City of Swan

Business Support and Enhancement Plan

Business and Tourism Services

Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Whadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

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

Contents

Introduction

From November 2019 to February 2020 the City of Swan undertook community consultation to prepare the Strategic Community Plan. Consultation revealed that "...economic growth with a focus on local employment and an increased level of local business support have become areas of increased importance and will require an increased level of priority and action by the City" (Business Support and Enhancement Plan, 2020).

Business and Tourism Services subsequently developed a Scope of Works, Business Support and Enhancement Plan (2020), in response to this feedback which was endorsed by the Executive Management Team. The Scope of Works underpins the Business Support and Enhancement Plan and has moved through three key stages to date:

• Research phase
• Analysis phase
• Business support opportunities for development.

A plan to support and enhance local businesses

Delivery, subject to executive endorsement

| Research phase (Completed) | Analysis phase (Completed) | Business support opportunities for development (Completed) | Project planning | Delivery and evaluation |

We know that when we support our local businesses, we are investing in our community by supporting local families, jobs and our economy. We're also supporting the diversity and richness of our community and local places, and contributing to the overall amenity and quality of life for our residents, ratepayers and visitors.

What does good business support look like?

The Economic Development Strategy (EDS) explains that the City's role in economic development is to be a "catalyst and enabler" of economic development rather than having direct business intervention.

In regards to business support, being a 'catalyst and enabler' means undertaking the following activities:

- Facilitating engagement, marketing and collaboration with key stakeholders
- Enhancing business capacity through networking, training and mentoring opportunities
- Assisting internal business units to enhance support for local business
- Connecting businesses to relevant agencies and information through the City of Swan website
- Driving internal policy change to better support local businesses
- Activating age-friendly and disability-inclusive initiatives that promote business support.

The enablers and catalysts of business support can be delivered through a variety of sources, including local, state and federal levels of government. Where services are already being delivered by state and federal providers, the City should be referring local businesses. Where services are not available, the City should consider implementing initiatives that align with the research and gap analysis, which adheres to local business needs.

What does good business support produce?

The positive outputs of good business support include local philanthropy, job creation, improved access to goods and services, place activation and economic inputs such as the 'multiplier' effect.

Local businesses bring consumers together which creates an activation of place. Activation has multiple benefits including creating opportunities for social connection and business collaboration. It also increases natural surveillance which results in reduced crime opportunities. Local businesses are a critical component in place activation, acting as the drawcards for continued use of space through employment and investment (**www.townteammovement.com/whats-the-difference-placemaking-place-management-and-place-activation**).

Through supporting businesses, we are assisting with employment. Local businesses employ more than 83,000 people in the City of Swan (**Economy ID**). Job creation reduces unemployment while creating local employment opportunities for our youth. Employment increases local wealth and reduces overall poverty, in turn improving well-being and allowing for the creation of community connections.

Many businesses sponsor local sporting clubs, contribute to school P&Cs, or donate to local charities. An example of this is the charity known as Foodbank. Data obtained from Foodbank reveals a total of 13 businesses within the City of Swan provide regular donations, which contributed to more than 13,600 meals for the vulnerable West Australians experiencing food insecurity (Foodbank, 2022).

Supporting local business has a positive impact on the 'multiplier effect', the economic concept that shows an injection of funds by spending causes a bigger final increase in real income. Essentially, any amount of funds spent within the City of Swan causes a local multiplier effect, which creates continued spending of portions of the original amount spent.

Business snapshot

Sector profile

The City of Swan is home to more than 12,000 businesses, employing approximately 83,000 workers. Health care and social assistance is the largest employment industry within the City, providing more than 13 per cent of jobs, with mining (9.2 per cent), construction (8.8 per cent), retail (8.7 per cent) and education and training (8.4 per cent) are the top five employment industries (Economy ID).

13.3%
health care and social assistance

9.2%
mining

8.8%
construction

8.7%
retail

8.4%
education and training

The City of Swan's Gross Regional Product is estimated at $11.37b, which represents 3.01 per cent of the state's Gross State Product (**Economy ID**).

Data from Economy ID shows that in the City of Swan, small businesses account for 97 per cent of all businesses trading in the City as of 2022. For the purpose of this paper, a small business includes non-employing businesses and businesses employing 1-19 people. Data from Economy ID indicates the following breakdown, as of 2023:

- Non-employing – 7,779
- Employing 1-19 people – 4,250
- Employing 20-199 people – 397
- Employing more than 200 people – 15 businesses.

Data from the 2021 census shows that of the 83,000 workers, more than 63,000 are classed as 'local' (**Local workers statistics | Swan | economy.id**).

There are seven distinct employment centres in our City. As a catalyst and enabler, our activities will target these centres:

1. **Midland**
2. **Bullsbrook**
3. **Ellenbrook**
4. **Hazelmere**
5. **Perth Airport**
6. **Malaga**
7. **Swan Valley**

COVID-19 has had a significant impact on local businesses over the past few years. The City's Gross Regional Product fell by -3.1 per cent, which is a greater fall than expected by WA as a whole (**Covid19 Economic Impacts | Swan | economy.id**). The three most affected industries have been transport, postal and warehousing mining, and manufacturing.

Existing City of Swan business support initiatives

The City of Swan offers many services and activities to support small business growth and prosperity. These include:

- Small Business Friendly Local Government
- Providing information on the City website relating to business support services, research information and links to external information sources
- Distribution of regular business newsletter to more than 2,000 recipients
- Interactive welcome brochure distribution to new businesses
- Business directory
- Aboriginal business directory
- Advice on how to become an accessible business (improve access, be age-friendly, hire people with a disability) through the use of accessibility checklists developed for the City
- Crime prevention advice for businesses
- SpacetoCo room hire for local businesses
- Register for quotation opportunities – suppliers can add themselves to a list to be notified of quotation opportunities
- Business advocacy support, such as the NBN workshops and business associations
- City of Swan community partnership grants

- Digital marketing workshops
- City support for the Swan Chamber of Commerce
- Subsidised business mentoring program
- Partnership of the annual Swan Chamber Business Awards to celebrate and showcase the achievements of local businesses
- Annual Swan Jobs Expo to connect businesses with employees
- Participation in the Perth Hills Tourism Alliance

These initiatives are complemented by additional business advocacy activities such as the Perth Hills Tourism Alliance, Link WA, support of CEDA events, and the tourism and investment services (although tourism and investment are both out of scope of this plan).

While these initiatives are delivered through Business and Tourism Services, there are additional business engagement opportunities from other City of Swan business units. Some examples include, but are not limited to:

- Alfresco dining fees waived (Health Services);
- Development applications (Statutory Planning)
- Business sustainability education (Strategic Planning).

The business support and enhancement plan process

Research phase

Delivery, subject to executive endorsement

| Research phase (Completed) | Analysis phase (Completed) | Business support opportunities for development (Completed) | Project planning | Delivery and evaluation |

The first stage of the Business Support and Enhancement Plan was the research phase. This involved benchmarking against other comparable Local Governments (LGs) to measure the City's approach to business development against current trends and approaches.

The data provided a picture of industry-standard business support initiatives currently in use across our State and a sample of exemplar LGs from the Eastern States.

Thirteen comparative LGs were consulted in this process to identify industry-standard business support initiatives. Each participating LG's Economic Development (ED)Team was contacted, and a consultative process took place to understand how each LG delivered support to local businesses.

Qualitative, quantitative and anecdotal data was captured, and initiatives were categorised into themes as determined by the Western Australian Local Government Association's (WALGA) *Economic Development Framework* (May 2019, Pages 47-49).

At the conclusion of the consultation process, a list of business support activities was compiled and the data was shared amongst the 13 consulted LGs.

Key findings include:

- Stakeholder partnerships are used to ensure an appropriate cross-agency response to servicing local business needs. It is not possible for one agency to fulfil all the needs faced by local business. LGs that create and maintain positive stakeholder relationships increase opportunities for local business, and work towards improving the positive perception businesses hold regarding Council. It is common for certain business support initiatives such as training and development, mentoring programs and awards programs, to be delivered through partnering agencies such as local business chambers, whilst being funded by local councils

- Several LGs use internal policy and regulation to simplify processes and create opportunities for local businesses. Initiatives such as a buy local policy, implementing business-specific crime prevention assistance and reviewing payment terms for small businesses are some of the ways the benchmarked LGs do this. It is apparent that the idea of 'business support' is shared across several council's internal business units rather than being seen as the sole responsibility of the ED Team. This is especially relevant to the *Small Business Friendly Local Government Initiative*, which requires internal business unit collaboration

- Business engagement strategies vary across local governments. One common method is proactive engagement, where the ED Team make contact with new business owners using a combination of externally or internally generated data, to identify new business points of contact in the region. From this, businesses are provided with a 'welcome pack' in some format, and captured into a business directory for future correspondence

- Of the 13 benchmarked LGs, ten offer some form of business mentoring in differing capacities. Five LGs provide funding for a one-off session, while four LGs fund a mentoring program with more extensive or ongoing engagement. One LG offers mentoring through their ED Team

- Social media is considered to be a low-cost, low resource way to increase local spending and encourage a circular economy. This platform can be used to promote a variety of initiatives, such as 'Buy Local' campaigns, 'Open for Business' maps and highlighting local business case-studies/ good news stories

- There is varied grant support across local governments. Of the 13 benchmarked LGs, there is an equal combination of councils providing internal funding towards a grants scheme versus those who use online platforms such as Grants Guru, which provides a comprehensive search function

- There are many environmental initiatives that are implemented by LGs to assist businesses in waste management and sustainability. One option of notability is the use of a company, ASPIRE, who have developed an online platform for local businesses to trade or sell waste

- Two LGs integrate 'age friendly' planning and disability access and inclusion planning into their strategic plans, with the intention to create more opportunities for local residents and businesses

- Each of the 13 LGs use their council websites as the main information portal for businesses, however there are varying degrees of useability across LGs:

  - Three LGs provide a chat function to respond to immediate website customer queries

  - One LG has a standalone business website

  - One LG has a local project search function on their City's website, which allows for transparency of project funding and timelines.

- Of the 13 LGs, five fund an awards program in their region. Each participating LG either enters into a fee for service agreement or a sponsorship arrangement with their local business association or Chamber of Business

- It is evident through this research process that evaluation of business support initiatives is greatly lacking across the benchmarked LGs. Respondents reported that quantitative data is easier to capture across certain initiatives such as website visitations, or numbers in attendance at specific events. However qualitative data was not reported to be built into the delivery of initiatives.

The Business Support and Enhancement Plan research phase document is required to remain in-confidence at the request of the participating local governments.

Analysis phase

Delivery, subject to executive endorsement

| Research phase (Completed) | Analysis phase (Completed) | Business support opportunities for development (Completed) | Project planning | Delivery and evaluation |

Following the investigation of existing business support initiatives, it was necessary to establish local business needs. Qualitative data was collected from four data sets, where stakeholder concerns and feedback were reviewed and considered. Common themes emerged across the data sets, revealing initiatives and services that businesses wanted, including:

- A buy local campaign to support business
- Business friendly policies
- Business incentives
- Business networking
- To be part of the Small Business Development Corporation
- Increase communication of initiatives and services
- Increased feeling of safety
- Incentivise/promote business start-up in Swan
- Support opportunities for public/private partnerships
- mentor program
- City to assist in the promotion of businesses
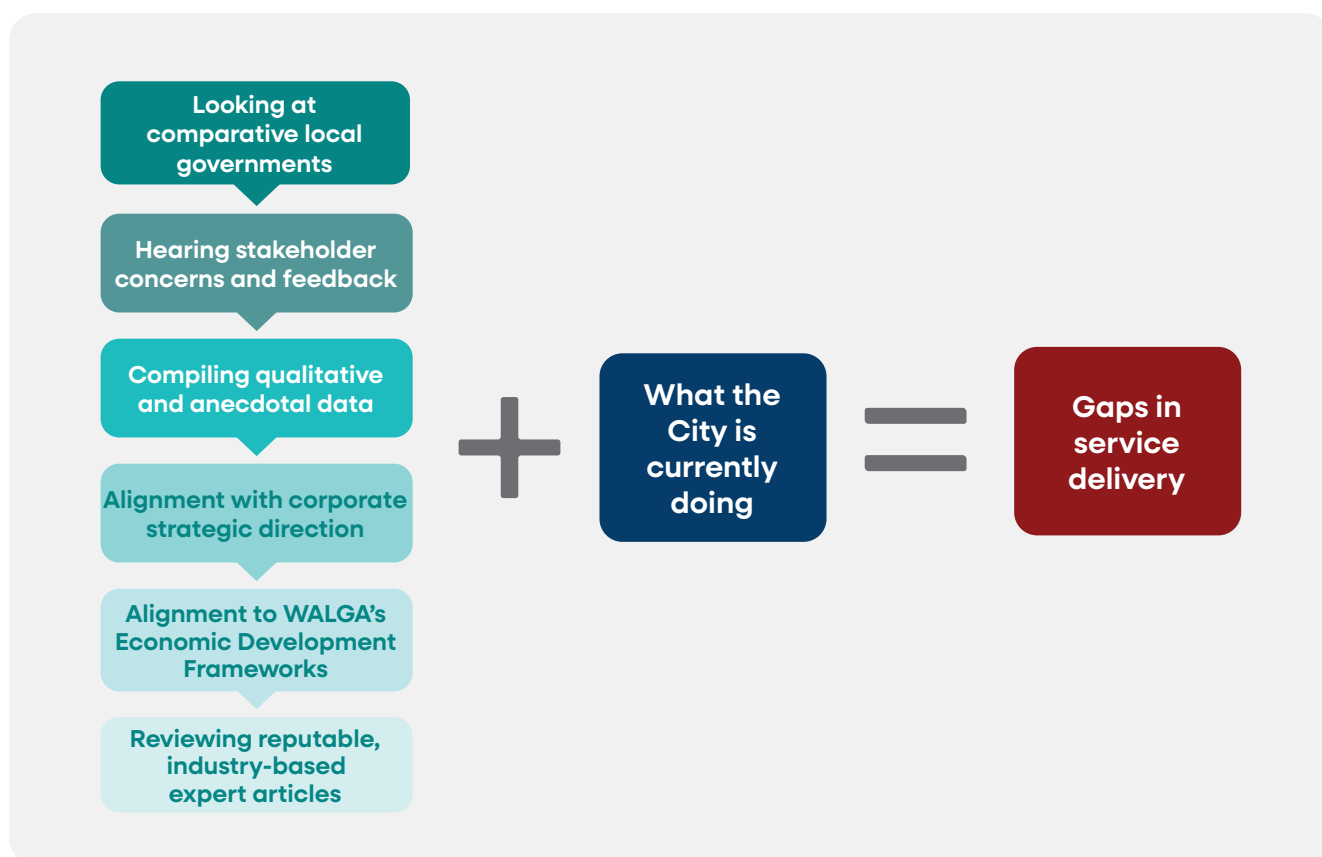- Networking opportunities with other businesses.

Each initiative was assessed against the City's corporate documents to ensure an alignment with strategic direction.

An alliance with at least one or more outcomes was identified for each initiative, from the following corporate documents:

- Strategic Community Plan (2021-2031)
- Strategy for the Ageing Population
- Disability Access and Inclusion (2017-2022)
- Economic Development Strategy (2017-2022)
- Revised Economic Development Strategy (currently in development)
- Corporate Business Plan (2021/22-2024/25)
- Strategic Community Plan Review Community Consultation Report (2020)
- Annual Business Planning Inputs (2022/23 – 2025/26).

Following initiative-alignment with strategic governance, a gap analysis was completed which outlines what the City is currently offering versus what the City might consider implementing in the future.

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│ Looking at               │
│ comparative local        │
│ governments              │
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│ Hearing stakeholder      │
│ concerns and feedback    │
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│ Compiling qualitative    │
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│ Alignment with corporate │
│ strategic direction      │
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│ Alignment to WALGA's     │
│ Economic Development     │
│ Frameworks               │
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│ Reviewing reputable,     │
│ industry-based           │
│ expert articles          │
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+   **What the City is currently doing**   **=**   **Gaps in service delivery**

A list of initiatives was compiled through the collation of initiatives delivered by the benchmarked LGs, reviewing stakeholder feedback and concerns, alignment of initiatives to the City's strategic direction and WALGA's Economic Development framework, and a review of local expert opinion. These initiatives have been referred to as 'opportunities for development'.

It is important to acknowledge that the City's ED team offer business support to 11,000 businesses across the City, with an FTE of 3.7 people. Over 82 per cent of respondents in the Community and Business Perceptions Survey 2021 indicated they like operating a business in the City.

Key findings from the analysis phase include:

- The City's corporate governance and strategic direction strongly supports the development of a plan to support and enhance local businesses, and is listed as a key performance indicator for the City's Chief Executive Officer

- Stakeholder feedback from four different research sources was compiled to establish a series of actions and initiatives needing further attention

- A set of business support initiatives have been collated based on industry-standards, and verified by survey respondents and industry experts

- The City's ED Team continue to deliver a series of highly valued initiatives and actions to assist local businesses

- Development opportunities to support and enhance local businesses have been identified for further consideration

- There are other support initiatives and activities that do not fall within the scope of 'business support', but need to be acknowledged due to their ability to create a climate for economic development.

Business support opportunities for development phase

A plan to support and enhance local businesses

Delivery, subject to executive endorsement

Research phase (Completed)	Analysis phase (Completed)	Business support opportunities for development (Completed)	Project planning	Delivery and evaluation

The business support opportunities for development (BSOD) phase delivers an in-depth look at opportunities that will actively support and develop thriving local businesses and centres, through a range of initiatives which have been verified as industry standard.

The BSOD provides information on each opportunity, outlining an estimate of the cost of delivery, the City's affected/responsible business units and benefit to the business community.

Each of the opportunities are plausible, industry-standard initiatives. Some are already being partially delivered across the City, on a much smaller basis and some are new additions to the City's service delivery. Most of the identified opportunities can be delivered without funding requirements, using a human resource. Some of the opportunities require a request for funding.

Each of the opportunities have had a critical lens applied, reviewing the following:

- Benefit to business
- Cost to Council, both financial and human resource
- Evaluation measures
- Internal stakeholder impact
- External stakeholder impact
- Consultation
- Affected business unit response.

It is recognised that there are multiple business support touchpoints across the City. An engagement process took place with those business units that connect with local businesses to discuss the business support plan and their role in service delivery. The importance of business support was raised and insight into existing service delivery was sought.

Opportunities to better support our businesses

- Financial Services
- Community Care Services
- Marketing & Public Relations
- Strategic Planning
- Community Safety
- Fleet & Waste
- Place Engagement
- Organisational Planning & Development
- Economic Development
- Statutory Planning
- Contracts & Procurement
- Community & Place
- Health & Building

The opportunities have been ranked using a scoring system that takes into account:

- The number of benchmarked councils delivering
- Feedback from stakeholders using four data sets
- Peer-based reviewed as industry-standard
- Alignment with corporate strategic direction and is an easy-to-implement action.

Key findings from the BSOD phase include:

- The City has a strong commitment to support and enhance local businesses, and delivers valued business support services through the ED Team in business and tourism services. Feedback from businesses shows they are not widely known about, so there is a need to increase awareness through a communications plan, marketing and engagement
- Many City of Swan business units provide services to businesses and it is essential to increase awareness and importance of business as a key stakeholder, and develop an understanding across the organisation of how a thriving economy is beneficial to community

- Optimise resourcing of service delivery by partnering with the Swan Chamber of Commerce, developing business associations and improving networking opportunities. With approximately 11,000 businesses operating in the City and a small business support team, it will be necessary to maximise use of additional alternative, expert resources. The City's website should be key a resource and referral point, and external service providers should be promoted where appropriate
- A number of the initiatives also deliver against other City corporate strategies and will be directly beneficial across the entire community, including the Strategy for the Ageing Population and the Disability Access and Inclusion Plan
- 22 opportunities with 31 actions have been identified as initiatives to strengthen or develop business support service delivery across the City, to enhance and support local businesses.

Actions

Summary table: opportunities for development

Priority ranking based on business feedback

Opportunity for development	Priority	Action	Timeframe	Outcomes	Dependency	Partnered business unit
(1) Age-friendly strategic planning	Medium	(1.1) Incorporate age-friendly features into the accessible and inclusive business project (14.1)	Short	Businesses will have an expanded customer base and be more inclusive of senior members of the community		Community and Library Services
		(1.2) Roll out dementia-friendly training to all interested City of Swan businesses	Long	Businesses will be welcoming to community members suffering from dementia and their families.		Community Care Services
(2) Business planning	Medium	(2.1) Embed a culture of business support as a cross-City responsibility across all internal business units	Medium	Business will experience consistent, committed support when dealing with all City of Swan business units		Organisational Planning and Development
(3) Buy local policy	High	(3.1) Review current 'buy local' policies to increase the number of local businesses providing contracts and services to the City	Medium	Local businesses will be given advantage weighting in their procurement applications put out by the City		Contracts and Procurement
		(3.2) Deliver a series of procurement workshops to assist local businesses in writing a competitive and contract tender applications	Medium	Businesses will be skilled in writing competitive procurement applications and succeed in obtaining contracts and tenders offered by the City	Funding	Contracts and Procurement
(4) Parking initiatives	High	(4.1) Research innovative parking management approaches to improve parking issues faced by local businesses	Long	Businesses will have improved parking options for customers and staff		Strategic Planning, and Community Safety
(5) Crime prevention for business	High	(5.1) Promote the existing WA Police Crime Prevention resources on the City's business webpages	Short	Businesses will have easy access to crime prevention resources in a centralised location on the City's webpages	2.1.1	
		(5.2) Develop a business-specific crime prevention resource which provides businesses with easy-to-follow crime prevention strategies	Short	Businesses will be better placed to understand and implement simple crime prevention strategies that will reduce opportunistic crime	2.1.1	Communications and Engagement, and Community Safety
		(5.3) Promote Crime Prevention Through Environmental Design (CPTED) auditing options, starting with a pilot program funded by the City	Medium	Business can access an audit process that provides recommendations on how to amend the physical environment to reduce future crime opportunities	Funding	Community Safety
(6) Business engagement strategies	Medium	(6.1) Formalise a business engagement framework which will assist in the planning, implementation and evaluation of all business engagement activities	Medium	Businesses will be appropriately involved in decision making and communicated with about items affecting them		Communications and Engagement
		(6.2) Create a plan which provides targeted and inclusive networking opportunities across the business community	Medium	Businesses will be invited to dynamic networking events, which provide the opportunity to share experiences and learnings, and to identify, create and expand business opportunities	6.1, funding	

Opportunity for development	Priority	Action	Timeframe	Outcomes	Dependency	Partnered business unit
(7) Small Business Friendly LG initiative	High	(7.1) Formalise the City's commitment to support businesses through joining the Small Business Friendly Local Government initiative	Medium	Small businesses in the City will have access to all the support necessary to help them thrive and grow		
(8) Grant support	Medium	(8.1) Develop a grants program specifically for local businesses	Long	Businesses will have access to grants funding for opportunities to develop their business model and thrive	Funding	Community and Place
(9) Co-working space	Medium	(9.1) Increase the awareness of local co-working spaces available to local businesses	Short	Businesses will have access to spaces that will support them and provide opportunity for networking	21.1	
(10) Business welcome pack	Medium	(10.1) Develop a 'welcome to the City' pack with a supporting communications strategy	Short	New businesses will be aware of all the business support services available from the City and provided with the best chance to succeed	21.1	
(11) Local business case studies	Low	(11.1) Promote local businesses through the City's social media platforms, on a regular basis using themes and locations	Short	Businesses will be marketed to a broad customer base via the City's established channels	21.1	Communications and Engagement
(12) Small business awards program	Low	(12.1) Deliver a small business awards program to promote excellence in business	Long	High performing businesses in the City will be recognised and promoted	6.1, funding	
(13) Training and development	Medium	(13.1) Create a plan which delivers a suite of training and development opportunities to local businesses	Short	Businesses will have access to training that will support their growth and development	21.1	
		(13.2) Run an expression of interest process to gain an understanding of local business training and development needs	Short	Businesses will have access to training and development programs based on local needs and identified trends	21.1	
(14) DAIP initiatives	Medium	(14.1) To deliver a suite of tools for businesses to understand accessibility requirements & needs	Medium	Businesses will have an expanded customer base and be more inclusive to all members of the community		Community Care Services
		(14.2) Deliver a small business awards program to promote excellence in businesses that purposefully engage all members of the community through accessibility and inclusion considerations	Medium	Businesses will have the opportunity to be recognised for their accessibility and inclusion strategies	6.1, funding	Community Care Services
(15) Environment and Sustainability	Low	(15.1) Investigate options that encourage environmentally sustainable business outcomes and promote across the business community	Long	Businesses will change the way they operate to become more environmentally friendly	Funding	Fleet and Waste Services
		(15.2) Develop a grants program specifically for local businesses, featuring projects that have a sustainable outcome	Long	Businesses will have the opportunity to implement sustainability initiatives that will be beneficial to their business and the environment	Funding	Community and Place
(16) Business mentoring programs	High	(16.1) Provide funding for a business mentoring program to local businesses	Medium	Businesses will have access to professional business mentors to guide them through transitional developments and business improvements	21.1	
(17) Stakeholder partnerships	High	(17.1) Design a formal plan which provides guidance on effective business engagement and stakeholder management	Medium	Businesses will be effectively represented by the City in forums of influence and with advocacy opportunities	6.1	Community and Place

Opportunity for development	Priority	Action	Timeframe	Outcomes	Dependency	Partnered business unit
(18) 'Places' as business support hubs	Low	(18.1) Develop a framework which considers service delivery based on 'place' characteristics and targeted needs	Long	Businesses will receive tailored service delivery based on their location needs		Community and Place
(19) Buy local campaign	High	(19.1) Establish a buy local campaign aimed to promote buy local activities to encourage customers to shop local, and businesses to use local suppliers	Medium	Businesses will notice an increase in local customers shopping local, and business-to-business trading.	21.1	
(20) Website functionality	High	(20.1) Increase awareness of the City's business pages throughout the business community	Short	Businesses will be aware of services to support their growth through the City's business pages	21.1	
		(20.2) Improve the placement and content of major projects updates on the City's website, to ensure it is easily accessible and intuitive	Medium	Businesses will have improved and updated information on major projects throughout the City, to assist in planning actions		
(21) Business communication	High	(21.1) Development of a communication strategy inclusive of all business support initiatives	Short	Businesses will be aware of all services and programs available from the City to support their growth		Communications and Engagement
(22) Advocacy	Low	(22.1) Develop an advocacy model to formalise a business-specific advocacy approach	Long	Businesses will feel more supported by the City, and will benefit from the City's active participation in advocacy activities such as business groups		Advocacy Specialist

Business Support and Enhancement Plan strategic alignment

Implementing the Business Support and Enhancement Plan will:

- Contribute to the Strategic Community Plan, 2021-2031 vision for the City as a sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing

- Contribute to achievement of the following Strategic Community Plan Key Result Area Outcomes:

  – E1 Sustainable business growth

  – E2 Accelerated economic and employment growth

  – E3 A great place to visit

- Adhere to the Corporate Business Plan which specifies the creation of a plan to support and develop existing businesses in the City

- Contribute to achievement of the City's Economic Development Strategy's vision of being nationally and globally recognised as a great place and strategic location to invest, visit and establish commercial and local business centres

- Contribute to the achievement of the City's new Economic Development Strategy, which is currently in development

- Contribute to achievement of outcome seven of the Disability Access and Inclusion Plan (2017-2022) which states that people with a disability will have the same opportunities as other people to obtain and maintain employment within the City

- Fulfills the commitment to develop a plan to enhance and support existing businesses in the City listed as a key performance indicator in the CEO Targets (2021/22)

- Contribute to the achievement of the Community Safety Plan outcome to strengthen measures that address perceptions of safety and deter criminal behaviour

- Assist in providing necessary support initiatives based on what businesses need, using feedback from three City of Swan surveys and WALGA's Economic Development Business Survey

- Address the findings and recommendations of the business support opportunities for development phase.

Conclusion

Having undergone a thorough process of research and analysis, officers can confidently present a list of industry-standard initiatives ready for consideration by the City's Executive team and Council. Upon commencement of the next phase, Project Planning and Implementation, a project management process will be followed, which includes the development of individual project plans for each initiative. Considerations such as project objectives, stakeholder impact, evaluation measures and risk assessment will be captured, encouraging a rigorous and considered approach to project delivery.

Evaluation measures will be carefully considered, to capture the level of success of each initiative. Evaluation findings will be provided in progress reports and will assist in longer term planning around the value of initiative delivery across the City.

It is expected that feedback from stakeholders will be reflected in future satisfaction surveys and incorporated into individual project evaluation where possible.

City of Swan