



Corporate Business Plan

2026/27 to 2029/30



Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Whadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora

Yeyi Ngoongoolong

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

Contents

A message from the Mayor and Chief Executive Officer	4
How we plan	5
Our vision	7
Our Council	8
Our community	11
Our services.....	16
Our organisation	17
Local area planning	18
Local area priorities and projects	19
Altone	20
Ballajura	22
Bullsbrook	24
Ellenbrook	26
Gidgegannup	28
Guildford-Hazelmere	30
Malaga	32
Midland	34
Swan Valley.....	38
Swan View	40
Upper Swan	42
Whiteman	44
Corporate Business Plan	46
Resourcing the plan	62
Our performance	68

A message from the Mayor and Chief Executive Officer

With our population expected to reach 300,000 by 2050, the City of Swan is not only Perth's largest metropolitan local government by geographical size but is also one of its fastest-growing, catering for the expanding needs and expectations of a huge diversity of cultures.

We're proud to present the City of Swan's Corporate Business Plan (CBP) 2026/27 – 2029/30, which sets out how we will meet the practical and fiscal challenges of this expanding population by developing and implementing a carefully-planned range of high-quality services and projects.

This CBP is aligned to our recently-reviewed Strategic Community Plan (SCP), which supports the City's long-term goals by providing clear direction on how these services and projects will be delivered over the next four years.

The CBP will guide the delivery of a wide range of community infrastructure projects, all aimed at increasing the liveability of both our urban and rural environments.

As always, community engagement makes a major contribution towards helping shape the City's future.

The feedback we collect helps ensure we identify the rapidly-evolving expectations of our people and cultures. It helps shape the essential planning needed to ensure we effectively understand and respond to those expectations.



Focusing on the diversifying needs of our community, we have developed one of the largest capital works programs of any local government within the Perth metro area.

To ensure progress, we continue to successfully campaign for external funds to support many of our large-scale projects. In the 2025/26 financial year, over \$35 million in external grant funding was secured, helping us to deliver more than \$188 million worth of projects.

In the past 12 months, we've reached significant milestones for our community including the start of construction at the \$145 million Swan Active Ellenbrook site, the opening of the eagerly-awaited Ellenbrook Community Centre and development of the Brabham District Community Centre.

The delivery of these and many other projects is made possible by the dedication of Council Members and City staff, whose commitment continues to shape an inclusive and fully-engaged community who are proud to call the City their home.

Mayor Tanya Richardson
City of Swan

Stephen Cain
Chief Executive Officer

How we plan



Understanding the Corporate Business Plan

The Corporate Business Plan (CBP) translates the priorities identified by Council and our community in the Strategic Community Plan 2025-2035 (SCP) into operational delivery within the City's available resources. The SCP has five key result areas (KRAs), as shown in the image above. Throughout this document, you will see how the City's planned services and projects align with the SCP's key result areas, goals, objectives and priorities.

Reading the plan

In the CBP, each KRA is supported by strategic goals, as well as guiding strategies and plans. The CBP outlines the services and key projects the City will deliver to meet its goals. It contains:

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

The City uses several frameworks and approaches to help achieve its strategic vision and deliver high-quality services to the community.

The Integrated Planning and Reporting Framework

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

- **Strategic Community Plan:** a 10-year plan that acts as the City’s guiding strategy and is informed by community aspirations for the future
- **Corporate Business Plan:** a four-year plan that details the resources and priorities required to implement the first four years of the SCP.

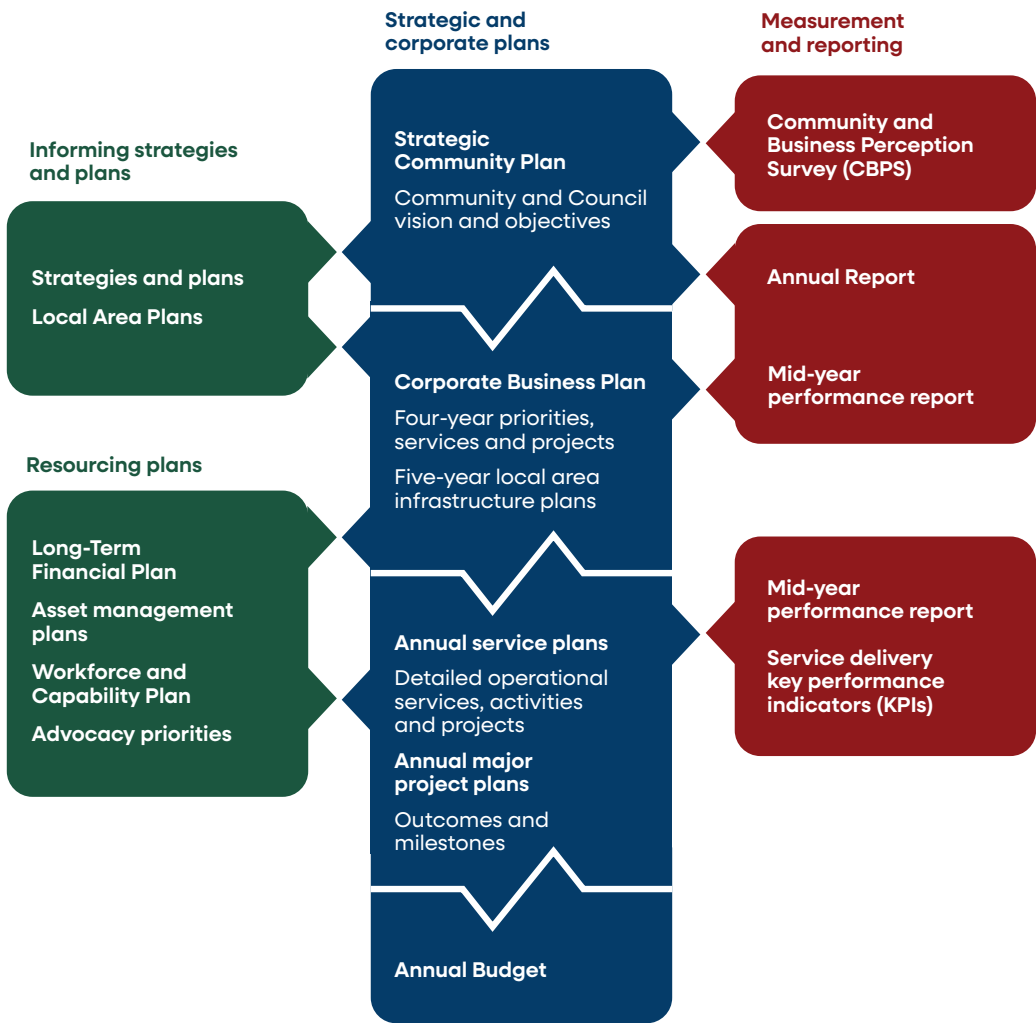
The framework helps local governments translate community priorities and aspirations

into operational objectives. The plans developed as part of the framework outline how the City will deliver these objectives and report on 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 diagram below shows how the framework is applied at the City.



City's Integrated Planning and Reporting Framework

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 2025-2035

The City's SCP underwent a major review in 2025, with the revised document adopted by Council in August 2025. This is the first Corporate Business Plan (CBP) aligned to the new SCP 2025-2035. Progress against the SCP is assessed through a number of measures contained in the SCP. Further information about performance can be found in the City's Annual Report and on the website.

Insights from the 2026 Community and Business Perceptions Survey are below.

Residents



78% satisfied with the City's overall performance.



88% like living in the City.

Businesses



82% satisfied with the City's overall performance.



88% like owning a business in the City.

Our Council

Mayor



Tanya Richardson^
Mayor
0414 384 734

Altone Ward



Cr Jennifer Catalano
0403 338 002



Cr Shaynon Dean
0423 655 812



Cr Nav Kaur^
0406 731 444

Midland/Guildford Ward



Cr Sarah Howlett
0438 378 980



Cr Ian Johnson^
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 Maria Toquero
0419 711 137



Cr Evia Aringo^
0475 402 647

Swan Valley/Gidgegannup Ward



Cr Rod Henderson^
(08) 9267 9267



Cr Charlie Zannino
Deputy Mayor
0412 788 817

Whiteman Ward



Cr Haeden Miles^
0451 742 093



Cr Mel Congerton
0417 831 727

^Term expires in 2027



City of Swan ward boundaries



Council Members

The City's Council comprises a popularly elected Mayor and 14 Councillors representing five wards. Together, they are known as the Council. Council Members are elected for four-year terms, with about half elected at each ordinary election. The next local government election, including a Mayoral election, is scheduled for October 2027. Local government elections help renew Council's leadership and ensure community representation remains strong and responsive.

Council sets the strategic direction, informed by community aspirations, which the City's administration then implements.

The role of Council

Council plans for the City's future by overseeing its finances and resources, setting policies and ensuring statutory and community responsibilities are performed effectively and efficiently.

Council meets on the second Wednesday of each month, except January, in Council Chambers at Midland Town Hall.

An Agenda Forum is held the week before the Council Meeting. At the Agenda Forum, Council Members can ask questions and request more information about agenda items. Members of the public can make deputations and ask questions about agenda items.

Council Meetings and Agenda Forums are open to the public. However, members of the public may be asked to leave the chamber if Council needs to discuss confidential items.

All Council and committee meetings are conducted in accordance with 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's duties include providing leadership and guidance to Council Members about the role of Council. The Mayor is responsible for carrying out civic and ceremonial duties, speaking on behalf of Council, promoting positive and constructive working relationships among Council Members, liaising with the CEO on Council's affairs and performance and presiding at Council Meetings.

Council Members

Council Members represent the interests of electors, ratepayers and residents. Council Members are elected to wards but must consider the interests of the entire community in their decision-making. They also facilitate communication between the community and Council, provide leadership and guidance to the community, maintain good working relationships with the Mayor, other Council Members and the CEO and participate in decision-making at Council and committee meetings.

Committees

Council is responsible for a broad range of activities and functions. It may establish statutory and advisory committees to provide expertise in specific areas.

Our community

An overview of our community

The City of Swan, located north east of Perth, is the largest local government by land size in the Perth 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.

The City's location, services and facilities make it an attractive place to live. The population across our 42 suburbs stands at 187,090 in 2025 but is forecast to grow to about 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 the community is a melting pot of multiculturalism, with one in three people born overseas and 23.2 per cent speaking a language other than English at home.

The City's ideal location, significant history, diverse community and strong economy ensure a positive future for the City of Swan, full of opportunity.

Preserving our environment

The City of Swan remains committed to protecting and enhancing the natural environment while supporting a rapidly growing community. The City continues to implement the Sustainable Environment Strategy across six key focus areas: water efficiency, water quality, carbon reduction, biodiversity retention, waste minimisation and climate adaptation.

In addition to reducing emissions, there is an increasing focus on climate resilience, including managing urban heat, protecting and expanding tree canopy, improving water-sensitive urban design and responding to the effects of more frequent extreme weather events. These actions support environmental outcomes while contributing to community health and liveability.

Community involvement remains central to achieving long-term sustainability. The City continues to support Friends Groups, sustainable living programs and environmental education initiatives such as Thinking Green and Branching Out, with a growing emphasis on practical behaviour change and local stewardship.

Waste minimisation remains a strategic priority. The staged implementation of FOGO (Food Organics and Garden Organics), progress toward Waste to Energy, and planning for e-waste management are collectively aimed at significantly reducing landfill. As these initiatives mature, the City is focused on improving performance, community understanding and service consistency across the municipality.



Planning and delivering to meet the needs of our growing and diverse community

The City's population is projected to increase by more than 44,000 people over the next 10 years, from 2026-2036, and by almost 83,000 by 2046. This represents a 43.5 per cent increase on the current population. By 2046, Ellenbrook, with 73,000 people, and Whiteman, with 54,000 people, will remain the City's largest local areas. About 100,000 people are expected to live across the four local areas of Bullsbrook, Altone, Midland and Ballajura. The map on page 13 shows the City's projected population growth in key areas by 2046.

The City continues to plan for and deliver infrastructure and services in line with the needs of growing communities. The City continues to implement the Social Strategy and Community Infrastructure Plan and has published a **Community Futures Blueprint**, which is a suite of documents to advocate for key infrastructure and services, including healthcare, education, emergency response and enabling infrastructure provided by State Government agencies.

The City supports diverse community needs through the ongoing implementation of its Access and Inclusion Plan, Reconciliation Action Plan, Youth Plan and Community Health and Wellbeing Plan.

The City continues to strengthen community partnerships by supporting community groups to deliver events and initiatives.

The Community Safety Plan was revised and endorsed by Council in June 2024. The City has started delivering actions in the plan to boost community safety.

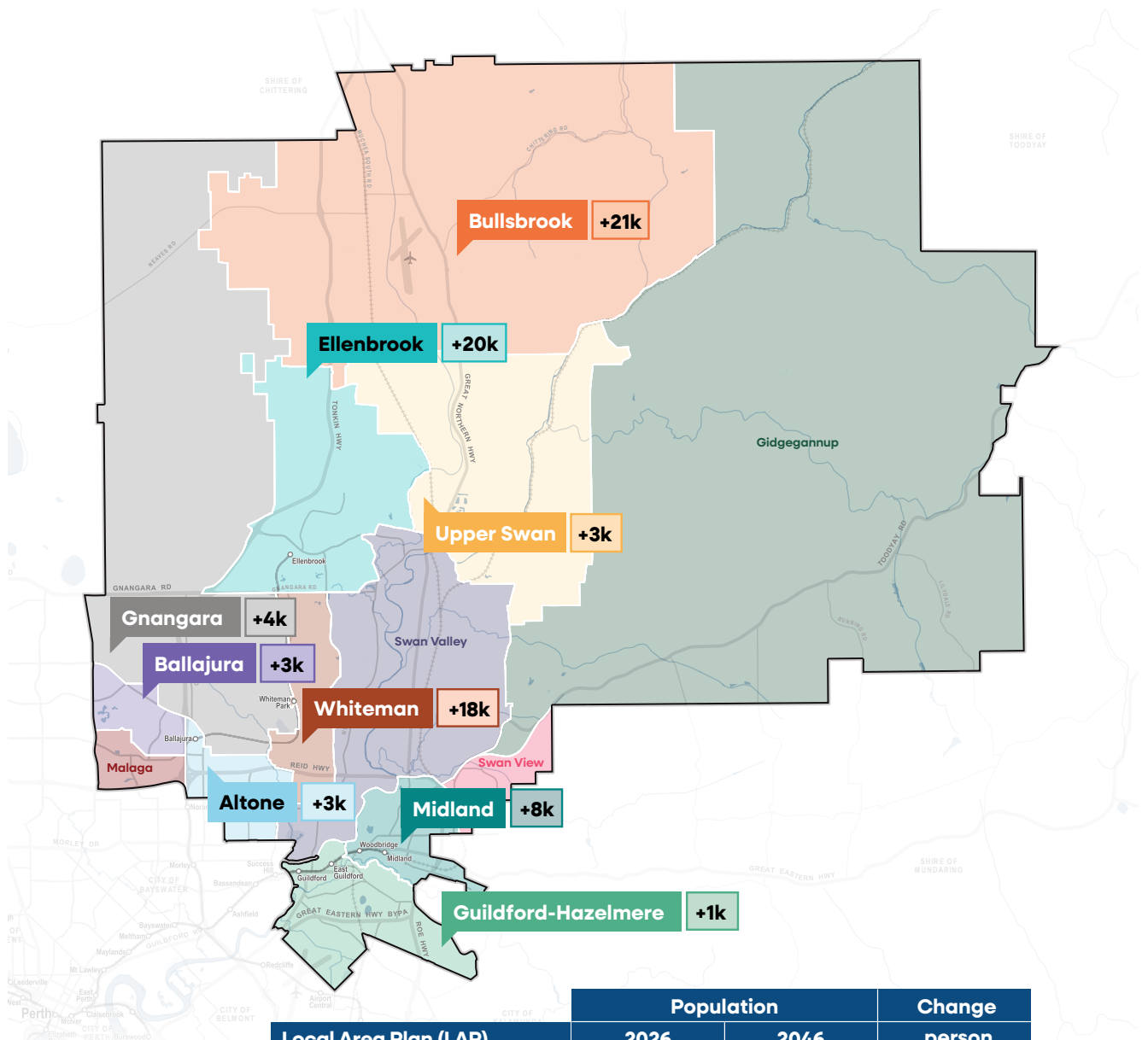
The City of Swan's Economic Development Strategy guides economic growth and prosperity across the City. It sets the direction for the New Business Attraction and Opportunities Plan, the Business Support and Enhancement Plan and the Tourism Plan. Together, these plans provide a coordinated approach to attracting investment, supporting businesses and growing tourism.

These plans aim to create jobs, attract private sector investment, strengthen existing businesses and grow the visitor economy. They also help position the City as a competitive and attractive place to live, work, visit and invest. By delivering these plans, the City aims to build a resilient, diverse and sustainable economy that provides long-term benefits for the community.

The City's expansive geographic size, natural and heritage assets and population growth highlight the continuing need for a local area planning approach. This approach supports sustainable economic, environmental and community development in the City's new, emerging and existing areas.

See pages 18-45 for more information about the City's approach to local area planning.

City of Swan projected population growth 2026-2046



Local Area Plan (LAP)	Population		Change person
	2026	2046	
Ellenbrook	53,400	73,722	+ 20,322
Whiteman	36,158	54,583	+ 18,425
Bullsbrook	7,086	28,392	+ 21,306
Altone	23,660	27,049	+ 3,389
Midland	17,206	25,452	+ 8,246
Ballajura	19,691	22,578	+ 2,887
Guildford - Hazelmere	9,893	11,137	+ 1,243
Swan View	10,392	10,439	+ 47
Upper Swan	4,045	6,822	+ 2,777
Swan Valley	6,031	6,290	+ 260
Gnangara	82	4,185	+ 4,103
Gidgegannup	3,102	3,029	- 73
City of Swan	190,769	273,701	+ 82,932

* sourced from forecast.id.com.au/swan

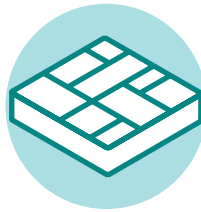
About our community

Size of Swan



1,042 km²

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



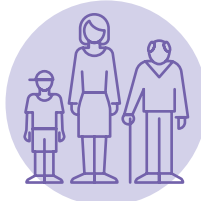
**42
suburbs**

Our people



209,663

forecast resident population in 2030.*



35 years

is the median age of our residents.*

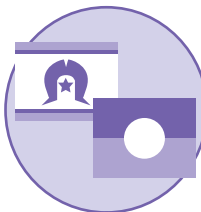


12.2%

of our residents are volunteers.*



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



5,302

Aboriginal and Torres Strait Islander peoples 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 economy.id.com.au/swan

^ sourced from forecast.id.au/swan

^^Census 2021 data, sourced from Australian Bureau of Statistics



Performer at Avon Descent



Aboriginal dancers performing at Altone Comes Alive

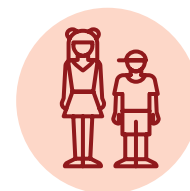
Our assets



6
libraries.



3
leisure centres.



6
youth centres.



1,259 ha
of managed natural
resource areas.



1
visitor centre.

Our homes



74,892
forecast total dwellings in 2030[^].



2.89
persons average
household size in 2030[^].

Our economy



93,058

local jobs in the City of Swan
in 2024/25.*



12.2%
healthcare and
social assistance.



11.4%
transport, postal and
warehousing.



11.2%
construction.



10.5%
retail trade.



7.7%
manufacturing.



7%
education and training.



14,057

total GST registered
businesses in 2025.*



\$15.97B

gross regional product (GRP)
in 2024/25.*



86%

of community gave the City
a positive rating as a place to
visit in 2026^{^^}.

* sourced from economy.id.com.au/swan

[^] sourced from forecast.id.au/swan

^{^^}sourced from Markyt Business Scorecard 2026 for City of Swan

Our services

The City has 37 services, each with a specialised role in delivering its strategic direction and community vision. Resources, including infrastructure, people and finances, are allocated to deliver these services.

The services below are delivered to residents and businesses to support the community vision: 'A sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing.'

Page 50-61 summarise each service and how it contributes to the community's aspirations in the SCP.

As part of the annual business planning process, the City develops annual service plans that detail service delivery, service levels, allocated and forecast resourcing, allocated funding and community feedback. Annual **service plans** are available on the City's website.

 Natural Environment Thriving and protected	 Social Growing and diverse	 Built Environment Sustainable and connected	 Economic Prosperous and vibrant	 Governance Accountable and engaged
- Natural area management - Recycling services and centres - Sustainable environment - Waste collection services - Waste education	- Community arts, culture and funding services - Community care and aged services - Community development - Community safety - Emergency management - Leisure services - Library services - Public health services - Security services - Swan volunteer centre and services - Youth development services	- Asset planning and management services - Building approval services - Building maintenance and servicing - Civil infrastructure construction - Design and project delivery - Engineering infrastructure and lighting maintenance - Fleet and depot - Park and reserve maintenance - Planning approval services - Strategic land use services	- Business support and development - Economic development - Property and investment - Tourism services	- Communications and engagement - Customer experience - Financial services and rates - Governance - Human resources - Information systems - Organisational planning and development

Our organisation

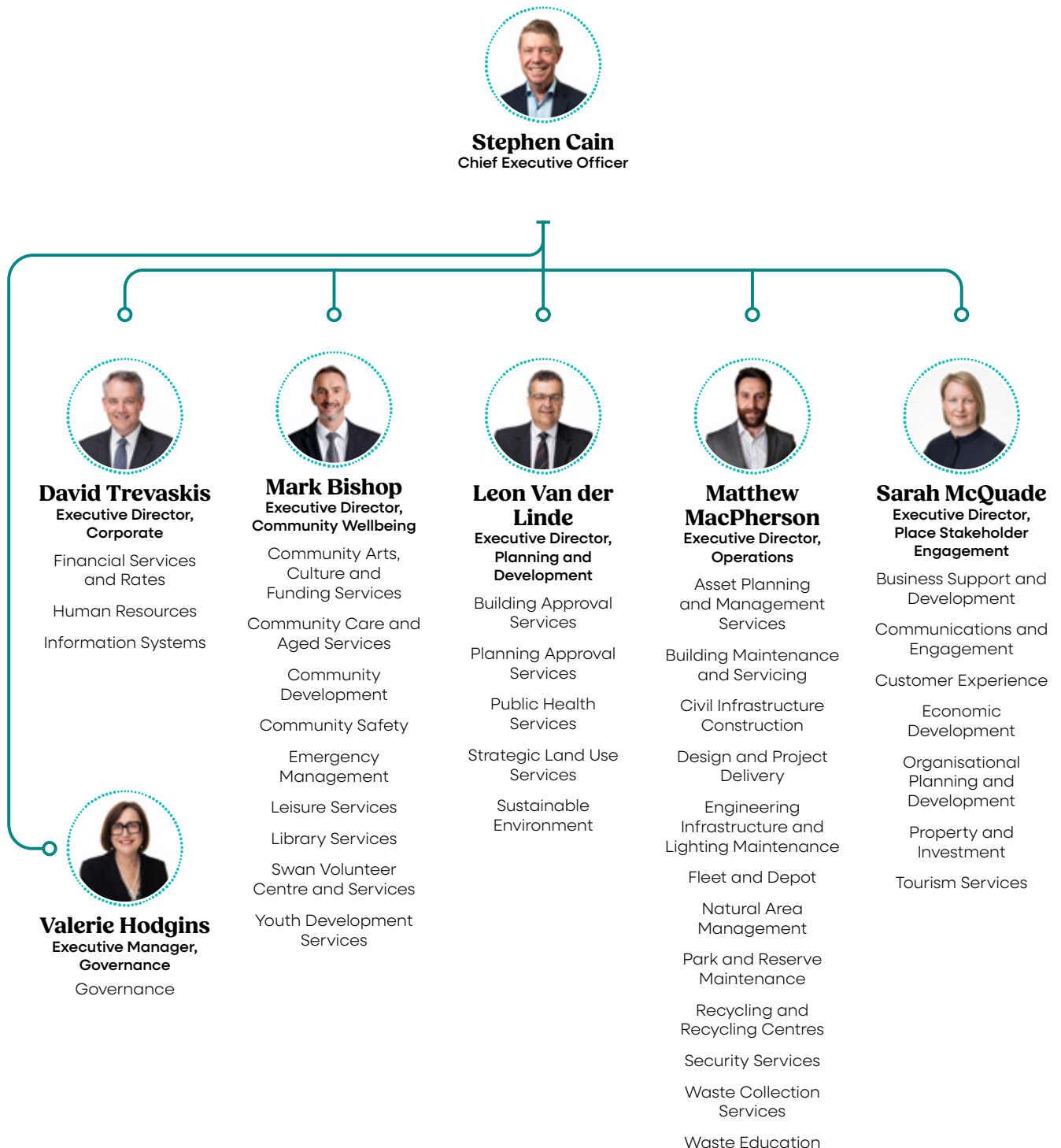
Executive team

The Executive team provides ethical, transparent and accountable leadership and strategic management for the organisation, while ensuring operations are effective, efficient and responsible.

City services

The organisational structure below shows the Executive Director responsible for each service.

Organisational structure



Local area planning

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

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

These objectives and outcomes are developed into priorities specific to each local area. The priorities formed through the local area planning inform service delivery across 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

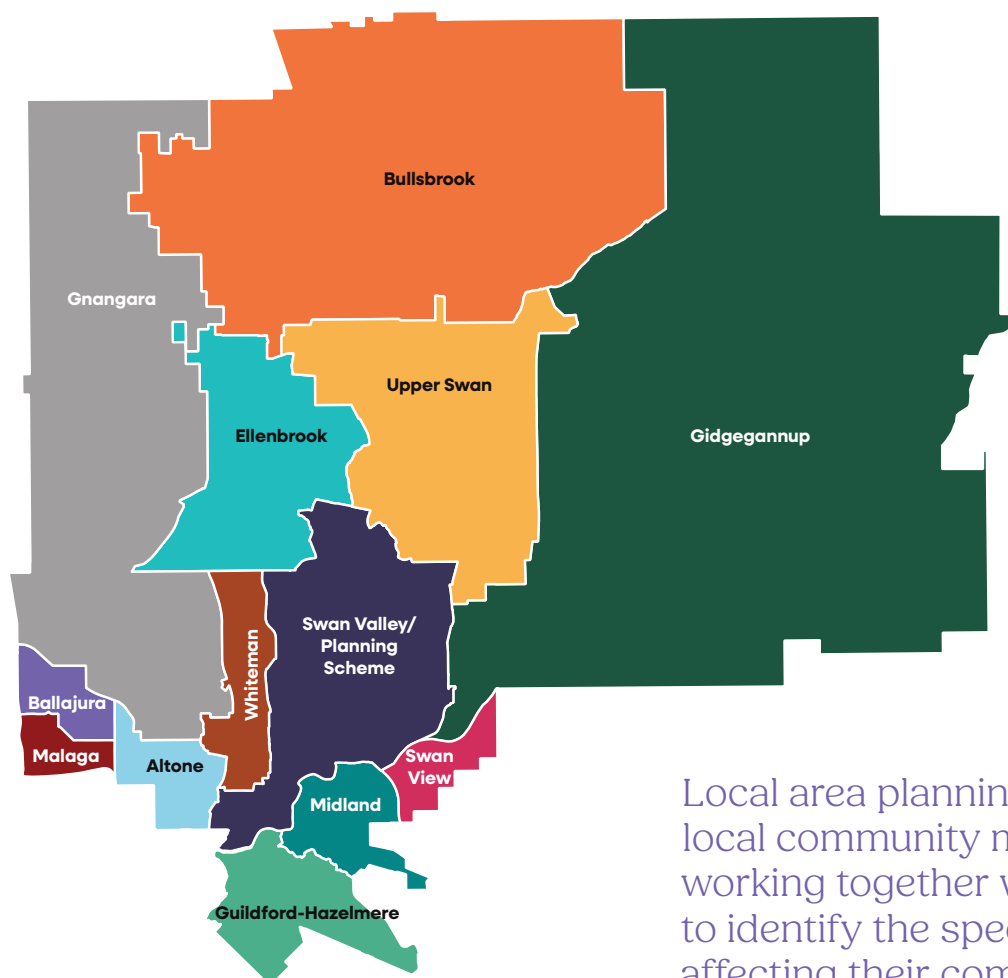
The City conducts community consultation to determine what the community wants the City to prioritise over the next five years.

Local Area Plan

The top priorities established through the consultation are summarised, with key themes. These are combined with the background reports 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.

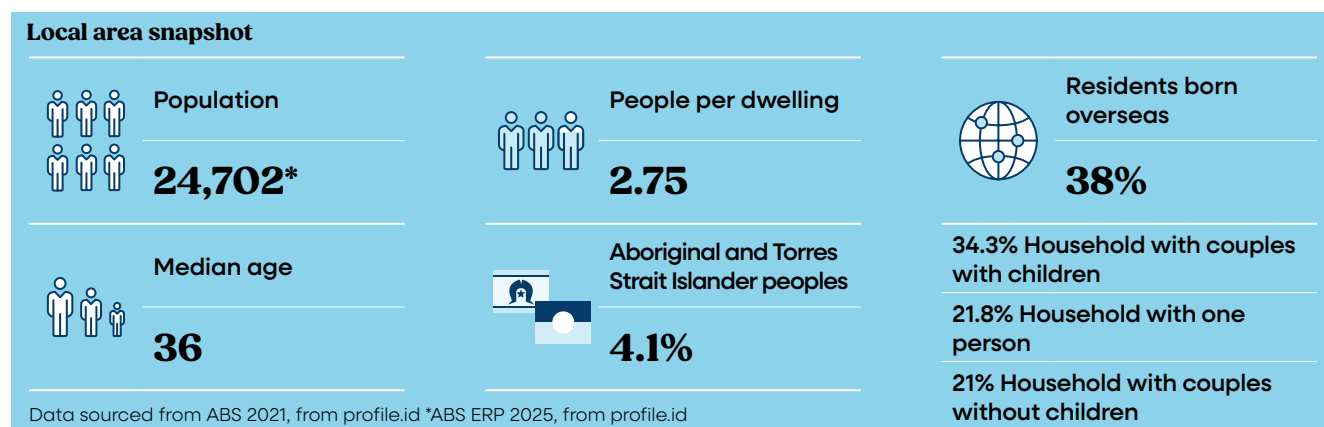
Local area priorities and projects



Artists impression of Swan Active Ellenbrook

Altone

The Altone local area is in the south west of the City and includes 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.

Key successes against local area priorities

Priority 1

- The Playspace Strategy 2024-2029 was developed to provide principles, strategic policy and guidance for planning, design and management of all play spaces.

Priority 2

- Ballajura Station and Noranda Station were delivered as part of the METRONET Morley-Ellenbrook Line project and have been operating since December 2024
- Install a new streetlight at Jennings Way and Scanlon Way.

Priority 3

- The Urban Forest Plan 2022-2039 was developed to guide canopy cover and City-wide tree management strategies.

Priority 4

- Altone Comes Alive started as an annual Harmony Week event at Altone Park, showcasing multicultural performances and food stalls.

Priority 5

- The City continues to deliver a range of programs and events for young people, including Futures Labs at Beechboro Library, BMX, skateboarding and scooter sessions at Altone Skate Park, the Youth Out Loud Public Speaking Contest Series, the Youth Power Leadership Group and the Hyper series featuring music festivals and art exhibitions.

Priority 6

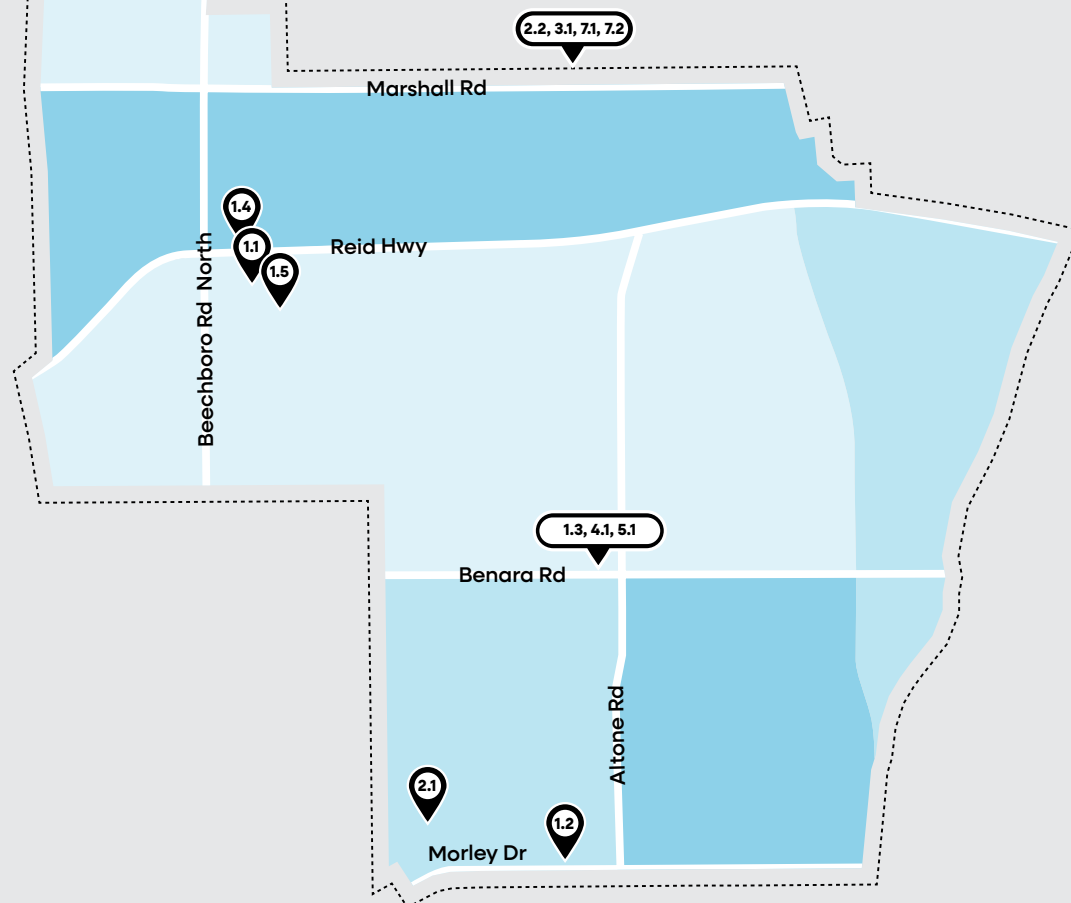
- Brockman Community Centre continues to support the community through activities, courses and workshops, food assistance, childcare and after-school care
- Upgrade the Beechboro Library engine room.

Priority 7

- The City released its first Innovate Reconciliation Action Plan (RAP) in 2022 after formal endorsement by Council and Reconciliation Australia
- The City hosts NAIDOC Week each year to celebrate and acknowledge the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

*Altone Local Area Plan is currently under review, and new priorities are expected to be adopted by Council in 2026.

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



Key projects against local area priorities

1.1	Install a new barbecue at St Lawrence Park in 2028/29
1.2	Refurbish the playground at Forrest Park in 2026/27
1.3	Install exercise equipment at Altone Park in 2027/28
1.4	Refurbish the playground at Fairywren Park in 2028/29
1.5	Refurbish the playground at Ottawa Park in 2029/30
2.1	Construction of traffic calming treatments along Bottlebrush Drive, Kiara and Maguire Avenue, Beechboro in 2026/27
2.2	Deliver the annual footpath and cycle networks maintenance Program in 2026/27
3.1	Deliver the annual tree planting program in 2026/27
4.1	Refurbish Altone Youth Centre in 2026/27
5.1	Upgrade Altone Skate Park and BMX facilities in 2026/27 to 2027/28
7.1	Host NAIDOC Week each year to celebrate and acknowledge the history, culture and achievements of Aboriginal and Torres Strait Islander peoples in 2026/27.
7.2	Development of a new Reconciliation Action Plan RAP in 2026/27.

Ballajura

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



Ballajura local area priorities

- ① Improve and maintain community facilities, playgrounds and bookable spaces to meet the needs of all ages
- ② Improve Ballajura's streetscapes and protect its natural areas
- ③ Promote community safety through crime prevention initiatives, lighting upgrades and visible support
- ④ Strengthen road, cycle and pedestrian connectivity and safety
- ⑤ Promote local programs, safe spaces and attract support services for young people.

Key successes against local area priorities

Priority 1

- The irrigation system at Ballajura Oval was upgraded
- Exercise equipment was installed in Ballajura.

Priority 2

- Emu Swamp bushland was preserved.

Priority 3

- Streetlights across various streets in Ballajura are being upgraded to LED.

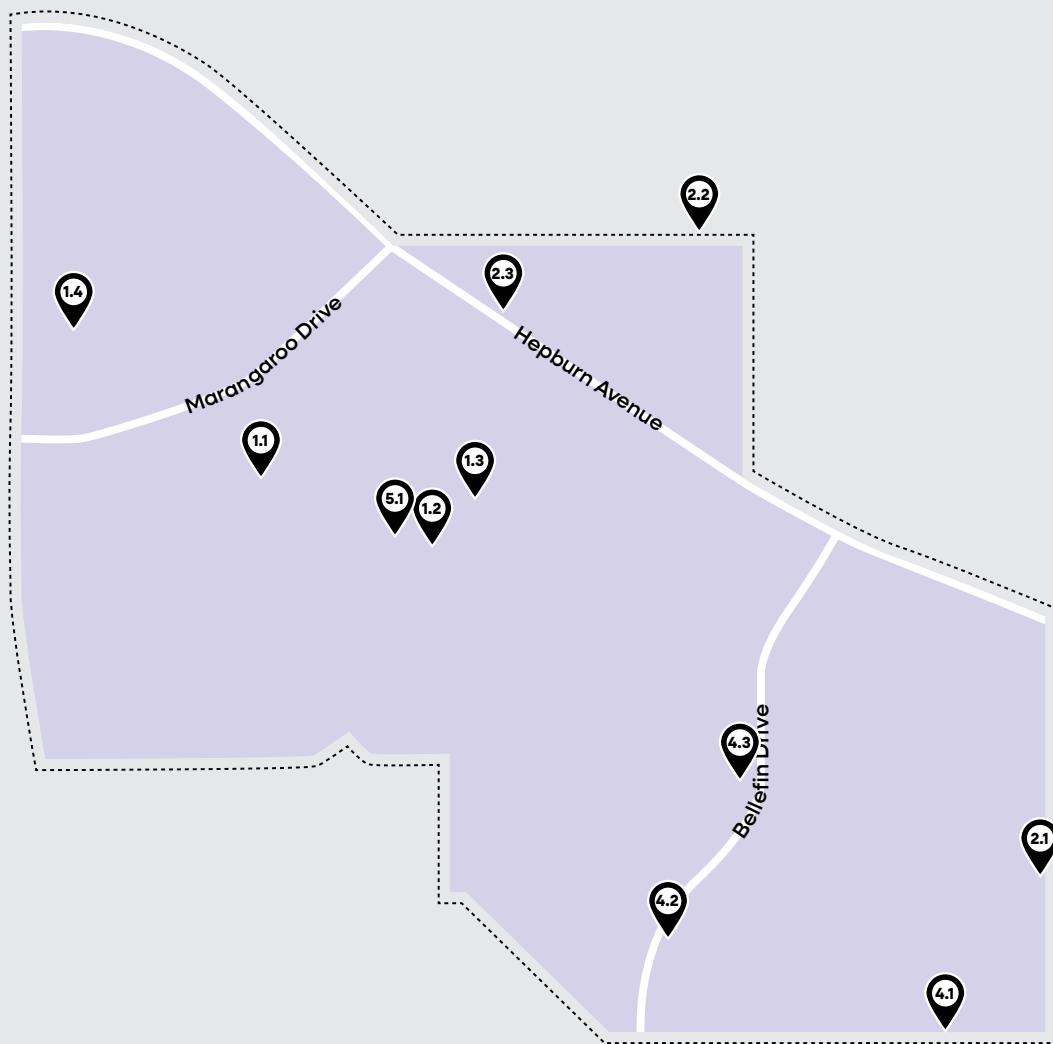
Priority 4

- The Safe Active Street initiative was delivered
- Street lighting was replaced.

Priority 5

- A contract was awarded to Kids First Australia to deliver expanded services and programs for young people through the City's Dungeon Youth Centre.

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

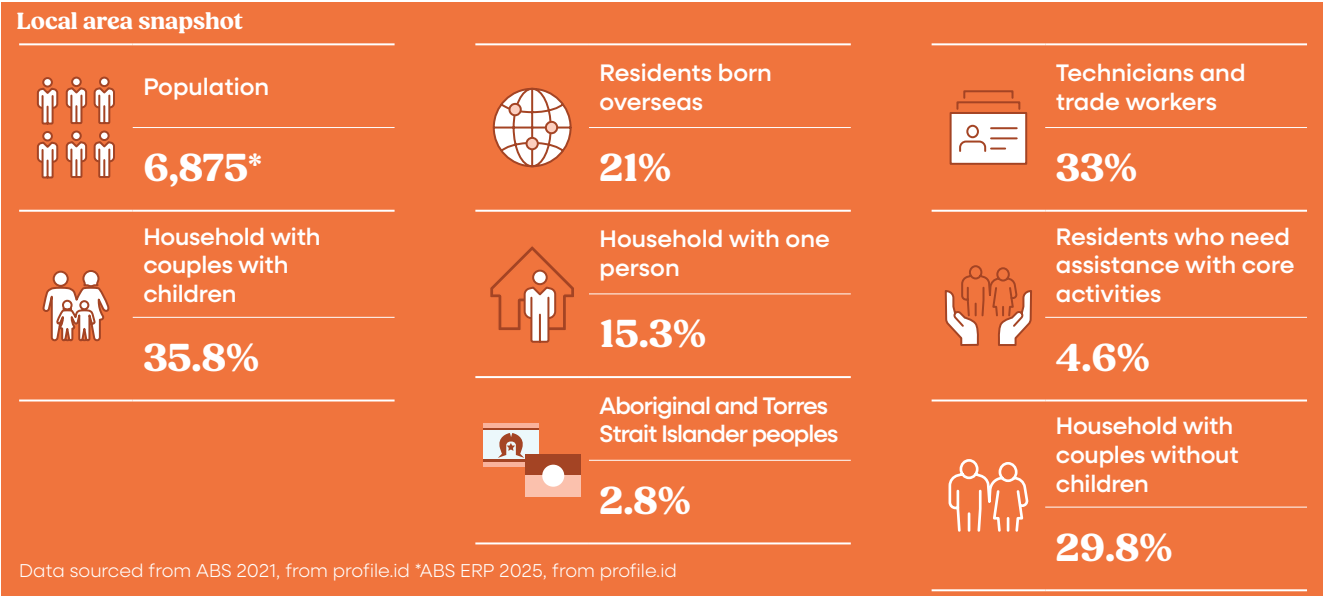


Key projects against local area priorities

1.1	Refurbish the playspace at Bayview Park in 2028/29
1.2	Reconfigure the Swan Active Ballajura entry in 2028/29
1.3	Construction of irrigation renewal works at Kingfisher Oval, Ballajura in 2026/27
1.4	Install new shade sail at Central Lakes, Ballajura in 2026/27
2.1	Work with METRONET to maximise community benefit from the new footbridge across Tonkin Highway in 2026/27
2.2	Completion of Ballajura Safe Active Street project in 2026/27
2.3	Road reconstruction at specific sections of Hepburn Avenue in 2026/27
4.1	Construct a new roundabout at the intersection of Marshall Road and Beechboro Road to improve movement and access networks in 2026/27 to 2027/28
4.2	Upgrade street lighting in Ballajura, eastern side of Bellefin Drive in 2026/27
4.3	Install new streetlight at Bellefin Drive pedestrian crossing (100m south of Cassowary Drive) in 2026/27
5.1	Construct Kingfisher Community Centre in 2028/29.

Bullsbrook

The Bullsbrook local area comprises the locality of Bullsbrook. The Bullsbrook local area comprises the locality of Bullsbrook. It is traditionally a rural and rural-residential area, but is experiencing increasing urban development near the town centre.



- 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.

- Key successes against local area priorities

Priority 1

• Planning for the Pickett Park Community Centre and Outdoor Youth Space upgrade is underway, with master planning and community information sessions completed.

Priority 2

• The 345 bus route, operating between Bullsbrook and Ellenbrook, began service in December 2024.

Priority 3

• Designs for upgrades and renewal of Bullsbrook Sports Club are underway, with construction expected to begin in 2026/27.

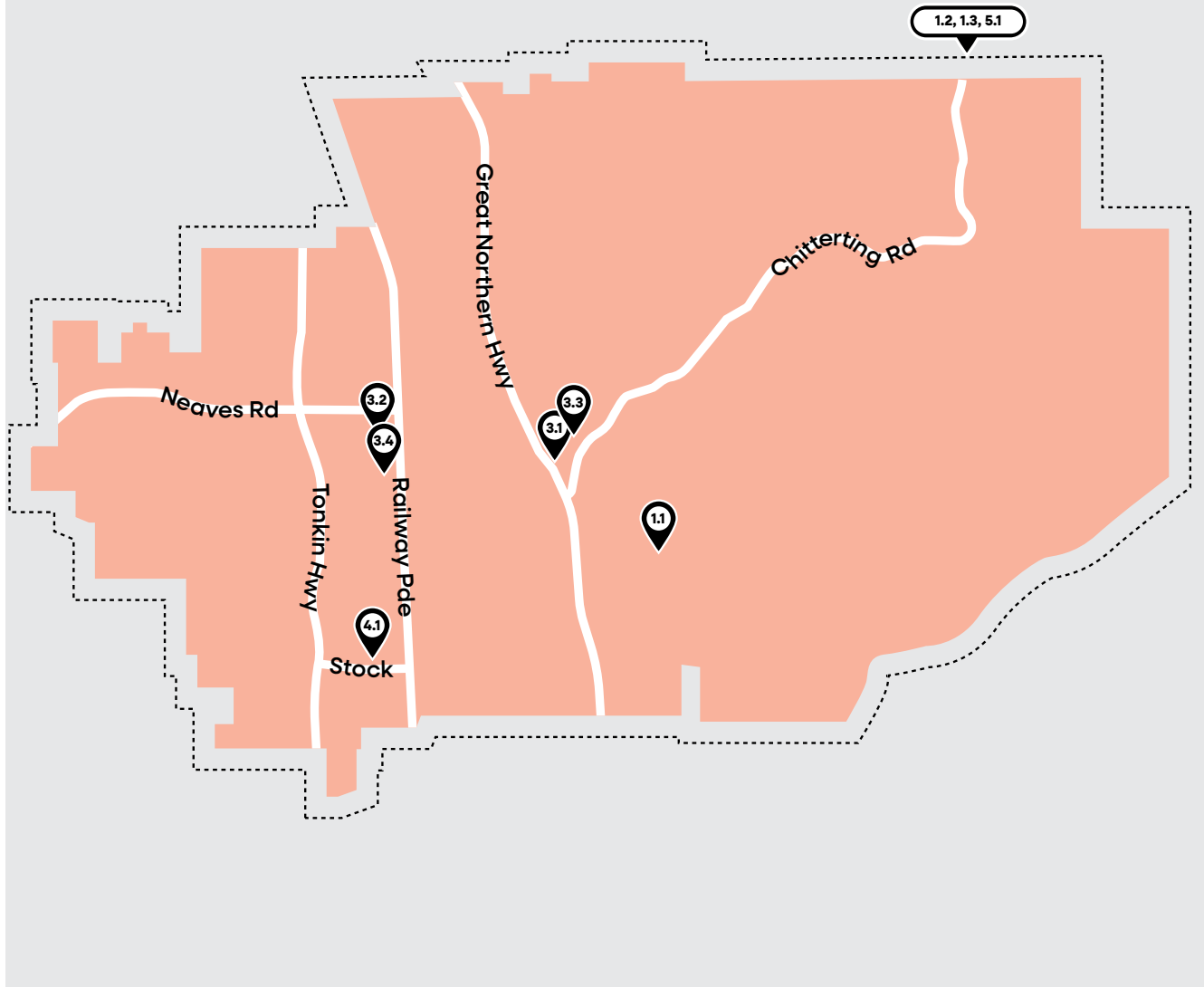
Priority 4

• Stage 2 works at the Recycling Centre – Bullsbrook have started.

Priority 5

• Employment opportunities have become available through the opening of Woolworths in Kingsford town centre in October 2025.

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



Key projects against local area priorities

1.1	Construct Bullsbrook District Open Space in 2028/29
1.2	Deliver a range of programs, events and activities for young people at the Bullseye Youth Centre in 2026/27
1.3	Deliver Junior Hangout program for 7-11-year-olds, with youth volunteers aged 13-25 working alongside staff delivering a safe and engaging space in 2026/27
3.1	Design upgrades and renewal of Bullsbrook Sports Club, with construction in 2025/26 to 2026/27
3.2	Install a water fountain at West Road and Railway Parade in 2026/27
3.3	Upgrade lighting at Pickett Park Oval in 2028/29
3.4	Play equipment replacement at West Bullsbrook playspace in 2026/27
4.1	Construct the next stage of the Bullsbrook Recycling Centre renewal in 2026/27
5.1	Support jobs by promoting an intermodal hub and key infrastructure to attract businesses and investment in 2026/27.

The Ellenbrook local area comprises several communities, including Ellenbrook, The Vines, Aveley and future urban areas in Sandridge.

The infographic is divided into six horizontal sections, each with a teal background and white text and icons. The sections are arranged in a 2x3 grid. Each section features a white icon, a title, and a large percentage or number.

Category	Value
Population	53,653*
Household with couples with children	41.5%
Household with one person	17%
Median age	32
Aboriginal and Torres Strait Islander peoples	3.2%
Household with couples without children	22.3%
Residents born overseas	34%
Residents who speak a language other than English at home	19.2%

Population
53,653*

Household with couples with children
41.5%

Household with one person
17%

Median age
32

Aboriginal and Torres Strait Islander peoples
3.2%

Household with couples without children
22.3%

Residents born overseas
34%

Residents who speak a language other than English at home
19.2%

**2016 Census*

Data sourced from ABS 2021, from profile.id *ABS ERP 2025, from profile.id

- 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 businesses and services attraction
- 5 Attract local support services to Ellenbrook.

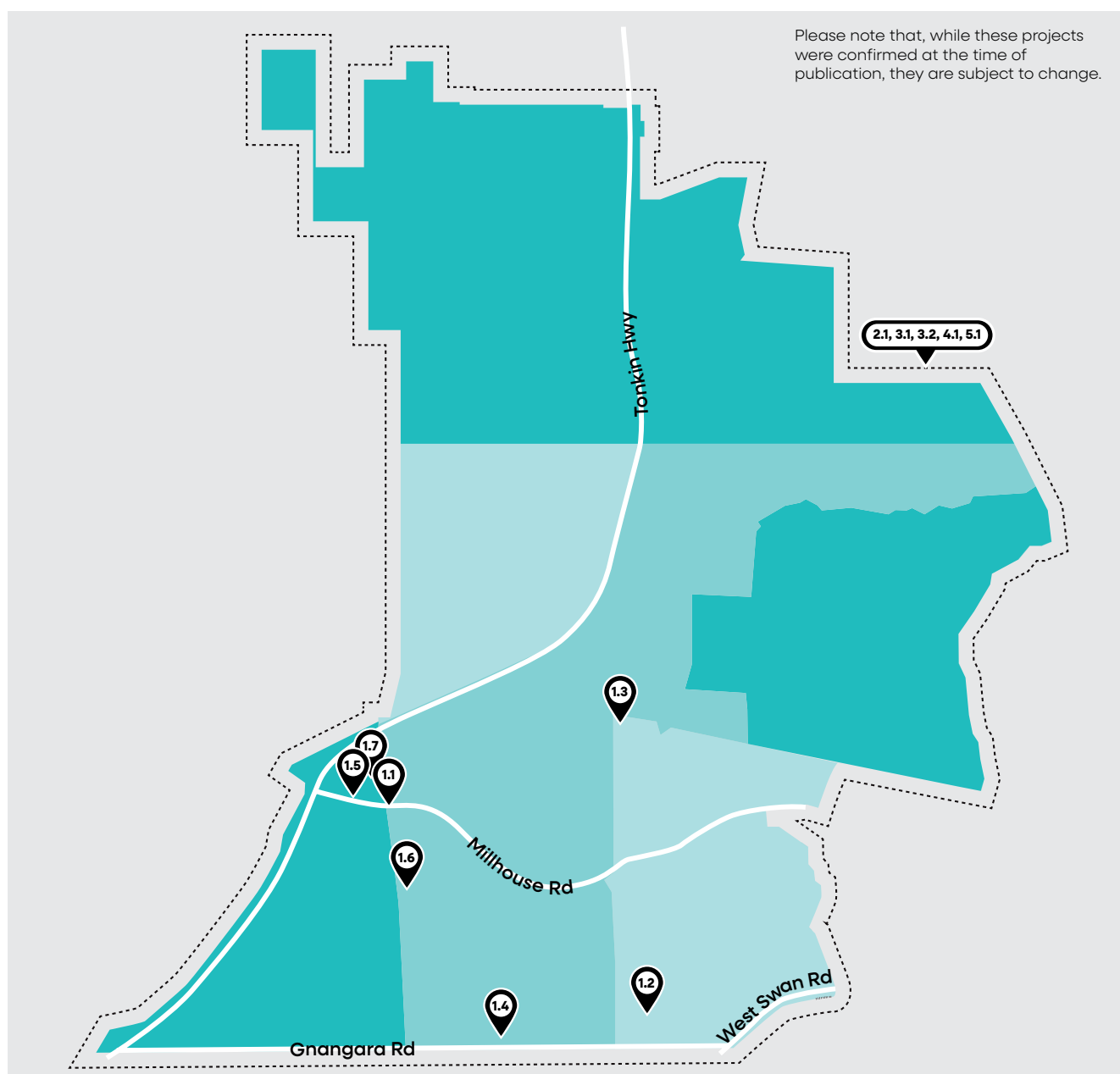
- The new ninja warrior course at Holdsworth Park is complete and open to the public
- The new Ellenbrook Community Centre was opened in 2025/26.

- The City is progressing the draft Tree Protection and Management Local Planning Policy, which aims to identify protected trees and require developers to submit tree management plans at all stages of planning and development.

- The Community Safety Plan 2024-2028, adopted by Council in June 2024, sets out a coordinated approach to improving community safety through prevention, preparedness and collaboration. Delivered in partnership with residents, businesses and key agencies, the plan provides a framework to reduce risk, support vulnerable people and improve wellbeing across the City.

- The City promoted business investment in Ellenbrook through the update and relaunch of its investment sheets in 2024/25, including publication on the City's new investment website. The City also delivered its first Jobs Expo in Ellenbrook in mid-2025, supporting connections between job seekers and local employers.

- While the City does not directly deliver support services, the Local Planning Scheme provides mechanisms to enable these services to be established in the area. Through appropriate zoning, land-use planning and development controls, the scheme creates opportunities for support services to locate in Ellenbrook as demand grows.

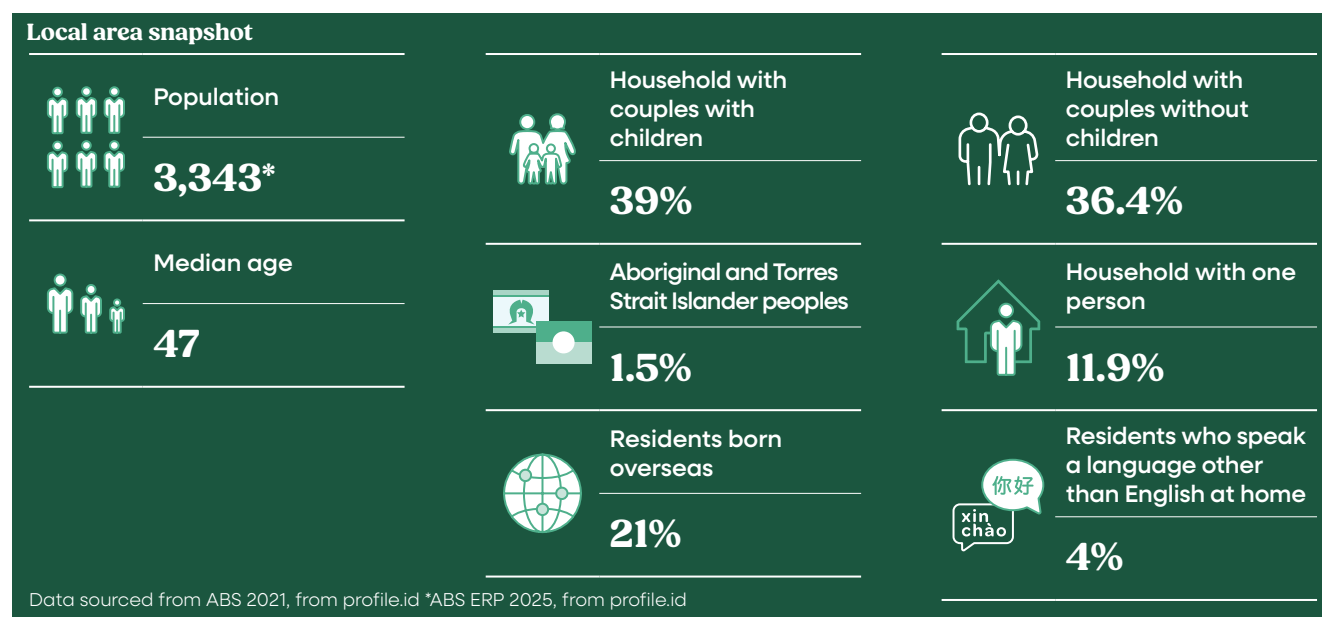


Key projects against local area priorities

1.1	Complete a shared path along Westgrove Drive and Henley Brook Avenue in 2028/29
1.2	Install new dog play equipment in Aveley Dog Park in 2028/29
1.3	Redevelop Ellenbrook District Open Space North Pavilion in 2027/28
1.4	Design the Woodlake Sports Ground upgrade in 2027/28
1.5	Install a soccer goal at Oakhill Park in 2026/27
1.6	Install exercise equipment at Forestview Park North in 2028/29
1.7	Install a water fountain at Mussellbrook Park in 2026/27
2.1	Continue progressing the Tree Protection and Management Local Planning Policy in 2026/27
3.1	Maintain the on-street CCTV network in Ellenbrook CBD in 2026/27
3.2	Deliver community information campaigns and targeted programs for crime prevention, intervention and sense of safety in 2026/27
4.1	Promote Ellenbrook using investment sheets and improved digital content to attract business in 2026/27
5.1	Promote Ellenbrook and its growing population to attract a wider range of services in 2026/27.

Gidgegannup

The Gidgegannup local area is in the eastern part of the City and includes Gidgegannup, Red Hill and the Avon Valley National Park.



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.

Key successes against local area priorities

Priority 1

- Playground replacements at Noble Falls are completed.

Priority 2

- The first stage of the Wooroloo Brook bridge renewal on Tilden Drive was completed, creating a safer crossing for all road users.

Priority 3

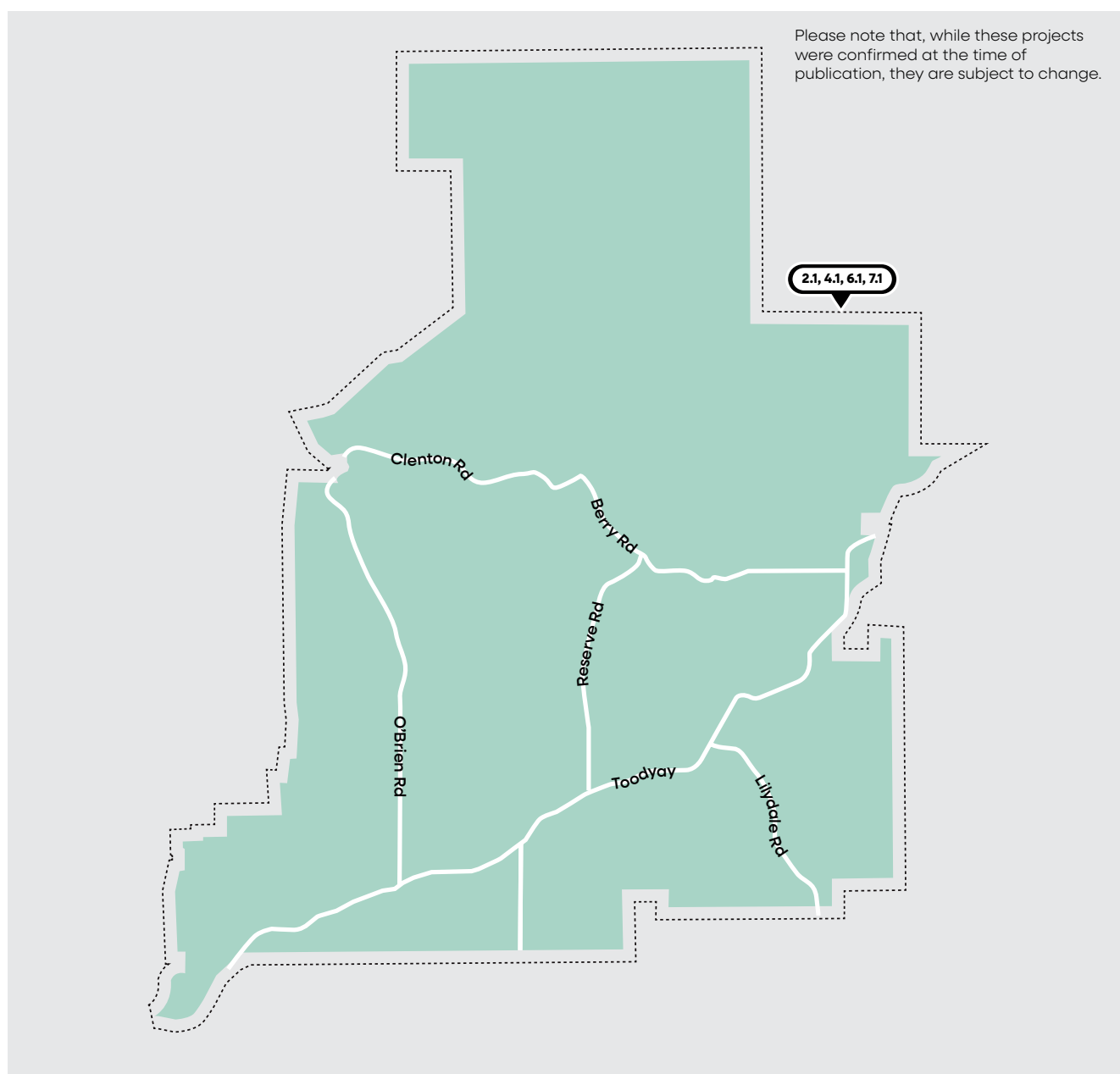
- Installation of solar photovoltaic panels at Gidgegannup Agricultural Hall has begun. The project will improve environmental sustainability and deliver ongoing annual savings of \$5,000.

Priority 5

- A new pavilion has been scoped and designed to support equestrian groups in the Gidgegannup area, creating another community space.

Priority 7

- The Perth Hills Tourism Alliance continued to market and promote Gidgegannup tourism businesses and events through its Experience Perth Hills website and social media.

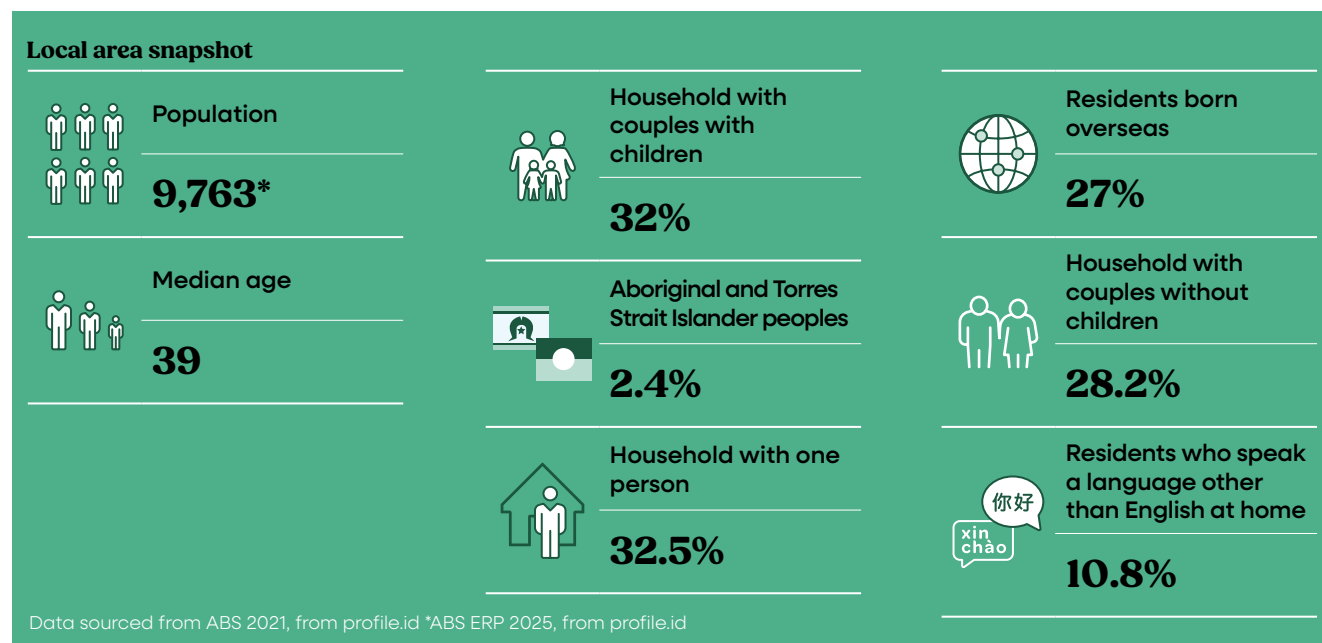


Key projects against local area priorities

2.1	Deliver road maintenance programs in 2026/27
4.1	Install boot cleaning stations and signage on walking tracks in 2026/27
6.1	Deliver an annual activity program for bushfire mitigation education in 2026/27
7.1	Implement the Tourism Plan to strengthen visitor dispersal and local business connections in 2026/27

Guildford-Hazelmere

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



Guildford-Hazelmere local area priorities

- ① Address traffic congestion impacting accessibility and safety of neighbourhoods
- ② Improve urban canopy, bushland and river reserve vegetation
- ③ Improve and promote community facilities
- ④ Improve pedestrian and cycling connectivity.

Key successes against local area priorities

Priority 1

- Additional bollards were installed at Stirling Square to prevent unauthorised vehicle access.

Priority 2

- Residential tree planting was delivered as needed
- Parks and natural area maintenance programs were delivered.

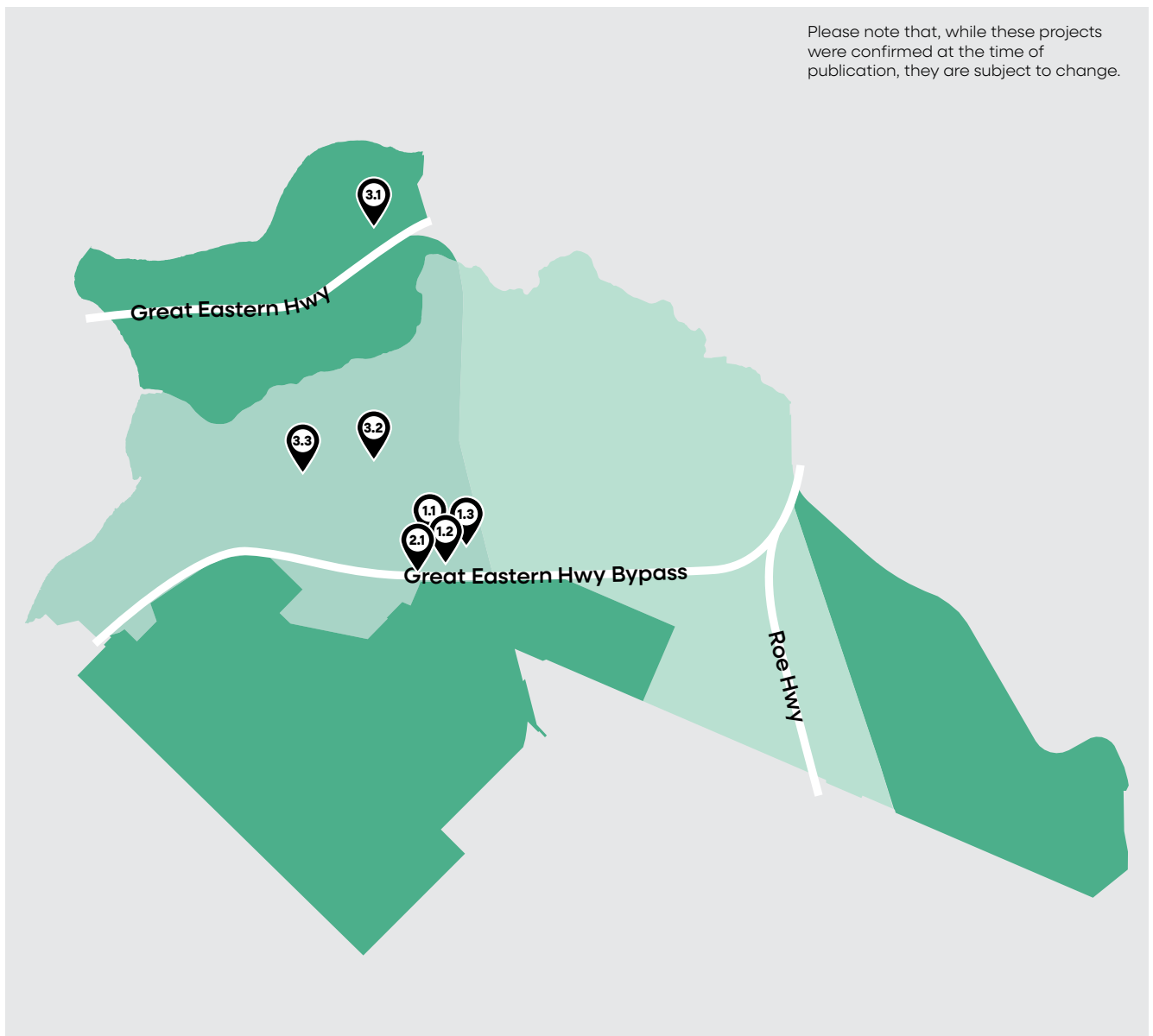
Priority 3

- The playground at Kings Meadow Oval was replaced
- A mural was installed at Hazelmere Hall
- The South Guildford BMX track was constructed
- Footpath and pram ramp constructed to connect the existing path to Kul Ungar Elbow.

Priority 4

- A footpath was constructed on Swan Street, connecting paths across Market Street and a ramp to the aged care facility
- The bus shelter at stop ID 14041 on Kalamunda Road after Great Eastern Highway in South Guildford was renewed.

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



Key projects against local area priorities

1.1	Deliver renewal upgrades to Guildford Town Hall in 2026/27
1.2	Deliver heritage refurbishments at Garrick Theatre in 2027/28
1.3	Construct a safe, active street along Helena Street between Johnson Street and East Street in 2026/27
2.1	Manage foreshore erosion at Kings Meadow Oval in 2027/28
3.1	Fauntleroy Park playspace renewal, including installation of public art in 2026/27
3.2	New shade sail installation at Lockhary Park and Queens Road playground in 2026/27
3.3	Guildford Town Hall building renewal, with the project staged over multiple years and construction of stage 1 commencing in 2026/27.

Malaga

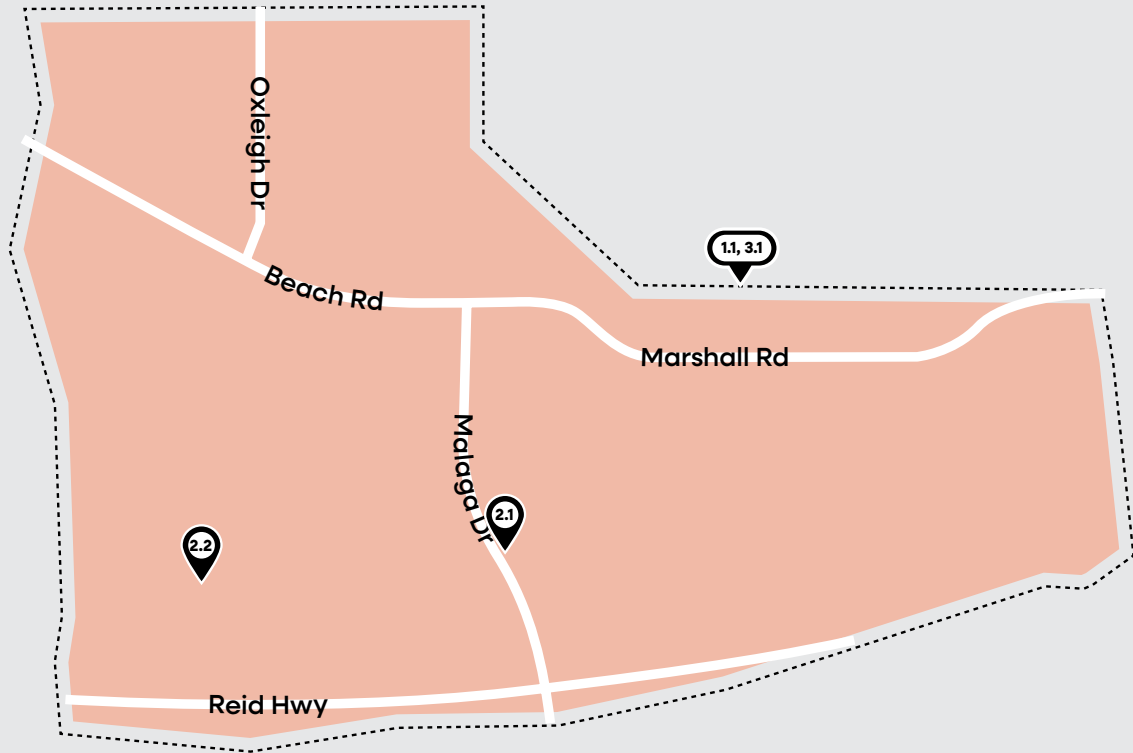
Malaga is one of the City’s major employment centres and is strategically located to continue growing as a major industrial centre. Business numbers are growing, with manufacturing, construction, rental and real estate, wholesale trade and retail trade strongly represented by local and national brands.



Malaga local area priorities	
1	Increase available parking and improve management of on-street and off-street parking areas
2	Improving road conditions through increased monitoring and ensuring road suitability to accommodate various transport needs
3	Increase support for businesses by encouraging services for workers and surrounding residents
4	Increase tree canopy cover and enhance the protection of natural environment assets
5	Improving connectivity via public transport, and the cycle and pedestrian networks.

Key successes against local area priorities	
Priority 1	
The City started a review of parking and connectivity opportunities for Malaga in 2026.	
Priority 2	
- Road upgrades were completed along a section of Alexander Drive in Malaga - Road upgrades were completed along a section of Truganina Road in Malaga - Westchester Road was resurfaced from Carson Road to Crocker Drive.	
Priority 3	
- Business support was provided through a partnership with the Small Business Development Corporation (SBDC) to deliver training and mentoring - A Film Friendly workshop was delivered in Malaga in April 2026.	
Priority 4	
Stage one of the Reid Highway bushland access track capping was completed.	
Priority 5	
The City worked with METRONET to improve public transport access and routes between Malaga and Ballajura Station.	

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

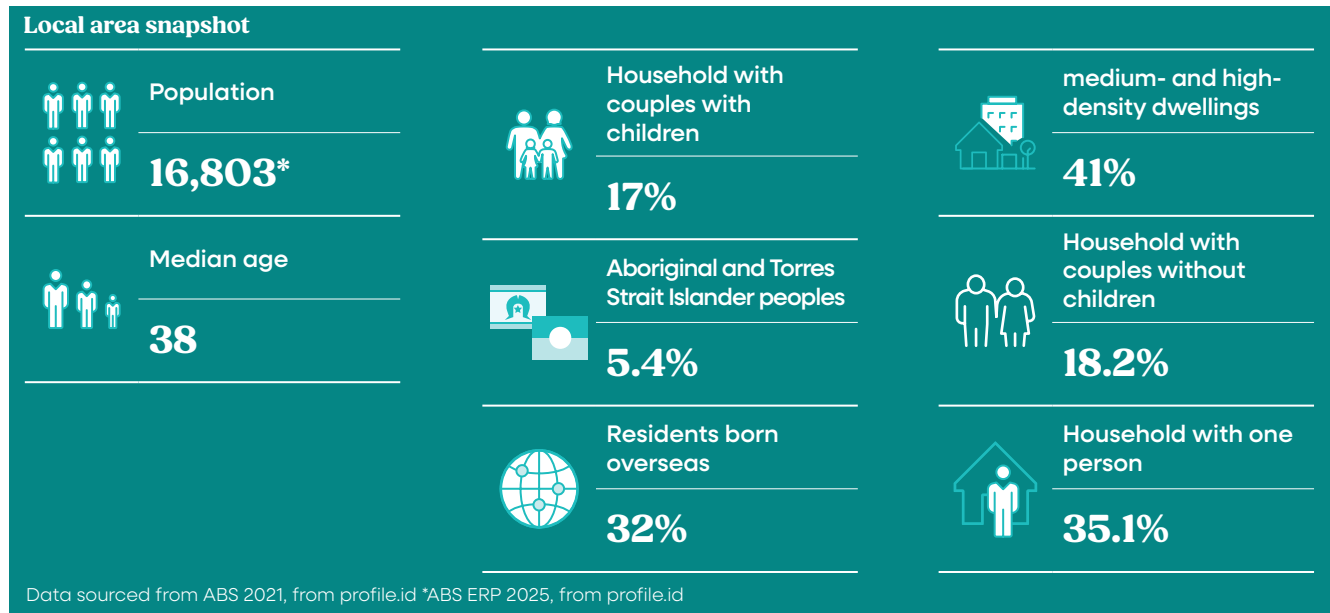


Key projects against local area priorities

1.1	Review parking and connectivity opportunities for Malaga in 2028/29
2.1	Install a shared path along Victoria Road in 2028/29
2.2	Rehabilitate Truganina Road between Harris Road and Alexander Drive in 2026/27
3.1	Maintain and promote a calendar of training events and programs to support businesses in 2026/27.

Midland

The Midland local area is a gateway to regional WA. The local area includes Midland, Viveash, Woodbridge, Bellevue, Koongamia and parts of Middle Swan and Midvale. The Midland central business district (CBD) is a strategic metropolitan centre servicing Perth's east metropolitan area.



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 rivers
- 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.



Midland Junction Arts Centre

Key successes against local area priorities

Priority 1

- Mobile and fixed CCTV have been deployed across the area.

Priority 2

- A new playspace was completed at Koongamia Oval in 2025, with play equipment, shade sails and trees
- A total of 550 advanced trees were planted at Swan Regional Riverside Park in 2025 as part of the Urban Canopy program.

Priority 3

- Maintenance was carried out in bushland reserves, including rubbish collection, weed control and fire mitigation
- Plant trees at Swan River Regional Park.

Priority 4

- A full review of the Local Heritage Survey is underway, with adoption expected in mid-2026.

Priority 5

- In 2025, the City resurfaced Montreal Road in Woodbridge, Leslie Road in Middle Swan and Morrison Road in Midland between Lloyd and Hamersley streets.

Priority 6

- The City supported eligible residents to access subsidised aged care home support and National Disability Insurance Scheme services through Community Care.

Priority 7

- The City continued to implement the Midland Oval Redevelopment Master Plan, with construction at Trackside Entrance and design works for Grandstand Way underway.

Priority 8

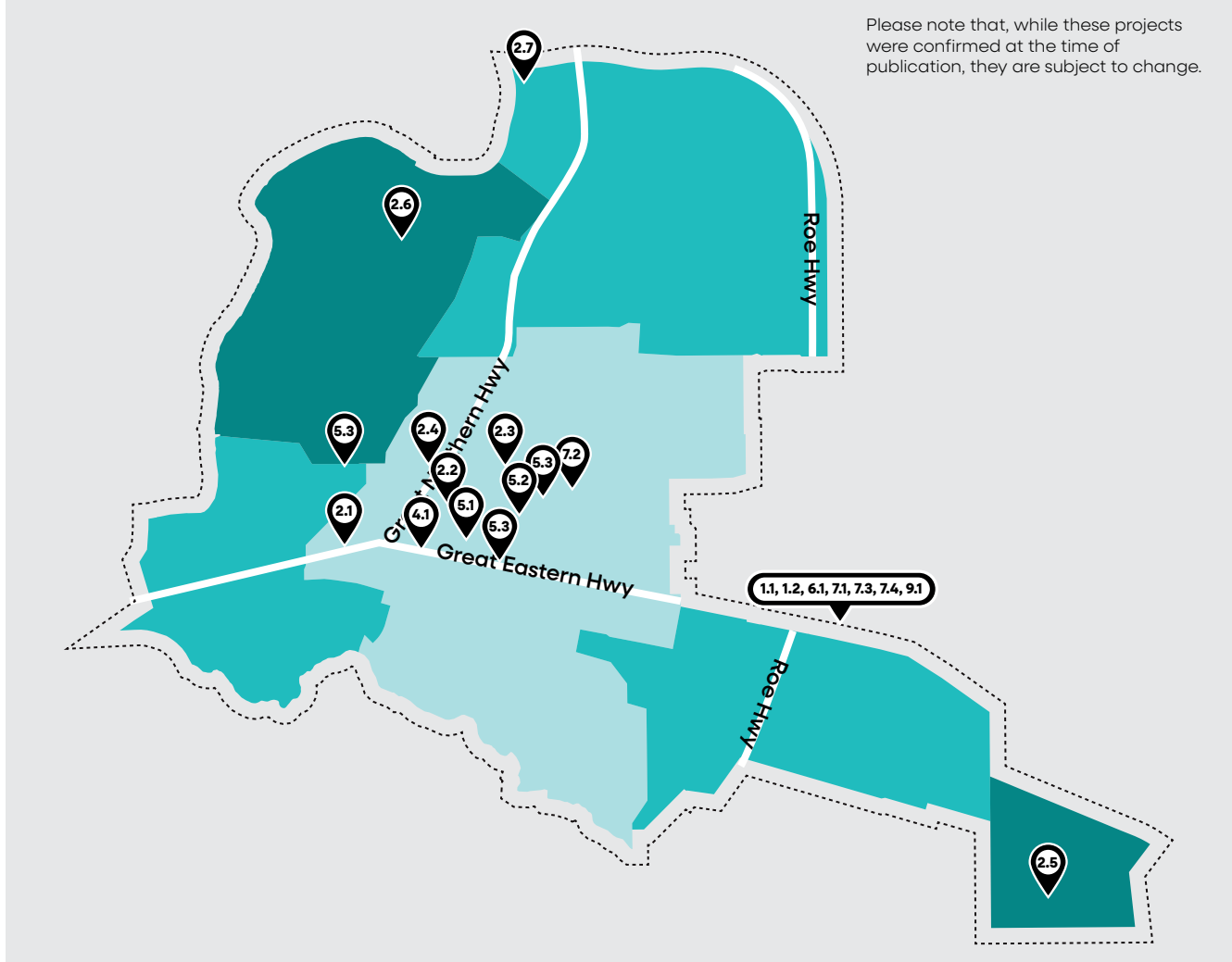
- The City supported Midland Railway Workshops Walking Tours and continued exploring opportunities for the Western Australian Government Railway Workshops precinct.

Priority 9

- The City installed six bicycle racks and four pedestrian seats in Midland CBD.

Priority 10

- A Metropolitan Region Scheme (MRS) amendment to rezone the Midland Brick site from industrial to urban remains under consideration by the Western Australian Planning Commission following Council's decision not to support the amendment. The amendment would allow development only once appropriate mitigation measures are in place and Viveash's ecological corridors are protected.



Key projects against local area priorities

1.1	Maintain the on-street CCTV network in 2026/27
1.2	Conduct regular meetings between City officers and WA Police in 2026/27
2.1	Continuation of the replacement of ageing and deteriorating playground equipment at Swan Regional Riverside Park in 2026/27
2.2	Replace the playground at Koolbardi Park in 2028/29
2.3	Upgrade lighting at North Swan Park in 2028/29
2.4	Replace the playground in Viveash Park in 2028/29
2.5	Gumnuts Childcare Centre Playspace Renewal in 2026/27
2.6	Redevelopment of Jack Williamson Oval, continuing in 2026/27
2.7	Install a half basketball court at Vellgrove Reserve in 2027/28
4.1	Refurbish Midland Lotteries House in 2028/29
5.1	Install traffic calming treatments on Hamersley Street and John Street in 2026/27
5.2	Construction of raised entry plateaus on all approaches to the Sayer Street/The Crescent roundabout in 2026/27
5.3	Road rehabilitation/resurfacing at nominated sections of The Crescent, Great Northern Highway and Poynton Avenue in 2026/27
6.1	Provide ongoing community care support and activities such as supporting the delivery of the new Crosslinks Community Hub in Midland, including transport, home support and clubs in 2026/27
7.1	Deliver the annual Tree Planting Program in 2026/27
7.2	Renewal of deteriorating footpaths along Great Northern Highway (near Charles Street) in 2026/27
7.3	Continuation of the Targeted Underground Power Program (TUPP), in partnership with Western Power, involving the undergrounding of power infrastructure and installation of new LED street lighting in 2026/27 to 2027/28
7.4	Continuation of the Midland Forging Ahead Program to upgrade the streetscapes in Midland in 2026/27
9.1	Deliver the Footpath Maintenance Program in 2026/27

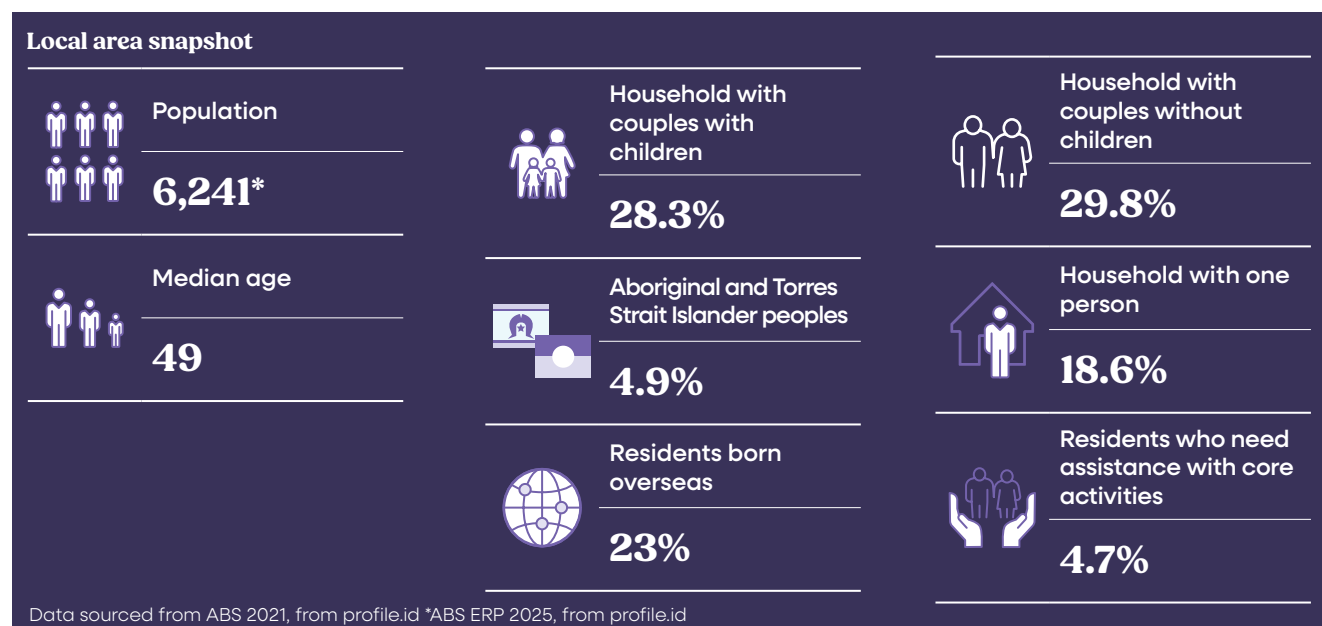


Midland, City of Swan

Swan Valley

The Swan Valley is centrally located within the City's boundaries. A significant proportion of the land area is used for viticulture and agriculture, making it unique within the metropolitan area.

The Swan Valley is regarded as one of Western Australia's premier tourism regions. It is a renowned grape-growing region with world-class wineries, restaurants, cafes, galleries, fresh produce, breweries, distilleries, recreational activities, antique stores, 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.

Key successes against local area priorities

Priority 1

- The City continues to advocate for increased compliance regarding signage and amenity.

Priority 2

- A Council report responding to the WAPC's Draft Swan Valley Planning Strategy recommended that the proposed 10-15-year strategy be supported by robust technical analysis and integrated with the City's planning for surrounding areas. The City is awaiting the WAPC's decision.

Priority 3

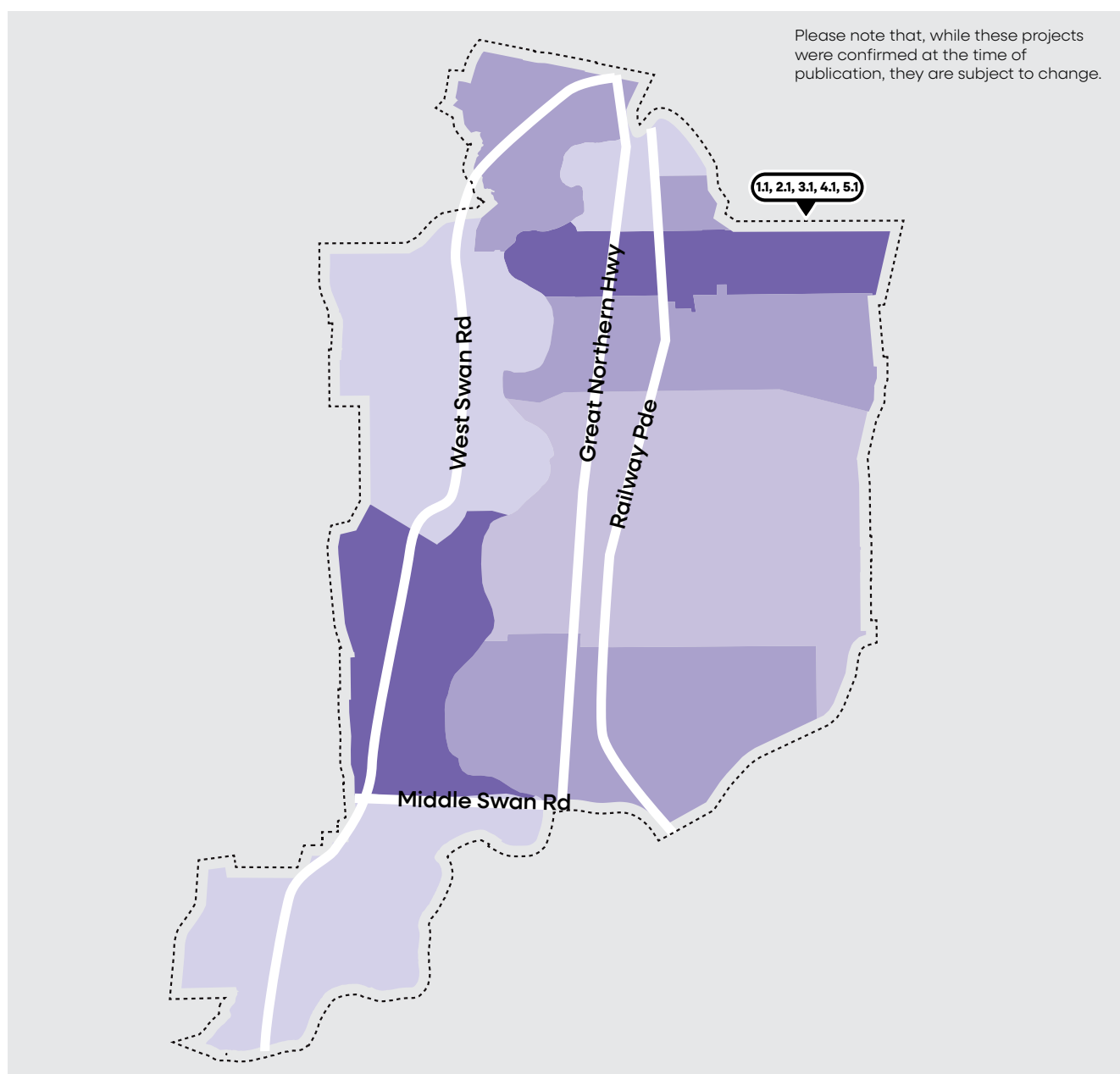
- The West Swan Road/Gnangara Road roundabout was rehabilitated, along with the shared path on the south west corner of the intersection and the shared path along West Swan Road, north of the West Swan Road/Benara Road roundabout.

Priority 4

- The City worked with Main Roads WA to amend the speed zoning on Campersic Road and Oakover Road to 70 km/h to ensure consistency and safety across the local area.

Priority 5

- The fire tank at Askrigg Road was replaced
- Three new fire water tanks were installed at Farm Trail, Reserve Road and Copley-Dale Road.

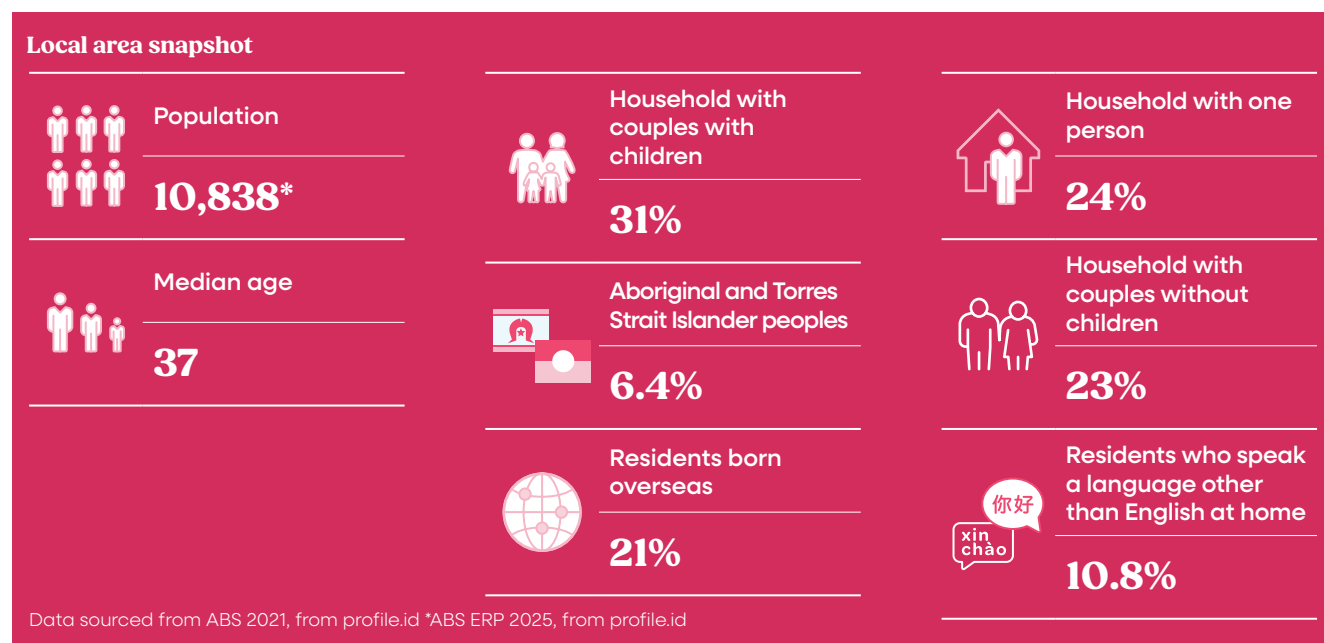


Key projects against local area priorities

1.1	Install Swan Valley public art in 2026/27, with the location to be confirmed
2.1	Implement the Tourism Plan to support sustainable tourism growth, visitor servicing, destination marketing, industry collaboration and the protection of the Swan Valley's agricultural and destination identity in 2026/27
3.1	Deliver the annual footpath and bridle trail maintenance program in 2026/27
4.1	Deliver the annual streetlights and maintenance program in 2026/27
5.1	Implement fire hazard reduction actions identified in the updated City Bushfire Risk Management Plan, including annual mitigation activities, inspections and community education in the Swan Valley in 2026/27

Swan View

The Swan View local area is in the southern part of the City and includes 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, the 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.

Key successes against local area priorities

Priority 1

- Mobile CCTV has been deployed in the area to improve community safety and perceptions of safety.

Priority 2

- The Friends of Myles Road Public Access Walkway group was supported with equipment and tubestock for revegetation.

Priority 3

- Stratton Edge Youth Centre runs three drop-in sessions per week for young people aged 12-18, delivered by the Rise Network. The centre also delivered school holiday programs and held a Youth Week event in April 2025.

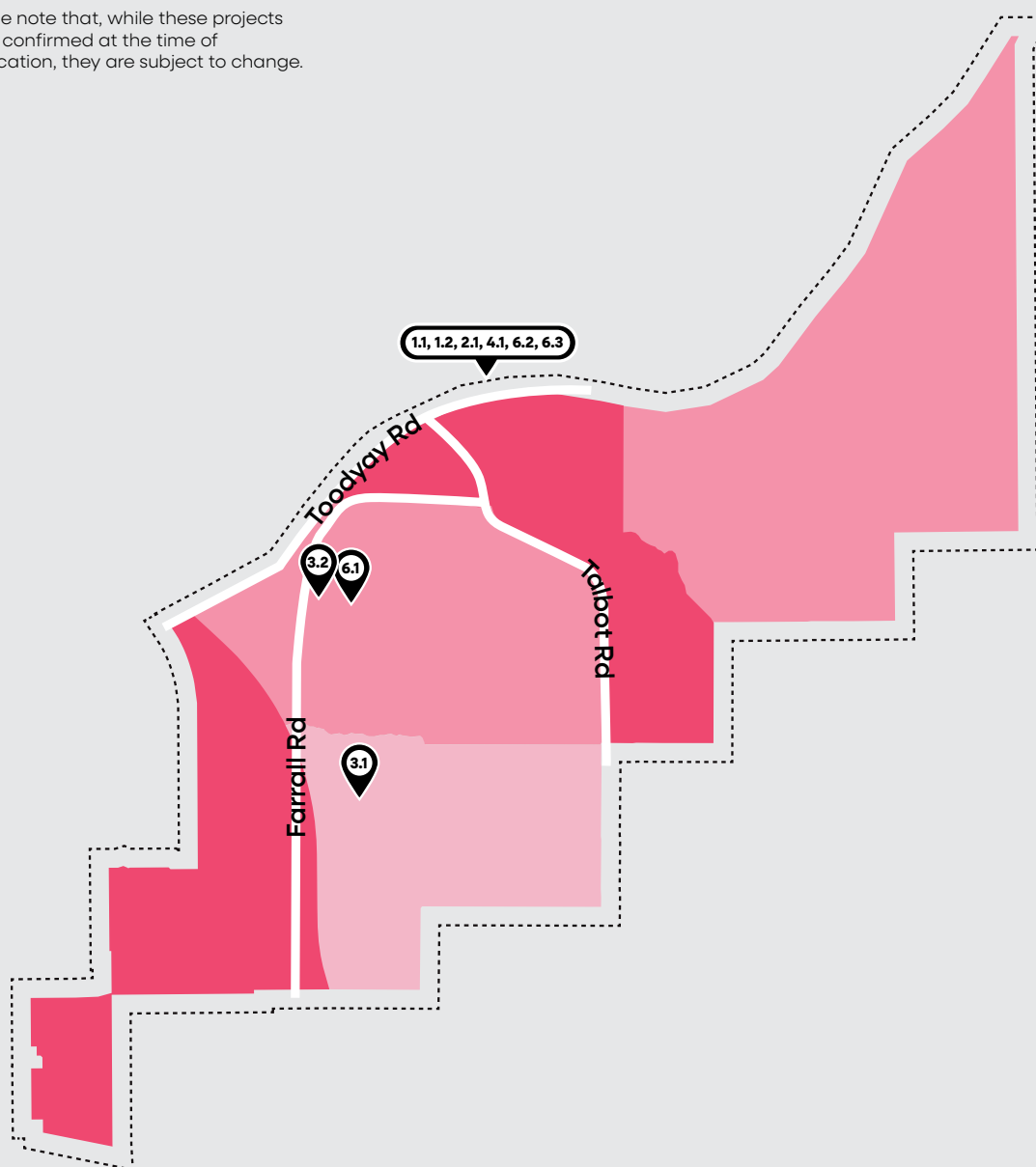
Priority 4

- In 2025, 116 trees were planted on Stratton Boulevard in Stratton, and 59 trees were planted on Dongara Circle in Jane Brook.

Priority 5

- A new footpath is being constructed along Harold Road from Morrison Road to the existing path at the end of the street in 2025/26.

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



Key projects against local area priorities

1.1	Deliver community information campaigns and targeted programs for crime prevention, intervention and sense of safety in 2026/27
1.2	Deploy mobile CCTV in Swan View in 2026/27
2.1	Deliver parks and natural area maintenance programs in 2026/27
3.1	Replace the playground at Swan View Oval in 2028/29
3.2	Refurbish Stratton Community Centre in 2027/28
4.1	Plant street trees on various streets in Jane Brook in 2026/27
6.1	Resurface sections of Lewis Jones Cross and Cockman Cross in 2026/27
6.2	Partner with Small Business Development Corporation (SBDC) to deliver training and mentoring in 2026/27
6.3	Promote a calendar of training events and programs to support businesses across the City, including online and in-person initiatives such as Love Your Local in 2026/27

Upper Swan

The Upper Swan local area is centrally located in the City and includes Upper Swan, Brigadoon, parts of Baskerville and Bullsbrook. The area comprises regional reserve – parks and recreation, landscape, special rural, general rural and Swan Valley rural land-use zones. The area has traditionally provided food, shelter, tools and gathering places for the Whadjuk Noongar people.

Local area snapshot



Population

2,521*



Median age

46



Household with couples with children

37.6%



Aboriginal and Torres Strait Islander peoples

1.8%



Residents born overseas

25%



Households that own or are buying their home

90%



Household with couples without children

37.3%



Household with one person

13.5%

Data sourced from ABS 2021, from profile.id *ABS ERP 2025, from profile.id

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.

Key successes against local area priorities

Priority 1

- Construction has begun on extending Apple Street west of Orange Avenue to provide more direct access from Clementine Estate to Great Northern Highway.

Priority 2

- The Almeria Park and Bells Rapids Friends Groups were supported with equipment and tubestock for revegetation.

Priority 3

- Parks maintenance is carried out as scheduled at Almeria Park and Upper Swan Info Bay.

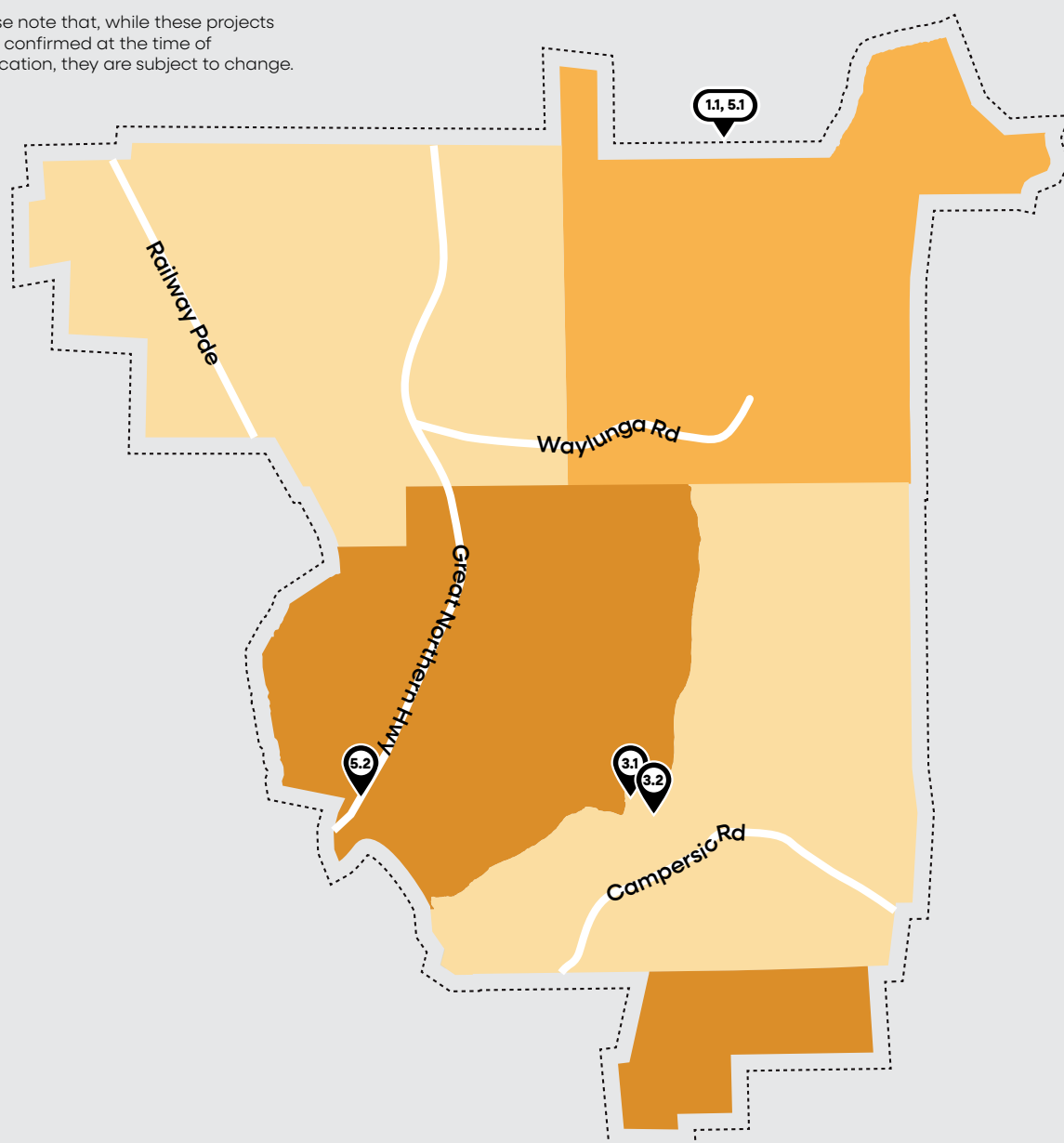
Priority 4

- The City continues to monitor the impact of extractive industries in the Upper Swan area.

Priority 5

- Early planning works are underway to renew the pedestrian footbridge at Bells Rapids.

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

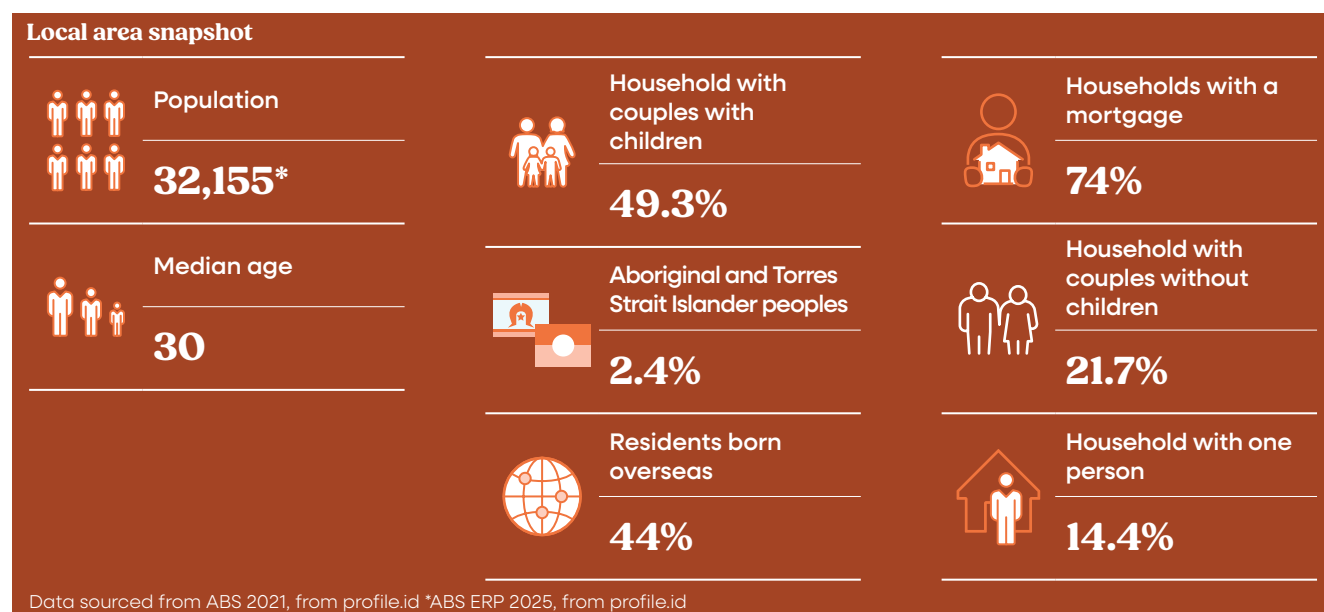


Key projects against local area priorities

1.1	Construction of Rail Crossing Upgrade and Associated Road Works at Apple Street, Upper Swan, as part of a multi-year staged project commencing in 2026/27
3.1	Deliver traffic and access improvements at Bells Rapids
3.2	Install shade sails at Rollinghills Park in Brigadoon in 2026/27
5.1	Deliver the footpath maintenance program in 2026/27
5.2	Renewal of deteriorating footpaths along Great Northern Highway (near Railway Crossing) in 2026/27.

Whiteman

Whiteman, formerly Urban Growth Corridor, is located about 20 km north east of the Perth CBD and 7km north west of the Midland strategic metropolitan centre. The Whiteman local area stretches from Henley Brook in the north to Caversham in the south. It is 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 businesses 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.

Key successes against local area priorities

Priority 1

- A shared neighbourhood park and oval were designed and constructed in partnership with the Department of Education, alongside the newly built Maakarol Primary School.

Priority 2

- Online workshops were provided for small business owners, with focus sessions including 'How to write a business plan', 'Xero for beginners' and 'Social media for beginners using Meta'.

Priority 3

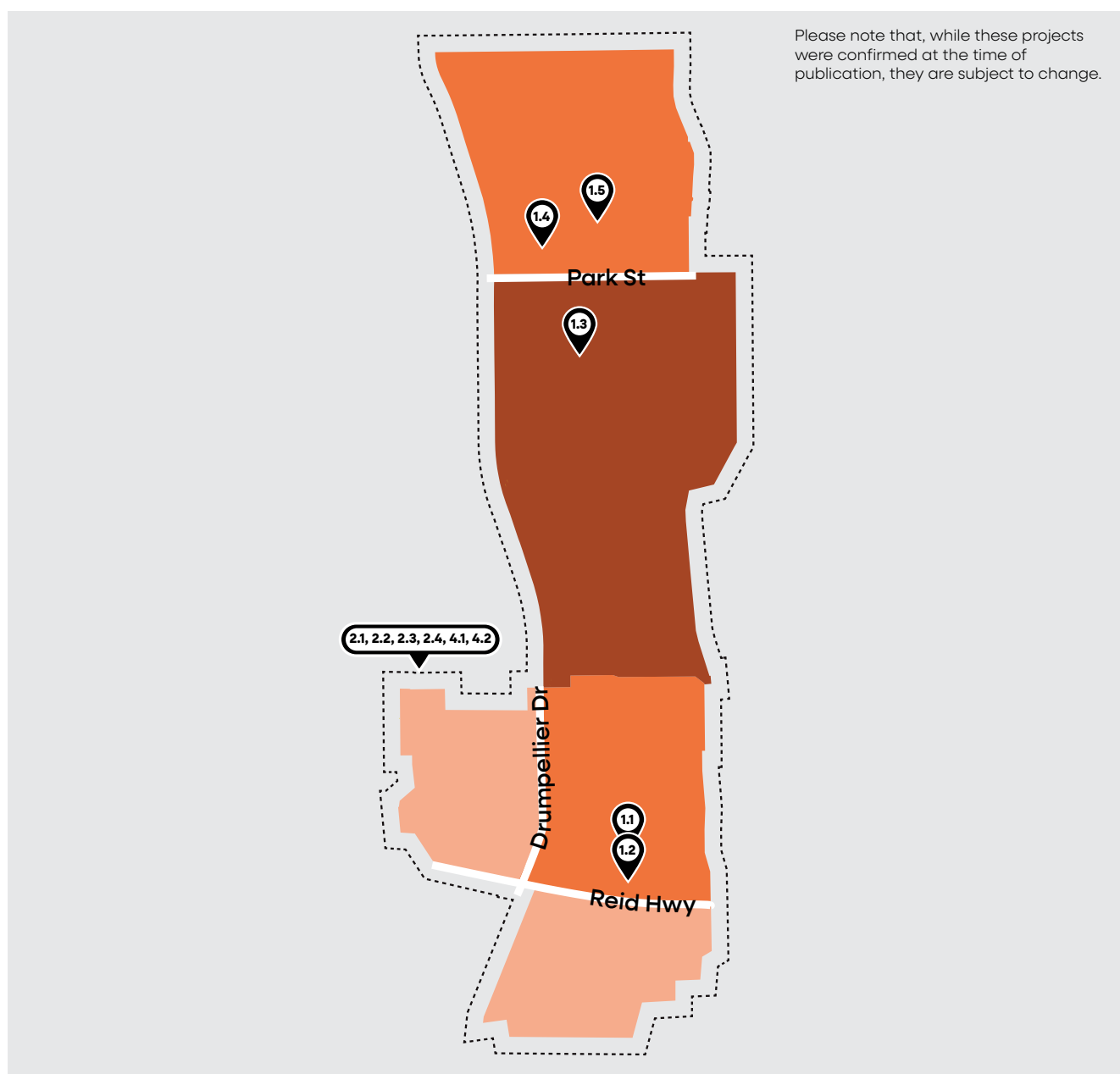
- The City is progressing its draft Tree Protection and Management Local Planning Policy, which aims to clarify which trees should be protected by defining protected trees and requiring developers to submit tree management plans at all stages of planning and development.

Priority 4

- A new children's crossing was installed on Lakefield Drive, adjacent to Brabham Primary School.

Priority 5

- A Swan Multicultural Leaders Forum was held on Thursday, June 26, 2025, with 76 community leaders in attendance. The City also supported the Perth Arbreen Walk on Sunday, August 10, 2025.



Key projects against local area priorities

1.1	Construct a new local park on Dayton Coast Road in 2027/28
1.2	Construct a new park and pump track on Victoria Road, Dayton in 2027/28
1.3	Construct Brabham Neighbourhood Pavilion in 2028/29
1.4	Construct Henley Brook Neighbourhood Playing Oval in 2029/30
1.5	Construct a new park in Henley Brook from 2026/27 to 2031/32
2.1	Implementing the Tourism Plan will support opportunities to connect Whiteman with the City's wider tourism offer, where appropriate in 2026/27
2.2	Secure new content to promote Malaga and Whiteman, including new 360-degree panoramas of Whiteman, the new train station and film studios in 2026/27
2.3	Partner with Small Business Development Corporation (SBDC) to deliver training and mentoring in 2026/27
2.4	Promote a calendar of training events and programs to support businesses across the City, including online and in-person initiatives such as Love Your Local in 2026/27
4.1	Continue the construction of the Henley Brook Avenue Stage 3 extension (between Asturian Drive and Park Street), including new shared path to improve the traffic network in 2026/27 to 2027/28
4.2	Deliver the Footpath Maintenance Program in 2026/27

Corporate Business Plan

Delivering on the plan

This section describes how the City plans to deliver its SCP commitments over the next four financial years. It includes a summary of the City's 37 services and the aligned strategies and plans that guide its activities and projects. To improve transparency with the community, detailed annual **Service plans** are published on the City's website. It also provides information on planned projects, including major projects, key operating projects, advocacy priorities and capital works.

Delivering on strategic objectives



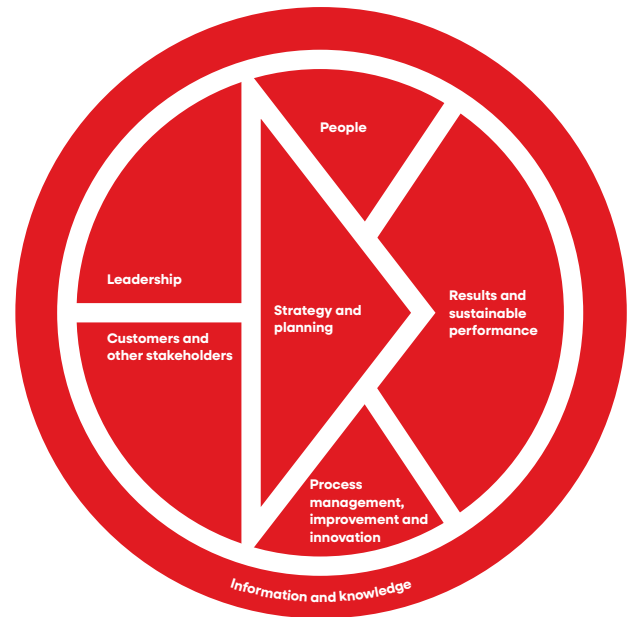
Sustainability and the SCP

The SCP contributes towards the United Nations' Sustainable Development Goals. These goals provide a blueprint to achieve a better and more sustainable future. The City references these goals to demonstrate its contribution to positive global outcomes.



Business excellence

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

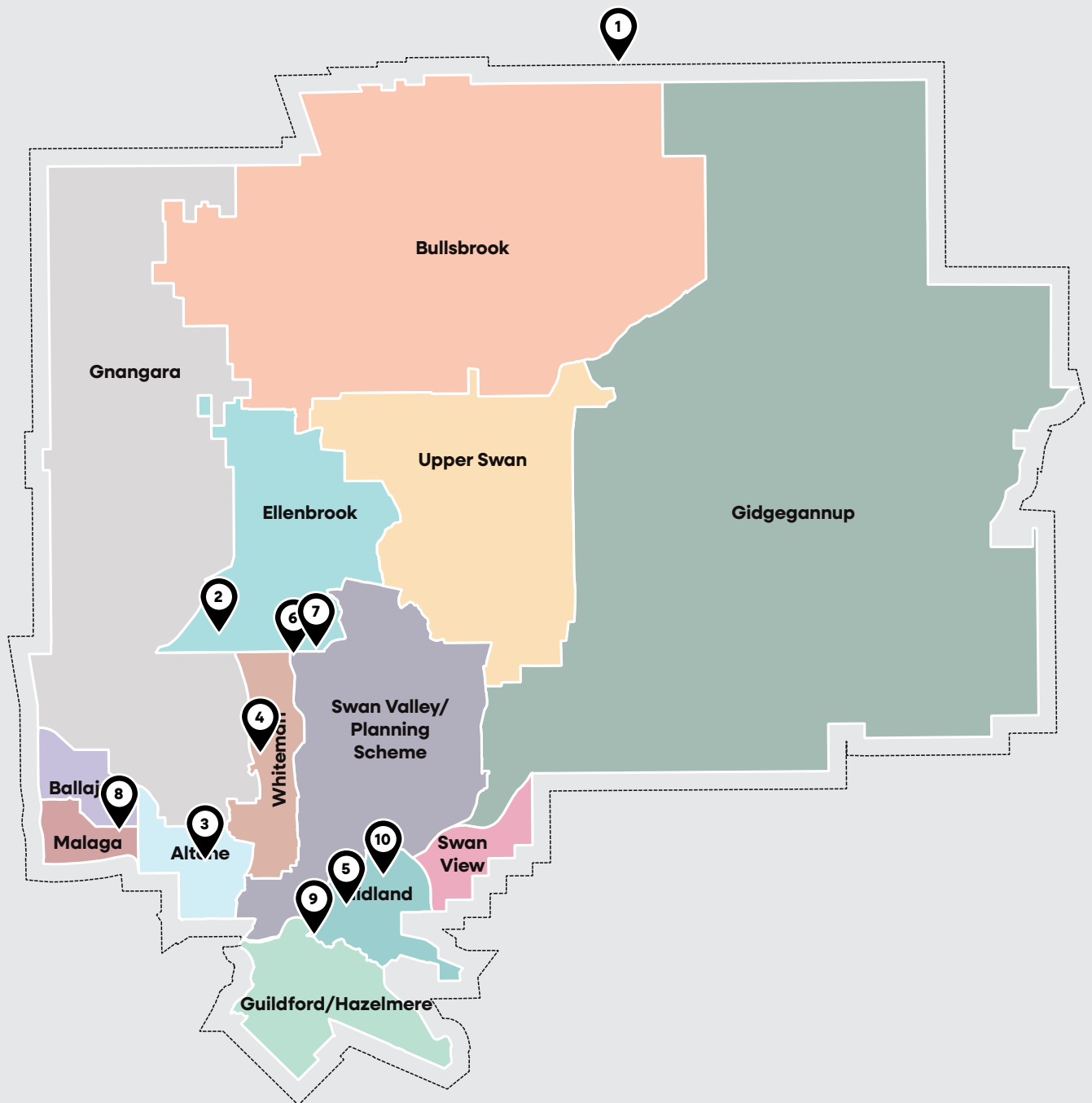


The Australian Business Excellence Framework™

Major projects

The City's approved major projects for the next four years are listed below. Together, these projects support a rapidly growing community by improving infrastructure, connectivity, environmental sustainability and local services, while strengthening economic activity and community wellbeing. For more information about the major projects being delivered by the City, see the [major projects plans](#) published on the City's website.

SCP goal	Project	26/27	27/28	28/29	29/30	Total cost
N2	1. FOGO (Food Organics and Garden Organics) Introduce a three-bin kerbside collection system – recycling, general waste and FOGO.	✓	✓			\$9.4M
S2	2. Swan Active Ellenbrook Construct an aquatic recreation centre in Ellenbrook.	✓	✓			\$145M
S3	3. Altone Youth Centre and Skate Park Refurbishment of Altone Youth Centre and Skate Park	✓	✓	✓		\$8.2M
S3	4. Brabham District Community Centre Construct a district community centre in Brabham.	✓				\$8.5M
B1	5. City of Swan, Admin South Construction of upgrade and renewal work at 37 Old Great Northern Highway for staff accommodation.	✓				\$10M
B2	6. Gngangara Road Duplication Duplicate Gngangara Road between Henley Brook Avenue and Pinaster Parade.	✓				\$12M
B2	7. Henley Brook Avenue (Gngangara Road to Park Street) Upgrade and extend Henley Brook Avenue from Gngangara Road to Park Street.	✓	✓			\$18.5M
B2	8. Marshall Road Upgrade Program Duplicate Marshall Road between Beechboro Road North and Drumpellier Drive, including associated intersection upgrades and shared path infrastructure.	✓	✓	✓		\$88M
B2	9. Lloyd Street Duplication Program Duplicate Lloyd Street to a four-lane dual carriageway between Morrison Road and Bishop Road, and connection of Lloyd to GNH along current Bishop Road alignment.	✓	✓	✓	✓	\$19.9M
B1	10. New Operations Centre building Construction of a new administration building for the City's Operation Centre	✓	✓	✓		\$39.8M





Natural Environment

Thriving and protected.

Goals and objectives:

Goal N1 – Conserve and enjoy natural areas

N1.1 Enhance, preserve and protect local biodiversity and natural ecosystems

N1.2 Preserve our waterways by enhancing the surrounding natural areas

N1.3 Increase and advocate for urban canopy and green corridors.

Goal N2 – Resource management

N2.1 Achieve resource recovery and minimise waste to landfill

N2.2 Consume water, energy and other natural resources responsibly

N2.3 Partner with community to promote and educate on sustainability and waste management practices.

Key informing strategies and plans

Sustainable Environment Strategy

- Emissions Reduction Plan
- Local Biodiversity Plan
- Urban Forest Plan
- Waste Management Plan
- Waterwise Council Action Plan.

Supported sustainable development goals



How this will be achieved

Services		
Service	Service statement	SCP goal
Natural Area Management	Maintain and protect the City's natural areas to meet community expectations, improve quality of life and preserve these areas for future generations.	N1
Recycling and Recycling Centres	Provide convenient and accessible ways to repurpose recyclable materials while promoting sustainability and waste reduction in the community.	N2
Sustainable Environment	Provide education and innovative solutions for environmental challenges, promote sustainable practices and develop strategies to protect communities and the environment for future generations.	N1 N2
Waste Collection Services	Provide reliable and efficient waste collection and disposal services to the community.	N2
Waste Education	Provide the community with the knowledge and tools to reduce, reuse and recycle waste effectively, with the aim of diverting waste from landfill.	N2

Key projects		
Project	Description	SCP goal
Emu Swamp Reserve	Review and plan management of Emu Swamp Reserve.	N1
Lilac Hill Foreshore	Plant and revegetate Lilac Hill Foreshore.	N1
Bullsbrook Recycling Centre	Deliver Stage 2 upgrades to Bullsbrook Recycling Centre.	N2
Pre-booked Verge Collection	Upgrade the pre-booked verge collection booking platform to improve efficiency.	N2
Sustainable Water Action Plan	Investigate the best holistic approach to city-wide water planning.	N1
Swan Active Energy Management Program	Conduct energy upgrades at three leisure centres, including an additional 185 kW of solar power with battery storage at Swan Active Beechboro and 450 kW of solar power with battery storage at Swan Active Midland.	N2



Social

Growing and diverse.

Goals and objectives:

Goal S1 – A safe community

- S1.1 Work with the community and partners to create a safer City
- S1.2 Provide effective emergency management and disaster recovery.

Goal S2 – Healthy and active

- S2.1 Facilitate, partner and deliver a range of services and recreational opportunities that support health and wellbeing.

Goal S3 – A connected and inclusive community

- S3.1 Foster opportunities for community connection
- S3.2 Deliver and support inclusive events, services and facilities to meet current and future needs.

Key informing strategies and plans

Social Strategy

- Reconciliation Action Plan (RAP)
- Access and Inclusion Plan (AIP)
- Community Health and Wellbeing Plan
- Community Safety Plan
- Youth Plan
- Community Care Plan
- Local Emergency Management Arrangements
- Art and Culture Plan.

Supported sustainable development goals



How this will be achieved

Services		
Service	Service statement	SCP goal
Community Arts, Culture and Funding Services	Support community arts and culture, multicultural community events and community services.	S3
Community Care and Aged Services	Support older people and people with disability to live with dignity, independence, personal growth and meaningful connections.	S3
Community Development	Build resilient, inclusive, vibrant and connected communities through capacity building, community-led initiatives, engagement and partnerships.	S3
Community Safety	Engage with the community to ensure everyone living, learning, working in and visiting the City feels safe and heard.	S1
Emergency Management	Engage with the community to prepare for emergencies, build resilience and support emergency response and recovery.	S1
Leisure Services	Provide a diverse and accessible range of leisure and recreational facilities, programs and experiences to improve community quality of life.	S2
Library Services	Connect people in physical and virtual spaces and provide resources that foster growth, learning, knowledge and creativity.	S3
Public Health Services	Provide effective regulatory responses to public health risks and deliver innovative, accessible public health programs that promote health and wellbeing in the community.	S2
Security Services	Provide a reliable security and CCTV network to protect the functionality of the City's assets.	S1
Swan Volunteer Centre and Services	Provide and promote best-practice volunteering support and resources for individuals, organisations and community groups.	S3
Youth Development Service	Provide 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 in the City.	S3

Key projects		
Project	Description	SCP goal
Community Health and Wellbeing Plan	Review the Community Health and Wellbeing Plan.	S2
Place Activation Plan	Develop the Place Activation Plan to identify areas, locations and zones that would benefit from community events and activities that respond to social and local needs.	S1
Arts and Culture Plan	Implement the Arts and Culture Plan, which aims to position arts and culture as core to achieving social wellbeing, economic development, environmental stewardship and civic pride.	S3
Bushfire Risk Management Plan	Implement actions to support endorsement and delivery of the City's Bushfire Risk Management Plan.	S1
Creative Spaces	Implement the Creative Spaces project to continue providing equitable access to emerging technologies, expand creative arts programs and foster community engagement through enhanced library services and spaces.	S3
CCTV process improvement	Improve organisational processes for CCTV access.	S1
Volunteer Plan	Develop and deliver the revised Volunteer Plan.	S3



City of Swan residents enjoying the Avon Descent event



Inflatable Day, Ellenbrook



Built Environment

Sustainable and connected.

Goals and objectives:

Goal B1 – Accessible infrastructure that meets present and future community needs

- B1.1** Provide sustainable, well-maintained and accessible community facilities
- B1.2** Create and enhance public spaces and parks.

Goal B2 – Accessible and sustainable movement

- B2.1** Provide and maintain a safe and accessible network of roads, cycle paths and footpaths, connecting people and places.

Goal B3 – Sustainable growth

- B3.1** Facilitate urban growth, while minimising the impact on the natural environment
- B3.2** Balance development with preservation and protection of the City's heritage.

Key informing strategies and plans

Local Planning Strategy

Asset Management Strategy

- Asset Management Plans
- Sustainable Growth Planning and Monitoring
- Local Planning Scheme
- Transport Plan
- Parking Framework
- City-wide Community Infrastructure Plan.

Supported sustainable development goals



How this will be achieved

Services		
Service	Service statement	SCP goal
Asset Planning and Management Services	Manage the City's infrastructure, community facilities, land and natural environment assets.	B1 B2
Building Approval Services	Provide efficient and effective building application approvals and private swimming pool barrier inspections that meet regulatory requirements.	B3
Building Maintenance and Servicing	Maintain and service the City's corporate and community building assets.	B1
Civil Infrastructure Construction	Construct civil capital projects to meet expectations and improve the community's quality of life.	B1 B2
Design and Project Delivery	Plan, design and deliver the City's Capital Works Program on time, within budget and to the required specification.	B1 B2
Engineering Infrastructure and Lighting Maintenance	Maintain the City's civil and electrical infrastructure to meet community expectations and improve their quality of life.	B1
Fleet and Depot	Manage and maintain the City's plant, equipment, fleet, stores and depot sites.	B1 B2
Park and Reserve Maintenance	Construct and maintain the City's parks and reserves.	B1
Planning Approval Services	Implement the City's strategic planning goals by administering the Local Planning Scheme.	B3
Strategic Land Use Services	Provide integrated strategic land-use planning, coordination and guidance at a regional and city-wide scale.	B3

Key projects		
Project	Description	SCP goal
Local Planning Scheme No. 18	Local planning schemes set out how land is to be used and developed. Progress advertising of the draft Local Planning Scheme No. 18.	B3
Local Planning Strategy	Local planning strategies provide long-term planning directions and actions to manage land-use change and development in a local government area. Commence the review of the Local Planning Strategy.	B3
Midland Activity Centre Precinct Structure Plan	Start the review of the Midland Activity Centre Precinct Structure Plan.	B3
Maintenance Program Review	Review the Maintenance Program against industry best practice and efficiency benchmarks.	B1
Asset Strategy and Plans review	Finalise the review of the Asset Management Strategy and Asset Management Plans.	B1 B2



Economic

Prosperous and vibrant.

Goals and objectives:

Goal E1 – Thriving local businesses and vibrant activity centres

- E1.1 Support, grow and sustain local businesses with business support programs
- E1.2 Assist and encourage thriving activity centres.

Goal E2 – Diverse employment opportunities and economic growth

- E2.1 Advocate for infrastructure, business and investment opportunities to drive local job creation and sustainable economic growth.

Goal E3 – A leading tourism and visitor destination

- E3.1 Support the tourism sector through collaboration and advocacy
- E3.2 Create and promote engaging visitor experiences.

Key informing strategies and plans

Economic Development Strategy

- Business Attraction and Opportunities Plan
- Business Support and Enhancement Plan
- Tourism Plan.

Supported sustainable development goals



How this will be achieved

Services		
Service	Service statement	SCP goal
Business Support and Development	Provide support and development activities for local business growth through training, skills development and strategic project support.	E1
Economic Development	Provide leadership in governance and planning to stimulate economic development in the City, attract investment and support strategic projects.	E1 E2
Property and Investment	Manage the City's investment property assets and commercial portfolio to generate alternative revenue streams beyond rates.	E1 E2
Tourism Services	Provide comprehensive visitor services, foster the growth of the local tourism industry and develop initiatives using a range of resources and innovations.	E3

Key projects		
Project	Description	SCP goal
Business Support and Enhancement	Implement the updated Business Support and Enhancement Plan to support local businesses to navigate, connect and grow.	E1
New Business Attraction and Opportunities	Implement actions to support delivery of the New Business Attraction and Opportunities Plan including key actions for 2026/27: • Market Midland as a strategic centre • Advocate for transport, infrastructure and utility priorities • Progress the City's Film Friendly status and promote the film industry.	E2
New Junction Program Delivery	Continue implementing the Program Delivery Plan, including key projects for 2026/27: • Complete construction of Trackside Entrance and Grandstand Way, which link Junction Parade to Morrison Road • Market and sell lots 9501 and 9509 • Continue the lot creation process.	E2
Tourism	Implement the whole-of-City Tourism Plan, including coordinated delivery of priority actions across visitor servicing, destination marketing, industry development, events, product development, infrastructure advocacy, visitor dispersal and sustainable tourism outcomes.	E3
Swan Valley Sculpture Trail	Facilitate planning and delivery of the Swan Valley Sculpture Trail to enhance the visitor experience, encourage visitor dispersal across the region, support local business visitation and strengthen the Swan Valley's destination appeal.	E3



Governance

Accountable and engaged.

Goals and objectives

Goal G1 – Empower and represent the community

- G1.1** Involve, engage and inform our community
- G1.2** Communicate effectively and provide a consistent, responsive customer experience
- G1.3** Advocate for and on behalf of the City of Swan community.

Goal G2 – Leadership and good governance

- G2.1** Deliver transparent, accountable and ethical leadership that ensures responsible decision-making
- G2.2** Ensure the sustainable and optimal use of City resources through continuous improvement and innovation.

Key informing strategies and plans

Governance Framework

- Workforce and Capability Plan
- Financial and Non-Financial Advocacy Priorities
- Information, Communication and Technology (ICT) Plan.

Supported sustainable development goals



How this will be achieved

Services		
Service	Service statement	SCP goal
Communications and Engagement	Deliver compelling communications and effective engagement on behalf of the City, with the community and customers front of mind.	G1
Customer Experience	Provide accessible, reliable information to support the community when they interact and transact with the City's teams and services.	G1
Financial Services and Rates	Provide comprehensive, compliant and reliable financial advice, data and management to meet organisational and customer needs.	G2
Governance	Work closely with customers and stakeholders to achieve excellence in governance, procurement and contract management, providing sound risk, assurance and legal support to inform decision-making.	G2
Human Resources	Provide advice and support, and ensure regulatory compliance in relation to human resources, with the goal of attracting, retaining and developing a talented and diverse workforce to serve the community.	G2
Information Systems	Manage the City's information and digital services, focusing on improving and transforming customer service and business capability.	G2
Organisational Planning and Development	Drive continuous improvement to build capacity, efficiency and quality, and help deliver the community's vision, values, aspirations and priorities.	G2

Key projects		
Project	Description	SCP goal
Leadership and Employee Development Programs	Deliver the Leadership Capability Program and the Employee Development Program to build capability, enhance leadership effectiveness and support career development across the organisation.	G2
One Council Implementation (OCI) Project	Continue consolidating multiple systems into one enterprise resource planning platform to improve efficiency, accuracy and customer service. Implement the new request management system to streamline internal processes for delivering service requests raised by the community.	G2
Swan Local Approach	Implement the Swan Local Approach to improve customer access, engagement, and outcomes through more responsive, community-focused services.	G1
Community Engagement Framework	Launch the Engagement Framework, including the Aboriginal Engagement and Business Engagement guidelines.	G1
Customer Experience Action Plan	Customer Experience will optimise customer contact channels and processes to deliver responsive, professional service in line with the Customer Experience Charter.	G1

Resourcing the plan

Resourcing plans include the financial and non-financial resources required over the life of the CBP. These resource plans help ensure the City has the resources needed to deliver services and assets that support the community vision.

Advocacy priorities

Securing external grant funding supports the City in delivering services. The City also supports key initiatives that enhance the lifestyle of residents and ratepayers. Council regularly reviews these priorities to ensure they remain relevant. The Advocacy Priorities are updated to align with state and federal election cycles and are currently under review.

The full list of Financial **Advocacy Priorities** is available on the City's website.



BMX South Guildford opening

L-R (front row): Stephen Cain, Chief Executive Officer, City of Swan; Tania Lawrence MP; Cassie Rowe MLA; Mayor Tanya Richardson, City of Swan; Cr Rashelle Predovnik, City of Swan; Cr Ian Johnson, City of Swan; and Liam Carren, Acting Executive Director Infrastructure, Department of Local Government, Sport and Cultural Industries. L-R (Second row): Joe Russ, Senior Project Manager and Paul Neve, Director, Three Chillies Design.

Asset management

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

The City takes a long-term approach to managing its assets. It plans for maintenance and replacement over each asset's full life and uses these forecasts in our Long-Term Financial Plan to guide future budgets and address gaps between asset consumption and renewal.

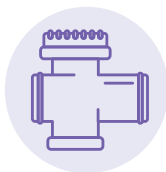
The City has allocated funding to renew its assets and support long-term sustainability. Ongoing funding for asset renewal, maintenance and upgrades will support positive investment in the community.

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

Capital Works Program 2026/27

These projects help keep the City running – from maintaining parks and drainage to renewing footpaths.

Drainage infrastructure



\$10.7M

Building and construction works



\$122.2M

Park and reserve infrastructure



\$61M

Land acquisitions



\$17.4M

Roads and bridges



\$86.6M

Other assets



\$27.9M

Note: The above totals also include assets gifted to the City, such as assets handed over by developers.



Sandalford Wines in the Swan Valley

Financial planning

One of the City's key challenges is achieving ongoing financial sustainability while providing appropriate services and infrastructure for the community and catering for future growth.

Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) is integral to the City's strategic planning process. The LTFP is a ten-year rolling plan that informs the CBP and supports delivery of SCP priorities. It indicates the City's long-term financial sustainability, allowing early identification of financial issues and longer-term impacts.

The LTFP describes the City's operating and capital needs and supports transparency and accountability to the community. The key financial strategies supporting 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 and replacement
- Maintaining a fair and equitable rating structure.

Capital Works Program

The Capital Works Program lists capital projects, including new works, upgrades and renewals, programmed for construction. The program aims to meet the City's infrastructure service requirements, focusing on asset supply and funding sources. The funding analysis determines the City's financial capacity to meet community expectations and provide services and facilities. See the summary figures on the previous page.

Annual Budget

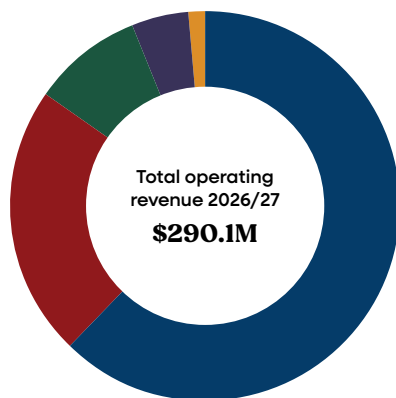
The Annual Budget supports accountable, transparent and responsible management of the City's funds. It aligns with the SCP and is consistent with the LTFP and CBP.

The City conducts an extensive planning process each year to review the LTFP, planned projects and services for the upcoming year. This ensures all key planning documents are integrated and support long-term sustainability.



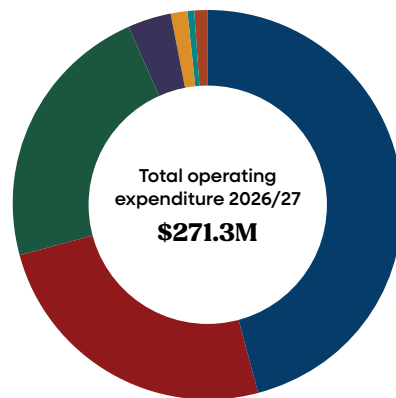
Sandalford Wines in the Swan Valley

How services are funded



● Rates	62.2%
● Fees and charges	22.5%
● Interest earnings	9.2%
● Operating grants, subsidies and contributions	4.9%
● Service charges and other revenue	1.2%

How your money is spent



● Employee costs	46%
● Depreciation	24.9%
● Materials and contracts	22.6%
● Utility charges	3.6%
● Insurance	1.3%
● Finance costs	0.6%
● Other expenditure	1%

Workforce capability planning

To achieve the vision of ‘One City, diverse people, cultures and places’ and meet the objectives of the SCP, the City has a Workforce and Capability Plan (WCP) 2024-2030 with two key sections:

- 1. Workforce forecasting framework, methodology and full-time equivalent (FTE) forecast
- 2. Capability plan framework, methodology and initiatives.

The City’s workforce delivers services to the community and customers to meet their needs and aspirations. The City ensures its workforce has the skills, competencies and capabilities needed to respond to the demands of a growth council and deliver projects and services.

The City has established a robust FTE forecasting methodology to support the organisation’s growth and current service levels, which was informed by key change drivers

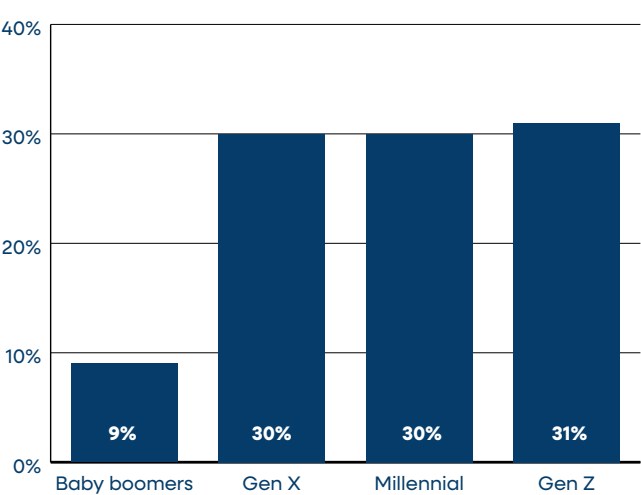
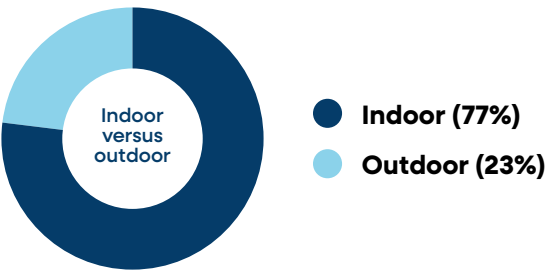
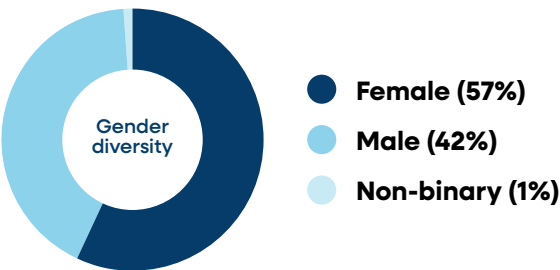
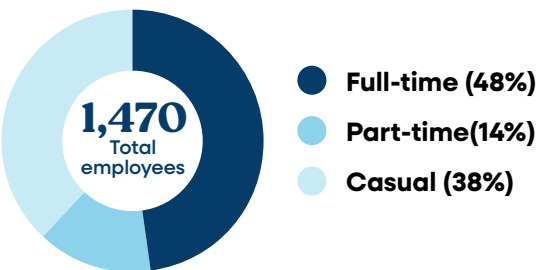
relevant to the City. In 2025, the Executive endorsed the process and recommended that FTE forecasting be incorporated into the Long-Term Financial Plan.

The City has a Competency, Accountability and Behavioural (CAB) Framework. The CAB Framework outlines a contemporary approach to capability development, supporting employees to lead themselves, lead teams and contribute to community outcomes

Building on this, an Employee Development Program (EDP) was designed, piloted and rolled out in 2025/26. Between May 2025 and February 2026, 12 cohorts of 25 staff, totalling 300 employees, started the program. In June 2026, Human Resources started rolling out a Leadership Capability Program.

Together, these capability initiatives support employees with clear career pathways and help them build and sustain the skills needed to deliver the City’s strategic and community objectives.

2026 workforce breakdown



Risk Management Framework

Regulation 17 of the Local Government (Audit) Regulations 1996 requires the Chief Executive Officer (CEO) to review and report to the Audit, Risk and Improvement Committee at least once every four years on the appropriateness and effectiveness of the City's systems and procedures relating to:

- Financial management
- Legislative compliance
- Risk management.

The City's Risk Management Framework is aligned with Australian Standard AS ISO 31000:2018 Risk management – Guidelines, which provides the foundation and principles for managing risk across the City.

The framework integrates with the seven core categories of the Australian Business Excellence Framework (ABEF):

Strategic risks link directly to ABEF's 'Strategy and Planning' and 'Leadership' categories to ensure risks are considered in high-level decision-making.

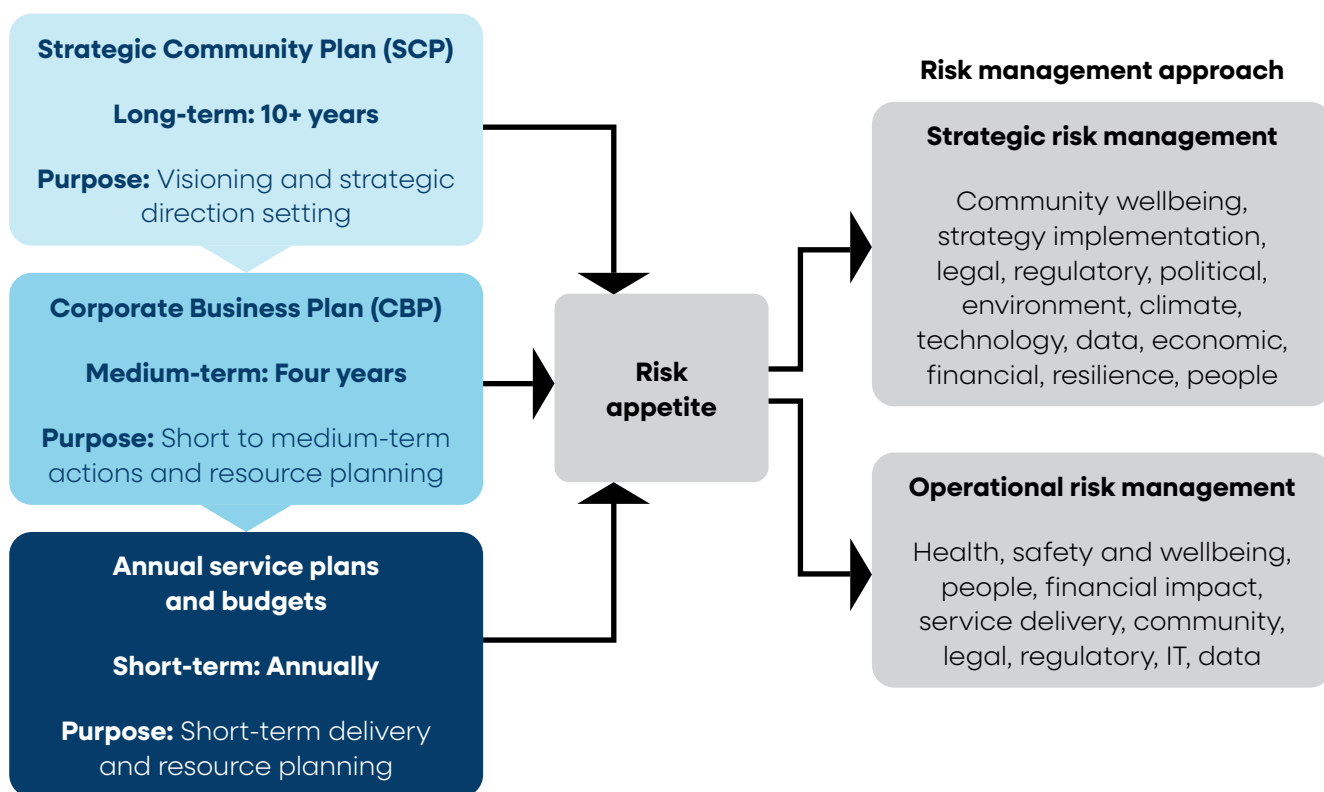
The services the City provides to the community establish the context for the risk management process outlined in the framework. This relates directly to ABEF's 'Customer and Market Focus' category.

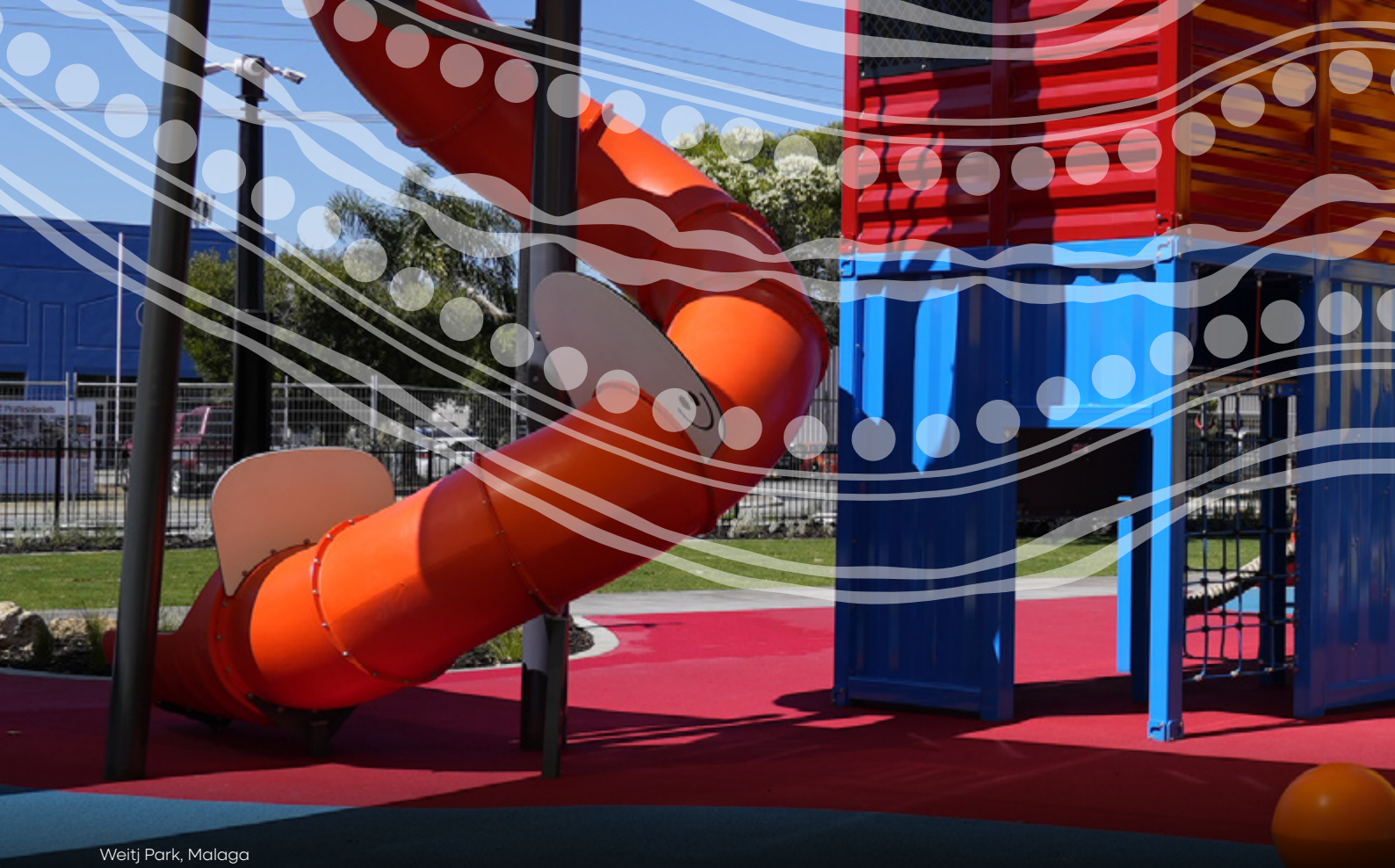
Operational risk management supports ABEF's 'Process Management, Improvement and Innovation' category by identifying key enablers needed to deliver services, improve efficiency and performance and build resilience in processes that deliver critical services.

Fostering a positive risk culture and involving staff in risk management encourages innovation while managing uncertainty. This addresses the 'People' element of the ABEF.

Data collection and analysis align with ABEF's 'Information and Knowledge' category and are critical to risk identification, analysis, assessment and treatment at all levels. The data may identify areas for improvement and inform risk treatment plans and City key performance indicators.

The Risk Management Framework is subject to regular reviews and benchmark maturity assessments that support ABEF's 'Success and Sustainability' category.





Our performance

Measuring our progress

Performance measurement and target setting are important for growing organisations. By measuring progress with reliable supporting data, the City can better understand, manage and improve performance, efficiency and accountability.

Corporate Reporting and Measurement Framework

In line with the City's commitment to continuous improvement through the Australian Business Excellence Framework, the Corporate Reporting and Measurement Framework helps the organisation adapt to change. The framework translates strategic outcomes into useful measures at each level of the organisation, helping the City deliver the community's 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, the City can identify, evaluate, prioritise and monitor risks at all levels of the organisation.

The framework covers the three core levels of the City's planning and reporting structure:

1. The SCP level – measures focus on outcomes that should be visible to the community
2. The CBP level – measures are designed to identify how well placed the City is to resource and support delivery of SCP outcomes. Strategic risks are also monitored throughout the planning cycle
3. The Annual Service Plan level – measures are designed to monitor specific operational outputs or identify potential risks in the delivery of services, projects and outputs.

To support transparency and accountability, the City reports on progress against the CBP through an annual progress report for each key result area and a mid-year performance report in March and the Annual Report. These **reports** are available on the City's website.



Weitj Park, Malaga

Corporate Reporting and Measurement Framework

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

Hubs, libraries and offices

Community hubs, City libraries and the place office are conveniently located across the City to ensure 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 Illawarra Crescent,
Ballajura WA 6066

Bullsbrook Public Library

3 Maroubra Avenue,
Bullsbrook WA 6084

Ellenbrook Community Library

90 Main Street,
Ellenbrook WA 6069

Guildford Public Library

97 James Street,
Guildford WA 6069

Midland Public Library

45 Helena Street,
Midland WA 6056

City of Swan Administration Centre

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

(08) 9267 9267

City of **Swan**

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

(08) 9267 9267

swan@swan.wa.gov.au

www.swan.wa.gov.au



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alternative formats and languages on request.

