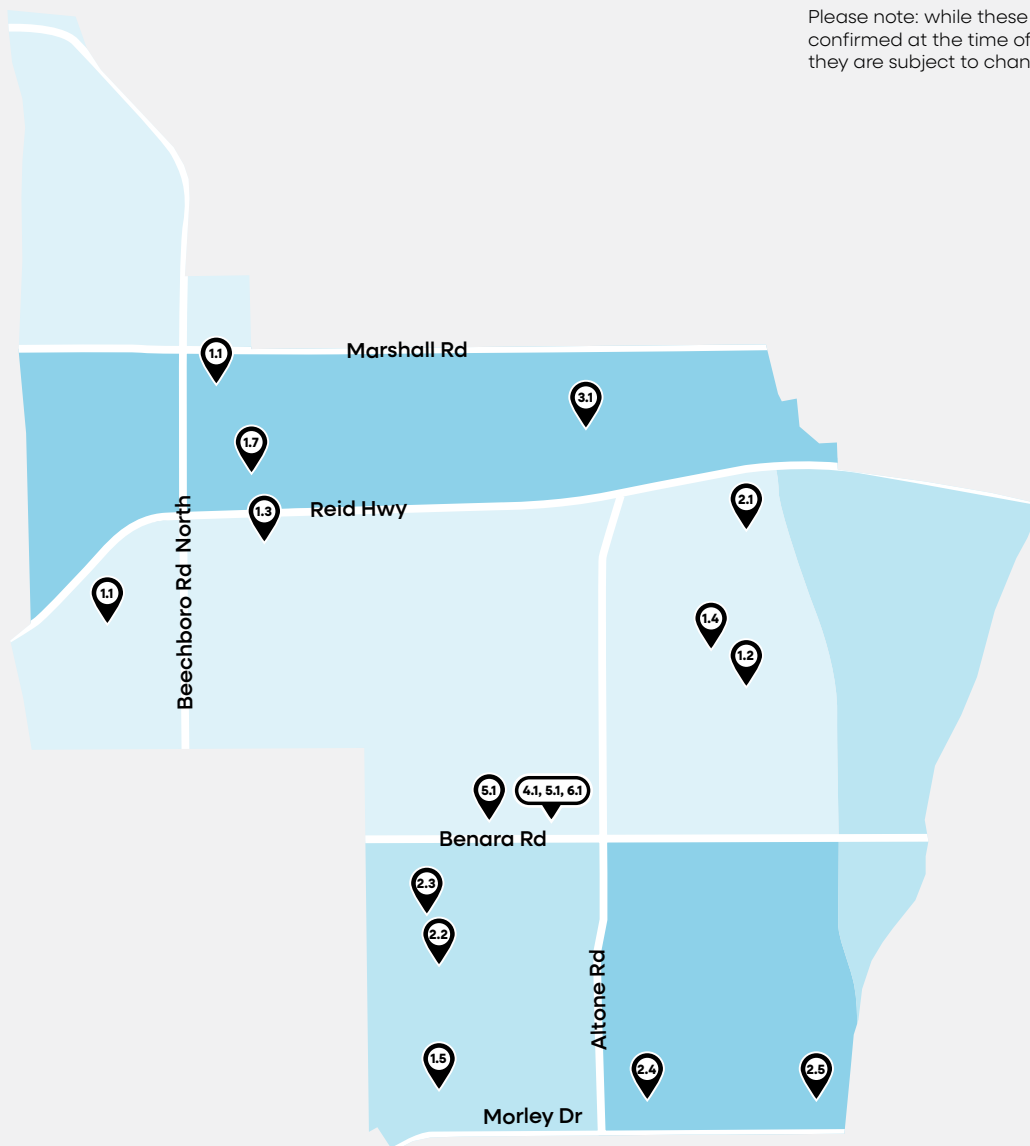
#### Priority 6

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

#### Priority 7

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |  |
|------------|---|------------|--|
| <b>1.1</b> | Installation of a water fountain at Orchid Park and Figtree Park in 2025/26 | <b>2.1</b> | Thorburn Avenue road resurfacing in 2025/26  |
| <b>1.2</b> | Minor parks structure renewal at Maguire Oval in 2025/26                    |            | New footpath construction on the northeast corner of roundabout to connect Bottlebrush Drive to Ivythorne Grove in 2025/26 |
| <b>1.3</b> | New BBQ installation at St Lawrence Park in 2028/29                         | <b>2.2</b> |  |
| <b>1.4</b> | Construction of Beechboro All Abilities Playspace at Hull Park in 2026/27   | <b>2.3</b> | Bus shelter renewal at stop ID15789 on Bottlebrush Drive in Kiara in 2025/26   |
| <b>1.5</b> | Playground refurbishment at Forrest Park in 2026/27                         | <b>2.4</b> | New streetlights installation at Scanlon Way and Jennings Way in 2025/26   |
| <b>1.6</b> | Exercise equipment installed at Altone Park in 2026/27                      | <b>3.1</b> | Future tree planting in Bennett Springs  |
| <b>1.7</b> | Playground refurbishment at Fairywren Park in 2028/29                       | <b>5.1</b> | Upgrades to Altone Skate Park and BMX upgrade in 2026/27   |
| <b>1.8</b> | Lighting renewal at Maguire Oval in 2028/29                                 | <b>4.1</b> | Delivery of programs and events at the Beechboro Library in 2025/26  |
| <b>1.9</b> | Playground refurbishment at Ottawa Park in 2029/30                          | <b>5.1</b> |  |
|            |   | <b>6.1</b> |  |



## Local area snapshot



Residential  
population

**19,644**



Median age

**37**



Couples  
with children

**38%**



Lone-person  
household

**17%**



Aboriginal and Torres  
Strait Islanders

**2.1%**



Born overseas

**37%**



Language at home  
other than English

**31%**



Needs assistance  
with core activities

**4.8%**

## Ballajura

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

### Ballajura local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

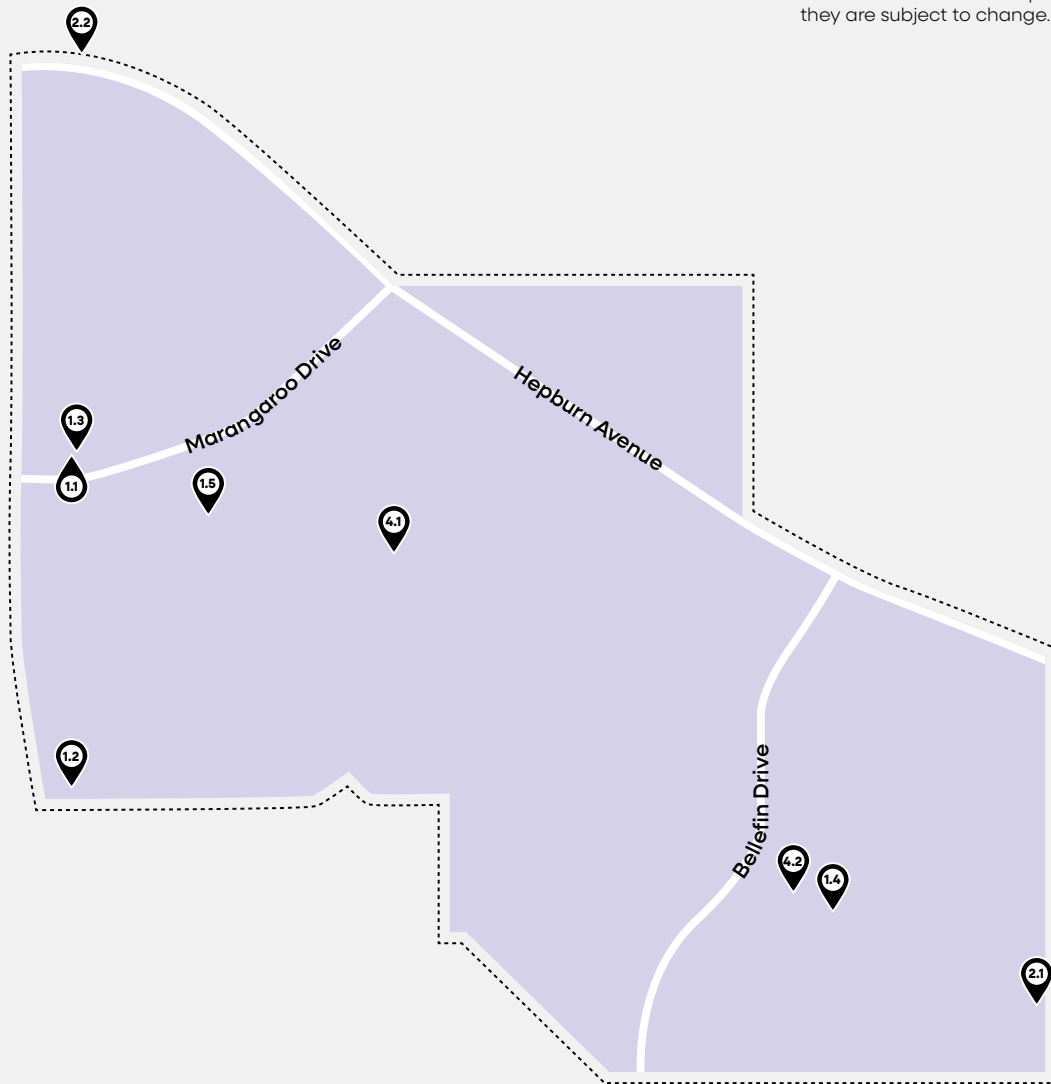
#### Priority 3

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

#### Priority 4

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |   |
|------------|---|------------|---|
| <b>1.1</b> | Upgrade of irrigation system at Ballajura Oval to comply with waterwise principles in 2025/26 | <b>2.1</b> | The City is working with METRONET to maximise the community benefit of the new footbridge across Tonkin Highway |
| <b>1.2</b> | Emu Swamp bushland preservation continuing in 2025/26   | <b>2.2</b> | Upgrade of streetlights across various streets in Ballajura to LED, program starting in 2025/26                 |
| <b>1.3</b> | Installation of exercise equipment at Ballajura Oval in 2025/26                               | <b>4.1</b> | Swan Active Ballajura entry reconfiguration in 2027/28  |
| <b>1.4</b> | Lighting upgrade to Karijini Oval in 2027/28  | <b>4.2</b> | Upgrade and renewal of the South Ballajura Community Centre in 2030/31  |
| <b>1.5</b> | Playspace refurbishment at Bayview Park in 2028/29  |            |   |

## Local area snapshot



Residential population

**6,482**



Couples with children

**35%**



Born overseas

**19%**



Lone-person household

**18%**



Aboriginal and Torres Strait Islanders

**2.8%**



Technicians and trade workers

**33%**



Needs assistance with core activities

**4.6%**



Median age

**37**

## Bullsbrook

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

### Bullsbrook local area priorities

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

### Successes

#### Priority 1

- Bullsbrook Youth Centre furniture, fittings and equipment replacement
- Facilitation of a home schooling “Give a Hoot” market and education day in March

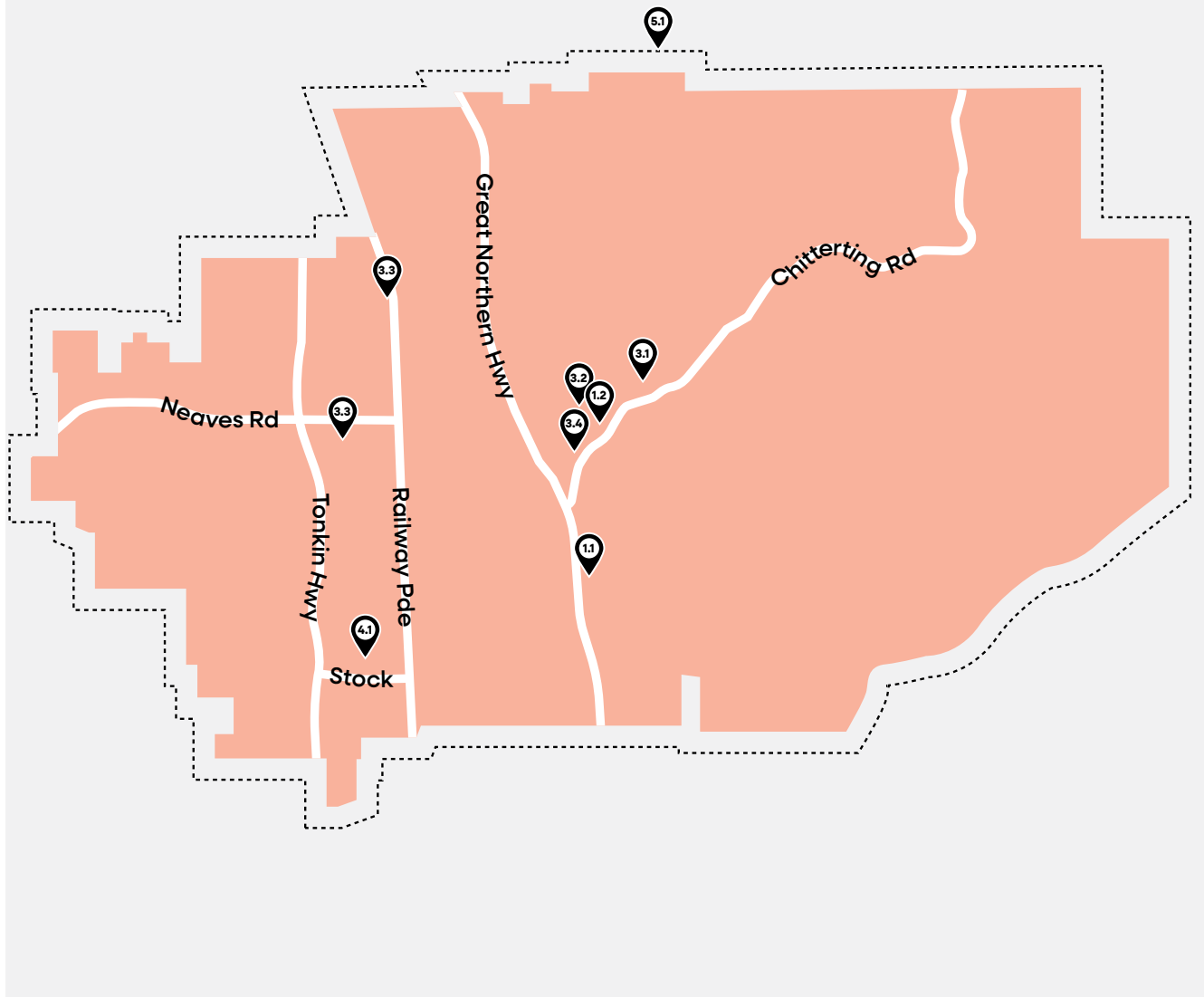
#### Priority 3

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

#### Priority 4

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |   |
|------------|---|------------|---|
| <b>1.1</b> | Bullsbrook District Open Space construction in 2028/29  | <b>3.4</b> | Pickett Park Oval lighting upgrade in 2028/29   |
| <b>1.2</b> | Increase in services and programs delivered by Bullseye Youth Centre in 2025/26               | <b>4.1</b> | Next stage construction of Bullsbrook Recycling Centre renewal in 2024/25 – 2026/27   |
| <b>3.1</b> | Minor parks structure renewal at Lowery Park in 2025/26                                       | <b>5.1</b> | Continue to support employment opportunities by advocating for an Intermodal Hub and essential service infrastructure to attract and enable business investment |
| <b>3.2</b> | Design of upgrade and renewal of Bullsbrook Sports Club and construction in 2025/26 - 2026/27 |            |   |
| <b>3.3</b> | Installing a water fountain at West Road and Railway Parade in 2026/27                        |            |   |



## Local area snapshot



Residential  
population

**52,024**



Median age

**32**



Couples  
with children

**42%**



Aboriginal and Torres  
Strait Islanders

**3.2%**



Born overseas

**34%**



Lone-person  
household

**17%**

## Ellenbrook

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

### Ellenbrook local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

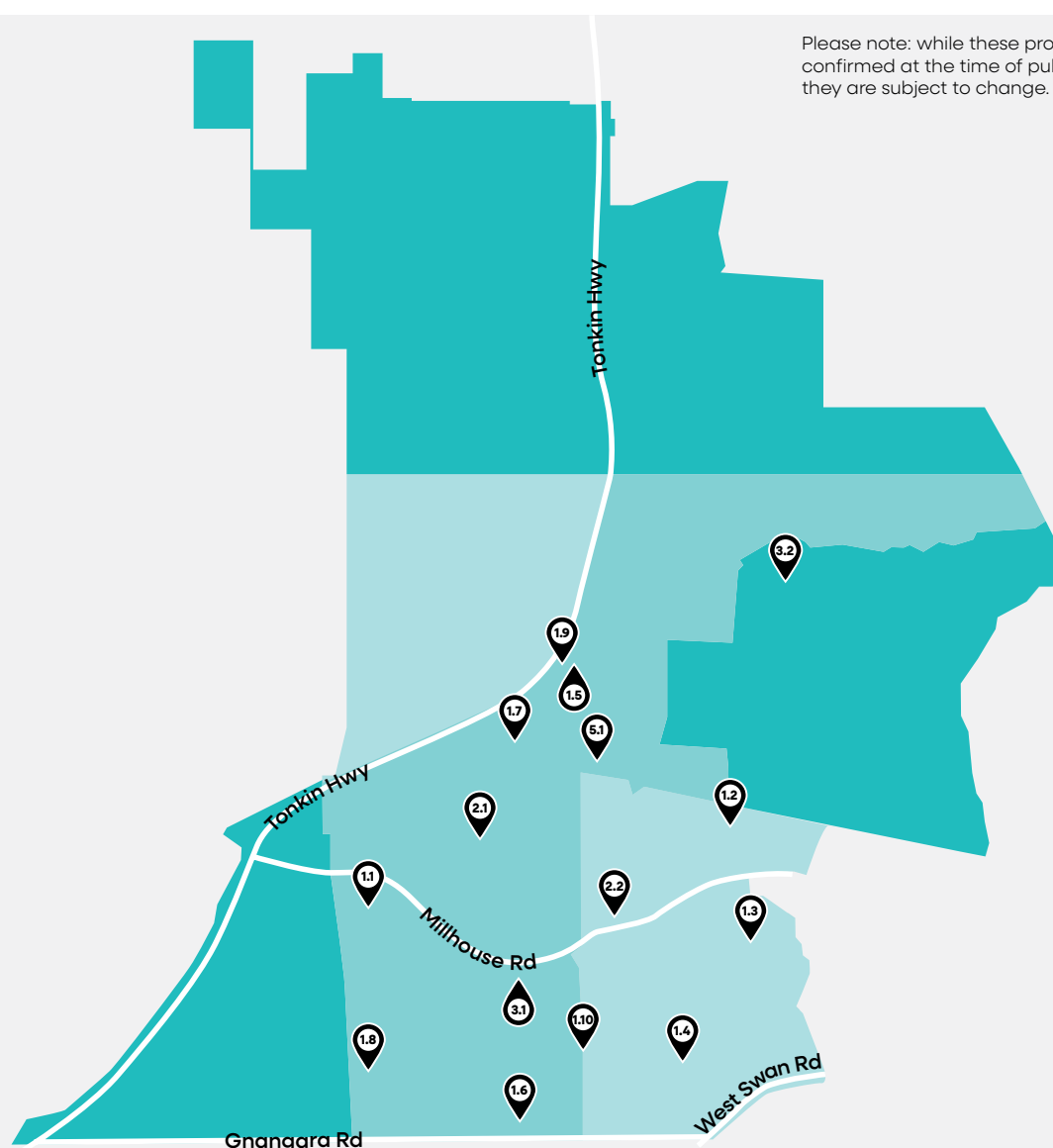
#### Priority 3

- 10 mobile CCTV units deployed throughout the Ellenbrook area

#### Priority 4

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|     |   |      |  |
|-----|---|------|--|
| 1.1 | Swan Active Ellenbrook planning and construction 2024/25-2026/27          | 1.9  | Installation of water fountain at Mussellbrook Park in 2027/28                       |
| 1.2 | Design of Parkour Area at Ellenbrook District Open Space South in 2025/26 |      | Completion of a shared path along Westgrove Drive and Henley Brook Avenue in 2026/27 |
| 1.3 | Improved lighting around the lake at Hollingsworth Park in 2028/29        | 1.10 |  |
| 1.4 | New dog play equipment in Aveley Dog Park in 2028/29                      | 2.1  | Landscaping upgrade works along The Broadway in 2025/26                              |
| 1.5 | Ellenbrook District Open Space North Pavilion redevelopment in 2026/27    | 2.2  | Tree planting along Wistful Parade and Egerton Drive in 2026/27                      |
| 1.6 | Woodlake Sports Ground upgrade in 2027/28                                 | 3.1  | Installation of automatic timer gate at Louisa Grove, Ellenbrook in 2025/26          |
| 1.7 | Installation of soccer goal at Oakhill Park in 2026/27                    | 3.2  | Installation of new streetlights along Barbera lane in 2025/26                       |
| 1.8 | Installation of exercise equipment at Forestview Park North in 2028/29    | 5.1  | Ellenbrook Community Hub construction in 2024/25-2026/27                             |

## Local area snapshot



Residential  
population

**3,234**



Median age

**47**



Couples  
with children

**39%**



Aboriginal and Torres  
Strait Islanders

**1.5%**



Born overseas

**21%**

## Gidgegannup

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

### Gidgegannup local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

#### Priority 4

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

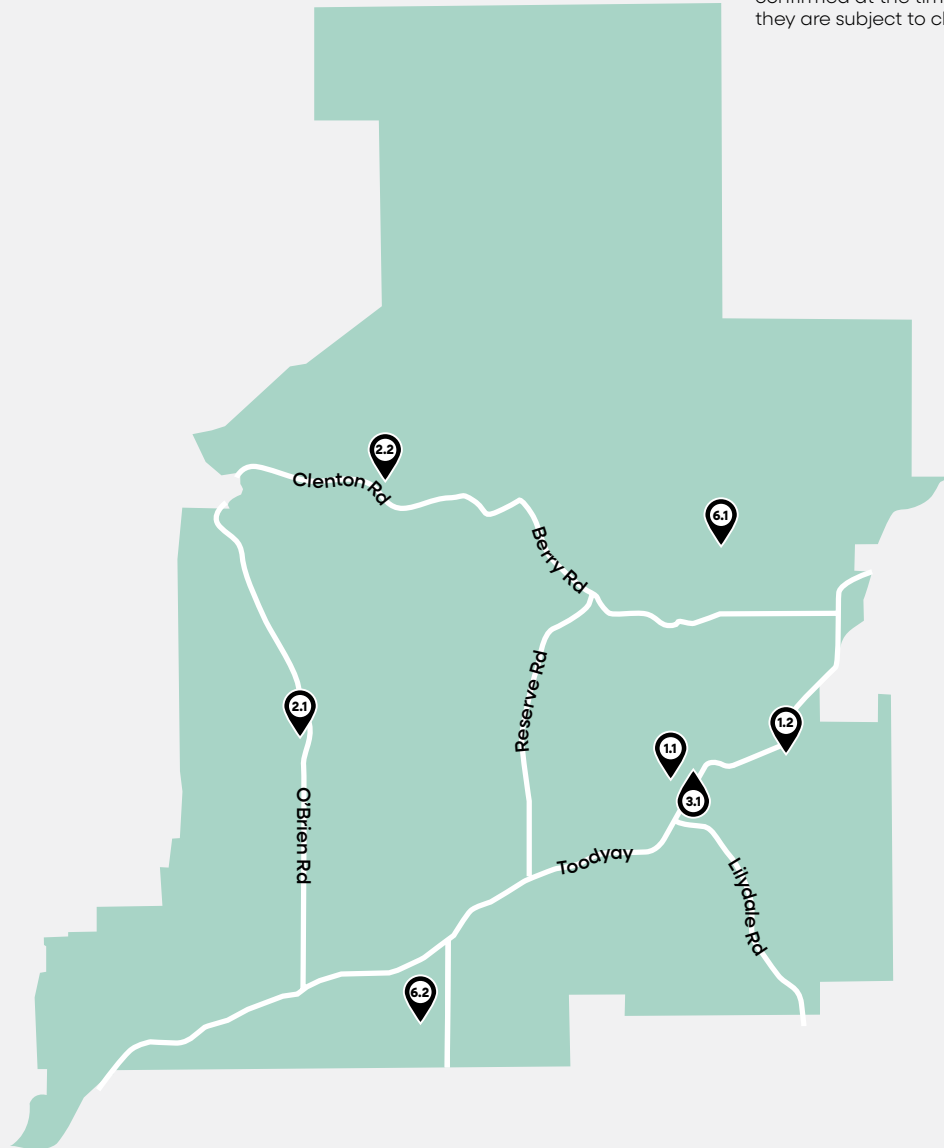
#### Priority 6

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

#### Priority 7

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |  |
|------------|---|------------|--|
| <b>1.1</b> | Construction of a new mens shed at the Gidgegannup Mens Shed in 2025/26           | <b>3.1</b> | Installing a solar photo voltaic for Gidgegannup Agricultural Hall in 2025/26              |
| <b>1.2</b> | Playground replacement at Noble Falls in 2025/26                                  | <b>6.1</b> | Constructing a fire access track from Berry Road to FR Berry Reserve commencing in 2025/26 |
| <b>2.1</b> | Installation of crash barriers at O'Brien Road in 2025/26                         | <b>6.2</b> | Installing a fire tank at Lakeview Drive and O'Brien Road in 2025/26                       |
| <b>2.2</b> | Redesign signage and pavement marking at O'Brien Road and Clenton Road in 2025/26 |            |  |



## Local area snapshot



Residential  
population

**9,106**



Median age

**39**



Couples  
with children

**32%**



Aboriginal and Torres  
Strait Islanders

**2.4%**



Lone-person  
household

**23%**



Born overseas

**27%**

## Guildford-Hazelmere

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

### Guildford-Hazelmere local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

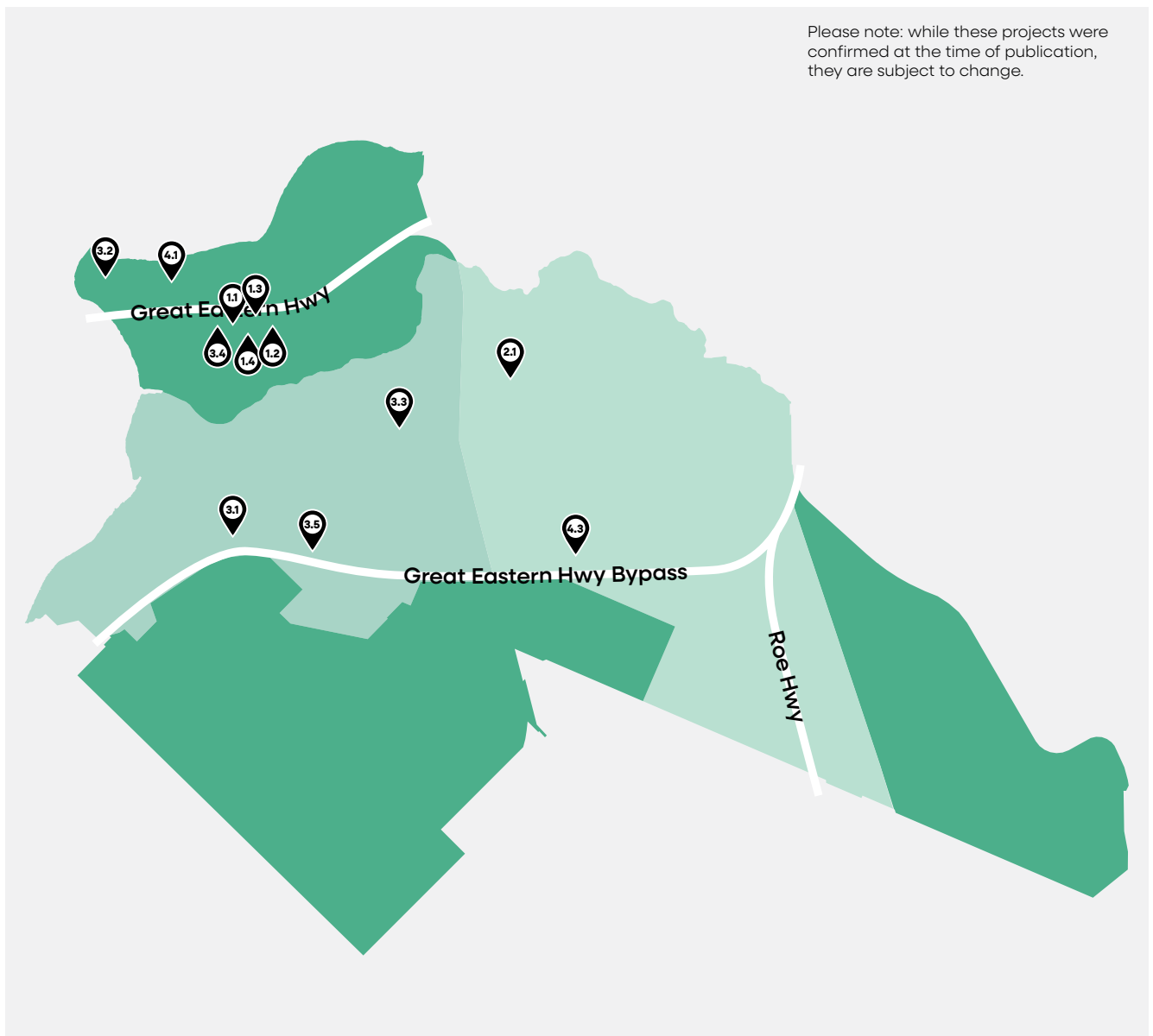
#### Priority 3

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

#### Priority 4

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |  |
|------------|---|------------|--|
| <b>1.1</b> | Construction of renewal upgrades to the Guildford Town Hall in 2026/27  | <b>3.3</b> | Constructing a small section of footpath and pram ramp to connect the existing footpath to Kulungar Elbow in 2025/26 |
| <b>1.2</b> | Playground replacement at King Meadow Oval in 2025/26   | <b>3.4</b> | Constructing a safe active street along Helena Street in 2025/26   |
| <b>1.3</b> | Heritage refurbishments at Garrick Theatre in 2026/27   | <b>3.5</b> | Constructing South Guildford BMX track in 2025/26  |
| <b>1.4</b> | Refurbishment of Guildford library in 2029/30   |            | Additional bollards installed at Stirling Square to prevent unauthorised vehicle access in 2025/26                   |
| <b>2.1</b> | Hazelmere Hall mural art installation in 2025/26  | <b>4.1</b> | Kings Meadow Oval Foreshore erosion management in 2026/27  |
| <b>3.1</b> | Bus shelter renewal at stop ID14041 on Kalamunda Road after Great Eastern Hwy, South Guildford in 2025/26                 | <b>4.2</b> | Design and construct a new shared path on Lloyd Street from Great Eastern Highway to Morrison Road                   |
| <b>3.2</b> | Construct a footpath on Swan Street connecting paths across Market Street and a ramp to the aged care facility in 2025/26 | <b>4.3</b> |  |

## Local area snapshot

Top three industries  
of employment



**construction**  
17.7%

**manufacturing**  
17%

**wholesale trade**  
7.2%



Registered  
businesses

**2,300**



Labour force

**17,146 persons**

## Malaga\*

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

### Malaga local area priorities

- 1 Improving parking compliance and its impacts
- 2 Improve pedestrian and cycling 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 2

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

#### Priority 5

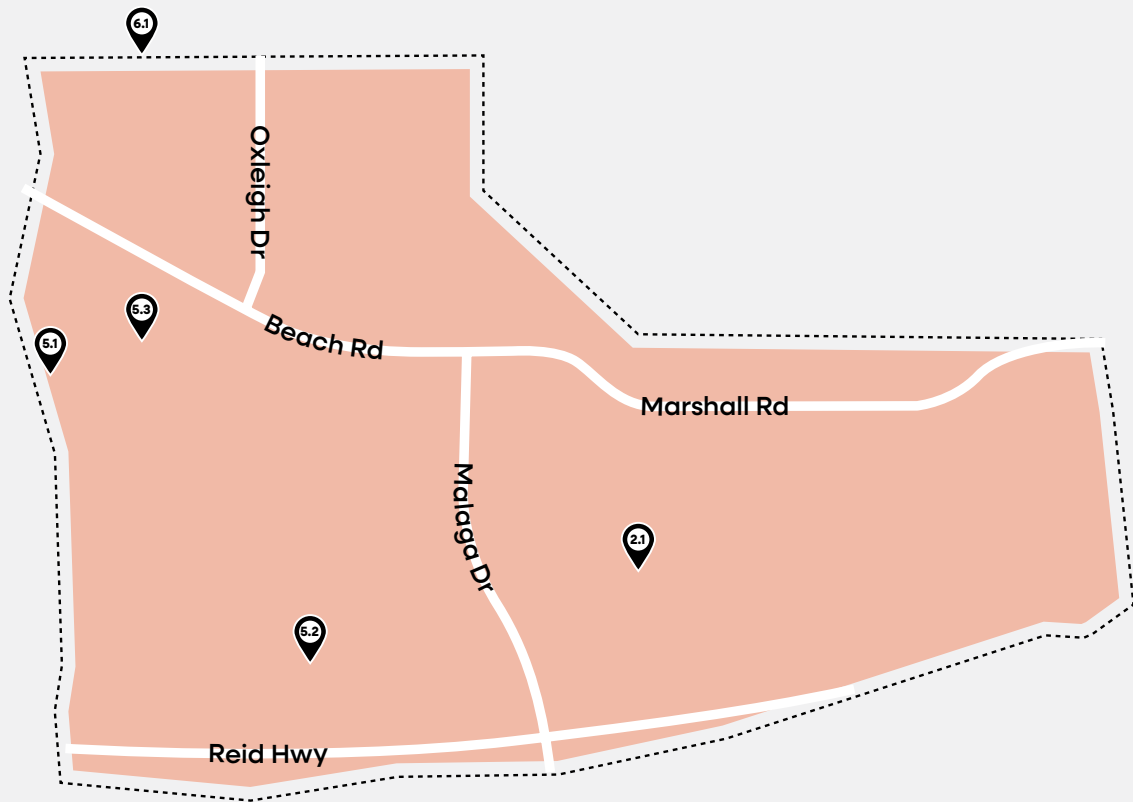
- Rectification works on Beach Road to replace the uneven surface, including resurfacing the Alexander Drive/Beach Road intersection from Alexander Drive to Bonner Drive
- Resurfacing works on Beringarra Avenue (between Atley Street and Boulder Road)
- Resurfacing works on Kent Way (between Crocker Drive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

#### Priority 6

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

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |  |
|------------|---|------------|--|
| <b>2.1</b> | Installing a shared path along Victoria Road in 2028/29               | <b>5.3</b> | Resurfacing Westchester Road from Carson Road to Crocker Drive in 2025/26  |
| <b>5.1</b> | Road upgrades along a section of Alexander Drive in Malaga in 2025/26 | <b>6.1</b> | Review the City's Local Planning Scheme to allow Malaga to adapt and grow to meet contemporary industrial area needs |
| <b>5.2</b> | Road upgrades along a section of Truganina Road in Malaga in 2025/26  |            |  |



## Local area snapshot



Residential  
population

**16,357**



Median age

**38**



Couples  
with children

**17%**



Aboriginal and Torres  
Strait Islanders

**5.4%**



Born overseas

**32%**



Medium and high-  
density housing

**41%**



Midland aerial photograph

## Midland

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

### Midland local area priorities

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



## Successes

### Priority 1

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

### Priority 2

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

### Priority 3

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

### Priority 4

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

### Priority 5

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

### Priority 6

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

### Priority 8

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

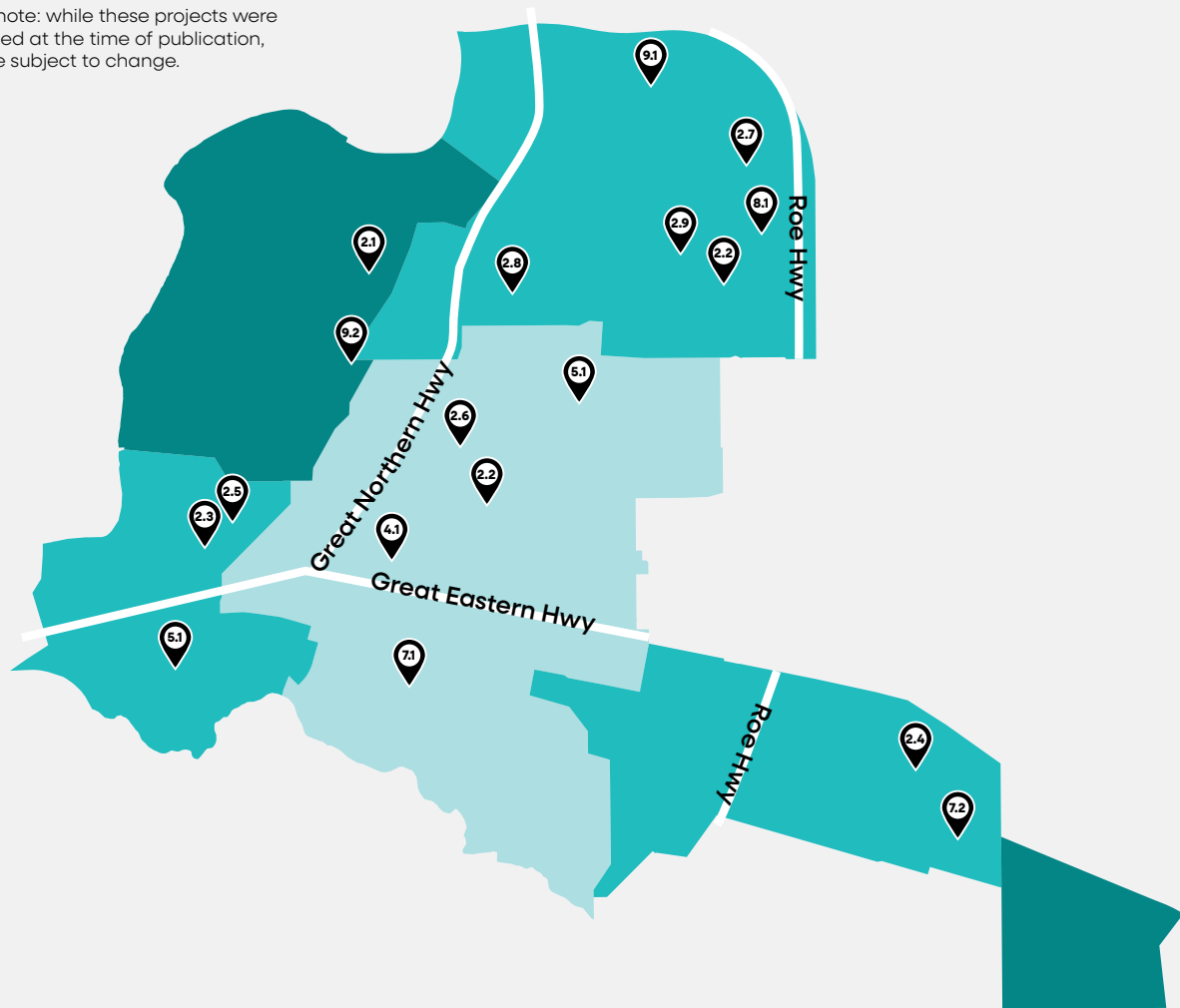
### Priority 9

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

### 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.

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |  |            |  |
|------------|--|------------|--|
| <b>2.1</b> | Jack Williamson Oval redevelopment – staged and ongoing project continuing in 2025/26  | <b>5.1</b> | Starting the Targeted Underground Power Program in Midland and Woodbridge in 2025/26   |
| <b>2.2</b> | Playground renewal at Corti Park and North Swan Park in 2025/26  | <b>7.1</b> | Midland streetscape upgrade, including entry sign installation and street tree planting at various streets in Midland in 2025/26 |
| <b>2.3</b> | Playground equipment replacement and public art installation at Swan Regional Riverside Park in 2025/26 and playspace renewal in 2026/27 | <b>7.2</b> | Bellevue lighting upgrade program. This is a staged project which will be ongoing in 2025/26                                     |
| <b>2.4</b> | Installing a water fountain at Bellevue Rail Reserve and Coal Dam Park in 2025/26  | <b>8.1</b> | Midland Bowling upgrade to synthetic grass in 2026/27  |
| <b>2.5</b> | Formalised dog park at Ray Marshall Oval in 2025/26  | <b>9.1</b> | Design and construct a new shared path on Lloyd Street from Lloyd Street to Gray Drive, starting in 2025/26                      |
| <b>2.6</b> | Playground replacement at Koolbardi Park in 2028/29  | <b>9.2</b> | Constructing a new bus shelter at Stop ID14834 on Muriel Street at La Salle College in 2025/26                                   |
| <b>2.7</b> | North Swan Park lighting upgrade in 2026/27  |            |  |
| <b>2.8</b> | Playground replacement in Viveash Park in 2028/29  |            |  |
| <b>2.9</b> | Installation of a half basketball court at Vellgrove Reserve in 2027/28  |            |  |
| <b>4.1</b> | Midland Town Hall conservation works continuing in 2025/26   |            |  |







## Local area snapshot



Residential  
population

**5,934**



Median age

**49**



Couples  
with children

**28%**



Aboriginal and Torres  
Strait Islanders

**4.9%**



Born overseas

**23%**



Needs assistance  
with core activities

**4.7%**

## Swan Valley

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

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

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

### Swan Valley local area priorities

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

### Successes

#### Priority 1

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

#### Priority 3

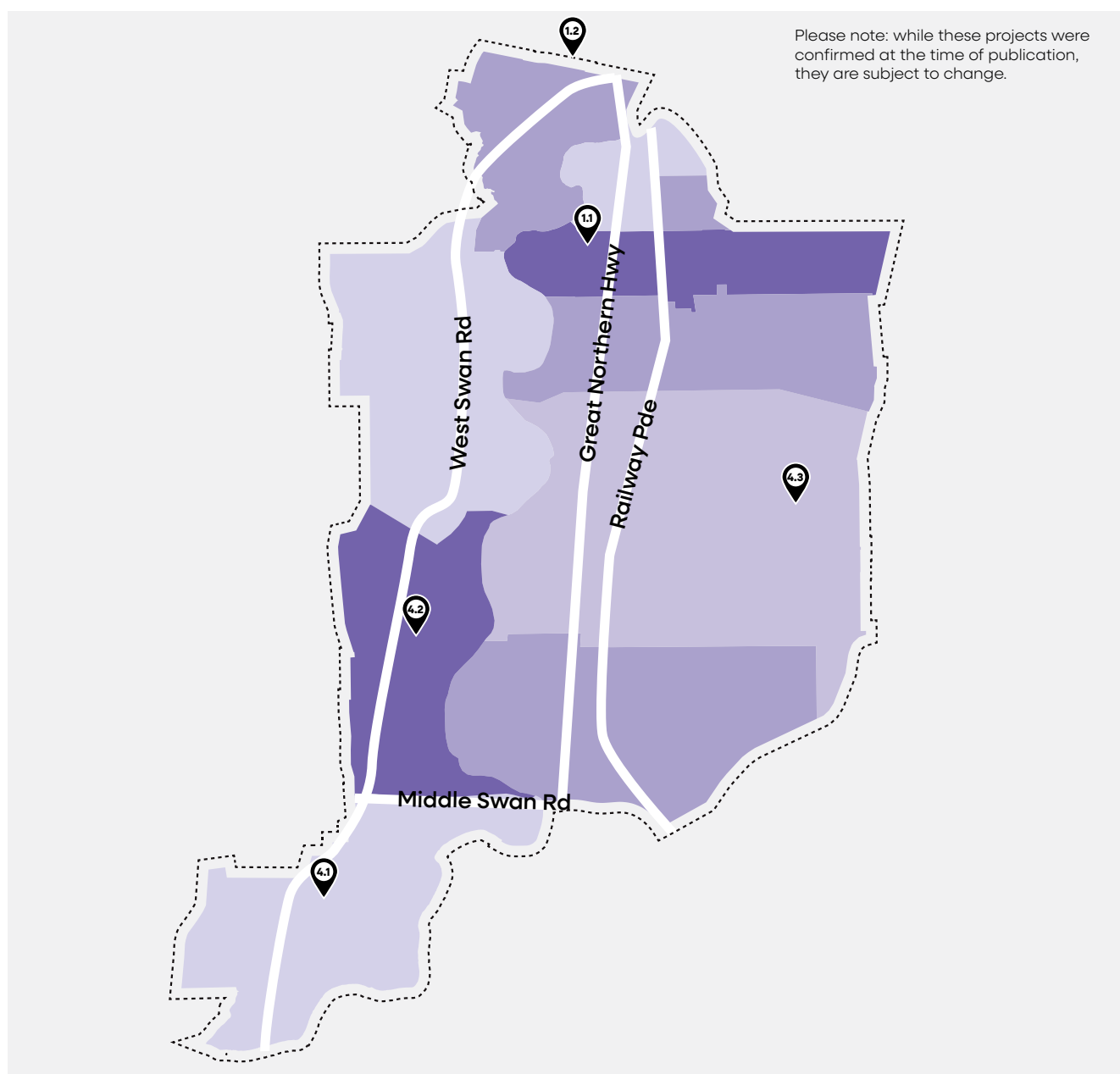
- Upgrade of a section of shared path along West Swan Road, north of the Benara Road roundabout and at the South West corner of the West Swan Road/Gnangara Road roundabout

#### Priority 4

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

#### Priority 5

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



## Key projects against priorities

|            |  |            |   |
|------------|--|------------|---|
| <b>1.1</b> | Baskerville Oval Pavilion refurbishment in 2025/26                               |            |   |
| <b>1.2</b> | Swan Valley art installation in 2026/27 (location TBC)                           | <b>4.2</b> | Installation of barrier line marking along West Swan Road (specifically from Henley Street to Meadow Street) in 2025/26 |
| <b>4.1</b> | Road reconstruction at the intersection of West Swan Road/Benara Road in 2025/26 | <b>4.2</b> | Campersic road rehabilitation in 2025/26  |

## Local area snapshot



Residential  
population

**10,606**



Median age

**37**



Couples  
with children

**31%**



Aboriginal and Torres  
Strait Islanders

**6.4%**



Born overseas

**21%**



Lone-person  
household

**24%**

## Swan View

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

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

### Swan View local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

#### Priority 3

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

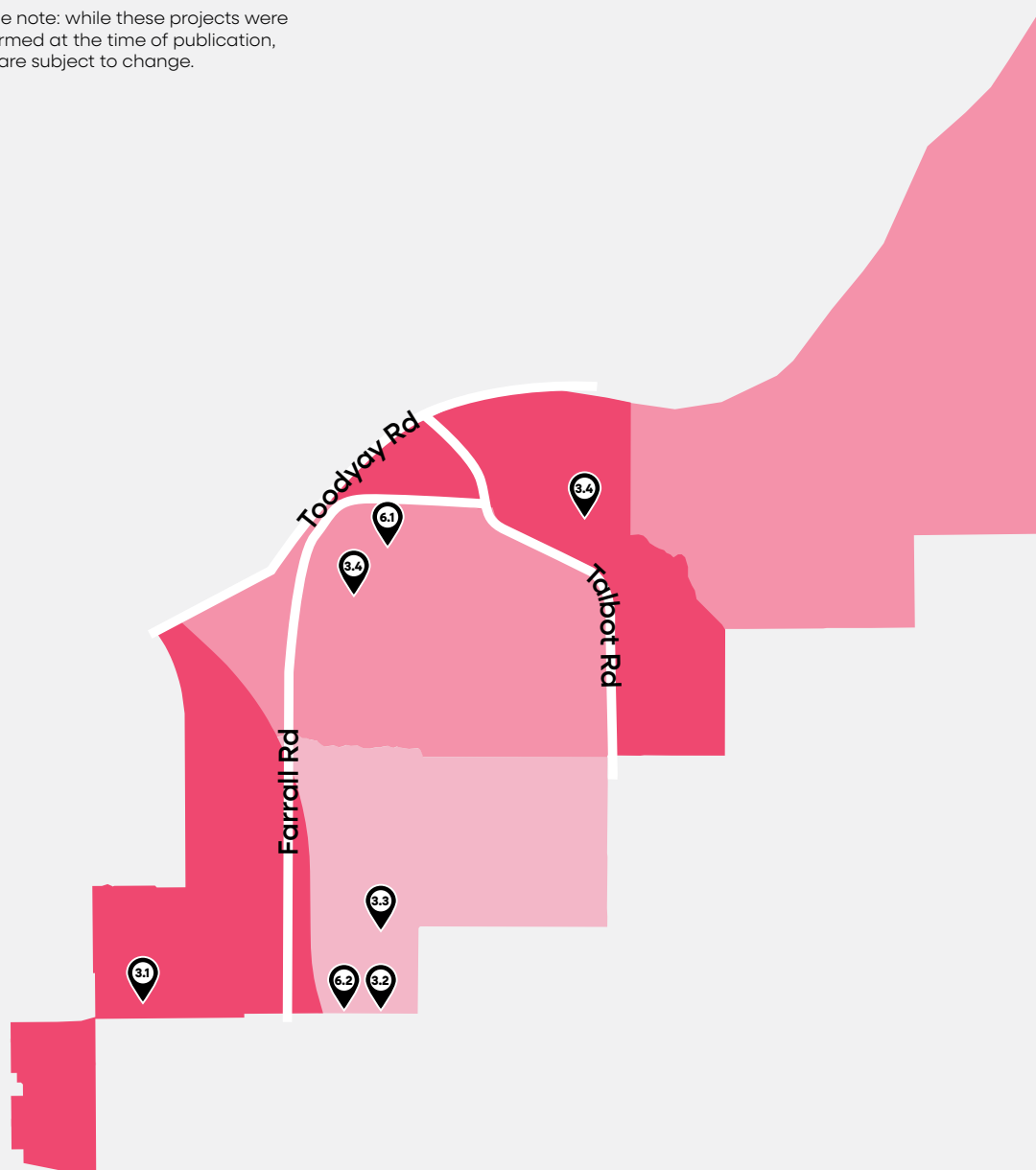
#### Priority 4

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

#### Priority 5

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |
|------------|---|
| <b>3.1</b> | Improved lighting at the Dulcie Liddelow netball courts in 2025/26    |
| <b>3.2</b> | Installing a new synthetic cricket pitch at Swan View Oval in 2025/26 |
| <b>3.3</b> | Playground replacement at Swan View Oval Playground in 2027/28        |
| <b>3.4</b> | Stratton Community Centre refurbishment in 2026/27                    |

|            |   |
|------------|---|
| <b>4.1</b> | Street trees planting at various streets in Jane Brook  |
| <b>6.1</b> | Road resurfacing at a section of Lewis Jones Cross and Cockman Cross  |
| <b>6.2</b> | Constructing a new footpath along Harold Road from Morrison Road to the existing path at the end of the street in 2025/26 |



## Local area snapshot



Residential  
population

**2,230**



Median age

**46**



Couples  
with children

**38%**



Aboriginal and Torres  
Strait Islanders

**1.8%**



Born overseas

**25%**



Purchased or fully  
own their home

**90%**

## Upper Swan

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

### Upper Swan local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

#### Priority 3

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

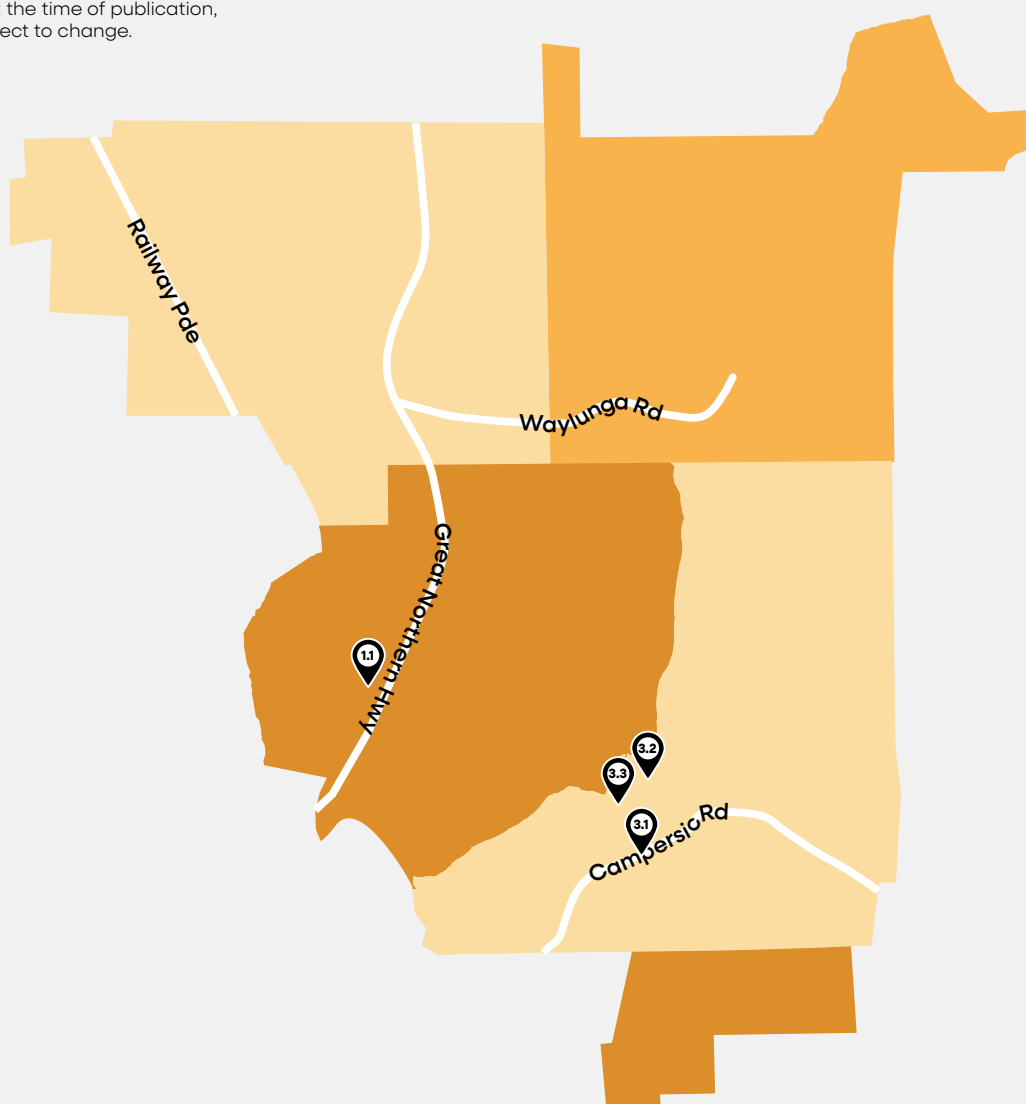
#### Priority 4

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

#### Priority 5

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |
|------------|---|
| <b>1.1</b> | Installing an active rail crossing at Apple Street in 2025/26                                 |
| <b>3.1</b> | Construction has commenced on the Bells Rapids lookout tower and will be completed in 2025/26 |
| <b>3.2</b> | Bells Rapids footbridge refurbishment in 2026/27  |
| <b>3.3</b> | Installing shade sails at Brigadoon Park in 2026/27   |

## Local area snapshot



Residential  
population

**29,191**



Median age

**30**



Couples  
with children

**49%**



Aboriginal and Torres  
Strait Islanders

**2.4%**



Born overseas

**44%**



Households with a  
mortgage

**74%**

## Whiteman

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

### Whiteman local area priorities

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

### Successes

#### Priority 1

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

#### Priority 2

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

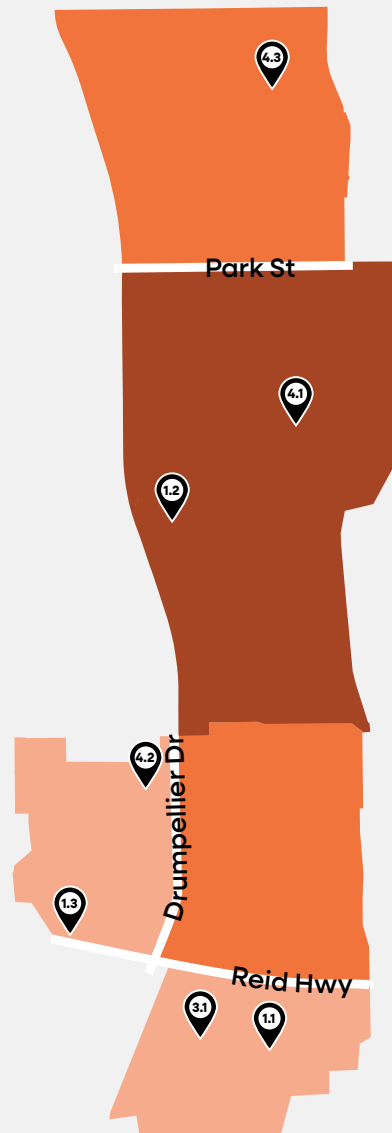
#### Priority 3

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

#### Priority 5

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

Please note: while these projects were confirmed at the time of publication, they are subject to change.



## Key projects against priorities

|            |   |            |  |
|------------|---|------------|--|
| <b>1.1</b> | Installing a netball half court at Caloria Chase Park in 2025/26  | <b>4.1</b> | Designing and planning a new shared path along Woolcott Avenue in 2025/26  |
| <b>1.2</b> | Designing and constructing the Brabham District Community Centre building (including main hall and function rooms) in 2025/26 | <b>4.2</b> | 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 |
| <b>1.3</b> | Installing shade sails at Micro Gardens Park in 2025/26   | <b>4.3</b> | Installing a shared path along Henley Brook Avenue extension in 2025/26  |
| <b>3.1</b> | Street tree planting at various streets in Caversham 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.

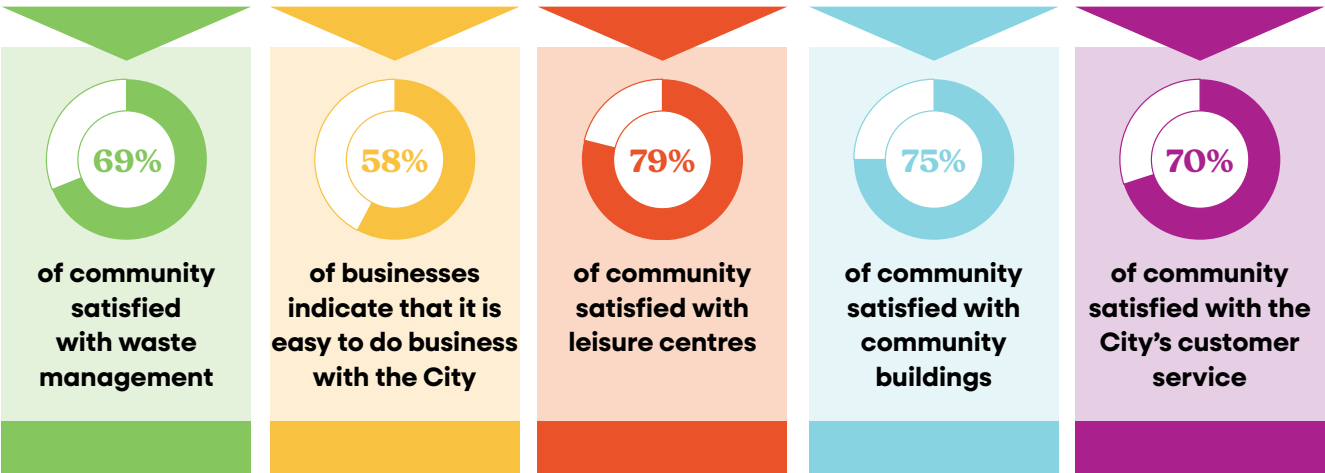
This section includes a summary of our 37 services and the aligned strategies and plans that facilitate our activities and projects. To improve transparency with the community, our detailed annual service plans are published on the City’s website: [Service plans](#).

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

## Delivering on our strategic objectives



### 2025 Community and business 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 annually to identify areas for improvement and to challenge our thinking. This ensures the organisation is sustainable and adaptable to meet changing stakeholder and community needs.



The Australian Business Excellence Framework™

# Major projects 2025/26-2028/29

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](#)



Ellenbrook BMX Track opening



| SCP Objective | Project   | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total cost |
|---------------|---|---------|---------|---------|---------|------------|
| <b>N2</b>     | <b>Food Organics and Garden Organics (FOGO)*</b><br>Introduce a three-bin kerbside collection system – recycling, general waste and FOGO          | TBA     | TBA     | TBA     | TBA     | TBA        |
| <b>S1</b>     | <b>Swan Active Ellenbrook</b><br>Construct an aquatic recreation centre in Ellenbrook   | ✓       | ✓       | ✓       |         | \$120M     |
| <b>S2</b>     | <b>Brabham District Community Centre</b><br>Construct a district community centre in Brabham  | ✓       | ✓       |         |         | \$8.5M     |
| <b>S2</b>     | <b>Ellenbrook Community Hub</b><br>Design and construct a community hub in Ellenbrook   | ✓       |         |         |         | \$9.2M     |
| <b>S2</b>     | <b>Neighbourhood Park and Community Building – Murray Road, Brabham</b><br>Construct a senior size multi-use playing field and community building | ✓       | ✓       |         |         | \$5.1M     |
| <b>B2</b>     | <b>Gnangara Road Duplication</b><br>Duplicate Gnangara Road between Henley Brook Avenue and Pinaster Parade                                       | ✓       |         |         |         | \$10.7M    |
| <b>B2</b>     | <b>Henley Brook Avenue (Gnangara Road to Park Street)</b><br>Upgrade and extend Henley Brook Avenue from Gnangara Road to Park Street             | ✓       |         |         |         | \$18.5M    |
| <b>B2</b>     | <b>Marshall Beechboro Roundabout</b><br>Construction of a new roundabout at the Marshall Road/ Beechboro Road North intersection                  | ✓       |         |         |         | \$9M       |

\* Please note that the future year budgets for the FOGO project are to be advised (TBA) due to the project currently being paused. FOGO has been implemented in some suburbs, so progress to date is being reviewed, including community consultation. Following the review a decision will be made regarding future stages.



# 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 Plan
- Waterwise Council Action Plan
- Waste Management Plan.



City of Swan Tree Giveaway

## 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.   | N1.1          |
| 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 |
| Waste to Energy                        | Transporting household waste to the 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    | Progress installation of LED streetlighting through the Proactive Streetlight replacement program. It will begin in Ballajura, with installation expected to be completed in the period of October 2025 to February 2026. | N2.2          |
| Bushfire Risk Management Plan review   | Review the City's existing Bushfire Risk Management Plan to ensure it remains relevant and prepared for emergencies.  | 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 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 comprehensive visitor services, fosters the growth of the local tourism industry and develops initiatives, using a variety of resources and innovations.                               | E3.1          |

| Key projects   |   |               |
|--|---|---------------|
| Project  | Description   | SCP objective |
| Business support and enhancement project actions         | 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 Operational Program                         | Delivery of the New Junction Operational Program.   | E2.1          |
| Development of the Tourism Plan                          | Develop and start implementation of the new Tourism Plan.   | 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
- Community Care 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          |

| Services                           |  |               |
|------------------------------------|--|---------------|
| Service                            | Service statement  | SCP objective |
| 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 inclusive, youth-led programs, events, and opportunities that support personal growth, skill development, social connection and engagement for young people who live, work or recreate within the City. | S2.1          |

| Key projects  |  |               |
|---|--|---------------|
| Project   | Description  | SCP objective |
| Develop the new Community Health and Wellbeing Plan | Development of the new Community Health and Wellbeing Plan.  | S1.1          |
| Leisure facility bookings system replacement        | Implement a leisure facility bookings software solution to efficiently manage the City's diverse bookings of facilities. | S1.1          |
| Parking Technology Plan                             | Development of the Parking Technology Plan.  | S1.1          |
| City Activation Plan                                | Development of the City Activation Plan.   | S1.2          |
| Arts and Culture Plan                               | Development of the Arts and Culture Plan.  | S1.2          |
| Kerbfest  | Delivery of kerbfest events in partnership with local community members.   | S1.2          |

#### 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
- Local Heritage Survey
- Parking Framework
- 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          |
| Building Maintenance and Servicing     | Maintain and service the City's corporate and community building assets.  | B2.1          |
| Civil Infrastructure Construction      | Construct civil capital works projects to meet project expectations.  | B2.1          |



| Services  |  |               |
|---|--|---------------|
| Service   | Service statement  | SCP objective |
| Design and Project Delivery                         | Plan, design, and deliver the City's Capital Works Program on time, to budget and to the required specification. | B2.1          |
| Engineering Infrastructure and Lighting Maintenance | Maintain the City's civil and electrical infrastructure.   | 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 |
| Local Planning Scheme No.18           | Review and advertise the draft 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 that provides the evidence and methodologies to advocate optimum outcomes for growth. | B1.1          |
| Midland Activity Centre Precinct Plan | Review of the Midland Activity Centre Precinct Plan.  | B1.1          |
| Maintenance program review            | A review of the maintenance program against industry best practice and efficiency benchmarks.                                   | 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
- Financial and Non-Financial Advocacy Priorities
- Governance Framework
- Local Area Plans (LAPs).



Swan Engage connecting with community at Altone Comes Alive 2025

## 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 |
| Digital and Technology Plan                 | Development and implementation of a Digital and Technology Plan.                               | G2.1          |
| Leadership and Employee Development Program | Delivery of Leadership and Employee Development Program to improve Employee Value Proposition. | G2.1          |
| Knowledge Management Solution               | Implementation of a Knowledge Management Solution (KMS).                                       | G2.1          |
| Strategic Community Plan                    | Finalisation of the Strategic Community Plan major review.                                     | G2.1          |
| One Council Implementation (OCI) Project    | Implementation of the One Council Project and Experience Program.                              | 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 vital for the City to deliver our services while keeping rate 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 Council endorsed the City's list of seventy 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 Ordinary Council Meeting in November 2024. The financial advocacy list is available on the City's website: [Advocacy priorities](#)



## 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 predict the renewal and maintenance costs of 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.

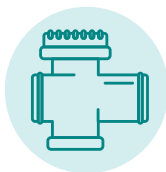
We have allocated funding to renew our assets to ensure sustainability in the longer term. Ongoing funding towards asset renewal and funding for maintenance and upgrades will result in a positive investment for our community.

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

### Capital works program 2025/26

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



**\$11.6M**

#### Building and construction works



**\$63.8M**

#### Park and reserve infrastructure



**\$19.7M**

#### Land acquisitions



**\$10M**

#### Road and bridges



**\$71.7M**

#### Other assets



**\$21.7M**

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





Bald Hill, Avon Valley National Park

## 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 integral to 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
- Adequate 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

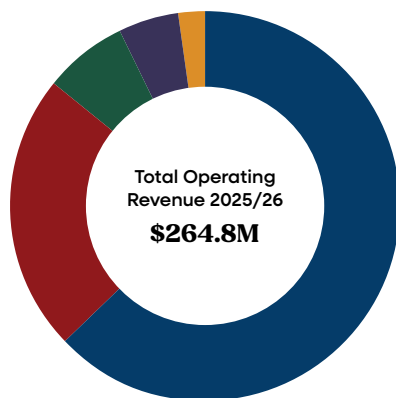
The Annual Budget is a product of accountable, transparent and responsible management of the City's funds. It is aligned with our SCP and is consistent with the LTFP and CBP.

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



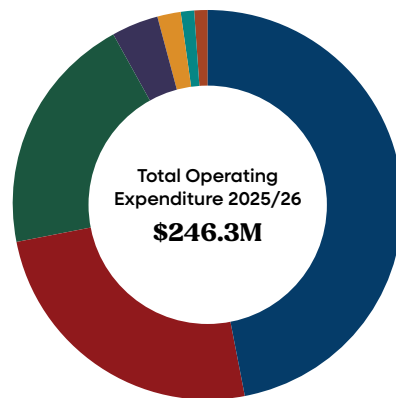


How services are funded



|   |            |
|---|------------|
| ● Rates   | <b>63%</b> |
| ● Fees and charges                              | <b>23%</b> |
| ● Interest Earnings                             | <b>7%</b>  |
| ● Operating Grants, subsidies and contributions | <b>5%</b>  |
| ● Service charges and other revenue             | <b>2%</b>  |

How your money is spent



|                           |            |
|---------------------------|------------|
| ● Employee Costs          | <b>47%</b> |
| ● Depreciation            | <b>25%</b> |
| ● Materials and contracts | <b>20%</b> |
| ● Utility charges         | <b>4%</b>  |
| ● Insurance               | <b>2%</b>  |
| ● Finance costs           | <b>1%</b>  |
| ● 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) for 2024-2030 was completed in September 2024 and included the following:

- 1. Overview and purpose of the City of Swan
- 2. Demographics of the City of Swan as a local government and its workforce profile
- 3. Workforce forecasting framework, methodology and full-time equivalent (FTE) forecast
- 4. Capability plan framework, methodology and initiatives.

Our workforce is how we deliver services to the community and customers to meet their needs and aspirations.

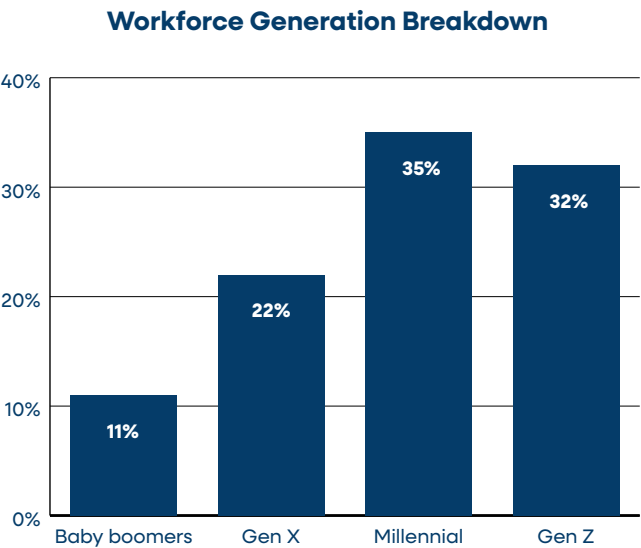
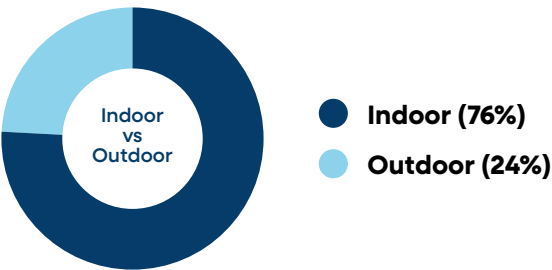
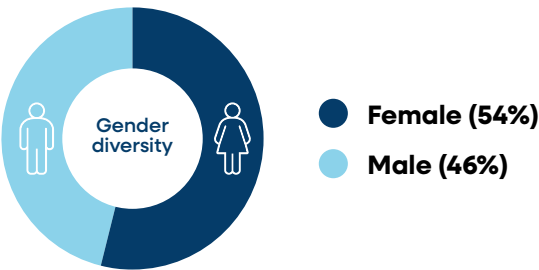
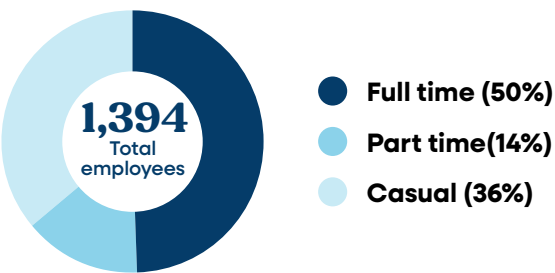
We ensure that the City’s workforce has all the requisite skills, competencies and capabilities to

keep up with the demanding needs of being a growth council and can deliver our projects and services to help deliver the goals detailed in the SCP and in the CBP.

Last financial year, the focus was on developing an FTE forecasting model that supports the growth of the organisation, by ensuring current service levels are maintained and driven by change drivers relevant to the City of Swan. This model has now been completed and is reviewed annually internally, resulting in the City now having an FTE forecast for the next 20 years.

The Capability Accountability Behavioural (CAB) framework was developed in mid-2024 and is being delivered to staff in an Employee Development Program (EDP). In 2025/26, Human Resources will be rolling out a Leadership Development Program.

These capability initiatives help ensure that all employees have career pathways to prepare and sustain themselves to achieve the City’s strategic and community objectives into the future.



# Risk Management Framework

*Local Government (Audit) Regulation 1996, Regulation 17*, requires the Chief Executive Officer (CEO) to review the appropriateness and effectiveness of a local government's systems and procedures concerning:

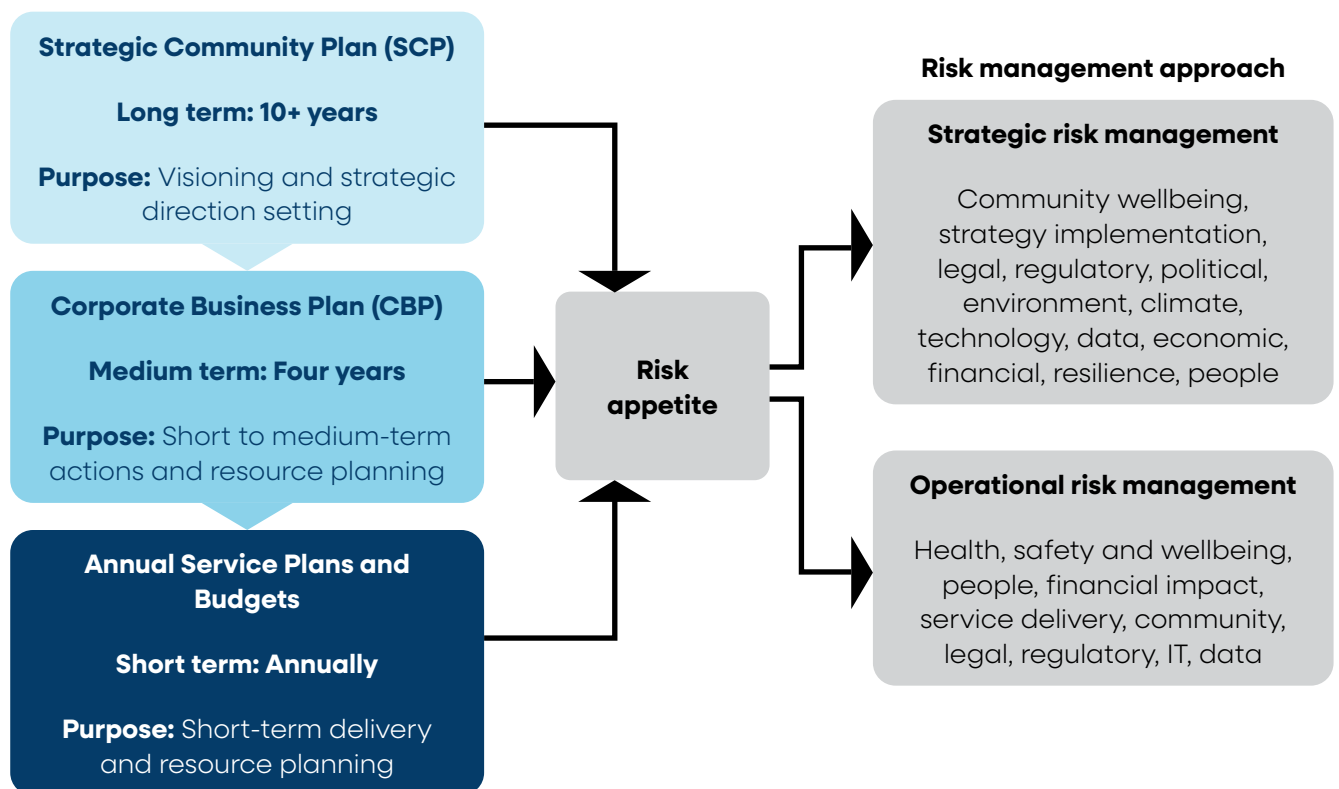
- Risk management
- Internal control
- Legislative compliance

not less than once every three financial years.

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

We manage risk in accordance with our Council's agreed risk appetite statements at all levels of planning and decision-making. The City's Audit and Risk Committee also has independent members, providing their expertise to assist the City to manage risk.

Actions to improve risk mitigations are reported to the Audit, Risk and Improvement Committee to ensure adequate progress is made to address our prioritised risks and that our management systems and controls are effective.







Weeip Park, Midland

# 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 goals 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 goals 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 goals. 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 City reports on the progress of our CBP through a mid-year performance report in March, both of which are available on the City's website: **Our performance**.





## Corporate Reporting and Measurement Framework

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

## 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

# City of **Swan**

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alternative formats and languages on request.